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**MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP
 BEHAVIOR IN THE RELATIONSHIP OF POS, PSYCHOLOGICAL
 EMPOWERMENT AND TURNOVER INTENTIONS**

This study advances research on guanxi network, a Chinese social trait, and the outcomes it offers. It is focused on the role of POS and psychological empowerment in determining OCB and turnover intentions. The total of 280 responses are used for data analysis. The data is analyzed using frequencies distribution, descriptive, correlation, structural equation modeling and confirmatory factor analysis. The results of the study prove that POS and psychological empowerment are both significant determinants of employees' turnover intentions. OCB is found to have partial mediating effects on employees' turnover intentions. Suggestions and recommendations are given.

Keywords: turnover intentions; organizational citizenship behavior; psychological empowerment; perceived organizational support; Malaysia.

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ЗГЛЯДЖУЮЧА РОЛЬ ЛОЯЛЬНОСТІ В ЗВ'ЯЗКАХ МІЖ
СПРИЙМАНОЮ ОРГАНІЗАЦІЙНОЮ ПІДТРИМКОЮ,
ПСИХОЛОГІЧНИМ РОЗВИТКОМ І НАМІРОМ
ЗМІНИТИ МІСЦЕ РОБОТИ

У статті поглиблено дослідження зв'язків гуаньсі та її переваг. Підкреслена роль сприйняття організаційної підтримки і психологічного розвитку у формуванні лояльності або планів змінити місце роботи. Для аналізу використано дані 280 респондентів. Дані проаналізовано за допомогою розподілу частот, описового і кореляційного аналізу, моделювання структурного рівняння і аналізу підтверджуючого чинника. Результати доводять, що лояльність і психологічний розвиток визначають намір співробітника змінити роботу або ні. Лояльність продемонструвала частковий пом'якшуючий ефект на намір змінити роботу. Приведено пропозиції і рекомендації.*

Ключові слова: намір змінити роботу; лояльність до певної організації; психологічний розвиток; сприймана організаційна підтримка; Малайзія.

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СГЛАЖИВАЮЩАЯ РОЛЬ ЛОЯЛЬНОСТИ В СВЯЗЯХ МЕЖДУ
ВОСПРИНИМАЕМОЙ ОРГАНИЗАЦИОННОЙ ПОДДЕРЖКОЙ,
ПСИХОЛОГИЧЕСКИМ РАЗВИТИЕМ И
ПЛАНАМИ СМЕНИТЬ МЕСТО РАБОТЫ

В статье углублено исследование связей гуаньси и ее преимуществ. Подчеркнута роль воспринимаемой организационной поддержки и психологического развития в формировании лояльности к организации и планах о смене места работы. Для анализа использованы

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* Система соціально-психологічних відносин у китайській бізнес-середі (на Заході найчастіше ототожнюється з кумівством, хабарництвом та круговою порукою).

данные 280 респондентов. Данные проанализированы с помощью распределения частот, описательного и корреляционного анализа, моделирования структурного уравнения и анализа подтверждающего фактора. Результаты доказывают, что воспринимаемая организационная поддержка и психологическое развитие — основные определяющие факторы для намерения сотрудника сменить работу. Лояльность демонстрирует частичный сглаживающий эффект на намерение сменить место работы. Разработаны предложения и рекомендации.

Ключевые слова: намерение сменить работу; лояльность к определённой организации; психологическое развитие; воспринимаемая организационная поддержка; Малайзия.

Introduction. Increased competition has increased significance of HR. Now skilled and efficient employees are in high demand, which has increased switching patterns from one to another organization (Kim et al., 2010). This switching behavior takes 1.2-2 times higher cost than annual salary of an employee (Robbins, 1995), decreases organizational profitability (Davidson, Timo and Wang, 2010), and reduces employees' morals (Kim et al., 2010). This is why turnover of employees' has always been a topic of great significance in HRM studies (Dickerson, 2009; Alonso and O'Neill, 2009).

