HUMAN RESOURCE MANAGEMENT PRACTICES AND TURNOVER INTENTION AMONG HOTEL EMPLOYEES: THE ROLE OF PERSON-ORGANISATION FIT

Dg Kamisah Ag Budin[1], Sylvia Nabila Azwa Ambad[2]

[1] Faculty of Business and Management, Universiti Teknologi MARA Cawangan Sabah, 88997 Kampus Kota Kinabalu, Sabah, Malaysia
✉ dgkam548@uitm.edu.my   iD https://orcid.org/0000-0003-4879-9168

[2] Faculty Business and Management, Universiti Teknologi MARA Cawangan Sabah, 88997 Kampus Kota Kinabalu, Sabah, Malaysia
✉ nabila1793@uitm.edu.my   iD https://orcid.org/0000-0003-1693-8514

Article Info:

Abstract:

Considering the negative consequences coming from employee turnover in the hospitality sector, a mediated model was suggested by this research that aimed to decrease turnover intention. Specifically, person-organization fit is advanced as a key mechanism through which human resource management practices may contribute to reducing employees' intention to leave. Accordingly, the objectives of this study are threefold. The first objective is to evaluate the direct effect HRM practices have on staff turnover intention. Secondly, to examine the direct effect of HRM practices on person-organization fit. Finally, to evaluate the indirect effect of human resource management practices on turnover intention through person-organization fit. A questionnaire form was designed for Data collection and was distributed to a number of staff of three to five-star hotels in Kota Kinabalu, Sabah as a sample. Three hundred forms were distributed, and 214 were returned. Data analysis for this research was done by employing that showed considerable adverse impacts of compensation and career development on turnover intention. Moreover, compensation and career development significantly positively affects person-organization fit. Lastly, person-organization fit is mediating the connection between compensation and career development and turnover intention. The research suggests enhancement of compensation and career development because of its important impact on both person-environment fit and turnover intention.

Introduction

The hospitality sector encompasses a number of service industries, such as transportation, theme parks, hotels, restaurants and event organising (Holston-Okae & Mushi, 2018). According to Cargill (1995), the hospitality industry includes a number of fundamental components, including food and drink, housing and other accommodations, and housekeeping. The hospitality industry plays a vital role in contributing to national economic growth, tourism development and employment generation. The hospitality industry is a significant contributor to many economies worldwide and one of the essential drivers for economic growth (Harwood et al., 2022). Since the hospitality organisation is a service-oriented body, its success is increasingly attributed to the quality, commitment, as well as steadiness of the human resources.

Within this industry, hotels serve as the backbone of tourism by providing not only accommodation but also customer experiences that influence destination reputation and visitor satisfaction. In Malaysia, the hotel sector is a key component of the national tourism economy, contributing significantly to GDP and employment opportunities, particularly in popular destinations such as Kota Kinabalu, Sabah. However, the industry continues to face pressing human resource challenges, especially concerning high employee turnover rates among non-managerial and frontline employees. The tourism and hospitality sector has been recognised as the main driver for the Sabah economy and makes a significant contribution to its overall revenue. Tourism is a significant economic industry, ranking as the state's third-largest sector after agriculture and manufacturing. It provides employment for over 80,000 individuals (Sabah Tourism Board, 2024).

One of the crucial methods for hospitality organisations to acquire a distinct advantage over competitors is by attracting and retaining motivated employee (Akgunduz et al., 2020). High turnover in hotels interrupts service quality, increases recruitment as well as training costs, and reduces organisational productivity. Employees in the hospitality sector often experience demanding work schedules, emotional labour, and limited career progression, which contribute to their turnover intention. Consequently, understanding the factors that drive turnover intention has become a central concern for both scholars and practitioners in human resource management (HRM). A number of research studies have explored the impacts HRM practices can have including compensation, recruitment and selection, quality assurance review, training and development, and staff connections on turnover and staff preservation.

Turnover of employees in the hospitality sector has constantly drawn the attention of researchers, human resource professionals, and managers due to its substantial costs, impacting efficiency and productivity negatively (Alkhateri et al, 2018). Human resource management practices can be effectively utilized to reduce turnover intention. Prior research has demonstrated that practices such as compensation, training, and performance appraisal play a significant role in lowering employees' turnover intention. It is anticipated that efficient HRM practices can enhance the supportive feature of work environment, thereby improve staff's commitment and mitigate their will to leave the job. However, empirical findings on the direct relationship between HRM practices and turnover intention remain inconsistent.

One possible explanation for these inconsistencies lies in the role of psychological and contextual mechanisms that shape how employees perceive HRM practices. Out of these methods, person-organisation fit (P-O fit) which refer to the level of alignment of values and objectives with those of the organisation has come up as a crucial explanatory feature. Employees who perceive a strong fit with their organisation incline to experience higher levels of satisfaction, engagement, and commitment, which in turn lower their turnover intention. Nonetheless, there are limited research studies that have explored P-O fit as a mediator between HRM practices and turnover intention, in the hospitality industry in particular. A lot of earlier research studies have considered P-O fit either a straightforward predictor or a moderator, which overlook the insight on the way HRM practices influence turnover intention via P-O fit. In the context of Malaysian hotels, this gap is even more pronounced. Despite the sector's strategic importance and persistent retention issues, limited empirical evidence exists on how HRM practices can foster better P-O fit and, consequently, reduce employees' turnover intention. Addressing this gap is crucial for both theory and practice, as it may provide actionable insights for hotel managers seeking to retain skilled and motivated employees in an industry characterized by high mobility and competition. Moreover, this research aims to explore how HRM practices relate to turnover intention, while considering P-O fit as a mediating factor, within Gen Z non-managerial hotel staff located in Kota Kinabalu, Malaysia. Specifically, this study objectives are to:

1. Examine the direct effects of HRM practices on turnover intention.
2. Examine the direct effects of HRM practices on P-O fit; and
3. Examine the mediating effect of P-O fit in the relationship between HRM practices and turnover intention.

By discussing these goals, this research helps the body of knowledge to stand out when it comes to strategic HRM and employee retention in the hospitality organisation. It also provides practical implications for hotel management in designing HRM systems that enhance person-organisation alignment and reduce turnover intention among employees.

