

we need to talk about kinship

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We need to talk about kinship: how kinship weakens turnover intentions among academicians at private higher education institutions in Indonesia

Kinship and
higher
education
institutions

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Abstract

Purpose – There are two objectives in this study. First, testing the relationship between person-organization fit (P-O fit) and person-job fit (P-J fit) on turnover intentions. Second, examining the moderating role of kinship on the relationship between P-O fit and P-J fit on turnover intentions.

Design/methodology/approach – This research was conducted at private universities in Lampung with a total of 282 respondents. The analytical method used to test the research hypothesis was moderated regression analysis (MRA).

Findings – There are five proposed hypotheses, and all of them are supported. The findings of this study reveal that P-O fit and P-J fit are predictors that are negatively related to turnover intentions. Furthermore, kinship moderates the relationship between P-O fit and P-J fit on turnover intentions.

Research limitations/implications – This study adds to the literature on turnover intentions in universities and underscores some important advances and contributions in developing a human resource management theory related to social capital. Based on the findings of this study, organizations are expected to pay more attention to P-O fit, P-J fit and kinship to reduce the level of turnover intentions. Employers are expected to choose people who match the organization's values and work and create interpersonal relationships between them to reduce turnover intentions, which mean the findings extend the theory of attraction-selection-attrition (ASA), social exchange and social capital. These findings provide theoretical and pragmatic insights for human resource management practitioners and relevant stakeholders.

Practical implications – Practically, the concepts of P-O fit and P-J fit are important to be considered by the leadership because creating a suitable environment for employees will trigger positive behaviors. Leaders must find the right people for the environment and the right environment for the employees. Furthermore, this study has implications for a relational approach to overcoming turnover intentions in the workplace. The relational approach is in the form of kinship. Organizations that encourage opportunities for social interaction among members can reduce employee turnover and tend to create positive social capital.

Social implications – In social practice, kinship connects people in an organization. The existence of kinship in an organization helps academicians get relational and emotional support from coworkers and superiors so that they will feel a family relationship that may not be found in other organizations, which eventually reduces turnover intentions.

Originality/value – The originality of this study lies in investigating the moderating role of kinship on the relationship between P-O fit and turnover intentions. Kinship in this study is different from research in general. "Kinship" here is based on a kinship perspective because of the peculiarities of Asian culture, especially in Indonesia, namely kinship without blood relations and marriage.

Keywords Kinship, Person-organization fit, Person-job fit, Turnover intentions, Lecturer

Paper type Research paper

1. Introduction

Employee turnover intention is an issue that often occurs in organizations (Li *et al.*, 2019) and is a serious problem because it will cause high stress for employees and reduce loyalty and



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commitment to their work (Aburumman *et al.*, 2020; Ramos *et al.*, 2021). In addition, employees with turnover intentions tend not to focus on work, their heart and soul are not in the company, and they are only waiting for time to move jobs to other companies, which results in low productivity (Suyono *et al.*, 2020). Al-Qura'an (2015) found that employee turnover intentions can cause excessive damage to the organization and sometimes cannot be repaired because the human factor is an element that is difficult to imitate; therefore, turnover intentions must be addressed so that the negative effects do not spread (Busari *et al.*, 2017).

Turnover intention can occur in various organizations (Asrar-ul-Haq *et al.*, 2019; Kakar *et al.*, 2021a; Saufi *et al.*, 2020; Shah and Beh, 2016; Suyono *et al.*, 2020; Williams, 2019), including private higher education institutions in Indonesia. It is vital to research turnover intention in higher education institutions because academicians are the biggest asset of higher education institutions, they are regarded as the core of the educational operation since their performance and competence can significantly affect the student's skills, experience and abilities (Alkadash, 2020). When there is turnover intention in high-quality academicians, organizational performance will not be optimal (Anees *et al.*, 2021; Kakar *et al.*, 2019; Sudarti *et al.*, 2021), can also disrupt and disserve universities, such as disrupting the quality of education, hindering teaching activities, learning activities and student research and reduces the motivation and morale of the existing academic community (Asrar-ul-Haq *et al.*, 2019; Maseri *et al.*, 2022; Usman and Khan, 2015).

Several previous studies found that the turnover rate of lecturers in Indonesia is quite high (Harini *et al.*, 2020; Kristanti *et al.*, 2021; Rubiono and Finahari, 2017), reported that lecturers' turnover rate at private higher education institutions in one province in Indonesia, reached 62%. So, it is important to examine the turnover intention at higher education institutions (Rita and Widodo, 2021; Sudarti *et al.*, 2021; Narimawati, 2007). Although higher education institutions in Indonesia were attacked by turnover intention, there is still a scarcity of research that focuses on this context (Harini *et al.*, 2020). Most of the previous research in Indonesia, focused on industries such as garment (Junaidi *et al.*, 2020), pharmacy (Vizano *et al.*, 2020), manufacturing, and services in Indonesia (Tricahyadinata *et al.*, 2020; Vizano *et al.*, 2021), retail store (Adawiyah, 2015) and banking, hospitals, consulting offices, and training provider (Suyono *et al.*, 2020), private hospitals (Laily *et al.*, 2020), Small Medium Enterprises (Coetzer *et al.*, 2019; Mbah *et al.*, 2018), Deputy for Enforcement of Anticorruption Institution in Indonesia (Lebang and Ardiyanti, 2021) and many more. By looking at the lack of research that focuses on higher education institutions and the negative implications of turnover intentions on the academic community, it is vital to investigate the factors that cause turnover intentions (Kakar *et al.*, 2021a, b; Saufi *et al.*, 2020).

