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**FACTORS AFFECTING TURNOVER INTENTION AMONG  
MALAYSIAN'S INFORMATION AND COMMUNICATION  
TECHNOLOGY (ICT) EMPLOYEES**



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## ABSTRACT

The primary purpose of this study was to investigate the effect of personality traits, perceived organisational support, organisational justice, and organisational learning culture on turnover intention among Information and Communication Technology (ICT) employees in Malaysia. The study also examined the role of organisational citizenship behavior as a mediator on the relationship. The role of job embeddedness as a moderator on the effect of organisational citizenship behaviour on turnover intention was also examined. This study integrated two theories, i.e. social exchange theory and theory of planned behaviour to support the effects of the variables on successful strategy implementation. Questionnaires were distributed to 764 employees working in the ICT service sector in Malaysia. 421 questionnaires were returned, but only 377 were used in the analysis using Structural Equation Modelling (SEM) - Partial Least (PLS) method. The results of the study revealed a significant effect of personality traits and perceived organisational support on organisational citizenship behavior and turnover intention and a significant effect of organisational citizenship behavior on turnover intention. Organisational justice was found to have a significant positive effect on organisational citizenship behaviour but insignificant effect on turnover intention. The results also revealed that organisational learning culture showed an insignificant effect on organisational citizenship behavior and turnover intention. The results also demonstrated the mediating role of organisational citizenship behavior in the link between personality traits, perceived organisational support, organisational justice, and turnover intention. However, organisational citizenship behavior did not mediate the relationship between organisational learning culture and turnover intention. The study also revealed that the moderating role of job embeddedness was insignificant on the effect of organisational citizenship behavior on turnover intention. The present study also highlighted the implications of the research, future research recommendations as well as its limitations.

**Keywords:** turnover intention, organisational citizenship behavior, personality traits, perceived organisational support, organisational justice

## ABSTRAK

Tujuan utama kajian ini adalah untuk meneliti kesan ciri personaliti, tanggapan sokongan organisasi, keadilan organisasi, dan budaya pembelajaran organisasi terhadap niat berhenti dalam kalangan pekerja Teknologi Maklumat dan Komunikasi (ICT) di Malaysia. Kajian ini juga mengkaji peranan tingkah laku kewarganegaraan organisasi sebagai pengantara dalam sesuatu hubungan. Di samping itu, peranan *job embeddedness* sebagai penyederhana ke atas kesan tingkah laku kewarganegaraan organisasi terhadap niat berhenti juga turut dikaji. Kajian ini menggabungkan dua teori iaitu Teori Pertukaran Sosial dan Teori Tingkah Laku Terancang untuk menyokong kesan pemboleh ubah terhadap pelaksanaan strategi yang berjaya. Borang soal selidik telah diedarkan kepada 764 orang pekerja dalam sektor perkhidmatan ICT di Malaysia. Sebanyak 421 soal selidik telah dikembalikan, tetapi hanya 377 soal selidik yang dapat digunakan dan dianalisis dengan menggunakan kaedah *Structural Equation Modelling* (SEM) – *Partial Least Square* (PLS). Hasil kajian menunjukkan kesan signifikan ciri personaliti dan sokongan organisasi terhadap tingkah laku kewarganegaraan organisasi dan niat berhenti dan kesan signifikan terhadap tingkah laku kewarganegaraan organisasi terhadap niat berhenti. Keadilan organisasi didapati mempunyai kesan positif yang signifikan terhadap tingkah laku kewarganegaraan organisasi, tetapi kesan yang tidak signifikan terhadap niat berhenti. Dapatan kajian turut menunjukkan bahawa budaya pembelajaran organisasi mempunyai kesan yang tidak signifikan terhadap tingkah laku kewarganegaraan organisasi dan niat berhenti. Selain itu, keputusan kajian juga mendapati bahawa tingkah laku kewarganegaraan organisasi mengantara hubungan antara ciri personaliti, tanggapan sokongan organisasi, keadilan organisasi, dan niat berhenti. Walau bagaimanapun, tingkah laku kewarganegaraan organisasi tidak mengantara hubungan antara budaya pembelajaran organisasi dan niat berhenti. Kajian ini turut mendedahkan bahawa *job embeddedness* tidak mempunyai kesan penyederhana atas kesan tingkah laku kewarganegaraan organisasi terhadap niat berhenti. Akhir sekali, kajian ini juga menekankan implikasi penyelidikan, cadangan penyelidikan pada masa hadapan serta batasannya.

**Kata kunci:** niat berhenti, tingkah laku kewarganegaraan organisasi, ciri personaliti, tanggapan sokongan organisasi, keadilan organisasi

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## LIST OF ABBREVIATIONS

<b>SWT</b>	<b>Subhanahu Wa Ta'ala</b>
ICT	Information and Communication Technology
TI	Turnover Intention
OCB	Organizational Citizenship Behavior
JE	Job Embeddedness
PT	Personality Traits
POS	Perceived Organizational Support
OJ	Organizational Justice
OLC	Organizational Learning Culture
EXT	Extroversion
AGR	Agreeableness
CONS	Consciousness
ES	Emotional Stability
OE	Emotional Stability
OE	Openness to Experience
SET	Social Exchange Theory
TPB	Theory of Planned Behavior
SPSS	Statistical Package of Social Sciences
PLS	Partial Least Squares
SEM	Structural Equation Modelling
AVE	Average Variance Extracted
CR	Composite Reliability
CMV	Common Method Variance

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Nowadays the information and communication technology (ICT) companies are active in a very competitive environment and one of the most significant assets in these firms are the employees. They are vital to perform the procedures of the business as well as making decisions and implementing strategies to achieve the objectives of their organizations (Chib, 2016). As noted by Govaerts, Kyndt, Dochy, and Baert (2011), most companies nowadays put lots of effort to gain talented employees and retain them in the organization at the same time. In other words, retaining capable employees will be one of the most key indicators of achieving competitive advantage (Hamid, Reihaneh, & Siroos, 2016).

Importantly, companies need their employees to carry out their everyday activities. Yet, employers need to understand the attitudes of their employees to be productive for the company. In human resource management area of research, high turnover intention rate is an issue that is often highlighted (Tian-Foreman, 2009). Employee turnover is a critical issue for many companies around the globe and is in line with the argument of argument of Chen Mei-Fang, Lin and Lien (2011) who opined that turnover intention has been a major concern for organization's management for many years. According to Tett and Meyer (1993) "Intention to leave is conceptually defined as a conscious willingness to leave the organization, which includes a thought or idea of leaving, the behavior of searching for a new job, and the behavior of deciding to leave the job" (p.262).

Additionally, Jeswani and Dave (2012) stated that “intent to leave refers to individual’s voluntary intention to leave his/her current organization or Job” (p.254). In a study conducted by Lyons (1971), the researcher stated that turnover intention is defined as one's propensity to leave. Mobley, Horner, and Hollingsworth (1978) and Mobley and Fisk (1982) indicated that turnover intention includes an order of processes, include thinking of quitting, intentions to search and intention to quit. Therefore, the turnover intention can lead to employees’ likelihood of leaving the job which may cause the company to face many issues in terms of low headcount or productivity for that particular role, department or business unit. Thus, it is applicable for organizations to detect the factors affecting turnover intentions, and which make the employees to be thinking of leaving the organization.

Moreover, the strategic plans and objectives of any organization are threatened when the employees’ turnover is increased (Abbasi, Hollman, & Hayes, 2008) while the organizations struggle for the loss of the skilled, experienced, knowledgeable employees, and face troubles in the production process (Garino & Martin, 2005). Furthermore, when employee turnover increases the risk of losing brilliant workers the issue is sacrosanct (Tuzun, 2007), while it is difficult for organizations to get properly capable and experienced replacements for employees who left (Chang & Chang, 2008). Therefore, understanding the factors causing or influencing employees turnover intention has being the interests of the researchers for many decades (Shields & Ward, 2001). For today’s competitive organizations, preserving the skilled and valuable employees is one of the central issues as the employees are considered as precious and vital resources which help to stand in active environment. Instead of recruiting new employees however, it is important for these organizations to invest energy and time in preserving the current ones.

The high rate of employee turnover is leading to negative outcomes such as reduction in the level of innovation and customer service quality (Shahzad, Rehman, Shad, Gul, & Khan, 2011). Besides, the organization will continue to deal with the high cost of termination, advertising, recruitment, selection, hiring and training and other indirect cost like the loss of work hours, the overtime cost, the cost of mistakes caused by the new replacements, the difficulties to complete projects and disruption in team-based work environments (Abbasi et al., 2008; Niederman & Sumner, 2003).

In view of the above, companies must devise ways to reduce turnover and find the explanation for this phenomenon (Udo, Guimarães, & Igbaria, 1997). This has been supported by McEvoy and Cascio (1985) who stated that many scholars argued that turnover intention as workplace phenomena should be prevented as far as possible. Furthermore, in describing the importance of studying turnover intention, a study by Dalessio, Silverman, and Schuck (1986) detailed out that “More attention should be given to the direct and indirect influences of variables on intention to quit as opposed to the actual act of turnover” (p.261).

From the employer’s standpoint, intention to quit may be a more important variable than the actual act of turnover. If the precursors to intention to quit are better understood, the employer could possibly institute changes to affect this intention. However, once an employee has quitted, there is little the employer can do except to assume the expense of hiring and training another employee.

Turnover can be distinguished in terms of actual turnover and the intent to turnover, the actual turnover is the final action taken by employees while the intentions are the most direct determinant of actual behavior (Wheeler, Harris, & Harvey, 2010). As the intentions predict the individual's perceptions and judgments, they are important to be studied (Ajzen & Fishbein, 1980; Mobley, Griffeth, Hand, & Meglino, 1979).

In various Asian countries such as Malaysia, Singapore, South Korea, and Taiwan, employee turnover phenomena is a critical issue facing human resource managers, employers, decision makers and experts, because it is considered as key problem for the companies in this region (Barnett, 1995; Chang, 1996; Syrett, 1994). In a summit organized by Hong Kong, Malaysia and Singapore, the human resource professional bodies agreed that job-hopping had converted to be extensive in these Asian countries as it turned to be a culture among employees (Asia Pacific Management News, 1997). This is as apparent in view of the labor loading in these countries and which has brought about an extensively-held belief that employees have established 'bad' attitude. The believe of engaging in job-hopping among employees in these countries is for no reason and not taken as serious case.

In the Malaysian scenario, because of the great demand and big opportunities that are available in the market in the early of 1991, the level of employee turnover started increasing (Inagami, 1998). Consequently, with the rise in turnover and its impact, senior managements, human resources and industrial psychologists, experts and practitioners in Malaysia observed this phenomena seriously, because of its huge effect on the strategic plans and the sustainability of the organizations (Ab Rahman, 2012).

In the case of Malaysia, the high rate of employees' turnover is critical problem, while employees' aspiration to leave the country and work overseas is also worrying. Malaysia needs capable human capital to be a high-income economy by the year 2020 (Juhdi, Pa'wan, & Hansaram, 2013). Thus, currently, the Malaysian economic policy is focused to develop the human capital via talent management strategies. For creating the policies of attracting and preserving the Malaysian workforce from movement, Talent Corporation (TC) was established in January 2011.

The launch of TC is mostly to confirm that the country has the human capital to fill the 3.3 million new job opportunities arising from the application of the Economic Transformation Program (ETP). Employers are encouraged to invest in improving human capital in the frame of this strategy to increase the capability of the workforce. Yet, those employers have to guarantee this investment to benefit from the preservation of the human capital. Employers in Malaysia are having hard time managing workforce in terms of increasing retention due to the continuous increase in the employees turnover rates (Juhdi et al., 2013).

The movement from a production based economy into knowledge based economy in the 1990s in Malaysia has produced a diversity of knowledge determined actions and required changes in the demand for knowledgeable workforce. In this regard, Economic Planning Unit (2001) reported that, the second decade of Malaysian economy development program that was established in the third outline perspective plan produces a net growth of more than 184 per cent for information and communication specialists from year 2001 to 2010. Even though, in case of the increased demand, the major challenge is to improve and preserve more knowledge workers than to hire them.

Lim (2001) stated that in general, the willingness of Malaysian employees to stay with their current organizations is less than three years. A survey conducted by Husna (2005) found that 74 percent of the young workers (less than 35 years of age) declared that they changed their organizations over the past five years, with 39 percent aiming to change companies again within the next two years. Hewitt Associates reported in (2009/2010) that, employee's turnover rate in Malaysia has increased from 9.3% in 2009 to 10.1% in 2010.

Due to employment demand and opportunities offered in the labor market that inspire employees to change their organizations, it is hard task for employers to preserve those employees (Ab Rahman, 2012). In a study entitled "APAC Year on Year Attrition Rate (2009-2011)" conducted by a human capital consulting and outsourcing firm (AON Hewitt), in the Asia Pacific region, Malaysia was placed sixth in 2011 for employees' turnover with attrition rate of 15.9% (Nasyira, Othman, & Ghazali, 2014). The former Malaysian Minister of Human Resource, Datuk Seri Dr S. Subramaniam in demonstrating the rising of employees' turnover rates in Malaysia stated that, "the problem of job-hopping among employees is getting critical" (Gim & Desa, 2014 p. 487).

Additionally, Kuean, Khin, and Kaur (2010) indicated that, Hewitt Associate's Total Compensation Management Survey, which is an international human resource consulting firm, reported that companies in Malaysia face an average of 18 percent of employment turnover rate. In fact, most of Malaysian companies are faced with voluntary turnover as job-hopping becomes a common practice among employees (Roodt, Rieger, & Sempene, 2002; Teck-Hong & Waheed, 2011).

Due to the high demand of employees from their employment network, employee turnover became more widespread. Other reason that encouraged employees job-hop in Malaysia is the competitive labor market and the low rate of unemployment (Long, Perumal, & Ajagbe, 2012). In Malaysia, the increasing tendency of job-hopping can be observed over the rise in the rate of employee turnover from 10% in 2009 to 15.9% in 2011 in just two years (Goh, 2012). Moreover, the survey conducted by Towers Watson Data Services (2011) showed that employees turnover in Malaysia has doubled to 16 percent in 2011 as compared to 2010 (Juhdi et al., 2013).

In addition, in the general industry total rewards survey Malaysia, conducted by the same firm, Towers Watson's in 2013 showed that, in the general industry in Malaysia, the staff turnover rate has increased from 12.3 percent in 2012 to 13.2 percent in 2013 (Towers Watson Malaysia, 2014).

As noted by Malaysian Ministry of Human Resource MOHR (2011), since 2008 until early of 2011, a total 88,210 employees were involved with turnover issue in all sectors. The total loss faced by companies in Malaysia due to employee turnover problem within these three years was up to RM 768 million. This loss can damage Malaysia's economy and cause more crises if no effort is made to reduce the turnover. Furthermore the Malaysian Ministry of Human Resource declared that, 24 percent of total turnover rate within the last three and a half years was based on voluntary turnover. Smyth, Zhai, and Li (2009) stated that the voluntary turnover has negative effect on the labor productivity, thus more research needs to be done in order to clarify turnover issues.

Other survey in Malaysia conducted by JobStreet.com (2013) stated that, 76 percent of employers said that the employee who works less than one year is considered to be job hopper. 84 percent of the employers in this survey stated that they are not able to recruit someone with a job hopping trend. This survey showed fact that the majority of the jobseekers between the age of 25 and 34 think that job hopping is a good trend for them as they can get more opportunities from other jobs. More than 65 percent of employees that participated in this survey declared that they have enrolled for less than two years at their last job, and majority of them are looking for new job.