Literature Review

Social Exchange Theory (SET)

This research has relied on Social Exchange Theory (SET) (Blau, 1964) that discusses the way social behaviour comes from mutual exchanges between two sides. In employment contexts, when organisations offer support, fair treatment, and developmental opportunities through HRM practices, employees perceive these as investments and reciprocate with positive attitudes and behaviours such as commitment and loyalty (Cropanzano & Mitchell, 2005). SET

suggests that people act a certain way because of exchange. As the theory elaborates, people are involved in social behaviour following an exchange process where they seek to lower the costs while increasing the rewards during the interaction with other individuals.

Based on Social Exchange Theory (SET), it is more probable for employees to involve in reciprocal beneficial manners when their behaviour and activities toward the organisation are directed by the manner of the exchange relations they undertake within the work environment (Cook & Hahn, 2021). Central to SET is the notion that social exchange relationships are grounded in mutual trust, which obligates beneficiaries to reciprocate the benefits received. Such exchange processes may involve various forms of returns, including social rewards, respect, loyalty, favours, compliance, material compensation and sincerity (Blau, 1964). Under SET, they suggest HRM practices including compensation, quality assurance, training and development, direct employees to show more commitment to the organisation. They consider P-O fit a psychological approach through which staff reciprocate or return the acceptable behaviour they get from their career environment, especially when they get efficient application of human resource practices such as compensation, performance appraisal, training and career development. Such organisational practices motivate employees to reciprocate by developing a stronger P-O fit, which in turn reduces their turnover intention.

Through the lens of SET, HRM practices represent an organisation's efforts to fulfill employees' socio-emotional needs. Employees who perceive fairness and support develop stronger psychological connections with the organisation, which not only reduces turnover intention but also enhances P-O fit, the alignment between employees' values and organisational culture (Kristof, 1996). Therefore, this study uses SET to explain how HRM practices impact turnover intention directly and indirectly through P-O fit.

HRM Practices and Turnover Intention

Human resource management (HRM) practices refer to a coherent and consistent set of internal practices designed to support and enhance employee performance by retaining competent, motivated, and committed employees (Elrehail et al., 2019). HRM practices consist of policies and systems designed to attract, motivate, develop, and retain employees. In the hospitality industry, effective HRM practices are essential to create positive work environments that discourage turnover. This study focuses on four key HRM practices namely training, compensation, performance appraisal, and career development which are widely recognized for influencing employee attitudes and retention outcomes.

Training provides staff with essential skills and education to do their duties efficiently, thereby improving both individual and organisational quality of their duties. Compensation serves not only as a financial reward but also as a motivational tool that reinforces employee commitment and job satisfaction. Performance appraisal offers systematic comments, allowing the staff to have insight about their strengths, realise areas that require improvement, and line up their efforts with objectives of the organisation. Career development initiatives, on the other hand, offer opportunities for growth and progression, fostering long-term loyalty and reducing the turnover intention. Collectively, these HRM practices create an integrated approach that strengthens employee engagement, cultivates a supportive organisational culture, and ultimately contributes to sustained competitive advantage in the hospitality sector. Moreover, in a highly dynamic and service-oriented industry, the effective implementation of these

practices can mitigate the negative effects of job stress and role ambiguity, which are common contributors to employee turnover.

Training and Development

Training entails systematic measures that aim to boost the skills and education of employees, and capacities to boost present or future career quality (Noe et al., 2017). As explained by Obeidat et al. (2014), training and development entails some measures that help to boost and update staff's skills, education, capacities, and experiences through a variety of programmes. In hotels, effective training improves service quality and employee confidence, signalling that the organisation values staff development. Bibi et al (2018) found that training enhances employees' dedication and faithfulness, while also boosting staff retention in firms. Evidence has shown that training can effectively decrease the probability of staff turnover (Bresk, 2023). Consistent with SET, such organisational support fosters a sense of obligation and loyalty, which in turn reduces employees' desire to leave (Newman et al., 2011). Conversely, limited or ineffective training may lead to frustration and higher turnover intention (Karatepe, 2013).

Generation Z employees place strong emphasis on continuous learning and skill development, viewing training as a signal of an organisation's investment in their future employability. When training opportunities are perceived as limited or irrelevant, Gen Z employees are more likely to reassess their commitment and consider leaving the organisation (Goh & Okumus, 2020; Lub et al., 2016). From a Social Exchange Theory (SET) perspective, training represents an organisational investment that signals care, support, and long-term commitment to employees (Blau, 1964). When employees perceive that their organisation is willing to invest resources in enhancing their skills and employability, they are likely to feel obligated to reciprocate through positive attitudes and behaviours, including reduced turnover intention. Training strengthens the psychological contract by fulfilling employees' developmental expectations, thereby fostering loyalty and attachment to the organisation (Cropanzano & Mitchell, 2005). Conversely, inadequate training may be interpreted as a lack of organisational support, weakening the exchange relationship and increasing turnover intention. Thus, SET provides a strong theoretical basis for expecting a negative relationship between training and turnover intention.
H1: Training has a significant negative effect on turnover intention.

Compensation

Alhmoud and Rjoub (2019), define compensation as encompassing both monetary components such as pay, pensions, insurance and bonuses, as well as non-monetary benefits like extra vacation day, complimentary travel, comprehensive medical care, and support with children's education. Compensation, including salary, incentives, and benefits, represents the most tangible form of exchange between employer and employee. Fair and competitive compensation enhances satisfaction and loyalty by signifying the organization's appreciation of employees' contributions (Choi & Dickson, 2010). The rate at which employees elect to leave their jobs willingly is increased based on level of inequality in compensation (Ismail & Rishani, 2018). Payment and retention of employees have demonstrated a robust and positive link (Rombaut & Guerry, 2020). From the SET perspective, perceived fairness in rewards leads employees to reciprocate with commitment and lower turnover intention. Conversely, inequitable compensation creates feelings of injustice and disengagement, increasing the possibility of turnover (DeConinck, 2011). Odhiambo et al (2024) found in Kenyan five-star

hotels that direct, indirect and non-financial compensation strategies significantly influence turnover intentions.

