

Role of OCB in the relationship of POS, Psychological Empowerment and intentions to quit: Evidence from Malaysian Hotel industry

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Abstract

There have been shifts in the economic and social structures of nations; one of the rapid changes is change in the sector from manufacturing to services or mixed structures. Tourism is one of the service structures being opted by nations across to globe. Due to increasing number of foreigner tourists, now tasks of hotel employees have changed as they have to learn norms and rituals of other nations as well. This has created a great chance for developed and competent workforce to move to top through changing employing hotels. This notion has been faced by Malaysian hotel industry as well. This study is focused on criterion variable of employee' turnover intention, with focus on the impact of psychological empowerment and POS and mediation of OCB. A total of 360 responses are used for data analysis. Data is analyzed using frequencies distribution, descriptive, correlation, structural equation modeling and confirmatory factor analysis. Results of the study prove that POS and psychological empowerment are both significant determinant of employees' reduced turnover intentions. Organizational citizenship behavior was found to have partially mediating effects on employees' turnover intentions. Number of suggestions and recommendations are given at the end.

Keywords: *Turnover intentions, organizational citizenship behavior, psychological empowerment, perceived organizational support, Malaysia.*

1. Introduction

With 24.6 million tourists arrival in year of 2010 (“Tourist arrival and receipts to Malaysia”, 2010), Malaysia is one of the leading tourist destinations around the globe. In order to accommodate increasing number of tourists, hotel industry is also moving with the same pace. Hotel industry like other industries can contribute a lot towards overall economic development, as economies have shifted from manufacturing to services economies. Like other sectors, tourism sector is also dependent upon the performance and efficiency of workforce, workforce is the source of gaining and retaining competitive edge over rivals (Karatepe and Sokmen, 2006; Bowen and Ostroff, 2004). Podsakoff et al., (2000), signifies human force as source of attaining competitive edge and improve efficiency.

With increased competition, skilled and efficient employees are in high demand. This demand is realistically good for employees, but it is dangerous for organizations, as organizations are facing increased level of turnover rate of employees. Turnover rate in hotel industry ranges from 60%-300% in competitive environment (Moncarz et al., 2009; Lee and Way, 2010). Employees’ turnover has been considered an important issue (Kim et al., 2010), as it takes huge costs associated with it. While looking at the costs associated with it, Robbins (1995) noticed that turnover cost of an employee ranges from 1.2-2 times higher than annual salary of that employee. Increased level of turnover decreases organizational profitability (Davidson, Timo and Wang, 2010; Simon and Hinkin, 2001). While looking at the causes of turnover intentions, Kim et al., (2010) viewed it as an inherent phenomenon. This phenomenon effects organizational effectiveness and competitiveness (Argote, 1999; Argote et al., 1990). Employees’ turnover not only causes high costs due to loss of productive workforce but it also decreases employees’ morale, which ultimately reduces organizational efficiency. It is why; turnover of employees’ has always been a topic of great significance in human resource management studies (Dickerson, 2009; Alonso and O’Neill, 2009; Lam, Lo and Chan, 2002).

Employees’ turnover in hotel industry has been under investigation in various nations; for instance, USA (Moncarz et al., 2009; Cho et al., 2009), UK (Martin et al., 2006), Turkey (Karatepe and Uludag, 2008), New Zealand (Poulston, 2008), Taiwan (Yang, 2010b; 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’ 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 that would have considered at an important phenomenon and have given an eye to it. So this research is aimed to unveil this unexplored phenomenon.