The survey discovered that the young employees changed their jobs twice in the past five years. The increase in the job hopping tendency in Malaysia is worrisome to the HR managers, as the generation Y showed tendency of staying in their organization just for one to two years only. Therefore, the ongoing increase of employee turnover proportion in Malaysia should not be ignored by employers (JobStreet.com., 2013). Furthermore, the report of the survey conducted by Malaysian Employers Federation on yearly salary survey for executives and non-executives revealed that the rates of turnover among employees in Malaysia in many sectors under the manufacturing and non-manufacturing industries is on the increase.

From the rates shown in the Figures 1.1 and 1.2, the turnover among employees in overall is increasing gradually year after year since 2009 in Malaysia in both sectors (manufacturing and non-manufacturing), but the non-manufacturing sector has higher rates of turnover. Therefore this study will focus on non-manufacturing (service) sector, particularly on information and communication technology (ICT) as it shows the highest turnover rate among all the service sectors at 75.72 % as shown in Table 1.1.

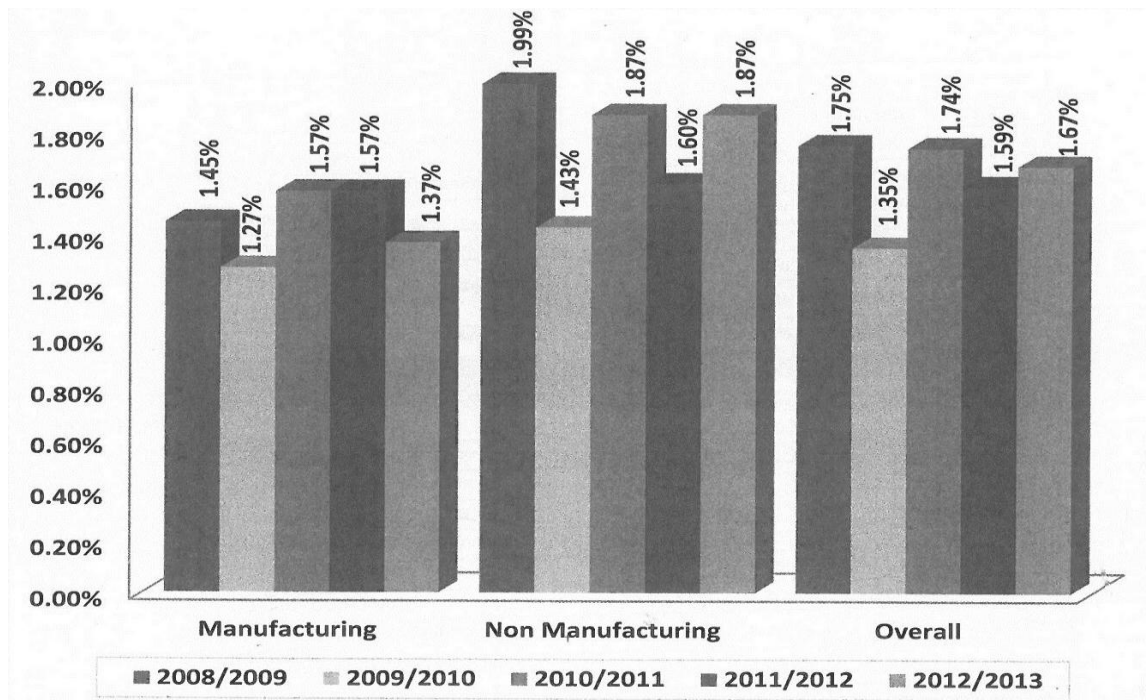


Figure 1.1

Turnover Rates Chart for Executives in Manufacturing & Non-Manufacturing Sectors in Malaysia between 2009- 2013.

Source: Malaysian Employers Federation, Salary Survey for Executives.

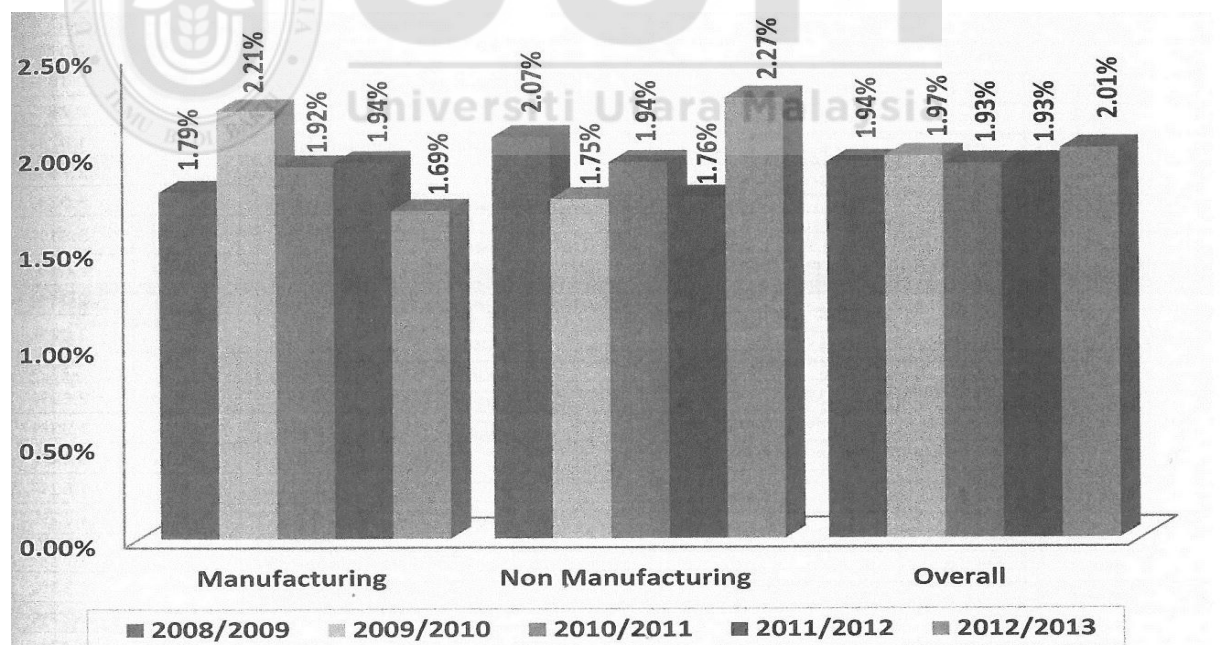


Figure 1.2

Turnover Rates Chart for Non- Executives in Manufacturing & Non-Manufacturing Sectors in Malaysia between 2009- 2013.

Source: Malaysian Employers Federation, Salary Survey for Non- Executives

Table 1.1

*The yearly average of turnover rates of non-manufacturing sector in Malaysia*

<b>Non-Manufacturing Sector</b>	
<b>Subsector name</b>	<b>Average yearly turnover rates</b>
Associations/ Societies	33%
Banking /Finance/ Insurance	12.12%
Business Services	15.72%
Holdings & Investments/ Plantation	17.4%
Hotel/Restaurant	32.4%
<b>IT/Communication</b>	<b>75.72%</b>
Medical Services	19.8%
Professional/Consultancy/Education/ Training	29.28%
Property/ Construction	15.6%
Transport/Warehouse Services	26.88%
Wholesale/Retail/Trading	18%

*Source: Salary Survey by Malaysian Employers Federation (MEF)-2013*

## 1.2 Problem Statement

As discussed earlier in the background of this study, employees turnover intention is a global phenomena that costing organizations due to its negative effects such as higher recruitments cost, increase in training cost and lost in productivity, that is giving a vital reason to the human resource practitioners, researchers, experts and policy makers to take action and explore more on this phenomena (Huang & Cheng, 2012). Moreover, high rates of turnover has become a major concern for many researchers as they are trying to comprehend what are the causes that lead to turnover intention (Tuzun, 2007; Yin-Fah, Foon, Chee-Leong, & Osman, 2010).

As noted by Ciftcioglu (2010), “a concentration on determining the causes of employee intentions to stay or leave has been one of the most recent research approaches in organizational turnover literature” (p. 250). Unfortunately, even though employees turnover became a critical issue in Asia; there is lack of researches exploring it, particularly investigations using a comprehensive set of variables (Khatri, Fern, & Budhwar, 2001).

Idrus, Salahudin, Baharin, and Abdullah (2009) argued that, with the right diagnose and identification of the factors leading to turnover intention in Malaysia, the business outcomes will be well understood and controlled. The authors also claimed that in the Malaysian working environment, a slight light has been shed on turnover intention subject. Turnover and turnover intention variables are differently considered, but the essential cognitive variable which has the immediate causal effect of the actual turnover is turnover intention (Bigliardi, Petroni, & Dormio, 2005). Turnover intention is considered as the best and direct predictor and proxy for actual turnover in the organization (Hemdi, 2006; Price, 2001; Samad, 2006; Steel & Ovalle, 1984). According to Lambert and Paoline (2010), actual turnover and turnover intention have significant relationships with one another. The examination of turnover intention can reflect the future condition for actual turnover in the organizations. Therefore, the discussion of this study is based on turnover intention instead of actual turnover.

Classifying and recognizing the factors affecting employees' turnover intention is very important and pertinent for the organizations. Those factors can be on the individual as well as the organizational level (Jeswani & Dave, 2012). In this study, several factors have been proposed as predictors of turnover intention. These factors are: personality traits (Joo, Hahn, & Peterson, 2015; Sarwar, Hameed, & Aftab, 2013), perceived organizational support (Ahmed, Nawaz, Ali, & Islam, 2015; Islam, Ahmed, & Ahmad, 2015), organizational justice (Gim & Desa, 2014 ; Karatepe & Shahriari, 2014) and organizational learning culture (Islam, Ahmad Ungku, & Ahmed, 2013; Islam, Khan, Aamir, & Ahmad, 2012). The researcher has derived these factors based on the extensive review of literature to ensure the theoretical and the practical importance of these factors in the framework of the study.

Employees' personality trait is considered as an important individual predictor of turnover intention (Jeswani & Dave, 2012). Most of the recent studies illuminate that personality influences the environments within which people reside and plays a vital role to choose a state within which people attempt to stay in. It was found to be directly connected with worker's output and determines the amount of turnovers in a corporation (Sarwar et al., 2013). Additionally, personality traits impact both individual and organizational behavior.

Barrick, Parks, and Mount (2005) acknowledged that personality effects behavior at workplace. Recently, personality traits of staff has highly attracted the interest of the managements in worldwide organizations, due to the success addition and effect of personality definitions on organizational and individual aspects (Li, Kung, & Wang, 2012). Thus, in the western countries, particularly in USA, where the studies and implementation of personality traits were progressively used in the corporate companies and the finding of these researches become significant orientations for the business community in their human resource strategies (Wei-to Dai, 1999). In addition, the turnover intention literature in Malaysia, there are few studies examined personality traits as a predictor. Therefore, it is worthy to study this important individual factors affecting turnover intention in the Malaysian Context.

The next important variable affecting turnover intention in this study is organizational predictor, which is perceived organizational support (POS). Even though the exploration of POS has been recognized by the researchers particularly in the western context (e.g., Eisenberger, Robert Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Eisenberger, Huntington, Hutchison, & Sowa, 1986), yet, there are few results on POS in collectivist eastern cultures such as Malaysia (Feng & Angeline, 2010).

Furthermore, Tumwesigye (2010) explained that compared to other predictors of turnover, POS is arguably one of the least researched especially in the developing context, while Perryer, Jordan, Firms, and Travaglione (2010) argued that POS is an ignored variable in the study of turnover intention. Researchers have highlighted research gaps related to POS to be more examined, Islam, Ahmad Ungku, et al. (2013) in their study in the banking sector in Malaysia, they investigated the effect of OLC and leader member exchange on turnover intention through the mediating effect of affective organizational commitment. They have recommended in future, other exchange relations (i.e. perceptions of organizational support) should also be considered to be investigated.

Another important organizational predictor of turnover intention, which is organizational justice. At the work environment, the perception of justice is very important since it can influence the attitude and behavior of the workers (Gim & Desa, 2014 ). Over the last four decades, research on organizational justice has shown its contribution to decrease undesirable work outcomes such as turnover intentions (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Nowakowski & Conlon, 2005). Some studies on the relationship between OJ and turnover intention showed deferent results than usual, for instance (Saraih, Aris, Sakdan, & Ahmad, 2017) in their study did not find association between OJ and turnover intention, which means inconsistency in the results of the relationship between the both variables is existing in the literature. Hence, in order to fill the literature gap, further empirical studies on direct and indirect effect of organizational justice on turnover intention are needed particularly in the Malaysian context, which this study aimed for.

Additional organizational factor placed by the researchers in this study as an important predictor of turnover intention and dynamic mechanisms that help in enlarging the positive message of the organization is the organizational learning culture. It is considered as a sort of learning culture that assimilates learning organization (Islam, Ur Rehman, Norulkamar, Ali, & Ahmed, 2014). Joo and Park (2010) stated that when employees perceive a culture with continuous learning, they do not think of leaving the organization.

Mix results have been detected the relationship between OLC and turnover intention, for instance Egan, Yang, and Bartlett (2004) in their study, they did not find significant association between the both variables. This finding is inconsistent with the results of many other studies in the literature. Also, Emami, Moradi, Idrus, and Almutairi (2012) investigated the relationship between OLC and turnover intention among IT employees in SMEs sector in Iran. They found that OLC does not have direct effect on turnover intention. Moreover, Islam, Ahmad Ungku, et al. (2013) conducted study on banking sector in Malaysia on the effect OLC on turnover intention and they found learning culture is reducing the employees' intention to leave the organization. They suggested for future researchers to explore the same variables in different sectors in Malaysia. Furthermore, in the Malaysian context, there are limited studies in the effect of OLC on turnover intention. Hence, in order to fill the literature and practical gaps, further empirical studies on direct and indirect effect of organizational justice on turnover intention are needed.

The mediating variable for present study is organizational citizenship behavior (OCB). The researcher in this study has derived this factor to be mediator due to its importance role in the literature and in predicting turnover intention in the early stage of the quitting process. This variable as one of the extra-role behaviors has received a great deal attention of researchers (Dipaola & Mendes da Costa Neves, 2009; Khan, Afzal, & Zia, 2010; Lo & Ramayah, 2009; Paillé, 2009), and the successful organizations always encourage employees to do more than their usual job duties (Ahmadi, 2010). When the employees are ready to contribute to their organization beyond the job description and responsibilities, the organization will positively benefit (Sharoni et al., 2012).

Harrison, Newman, and Roth (2006) argued that OCBs can be noticed as one of the early stages of the withdrawal process. Therefore, companies should investigate more on the factors that have early detection of turnover intention among employees to ensure that the treatment is better than the cure. Considering OCB as an important factor, the searcher has engaged this significant variable as mediator to investigate the role of the early detection of the withdrawal intention among the employees. Podsakoff, MacKenzie, Paine, and Bachrach (2000) suggested that the best way of preserving employees is keeping OCBs extensive, valued and constant. The impulsive behaviors are vital for the organization in order to perform effectively and has a high contribution to the process and outcomes of the organization (Chiang & Hsieh, 2012).

Researchers have highlighted research gaps related to OCB to be more examined in the literature of turnover intention, Islam, Ahmad Ungku, et al. (2013) in their study in the banking sector in Malaysia, they investigated the effect of OLC and leader member

exchange on turnover intention through the mediating effect of affective organizational commitment. They have recommended in future, other exchange relations (i.e. OCB) should also be considered to be investigated. In similar study in Malaysia, Islam et al. (2015) investigated the effect of perceived organizational support and organizational learning culture on turnover intention via the mediating effect of affective commitment. They recommended that, future researchers should focus on other behaviors, such as OCB as mediator to reducing turnover intention.