In order to overcome turnover intentions of employees', Podsakoff et al. (2009) mentioned that organizations should provide training and motivate employees' to work beyond their obligations (which should be self-initiated) and it is termed as citizenship behavior (Organ, 1988). Employees work beyond their duties leads organization to higher level of effectiveness and efficiency (Organ, 1990). Many researchers have proved the phenomenon that employees' high OCB reduces their turnover intentions (Podsakoff et al., 2009; Pare and Tremblay, 2007; Coyne and Ong, 2007). Making employees work beyond their duties has been a topic of great importance. It had been noticed that perceived organizational support (POS) was one of the most significant antecedents of OCB (Eisenberger et al., 2002), as support at work makes them reciprocate with sense of responsibility to do something for organization even that could be beyond their job (Eisenberger et al., 1986). Perception of organizational support not only pays off in shape of increased OCB, but it also reduces turnover intentions of prospective employees' with withdrawal behavior (Karatepe, 2011; Filipova, 2011; Sturges, Conway and Liefoghe, 2010; Eisenberger et al., 2002).

Employees' willingness to help others in their jobs requires some powers for these extra responsibilities (Pitt, 2005). Hancer and George (2003) infer it empowerment at work. Provision of empowerment (psychological empowerment) can boost employees' intrinsic motivation and make them work beyond their scheduled tasks (Yen et al., 2004). Moreover, in hospitality industry it is an important factor to be considered as it leads to higher level of employees' performance, high risk taking propensity, high determination towards task completion (Yen et al., 2004; Chiang and Jang, 2008). This empowerment not only increases employees' OCB but also reduces their turnover intentions (Sparrow, 1997).

Summing up, it could be inferred that provision of support and empowerment increases employees' OCB and reduces turnover intentions, while OCB also reduces turnover intentions. So a proposition can be made that OCB explains or mediates the relationship of support, empowerment and turnover intentions. Employees' turnover

has been investigated in hotel industry in various parts of the world, e.g. the USA (Moncarz et al., 2009; Cho et al., 2009), the UK (Martin et al., 2006), Turkey (Karatepe and Uludag, 2008), New Zealand (Poulston, 2008), Taiwan (Yang, 2010; Tsai et al., 2009; Wong and Lin, 2007), South Korea (Kim et al., 2010), Hong Kong (Chiang and Birtch, 2008), Australia (Deery, 2008; Robinson and Barron, 2007), Greece (Chalkiti and Sigala, 2010). Most of these studies inferred that employee's turnover is a phenomenon that is difficult to deal with. If we look at the research on turnover in Malaysian hospitality industry, no such evidence can be inferred. So this research is aimed to unveil this unexplored phenomenon. Summing up, this research is focused on the hotel industry in Malaysia; it is conducted to explore existence of relationship between psychological empowerment, perceived organizational support, OCB, and turnover intentions.

Literature review. Perceived organizational support is witnessed to be an important factor that can reduce employees' turnover intentions (Hui, Wong and Tjosvold, 2007). When employees perceive they are supported by their organization, they feel an obligation and want to reciprocate it by showing high willingness to work in future (Al-Sakarnah and Alhawary, 2009; Chen and Eldridge, 2011; Pepe, 2010; Perryer, Jordan and Firns, 2010; Riggle, Edmondson and Hansen, 2009). While applying this concept to hotel industry, Chew and Wong (2008), Cho, Johanson, and Guchait (2009) also found negative association between POS and turnover intention in hotel industry. Based on the given literature the following hypothesis can be constructed:

H1: POS and turnover intentions are negatively associated for hotel employees.

When employees feel they are supported by the organization they feel an obligation created due to care, respect, cooperation offered by the organization, as they feel themselves responsible to offer the best in every form. One of the ways of reciproca-tion is to work beyond their roles (OCB) (Rhoades, Eisenberger, and Armeli, 2001; Aselage and Eisenberger, 2003). This relation is also investigated by various other researchers (Farrell and Oczkowski, 2009; Chiang and Hsieh, 2012; Kwan, Liu and Yim, 2011; Chen, Aryee and Lee, 2005; Michael et al., 2005; Coyle-Shapiro and Conway, 2005). On the basis of the given literature the following hypothesis can be constructed:

H2: POS is positively associated with OCB for hotel employees.

