ABSTRACT

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

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

**Results:** The results show that job satisfaction is positively related with HRMPs ($\beta =.588, p<.001$). The results also show that OCB is positively related to HRMPs ($\beta =.226, p<.01$) and job satisfaction ($\beta =.210; p<.01$) while turnover intention is negatively influenced by HRM practices ($\beta = -.124, p<.05$). The results further show that job satisfaction partially mediates the positive relationship...
between HRMPs and OCB. Job satisfaction also partially mediates the negative relationship between HRMPs and turnover intentions. This study contributes to the HRM body of knowledge by finding further support for the mediation effects of job satisfaction on the relationships between HRMPs and OCB and between HRMPs and turnover intentions in public universities in Uganda.

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

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

1. INTRODUCTION

1.1 Background to the Study

World over, the desire to retain a stable, motivated and satisfied workforce in organisations is on the increase. Additionally, employers do not only yearn for a motivated workforce, but for employees who are willing to go well beyond the usually prescribed duties and terms of employment in order to assist other workers and the entire organisation to perform more effectively and efficiently beyond their prescribed job roles. This scenario is what scholars like Organ [1] and Bateman and Organ [2] refer to as organisational citizenship behaviours (OCB). Unfortunately, while every organisation, including public universities, may desire to have employees engage OCB, with high levels of job satisfaction and reduced turnover intentions, achieving these goals has been a dream for public universities in Uganda [3].

In Uganda where public universities have been experiencing huge staffing gaps due to the rising rate of staff turnover and reportedly deteriorating conditions of work [4-6] we were provoked to explore how job satisfaction acts as a mechanism through which human resource management practices (HRMPs) affect OCB and the turnover intentions of public university employees. Overall, we intended to determine whether by implementing favourable HRMPs, public universities in Uganda can enhance job satisfaction, boost OCB and reduce turnover intentions. In this section, we present the statement of the background and the study objectives.

1.2 Study Context

Uganda is a land locked country in eastern Africa with a population of over 40 million people. Until 1988, Uganda had only one university (Makerere University) which is a public university and fully was funded by Government. Starting with 1989, the state liberalised the higher education sector by establishing more public universities and allowing for the establishment of private universities. The number of universities in Uganda has since risen from one in 1988 to more than 50 in 2019, nine of which are public universities [7].

According to the Uganda Bureau of Statistics (UBOS), [8], enrolment in higher education institutions in Uganda has increased from 201,376 in 2013 to 259,000 in 2016, of which 72 per cent were in universities. According to NCHE, more university students have been enrolled in the humanities (63%) compared to the sciences and technology programmes [37%] [7].

In terms of workforce, the higher education sector has been employing a workforce of more than 14,500 full-time employees [8].

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

In addition, in the last 10 years, several committees and researchers have investigated staffing issues in public universities and reported that there are serious human resource (HR) problems. For example, the Rwendeire Committee reported that there is gross understaffing with some departments having as low as
Specifically the study examines the mediating effect of job satisfaction in the relationship between HRMPs and both OCB and turnover intentions. The conceptual model for this study is presented in Fig. 1.

1.4 Significance of the Study

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

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

1.3 Study Purpose

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

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Theoretical Framework

This study was underpinned by Blau’s [23] social exchange theory (SET). SET differentiates between economic and social exchanges [24]. Whereas economic exchanges are based on contractual arrangements, social exchange depends on imperfectly specified terms [24]. SET is based on the norm of reciprocity where individuals feel obligated to give back to those who have given them favours. In the employment setting, the main idea of SET is that individuals are inclined to reciprocate favours they receive from the organisation. HRMPs can be viewed as an important input into the social exchange process [24]. This study conceptualises that employees with positive perceptions of their organisation’s HRMPs are expected to reciprocate their organization with high levels of job satisfaction and consequently lower turnover intentions [25,26]. SET also suggests that employees will engage in positive or negative behaviours towards the organisation in response to actions of the organisation. This implies that positive HRMPs practices such as training opportunities and open sharing of information will be reciprocated by positive responses from the employee such as job satisfaction and discretionary OCB that that are beneficial to the organisation. There is evidence showing that that organisational investments in HRMPs practices are effective in communicating to employees that they are viewed by the organisation as valuable assets [24,27]. In response employees are inclined to reciprocate with positive attitudes and behaviours such as higher levels of job satisfaction, more involvement in OCBs and lower turnover intentions.

2.2 Human Resource Management Practices

According to Messersmith, Patel, Lepak and Gould-Williams [28], HRMPs practices refer to the set of interrelated management practices designed to enhance the abilities, motivations and opportunities (AMO) of employees in organizations. According to Lepak, Liao, Chung and Harden [29] Skill enhancing HRMPs are designed to ensure appropriately skilled employees; they include recruitment/selection and training. Motivation-enhancing HRMPs are designed to enhance employee motivation; they include performance appraisal, incentives, rewards and promotion. Opportunity-enhancing HR practices are designed to empower
employees to use their skills and motivation to enhance performance; they include such as flexible job design, employee involvement, and information sharing. In selecting the HRMPs, to include in this study we ensured that at least one practice from each of ability, motivation and opportunity enhancing HRMPs (AMO) classification was included; we picked training from ability enhancing HRMs, performance appraisal and promotion from motivation HRMPs and information sharing from opportunity-enhancing category of HRMPs. Although there are multiple HRMPs in each category, we chose the four because they have been consistently highlighted among key components of a good bundle [21], Guchait and Cho, 2010, [27,30].