Furthermore, in the literature of the relationship between OCB and turnover, intention mix results have been displayed by some researches, for instance Lau, McLean, Lien, and Hsu (2016) investigated the effect of affective commitment and OCB (self-rated and peer-rated) on turnover intention in Malaysian context. The results indicated that, self-rated OCB increased turnover intention positively, which means self-rated OCB did not influence turnover intention.

Likewise, Saraih et al. (2017) study did not find any significant association between OCB and turnover intention, which means inconsistency in the results of the relationship between the both variables is existing. Hence, in order to fill the literature gap, further empirical studies on direct and indirect effect of OCB on turnover intention are needed particularly in the Malaysian context. To the best knowledge of the researcher, there is no any related research which studied the mediation effect of OCB on the relationship between; personality traits, perceived organizational support, organizational justice, organizational learning culture and turnover intention particularly in the Malaysian context. Therefore, based on the early discussion and reasoning, the mediating role of OCB in this study is worthy to be investigated.

Moreover, job embeddedness has been considered as the moderating variable for the present study. The researcher in this study has derived this factor to be moderator due to its importance role in the literature of turnover and due to its importance in predicting turnover intention as well as it was recommended by many researchers to be engaged in turnover intention studies. Basically, job embeddedness has grown from the unfolding model of voluntary turnover (Lee & Mitchell, 1994). It clarifies why employees remain on their works. Widely speaking, when the individuals discover that their personal value, future plans and occupational goals are fit with the organizational culture and job, and if they have strong formal and informal network in the organization they will be committed to their work and company and show low intention to leave (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001).

From other hand, if the individuals feel that there is a fact of losing any kind of benefits and opportunities related to the job or the organization, they will be likely to leave (Karatepe & Shahriari, 2014). In a study conducted by Feng and Angeline (2010), in Malaysia among music teachers, they investigated the effect of POS, emotional exhaustion and job satisfaction on turnover intention through the mediation effect of organizational commitment, the researchers recommended for future studies to employ other mediators such as OCB. Sharoni et al. (2012) conducted a study on the effect of OCB on TI with the role effect of organizational culture and justice as mediators, a significant orientation for future research have been suggested, which lies on incorporating additional contextual (i.e., moderators) variables such as job embeddedness in the model relating OCB to withdrawal behaviors (e.g. Turnover intentions).

Furthermore, the widely held studies on job embeddedness has been conducted in western context mostly in USA (Harris, Wheeler, & Kacmar, 2011; Karatepe & Shahriari, 2014). Therefore, there is a need for investigating samples from different culture and contexts such as Malaysia, to build a better generalizability the growing findings of job embeddedness and better understanding of this concept (Mallol, Holtom, & Lee, 2007; Ramesh & Gelfand, 2010; Zhang, Fried, & Griffeth, 2012). Several researchers indicated that the moderating effect of JE has not been comprehensively investigated (Burton, Holtom, Sablinski, Mitchell, & Lee, 2010; Karatepe & Ngeche, 2012; Sekiguchi, Burton, & Sablinski, 2008).

Moreover, William Lee, Burch, and Mitchell (2014) encourage future researchers to continue to study and seek for better understanding of employee embeddedness. In addition, Saraih et al. (2017) investigated the relationship between OCB and turnover intention. They recommended further researchers to investigate any possible role of moderation between OCB and turnover intention. Based on the early discussion and reasoning, the moderating potentiality of job embeddedness on the effect of organizational citizenship behavior on employees' turnover intention is worthy to be investigated.

The majority of the researches on employee' turnover intentions were conducted in the western countries mainly in United States, Canada, England, and Australia (Maertz, Stevens, & Campion, 2003; Ovadje, 2010). In this case generalizing the finding of these researches may not be applicable to other contexts that are characterized by collectivism and high power distance such as Asian context (Hofstede, 2001).

Consistent with this notion, Chen and Francesco (2000) argued that for better understanding of the phenomena of employees' turnover intention, the context of the research is important. Holtom, Mitchell, Lee, and Eberly (2008) in this regard called for a more global research on employees' turnover intention and which mostly indicate that more studies on turnover intention is still needed in the Asian context (Dalkir, 2005; Khatri et al., 2001).

In the context of ICT service sector in Malaysia, retaining skilled information technology employees is highly crucial due to business growth, imbalance between demand and supply and high turnover rate (Md Lazim, Faizuniah, & Siti Zubaidah, 2012). To the best knowledge of the researcher, the main studies conducted on employees' turnover and turnover intention in ICT service sector Malaysia whether by the researchers of official departments or others, were mainly descriptive study rather than empirical studies to explore more and deep this phenomena. Thus, there is a need for more empirical studies to figure out this problem. This therefore implies that there is no such empirical study on the direct effect of personality traits, perceived organizational support, organizational justice, and organizational learning culture as a whole on employee turnover intention and with the mediation role organizational citizenship behavior in the context of non-manufacturing sector in Malaysia particularly in information and communication technology (ICT) service sector. To advance our understanding on turnover intention therefore, this study is also expected to examine the mediating effects of organizational citizenship behavior on the relationship between personality traits, perceived organizational support, organizational justice, organizational learning culture and employees' turnover intention, and the moderating role of job embeddedness on the relationship between organizational citizenship behavior and employees' turnover intention.

### **1.3 Research Questions**

In the light of the above discussion, this study aims to answer the following questions:

1. What is the effect of personality traits, perceived organizational support, organizational justice and organizational learning culture on turnover intention?
2. What is the effect of personality traits, perceived organizational support, organizational justice and organizational learning culture on organizational citizenship behavior?
3. What is the effect of organizational citizenship behavior on turnover intention?
4. Does organizational citizenship behavior mediate the relationship between personality traits, perceived organizational support, organizational justice, organizational learning culture and turnover intention?
5. Does job embeddedness moderate the relationship between organizational citizenship behavior and turnover intention?

### **1.4 Research Objectives**

The general purpose of this research is to investigate the effect of personality traits (PT), perceived organizational support (POS), organizational justice (OJ) and organizational learning culture (OLC) on turnover intention (TI) by involving organizational citizenship behavior (OCB) as mediator. Also, to investigate the moderating role of job embeddedness (JE) on relationship between organizational citizenship behavior and turnover intention.

The specific objectives of the research are:

1. To examine the effect of personality traits, perceived organizational support, organizational justice and organizational learning culture on turnover intention.

2. To examine the effect of personality traits, perceived organizational support, organizational justice and organizational learning culture on organizational citizenship behavior.
3. To examine the effect of organizational citizenship behavior on turnover intention.
4. To examine the mediating effect of organizational citizenship behavior on the relationship between personality traits, perceived organizational support, organizational justice, organizational learning culture and turnover intention.
5. To examine the moderating effect of job embeddedness on the relationship between organizational citizenship behavior and turnover intention.

### **1.5 Significance of the Study**

This study, which is about investigating the mediating effect of organizational citizenship behavior on the relationship between personality traits, perceived organizational support, organizational justice, organizational learning culture and employees' turnover intention. In addition, this study aims to examine the moderating effect of job embeddedness on the relationship between organizational citizenship behavior and employee's turnover intention, is important to both theory and practice.

#### **1.5.1 Theoretical Significance**

This study seeks to expand the understanding on the employees' turnover intention subject in the Malaysian context by addressing the gaps in literature through direct effect of personality traits, perceived organizational support, organizational justice and organizational learning culture on turnover intention and indirect effect through

the mediating effect of organizational citizenship behavior, and to address the moderation effect of job embeddedness on the relationship between organizational citizenship behavior and employees' turnover intention. The present study added further knowledge to the existing body of knowledge of each variable of the study as well as to the research framework as whole.

Since most of the empirical research work on turnover models have been developed and tested widely in the western context, such as USA, Canada, Australia, and England (Maertz et al., 2003; Ovadje, 2010), the findings of those researches may not be pertinent in the context of Asian organizations due the diverse research settings, the uniqueness of national culture and the practices of different locations with varied nature of human resources (Dalkir, 2005; Hofstede, 2005).

Thus, little is known about the factors affecting turnover intention among the employees of this part of the developing world. Moreover, there is still lack of empirical studies on turnover phenomenon in the Asian context (Khatri et al., 2001; Kim, 2005). Therefore, the present study is expected to fill the gap by exploring the turnover intention of employees in the context of Asian organization, particularly in Malaysia. Therefore, this study may contribute to the existing body of literatures on turnover intention in the context of Asia in general, and Malaysia in particular. Furthermore, as cultural and environmental differences do exist in countries, this research will contribute to knowledge in term of research findings in Malaysian. The previous studies in the literature showed inconsistency in the results of the relationships between of the variables of the study

Adding organizational citizenship behavior as mediating variable and job embeddedness as moderating variable in the framework of this study will fill the literature gap as suggested by the researchers. In addition to that, as per the best knowledge of the researcher, there is no any related research which consists all variables, namely personality traits, perceived organizational support, organizational justice and organizational learning culture, organizational citizenship behavior, job embeddedness and turnover intention. Hence, the present study offered contribution to the literature.

### **1.5.2 Practical Significance**

In addition to theoretical significance and literature development, this study is also significant in practical sense. Generally, this study is important to the ICT service sector in Malaysia through provision of insights about mechanisms for reducing employee turnover intention as well as actual turnover rates. The findings of this study provided directions and guidelines for development of human capital policies, management practices and management development programs that can help in controlling turnover intention through eliciting employee organizational citizenship behavior as mediator and job embeddedness as moderator.

Moreover, between the need of developing their talents and the risk of losing their jobs, the employees are stuck in the middle of this dilemma. Therefore, there is a need to investigate what makes employees to leave their jobs. Thus, the findings of this research are useful in giving some understandings to the employers, on the effective plans and strategies to deal with the turnover intention wisely.

The findings of this study will also provide the managers and supervisors in information and communication technology a (ICT) service sector in Malaysia with greater understanding of how personality traits, perceived organizational support, organizational justice and organizational learning culture directly and indirectly affect employees' turnover intention, through organizational citizenship behavior and will provide an understanding on the importance of using job embeddedness among employees. The findings of the present study will assist the policy makers and human resource practitioners to develop effective strategy to retain employees. Thus, this study will be used as the strategic tool for managing employee turnover intention.

In addition, to the best knowledge of the researcher, there is dearth of empirical studies on employees' turnover intention in the information and communication technology (ICT) service sector in the context of Malaysia, this study is expected to encourage other researchers and may widen up the future opportunity for further research initiatives.

### **1.6 Scope of the Study**

The objectives of this study are to examine direct effect of personality traits, perceived organizational support, organizational justice, organizational learning culture on employee turnover intention, and the indirect effect through mediation role of organizational citizenship behavior. In addition to this is to investigate the moderating effect of job embeddedness on the relationship between organizational citizenship behavior and employees' turnover intention in the ICT service sector in Malaysia.

Based on the yearly salary survey conducted by Malaysian Federation of Employers there are two industrial sectors namely, manufacturing and non-manufacturing. The non-manufacturing sector has the highest rate of turnover (see Figures 1.1 & 1.2). The non-manufacturing sector consists of many subsectors. This study focuses only on one subsector that has the highest rate of employee turnover which is ICT at 75.72 % (see Table 1.1). The unit of analysis in this study is individual. The data were collected from the full-time employees working in the ICT service sector in Klang Valley area in Malaysia that consists of 96% of the ICT service workforce in Malaysia, totaling 128,859 employees (Malaysian Department of Statistic, 2014).

### **1.7 Organization of the Thesis**

This thesis is presented in five consecutive chapters. The first chapter comprehensively entails the background of the study, problem statement, research questions, research objectives, significance of the study, scope of the study, overview on the ICT service sector in Malaysia and finally organization of the thesis.

The second chapter covers the literature review with a focus on the previous research on turnover. This chapter also explains the underlying theories of the study, discusses the relationships between the independent, mediating, moderating and dependent variables including the justification of the variables used in the present study.

The third chapter discusses the research framework of the study, which was developed from review of the literature, the development of the proposed hypotheses of the research. Moreover, this chapter discusses the research methodology employed for the study, research design, population of the study, sampling technique, method of data collection and method of data analysis.

Chapter four presents the analysis, key findings, interpretations, empirical results and test of hypotheses of the study. Finally, chapter five provides discussions of the findings, implications of the study, limitation of the study and direction future directions, and conclusion.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter describes the previous literatures on turnover intentions (TI), personality traits (PT), perceived organizational support (POS), organizational justice (OJ), organizational learning culture (OLC), organizational citizenship behavior (OCB) and job embeddedness (JE). In addition, this chapter describes the concept of employee turnover and turnover intention, the reasons for using turnover intention instead of using actual turnover. This chapter as well provides review on the direct effect of PT, POS, OJ and OLC on turnover intention and indirect effect through organizational citizenship behavior (OCB) as a mediating variable, as well as investigates job embeddedness (JE) as moderating variable between OCB and TI. Furthermore, this chapter provides a comprehensive review of the previous literature which helps in developing hypotheses. The underpinning and the supporting theories of the study have also discussed in this chapter.

#### **2.2 Turnover and Turnover Intention**

Employee turnover and its proxy, turnover intention has been commonly observed by the researchers as a form of withdrawal (Price, 1977). The issue that needed to be clarified early is that there is a difference between turnover and turnover intention. Clearly it can be argued that turnover refers to the real turnover behavior, which is the movement of the employees to new organization (Price, 2001).

Whereas the concept intention to leave is conceptually refers to “a conscious willingness to leave the organization, which includes a thought or idea of leaving, the behavior of searching for a new job, and the behavior of deciding to leave the job” (Tett & Meyer, 1993, p. 262). Various definitions and explanations of employees’ turnover have been introduced by several researchers. Importantly, turnover has been defined as “the cessation of membership in an organization by an individual who received monetary compensation from the organization” (Mobley & Fisk, 1982, p. 10). In addition, it can also be defined as “the movement of labor out of and into a working organization” (Lashley, 2000, p. 113). Simply, turnover may be defined as when an employee leaves the company for any reason/reasons.

According to Randolph (1989), turnover is a form of withdrawal behavior among employees to separate from organizations. Turnover is best known as a situation of getting engaged and disengaged with an organization. The term „turnover“ can be explained as individual permanently leaving or withdrawing his/her work connection with the organization. Researchers clarified employee turnover as cycle of employee replacement in the work market between jobs and organizations and among regions of employment and unemployment (Abbasi & Hollman, 2000).

One of the earliest and perhaps most significant integrative models of employee turnover was introduced by March and Simon (1958). They studied turnover in relation to factors affecting perceived desirability and ease of movement within the labor force. Subsequently, the study of turnover in various contexts and the development of turnover models has burgeoned (Jackofsky, 1984; McBey & Karakowsky, 2001; Mobley, 1977; Mobley et al., 1979; Price, 1977).

As early as 1977, Price published an extensive review and codification of the turnover literature. He presented a model of the determinants and intervening variables associated with turnover. Price (1977) defined the primary determinants of turnover as pay level, integration, instrumental communication, formal communication and centralization.

In the same year, Mobley (1977) developed his intermediate linkages model that drew attention to a number of critical sources of influence. His model focuses on turnover as a process and questions the role of satisfaction as the immediate precursor of turnover. Then, in 1979, Mobley expanded his model of the employee turnover process. His amended model suggests that there are four primary determinants of intentions to quit and subsequently result in turnover: (i) job satisfaction-dissatisfaction: (ii) positive expectation about future role in the organization: (iii) expectation of finding an attractive job external to the present organization and (iv) non-work values and contingencies.

In 1982, Mobley again produced a simplified model of turnover determinants. He used the term “determinant” in a generic sense to describe any variable potentially related to turnover which could be direct, indirect, causal or correlational. The determinants identified were organizational variables, external economy, individual non-work and work related variables. In 1984, Jackofsky further contributed to the literature with his integrated process model of turnover. He reviewed previous research on labor turnover and integrated job performance in the process of turnover.