Important factors that are consistently associated with turnover intentions, especially in higher education institutions are commitment, motivation (Maryam *et al.*, 2021), extroversion and neuroticism (Teng *et al.*, 2019), organizational reputation, person-vocation fit (P-V fit) (Kakar *et al.*, 2021a, b), job security, supervisor support, compensation satisfaction, job autonomy, key performance indicators (KPI) achievability, job satisfaction (Rathakrishnan *et al.*, 2016; Yo and Supartha, 2019), job stress, emotional exhaustion (Yo and Supartha, 2019), organizational characteristics (Abdul Rehman *et al.*, 2011), person-organization fit (P-O fit) and person-job fit (P-J fit) (Ketkaew *et al.*, 2020; Memon *et al.*, 2018a, b; Tang *et al.*, 2021). However, of these factors, we only focus on P-O fit and P-J fit because many studies have provided consistent evidence showing that P-O fit is strongly associated with turnover intentions (Verquer *et al.*, 2003; Abdalla *et al.*, 2018; Ko and Campbell, 2020; Peng *et al.*, 2014), in particular higher education institutions (Grobler and van Rensburg, 2019) and P-J fit (Abdalla *et al.*, 2018; Berisha and Lajçi, 2020; Kakar, 2022). In addition, the most recommended determinant of turnover intentions is the compatibility of academicians with the organizational attributes (Berisha and Lajçi, 2020; Jin *et al.*, 2016; Kakar *et al.*, 2019).

P-O fit and P-J fit were found to be closely related to turnover intentions (12 *et al.*, 2010; Saufi *et al.*, 2020; Tang *et al.*, 2021). However, there are still several significant research gaps and limitations. First, current researchers call for more integrative studies investigating different types of fit within the same study, but most previous fit studies have focused on one type of fit (e.g. P-O fit, P-J fit, or P-V fit) (Abdalla *et al.*, 2018; Carless, 2005). Kristof (1996) implies that P-J fit and P-O fit tend to be interdependent so that P-O fit and P-J fit will be more useful if they interact together with turnover intentions and allow a more realistic assessment of their relative influence on the other dependent variables (Carless, 2005; Chang *et al.*, 2010; Dahleez *et al.*, 2021). Second, there is a gap in research results: Berisha and Lajçi (2020) found that the direct influence of P-O fit and P-J fit on turnover intentions was stronger than the indirect influence on work attitudes, such as commitment and turnover intentions (Wei, 2015). In contrast, Nuansa *et al.* (2018) and Saufi *et al.* (2020) stated that the direct influence of P-O fit on turnover intentions was not significant compared to when mediated by other variables such as organizational commitment. Although it is negatively related, P-O fit is not a significant predictor of turnover intention (Scroggins, 2007; Tak, 2011; Verquer *et al.*, 2003; Zhang *et al.*, 2017). Meanwhile (Boon and Biron, 2016; Chang *et al.*, 2010; Jin *et al.*, 2016; Saufi *et al.*, 2020; Liu *et al.*, 2010), showed a significant negative effect. It is crucial to address this gap so that appropriate interventions can be carried out to reduce academicians' turnover intentions (Devadhasan *et al.*, 2021; Kakar *et al.*, 2021a, b). Several studies suggest investigating the presence of moderating variables in the relationship between them (Memon *et al.*, 2018a, b; Ramos *et al.*, 2021; Wen *et al.*, 2016).

Previous researchers have noted that the turnover model has overlooked the potential role of worker relationships with coworkers and leaders (Mossholder *et al.*, 2005). The relational aspect of organizational life is important but has not received more attention in turnover studies (Moynihan and Pandey, 2008). Considering this and following the increasing calls to explore social networks so that do not the turnover intentions (Hom and Xiao, 2011; Moynihan and Pandey, 2008) as well as suggestions (Henriques, 2021), it is necessary to input the construction of kinship as a moderating variable in relationships and organizations that are different from the research. For this reason, we offer kinship as a moderating variable that is considered capable of moderating the relationship between P-O fit and P-J fit with turnover intentions. Some of the underlying reasons are: kinship in the community affects individuals in making decisions to stay (Mueller *et al.*, 1994), kinship can increase loyalty and commitment to the organization and reduce geographic mobility, thereby allowing them to remain with the organization (Daly and Dee, 2006; Wang and Seifert, 2017). Close kinship is also a source of security and a sense of belonging that results in loyalty (Yu *et al.*, 2020). The kinship in one organization tends to be irreplaceable and cannot be found in other organizations (Sable, 2008). Kinship has a positive moderating effect on the organization (Michiels *et al.*, 2022). Based on the social exchange theory, it makes sense to include kinship as a moderating variable, since academicians' behavior in an organization is a response to the behavior of others (Vivien, 2002). These reasons can be considered when academicians feel a job mismatch or a mismatch with the values that exist in the organization. They can consider the kinship formed not to leave the organization.