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

2.3 Organisational Citizenship Behaviour

According to Organ [1], OCB refers to an employee’s willingness to go above and beyond the required roles that he or she is assigned by the organisation. Meanwhile, Bateman and Organ [2] described OCB as the behaviours of workers which are not prescribed or formally demanded by the organisation but which occur freely to help other employees perform their tasks. This implies that employees engage in OCB when they engage in discretionally task behaviours that enhance organisational performance - but which are not recognised or rewarded by the organisations’ formal reward system. Podsakoff, et al. [33] argued that every organisation benefits from OCB because it increases employee productivity, efficiency and customer satisfaction at no extra cost to the organisation.

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

2.4 Turnover Intentions

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

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

2.6 Hypotheses Development

2.6.1 HRMP practices and Job satisfaction

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

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

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

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

2.6.2 HRM practices and OCB

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

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

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

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

2.6.3 HRM practices and turnover intentions

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

In the higher education, salaries and benefits, training and development, information sharing, performance appraisal and promotion opportunities have been identified as key among determinants of determinants of employee turnover intention [21]. Juhdi Pa’wani and Hansalam [59] found significant negative correlations between HRMPs and turnover intentions among university employees in Malaysia. Nawaz, Siddiqui, Rasheed, & Iqbal, [60] indicated performance appraisals and promotion speed negatively related to turnover intention. Similarly, Sung, Yee, Bahron, & Rahim, [61] found that training was a negative predictor of the lecturers’ turnover intention but performance appraisal was not a significant predictor of turnover intention. Also, Daly and Dee [21] found that that communication between managers and employees is a major determinant of retention. Other studies such as such as Memon et al. [27], Yousaf, Sanders and Yustantio [62] and Amarneh and Muthuveloo [63] have revealed that employee turnover intentions have significant negative relationships with HRMPs. Based on the preceding discussion, we propose that:

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

2.6.3.1 Job satisfaction and OCB

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

H4: Job satisfaction will be positively related to OCB

2.6.3.2 Job satisfaction and turnover intentions

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

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

2.6.3.3 Job satisfaction as a mediator between HRM practices and OCB

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

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

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

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

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

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

3. METHODOLOGY

3.1 Study Design

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

3.2 Measurement of Variables

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

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

OCB on the other hand was measured using 4 items adopted from Williams and Anderson [34]. The four items were designed by Williams and Anderson to measure organisation-oriented helping behaviours (OCBO). A sample item was “Employees in my department protect and conserve university property”. This scale had a reliability coefficient of 0.78. Lastly, the turnover intentions were measured with a 4-item scale borrowed from DeConinck and Stilwell [72] with a reliability index of 0.96. A sample item from this scale was: “I think a lot about leaving this university.” Since all reliability coefficients were
greater that 0.7 [73], considered the adapted measures to be valid and reliable.

3.3 Data Analysis

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

4. RESULTS AND DISCUSSION

4.1 Profile of Study Respondents

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

4.2 Correlation Analysis

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

The correlational results in Table 1 showed that there are significant positive correlations between HRMPs and job satisfaction: (training: r = .318, p< .001; promotion: r = .413, p< .001; performance appraisal: r = .355, p< .001; information sharing r = .471, p< .001). OCB was also positively correlated with HRMPs (training: r = .142, p< .001; promotion: r = .187, p< .001; performance appraisal: r = .215, p< .001; and information sharing r = .318, p< .001). These results imply that when employees perceive HRMPs as favourable, their job satisfaction and OCB may be enhanced. Furthermore, the results in Table 1 show that job satisfaction and OCB are significantly and positively correlated, implying that when job satisfaction improves, OCB tends to increase.

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

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

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

4.3 Measurement Model

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

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

Source: Primary Data; **: Correlation is significant at the 0.001 level (2-tailed). Diagonal cells show reliability coefficient Cronbach alpha
They also proposed that in such a scenario, the BC bootstrap confidence intervals which can be easily obtained from AMOS should be used in examining the significance of the mediation effect. We therefore analysed the data in this study using SEM with AMOS version 20. We followed Anderson and Gerbing’s [75] two-step approach whereby in the first step we tested the measurement model before testing the proposed structural model in the second step.

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

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

### 4.4 Hypothesis Testing

To test the study hypotheses, we used SEM. The model included HRMPs as the independent variable, job satisfaction as the mediating variable and both OCB and turnover intentions as the dependent variables. Four HRMPs were summated into one second order construct and labelled HRMP. The results of the structural model as illustrated in Fig. 2 provided a good fit to the data ($\chi^2$ (df = 268) = 881.771, $p < 0.001$; $\chi^2$/df = 3.296; TLI = 938, CFI = 0.944, RMSEA = 0.054, and SRMR= 0.0520). In this model, HRMP accounted for 35% ($R^2 = 0.35$) of the variance in job satisfaction. Moreover, HRMP and job satisfaction together explained 15% of the variance in OCB and 30% of the variance in turnover intentions.