Hom and Griffeth (1995) studied turnover using a meta-analysis model. However, regardless of which turnover model is considered, much of the research has drawn attention to four sources of influence on turnover (McBey & Karakowsky, 2001). The four influences highlighted are: (i) work-related attitudes (push factors), (ii) external environment factors (pull factors), (iii) individual characteristic factors, and (iv) job performance factors. It can thus be seen that the causes and correlation of employee turnover have been studied from many different perspectives. Researchers have consistently linked a number of variables to turnover.

In the past, many systems have been used to classify turnover (Wasmuth & Davis, 1983). For instance, one system that is often used is the dichotomy of voluntary versus involuntary turnover that focuses on an employee's intention to turnover. An employee who initiates his or her own separation from the organization is said to have volunteered to turnover, whereas involuntary turnover refers to an action initiated by the organization, death, or mandatory retirement (Mobley & Fisk, 1982).

Turnover can take several forms. It can be voluntary or involuntary, functional or dysfunctional, avoidable or unavoidable. In voluntary turnover, an employee leaves the organization based on his own free choice with some of the possible reasons being: low salary, job dissatisfaction or better job opportunities elsewhere whereas involuntary turnover takes effect when the organization makes the decision to remove an employee due to poor performance or economic crisis (Aksu, 2004). In addition, Price (2001) said that voluntary turnover can be termed as "avoidable" turnover and involuntary turnover as "unavoidable" turnover.

However, most studies have focused on voluntary rather than involuntary turnover. According to Price (1977) voluntary turnover is the movement of an employee across the membership boundary of the organization. This voluntary nature of turnover is detrimental to the organization especially when talented employees leave. This is also called dysfunctional turnover. It is dysfunctional because it affects organization's usual activities, and damages organization's benefits. As stated by Ghazali (2010), with the constant existing of turnover issues in various industries, an effort to find out the root causes for this crisis is continuous. As job turnover is a big concern in many organizations around the world Edgington and Bruce (2006), researchers have focused in other withdrawal behaviors such as absenteeism, lateness and turnover intention (Gupta & Nina Jenkins, 1982; Krausz, Koslowsky, & Eiser, 1998; Stumpf & Dawley, 1981; Tak, 2011) as these attitudes will influence to actual turnover behavior.

The primary literature on the behavior of turnover stated that the process of ending the relation with employers/organization would be initiated by the employees when they have willingness to do so, and in this case they should have perceived readiness for this movement (March & Simon, 1958). This expected willingness of cessation of employee–employer relationship is identified as turnover intention. Ongori (2007) argued that any plan by the employee to leave the organization means turnover intention which is considered as being the direct precursor of the actual behavior of quitting. Janssen, De Jonge, and Bakker (1999) stated that the psychological variable of tendency to quite the job is turnover intention witch is strictly linked to turnover.

Quit intentions was defined as an individual's subjective probability "that they are permanently leaving their employer in the near future and captured the last in a series of withdrawal cognitions that also included thoughts about quitting and the search for alternative employment" (Tepper et al., 2009, p. 157). Likewise, Brough and Frame (2004) argued that intention to quit related to an employee's probable possibility to leave his/her organization at nearly point in the future.

From the theoretical aspect, the theory of reasoned action: beliefs-attitude-behavioral intention model of Fishbein and Ajzen (1975) well explained the establishment of turnover intention. According to this theory, a person's intention is a function of two basic determinants: one is personal in nature and the other is reflecting social influence. In this regard, researchers stated that turnover intention encompasses a series of practices comprising thinking of quitting, intentions to search and intention to quit (Mobley & Fisk, 1982; Mobley et al., 1978). Therefore, in order to control the actual turnover behavior, the organization should be developing a proactive measurement through the awareness of intention to leave by its employees.

Additionally, an individual's intention is considered as a precursor to future behavior (Richer, Blanchard, & Vallerand, 2002). In addition, Bluedorn (1982) found that there is a significant positive association between intentions to leave and the actual turnover behavior. Hence, turnover intention is a direct indication to the actual turnover behavior (Tett & Meyer, 1993). Considering turnover intention as the predictor of turnover is generally recognized in the literature by many researches (Abrams, Ando, & Hinkle, 1998; Lambert, Lynne Hogan, & Barton, 2001; Lee & Mowday, 1987; Michaels & Spector, 1982; Mobley & Fisk, 1982).

Hence, it was proposed by Price (2001) that turnover intentions can be considered as alternative in measuring actual turnover. A diverse point of view from organizational experts in various fields including psychology, economic and sociology has adopted, to discover comprehensively on turnover phenomena (Gupta, 2003). The survival secret of any organization lies widely in the activeness of its human capital. Considering that individuals are the most valuable assets, the organizations capitalize vital resources to preserve the brilliant employees because they are significant resources (Perez & de Pablos, 2003; Szamosi, 2006). Employees may get good work offers in other companies, which encourage them to change their current job. So, the organization may lose its valued employees. Therefore, it certainly disastrous and costly when these kind of workers willingly leave the organization. Many researchers investigate employee" turnover as an organization negative outcome (Stewart, Volpone, Avery, & McKay, 2011).

As a widespread and invisible attitudinal concept, turnover intention normally exists among employees. This concept may remain inside the organization with its related negative effects without certainly causing the actual behavior of turnover (Oluwafemi, 2010). Due to its damaging effects on the organization, the phenomena of employee" turnover, covert to be a main interest of professionals, academicians, practitioners and organizations" managers who have spent enough attention for it (Peterson, 2004; Ton & Huckman, 2008). Employees" turnover is considered as costly phenomenon, and this cost will appear in several faces such as; advertisements, recruitment and selection, training and developing expenses, the loss in the social capital, disruptions of teaching and research programs, extra workloads on others, and time of experts given to the hiring new employees (Abbasi et al., 2008; Dess & Shaw, 2001; Ehrenberg, Kasper, & Rees, 1991; Price, Kieckbusch, & Theis, 2007; Rosser, 2004).

Apart from direct monetary costs, it also affects the morale of the remaining employees (Lee & Bruvold, 2003). In addition to that, the negative effect of the employee turnover on the organizational performance in many aspect such as: losses in productivity, decrease in service quality, loss in business opportunities and the rise in the managerial load. Hom and Griffeth (1995) and many other scholars argued that turnover threatens the long term existence of the organization (Brereton, Beach, & Cliff, 2003). According to Keni, Rajendran Muthuveloo, Teoh Ai Ping, and Rahman. (2013), the problem of employees turnover intention is the main obstacle to the companies due to its effect on the long term plan and the productivity of these organizations.

Thus, the decrease in these phenomena will improve the organizational performance and reduce the costs (Ulrich, Halbrook, Meder, Stuchlik, & Thorpe, 1991). When considering the overall cost of employee turnover, some researchers noted that the cost can reach more than one and half times the annual salary of the employees and in other cases it may cost double of the annual salary (Cascio, 2006; Hinkin & Bruce Tracey, 2000; Phillips, 1990). Therefore, academicians, managers and practitioners spend more care on the issue of employees' turnover particularly with respect to the issue of voluntary intention to leave (Ton & Huckman, 2008).

Due to the negative effects of employees' turnover mentioned earlier, more investigations on this phenomena, will assist organizations in predicting and controlling the behaviors of employees turnover and decreasing their effects (Judeh, 2012). Thus, the deliberation of turnover topic is aimed to get some positive effects on organizational performance. The contribution in organizational strategies can be performed by identifying factors that lead to turnover intention which can reduce actual turnover rate (Firth, Mellor, Moore, & Loquet, 2004; Kuean et al., 2010; Riley, 2006).

The literature has clarified that turnover intention is affected by several factors such as: organizational and behavioral factors, work related factors, individual factors, labor market factors and external factors (Mobley et al., 1979; Tyagi & Wotruba, 1993). Thus, the previous mentioned factors that have impact on turnover intention are important to be identified. In terms of getting better solutions to the problems related to high turnover, examining the fundamental reasons are very important to be considered by the organizations. In view of this, it is important to ask a vital question, such as why some employees leave and some remain? The motives may appear difficult and interconnected to the favorites and needs of the individuals. In this case, it is very significant from the organization to recognize the employees and point out their needs where possible and applicable (Ponnu & Chuah, 2010).

To understand better the phenomena of intention to leave or to stay, exploring the prediction of these intentions is highly important and needed. Because these intentions are the last steps of decision making process of the actual leaving the job therefore, this understanding will help employers in creating workable strategies for preserving workforce (McCarthy, Tyrrell, & Lehane, 2007). Among the factors that have huge effect on the organization in achieving its goals and strategies are the sentiments, thinking, attitude and behavior of the employees. The decision of employee to leave or stay in the organization is determined by these feelings and their perception of the organization (Owolabi, 2012).

In a study conducted by Keni et al. (2013) on turnover intention trend among commercial banks in Penang, Malaysia, the researchers declared that, it will be useful for future research to study other kind of industries and they recommended to include other variables to measure the turnover intention in future researches.

They further argued that the organizational productivity and performance in Malaysia is widely affected by turnover intention, and there are insufficient academic studies that precisely investigated turnover intention. To get higher level of understanding the employees' turnover intention phenomena, there are big motives to increase its importance through calling for more researches to figure out the causes and offer the solutions. Thus, further studies on the turnover intention are needed, particularly in the Malaysian scenario.

### **2.3 Rational of Studying Turnover Intention**

The current study uses behavioral intention (i.e., turnover intention) rather than actual employee behavior (i.e., turnover). Several reasons guide this choice. First, the relationship between turnover intention and actual turnover has been found to be reliably strong and positive. In several studies, turnover intention is used as the only antecedent consistently found to be a direct predictor of turnover behavior (Griffeth, Hom, & Gaertner, 2000).

Many researchers proved that turnover intention is the best consequence of actual turnover (Griffeth et al., 2000; Herrbach, Mignonac, & Gatignon, 2004; Lambert et al., 2001; Price, 2001; Tett & Meyer, 1993). Furthermore, Arnold and Feldman (1982) recognized turnover intention consistently as perfect predictor of the actual turnover behavior of the employees. Fishbein and Ajzen (1975) suggested that behavioral intentions establish direct factor of turnover, this proposition has been supported by many turnover models and researchers (Bluedorn, 1982; Curry, Wakefield, Price, Mueller, & McCloskey, 1985; Michaels & Spector, 1982).

Employees' turnover intention is an important variable to study, as prior investigations have established an association between employees' self-reported intentions to stay employed at a facility and their actual behavior (Cavanagh, 1990; Parasuraman, 1989; Price & Mueller, 1981). Firth et al. (2004) stated that, "while actual quitting behavior is the primary focus of interest to employers and researchers, intention to quit is argued to be strong surrogate indicator for such behavior" (p.170).

In addition, Miller, Katerberg, and Hulin (1979) noted that actual turnover is directly affected only by intention to quit. Steel and Ovalle (1984) proposed that turnover intention and turnover were connected and turnover intention was better than organizational commitment and job satisfaction in predicting turnover. This suggested that turnover intention is a valued construct as it is related with actual turnover behavior. The substantial of the relationships between actual turnover and turnover intention is not possible to doubt based on prior studies of turnover subject.

Barak, Nissly, and Levin (2001) reviewed a considerable number of studies, they claimed that in various times researchers instead of using actual turnover as dependent variable they used turnover intention. Before the actual behavior of leaving the organization, employees frequently alert their organizations to make such decision, and in this regard it is more appropriate to inquire the employees about their turnover intention in cross-sectional survey rather than longitudinal one to explore actual turnover. Furthermore, according to Bigliardi et al. (2005), the most significant cognitive factor that has affected the turnover in term of an immediate causal is known as turnover intention.

Due to the complexity in understanding the complete human turnover behavior trend, studies in turnover intention have been consistently conducted by a number of researchers (Lacity, Iyer, & Rudramuniyaiah, 2008). Thus, companies are capable to control number of people that want to separate from their current jobs by evaluating research findings in turnover intention subject. As claimed by Ali and Baloch (2010), the major reason for significant increase in turnover intention study is because high turnover rate is directly and indirectly associated with high cost for organizations. Secondly, turnover and turnover intention are two different variables and are measured independently (Bigliardi et al., 2005). In the turnover research, the actual turnover measures are extremely difficult due to unavailability of data. Thirdly, from practical aspect, in the stage that employees did not leave the organization yet, the managers can dynamically affect the aspects leading to employee's turnover intention.

Thus, the investigations that improve the understanding of the connections between these variables are not limited to theoretical benefits only, but also to the practical aspect in supporting the managers to figure out these antecedents in order to prevent the problems related to the consequences of actual turnover from happening. The employees who feel dissatisfied and stressed in their workplaces tempt to express their satisfaction in the organization in different manners, one of these manners is turnover intentions to get rid all forms of complaints and pressures in their profession. This critical point should be well understood by the employers and human resource professionals. There is a difference between the employees' perceptions and expectations in workplace and the needs of the organization. In this case the employee will use convinced attitudes to secure himself/herself. Distancing oneself from the organization will be one of the vital defensive behaviors to be used, which is considered as the cause of the hazard, and to quit the job.

The issues of using turnover or turnover intention can be explained using the proverbial “medicine after death” instead of that it is worthy convert to “prevention better than cure”. Thus investigating the antecedents of turnover intention is more workable than actual turnover. Fourthly, many researchers do prefer to study turnover intention, because turnover is hardly predicted due to some external factors that affect it, and collecting data from actual turnover behavior is more expensive ((Bluedorn, 1982; Price & Mueller, 1981). Finally, once the employees left the organization, they are hardly traceable and may be difficult to gain access to them. Moreover, in the case of collecting data for actual turnover behavior, (Firth et al., 2004; Johnsrud & Rosser, 2002) found that the response rate to the survey is often low.

In addition, Mitchell, Mackenzie, Styve, and Gover (2000) justified that, outside researchers do not get access to the administrative records or may found such records to be incomplete or incorrect and which will affect the findings. That is why Fang (2001) properly stated that using turnover intention as alternative or replacement of actual turnover behavior is more appropriate for future research. Consistently with that, Lambert and Hogan (2009) contended that turnover intention is frequently used as final outcome variable in turnover research.

## **2.4 Precursors of Turnover Intention**

In order to understand phenomenon of employees’ turnover intention appropriately, several factors that affect employees’ turnover intention have been reviewed in the following subsections:

#### **2.4.1 Individual Factors**

Individual factors are those predicting turnover intention variables that directly and indirectly influence turnover and these include demographic and personal variables, (e.g., tenure, marital status, gender, age, education level age, personality, interests , family responsibility, socio-economic, aptitude) and occupation variables (e.g., job level [supervisor/non-supervisor], skill level, status, professionalism, task characteristics, role conflict, work overload) (Michaels & Spector, 1982; Mobley et al., 1979). Personality traits considered as individual factor affecting turnover intention (Salgado, 2002; Zimmerman, 2008).

#### **2.4.2 Attitudinal and Job-related Factors**

According to the past researches, employee's turnover intention has been found to be effected by several attitudinal and job related factors such as organizational commitment, task variety and job satisfaction (Fang, 2001), job stress (Johnsrud & Rosser, 2002; Rosser, 2004), work autonomy (Price, 1997), job embeddedness (Mitchell et al., 2001), and organizational citizenship behavior (Coyne & Ong, 2007).

#### **2.4.3 Organizational and Work Environment Factors**

Many researches indicated that employees' turnover intention has been affected by several organizational and environmental factors such as: organizational justice, (Aryee & Chay, 2001; Iverson, 1999; Khatri et al., 2001), promotion opportunities and compensation and benefits (Bluedorn, 1982; Mobley et al., 1979; Parasuraman, 1989), promotion opportunity, organizational support (Allen, Shore, & Griffeth, 2003; Eisenberger, Fasolo, & Davis-LaMastro, 1990), and organizational learning culture (Islam, Khan, et al., 2012).