There is an interesting fact in the world of work that many people feel closer to their colleagues than their blood relatives (Kim, 2009; Rose *et al.*, 2014). So, kinship in this study focuses on kinship that is not based on blood relations and marriage (Fletcher, 2002; Stewart, 2003; Tunç, 2021; Verver and Koning, 2018). This kinship is very similar to the 'ideal dimension of family relations' built on the symbolic role of real kinship (Tunç, 2021) or more commonly called fictitious kinship. Kinship in the private higher education institutions' context begins with friendly relations between individuals that turn into a family pattern (Güç, 2018; Tunç, 2021). In addition, kinship is also formed by established relationships, places of origin and language or dialect linkages (Verver and Koning, 2018), which is common

in communal cultures, such as those in Southeast Asia, especially Indonesia (Manik *et al.*, 2021). In developing countries like Indonesia, strong family ties and a collectivist society culture are common (Meagher, 2005). Kinship like this can be formed wherever individuals are, and with whomever they are, and in general, existing people are constructed as 'relatives' because they have "the same substance" (Kuper, 2011). The purpose of this kind of kinship is to extend friendships to informal social support networks, through which people expand and strengthen their social ties (Güç, 2018).

So, to answer the research gap, the purpose of this study is to determine the effect of P-O Fit and P-J fit on turnover intentions. In addition, this study will also discuss the moderating role of kinship in the relationship between P-O fit and P-J fit on turnover intentions.

2. Theoretical background and hypothesis development

The theory that forms the basis of this research is the attraction-selection-attrition (ASA) theory, social exchange theory and social capital theory, which will be explained in more detail below:

2.1 Attraction-Selection-Attrition (ASA) theory

Goal congruence is the core of the ASA theory, in which Schneider (1987) argues that the primary determinant of the relationship between individuals and organizations is the degree of congruence between individual and organizational goals (Hoffman and Woehr, 2006). One of the ASA models is attrition, which illustrates that employees who do not feel fit will be more likely to make mistakes after being hired, and the effect is that they will try to leave the organization. Thus, unsuitable people choose or are forced to leave, and the remaining people are a more homogeneous group than those initially employed (Kristof-Brown and Guay, 2010), which will result in a higher fit rate for individuals in an organization. Therefore, following the ASA model, we predict that P-O fit and P-J fit will negatively predict academicians' intention to leave the organization.

2.2 Social exchange theory

According to social exchange theory, employees who are cared for by the organization will reciprocate by taking beneficial actions for the organization and vice versa (Blau, 1964). Employees who perceive positive feedback from their organizational environment will respond positively. In other words, if employees feel supported by the organization, they will respond in the same way (i.e. work hard, take on extra roles, etc.); this exchange relationship is actually reciprocal. When an academicians believes that they are supported in a work context, especially when they feel supported at work, they will give positive feedback, and as a result, the turnover intentions will be lower (Chaudhuri and Ghosh, 2012; Kakar *et al.*, 2021a, b).

2.3 Social capital theory

Social capital consists of human and organizational relationships and is an individualistic framework that emphasizes the benefits that individuals can gain through their personal networks to a collective perspective that emphasizes the benefits of volunteering to the community (Aguiar, 2002). Social capital is usually represented by two dimensions, the "structural" dimension (characterized by the overall configuration of networks or patterns of connections between people) and the "relational" dimension (characterized by the actual relationships or bonds between people that enable them to make claims to each other) (Steier, 2001).

In the context of this research, the structural network refers to the community, while the relational dimension is the kinship that occurs in organizations. Social capital is one way to conceptualize social relationships in the workplace, and this study develops a turnover intentions model based on social capital (Campbell, 2015). Social capital is an intangible part of an organization's assets that must be maintained and developed for competitive advantage (Andrews, 2010; Nahapiet and Goshal, 1998). Social capital is characterized by supportive and trusting intraorganizational relationships, and social capital arises from social relationships generated in the workplace and can be seen as a key component of the psychosocial work environment (Berthelsen *et al.*, 2016). Simply, social capital gives employees access to high-quality relationships that serve as an important resource that can ultimately reduce turnover intentions (Ko and Campbell, 2020).

Through an overview of the three basic theories (ASA, social exchange theory and social capital theory), we develop our research model as follows (see Figure 1):

2.4 Hypothesis development

Based on extensive overviews of previous research, we develop hypotheses about the relationship between P-O fit, P-J fit, turnover intention and kinship:

(1) P-O Fit and turnover intention

More researchers are advocating that it is not enough to hire employees based on job suitability alone, but there must also be a match between employees and the values that exist in the organization (Abdalla *et al.*, 2018). P-O fit is the degree of fit and similarity between the values and characteristics of individuals and organizations, which attract individuals to the organization (O'Reilly *et al.*, 1991). Kristof (1996) integrates the viewpoints of identical and complementary fit, demand-supply and need-ability. Kristof considers P-O fit exists to some extent when one of the following conditions is met: (1) people and organizations, at least one of them can provide partners with the required resources; (2) people and organizations share specific characteristics; (3) or both conditions are met. Apart from Kristof's definition, another definition of P-O Fit stated by Chatman (1989) is to assume that P-O Fit refers to the identity between individual values and organizational values. The individual value here refers to the value of a person in an organization. Although it will affect employee behavior and attributes in many aspects of the organization, P-O fit remains an effective approach in assessing the interaction between individuals and the organization because the value is a basic factor and relatively last. In addition, individual values can be directly compared with organizational values.