In order to overcome turnover intentions of employees’ Podsakoff et al., (2000) mentioned that organizations should provide training and motivate employees’ to work

beyond their obligations. Getting employees motivated to go beyond their tasks and duties should be self-initiated and it is termed as citizenship behavior (Organ, 1988). Higher level of OCB depicted by employees' can help organizations in achievement of goal of efficiency, as they are not only willing to work for their tasks rather they are willing to put extra efforts, by helping other, that are beyond their duties and task (Organ, 1990). Many researchers have proved the phenomenon that employees' high OCB reduces their turnover intentions (e.g. Podsakoff *et al.*, 2009; Pare and Tremblay, 2007; Coyne and Ong, 2007)

In past OCB has been witnessed to be an outcome of extrinsic factors (e.g. behavior of leader, fairness at work, and job characteristics) and intrinsic factors (e.g. personality traits, employee attitude) (Podsakoff *et al.*, 2009). Out of all these factors, perceived organizational support (POS) has been considered to be the most significant one (Eisenberger *et al.*, 1990). When employees' feel that they are taken care by organization and their welfare is prime consideration of organization, they feel a sense of responsibility towards their employer (Eisenberger *et al.*, 1986). This sense of obligation not only makes employees perform well, rather they demonstrate high level of OCB, by showing great interest to help others in performing their tasks. 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; Liu, 2004; Eisenberger *et al.*, 2002).

Employees' OCB requires support and help for other employees' who are behind their scheduled tasks. This requires organizational willingness to allow employees to take extra responsibilities at work (Pitts, 2005). In past allowing employees to take responsibilities were taken as the increasing availability of resources, and participation in decision making. But there has been a shift as it is argued that organizations should empower their employees, termed as "psychological empowerment" (Hancer and George, 2003; Conger and Kanungo, 1988). 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; Hwang, 2005; Chiang and Jang, 2008).

Link between psychological empowerment and employees' turnover intentions had been proved by work of researchers (like Sparrowe, 1994). Researchers have proved direct bearing of POS on employees' turnover intentions (Sturges, Conway and Liefoghe, 2010; Filipova, 2011; Karatepe, 2011; Eisenberger *et al.*, 2002). Both psychological empowerment and POS are found to be as an important determinant of OCB (Yen *et al.*, 2004; Wayne *et al.*, 2002, 1997; Shore and Wayne, 1993; Eisenberger *et al.*, 1990). Pare and Tremblay (2007); Coyne

and Ong (2007) found that OCB and turnover intentions are negatively associated. Podsakoff *et al.*, (2009, 2000) while conducting meta-analysis on outcomes of OCB, inferred that higher level of OCB reduces turnover intentions of employee. While summing up it can be inferred that both POS and psychological empowerment have direct impact on turnover intentions. And this relation is also mediated by OCB.

In summing up, this research is focused on hotel industry in Malaysia; it is conducted to explore existence of relationship among psychological empowerment, perceived organizational support, OCB, and turnover intentions. The main objectives of the study include (1) examining impact of psychological empowerment on OCB (2) examining impact of POS on OCB (3) examining impact of OCB on employees' turnover intention (4) examining mediation of OCB between relationship of Psychological empowerment and employee' turnover intention (5) and finally to judge the mediation of OCB between relationship of POS and turnover intentions.

2. 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 that they are supported by their organization, they feel an obligation and want to reciprocate it by showing high willingness to work and stay in organization in future (Pepe, 2010; Riggle, Edmondson and Hansen, 2009; Rhoades, Eisenberger and Armeli, 2001). Chen and Eldridge (2011); Perryer, Jordan and Firms (2010); Al-Sakarnah and Alhawary (2009); also inferred that presence of support from organization reduces employees' turnover intentions. While applying this concept in hotel industry Chew and Wong (2008) concluded that when employees perceived that they were supported by their organization they tried to reciprocate it with future intentions to stay with the organization. Cho, Johanson, and Guchait (2009) also inferred that POS is negatively associated with turnover intentions, but positively associated with intentions to stay in organization. Based on the given literature following hypothesis can be constructed:

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

Perception of organizational support is the feeling created due to care provided by organization. It is a situation when employee feels that organization always helps, recognizes, gives respects, cares for, and shows high level of cooperation. Employees' feel an obligation created due to care, respect, cooperation offered by organization, as employees feel themselves responsible to offer the best in every form. One of the ways of reciprocation is to support other workers to perform their tasks efficiently (OCB) (Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003). Shore and Wayne (1993) clinched that perception of organizational support increases employees' citizenship behavior. Wayne *et al.*, (1997) also

inferred that when employees' feel they are taken care by organization, they have high level of trust in organization and they always make productive suggestions for the betterment of organization (a self-initiated action that becomes base of OCB). When organization provides support and care at work, employees reciprocate it with OCB (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 given literature following hypothesis can be constructed:

H2: POS is positively associated with OCB for hotel employees

Lashley (1996) while discussing the significance of empowerment in hotel industry clinched that empowerment could bring positive changes in job related behaviors. Slatten (2010) argued that empowerment is an important construct for organization, as it creates positive image of overall internal service of an organization which can positively or negatively influence one's job related outcomes. Psychological empowerment is negatively associated with employees' intentions to leave the job or organization (Ingersoll 2001; Kim 2005; Moynihan and Landuyt 2008). Yang and Lee (2009) also clinched that psychological empowerment is negatively associated with employees' turnover intentions, but this relation is mediated by employees' satisfaction. Fook *et al.* (2011) concluded that psychological empowerment is negatively associated with withdrawal and turnover intentions. Hancer and George (2003) commented that psychological empowerment at work in hotel industry is a significant phenomenon, whose existence can pay off both to employees and customer, and it is a positive sign for organization. While conducting research in hotel industry in China, Burke (2009) and his fellows clinched that psychological empowerment negatively predicts employees' turnover intentions.

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

Psychological empowerment is widely discussed by researchers (e.g. Chian and Hsieh, 2012; Chiang and Jang, 2008; Tsaor *et al.*, 2004; Liden *et al.*, 2000). Psychological empowerment is the degree the inner feelings of empowerment about self-determination, meaning and impact one have (Spreitzer, 1995). Psychological empowerment is deemed to be a source of OCB, as it creates ambition and motivation to perform well in their tasks and responsibilities (Morrison, 1996). Psychological empowerment creates a sense of empowerment and ability to perform roles beyond one's responsibilities, thus creates OCB (Conger and Kanungo, 1988; Wat and Shaffer, 2005). Considering the existing literature following hypothesis is formulated:

H4: Psychological Empowerment is positively associated with OCB of hotel employees.

Podsakoff *et al.*, (2009) conducted meta-analysis to find out 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 long and reduces deviance and turnover intentions. Pare and Tremblay (2007) also noticed that presence of higher citizenship behavior in employees' will reduce their turnover intentions. Coyne and Ong (2007) conducted research to see the cross cultural differences and its impact on relation of OCB and turnover intentions, and concluded that OCB negatively predicts turnover intentions, irrespective of the culture in which it is tested.

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

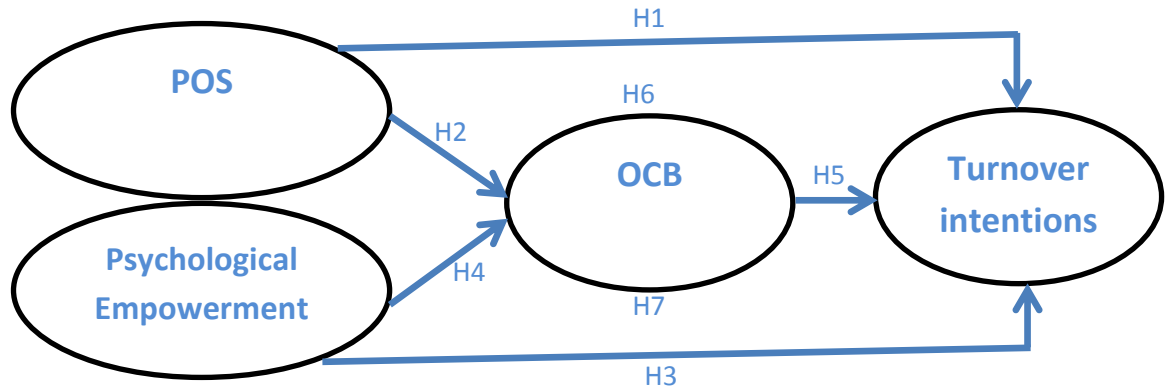
Chiang and Hsieh (2012) conducted research in Taiwanese hotel industry and found that provision of organizational support has direct and significant bearing on employees' performance and other job outcomes, it is also inferred that this relation is mediated by employees' citizenship level. Perception of organization support has direct effect on turnover intentions (Pepe, 2010; Riggles, Edmondson and Hansen, 2009; Rhoades, Eisenberger and Armeli, 2001; Chen and Eldridge, 2011; Perryer, Jordan and Firms, 2010; Al-Sakarnah and Alhawary, 2009); and OCB (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 other hand OCB decreases turnover intentions (Pare and Tremblay, 2007; Coyne and Ong, 2007). Podsakoff *et al.*, (2009, 2000) found that citizenship behavior is source of reduced turnover intention. While looking at the causes of citizenship behavior they noticed that perception of support from organization is an important predictor of citizenship behavior; hence it can be inferred that perceived organizational support affects turnover intention through OCB. Hence following hypothesis can be formulated:

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

Literature proves that psychological empowerment provided to employees' brings positive changes in their job related behaviors; one of the most important behaviors is intentions to quit the job. It is noticed that psychological empowerment reduces employees' turnover intentions (Ingersoll 2001; Kim 2005; Moynihan and Landuyt 2008; Yang and Lee, 2009; Fook *et al.*, 2011). It is also noticed that psychological empowerment increases employees' citizenship behavior (Chian and Hsieh, 2012; Tsaur *et al.*, 2004; Chiang and Jang, 2008; Liden *et al.*, 2000). It is also proved by studies that OCB is negatively association with employees' turnover intention (Podsakoff *et al.*, 2009; Pare and Tremblay, 2007; Coyne and Ong, 2007). From the up given discussion it can be inferred that psychological empowerment has both direct and indirect impact on turnover intentions, or OCB mediates relationship of psychological empowerment and turnover intentions.

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

Figure 1: Conceptual model



3. Research Methods

This research endeavor is focused to study the existence of relationship between psychological empowerment, POS, organizational citizenship and turnover intentions of hotel employees in Malaysia. Considering the area of interest, an attempt has been made to identify existing body of knowledge on the variables in their relations. With the help of literature a conceptual model has been devised which is presented in Fig-1. If we have a look at model it is evident that both psychological empowerment and POS act as independent variables, while OCB behaves as mediating variable and turnover intentions is the criterion or dependent variable.

3.1 Respondents

Hotel employees from two cities were selected as respondents of the study i.e. Kuala Lumpur and Johor Bahru. Respondents were inquired to record their responses at given scales for each variable. All in all, 500 questionnaires were distributed in 20 randomly selected hotels, out of which 360 completely filled questionnaire were received back. Details of respondents are presented in table-1.

3.2 Instrumentation

Questionnaire was used for this purpose, which contained five 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. In order to investigate psychological empowerment, instrument of Spreitzer (1995) was adopted which comprised of 12 items (for instance “I have significant autonomy in determining how I do my job”). POS section was espoused from Rhoades et al. (2001), which comprised 8 items (for instance “Help is available from my organization when I have a problem”). Scale of OCB was adopted from Podsakoff et al. which contained 24 items (e.g. “I am effective in my job”) used

Kim et al. (2009). Elements of turnover intentions were adopted from Colarelli's (1984) which contained three items e.g. "I am planning to search for a new job during the next twelve months".

Using these scales a questionnaire was drafted which was reviewed by three hotel managers and two researchers. After that a pilot study was conducted. 210 questionnaires were distributed in 12 (4 from Johor Bahru and 8 from Kuala Lumpur) selected luxury hotels from Nov, 22 to December, 15 2011. 194 questionnaires were received back, out of which only 180 were complete in all respects and formed useable response rate (85.71%). Pilot testing proved usefulness of the questionnaire.

3.3 Data analysis

SPSS 17.0 AND Amos 18.0 were used for various stages of data analysis.