#### **2.4.4 The External Environment Factors**

External factors are important variables which researchers have largely relied on with respect to the function of the workforce market, while organizations always seek ways of influencing the external labor market (Khatri et al., 2001). Thus, these factors have a significant effect on the decision process of employees' turnover and are considered as uncontrollable factors.

### **2.5 Factors Affecting Employees' Turnover Intention**

#### **2.5.1 Personality Traits (PT)**

Personality traits refer to the different tendencies of an individual dimensions that show consistent patterns of thoughts, feelings and actions (Korzaan & Boswell, 2008). Personality traits are concerned with human attributes which encompass biological, social, and cognitive factors that make a person to be different from others (Judeh, 2012). McCrae and Costa (1989) defined personality as assured, attitudinal, social, experimental, emotional, and the styles of motive, that explain behaviors that are operating in different directions. A definition by Funder (1997, p. 2) states that personality is "an individual's characteristic pattern of thought, emotion, and behavior, together with the psychological mechanisms hidden or not behind those patterns". Moreover, personality is an aspect of human life that allows us to predict how a person behaves in certain conditions and modes (Mokarar, 2016). It can be stated that, personality traits relate to the stable characteristics over time, the justification given for individual's behavior, and these traits are psychological in nature.

These traits reflect who we are and control our emotional, interactive, and thinking style. Personality and its importance in many aspects of life is certainly not a new theme. Many meta-analyses supporting the construction and predictive validity of various personality dimensions confirmed personality measures to be more valid than had been earlier believed (Barrick & Mount, 1991; Mount & Barrick, 1995; Salgado, 1997; Tett, Jackson, & Rothstein, 1991).

Personality has an influence on the personal self-behavior and the security of organizations (Cooper, 2003; Olivares, 2003). In recent years, one of the reasons that cause high-level management of organizations to take personality traits of staff more seriously is the successful integration of personality definitions (Li et al., 2012). Early researchers have already argued that personality traits can influence a lot of negative emotional patterns of behavior, including fear, anxiety, sadness, and depression (Eysenck, 1967; Taylor, 1990). Personality traits are also believed to influence many assessment methods and to affect the way people deal with a tense environment, irrespective of the objective circumstances involved (Carver & Scheier, 1994; Lazarus, 1991).

Personality and trait affect are the two types of traits that have been conquered in the dispositional research. In fact, both types also have been controlled by their particular precise models. Empirical evidences proved that there is a strong relation between personality and trait effect (Clark & Watson, 1999; Meyer & Shack, 1989). In this regard, there are well known personality traits models and which include; Myers Briggs Type Indicator, Personality type A and B, Personality traits based on theory of interactive, Big Five Personality Traits, The Minnesota Multiphasic Personality Inventory (MMPI), The Alport Theory, and Personality model of Bern Reuter, Eysenk Theory.

The development of the Five Factor Model (FFM) began with the work of Allport and Odbert (1936), which identified 4,500 trait-descriptive words in the English language as the starting point for developing a taxonomy of personality characteristics. Personality as named by Allport (1937) is regarded to be one of the intellectual words in our language.

He recorded 50 different meanings that resulted from diverse areas such as philosophy, theology, sociology, psychology and law. Cattell (1946) clustered these into sixteen unique factors, but further investigation by Fiske (1949) revealed that only five factors accounted for variance in personality trait descriptors. These findings were later replicated by Norman (1963) and Tupes and Christal (1961). It was not until the early 1980s and with the rise of cognitive science that trait theory reemerged as a common method of personality research that endures through today.

Five Factor Model (FFM)/Big Five Model got a sharp interest due to the sustained research results that connected the big five traits into measuring the performance of individual as well as the workplace success. Keirsey and Bates (1984) took a different scientific approach, dividing their assessment of personality into two parts: character, which was designated to be the brain's software; and temperament, which was designated to be the brain's hardware. Personality research has focused on the Five Factor Model since its progress was built on the lexical hypothesis by researchers decades ago (Allport & Odbert, 1936; Fiske, 1949; Norman, 1963; Passini & Norman, 1966; Tupes & Christal, 1961) and its resurgence in the 1980s (Digman & Takemoto-Chock, 1981; Goldberg, 1981; McCrae & Costa, 1985a, 1985b).

As an outcome of the five-factor personality model, a pure revival of personality studies have appeared in the nineties (Mount & Barrick, 1998). This model proposes that five comprehensive factors, including Extraversion, Agreeableness, Conscientiousness, Neuroticism (Emotional Stability) and Openness to Experience (Imagination) establish the main construct in measuring the personality (Wiggins & Trapnell, 1997). An individual's score on each of these five factors provides a comprehensive profile summarizing their attitudinal, relational, experiential, motivational and emotional styles (Costa & McCrae, 1992a; Goldberg, 1992). According to John and Srivastava (1999), "these five dimensions represent personality at the broadest level of abstraction, and each dimension summarizes a large number of distinct, more specific personality characteristics" (p.07).

Judge and Ilies (2002) argued that the big five model is the most recognized personality catalogue, and this model is largely responsible for the growth and improvement of the personality aspects in the organization. In the early stage of this resurrection, many researchers focused on the investigation of the major influences of personality of different organizational behaviors, mostly on the performance of individuals. Additionally many researchers believed that FFM is a broad structure for organizing personality traits (Borkenau & Ostendorf, 1990; McCrae, 1991; Montag & Levin, 1994). Numerous personality psychologists have concluded that the Five-Factor Model (FFM) is appropriate taxonomy of a personality (John & Srivastava, 1999; Raad & Doddema-Winsemius, 1999; Wiggins & Trapnell, 1997). The model is effective for multiple reasons: (a) it leads to the classification of personality characteristics into expressive categorization, (b) it does its research using five factors and proposes normal framework and (c) it tries to cover the entire, comprehensive sort of a personality.

Although personality catalogues can tell us much about personal contextual relations, they do not promise a general concept. From other side, personality traits can predict the possible designs of acting and reacting that are distinctive to individuals (McCrae & Costa Jr, 1999). As clearly mentioned earlier, the model of FFM has provided a clear measurement framework through extensive studies in personality and it shows a big improvement and attraction to the personality in the workplace and organizational behavior. The improvement and the support provided to the strong existence of FFM model that is being used worldwide came from the recognition that these five factors emanated from different cultures and many languages (McCrae & Costa Jr, 1997; Nikolaou & Robertson, 2001).

A trait is a temporally stable, cross-situational individual difference. Currently the most popular approach among psychologists for studying personality traits is the five-factor model or Big Five dimensions of personality. These five factors were derived from factor analyses of a large number of self- and peer reports on personality-relevant adjectives and questionnaire items. The Five Factors of Personality with their basic definitions are as follow:

For extroversion, a large group of traits are highlighted under this dimension including confidence, activity, sociability, and the intention to practice positive feelings such as pleasure and joy (Clark & Watson, 1999; Costa & McCrae, 1992a; Goldberg, 1992). Extroversion also contains traits and features that influence behavior in group settings, like dominance, talkativeness, and being comfortable meeting new people (Daft, 2002). Moreover, agreeableness, refers to an individual's capacity to get along with others and to be cooperative, compassionate, understanding, and trusting (Daft, 2002).

Agreeableness represents an open direction without aggressiveness, and includes traits such as altruism, modesty, and trust (John & Srivastava, 1999). Agreeableness also contains flexibility, kindness, sympathy, cooperation, courtesy, helpfulness, and tolerance (Barrick & Mount, 1993; Digman, 1990). Conscientiousness is defined as socially-prescribed desire control that assists task and goal-directed behavior. Being conscientious includes characteristics such as postponing satisfaction, thinking before acting, obey rules and regulations, planning, and organizing. McCrae and Costa (1991) conceptualized conscientiousness to have both aspects of inhibitive and proactive and these last aspects particularly affects work successes behaviors.

Neuroticism as named by Costa and McCrae (1992a); (1992b) is a negative emotionality that consists of feelings of sadness, tension, and depression; it characterizes the trend of individual in to experiencing psychological suffering. It is a contrast to emotional stability as name by Lewis Goldberg, (1992) and it included adjectives such as imperturbable, unexcitable, undemanding, unemotional, and unenvious.

Openness to experience Costa and McCrae (1992a); (1992b) imagination or intellect as named by Goldberg, (1992), refers to the broad constellation of traits in which individuals are sensitive and imaginative towards beauty and arts and have a rich emotional life, they are intelligently curious, have flexible behavior, and non-dogmatic in their values and attitudes. McCrae and Costa (1991) argued that the individuals with high level of openness are more likely to involve in new learning programs and experiences, which will obviously benefit them.

### **2.5.2 Perceived Organizational Support (POS)**

Eisenberger et al. (1986) defined perceived organizational support (POS) as "employees who develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (p.500). Perceived organizational support is the perception created by the employees towards the commitment of the organization, and the belief of the employee to which degree the organization pay attention to his/ her well-being. POS is also regarded as rewards like, promotion, pay, job improvement as well as the policies made by the organization that indicate the positive organizational evaluation of the employees (Brinberg & Castell, 1982). Simply saying, POS is the commitment of the organization to its employees.

Mostly the employees are always concerned about the commitment of the organization to them. Eisenberger et al. (1986) suggested that if this commitment is improved to become social exchange aspect and stand, the beliefs of the employees regarding commitment will be enhanced and they indicated that (Blau, 1964) social exchange theory is the foundation of perceived organizational support.

Social exchanges include undetermined responsibilities to interchange in case someone has benefited and it is based on long-term social relations. These exchanges are unclear and unenforceable, thus, high levels of responsibility and trust between the parties of this exchange should be involved (Eisenberger et al., 1986). The issue of why the employees express loyalty and devoted to their organization's direction is well explained base on the meaning of social exchange theory and reciprocity (Rhoades & Eisenberger, 2002). Based on this theory, emotionally driven employees and employers can be allied to each other.

Researchers have stated that the employees who are likely to demonstrate high degree of loyalty and commitment are found to be those who indicate an emotional promise to the organization. These results will come through an aspect of identification and belonging, which lead to enhance their commitment and engagement to the organization (Rhodes & Eisenberger, 2002). The employees incline to observe the movements of the organization's agents as the actions of the organization itself (Levinson, 1965). Therefore, the occurrence, limitation and the announced honesty of declarations of approval and endorsement will influence level of organizational support perceived from the employees (Blau, 1964).

According to organizational support theory (OST), it can be argued that organization's concerns for employees' welfare and benefits motivate employees to work hard. Perceived organizational support is the key concept of organizational support theory (Rhoades & Eisenberger, 2002), which posits that employees believe that organization has general positive or negative orientation toward the employees that includes both recognition of employees' contributions as well as concern for employees' welfare. Therefore, according to organization support theory, if employees perceive more support from the organization, they are likely to develop more positive attitudes towards organization.

Furthermore, under the premise of this theory, employees' emotional attachment to their workplace meets a socio-emotional need through a general belief that the organization values their contributions and cares for their personal well-being (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Rhoades, Eisenberger, & Armeli, 2001). This belief is called Perceived Organizational Support (POS).

In accordance with the suggestions of this theory, the development of POS is encouraged by employees' tendency to assign the organization humanlike characteristics (Rhoades & Eisenberger, 2002). Perceived organizational support is influenced by aspects of the organization's treatment of the employees and can thus influence their interpretation of organization motives, in addition to that, POS would influence employees' expectations of the organization in a wide variety of situations (Tansky & Cohen, 2001).

Eisenberger et al. (1986) and Shore and Tetrick (1991) considered POS as a measure of an employee's beliefs system regarding an organization's concern for its employees. As noted previously, employees place a great deal of importance on feeling appreciated and liked to be cared by their organization which is another contributory component of perceived organizational support (Buchanan, 1974; Levinson, 1965; Meyer & Allen, 1984; Mowday, Steers, & Porter, 1979). This perception of being valued inspires the integration of organizational involvement and job-role status into an employee's self-identity, which gives rise to prosocial actions from the organization to the employee ((Brief & Motowidlo, 1986; Meyer & Allen, 1984; Mowday et al., 1979).

Perceived organizational support is believed to improve involvement from employees in order to create trust in the work environment (Cook & Wall, 1980). The expectation of incentive for high effort can strengthen and influence employees' perceptions that their contribution is well valued by the organization (Eisenberger et al., 1990). Therefore, the organization is expected to reciprocate and fulfill this exchange obligation by valuing employees' efforts and rewarding them (Cook & Wall, 1980; Organ & Konovsky, 1989).

Several approaches of an employee's actions by the organization will impact the perceived organizational support, and in turn will influence the understanding of the employees to the organizational motives in order to inspire that behavior (Eisenberger et al., 1986). In this case the level of support that the employees should expect from the organization has been largely suggested and agreed on. For instance, some of the recurring questions in this regard are that will the organization be supportive during an employee's future illness or when he or she needs help with a personal problem? Does the organization pay its employees a fair salary and make their jobs as meaningful and interesting as possible? Does the organization provide opportunities and encourage employees to better themselves in order to move up the ranks? These questions lead to more exploration on the vital role of POS.

### **2.5.3 Organizational Justice (OJ)**

Naturally human beings usually compare and contrast. Through comparison, we feel, perceive and learn about the environment around us. People also evaluate and make judgments based on comparisons. In the work setting, individuals often formulate perception perceptions and judgments on the basis of fairness, or justice, regarding the decisions and the consequences that impact their organizational lives.

Over time, the judgments and perceptions serve to shape individual attitudes towards their work and organization. Without considering the outcomes' perceived fairness, and the process used in getting these outcomes, it is difficult to understand the employees' reactions in certain ways (Folger & Konovsky, 1989; Greenberg, 1986). Lim (2002) defined organizational justice as "an individual's perception of how fairly an organization treats its employees in the workplace" (p.683).

The term "organizational justice" was used to define a set of social psychological and sociological theories that defined perceptions of fairness by illustrating how organizational justice could be applied to organizations effectively (Greenberg, 1987). In today's terms, organizational justice is associated with numerous distinct forms of what is commonly referred as perceived justice, with each form of perceived justice offering a several response to the question, "What's fair?" (Greenberg, 2009). Additionally, organizational justice refers to fairness perception of employees in the process of decision-making and the settings of resource distribution (Greenberg, 1987) and it is adjudged by determining whether their perceived part of results to efforts equals in comparison to others (Adams, 1965).

The rise in the researchers consideration to organizational justice is because the fact that trust evaluations and justice expectations have been defined as reliable factors of predicting individual's behaviors and attitudes (Colquitt & Rodell, 2011). Greenberg (2011) considered that investigating the fairness perception of employees at work is another definition of organizational justice. The employee's perception of fairness of work-related matters is a concern of organizational justice theory (Greenberg & Baron, 2008).

Organizational development practitioners advise managers to emphasize tactics such as information sharing, open communication, and employee involvement in the planning and implementation stages, paralleling interactive justice which is essential element of organizational justice (Lopez, 2009). The study of workplace justice perceptions has become one of the richest and robust scholarly literatures developed over the past several decades (Bakhshi, Kumar, & Rani, 2009; Cropanzano, Byrne, Bobocel, & Rupp, 2001).

Greenberg (1990) in his article chronicling the research literature of organizational justice describes that the early theories of justice were mostly derived from social interaction and not until the 1980s did the conceptual models which described and explained justice in the organizational context start to develop and thrive. As organizational justice studies proliferated, the visibility of fairness concern has also been enhanced and become diversified. A great number of researches focused on the effects of organizational justice, including the impact of specific types of justice, and how different types of justice work together to influence employee attitude and behavior. While the studies concentrated on different particulars, they all highlighted the favorable effects of justice in workplace.