Psychological empowerment is the degree the inner feelings of empowerment about self-determination, meaning and impact one have (Spreitzer, 1995). Slatten (2010) argued that empowerment is an important construct for an organization, as it creates positive image of overall internal service of an organization which can bring positive job-related outcomes. Out of various outcomes, turnover intention is an important construct and has been investigated by many researchers. It is found that psychological empowerment is negatively associated with intention to leave (Fook et al., 2011; Moynihan and Landuyt 2008; Yang and Lee, 2009), while it positively influences OCB (Morrison, 1996; Wat and Shaffer, 2005). Psychological empowerment pays off positively in hotel industry as well (Hancer and George, 2003), for instance, it reduces turnover intentions (Burke, 2009) and increases OCB (Chiang and Hsieh, 2012; Chiang

and Jang, 2008). Using the given literature, the following hypothesis could be constructed:

H3: Psychological empowerment is negatively associated with employees' turnover intentions in hotel employees.

H4: Psychological empowerment is positively associated with OCB in hotel employees.

Podsakoff et al. (2009) conducted meta-analysis to find the possible outcomes of OCB. He inferred that OCB negatively predicts employees' turnover intentions, as they are self-motivated to perform beyond their personal goals, and this makes them work for longer and reduces deviance and turnover intentions. Coyne and Ong (2007) and Pare and Tremblay (2007) also noticed that the presence of higher citizenship behavior in employees will reduce their turnover intentions. Using the existing literature the following hypothesis can be formulated:

H5: OCB is negatively associated with turnover intentions for hotel employees.

As it is noticed earlier POS increases OCB and reduces turnover intentions, while OCB also reduces turnover intentions, so it can be assumed that OCB mediates relationship of POS and turnover intentions.

H6: OCB mediates relationship of POS and turnover intentions for hotel employees.

As it is evident from the literature that both empowerment and OCB reduce turnover intentions, while empowerment increases OCB, it can be proposed that OCB will mediate relationship of POS and turnover intentions:

H7: OCB mediates relationship of psychological empowerment and turnover intentions for hotel employees.

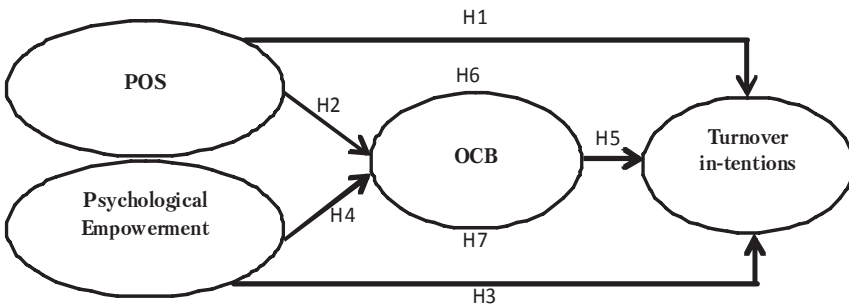


Figure 1. Conceptual model

Research methods. Hotel employees from two cities (Kuala Lumpur and Johor Bahru) were selected as the respondents for the study. The respondents were inquired to record their responses at given scales for each variable. Questionnaire was used for this purpose, which contained 5 sections, i.e. psychological empowerment, POS, OCB, turnover intentions and demographical information. Seven-point Likert scale was used, ranging from 1 = strongly disagree to 7 = strongly agree. Every section of the questionnaire was adapted from earlier works of Spreitzer (1995); Rhoades et al. (2001); Podsakoff et al. (2009); Colarelli (1984) respectively.

Using these scales a questionnaire was drafted, then reviewed by 3 hotel managers and 2 researchers. 400 questionnaires were distributed in 12 (4 from Johor

Bahru and 8 from Kuala Lumpur) selected luxury hotels from Nov, 22 to December, 15 2011. 294 questionnaires were received back, out of which only 280 were complete and formed the useable response rate (70%). Pilot testing proved usefulness of the questionnaire. SPSS 17.0 and Amos 18.0 were used for various stages of data analysis.

Findings of the study.

Descriptive Statistics. Table 1 shows mean scores, reliability values and correlation coefficient values. Mean score shows the response against each variable. Scores of POS show that employee perceives that support level was not high (mean=4.22), while looking at psychological empowerment (mean=4.41), it can be inferred that they don't perceive a high level of empowerment offered by their respective hotel. The level of OCB also showed low value (mean=4.20), as employees don't feel "citizenship" towards organization. But the turnover intentions of employees are quite high (mean=5.98), as they agree to find new job in near future. It proves significance of the study, as turnover intentions were selected as the criterion factor for consideration. All the values of correlation coefficient are found to be significant and positive, except for the relation with turnover intentions. Values of Cronbach alpha are also in acceptable limit i.e. 0.771-0.926 (Nunnally, 1978).