Back to turnover intentions, in the theory of planned behavior (TPB), the perspective of intention, the intention is considered a significant predictor of actual behavior (Chen and Yang, 2019). The occurrence of turnover intentions will be the main indication of actual

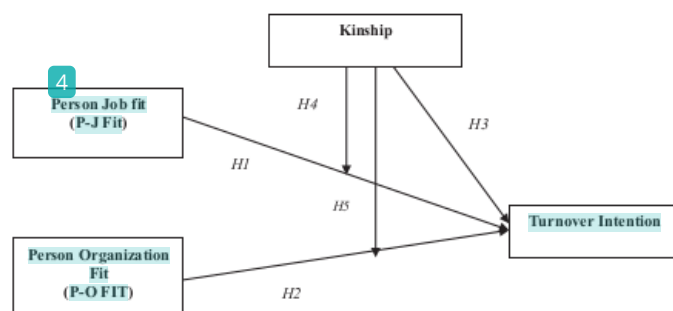


Figure 1.
Proposed
research model

turnover (Feng and Wu, 2005; Sussman and Gifford, 2019; Zhang *et al.*, 2016; Zhao *et al.*, 2021). For this reason, it is important to identify turnover intentions. Meanwhile, according to social exchange theory, employees who are cared for by their organizations will reciprocate by taking actions that benefit the organization (Blau, 2017). On the other hand, employees will reduce their organizational trust and commitment if they feel that their organization has lost trust in them, which will experience turnover intentions. Turnover intention is a subjective possibility to leave work soon and is a cognitive process in which employees plan whether to quit their job or not (Mashile *et al.*, 2021). Meanwhile, turnover intentions mean that employees are trying to find another job in another company and are ready to leave the company if there is a better choice and a better offer (Ozdevecioglu *et al.*, 2015). Turnover intention is different from turnover behavior. Turnover intention focuses on attitudes while turnover focuses on the actual behavior, although it is generally considered the last phase to try finding a new job and the best way to predict turnover behavior. Thirapatsakun *et al.* (2014) suggest that employee turnover intention is divided into three main components as follows: (1) thinking about leaving the work; (2) intention to find a new job and (3) actual leave. Employee turnover intention is formed when individuals feel the organization does not meet their ambitions and expectations.

Previous research has proven that the relationship between P-O fit and turnover intentions is significantly negative (Abdalla *et al.*, 2018; Berisha and Lajci, 2020). When academicians feel that the value of the organization does not suit with them, they will be more likely to resign and vice versa. They will stay in the organization if the value of the organization is suitable enough. For example, a faculty that values theoretical research has different values from a university that supports community-based research, which often requires an interdisciplinary approach to solving social problems (Daly and Dee, 2006; Grobler and van Rensburg, 2019; Jin *et al.*, 2016). The conflict of interest that occurs can lead decision to leave the institution (Johnsrud and Rosser, 2002). There are two dominant theories to understand the relationship between P-O fit and turnover intention, ASA (Schneider, 1987) and social exchange theory (Blau, 1964). According to the ASA perspective, individuals are attracted to organizations where they feel they are fit in pursuing compatible goals and values, reducing the likelihood that employees will leave the organization. Therefore, we hypothesize:

H1. P-O Fit has a negative effect on turnover intention.

(2) P-J Fit and turnover intention

P-J fit and P-O fit are part of person-environment fit (P-E fit). P-J fit is one of the most studied and individual-focused types of fit, ensuring that employees have the technical expertise to do their assigned work and make a valuable contribution (Werbel and DeMarie, 2005). P-J fit refers to the match between the job requirements (knowledge, skills and abilities) and the employee's qualifications, or the match between the employee's needs and the needs of the job (Edwards, 1991). That is, two different types of P-J fit have been identified. The first type is the need-supply fit, which is the match between the needs of employees and the supply that comes from their job. The second type is the suitability of the demand-ability, which shows the match between individuals' knowledge, skills and abilities with the job demands (Cable and Scott DeRue, 2002; Kristof-Brown *et al.*, 2005; Vogel and Feldman, 2009). Organizations use job resources (for example, salaries, benefits and living allowances) to meet individual needs, then individuals use their abilities to meet job requirements. When there is a match between these two, it will result in a positive effect (Kakar *et al.*, 2021a, b).

Maintaining academics is important because academics are the most important stakeholders in the overall higher education; therefore, the education sector needs academics that are suitable for their work (Jyoti *et al.*, 2021). Similar to the relationship between P-O fit and turnover intentions, P-J fit has a significant negative effect on turnover intention (Abdalla *et al.*, 2018;

Berisha and Lajçi, 2020). However, the implications of P-J Fit in relation to academician turnover intentions have not been explored adequately, especially in the context of higher education or university. Based on the existing literature, this study confirms that the P-J Fit of academicians is negatively related to their turnover intentions. Academics, who feel that their abilities match the demands of the job, are more engaged in work, which is, it will increase their commitment to their careers and vice versa (Jyoti *et al.*, 2021; Kakar, 2022). To further clarify this relationship, this study refers to the ASA model; individuals are most attracted to organizations that have characteristics similar to them (Curtin, 1993). Simultaneously, organizations seek to select individuals who share attributes in common with others in the organization and whose values and goals align with the organization. The friction process helps develop a homogeneous environment further because individuals who fit into the organization will choose to stay, while those who do not fit will leave (Curtin, 1993). If an individual can adapt to a particular task and has an excellent P-J fit, but there are changes in organizational demands, the employee will remain unchanged and will not be affected by adaptability or individual competence (Tang *et al.*, 2021). However, poor P-J Fit implies that the employee's characteristics do not match the job; Therefore, the employee is expected to experience emotional exhaustion, stress, burnout and turnover intentions (Kakar *et al.*, 2021a, b). Following these theoretical and empirical arguments, we propose a hypothesis:

H2. P-J fit has a negative effect on turnover intention.