In general, studies have found that justice can form trust and commitment, develop performance, foster organizational citizenship behaviors, and strengthen customer satisfaction and loyalty (Cropanzana, Bowen, & Gilliland, 2007). In organizational research, justice as a variable has been linked to individual differences in gender (Jepsen & Rodwell, 2012), job satisfaction (García-Izquierdo, Moscoso, & Ramos-Villagrasa, 2012), turnover intention (Sharoni et al., 2012), organizational citizenship behavior (Khan & Rashid, 2012), favorable assessment of supervisors (Ambrose, Schminke, & Mayer, 2013), and trust (Colquitt, LePine, Piccolo, Zapata, & Rich, 2012). On the other hand, perceived unfair treatment has been revealed to cause counter-work behaviors such as turnover, harmful behavior and sabotage (Shah, Waqas, & Saleem, 2012). Thus, the employees' perceived fairness, organizational justice and trust are affecting the individuals' attitude and behavior concerning their work and organization (Wilmot & Galford, 2007).

Furthermore, organizational justice concepts can be applied to nearly any aspect of human resource or organizational development efforts routinely found in modern day organizations (Lopez, 2009). Some of the most commonly used organizational justice concepts include the employee selection and promotion process, performance management, rewards and recognition programs, organizational communication, management development, workforce diversity, and organizational change.

When taking in account: distributive, procedural and interactional justice all together in predictive models for important organizational outcomes, researchers have paid special attention to the interaction among the three dimensions. Some researchers found evidence for the existence of interaction (Cropanzano, Slaughter, & Bachiochi, 2005; Skarlicki & Folger, 1997) and described that the three components of justice interact differently, the key is that the cruel impact of injustice can be at least partly moderated if at least one factor of justice is sustained.

#### **2.5.4 Organizational Learning Culture (OLC)**

The organizational learning culture concept is a sort of integration between organizational learning and organizational culture. Nowakowski and Conlon (2005) stated that “organizational learning culture is organizational phenomena that support the acquisition of information, the distribution and sharing of learning, and that reinforce and support continuous learning and its application to organizational improvement” (p.99). Therefore, Graham and Nafukho (2007) argued that organizational learning culture is under continuous structure of “moving along an infinite continuum towards a harmonious learning environment” (p.282).

The main aim of organizational learning culture construct is, valuable knowledge sharing to ensure innovation, performance improvement and sustainable competitiveness (Lopez, Peón, & Ordás, 2005). For more clarification and better understanding on the concept of organizational learning culture there is a need to explain the concepts of: the learning organization, organization learning and organizational culture. Nevertheless the interrelation between the concepts of learning organizational and organizational learning, researchers have distinguished between the two concepts.

The idea of learning organization has being promoted by Senge (1990) in his book, *Fifth Discipline: the art and practice of the learning organization*, since that time the organizational learning and learning organization concepts have gotten a real standing and taking more academic attentions (Rebelo & Gomes, 2008). Even though, organizational learning researches have been in existence for more than three decades, still variety of standpoints have been utilized to describe this term (Lopez et al., 2005).

Organizational learning has been regarded to be wide conception that can be studied in different levels (Rebelo & Gomes, 2008). Moreover, Lopez et al. (2005) argued that organizational learning can be defined as “a dynamic process of creation, acquisition and integration of knowledge aimed at the development of resources and capabilities that contribute to better organizational performance” (p .228). Many researchers have compared organizational learning to an individual learning process that occurs at the organizational level. Undoubtedly, individual members within an organization are the primary agents for organizational learning. However, it must be pointed out that organizational learning is not only the figure of individual learning.

In their book, *organizational learning: a theory of action perspective*, Argyris and Schoen (1978) suggested learning as relevant organizational process. Organizational learning culture is a kind of learning culture combined with learning organization. It has been known as a dynamic instrument qualified to enlarge the positive organizational message. The outcomes produced by the individual learning process must then go through organizational-level processes such as organization-wide interpretation, distribution, and systematic storage and memorization before they can produce organizational-level outcomes. Organizational members as learning agents produce learning; however, organizations must also enable learning activities by creating favorable conditions. Organizations that purposely eliminate learning obstacles, enlarge their capability of learning, and support sustainable development and alteration within the organization for the creation of its future are considered learning organizations (Marsick & Watkins, 2003; Pedler, Burgoyne, & Boydell, 1991; Senge, 1990).

On the one hand, organizational learning is said to be the dynamic process through which organizations learn (assimilate, acquire, store, and utilize knowledge and information); while on the other hand, the learning organization represents a type of organizations within which learning is supported, encouraged, and facilitated at both levels, individual and organizational. Researchers studying the topic of the learning organization have concentrated their work on discovering critical characteristics of the learning organization. For example, in his book, *the fifth discipline*, Senge (1990) proposed, that the systems that necessary for the building of a learning organization are; mental models, thinking, shared vision, personal mastery, and team learning.

Based on the terms of understanding the cost of being successful and remaining competitive, the concern of learning organizations was classified by human resource development and management over past decades (Ellinger, Alexander, Yang, & Howton, 2002; Gilley, Maycunich, & Gilley, 2000; Leonard-Barton, 1998). Strategically, the learning organization is supported by the management in modern organizations not only because it is understood to be source for gaining knowledge as competitive advantage for the organization (Huysman, 2000), but also because it has embedded the capability to adjust or to react quickly in innovative manner (Marsick & Watkins, 2003). Therefore, transforming oneself into a learning organization is a critical objective that modern organizations should pursue. Some researchers have used a cultural perspective to define the learning organization. Conner (1992) defined organizational culture as the “interrelationship of shared beliefs, behaviors, and assumptions that are acquired over time by members of an institution” (p. 164).

In fact, Graham and Nafukho (2007) argued that, culture influences employee relations, organizational operating, and ultimately affect all decision making. The effect of organizational culture on organizational operation can significantly identify the failure or the success of the organization. There are many other descriptions indicated that organizational culture relate to the standards of behavior and values shared groups and individuals within the organization (Cummings & Worley, 2005; Deshpande & Webster Jr, 1989; Kotter, 1996; Uttal, 1983). Marsick and Watkins (2003) and Senge (1990) defined organizational learning as the organizational culture direction that appreciates and intentionally develops its learning actions by breaking the obstacles and disspreading its learning capability and supporting sustainable development and positive changes within the organization to ensure the competitive advantage.

## **2.6 Relationships between the Variables of the Study**

### **2.6.1 Relationship between Personality Traits and Turnover Intention**

Personality traits of employees is one of the most significant predictors of turnover intention (Jeswani & Dave, 2012). In terms of reducing or preventing employees turnover and enhance their preservation, during the recruitment process the organization should investigate the personality traits of the candidates to select those with the appropriate traits (Sarwar et al., 2013). Personality is a conduct which discriminates one individual from another.

Most recent studies illuminate that personality influences the environments within which people reside and plays a vital role to choose a state within which people attempt to stay in. It was found to be directly connected to a worker's output and determines the amount of turnovers in a corporation (Sarwar et al., 2013) . Generally, the surrounding factors affecting employee's turnover have attracted attention of a number of researchers. This establishes good construct to be investigated with respect to the effects of individual differences as significant element predicting the turnover decision of employees.

Findings from meta-analysis studies showed that personality traits have effects on employees' turnover intention and behaviors (Zimmerman, 2008). It is proven that the employees who have often moved from their positions in the past tend to do it again in the future (Judge & Watanabe, 1995). The reasons behind these "Hobo Syndrome behaviors" (Ghiselli, 1974), are not clear. The two meta-analysis studies conducted by Barrick and Mount (1991) and Salgado (2002) investigated the relationship between personality traits and employees turnover.

The findings by Barrick and Mount (1991) indicated that personality showed very weak correlations with turnover, while the findings by Salgado (2002) found the relationship between personality and employees' turnover to be stronger with correct rationality. In addition to the theoretical significance of understanding the association between personality traits and turnover intention, there are also practical benefits to be gained by organizations that understand these connections. Through the well understanding of the relationship between personality and employees' turnover there is an advantage to be gained besides the theoretical ones. This understanding will lead to decrease in the degree of turnover which will reduce the cost. Some traits of the personality are found to be important predictors of the employees' performance at work (Suliman, AbdelRahman, & Abdalla, 2010).

Several personality models have been constructed and developed to examine particular traits. The frequently model that has been used for the researches of personality traits is the "Five Factor Model" (Judeh, 2012). Silva (2006) examined the relationship between the big five and personality traits and job attitudes. The scholar recommended that, there is a significant need to further investigate the relationship between the big five personality traits and the dynamic organizational behavior variables, involving employees' turnover intention.

As argued by Maertz and Griffeth (2004) in their study of the motivational factors affecting employees' turnover, the individuals who display high motivation to remain in the organization are those who have good feeling towards their job environments. The employees who have high degree of extraversion are outward looking with respect to social connections, as they seek for better relationships with others in the organizations (McCrae & Costa Jr, 1997).

As extraverts seek more to establish a larger number of relationships, they are more apt to become more socialized and ingrained into their organizations' cultures, thereby reducing their chances of leaving. Irrespective of their satisfaction level, employees show more intention to stay in the organization, due to these connections they have built in the organization, and the cost of quitting (Zedeck & Mosier, 1990). Employees with higher degree of agreeableness are observing their jobs positively. Agreeable individuals have better understanding of the negative phases of their surroundings because they understand their flexibility and agreement.

Furthermore, due to their intentions to build a solid and positive connections with workers in the organization, they tend to think more better than the employers themselves (Organ & Lingl, 1995). These constructive connections will give rise to the solidity of the affecting powers that will encourage the employees to remain in the organization (Maertz & Griffeth, 2004; 2004; Meyer & Allen, 1991). As deliberated by Maertz and colleagues (Maertz & Campion, 2004; Maertz & Griffeth, 2004), conscientiousness prescribed an ethical motivational powers. They argued that the individuals who are planning to leave the organizations may question themselves; do I owe any obligation to the organization that I would break by leaving?"

Those who have high degree of conscientiousness have faith that these contractual forces are existing and they are willing to obey it. These expected obligations are found to be negatively linked to intention to leave (Shore, Tetrick, Shore, & Barksdale, 2000). A conscientious individual has tendency to be responsible, more focus on achievements, systematic and determined. The high achievers tend to be more engaged with big possibility of gaining fundamental satisfaction.

These types of employees are more likely to perform well than lower achievers while they are more recognized by the supervisors and coworkers. Those workers compared to less conscientious employees display less intentions to leave (Oluwafemi, 2013). Moreover, people who are more emotionally stable and controlled tend to experience longer and more stable relationships (Roberts & Bogg, 2004; Robins et al., 2002). The employees who are emotionally stable display less anxiety about the actions and cases happening in their environments. They express less tension about unjust work actions because they accept that this world is not perfect. Their reaction toward injustice and unfairness may come in a less critical way and less willingly to develop intentions behaviors to leave.

Empirical researchers stated that, emotional stability (low neuroticism) has significant inverse effect on turnover intention (Hough, Eaton, Dunnette, Kamp, & McCloy, 1990; Salgado, 2002). Conversely, the neurotic employees are more likely to engage in negative practices in their surroundings and may respond to turnover intention behavior (Oluwafemi, 2013). Openness to experience is the trait to be independent, creative, different, and exceptional. In addition, it comprises disposition like having large attention of having insight and inventive (Feist, 1998). Openness to experience has significant inverse impact on turnover intention (Barrick & Mount, 1991; Salgado, 2002; Zimmerman, 2008). Recent empirical studies proved the significant relationship between personality traits and turnover intention. In the study of Sarwar et al. (2013), they found that personality traits are significantly associated to individuals' intention to quit. Joo et al. (2015) examined the effect of personnel and contextual factors on turnover intention in the Korean context, they found that personality is a significant predictor of turnover intention.

Gumussoy (2016) conducted study to identify factors affecting turnover intention. Data were collected from 430 IT professionals working in Turkey. The results indicated that personality traits indirectly affect turnover intention. Some researchers have recommended personality traits to be investigated with turnover intention, for instance (Madden, Mathias, & Madden, 2015) in their study on the effect of POS on turnover intention, they have suggested for the future researches to focus on personality traits as important predictor of turnover intention. Even though there are studies on the relationship between PT and turnover intention, yet there is a need for more studies to understand more the association between the variables particularly in the non-western context such as Malaysia. As per the best knowledge of the researcher, in the Malaysian context particularly in the service sector, there are limited studies examined the association between PT and turnover intention. Based on the aforementioned reasoning, the following hypothesis is formulated:

***Hypothesis 1: Personality traits have significant effect on turnover intention.***

### **2.6.2 Relationship between Perceived Organizational Support and Turnover Intention**

The expectation that POS will enhance a solid willingness among employees to remain in the organization is rational, as the employees kindly interchange with their organizations regularly (Sherony & Green, 2002). On the other hand, researches point that employees will improve a withdrawal mood and show negative behavior leading to intention to leave if they detect that their firm does not care about their well-being or does not value their roles and contributions (Allen et al., 2003; Eisenberger et al., 1990).

Researches results from Australia stated that, the level of perceived organizational support ensured to be improved only when the employee will detect fairness, justice and support from their organization (Djurkovic, McCormack, & Casimir, 2008). Thus, the employees who indicate a strong connection and fidelity to the organization and show less interest to leave are those who have positive views on organizational support (Loi, Hang-Yue, & Foley, 2006).

The supportive organizational policies to employees would likely make the organization to be attractive and ensure lower level of employees' turnover as well as increasing the competitiveness of the organization in recruiting knowledgeable workers (Perryer et al., 2010). This is considered as a vital aspect in the social exchange connection between employee and employer. As proposed by the social exchange theory, when the employees perceive a good level support from the organization, they will be grateful in paying back the organization by showing positive behavior and appropriate attitudes (Coyle-Shapiro & Conway, 2005; Eisenberger et al 1990).

Social exchange theory by Blau (1964) and Gouldner (1960), has an important role in understanding and providing a key view on employees-employer relationship literature (Cropanzano & Mitchell, 2005; Shore, Coyle-Shapiro, Chen, & Tetrick, 2009). The application of this theory on that relationship concentrated on the connection developed by an employee with his/her supervisor, organization or both of them (Eisenberger et al., 1986; Liden, Sparrowe, & Wayne, 1997; Masterson, Lewis, Goldman, & Taylor, 2000; Wayne, Shore, & Liden, 1997).

The greater application of this theory is related with greater contributions of the employees in term of better commitment, high performance and lower intention to leave (Shore et al., 2009). Several related studies have indicated that the higher level of POS has an effective effect on many vital outcomes such as enhancing affective commitment, decrease the degree of absenteeism and employees turnover intention (Eisenberger et al., 1990; Rhoades, Eisenberger & Armeli, 2001; Wayne et al., 1997).

Studies from POS literature showed that when the managers are helpful towards their employees and juniors, this will create a felt obligation by the employees to support their managers to achieve their goals and strategies (Eisenberger et al., 2002; Stinglhamber & Vandenberghe, 2003). However, researches argued that the supervisors who are closer to their supervisees play a vital role in the decisions of employees towards turnover (Maertz, Griffeth, Campbell, & Allen, 2007; Maertz et al., 2003; Payne & Huffman, 2005).

Employees with great levels of POS would be less inclined to seek out and accept works with other organizations (Eisenberger et al., 1990). It is commonly believed that employees develop global beliefs regarding organizational support based on indicators of concerns for employee well-being. Thus, employees who have support from their employers are more inclined to be loyal and less incline to search for new job. Conversely, the employees who perceived less support are inclined to leave (Wayne et al., 1997). Turnover intention can be considered as careful and readiness to quite from the organization (Tan & Tan, 2000).