Table 1. Descriptive Statistics

N=180	Mean (S.D.)	∞	Correlation			
			1	2	3	4
POS (1)	4.22	.771	1			
Psychological Empowerment (2)	4.41	.926	.527*	1		
OCB (3)	4.20	.871	.470*	.490*	1	
Turnover intentions (4)	5.98	.839	-.502*	-.519**	-.522*	1

$p < 0.01$

$p < 0.05$ **

Confirmatory factor analysis. Gerbing and Anderson (1988) commented that a research model should be estimated with the confirmatory factor analysis, and loading of each item should be calculated for each construct; considering this notion, this research endeavor also passed through from these processes. All the factors loading were found to be significant in the process of confirmatory factor analysis ($p < .001$). Overall loading of each construct was acceptable, i.e. POS (0.69-0.85 for each item), psychological empowerment (0.72-0.95), OCB (0.68-0.89) and turnover intentions (0.81-0.90).

Model fitness values were explained by Hair et al. (2006), according to their instructions the values should be as follows: comparative fit index (CFI): higher value shows model fitness, non-normed fit index (NNFI) ≥ 0.90 , normed fit index (NFI) ≥ 0.90 , root means square error of approximation (RMSEA) ≤ 0.08 , $\chi^2/df < 3$. The values of test of adaptability were as follows: CFI=0.93, NNFI=0.90, NFI=0.91, RMSEA=0.06, $\chi^2/df = 2.217$. If we look at the values of adaptability test it is clearly evident that these values meet the standard values given by Hair et al. (2006), which denotes that model fitness.

Structural Equation Model. Structural equation modeling was also used to verify existence of causal relationship among the constructs. Hair et al. (2006) while signi-

fying the usage of SEM commented that SEM uses both factor analysis and multiple regressions to find out interrelated relationships of the variables.

Findings of SEM are presented in Table 2, which contains the testing results for 3 types of relations, i.e. direct effect, full mediation relation, and partial mediation relationship. If we compare direct effect and full mediation relations, the Δx^2 is 221.67; when model fitness values of direct effect and full mediation are compared, it is evident that full mediation model has greater values to satisfy goodness of the model. So, the full mediation model is a better model than the direct effect model. In the second order comparison, full mediation is compared with partial mediation. Δx^2 between full mediation and partial mediation is 46.97; a look at the values of model fitness shows that partial mediation model has greater values then the full mediation model, thus proving that partial mediation model is more acceptable than the full mediation model. This notion justifies the proposed model of the study.

Table 2. Structural equation model

	Standard value	Direct effect	Full mediation	Partial mediation
x^2		2079.26 (<i>df</i> =799)	1857.59 (<i>df</i> =789)	1810.62 (<i>df</i> =778)
x^2/df	≤ 3.00	2.60	2.35	2.32
? x^2		-	221.67	46.97
GFI	≥ 0.90	0.890	0.90	0.921
AGFI	≥ 0.80	0.815	0.840	0.871
CFI	≥ 0.90	0.901	0.917	0.919
NFI	≤ 0.90	0.90	0.90	0.910
NNFI	≤ 0.90	0.90	0.90	0.911
RMSEA	≤ 0.80	0.064	0.059	0.058

Note: Δx^2 shows differences between subsequent and previous model, Fit index criteria is taken from work of Hair et al. (2006), *** p-value <0.001.

Table 3 presents the results of hypotheses testing. It shows that POS and psychological empowerment negatively predicts turnover intentions ($\beta = -0.10$, $p < 0.01$) and ($\beta = -0.17$, $p < 0.01$), it validates hypotheses 1 and 3 respectively. POS and psychological empowerment are positively related to OCB ($\beta = 0.22$, $p < 0.01$) and ($\beta = 0.19$, $p < 0.01$) respectively; which proves H2 and H4 respectively. OCB was found to be negatively and significantly related to hotel employees' turnover intentions ($\beta = -0.15$, $p < 0.01$) which proves H5.