(3) Kinship and turnover intention

The kinship perspective is rooted in the discipline of anthropology and is recommended in business because it allows business and entrepreneurial researchers to consider a sense of family that is not based on blood and marriage relations (Fletcher, 2002). Family feelings can be fostered without blood ties by creating a culture formed by contradictory processes that are always dependent and negotiated. Verver and Koning (2018) define kinship as an interpersonal bond based on relatedness. They distinguish different categories of kinship that involve different levels of interrelation used for different aspects of entrepreneurship and identify different types of reciprocity and trust as socio-cultural dynamics that underpin kinship engagement in entrepreneurship (Verver and Koning, 2018).

Meanwhile, Grimm *et al.* (2013) consider kinship as a type of bond somewhat distant from the family characterized by a socially recognized relationship based on pedigree ties (i.e. assemblages of unilineal kin groups whom each are living in one area). These non-blood kinships include the chosen kin (Nelson, 2020), and this sibling-like bond is appreciated because these parties are unique; they are not family and not just friends. Apart from nonblood kinship, fictitious family (Kim, 2009) and voluntary family, there is also spiritual kinship, of which ritual is the mode of affiliation. Spiritual relationships are characterized by an amalgamation of social, cultural and religious rituals. Through this process, the concept of family extends beyond the biological family (Peredo, 2003). In this study, we focus on kinship without blood relations because it adapts to the communal culture that exists in Indonesia (Manik *et al.*, 2021).

Kinship in this study is based on relationships without blood or marriage ties because it is according to the research context, in Indonesia, as adherents of communal culture and also because this kind of kinship often occurs in the workplace (Adjei *et al.*, 2016). In social practice, kinship connects people in the organization (Tunç, 2021). Kinship relationships usually consist of stable social units bound by emotional bonds and a high degree of trust and mutual support (Alsos *et al.*, 2014).

According to organizational support theory, individuals who feel more integrated into the social network of which they are a part are less likely to exhibit withdrawal behavior (Rhoades and Eisenberger, 2002). Kim (2009) states that generally, a nonblood/fictitious kinship is formed in the workplace, one way for employees to bring happiness into their lives

and achieve a sense of belonging. This relationship has uniqueness, including the emotional bond in their work, both with coworkers and superiors, the feeling that employees' work is their moral responsibility, not just an obligation. Employees will feel ashamed when they cannot complete their work, and they are better able to work in teams, working hand in hand for the organization's success (Bose, 2021; Kim, 2009). In these relationships, the support of coworkers and superiors increases employees' confidence that their coworkers and superiors care and respect them so that employees are less likely to leave (Moynihan and Pandey, 2008). Agreeing with this, Yu *et al.* (2020) revealed that close kinship is also a source of security and a sense of belonging that generates hope and loyalty to the organization (Yu *et al.*, 2020), which is expected to reduce turnover intentions. Thus, we hypothesize:

H3. Kinship has a negative effect on turnover intention.

(4) Kinship has a moderating effect on the relationship between P-O fit and P-J fit with turnover intention

P-O Fit and P-J Fit are proven to influence the decision to stay or leave a job (Berisha and Lajçi, 2020; Kakar *et al.*, 2021a, b; Liu *et al.*, 2010; Saufi *et al.*, 2020; Tang *et al.*, 2021). However, several previous studies have found that P-O fit is not a significant predictor of turnover intentions (Scroggins, 2007; Tak, 2011; Verquer *et al.*, 2003; Zhang *et al.*, 2017); in other words, the relationship exists in the weak or insignificant category (Memon *et al.*, 2018a, b), so it is necessary to have a moderating variable in the relationship between them (Ramos *et al.*, 2021). It is important to address this gap to reduce academicians' turnover intentions (Kakar *et al.*, 2021a, b). Based on this urgency, we propose kinship as a moderating variable in the relationship of P-O fit with turnover intentions. Based on the principles of social capital theory, the source of social capital lies in the structure and content of one's social relationships (Adler and Kwon, 2002). This relationship forms a mutual expectation, trust, a shared feeling of social ownership and a sense of security from having someone to rely on (Fernández-Kelly and Schaffer, 2012; Jelm, 2010). People who are compatible with the organization and work will be more intensely related to co-workers so as to create kinship (Jelm, 2010; Manik *et al.*, 2021). Strong intraorganizational social networks are hypothesized to make employees more likely to stay (Moynihan and Pandey, 2008).

This research framework expects kinship to play an important role in changing the relationship between P-O fit and turnover intentions. The occurrence of employee incompatibility with the values that exist in the organization (low P-O fit) will increase employee turnover intentions. However, this is not expected to happen when a solid relational relationship or strong kinship exists in the workplace. The reason is that, in kinship, there is an interdependent relationship, feelings of sincerity, empathy and the ability to support each other between employees and superiors (Kim, 2009; Mossholder *et al.*, 2005). Moreover (Parker, 2002), employees who feel that they have a high level of support from their coworkers are less likely to express turnover intentions (Moynihan and Pandey, 2008). Bertelli (2007) proved that individuals who feel that they are in a workplace with friendliness and warmth, like a family relationship are less likely to quit. In addition, Moynihan and Pandey (2008) state that the bonds that bind employees to the organization can mediate the impact of negative factors or shocks that often cause turnover intentions.

Based on the statements above, it is possible to assume that kinship can weaken/strengthening the negative relationship between P-O fit and turnover intentions because academicians who feel a familial relationship in the organization (high kinship) allow ignoring a sense of incompatibility with the organization, which will ultimately reduce turnover intentions without having to move to another organization. Thus, we hypothesize:

H4. Kinship moderates the relationship between P-O fit and turnover intentions.