For Gen Z employees, fair and transparent compensation is a critical factor influencing retention, particularly due to financial insecurity at early career stages. Gen Z employees are more likely to exhibit turnover intention when compensation does not reflect their effort or market expectations (Goh & Baum, 2021; Deloitte, 2023). Under Social Exchange Theory, compensation constitutes a fundamental element of the exchange relationship between employees and organisations. Fair and competitive compensation reflects the organisation's recognition of employees' contributions and serves as a tangible reward for their efforts (Blau, 1964). When employees perceive compensation as equitable, they are more likely to reciprocate with commitment and continued membership in the organisation. Conversely, perceptions of unfair or inadequate compensation disrupt the balance of exchange, leading to dissatisfaction and withdrawal behaviours such as turnover intention (Cropanzano et al., 2017). Therefore, SET suggests that compensation plays a critical role in shaping employees' decisions to remain with or leave an organisation.

H2: Compensation has a significant negative effect on turnover intention.

Performance Appraisal

Performance appraisal is a structures and recurring process of evaluating the performance of an employee as compared to predefined objectives (Kampkotter, 2017). Performance appraisal means the official procedure for the evaluation of staff performance and making comments for advancement. Transparent and fair performance evaluations foster perceptions of justice and recognition, enhancing employees' trust and commitment (Sultana et al., 2012). The perception of justice or fairness can increase the satisfaction of employees and encourage their intentions to stay with the organisation (Knezovic & Neimarlija, 2023). According to research done among employees of five-star hotels in Riyadh, Saudi Arabia by Alqahtani (2024) the effectiveness of quality assurance review has a direct adverse impact on turnover intention. Based on SET, when employees feel valued through fair evaluations, they reciprocate with positive work attitudes and reduced turnover intention. However, biased or unclear appraisal systems can lead to dissatisfaction and intention to leave (Brown et al., 2010). Based on the study done among employees of five-star hotels in Riyadh, Saudi Arabia by Alqahtani (2024) the effectiveness of performance appraisal demonstrated a direct adverse impact on decision to quit jobs.

Generation Z employees prefer frequent, transparent, and developmental feedback rather than infrequent or ambiguous performance evaluations. When appraisal systems are perceived as unfair or unclear, Gen Z employees are more likely to disengage and develop turnover intention (Schroth, 2019; Ozkan & Solmaz, 2015). From the perspective of Social Exchange Theory, performance appraisal systems represent an important mechanism through which organizations communicate fairness, recognition, and respect to employees. Transparent and objective appraisals reinforce employees' perceptions that their contributions are valued and fairly evaluated, strengthening the social exchange relationship (Blau, 1964). When employees perceive appraisal processes as fair, they are more inclined to reciprocate with loyalty and reduced intention to leave. In contrast, biased or unclear appraisal systems may signal disrespect or inequity, weaken the exchange relationship and increase turnover intention. Accordingly, SET supports the expectation that effective performance appraisal reduces employees' turnover intention.

H3: Performance appraisal has a significant negative effect on turnover intention.

Career Development

Career development is an organised and thoughtful procedure that is intended at balancing the career aspirations of an individual and the requirements of the workforce of the organisation (Leibowitz et al., 1986). Career development refers to initiatives that support employees' professional growth and advancement opportunities. In the hotel industry, where job mobility is high, career development can enhance employees' sense of purpose and future prospects (Kong et al., 2012). Research done by Dewi and Nurhayati (2021) showed an adverse impact of career development on turnover intention. Consistently, Solihat and Salendu (2023) indicate that career growth opportunities have a significant negative correlation with turnover intention. Under SET, career development is viewed as an investment in employees' futures, creating reciprocal commitment and reduced turnover intention (Eisenberger et al., 2001).

Career development is particularly salient for Gen Z employees, who prioritise clear career pathways and rapid growth opportunities. A lack of visible career progression increases turnover intention among Gen Z employees, especially in high-mobility industries such as hospitality (Goh & Okumus, 2020; Rahman et al., 2022). Career development initiatives reflect an organisation's commitment to employees' long-term growth and future prospects, which is central to Social Exchange Theory. By offering opportunities for advancement and skill development, organisations convey support beyond immediate job performance, fostering a sense of mutual obligation (Eisenberger et al., 2001). Employees who perceive strong career development support are likely to reciprocate with sustained commitment and lower turnover intention. Conversely, limited career growth opportunities may signal a lack of long-term investment, prompting employees to seek alternatives elsewhere. Thus, SET provides a theoretical rationale for the negative relationship between career development and turnover intention.

H4: Career development has a significant negative effect on turnover intention.

HRM Practices and Person-Organization Fit

Person-organisation fit is considered the degree of lining up between persons' values, beliefs, and objectives and those of the organisation they work for (Kristof, 1996). Employees who perceive a high level of fit are more likely to experience job satisfaction, engagement, and organisational commitment. HRM practices are considered crucial in directing these insights as it marks values and priorities within an organisation. Siyal et al (2020) found a significant positive relationship between High Performance Human Resource Practices and P-O fit which suggests that HPHRPs strengthen the fit among the employees and organisations. Consistently, Kakar et al (2023) revealed that HRMP relates positively to P-O fit.

Training and development enhance P-O fit by aligning employees' skills and capabilities with organisational expectations (Cable & DeRue, 2002). Fair compensation and reward systems strengthen fit by reflecting organisational fairness and recognition of shared values (Choi & Dickson, 2010). Transparent performance appraisals communicate organisational values, helping employees adjust and identify with those norms (Sultana et al., 2012). Similarly, career development opportunities allow employees to see alignment between their long-term goals and organisational mission (Kong et al., 2012). Therefore, effective HRM practices are expected to enhance employees perceived fit with their organisation.

Gen Z employees are highly sensitive to value congruence and organisational authenticity. HRM practices such as training, fair compensation, transparent appraisal, and career development act as signals through which Gen Z employees assess alignment between their personal values and organisational priorities, thereby shaping their perception of person-organisation fit (Goh & Baum, 2021; Kakar et al., 2023). Social Exchange Theory explains how HRM practices shape employees' perceptions of alignment with organisational values and goals. Through supportive HRM practices such as training, fair compensation, transparent performance appraisal, and career development, organisations communicate their priorities, norms, and expectations. Employees interpret these practices as indicators of organisational values and, in return, adjust their attitudes and behaviours to maintain a balanced exchange relationship (Blau, 1964). When employees perceive HRM practices as supportive and fair, they are more likely to internalize organisational values, strengthening person-organisation fit. Conversely, weak or inconsistent HRM practices may hinder the development of perceived fit. Hence, SET supports the expectation that HRM practices positively influence P-O fit.