Table 3. The hypotheses testing

		Standardized path coefficients (β)		
		Direct effect model	Full mediation model	Partial mediation model
H1	POS-TI	-0.15*		-0.10*
H2	POS-OCB		0.29*	0.22*
H3	PE-TI	-0.21*		-0.17*
H4	PE-OCB		0.22*	0.19*
H5	OCB-TI		-0.24**	-0.15**

$p < 0.01^*$
 $p < 0.05^{**}$

In order to find the mediation effect, Baron and Kenny (1986) approach was adopted as guideline. Table 3 contains the findings of the study. Table 4 shows there is a significant relationship between independent constructs (POS and psychological empowerment) and turnover intentions ($\beta = -0.10$, $p < 0.01$) and ($\beta = -0.17$, $p < 0.01$) (meets first condition). Independent constructs (POS and psychological empowerment) are significantly associated with mediating construct, i.e. OCB ($\beta = 0.32$, $p < 0.01$) and ($\beta = 0.68$, $p < 0.01$) (meets 2nd condition), and OCB is significantly associated with turnover intentions i.e. the dependent construct ($\beta = -0.34$, $p < 0.01$) (meets 3rd condition). In partial mediation model, POS negatively influenced turnover intentions ($\beta = -0.10$, $p < 0.01$), and when OCB operated the negative relation between POS and turnover intentions was reduced ($0.29 * -0.24 = -0.08 < -0.10$), it shows that with advent of OCB turnover intentions of employees are reduced, proving partial mediation. It proves H6 of the study that OCB acts as a mediator between POS and turnover intentions of hotel employees. Psychological empowerment negatively influenced turnover intentions ($\beta = -0.17$, $p < 0.01$), with the advent of OCB the relation of psychological empowerment and turnover intentions was ($0.19 * -0.15 = -0.0285 < -0.17$), it also proves that OCB mediates relationship of psychological empowerment and turnover intentions, thus proving H7 of the study.

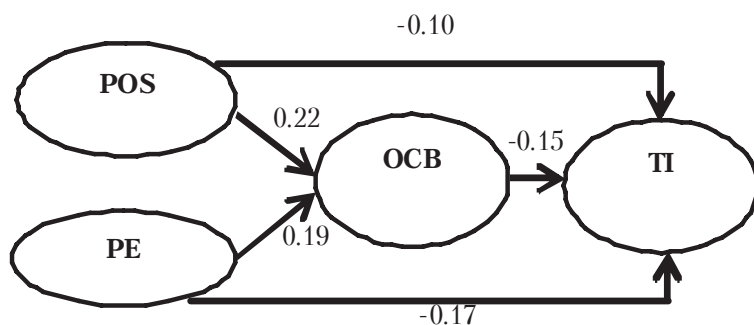


Figure 2. Path analysis of the model

Conclusion & discussion. Findings of the study proved that both POS and psychological empowerment are positively associated with OCB, but negatively associated with the turnover intentions, while OCB was found to be a partial mediator of relation of independent and dependent constructs. These findings are quite consistent with the findings in the existing literature. Employees in Malaysian hotels feel they are having high level of support and resultantly they show average level of OCB, these results are consistent with findings of Chiang and Hsieh (2012), as they concluded the same results for Taiwanese hotel employees. Inquiry for psychological empowerment also shows that the level of empowerment is also average which is quite consistent with Chiang and Hsieh (2012). But still findings prove that both POS and empowerment positively predict OCB, consistent with Chiang and Hsieh (2012); Kwan, Liu and Yim (2011); Farrell and Oczkowski (2009); Chiang and Jang, (2008); and reduces turnover intention, which is consistent with Chen and Eldridge (2011); Perryer, Jordan and Firms (2010); Al-Sakarnah and Alhawary (2009). This study proved that OCB has a mediating role between turnover intentions of hotel employ-

ees. It proves partial mediation role of OCB in explaining relationship of POS and turnover intentions. Study also proves that OCB mediates relationship of psychological empowerment and turnover intentions.

Practical implications of the study. Findings of the study prove that in order to reduce turnover intentions of employees, high level of voluntary contributions is required (OCB), which is an outcome of organizational support and psychological empowerment. Thus this study contributes in a practical sense as it will enable management to gauge the issue of turnover of employees' in Malaysian hospitality industry. This study covers an unexplored area of the study, i.e. the mediations of OCB between POS, PE and turnover intentions, a model has never been tested and validated for the hospitality industry of Malaysia.

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