4. Findings of the Study

4.1 Demographical information

Table-1 shows the demographical information of the respondents. It shows that majority (52%) of the respondents were females, having age less than 25 years (30%). Majority of the respondents were in house-keeping (20%) or food and beverages (20.56%), with permanent job (77.22%). Majority (63%) of the respondents were having secondary school certification as the highest qualification. Table also shows that majority (31.68%) of the respondents are having experience of less than 6 months with current hotel, while 23.89% were having total experience of 6 months to one year, which shows that turnover rate is high in the hotel industry in Malaysia, which signifies the importance of the current study.

Table 1: Demographical division of employees

	N	%		N	%
Experience with current hotel			Experience in hotel industry		
<6 months	114	31.68	<6 months	64	17.78
6 months-1 year	86	23.88	6 months-1 year	86	23.89
1-3 years	64	17.78	1-3 years	74	20.56
4-8 years	56	15.55	4-8 years	56	15.55
8-10 years	24	6.67	8-10 years	40	11.11
>10 years	16	4.44	>10 years	40	11.11
Education			Nature of job		
Pre school	24	06.67	Permanent	278	77.22
Primary	50	13.89	Temporary	82	22.78
Secondary	226	62.78	Department		
Tertiary	46	12.78	Marketing	44	12.22
Technical	14	3.88	Finance	58	16.11
Age			Human Resource	54	15.00
Less than 25	108	30.00	Front desk	58	16.11
25-30	86	23.89	Food and Beverages	74	20.56
31-40	38	10.56	House keeping	72	20.00
41-50	66	18.33	Gender		
51-60	62	17.22	Male	172	47.78
Above 60	0	00.00	Female	188	52.22

Descriptive Statistics

Table-2 shows mean scores, reliability values and correlation coefficient values. Mean score show the response against each variable. Scores of POS shows that employee perceive 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. Level of OCB also shows 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 was selected as the criterion factor for consideration. All the values of correlation coefficient are found to be significant and positive, except for relation with turnover intentions. Values of cronbach alpha are also in acceptable limit i.e. 0.771-0.926 (Nunnally, 1978).

Table 2: Descriptive Statistics

N=360	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**

4.2 Confirmatory factor analysis

Garbing and Anderson (1988) commented that a research model should be estimated with the confirmatory factor analysis, and loading of each items should be calculated for each construct; considering this notion, this research endeavor also passed through from these processes. Table-3 shows the values of factor loading, composite reliability and variance extracted. All the factors loading were found to be significant in the process of confirmatory factor analysis (*p*<.001). Model fitness values were explained by Hair et al. (2006), as per 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, χ^2/df < 3. The values of test of adaptability were as follows: CFI=0.81, NNFI=0.83, NFI=0.79, RMSEA=0.76, χ^2 =3456.76, *df* =1123, χ^2/df = 3.217. If we look at the values of adaptability test it is clearly evident that these values fall below the standard values given by Hair et al. (2006), which denotes that model requires some modifications.

In order to modify the model, all the items were removed which have loading value below 0.5, standard value mentioned by Bagozzi and Yi, (1988). The model was again tested for adaptability, and the revised values were as follows: The values of test of adaptability were as follows: CFI=0.90, NNFI=0.91, NFI=0.89, RMSEA=0.07, χ^2 =2556.76, χ^2/df = 2.27. It shows that the revised values fall in acceptable limit.

Scale was also inquired for its convergent and discriminant validity. Convergent validity of the scale instrument can be tested when the value of average variance extracted is above standard value i.e. 0.5 (Karatepe, 2006). While having a look at table-3 it could be inferred that all the values of average variance extracted were above the standard value, so it could be clinched that the instrument had a convergent validity. While looking at the discriminant validity, the value of average variance extracted should be greater than the square correlation coefficients of any two variables (Fornell and Larcker, 1981). Table-3 shows that the values of average variance extracted met the requirements, so it could be decided that scale had discriminant validity.