The relationship between P-J fit and turnover intentions is also not much different; there is a significant gap in research results between that relationship (Abdalla *et al.*, 2018; Berisha and Lajçi, 2020). Meanwhile, some studies show results that are not significant (Hassan *et al.*, 2012; Xiao *et al.*, 2021), so a moderating variable is needed to weaken turnover intentions. We also proposed kinship as a moderating variable in the hope that when academicians feel unsuitable for their jobs (low P-J fit), they do not need to consider moving to another position in the same organization with a different job or even moving to another organization that offers suitable work with the employee goals (Chang *et al.*, 2010; Tang *et al.*, 2021). The alternative of moving is unnecessary because the relationship can become weaker when kinship is included in the model. Employees with a high P-J fit accompanied by strong kinship will weaken the occurrence of turnover intentions. This statement is confirmed by Vong *et al.* (2018), saying that conducive and socially supportive interpersonal relationships of workers will result in open and honest behavior, which will help reduce the negative consequences of employees on the organization. Thus, we hypothesize:

H5. Kinship moderates the relationship between P-J fit and turnover intentions.

3. Methodology

3.1 Samples and procedures

The target of this research is full-time academicians in private universities in Lampung. Thus, the unit of analysis is the individual (academicians). The population of the study was 1,897 academicians from 18 private universities in Lampung Province, Indonesia. Authors deployed both purposive and convenient approaches while choosing sample. The purposive sampling technique was limited to only a few criteria determined by the researcher (Duan *et al.*, 2015). In this study, work tenureship is a crucial issue. It is assumed the length of stay is in line with the establishment of kinship between the academician and the university. Assistant professors have an average tenure of at least 10 years, sufficient time to established kinship ties with their institutions. The longer the tenure, the stronger the kinship ties would be (Marsden and Campbell, 1984; Thomas, 2019). Therefore we only include assistant professors in our sample frame. In the second phase, we exclude those assistant professors with blood relationship and engage in marital status with their coworkers. Based on these criteria, 475 were netted, while the desired sample based on statistical calculations was around 330, because the number of samples was still too large, so the next stage was employing the convenience sampling method. This design was used because not all respondents can be surveyed at any time. In addition, academics are not on campus every day, there are outside duties to be accomplished a part from teaching, thus preventing the possibility of involving every academician in the survey (Helmy *et al.*, 2020). In one university, an average of 10–16 respondents was chosen proportionately as samples. Of the 475 questionnaires distributed, 283 were returned and used for further analysis.

3.2 Measurement

P-O fit was measured using the questionnaire (Vogel and Feldman, 2009) consisting of 3 items with a five-point Likert Scale used to measure each item (from strongly disagree (1) to strongly agree (5)). An example of the item is "My personal goals and organizational goals are very similar". Meanwhile, P-J fit in this study was measured using a Likert Scale with three questionnaire items (Todd Donovan *et al.*, 2004). The turnover intention was measured using the questionnaire (Bothma and Roodt, 2013) consisting of 6 items. An example of the question is "How often have you considered leaving your job?". Kinship was measured using the questionnaire (Liu *et al.*, 2011) with four adjusted items: interaction frequency, emotional intensity, intimacy and reciprocity.

3.2.1 ⁸ *Common method bias*. Considering that the data were collected from a single source ⁸ academicians), it is necessary to use several procedural strategies to minimize the bias of the common method in this study. For example, (1) the anonymity and confidentiality of participants; (2) the questionnaire has been tested and adapted to the research context to avoid ambiguous, unnecessary and difficult-to-understand questions; (3) a clear set of instructions is given for completing the survey to avoid confusion; (4) participants are told that the researcher wants responses that correspond to reality (Reio, 2010; Schwarz *et al.*, 2017).

¹ 3.3 Data analysis

Data were analyzed based on three levels: univariate, bivariate and multivariate analysis (Adawiyah *et al.*, 2020). The steps that must be carried out are classical assumption tests consisting of normality tests, multicollinearity tests and heteroscedasticity tests. Alpha reliability for the scale is used to determine the loading factor of each item indicator variable. Furthermore, hypothesis testing was carried out using simple linear regression analysis, while the moderating effect was carried out using an interaction test method known as moderated regression analysis (MRA) with the help of the Statistical Package for the Social Science (SPSS) analysis tool. According to (Hartmann and Moers, 2003; Hayes, 2019; Igartua and Hayes, 2021) it doesn't matter to use MRA, for statistical analysis of moderated relationships, the remaining problem is just how to do it right. The best statistical software and the proper statistical analysis depend primarily on the research objective and questions (Ong and Puteh, 2017). According to Hayes (2019), moderation tests are easy to do with SPSS, so the researcher chose SPSS as the analytical tool.

¹ 4. Results

4.1 Sample description

The previous chapter explained how the questionnaires were distributed and the number of returned questionnaires. Of the 475 questionnaires distributed, 283 were returned. More than half of the respondents were female (50.6%), while the rest (49.4%) were male. In more detail, we present the research respondent data in Table 1 below:

The next stage is normally distributed analysis. As the facts show, the significance value (Asymp Sig 2 tailed) is greater than 0.05 ($0.512 > 0.05$), implying that this research is normally distributed. The calculation results of the multicollinearity tolerance value show that there is no independent variable with a tolerance value less than 0.10 or a variance inflation factor (VIF) greater than 10, indicating that the assumption is not violated.