H5: Training has a significant positive effect on P-O fit.
H6: Compensation has a significant positive effect on P-O fit.
H7: Performance appraisal has a significant positive effect on P-O fit.
H8: Career development has a significant positive effect on P-O fit.

Person-Organisation Fit and Turnover Intention

Research consistently shows that employees with a high degree of P-O fit experience stronger organisational identification, job satisfaction, and engagement, which subsequently lower their turnover intention (Vogel & Feldman, 2009). When employees' personal values align with organisational culture, they are more motivated to contribute and less likely to seek employment elsewhere (Verquer et al., 2003). In contrast, a lack of fit often leads to emotional exhaustion, disengagement, and higher turnover rates.

As discovered by Saufi et al. (2023) P-O fit notably decreased turnover intention among faculty employees in Malaysian public universities. Employees who perceived greater placement between their personal values and organisational culture (P-O fit) or between their abilities and job requirements (P-J fit) were less likely to consider leaving. These findings emphasise that guaranteeing consistency between staff and the organisation where they work is considered a successful method to mitigating the rate of turnover intention. Additionally, Dalgiç (2022) conducted a study among employees at 5-star hotels in Antalya, Turkey found that P-O fit significantly affects turnover intention.

Research done recently by QiuTing and Abd Razak (2025) explored the connection between person-environment fit, organisational loyalty, and turnover decision among the staff in Foshan ceramic companies. Their findings showed that P-E fit negatively influenced turnover intention. This is an indication that staff that got a strong fit with their job environment may not quit the job. According to research by Siyal et al (2020) which was conducted in public Universities of Pakistan (academic and non-academic) discovered a notable connection between P-O fit and turnover intention. Consistently, several studies also found P-O fit significantly influence turnover intention (e.g., Kakar et al, 2023; Margaretha et al, 2023; Dayeh & Farmanesh, 2021; Ko & Campbell, 2021). In the context of SET, employees who perceive a high fit feel that their exchange relationship with the organisation is mutually

beneficial and supportive, fostering loyalty and stability. Hence, it is reasonable to expect that higher P-O fit will reduce employees' intention to leave.

For Gen Z employees, alignment between personal values and organisational culture is a key determinant of retention. When Gen Z employees perceive a strong person-organisation fit, they are more likely to develop emotional attachment and remain with the organisation (Saufi et al., 2023; Kakar et al., 2023). Within the framework of Social Exchange Theory, person-organisation fit reflects the quality of the ongoing exchange relationship between employees and their organisation. When employees perceive strong alignment between their personal values and organisational values, they are more likely to view the exchange relationship as mutually beneficial and worth maintaining (Cropanzano & Mitchell, 2005). High P-O fit fosters emotional attachment, trust, and commitment, which reduce the likelihood of withdrawal behaviours such as turnover intention. In contrast, misalignment weakens the exchange relationship and increases employees' propensity to leave. Thus, SET provides a strong theoretical foundation for the negative relationship between P-O fit and turnover intention.

H9: P-O fit has a significant negative effect on turnover decision.

The Mediating Role of Person-Organization Fit

While earlier research efforts have revealed the direct impacts of HRM techniques on turnover intention, studies exploring the underlying mechanisms that explain how and why these relationships occur particularly within the hotel industry remain limited. Drawing on Social Exchange Theory (SET), this research suggests that HRM practices initially shape employees' perceptions of their compatibility with the organisation, which subsequently influences their turnover intention. When employees perceive that the organisation values them and aligns HRM practices with organisational objectives and culture, they are more likely to reciprocate with commitment and loyalty, thereby reducing their intention to leave.

Based on prior studies, person-organisation fit has been positioned as a mediating variable linking various organisational practices to employee outcomes. For instance, P-O fit has been found to mediate the relationship between high-performance HRM practices and employee engagement (Akhtar & Tufail, 2024), employee skill development and turnover intention (Dayeh & Farmanesh, 2021), HRM practices and affective commitment (Ahmad & Jasimuddin, 2021), HRM practices and organisational commitment (Suryanarayana, 2022), high-performance HRM practices and firm performance (Uppal, 2021), supportive work environments and employee retention (Naz et al., 2020), as well as career satisfaction and hospital performance (Chen et al., 2020).

Research has consistently demonstrated that employees experiencing a high level of person-organisation are more likely to align their personal values, goals, and identities with those of the organisation (Cable & DeRue, 2002; Saks & Ashforth, 1997). Such value congruence fosters a shared sense of identity and belonging, strengthening social and psychological bonds between employees and the organisation. This enhanced relational attachment, in turn, reduces employees' inclination to withdraw from the organisation, including turnover intention. Supporting this argument, Siyal et al. (2020) found that P-O fit significantly mediated the relationship between high-performance HRM practices and turnover intention among academic and non-academic staff in public universities in Pakistan.

To further strengthen the mediating position of P-O fit, recent empirical studies increasingly conceptualise P-O fit as a key psychological mechanism through which HRM practices influence employees' withdrawal behaviours. For example, Kakar et al. (2023) demonstrated that P-O fit mediates the relationship between HRM practices and turnover intention among professionals, highlighting its role in translating organisational practices into retention-related outcomes. Similarly, Margaretha et al. (2023) found that P-O fit operates as an intervening variable linking organisational practices to turnover intention through employees' attitudinal responses. More recently, Saufi et al. (2023) reported that P-O fit significantly mediates the relationship between organisational factors and turnover intention in the Malaysian context, reinforcing its relevance in collectivist and service-oriented cultures. These findings collectively suggest that HRM practices do not directly reduce turnover intention in isolation; rather, they do so by shaping employees perceived alignment with organisational values and culture.

Despite growing evidence supporting the mediating role of person-organisation fit, relatively few studies have explicitly examined its intervening function in the relationship between HRM practices and turnover intention within the hotel industry. Addressing this gap, the present study argues that effective HRM practices enhance employees perceived congruence with the organisation, which subsequently reduces their turnover intention. Accordingly, person-organisation fit functions as a central psychological mediator linking HRM practices to turnover intention.