Table 3: Confirmatory Factor Analysis

	Standardized Factor Loading	Composite Reliability	Average variance extracted		Standardized Factor Loading	Composite Reliability	Average variance extracted
Perceived Organizational Support		0.71	0.86	Organizational Citizenship Behavior		0.82	0.64
PS1	0.80			<i>Altruism</i>		0.80	0.52
PS3	0.74			A1	0.76		
PS4	0.69			A2	0.74		
PS5	0.71			A3	0.81		
PS7	0.70			A4	0.90		
PS8	0.85			A5	0.79		
Psychological Empowerment Meaning		0.87	0.67	<i>Courtesy</i>		0.81	0.60
M1	0.81	0.81	0.60	CRT1	0.71		
M2	0.92			CRT2	0.70		
M3	0.95			CRT3	0.73		
Competence		0.85	0.66	CRT4	0.75		
C1	0.88			CRT5	0.78		
C2	0.85			<i>Civic Virtue</i>		0.82	0.62
C3	0.90			CV1	0.79		
Self- Determination		0.91	0.76	CV2	0.72		
SD1	0.89			CV3	0.81		
SD2	0.48			CV4	0.89		
SD3	0.76			<i>Sportsmanship</i>		0.74	0.52
Autonomy		0.87	0.64	S1	0.76		
AUT1	0.72			S2	0.69		
AUT2	0.76			S3	0.80		
AUT3	0.80			S4	0.72		
Turnover intentions		0.84	0.71	S5	0.79		
TI1	0.89			<i>Conscientiousness</i>		0.81	0.61
TI2	0.81			CON1	0.80		
TI3	0.88			CON2	0.83		
				CON3	0.86		

4.3 Structural Equation Model

Structural equation modeling was also used to verify existence of causal relationship among the constructs. Hair et al. (2006) while signifying the usage of SEM commented that

SEM uses both factor analysis and multiple regressions to find out interrelated relationships of variables

Findings of SEM are presented in Table-4. Table-4 contains testing results of three 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 (GFI, AGFI, CFI, NFI, NNFI, RMSEA) of direct effect and full mediation are compared, it is evident that full mediation model have greater values to satisfy goodness of the model. So, full mediation model is good model than the direct effect model. In 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 4: Structural equation model

	Standard value	Direct effect	Full mediation	Partial mediation
x^2		2079.26 (df=799)	1857.59 (df=789)	1810.62 (df=778)
x^2/df	≤ 3.00	2.60	2.35	2.32
Δx^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-5 presents 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 hypothesis 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 5

		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**

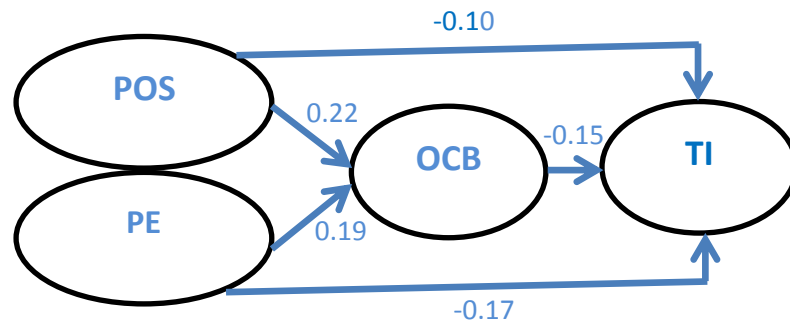
$p < 0.01$
 $p < 0.05$

Baron and Kenny (1986) approach was used to analyze the mediation effects of OCB. This process contains three major steps, i.e. regressing independent and dependent variables, regressing independent and mediator variables, and finally regressing both independent and mediating variables with dependent variables. This study followed the steps given by Barron and Kenny (1986) to test mediation relationship. While looking at the three prerequisites, in this study, it tested following relations: firstly, regress independent variable/s and dependent variables i.e. POS & psychological empowerment and turnover intentions, (there should be significant relationship); secondly, regress independent variable/s with mediating variable i.e. POS with OCB, and psychological empowerment with OCB (there should be significant relationship); thirdly and lastly, regression results of POS and psychological empowerment with OCB on turnover intentions. If both psychological empowerment and POS have significant relationship with OCB, and OCB has significant relationship with turnover intentions, and either psychological empowerment or POS don't show significant relationship with turnover intentions, it is likely that OCB is performing role of mediator. If independent variables (psychological empowerment and POS) have significant effect on OCB, but the path coefficients are reduced, there is partial mediation. In summing up, it can be inferred that POS and psychological empowerment effect turnover intentions both directly and indirectly (through OCB).