The data validity and reliability were tested in this analysis to evaluate whether the model met the criteria. The following are the results of the validity and reliability of the instruments in this study:

In Table 2 above, it can be seen that all of the questionnaire items used are valid and reliable. The last stage in this study is regression analysis to test the hypothesis. The results are as follows (see Table 3):

¹⁰ MRA is used to predict turnover intentions based on comprehensive variables. We tested the relationship between P-O fit and turnover intention, and the results show a significance value of 0.018 (less than 0.05). So, the hypothesis is supported. There is a significant negative effect between P-O fit and turnover intention. The second hypothesis is the relationship between P-J fit and turnover intention. This hypothesis is also supported, which means that P-J fit also has a negative effect on turnover intentions because the significance value is 0.029 (less than 0.05). The following hypothesis is the relationship between kinship and turnover intention. Similar to hypotheses 1 and 2, this hypothesis is also supported because the

Demographics	Categories	Frequency	Overall	Percent	Kinship and higher education institutions
Age	20–30th	72		25.3	
	31–39th	109		38.6	
	Lebih dari 40th	102		36.1	
Gender	Male	143		50.6	
	Female	140		49.4	
Length of work	2–5th	116		41.0	
	5–10th	58		20.5	
	More than 10th	109		38.5	
Level of education	S2	215		75.9	Table 1. Respondent characteristics
	S3	68		24.1	

Source(s): The study results

No	Variable	Indicator	CFA	Cronbach's
1	Person-organization fit	P-O Fit 1	0.811	0.822
		P-O Fit 2	0.932	
		P-O Fit 3	0.805	
2	Person-job fit	P-J Fit 1	0.667	0.847
		P-J Fit 2	0.783	
		P-J Fit 3	0.785	
3	Kinship	KT 1	0.825	0.807
		KT 2	0.804	
		KT 3	0.726	
4	Turnover intention	TI 1	0.715	0.761
		TI 2	0.856	
		TI 3	0.805	
		TI 4	0.821	
		TI 5	0.869	
		TI 6	0.861	

Source(s): The study results

Table 2.
Validity and reliability test

Hypotheses	Relationship	β	<i>t</i> -values	<i>p</i> -values	Results
H1	P-O fit → Turnover intention	−0,396	2.425	0.018	Supported
H2	P-J fit → Turnover intention	−3.040	−2.230	0.029	Supported
H3	Kinship → Turnover intention	−0.260	−1.460	0.049	Supported
H4	P-O fit → Kinship → Turnover intention	−0.263	−3.125	0.042	Supported
H5	P-J fit → Kinship → Turnover intention	−0.179	−2.541	0.013	Supported

Note(s): P-O Fit = Person Organization Fit, P-J Fit = Person Job Fit, β = Beta, Sig = Signifikan

Table 3.
Hypothesis testing, direct and indirect effects

significance value is 0.049 (less than 0.05). It means that kinship has a significant negative effect on turnover intention. In addition to these three hypotheses, there are two further hypotheses. The fourth hypothesis (H4): Kinship moderates the relationship between P-J fit and turnover intention. This hypothesis is also supported because the significance value is 0.042 (less than 0.05). The final hypothesis is H5: Kinship moderates the relationship between P-O fit and turnover intention. This last hypothesis is supported because the significance value is less than 0.05 (0.013 > 0.05).

5. Discussion

In this highly competitive era, employee retention is a major global challenge faced by organizations (Aguenza *et al.*, 2012). One of the critical success factors in retaining academicians is their compatibility with organizational attributes (Berisha and Lajçi, 2020; Grobler and van Rensburg, 2019; Jin *et al.*, 2016). This study researched the direct and indirect effects of P-O fit and P-J fit (through kinship) on academician turnover intentions. Overall, the results show that the proposed hypothesis is supported. The results show that when the characteristics of academicians are in accordance with the characteristics of the work to be carried out (P-J Fit) and organizational values (P-O Fit), the turnover intentions of academicians will be reduced. This finding is in line with previous research (Berisha and Lajçi, 2020; Grobler and van Rensburg, 2019; Ketkaew *et al.*, 2020; Memon *et al.*, 2018a, b; Tang *et al.*, 2021), which revealed that any discrepancy between individual and organizational values causes high academicians turnover rates. Conversely, a high P-O fit will reduce turnover intentions. P-O fit occurs when academicians feel a good congruence between their personal characteristics and organizational values (Abdalla *et al.*, 2018; Grobler and van Rensburg, 2019); this congruence occurs when an academicians perceives that their organization is in line with their personal beliefs, character and career goals. Previous literature acknowledged that P-O fit enhances positive emotions, attitudes and behaviors (Memon *et al.*, 2015). The occurrence of fit will produce positive attitudes and behaviors related to work. Academicians who work in an environment that encourages meaningfulness will feel that their role is more valuable and believe that every goal will be achieved (Alniaçik *et al.*, 2013; Iqbal *et al.*, 2020; Kakar *et al.*, 2021a, b). Meanwhile, employees who do not get support and a suitable environment will have a negative effect on the organization.

The second finding proves P-J fit has a negative effect on academicians' turnover intentions. These results support previous research (Abdalla *et al.*, 2018; Berisha and Lajçi, 2020; Kakar, 2022). P-J Fit has a negative effect on turnover intentions, which means that when academicians believe that the organization can fulfill their needs/wants and strengthen their ability to fulfill their job requirements, they are less likely to leave their jobs. However, on the contrary, a poor P-J fit implies that the characteristics of academicians are not in accordance with their work, so academicians will experience emotional exhaustion, stress and fatigue, which will lead to high employee turnover intentions. In line with Devadhasan *et al.* (2021), employees who feel comfortable with their jobs will, in turn, reduce their chances of resigning.