Among Gen Z employees, HRM practices influence turnover intention indirectly by shaping perceptions of organisational alignment. When HRM practices enhance person-organisation fit, Gen Z employees are more likely to reciprocate with loyalty, thereby reducing turnover intention (Siyal et al., 2020; Margaretha et al., 2023). Social Exchange Theory provides a compelling explanation for the mediating role of person-organisation fit in the relationship between HRM practices and turnover intention. HRM practices represent organisational actions that initiate the exchange process by offering support, rewards, and development opportunities. Employees interpret these practices as signals of organisational values and intentions, which shape their perceived alignment with the organisation (P-O fit). In turn, a strong sense of fit strengthens the exchange relationship, leading employees to reciprocate with loyalty and reduced intention to leave. Therefore, P-O fit functions as a psychological mechanism through which HRM practices influence turnover intention, consistent with the SET-based "black box" explanation in HRM research.

H10: P-O fit negatively mediates the relationship between training and turnover intention.
H11: P-O fit negatively mediates the relationship between compensation and turnover intention.
H12: P-O fit negatively mediates the relationship between performance appraisal and turnover intention.
H13: P-O fit negatively mediates the relationship between HRM practices career development and turnover intention.

Methodology

The participants in this study were full-time non-managerial employees from 3-5 stars hotel in Kota Kinabalu, Sabah, Malaysia. Memon et al (2025) discussed three key techniques in purposive sampling namely criterion sampling, maximum variation sampling, and theoretical

sampling. This study employed criterion sampling which refers to selecting participants who meet specific, predefined criteria directly related to the research objectives (Edmonds & Kennedy, 2017). A total of 300 questionnaires were distributed to Gen Z non-managerial employees working in three- to five-star hotels in Kota Kinabalu. Respondents were asked to complete measures assessing human resource management (HRM) practices, P-O fit, and turnover intention. From 300 questionnaires distributed, only 214 returned. After initial stage of screening, only 169 considered to be usable for analysis. Among the respondents, 46% were male and 54% were female. The departments for respondents were comprised of 27.8% housekeeping department, 27.2% Food and Beverage, 12.4% Front Office, 11.2% others, 4.7% sale and marketing, 2.4% Human resource and 0.6% from purchasing department.

Instruments

Well-organised measurement devices were utilized measurement measure the variables being studied. They rated all measurement units on a five-point Likert scale that ranged from strongly disagree = 1 to strongly agree = 5. Turnover intention was rated by five item measurement scale established by (Memon et al (2018). Sample unit includes "I will likely seek a new career in the following year". They measured the HRM techniques by thirteen units created by (Rubel et al., (2021). Sample unit is "The organisation provides me with an opportunity to grow". P-O Fit was measured by six items scales develop by (Memon et al (2018). A sample unit of P-O fit is "In my opinion, my personal values are considered an appropriate fit with this agency".

Assessing the Model Using PLS

In this study, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to evaluate the proposed research model due to its suitability for complex and prediction-oriented research frameworks. The research model incorporates multiple latent constructs, including several HRM practices, person-organisation fit as a mediator, and turnover intention as the outcome variable, resulting in a model with multiple simultaneous direct and indirect relationships. Such structural complexity is more appropriately handled using PLS-SEM compared to covariance-based SEM (CB-SEM) (Hair et al., 2019; Richter et al., 2016). Furthermore, the primary objective of this study is to predict employees' turnover intention and explain variance in key endogenous constructs rather than to confirm an established theory. PLS-SEM is particularly suitable in this context as it emphasizes prediction accuracy and variance explanation (R^2) rather than overall model fit indices (Hair et al., 2021). This predictive orientation aligns with the study's aim to assess how HRM practices influence turnover directly and indirectly through person-organisation fit. In addition, PLS-SEM allows for the simultaneous assessment of measurement and structural models, enabling the evaluation of construct reliability, validity, and structural relationships within a single analytical framework (Williams et al., 2009). Therefore, the use of PLS-SEM is justified given the model's complexity, the presence of mediation effects, and the study's predictive research objective.

Measurement Model

The measurement model examines the relationships between latent constructs and their corresponding observed indicators. In this study, the relationships between the observed items and latent variables were evaluated in terms of reliability and validity (Hair et al., 2017). During the initial assessment of the measurement model (see Table 1), factor loadings (FLs), composite

reliability (CR), and average variance extracted (AVE) were employed to assess the reliability and convergent validity of the reflective constructs and their indicators. The CR values for all constructs overpassed the suggested threshold of 0.70 that is an indication of reliability of satisfactory internal congruency (Chin, 2010). Additionally, the AVE values for all reflective constructs were above the minimum threshold of 0.50 (Fornell & Larcker, 1981), suggesting that the constructs were adequately captured by their respective measurement items.

Table 1: Measurement Model

Variable	Item	Loadings	CR	AVE
Career Development	CD1	0.939	0.966	0.877
	CD2	0.946		
	CD3	0.935		
	CD4	0.925		
Compensation	COM1	0.918	0.913	0.778
	COM2	0.867		
	COM3	0.860		
Performance Appraisal	PA1	0.881	0.912	0.777
	PA2	0.917		
	PA3	0.843		
Training	TR1	0.915	0.925	0.805
	TR2	0.913		
	TR3	0.863		
Person-Organization Fit	POF1	0.891	0.956	0.785
	POF2	0.846		
	POF3	0.933		
	POF4	0.906		
	POF5	0.874		
	POF6	0.862		
Turnover Intention	TI1	0.881	0.964	0.843
	TI2	0.883		
	TI3	0.963		
	TI4	0.949		
	TI5	0.912		

Structural Model

The structural model assesses the relationships among the constructs in the conceptual framework (Hair et al., 2017). In PLS-SEM, two key criteria for evaluating the structural model are the coefficient of determination (R^2) and the significance of the path coefficients (Henseler et al., 2009). The R^2 value indicates the model's explanatory power, with values ranging from 0 to 1, where higher values reflect greater explanatory capability. In this research, the exogenous constructs HRM techniques and P-O fit along with for 48% of the variance in turnover decision ($R^2 = 0.48$). The significance of the structural paths was evaluated using a bootstrapping procedure with 10,000 subsamples.

The path coefficient between training and turnover intention was positive and significant (β = 0.225, t = 1.788, p =0.037) thus H1 is not supported. Compensation showed negative and significant relationship with turnover intention (β = -0.310, t = 2.666, p < 0.05) hence supporting H2. Furthermore, the finding indicated no notable impact of performance appraisal on turnover intention (β = 0.097, t = 0.795, p = 0.213), as a result H3 was rejected. H4, which shows the negative direct effect of career development on turnover intention (β = -0.280, t = 1.673, p < 0.05) hence H4 is supported.