In order to see that this study meets the requirements given by Baron and Kenny (1986), table-5 contains information about findings of the study. Table-5 shows that there is significant relationship between independent constructs (POS and psychological empowerment) and turnover intentions ($\beta = -0.10$, $p < 0.01$) and ($\beta = -0.17$, $p < 0.01$) meeting first condition; while fulfilling second condition, full mediation results signify that independent constructs (POS and Psychological empowerment) are significantly associated with mediating construct i.e. OCB ($\beta = 0.32$, $p < 0.01$) and ($\beta = 0.68$, $p < 0.01$), and OCB is significantly associated with turnover intentions i.e. the dependent construct ($\beta = -0.34$, $p < 0.01$), thus meeting the second requirement of the mediation model. Partial mediation model tests the relationship of POS and psychological empowerment with turnover intentions and OCB, and also of OCB with turnover intentions. 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 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.

Figure2: Path analysis of the model



5. Discussion on Findings

5.1 Perception of employee about POS, PE, OCB and Turnover intentions

Employees' perception about POS shows that they don't feel that they are not taken care by organization, it is consistent with the findings of Susskind et al. (2002) and Chian and Hsieh (2012), when they concluded that hotel employees don't feel that they are supported by their organization. While looking at psychological empowerment, employees feel neither positive nor negative about it. It confirms the work of Chian and Hsieh (2012) as they noticed in Taiwanese hotel industry that empowerment level was not high. Employee' response about OCB was also average as they were neither positive nor negative about citizenship behavior. Employees intentions to leave the job were found to be high.

5.2 Relationship between POS, PE, OCB and Turnover intentions

Results of the study confirmed the hypothesis that POS positively influences employees' OCB. When employees feel that they are taken care, and their well-being is the prime purpose of the organization, they reciprocate it with high level of citizenship behavior. It proves the notion of Chiang and Hsieh (2012); Kwan, Liu and Yim (2011); Farrell and Oczkowski (2009), that support from organization increases employees' citizenship behavior towards organization. POS was also found to be negatively associated with turnover intentions, which confirmed the findings of Chen and Eldridge (2011); Perryer, Jordan and Firms (2010); Al-Sakarnah and Alhawary (2009). Psychological empowerment was also found to be positively associated with OCB, proving work of Chian and Hsieh, (2012); Chiang and Jang, (2008); Liden et al., (2000); Tsaur et al., (2004); and negatively associated with turnover intentions, providing support to the work of Ingersoll (2001); Kim (2005); Moynihan and Landuyt (2008), Yang and Lee (2009), Fook et al. (2011). OCB was also found to be negatively

associated with turnover intentions, which found a support from the studies of Pare and Tremblay (2007), Coyne and Ong (2007) and Chian and Hsieh (2012).

5.3 Role of OCB as mediator

This study proved that OCB mediating role between turnover intentions of hotel employees. 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.

6. Conclusion

This study proved the assumptions made at the begging of the study. It proves that there is significant relationship between POS, psychological empowerment, employees' citizenship behavior and turnover intentions. It also verifies the theoretical framework constructed with the help of literature. Findings of the study proved that both POS and psychological empowerment are positively associated with OCB, but negatively associated with the turnover intentions, as OCB did. Findings also proved that OCB acted as partial mediator of POS, psychological empowerment relationship with turnover intentions. it shows that hotel employees' OCB is an important predictor of employees' turnover intentions.