The subsequent finding proves that kinship has a negative effect on turnover intentions. The negative effect of kinship means that when employees perceive a family connection at work, they are less likely to think about leaving the organization. This finding reinforces that nonblood kinship is the main reason individuals keep working (Chahal *et al.*, 2015). This finding supports previous research in the other context and factors that influence turnover intentions, even though no previous research has examined the relationship between kinship and turnover intentions in academicians. Wang and Seifert (2017) found that the strength of the existing bonds in the organization can reduce turnover intentions. Strengthening interpersonal bonds can help organizations reduce unwanted turnover and increase the organization's overall effectiveness (Mossholder *et al.*, 2005).

In the last finding, kinship was found to moderate the relationship between P-O fit and P-J fit with turnover intention. When individuals find a good match between values, goals and attributes with the organization and coworkers who work there, they will show positive attitudes and behaviors beneficial for themselves and the organization (Memon *et al.*, 2018a, b). However, on the other hand, if P-J fit and P-O fit are weak, they will consider looking for a job in other organizations (Chang *et al.*, 2010; Tang *et al.*, 2021). Kinship is present among the mismatches that occur. Even if there is a mismatch in either P-J fit or P-O Fit, academicians with high kinship levels will consider the bond formed and feel connected when they

associate with each other both inside and outside the workplace. In this situation, negative feelings related to the work environment and work will disappear because of a mutual sense of reinforcement, which will weaken their turnover intentions. This statement is supported by previous research, which revealed that many people feel closer to their peers than their blood relatives (Rose *et al.*, 2014), and they perceive some friends as more like family so that they can rely on friends in certain situations. Relational systems such as kinship show that noncognitive elements, such as respect, warmth and personal attention, must be recognized as essential in working relationships. High-quality relational characteristics ensnare individuals in relational relationships, making them less vulnerable to forces that could pull them out of their organizations (Mossholder *et al.*, 2005). Affection, emotionality and a high level of engagement are several main reasons to keep academicians connected to the organizations they work for (Memon *et al.*, 2018a, b).

6. Conclusions, implications and suggestions for future research

This study proves that turnover intention is influenced not only by the formal aspects of the organization or individual but also by the individual's social context. We examined Intraorganizational networks (kinship ties) to reduce turnover intentions. It can be concluded that kinship is an important factor that can moderate the relationship between P-O fit and P-J fit with turnover intentions. The kinship that occurs can lead to long-term reciprocal relationships in interpersonal exchanges, encouraging closer relationships and greater interpersonal attachment, reducing turnover intentions.

Our study has expanded the perspective to understand further P-O fit, P-J fit, kinship and turnover intentions in educational institutions. The findings in this study support the importance of the construction of P-J fit and P-O fit in predicting work behaviors and turnover intentions. The direction and strength of the relationship found in this study fully support previous research's theoretical and practical considerations. Practically, the concepts of P-O fit and P-J fit are important to be considered by the leadership because creating a suitable environment for academicians will trigger positive behaviors. Leaders must find the right people for the environment and the right environment for the academicians (Jung and Yoon, 2013). Furthermore, this study has implications for a relational approach to overcoming turnover intentions in the workplace. The relational approach is in the form of kinship. Organizations that encourage opportunities for social interaction among members can reduce employee turnover and tend to create positive social capital (Moynihan and Pandey, 2008). The way to create kinship is through long-term friendship that is fostered by face-to-face interactions that are extended from time to time (Jelm, 2010); for example, superiors take the initiative to create a family atmosphere within the faculty by holding intimate events such as holding weekly potlucks, gatherings, designing physical space to encourage employee interaction and others.

The theoretical implication of this research is reflected in social exchange theory, that employees who are cared for by their organization will reciprocate by taking actions that benefit their organization and vice versa (Blau, 2017; Pariyanti *et al.*, 2021). Close kinship leads to a sense of obligation and common reciprocity based on stronger trust than distant kinship or without kinship; for example, if someone gives help, then someday, the person who is given the help will repay it directly or indirectly through extra efforts and loyalty. Meanwhile, from the viewpoint of the ASA (Curtin, 1993), it is important to find people suitable for the job and the organization because the main determinant of the relationship between individuals and organizations is the degree of congruence between individual and organizational goals (Hoffman and Woehr, 2006). Organizations can promote P-O fit and P-J fit by selecting individuals who have a strong fit with the organization and its values and then maintain this fit by communicating the values of the organization's mission and vision and clarifying the

role that academicians have in achieving this mission. Finally, if the suitability for the job and the organization is fulfilled and the kinship in the organization is maintained, it will, directly and indirectly increase social capital for the organization. Instilling interpersonal bonds plays a vital role in developing broad social networks and the creation of social capital (Jelm, 2010).

We acknowledge that this research still has many limitations: As we know, currently, we are still in a pandemic, so the problem of logistical limitations and data accessibility is involved in investigating academicians at private universities in Indonesia. A further limitation is that this study is cross-sectional; therefore, the findings may not depict an accurate picture of causality. We encourage future researchers to validate the conceptual model of longitudinal studies in different contexts. Lastly, this study focuses on kinship without distinguishing whether kinship is a solid or weak network, so further research can test kinship by testing whether kinship in organizations is strong or weak and how it affects the actual turnover.

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