The link between training and P-O fit was favourable and not notable (β = 0.040, t = 0.433, 0.332), thereby rejecting H5. On the other hand, compensation indicated positive and notable connection with P-O fit (β = 0.3478, t = 3.726, p < 0.05), thereby supporting H6. Further, the result showed that the is no significant effect of performance appraisal on P-O fit (β = 0.103, t = 1.025, p = 0.153), thus H7 was not supported. H8, which shows the negative direct effect of career development on P-O fit (β = 0.431, t = 4.173, p < 0.05) hence H8 was supported.

Furthermore, the results indicate that P-O fit is negatively associated with turnover intention (β = −0.398, t = 2.632, p < 0.05), thereby supporting H9. In addition, H10, which examined the indirect effect of training on turnover intention via P-O fit, was negative but not statistically significant (β = −0.016, t = 0.402, p = 0.344); thus, H10 is not supported. The results for H11 indicate that the indirect effect of compensation on turnover intention through P-O fit is negative and statistically significant (β = −0.138, t = 2.562, p < 0.05), thus supporting H11. Nonetheless, shows that an indirect impact of performance appraisal is shown by H12 on turnover decision through P-O fit indicated negative result but not statistically notable (β = −0.041, t = 0.853, p = 0.197); thereby rejecting H12. Finally, the results for H13 reveal that the indirect effect of career development on turnover intention through P-O fit is negative and significant (β = −0.171, t = 2.081, p < 0.05), providing support for H13.

Table 2: Hypothesis Testing (Direct Effect)

Hypothesis	Path	Path Coefficient	Standard deviation	T statistics	P values	Result
H1	TR -> TI	0.225	0.126	1.788	0.037	Not Supported
H2	COM -> TI	-0.310	0.116	2.666	0.004	Supported
H3	PA -> TI	0.097	0.122	0.795	0.213	Not Supported
H4	CD -> TI	-0.280	0.168	1.673	0.047	Supported
H5	TR -> POF	0.040	0.093	0.433	0.332	Not Supported
H6	COM -> POF	0.348	0.093	3.726	0.000	Supported
H7	PA -> POF	0.103	0.101	1.025	0.153	Not Supported
H8	CD -> POF	0.431	0.109	4.173	0.000	Supported
H9	POF -> TI	-0.398	0.151	2.632	0.004	Supported

Table 3: Hypothesis Testing (Indirect Effect)

Hypothesis	Path	Path Coefficient	Standard deviation	T statistics	P values	Result
H10	TR -> TI	-0.016	0.040	0.402	0.344	Not Supported
H11	COM -> TI	-0.138	0.054	2.562	0.005	Supported
H12	PA -> TI	-0.041	0.048	0.853	0.197	Not Supported
H13	CD -> TI	-0.171	0.082	2.081	0.019	Supported

Discussion

Employee turnover imposes significant costs on organisations, as departing employees must be replaced through recruitment, selection, onboarding, and training processes. Moreover, turnover increases the workload on remaining employees, potentially reducing their performance and negatively impacting service quality. In light of these high costs, the present study seeks to mitigate organisational losses by reducing employees' turnover intention. To achieve this, the study examines both the direct effects of human resource management (HRM) practices on turnover intention and their indirect effects through P-O fit.

Based on the findings of this research Gen Z non-managerial staff are less inclined to decide to quit the organisation when they feel HRM techniques are positive. In line with earlier study conducted by (e.g., Kakar et al., 2023), the results indicated positive connection of HRM practices with P-O fit. Moreover, the findings are consistent with earlier research (Kakar et al., 2023; Margaretha et al., 2023), which indicated a negative connection between P-O fit and turnover intention. QiuTing and Abd Razak (2025) also indicated a notable impact of P-E fit on turnover decision among staff in ceramic companies in Foshan region. This alignment reinforces the argument that improving employees' compatibility with their work environment can enhance retention. Similarly, Saufi et al. (2023) found that employees who experienced a higher level of alignment between their personal values and the organisational culture were less likely to leave their organisations. This supports the idea that when employees share similar values and goals with their organisation, they develop stronger emotional attachment and commitment, thereby reducing turnover intention. The current study extends this evidence to the hospitality context, indicating that Gen Z employees are also more likely to remain with organisations that reflect their personal values and work expectations.

Despite extensive evidence suggesting that training reduces turnover intention, the present study reveals a positive relationship between training and turnover intention among Gen Z non-managerial hotel employees. This finding may be explained by the career orientation of Gen Z, who tend to view training primarily as a means of enhancing their employability rather than as a signal of long-term organisational commitment. Prior studies indicate that Gen Z employees are more likely to leverage acquired skills and credentials to pursue better career opportunities, particularly in industries characterized by high labour mobility such as hospitality (Goh & Okumus, 2020; Schroth, 2019).

A notable finding of this study is the mediating role of P-O fit between HRM practices and turnover intention. The results indicate that the negative relationships between compensation and career development and turnover intention are mediated by P-O fit. This suggests that these

HRM practices not only directly reduce employees' intention to leave but also exert an indirect effect by enhancing employees' P-O fit. These results present evidence of the "black box" approach connecting HRM techniques to turnover decision and advocate for the conclusions of Kooij and Boon (2018), who indicated an indirect relation of HRM techniques to employees' turnover intention. This study offers new insights to the existing literature. Consistent with prior research emphasizing the role of P-O fit as a key mediating mechanism between turnover intention and its antecedents, the findings indicate that P-O fit mediates the negative relationships between compensation and career development and employees' turnover intention.

Conclusion And Discussion

One of the objectives this research follows is to investigate the effects of HRM practices on turnover intention in 3–5-star hotels in Kota Kinabalu, Sabah. Firstly, the objective of this study was to examine the effects of HRM practices on turnover intention among Gen Z in the hotel industry. The research revealed that the compensation and career development had a considerable impact on the turnover intention among Gen Z. The results show a notable adverse impact of compensation on turnover intention which suggests the significance of fair and sufficient remuneration in mitigating employees' turnover intention. For employees in the hotel industry, particularly among younger workers, compensation that is perceived as equitable and sufficient to meet basic needs including payment for overtime and vacation appears to be a key factor influencing retention decisions.