7. Practical Implications of the Study

Nature of work in hotel industry requires employees' to do beyond their job descriptions, due to increasing work pressures. It requires high level of employees' citizenship behavior. This study signifies the importance of OCB, addressing with turnover intentions an important issue faced by Malaysia hotel industry. Findings of the study prove that in order to reduce turnover intentions of employees, high level of voluntary contributions are 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 gage the issue of turnover of employees' in Malaysian hospitality industry. This study covers an unexplored area of the study i.e. mediations of OCB between POS, PE and turnover intentions, a model never been tested an validated in the hospitality industry.

Findings prove that hotel employees in Malaysia don't perceive that they are supported by the organization or they have been psychologically empowered. This, consequently, affects their level of citizenship or voluntary acts and turnover intentions. It gives a direction to management that in order to overcome the issue of turnover, they are required to offer more supportive work environment with liberation to make decision and implement them. Thus this study covers a conceptual as well as empirical gap to fill, which signifies that this research makes a worthy contribution.

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Instrument

	Items	Source
POS		
PS1	The organization values my contribution to its well-being.	Rhoades et al. (2001)
PS2	The organization fails to appreciate any extra effort from me. (R)	
PS3	The organization would ignore any complaint from me. (R)	
PS4	The organization really cares about my well-being.	
PS5	Even if I did the best job possible, the organization would fail to notice. (R)	
PS6	The organization cares about my general satisfaction at work.	
PS7	The organization shows very little concern for me. (R)	
PS8	The organization takes pride in my accomplishments at work.	
Psychological Empowerment		
	<i>Meaning</i>	Spreitzer (1995)
M1	The work I do is very important to me	
M2	My job activities are personally meaningful to me	
M3	The work I do is meaningful to me	
	<i>Competence</i>	
C1	I am confident about my ability to do my job	
C2	I am self-assured about my capabilities to perform my work activities	
C3	I have mastered the skills necessary for my job	
	<i>Self-Determination</i>	
SD1	I have significant autonomy in determining how I do my job	
SD2	I can decide on my own how to go about doing my work	
SD3	I have considerable opportunity for independence and freedom I how I do my job impact	
	<i>Impact</i>	

SD4	My impact on what happens in my department is large	
SD5	I have a great deal of control over what happens in my deptt	
SD6	I have significant influence over what happens in my deptt	
Organizational citizenship behavior		
	<i>Altruism</i>	
A1	Helps others who have heavy work loads	
A2	Helps others who have been absent	
A3	Willingly helps others who have work related problems	
A4	Helps orient new people even though it is not required	
A5	Is always ready to lend a helping hand to those around him/her	
	<i>Courtesy</i>	
CRT1	Takes steps to prevent problems with other workers	
CRT2	Is mindful of how his/her behaviors affects other people's jobs	
CRT3	Does not abuse the rights of others	
CRT4	Tries to avoid creating problems for coworkers	
CRT5	Considers the impact of his/her actions on coworkers	
	<i>Civic Virtue</i>	
CV1	Attends meeting that are not mandatory, but are considered important	
CV2	Attends functions that are not required, but help the company image	
CV3	Keeps abreast of changes in the organization	
CV4	Reads and keeps up with organization announcements, memos, and so on	
	<i>Sportsmanship</i>	
S1	Consumes a lot of time complaining about trivial matters (R)	
S2	Always focuses on what is wrong, rather than the positive side (R)	
S3	Tends to make "mountains out of molehills"	
S4	Always find fault with what the organization is doing (R)	
S5	Is the classic "Squeaky wheel" that always needs greasing (R)	
	<i>Conscientiousness</i>	
CON1	Obeys company rules and regulations even when no one is watching	
CON2	I am one of my most conscientious employees	
CON3	Believes in giving an honest day's work for an honest day's pay	
Turnover intentions		
TI1	I frequently think of quitting my job.	
TI2	I am planning to search for a new job during the next 12 months.	
TI3	If I have my own way, I will be working for this organization one year from now (R).	
		Kim et al. (2009)
		Colarelli (1984)