It has being clarified as the last arrangement in the withdrawal process; the quitting tendency and the search for alternative jobs are included in these arrangements. Tan and Tan (2000) discussed that, when individuals built a trust in the organization, they will strengthen their links and connections with it and display a less or no intention to quit. This constructed trust is related to inclusive variables such as organizational justice and support that affect the organization in general. The level of POS among the employees reflects the deepest feeling about the support and the care level of the organization.

Employees who have awareness on the readiness of the organization that supports and helps them in their critical life and work situations, feel respected, recognized and cared for, and in response to that will likely raise their cooperation, performance and mutuality between workers. This as well will increase the level of commitment, satisfaction and performance and decrease the degree of absenteeism and resignations which will reduce the level of turnover intentions (Aselage & Eisenberger, 2003; Rhoades & Eisenberger, 2002).

According to Pearson (1995), the most significant motive for quitting the job is the point that the expectations of the employee are not met. One of the main causes of leaving the organization is that these needs and requirements are not realized. In this case, it is expected that the employee would be leaving the organization. Thus, POS is one of the significant antecedents of intentions to leave the work, and less POS will make this intention higher (Cho, Johanson, & Guchait, 2009). POS enhances the effort-outcome acceptance of employees, this makes them believe that their efforts are evaluated and recognized in the future (Eisenberger et al., 1986).

Even though, POS is linked to different vital work-related outcomes, yet, more attention is obligatory to investigate the association of POS with turnover intentions (Shore & Shore, 1995; Shore & Tetrick, 1991; Shore & Wayne, 1993). In addition, it was proposed that enhancing POS will lead to low degree of intentions to leave the organizations (Loi et al., 2006). Empirical studies have established the negative significant relationship between POS and turnover intentions (Allen et al., 2003; Cropanzano, Howes, Grandey, & Toth, 1997; Masterson et al., 2000; Randall, Cropanzano, Bormann, & Birjulin, 1999; Wayne et al., 1997).

Therefore, individual with higher POS incline to display low degrees of turnover intention (Eder & Eisenberger, 2008). Those researchers considered POS as a key predictor of employees' intention to leave. Loi et al. (2006) stated that, employees with higher POS incline to display greater feeling of association and fidelity to their organizations and consider its achievements and losses as their own. This will enhance the citizenship behavior of employees and decrease their intention to leave.

The engagement and retention of the existing employees can be realized from several aspects such as; promotion and remuneration these are capable of creating a supportive and positive working environment. POS as a valuable variable is considered as an important aspect of this positive environment, which motivates many organizations to invest in increasing this aspect due to its strong effect on employees' intent to leave (Riggle, Edmondson, & Hansen, 2009). If the actions of the organization towards the employees are not tend to be positive, they will be less inclined to stay in the organization (Chiu, Lin, Tsai, & Hsiao, 2005; Maertz et al., 2007).

The connections between employees' turnover intention and POS seems likely to clarify the managers' decisions in taking constructive actions with the purpose of retaining the employees (Perryer et al., 2010). A study by Tuzun and Kalemci (2012) discovered that individuals with less degree of POS will display higher degree of turnover intentions in comparison to the individuals with higher degree of POS. Islam, Ahmad, Ali, Ahmed, and Bowra (2013) conducted a study to resolve the employees' turnover intentions among employees working in the banking sector in Malaysia. A total of 412 workers participated in the study. The results revealed that POS negatively affects turnover intention.

Cao, Hirschi, and Deller (2014) examined the effect of POS on employees intention to stay among 112 employees in Germany. The findings indicated that POS has direct positive effect on intention to stay. Nasyira et al. (2014) collected data from 717 employees working in restaurants in Klang Valley area in Malaysia to investigate the relationship of POS, perceived supervisor support and organizational commitment with employees' intention to stay. The results found that POS was positively correlated with employee's intention to stay with their job.

In similar study, Wahab, Hong, Shamsuddin, Abdullah, and Ali (2014), examined the effect of POS on turnover intention. The researchers collected data from 297 employees from the non-manufacturing sector in Malaysia. The results indicated that, individuals with higher level of POS tended to report lower level of turnover intention. In a study conducted among nurses in the Mid-Atlantic region of the USA, Madden et al. (2015) explored the relationship between perceived organizational support intent to turnover. They found POS to have direct effect on turnover intention.

In their empirical study in the banking sector in Pakistan, Islam et al. (2015) examined the relationships between perceived organizational support (POS), affective commitment (AC) and turnover intention (TI). The results revealed that, POS is negatively associated with turnover intention. Based on a study of knowledge workers in a Korean conglomerate, Joo et al. (2015) investigated the effect of perceived organizational support, on turnover intention. They discovered that POS is related to turnover intention.

Ahmed et al. (2015) conducted meta-analysis study on the outcomes of POS, the findings indicated that POS can be considered as a predictor of turnover intention. These results depict the significant role of support which motivates employees to stay with their organizations for long time (low turnover intentions). Furthermore, Tuzun and Kalemci (2012) stated that, the reason why POS is negatively related to turnover intentions should also further investigated.

Researchers have highlighted research gaps related to POS to be more examined, Islam, Ahmad Ungku, et al. (2013) in their study in the banking sector in Malaysia, they investigated the effect of OLC and leader member exchange on turnover intention through the mediating effect of affective organizational commitment. They have recommended in future, other exchange relations (i.e. perceptions of organizational support) should also be considered to be investigated. Moreover, Feng and Angeline (2010) argues that, there are limited findings on perceived organizational support in collectivist Eastern cultures such as in Malaysia. Even though there are some directions on the association between POS with employees' turnover intention, further empirical explorations are needed to validate the links between them particularly in the Malaysian context.

As per the best knowledge of the researcher, in the Malaysian context particularly in the service sector, there are limited studies examined the association between POS and turnover intention. Based on the earlier discussion, the following hypothesis is formulated:

***Hypothesis 2: Perceived organizational support has significant negative effect on turnover intention.***

### **2.6.3 Relationship between Organizational Justice and Turnover Intention**

Over the last four decades, research on organizational justice has shown its contribution to enhancing desirable work outcomes. For instance, organizational justice perceptions has been found to have positive linkage with trust, organizational commitment, work performance and organizational citizenship behavior (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Crow, Lee, & Joo, 2012; Erkutlu, 2011; Klendauer & Deller, 2009; Nowakowski & Conlon, 2005; Palaiologos, Papazekos, & Panayotopoulou, 2011; Wang, Liao, Xia, & Chang, 2010).

From the other hand, it was found to decrease unnecessary outcomes of work like counterproductive work behavior and employees' turnover intentions (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Nowakowski & Conlon, 2005). In the everyday life and within diverse approaches, employees are normally focused on the justice of different cases and actions around them (Gopanzano & Stein, 2009).

Individuals always tend to have reactions on the organizational decisions. Employees with higher awareness of workplace justice incline to feel obligation to reply with low intentions to leave the job. The awareness of fair or unfair treatment may be based on comparison view by the employees inside as well as outside the company.

The factors that may come under the comparison process are; pay, pay raises, compensations, benefits, promotions recognitions and rewards. If the distribution decisions (distributive justice) and the process of distribution decisions (procedural justice) are observed as just, it should reduce the intentions of employees to leave the organization (Arif, 2002). Among the issues included in the organizational justice are; fair payment, equal measures for personal sections and promotion opportunities (Owolabi, 2012). Social exchange theory of Blau (1964) assert that the continuous contribution is a way used by the individuals to pay back the positive treatments from their organization. So, the association between organizational justice and employee's turnover intention is developed based on the construct provided by this theory (Karatepe & Shahriari, 2014).

Intention to leave organization is one of the major responses available to employee who detects that he/she has been unjustly treated by the organization (Owolabi, 2012). Previous studies indicated that constructive perception of justice is linked to the level of employee's turnover intention (Colquitt et al., 2001; Howard, 1999; Posthuma, Maertz, & Dworkin, 2007). Researchers have discussed that individuals prefer to leave the job with the purpose of escaping from the perceived unfairness that is related to low degree of distributive justice (Hendrix, Robbins, Miller, & Summers, 1998; Hom, Griffeth, & Sellar, 1984; Lee, Murrmann, Murrmann, & Kim, 2010). Since the procedural justice reveals the procedures of making the organizational decision, it may show negative relationship with employees' turnover (Cohen-Charash & Spector, 2001; Dailey & Kirk, 1992; Poon, 2012). Roberts, Coulson, and Chonko (1999) investigated the level of commitment and turnover intentions among salesmen. They proposed that the both aspects of internal and external equity significantly explained organizational commitment and turnover intentions.

A similar study by Arif (2002) in Malaysia, investigated the role of justice and fairness perceptions in the organizational commitment and employees' turnover intentions among 181 workers from the banking sector, production and service sectors. The findings indicated that both faces of internal and external justice has positive impact on commitment and negatively affect turnover intention. Both distributive and procedural justice elements significantly contributed to employees' organizational commitment and turnover intentions.

A study in Hong Kong by Fields, Pang, and Chiu (2000) investigated distributive and procedural justice as factors predicting employee outcomes, they proposed that distributive justice significantly impacted the intention to stay among the employees. It is rationally indicated that if the individual in the organization received injustice treatments in the means of outcomes and procedures, they will be more likely to change this organization with fairer one. In a meta-analysis review by Cohen-Charash and Spector (2001), they concluded that distributive and procedural justice indicated negative, strong and equal relationship with turnover intentions. In addition they stated that interactional justice showed a negative association with turnover intention.

In a study among hospital employees, Byrne (2005) stated that procedural and interactional justices have negative relationship with turnover intention. Similarly, Brashear, Manolis, and Brooks (2005) confirmed that procedural and distributive justices were negatively related to turnover intentions among salespeople. Other study in Malaysia about relationship between organizational justice and turnover among 172 workers was conducted by Ponnu and Chuah, (2010). The findings indicated that distributive and procedural justice have a negative significant relationship with employees' intentions to leave.

This therefore indicates that, when the perceived distributive and procedural justices are higher, the intentions of employees to leave are lower. But, there is no deduction in which aspect of justice has more significant contribution to the employees' turnover intentions, whether distributive or procedural. However, there is no inference that either distributive or procedural justice has more effect on the organizational commitment and intention to leave (Ponnu & Chuah, 2010).

Fatt, Khin, and Heng (2010) investigated the effect of organizational justice on job satisfaction and turnover intention, they concluded that the employees with higher perceptions of fairness (distributive and procedural justice), are more inclined to increase their job satisfaction and less inclined to quit from the organization. A study among health workers in Nigeria, (Owolabi, 2012) discovered that organizational justice has negative influence on employees' turnover intention. Other recent researches showed a negative association between both dimensions, distributive and procedural justice and employees intention to leave (Ali & Jan, 2012; Gim & Desa, 2014 ).

Sayed, Mohammad, Hossein, Yashar, and Hamid (2012) investigated the relationship between organizational justice perceptions, organizational citizenship behavior, job satisfaction and turnover intention among employees in the public sector in Iran. Organizational justice was found to be correlated with turnover intention. Karatepe and Shahriari (2014) proved that among the frontline workers in the Iranian hotels, the negative impact of distributive, procedural and interactional justice was strong on their turnover intentions. Even though, distributive and procedural justice was found to contribute significantly to employees turnover intention, it is better to note that no declarations have been made to certify that assertion (Steel & Lounsbury, 2009).

From the other hand, a study by Saraih et al. (2017), investigated the effect of organizational citizenship behavior (OCB) and organizational justice (OJ) on academicians' turnover intention. The results revealed that organizational justice does not have any association with turnover intention. This finding is inconsistent with the results of many previous studies, which means that there is mix results in the relationship between organizational justice and turnover inaction.

Hence, in order to fill the literature and practical gaps, further empirical studies on direct and indirect effect of organizational justice on turnover intention are needed particularly in the Malaysian context. As per the best knowledge of the researcher, in the Malaysian context particularly in the service sector, there are limited studies examined the association between OJ and turnover intention. Based on the earlier discussion, the following hypothesis is formulated:

***Hypothesis 3: Organizational justice has significant negative effect on turnover intention.***

#### **2.6.4 Relationship between Organizational Learning Culture and Turnover Intention**

Organizational learning is considered among the extensive interferences in the practice of human resource development (Cummings & Worley, 2005). Usually, organizational learning culture is concentrated on the researches associated with the conception of learning organization (Marsick & Watkins, 2003; Reeves, 1996; Russell & Preskill, 2001; Schein, 1992). Many scholars believe that an organizational culture is an important issue in supporting the organization to learning organization (Brown & Gray, 2004; Cummings & Worley, 2005; Gilley, 2003).

Based on the social exchange theory construct, the employees who benefit from satisfactory and necessary learning chances in the organizations may show less intention to leave the firm (Shore, Tetrick, Lynch, & Barksdale, 2006). Therefore, if the individuals are aware of having continue learning opportunities, they will hesitate to leave the organization (Chow, Haddad, & Singh, 2007; Dysvik & Kuvaas, 2008; Hemdi, 2005; Pfeffer & Sutton, 2006). The perspective of the interaction between organizational learning culture and employees' turnover intentions has been investigated (Egan et al., 2004; Lee-Kelley, Blackman, & Hurst, 2007). Even though experts and researchers have explained the concept and construct of the organizational learning, the need to further investigate this issue with the purpose of clarifying the linkage between organizational culture and several performance outcomes is warranted (Egan et al., 2004). Although there are little empirical evidences supporting the association between organizational learning culture and turnover intention, previous studies have proven this relationship.

Gouillart and Kelly (1995) argued that, an organizational culture that supports the self-advance of employees, through which the employees are getting new skills and abilities and are permitted to improve their self- efficiency, might decrease the wish of employees to look for job in other company. In addition to this, Lee (2000) argued that there is negative association between job learning and turnover intentions. As stated by Lankau and Scandura (2002), job learning is negatively related to turnover intention. Karatepe, Yavas, and Babakus (2007) proposed that job resources comprising training and development decrease turnover intention. Paré and Tremblay (2007) specified that proficiency improvement and sharing knowledge negatively impact turnover intention.

Lee-Kelley et al. (2007) investigated learning organizations and knowledge workers retention through a study of IT industry with the purpose of understanding the linkage between job satisfaction and employees turnover intention, they used Senge (1990)'s five disciplines of learning organization. They reported that shared vision is negatively associated with turnover intention, as knowledge workers displayed low intention to leave due to their big impact by share vision. Similarly, Hsu (2009) studied knowledgeable workers and found that the role of learning culture in reducing turnover intention among employees is significant. Joo (2010), in his investigation on the effect of perceived organizational learning culture and the quality leader-member exchange (LMX) on organizational commitment and ultimately on employee turnover intention, concluded that perceived organizational learning culture, LMX quality (as predictors) affected organizational commitment, which in turn negatively contributed to employee turnover intention (consequence).

Joo and Park (2010) indicated that organizational learning culture is a significant predictor of turnover intention. In study by Ponnu and Chuah (2010) examined the association among organizational learning culture (OLC), and turnover intention. OLC was found to have effect on turnover intention. A study conducted in Malaysia by Islam, Khan, et al. (2012) revealed that organizational learning culture has negative relationship with employee's turnover intention. Other study conducted by Islam, Anwar, et al. (2012), investigated the mediation effect of organizational citizenship behavior on the relationship between organizational learning culture and knowledge sharing of employees from banking sector in Malaysia. They recommended that there is also a need to study OLC with other behavioral outcomes.