Moreover, the results prove that career development has a notable adverse impact on turnover decision, focusing on the significance of development and improvement opportunities in keeping staff within the hotel sector. Particularly for Gen Z, perceived chances for learning, skill enhancement, and job advancement seem to decrease their decision to quit the job. Nevertheless, performance appraisal and training proved to have no notable impact on turnover decision. This implies that, within the context of this study, these practices may not directly influence employees' decisions to stay or leave, although they may still contribute to other positive work outcomes.

Secondly, this study aimed to examine the effects of HRM practices on P-O fit. The study found that P-O fit was significantly positively impacted by compensation and career development. This is an indication that when staff feels just compensation and clear job growth chances, they are more inclined to make their values and objectives congruent with those of the organisation. Such alignment can strengthen employees' attachment to the organisation and foster positive work-related outcomes. However, this study indicate that training and performance appraisal do not have a significant effect on P-O fit. This suggests that, within the context of this study, these human resource practices may not strongly influence employees' perceptions of alignment with organisational values and goals.

The third objective of the research was to examine the mediating effect of P-O fit on the connection between HRM practices and turnover intention. The findings of this study indicate that P-O fit significantly mediates the relationship between compensation and career development and turnover intention. This is an indication that acceptable compensation and clear job growth chances decrease the decision of employees to quit by boosting their perceived consistency with the organisation. However, P-O fit does not mediate the relationship between training and performance appraisal and turnover intention. This indicates that, within the

context of this study, these practices do not influence turnover intention through employees' perceptions of organisational fit.

The final results of this research show that competitive compensation plays a crucial role in motivating staff to remain with the relevant organisation. Additionally, providing opportunities for career development increases employees' likelihood of staying, as hotels often use promotions and recognition to retain top performers and reward high performance. These findings form the basis for several practical recommendations. Recognising and addressing the specific requirements and expectations of both fresh and older employees is necessary for hotels. While younger employees can introduce innovative ideas and fresh perspectives, they may also have a higher demand for immediate recognition and exhibit less patience regarding career progression.

The study further recommends that organisations conduct a thorough review of their compensation structures to enhance employee motivation, retention, and overall performance. Companies should consider prioritising enhancement of positive employee relations by presenting attractive rewards, including incentives that are both monetary and non-monetary. Where formal remuneration systems are lacking, organisations should implement comprehensive awareness and communication campaigns to ensure employees understand and value the available benefits.

Theoretical And Practical Implications

The findings of this research have had a number of theoretical and practical recommendations for the hotel industry management. Theoretically, this study contributes to the HRM and turnover literature by providing empirical evidence on the role of compensation and career development in reducing turnover intention. The significant direct effects of these variables support prior research that positions these practices as key determinants of employees' retention. Additionally, the significant positive effect of compensation and career development on P-O fit extend existing literature by demonstrating that these HRM practices influence employee's perception of alignment with organisational values and goals. Finally, the significant mediating role of P-O fit on the relationship between dependent and independent variable highlights the underlying mechanism through which these HRM practices operate, addressing the "black box" between HRM practices and turnover intention.

From a practical perspective, the findings offer important insights for human resource practitioners and hotel managers, particularly those managing Gen Z non-managerial employees. The significant negative effects of compensation and career development on turnover intention suggest that hotels should prioritise fair, transparent, competitive remuneration structures that reflect both job demands and market standards. Given the prevalence of long working hours, shift work, and emotional labour in hotel operations, competitive compensation and clearly defined benefits are critical in reducing employees' turnover intention.

In addition, structured career development pathways are essential in the hotel industry, where non-managerial employees often perceive limited upward mobility. Hotel HR managers should clearly communicate promotion criteria, provide visible internal career ladders (e.g., from front-line staff to supervisory roles), and offer cross-departmental exposure to enhance employees' perception of long-term career prospects. Such practices not only reduce turnover

intention but also strengthen Gen Z employees' person-organistion fit by aligning individual career aspirations with organisational growth opportunities.

The findings further highlight that compensation and career development significantly enhance person-organisation fit, indicating that these practices serve as important signals of organisational values and priorities. Hotel managers are therefore encouraged to communicate compensation policies openly and consistently, ensuring that reward systems are perceived as fair and aligned with performance and effort. Likewise, career development initiatives should be designed to reflect the hotel's service culture and long-term strategic objectives, reinforcing employees' sense of belonging and value congruence.

Moreover, hotel organisations may implement structured onboarding and socialisation programmes that emphasise organisational values, service standards, and behavioural expectations. Mentoring, buddy systems, and continuous feedback mechanisms can help Gen Z employees integrate more effectively into the organisational culture, thereby strengthening person-organisation fit and reducing turnover intention. These initiatives are particularly important in hotels, where teamwork and service consistency are essential to service quality. Overall, the findings suggest that hotel HR managers should move beyond isolated HRM practices and adopt a more integrated approach that simultaneously enhances rewards, career development, and value alignment. By doing so, hotels can improve retention of Gen Z employees, reduce turnover-related costs, and maintain service quality in a highly competitive and labour-intensive industry.

Despite offering empirical support for the impacts of the independent variables, the results should be considered in connection to specific limitations. First, the data were collected at a single point in time, which may restrict the generalizability of the results. Accordingly, future research is encouraged to adopt a longitudinal research design to better capture changes in employee perceptions and turnover intention over time. Secondly, this study was conducted among non-managerial employees only. Future study may conduct study among managerial staff too to compare the factor led to their turnover intention. Further, it is recommended for future research to investigate another mediating role of person-environment fit such as P-J fit, P-S fit, P-G fit and also P-V fit.

reviewed and approved by the Branch Ethics Review Commitee, approval number [BERC/8/2024/MR383]. Informed consent was obtained from all participants prior to data collection. Participation was voluntary, and respondents were assured of confidentiality and anonymity. The data collected were used solely for academic purposes.

Author Contribution Statement:	All authors contributed significantly to the development of this manuscript. Second Author was responsible for the conceptualization, methodology, and overall supervision of the study. First Author handled data collection, analysis, and interpretation of results, to the literature review, drafting, and critical revision of the manuscript. All authors read and approved the final version of the manuscript prior to submission.

References

Ahmad, K. Z. B., & Jasimuddin, S. M. (2021). The linkage between communication satisfaction, human resources management practices, person-organization fit, and commitment: evidence from Malaysia. *IEEE Transactions on Professional Communication*, *64*(1), 23-37.

Akhtar, N., & Tufail, M. S. (2024). High Performance Human Resource Practices, Employee Engagement And Affective Commitment: The Mediating Effect Of Person Organization Fit. *Contemporary Journal of Social Science Review*, *2*(04), 169-189.