### 4.5 Direct Relationships

With regard to the regression path coefficients the results in Fig. 2 and Table 2, show that HRMPs had a positive and significant association with job satisfaction ($\beta = 0.588$, $p < 0.001$). The results also show that HRMPs explained 35% of the variance in job satisfaction ($R^2 = 0.35$). Therefore, Hypothesis 1 which predicted that HRMPs will have a positive and significant relationship with job satisfaction is supported.

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

Furthermore the link from HRMPs to turnover intentions had a significant path coefficient ($\beta = -0.124$, $p < 0.05$). Therefore, Hypothesis 3 which proposed that HRMPs will have a negative and significant relationship with turnover intentions is supported.

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

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

### 4.6 Indirect (Mediation) Relationships

The statistical significance of indirect paths was estimated using bootstrapping based on 2000 resampling technique [74]. According to Baron and Kenny [79], if the two direct paths from
Fig. 2. Results of the Structural Model (standardised coefficients)

***p < .001; **p < .01, *p < .05; Notes: χ2 (df = 368) = 881.276, p < .001; χ2/df = 2.395; TLI = .938; CFI = .944; RMSEA = .054, and SRMR = .0520.

Table 2. Direct, indirect and total effects

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

*** p < .001, ** p < .01, * p < .05

independent variable to mediator and from the mediator to criterion variable are significant, then there is mediation. As already noted, HRMPs had a positive and significant direct effect on job satisfaction (β = 0.588, p < 0.001). Job satisfaction, in turn, had a significant and positive direct relationship with OCB (β = 0.214, p < 0.01). Therefore, the two conditions for mediation are fulfilled. Table 2 shows that the indirect effect of HRMPs on OCB, through job satisfaction is significant (β = 0.126; p < .05). Therefore, Hypothesis 6 which predicted that job satisfaction will mediate the relationship between HRMPs and OCB is supported.

With regard to mediation of job satisfaction between HRMPs and turnover intentions, Table 2 shows that the indirect path from HRMPs to turnover intentions via job satisfaction is significant (β = -0.273, p < 0.001). This result shows that job satisfaction acts as a mediator between HRMP and turnover intentions. Therefore, Hypothesis 7 which anticipated that job satisfaction will mediate the relationship between HRMPs and turnover intentions is supported.

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

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

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

In this study, HRMPs accounted for a large proportion (35%) of the variance in job satisfaction. However, Edgar and Geare [81] reported that HRMPs explained 57.8 percent of variance in job satisfaction in the New Zealand. Also, Shafaei, Nejati and Yusoff [82] reported that HRMPs explained 45 per cent of variance in job satisfaction in Malaysia, while Sarker [83] found out that HRMPs accounted for 58% of the variance in job satisfaction in Bangladesh. Thus, consistent with other researchers, the results of this study suggested that HRMPs are important in influencing the feelings of university employees about their jobs in Uganda in spite of the fact that a whole 65% of the variance in job satisfaction remains unexplained and must be attributed to factors not considered in this study.

Furthermore, the finding that the positive effects of HRMPs on both OCB and turnover intentions occur through job satisfaction was also in tandem with the works of earlier researchers like Snape and Redman [24] who opined that job satisfaction is one of the most important employee attitudes that predict OCB. It also slightly differed with the findings of Farooq et al. [67] who reported that job satisfaction has a stronger relationship with OCB than other employee attitudes. As noted, in this study HRMPs and job satisfaction explained only 15% of the variance in OCB. Therefore, other factors such as leadership style, organisational commitment, organisational justice and ethical climate which have been suggested as potential predictors of OCB by Snape and Redman [24] may explain the remaining variance. Therefore, future research in university setting may wish to consider these relationships.

5. CONCLUSIONS, LIMITATIONS AND FUTURE RESEARCH

5.1 Conclusion

Based on the findings of the study, we were able to draw the following conclusions. First, this study was a good response to the calls for more research by scholars such as Alfes et al. [13] and...
Kehoe and Wright [15] on the mechanisms through which HRMPs influence employee OCB and turnover intentions. In fact, the study contributed additional literature on how HRMPs lead to high levels of job satisfaction and, in turn, enhances OCB and reduces turnover quit intentions. Second, this study also contributed to the job satisfaction literature by examining the effects of HRMPs on employees’ job satisfaction. By examining these relationships, the current study addressed recent calls by Hauff, Richter and Tressin [84] for additional empirical work on the factors that help to increase job satisfaction in different contexts. Moreover, we tested the relationships among these variables in an under-researched setting (in a Sub-Saharan country). Therefore, the paper has demonstrated that although these HRM concepts and measures such as OCB, job satisfaction and turnover intentions were developed in western countries, they equally have significant implications like Hauff et al. [84] indicated for employees’ attitudes and organisational performance in other parts of the world.

5.2 Limitations and Future Research

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

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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