Alqahtani, M. (2024). Person-organization fit and organizational commitment: Mediating role between performance appraisal effectiveness and employee turnover intention. *Business Ethics and Leadership*, *8*(3), 55-70.

Cargill, C.W. (1995),"Perceptions of corporate professionals from three segments of the hospitality industry", Hospitality & Tourism Educator, Vol. 7 No. 4, pp. 51-54, doi: 10.1080/23298758.1995.10685697.

Chen, X., Liu, M., Liu, C., Ruan, F., Yuan, Y., & Xiong, C. (2020). Job satisfaction and hospital performance rated by physicians in China: A moderated mediation analysis on the role of income and person–organization fit. *International journal of environmental research and public health*, *17*(16), 5846.

Cook, K. S., & Hahn, M. (2021). Social exchange theory: current status and future directions. *Theoretical sociology*, 179-205.

Dalgiç, A. (2022). The effects of person-job fit and person-organization fit on turnover intention: The mediation effect of job resourcefulness. *J. Gastron. Hosp. Travel*, *5*, 355-365.

Dayeh, K., & Farmanesh, P. (2021). The link between talent management, organizational commitment and turnover intention: A moderated mediation model. *Management Science Letters*, *11*(7), 2011-2020.

Dechawatanapaisal, D. (2018). The moderating effects of demographic characteristics and certain psychological factors on the job embeddedness–turnover relationship among Thai health-care employees. *International Journal of Organizational Analysis*, *26*(1), 43-62.

Dewi, R. S., & Nurhayati, M. (2021). The effect of career development on turnover intention with job satisfaction and organizational commitment as mediators, study at PT Control Systems Arena Para Nusa. *European Journal of Business and Management Research*, *6*(4), 11-18.

Goh, E., & Okumus, F. (2020). Avoiding the hospitality workforce bubble: Strategies to attract and retain generation Z talent in the hospitality workforce. *Tourism Management Perspectives*, *33*, 100603.

Holston-Okae, B. L., & Mushi, R. J. (2018). Employee Turnover in the Hospitality Industry using Herzberg's Two-Factor Motivation-Hygiene Theory. International Journal of Academic Research in Business and Social Sciences, 8(1), 218–248.

Kakar, A. S., Saufi, R. A., & Mansor, N. N. A. (2019). Person-organization fit and job opportunities matter in HRM practices-turnover intention relationship: a moderated mediation model. *Amazonia Investiga*, *8*(20), 155-165.

Kakar, A. S., Muhammad Khan, N., & Haider, A. (2023). The turnover intention among IT professionals: A person-organisation fit, person-job fit, and HRM perspective. *Human Systems Management*, *42*(3), 325-335.

Karatepe, O. M. (2013). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management, 25*(6), 903–921.

Ko, M. C., & Campbell, J. W. (2021). Social capital, person-organization fit and cynicism: a multi-stage mediation model of turnover intention in public organizations. *Employee Relations: The International Journal*, *43*(4), 936-954.

Kooij, D. T., & Boon, C. (2018). Perceptions of HR practices, person–organisation fit, and affective commitment: The moderating role of career stage. *Human Resource management journal*, *28*(1), 61-75.

Margaretha, M., Zaniarti, S., & Indrawan, D. (2023). Mediating role of employee engagement on person-organization fit and turnover intention in Indonesia. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, *8*(7), 7.

Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A study in the relationship between supportive work environment and employee retention: Role of organizational commitment and person–organization fit as mediators. *Sage Open*, *10*(2), 2158244020924694.

Newman, A., Thanacoody, R., & Hui, W. (2011). The impact of employee perceptions of training on organisational commitment and turnover intentions: A study of multinationals in the Chinese service sector. *The International Journal of Human Resource Management, 22*(8), 1765–1787.

Noe, R. A. (2017). *Employee training and development* (7th ed.). McGraw-Hill Education.

Odhiambo, E. A., Wainaina, L., & Makhamara, F. (2024). Compensation strategies and employee turnover among five star hotels in Nairobi City County, Kenya. *The Strategic Journal of Business & Change Management*, *11*(2), 1186-1201.

QiuTing, H., & Abd Razak, A. Z. A. B. (2025). The Mediating Role of Job Satisfaction in the Relationship between Person-Environment Fit, Organizational Commitment, and Turnover Intention: An Empirical Study of Foshan Ceramic Enterprises. *International Journal of Academic Reserach in Economics and Management Sciences*, *14*(3), 658-667.

Rombaut, E., & Guerry, M.-A. (2020). The effectiveness of employee retention through an uplift modeling approach. International Journal of Manpower, 41(8), 1–22.

Saufi, R. A., Che Nawi, N. B., Permarupan, P. Y., Zainol, N. R. B., Aidara, S., Kakar, A. S., & Jothi, B. A. P. (2023). Academic person-environment fit towards sustainable work-life balance and reduced turnover intention moderated by job opportunities. *Sustainability*, *15*(4), 3397.

Sabah Tourism Dashboard (2024) available at: https://sabahtourism.com/statistics/?locale=en.

Schroth, H. (2019). Are you ready for Gen Z in the workplace?. *California management review*, *61*(3), 5-18.

Siyal, S., Xin, C., Peng, X., Siyal, A. W., & Ahmed, W. (2020). Why do high-performance human resource practices matter for employee outcomes in public sector universities? The mediating role of person–organization fit mechanism. *Sage Open*, *10*(3), 2158244020947424.

Solihat, W. S., & Salendu, A. (2023). The relationship between career growth opportunity and turnover intentions in employees in startup companies x: career planning coaching program designed as an intervention. *Gema Wiralodra*, *14*(2), 1012-1025.

Suryanarayana, A. (2022). Perceived HRM practices and organizational commitment in Nepali banking sector: mediating role of person-organization fit. *Review of Integrative Business and Economics Research*, *11*(1), 1-29.

Ucar, A. C., Alpkan, L., & Elci, M. (2021). The effects of person–organization fit and turnover intention on employees' creative behavior: The mediating role of psychological ownership. *Sage Open*, *11*(4), 21582440211066924.

Uppal, N. (2021). Mediating effects of person–environment fit on the relationship between high-performance human resource practices and firm performance. *International Journal of Manpower*, *42*(3), 356-371.