In empirical investigation in banking sector in Malaysia, Islam, Ahmad Ungku, et al. (2013) found the role of OLC in reducing employees' turnover intention and suggested future researchers to explore the relationship between the variable in different sectors. Another study in Malaysia by Islam et al. (2014) in their study found a negative association between OLC and turnover intention. In their empirical study in the banking sector in Pakistan, Ahmed et al. (2015), examined the relationships between organizational learning culture (OLC) and turnover intention (TI). The results revealed that, OLC negatively associated with turnover intention.

From the other hand, some researchers revealed different results, for instance a study by Egan et al. (2004) investigate the influences of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention, the study concentrated on the IT department of large company operates in USA. The result revealed that organizational learning culture was not significantly associated with turnover intention. Also, Emami et al. (2012) investigated the relationship between OLC and turnover intention among IT employees in SMEs sector in Iran. They found that OLC does not have direct effect on turnover intention. These findings are inconsistent with the results of many previous studies, which mean that there are mix results in the relationship between organizational justice and turnover inaction. Hence, in order to fill the literature and practical gaps, further empirical studies on direct and indirect effect of organizational justice on turnover intention are needed. Even though there are studies on the relationship between OLC and turnover intention, yet there is a need for more studies to understand more the association between the variables particularly in the non-western context such as Malaysia.

As per the best knowledge of the researcher, in the Malaysian context particularly in the service sector, there are limited studies examined the association between OLC and turnover intention. Therefore, investigating more on the nature of this relationship is worthy. Thus, the following hypothesis is formulated:

***Hypothesis 4: Organizational learning culture has significant negative effect on turnover intention.***

#### **2.6.5 Relationship between Organizational Citizenship Behavior and Turnover Intention**

OCB is a term that includes any constructive and positive action done by the employees, based on their own willingness, and which helps colleagues and support the organization, supports co-workers and benefits the company (Yadav & Punia, 2013). Podsakoff, Whiting, Podsakoff, and Blume (2009) mention that, there is increasing attention in the literature on the possible impacts of OCB on the variables of outcomes of the employees and organization. The researchers stated that, OCB has a great benefit to the organization; it improves the productivity, efficiency and decreases the degrees of employees' turnover.

The organization should be aware about the importance of OCB by including it in the performance appraisal with the objective of supporting the employees. Even though, considerable numbers of empirical studies have been already conducted on the role of OCB in employees' turnover intention, yet, this area is considered as a fresh research attention. Since OCB enhances organizational effectiveness, top management values OCBs as desirable outcomes.

Morrison (1996) theorized the link between OCB and individuals retention, arguing that if “an organization’s human resource philosophy is one that places high value on retaining employees in a long-term relationship, employees will engage in more organizational citizenship behavior” (p.503). Based on the guidelines of social exchange theory, (Lavelle, 2010) contended that indicating OCB requires individual initiatives that go outside the basic to repay the organization for fair treatment.

The primary cause of initiative, unpaid support through displaying OCB reflects the tendency to act beyond the prospects of the managers and coworkers. Furthermore, the literature on social exchange theory provides findings, which indicate that employees exchange desirable outcomes in return for fair treatment, support or care (Paillé, 2013). According to Harrison et al. (2006), OCBs can be observed as one of the primary stages of the withdrawal process. This process encompasses a variety of behaviors, each reflecting a practice of intentional reaction by an employee to deal with a disagreeable work environment.

The usual behaviors related to withdrawal process are; absenteeism, lateness and turnover, as well as poor citizenship (Berry, Lechok, & Clark, 2012; Firth et al., 2004). Shari et al. (2012) argued that, if the employees observed their positive OCBs are shared and esteemed they will be less likely to display intention to leave. Conversely if they feel that their constructive OCBs are not recognized and appreciated they will be more likely to leave the organization. Low level of OCB can be observed as indication of employees’ disengagement from the work (Chen, Hui, & Sego, 1998; Chen, 2005). When OCBs are extensive, appreciated and developed within an organization, the employees incline to be retained (Podsakoff et al., 2000).

Paillé (2013) stated that, most studies calculate a mean score for OCB, thus making it impossible to identify which form of OCB is related to turnover (actual or intended). Helping others or receiving help from others raises consistency between employees and acceptable connections with colleagues. Theoretical arguments have been developed to explain why and how helping could be related to employee turnover intention (Chen & Francesco, 2000; Podsakoff & MacKenzie, 1997; Podsakoff et al., 2000).

Coyne and Ong (2007) found no significant association, while Paillé and Grima (2011) found that helping explains the intention to quit the job better than the intention quit the organization. In exploring the association between OCBs, intention to leave and actual turnover, Chen et al., (1998), MacKenzie, Podsakoff, and Ahearne (1998) and Aryee and Chay (2001) revealed a negative association between OCBs and intention to leave, and stronger negative link between OCBs and actual behavior of quitting. In view of that, Paré and Tremblay (2007) stated that, IT experts who support colleagues and their direct managers like to improve close links with them, exchange help with them, and accordingly stay in the company intentionally.

Recent empirical studies have shown the effectiveness of OCB in predicting Employees' turnover intention. In cross-cultural study conducted by Coyne and Ong (2007) to examine the associations between OCB and turnover intention among 162 production workers in multinational company (Malaysia, Germany and UK) it was reported in general that, all OCB have significant negative association with turnover intention. This specifies that, individuals with low degree of OCB are inclined to display an intention to quit from the organization compare to those who have high degree of OCB stated a negative connection between OCB and turnover intentions, although the relationship was weak.

In study of 1,200 alumni of a business school in France, Paillé and Grima (2011) examined the association between OCB and employees intention to stay in the current job and to leave the company. The finding showed a negative connection between helping behavior and employee's intention to leave the organization. Further remarkable finding in this study, Paillé and Grima found that helping behavior has more effect on intention to leave the current job than on the intention to leave the organization.

Furthermore the results specified that the environment with high helping behavior motivates the employees to choose other work within the same company, more than looking for job elsewhere, but if the helping behavior is weak, the workers will seek for alternative work outside the current company. Mazlum and Ahmet (2013) investigated the effect of OCB on job performance and turnover intention among employees working in the hotels industry in Turkey. The results indicated that, OCB has negative significant effect on turnover intention. In empirical study, Iftikhar, Shahid, Shahab, Mobeen, and Qureshi (2016) examined the relationship between organizational citizenship behavior (OCB) and turnover intentions. The finding revealed that OCB has significant impact on turnover intentions.

Form the other hand, some studies showed different results on the relationship between OCB and turnover intention. For instance, in the context of restaurants in North America, Koys (2001) involved turnover in extensive exploration of OCB and performance, he did not find proves suggesting that OCB is a predictor of employee turnover. In addition, Paillé (2013) conducted study to explore the association between perceived job alternatives, intention to search, intention to leave and OCB, in order to determine the level of connections among these variables.

Two distinct samples used in the two examinations (Study 1, n= 651, and Study 2, n=226). The researchers demonstrated unexpected results, that are helping behavior has positive association with intention to leave. While no relationships were found in Study 2, helping was found to be positively linked with intention to leave the organization. The findings suggest that the greater the level of help among employees, the more likely they are to leave their employer. Because this study focused exclusively on the association between OCB and turnover cognitions and no other variables was used, these findings are difficult to interpret.

The researchers proposed that, more investigation are required to extend the understanding on the association between OCB and turnover intention (Paillé, 2013). Moreover, Lau et al. (2016) investigated the effect of affective commitment and OCB (self-rated and peer-rated ) on turnover intention in Malaysian context. The results indicated that, self-rated OCB increased turnover intention positively, which means self-rated OCB did not influence turnover intention. Likewise, a study by Saraih et al. (2017), investigated the effect of organizational citizenship behavior (OCB) on academicians' turnover intention. The results revealed that OCB does not have any association with turnover intention.

Even though literature exists on the impact of OCB on employees' turnover intention as demonstrated earlier in the reviews of the prior studies in this area, some researchers recommended additional investigations on the connection between the both variables for better understanding (Organ, Podsakoff, & MacKenzie, 2006; Paillé, 2013). According to the findings of the previous researches on the effect of organizational citizenship behavior on employees' turnover intention, mix results have been reported on the relationship between the two variables.

Thus there is a need for more investigations on the effect of OCB on TI particularly in the Malaysian Context. As per the best knowledge of the researcher, in the Malaysian context particularly in the service sector, there are limited studies examined the association between OCB and turnover intention. On the basis of the earlier discussion, the following hypothesis is formulated:

***Hypothesis 5: Organizational citizenship behavior has significant negative effect on turnover intention.***

#### **2.6.6 Relationship between Personality Traits and Organizational Citizenship Behavior**

Many studies in the area of OCB have concentrated on its causes and precursors. Past researches stated the prediction of personality traits to OCB as organizational outcome (Oluwafemi, 2010). Research on personality in organization has been increasing rapidly in areas dealing with the influence of dispositions job attitudes and various types of performance, in-role performance and extra-role performance or OCB (Ariani, 2012). In the organizational setting, organizational performance is dependent on the personality of the employees working there. Likewise, personality is correlated with the organizational citizenship behavior (Malik, Ghafoor, & Iqba, 2012). Personality can produce organizational citizenship behaviors in the working environment through various interdependent processes.

Personality of an individual has a great impact on his life, on the society in which he lives and the place where he works so others are related to one's personality directly or indirectly (Malik et al., 2012). Organ (1990) contended that individual variances play a vital role in predicting how a worker would display OCB.

Thus, it is assumed that some employees have more inclination to display OCB due to their certain nature or characteristics. From both empirical and theoretical aspects, FFM traits are recognized as predictors of citizenship behavior (Hurtz & Donovan, 2000; Ilies, Fulmer, Spitzmuller, & Johnson, 2009; Organ, 1988a; Organ & Ryan, 1995). In 1995, Organ and Ryan carried out the first and the most extensive case study and reviewed available literature on connections between personality and OCB. They reported only a positive significant relationship between agreeableness and OCB.

Konovsky and Organ (1996) found a significant connection between personality traits and OCB. An important study regarded as a very valuable one by OCB scholars is a study carried out in 2000 by Podsakoff et al., through extensive review of OCB research, they found that conscientiousness, receptivity and openness, among other personality traits, have the most significant impacts on OCB. In their 2001 analytical article, Organ and Ryan indicated a considerable link between personality traits and OCB. Borman, Penner, Allen, and Motowidlo (2001) showed that OCB is largely predicted by personality and attitudinal factors. Others believe that the connection between OCB and personality traits is unclear.

King, George, and Hebl (2005) conducted a study to show relationship between personality and OCB. The results of the survey conducted among 374 respondents showed that there was a strong relationship among conscientiousness, agreeableness, extraversion, and emotional stability with OCB. People who are more emotionally stable and controlled tend to experience longer and more stable relationships (Roberts & Bogg, 2004; Robins, Caspi, & Moffitt, 2002). Hill (2002), Moon (2002) and Van Emmerik and Euwema (2007) found a negative significant link between OCB and affective stability.

In structural correlation, personality and OCB, Comeau and Griffith (2005) examined 128 psychology students using Big Five Model and found that openness to experience has significant positive association with OCB. In her study on citizenship behavior, Akhavan Sharif found positive significant association between all big five factors and citizenship behavior (Akhavan Sharif, 2007). Another study investigated the connection between OCB, personality and the role of effective leadership found that extroversion and openness to experience influenced OCB of teachers (Van Emmerik & Euwema, 2007).

Duff (2007) investigated the link between organizational atmosphere, personality and OCB to find that personality factors are more influential than organizational atmosphere in predicting OCB. Elanain (2007) conducted a study in UEA to examine the association between personality traits and OCB. In general, the results of the study supported FFM as a predictor of OCB. It stated that employees who are high in conscientiousness, openness to experience and agreeableness achieve the highest levels of interpersonal helping performance. This implies that, the employees higher in conscientiousness, openness to experience and agreeableness are more likely to be helpful and friendly. Unexpected positive association between openness to experience and interpersonal helping was found in this study.

Justification for this is that, the employees higher in openness to experience are likely to be curious, imaginative and creative. Azimzadeh (2008) stated that among the five major personality traits, openness and conscientiousness are positively and significantly related to citizenship behavior. A study by Hoon and Tan (2008) stated that most scholars believe in close connection between conscientiousness and OCB and regard this factor as a major predictor of such behaviors.

Singh and Singh (2010) found personality traits to have positive relationship with OCB. Chiaburu, Oh, Berry, Li, and Gardner (2011) in meta-analysis research conducted on 87 independent studies on OCB, they suggested the existence of correlation between personality traits and OCB. Najari, Ahmadi, and Habibitabar (2011) verified the connection between big five personality traits and OCB. The findings stated that all five traits of personality have potential and important impact on OCB. A study by Malik et al. (2012) in Pakistan's banking sector stated that positive personality traits improve OCB significantly.

Golafshani and Rahro (2013) conducted a research to clarify the influence of personality traits on OCB development. The finding of the study indicated that all the five traits of personality were identified in system group's staff to have a potential to impact OCB significantly. Purba, Oostrom, Van Der Molen, and Born (2015) stated that in the Asian context recent studies investigated the relationship between personality traits and OCB, and found a significant correlation between both variables (Ariani, 2010; Kumar, Bakhshi, & Rani, 2009; Lin & Ho, 2010; Raja, Johns, & Ntalianis, 2004; Singh & Singh, 2009; Suresh & Venkatammal, 2010).

Lim, Ungku, and Ong (2016) reported that, trait is a unique aspect of behavior that is relatively stable over time. This unique aspect of behavior is able to provide constructive information about an individual's personality that reflects stylistic consistencies of an individual behavior in an organization. Wang and Bowling (2016) considered personality traits as a significant predictors of OCB. Chiaburu et al. (2011) argued that the connection between personality (big five traits) and OCB is still unclear. Purba et al. (2015) confirmed the importance of investigating the relationship between personality traits and OCB form require more clarification.

Even though there are studies on the relationship between PT and OCB, yet there is a need for more studies to understand more the association between the variables particularly in the non-western context such as Malaysia. As per the best knowledge of the researcher, in the Malaysian context particularly in the service sector, there are limited studies examined the association between PT and OCB. Based on the aforementioned arguments the following hypothesis is formulated:

***Hypothesis 6: Personality traits have significant positive effect on organizational citizenship behavior.***

#### **2.6.7 Relationship between Perceived Organizational Support and Organizational Citizenship Behavior**

According to social exchange theory, OCB is a form of individual exchange whereby employees involve in organizational citizenship behaviors to respond fair or positive handling from their organization (Bolino, Turnley, & Bloodgood, 2002; Coyle-Shapiro, Kessler, & Purcell, 2004). Eisenberger et al., (1986) developed an employee POS from the kindly care of the organization; the more individual and benevolent the people management, the greater the level of POS employees feels. The valuable positive movements focused by the organization towards the employees can make motivation for them to respond in affirmative manner via their behaviors.

Shore and Wayne (1993) noted that POS precisely predicts employees' OCB. Through the compulsions acquired from the social exchange, organizational support was found to indirectly improve the organizational support perceptions and directly enhancing OCB (Randall et al., 1999). These obligation will create a feeling among employees to repay the commitment of the organizations to them through involving in behaviors that will enhance the goals of the their organization (Wayne et al., 1997).

Empirical researches have proven the association between high degree of perceived organizational support and OCB (Eisenberger et al., 1990; Wayne et al., 1997). Wayne et al. (1997) in his research detected a strong linkage between POS and individual, organizational level of assessment of citizenship behavior through evaluation of supervisors to employees. Ellemers, De Gilder, and Haslam (2004) clarified that, generally the employees are more inclined to contribute to a constructive exchange when they practice a feeling of solid identification with their group due to the confirmation of the sustained reception of advantages from that group.

Previous researches discovered that social identifications affect extra-role performance of OCB, organizational commitment, job satisfaction and involvement (Riketta, 2005; Van Dick et al., 2004; Wright & Bonett, 2002). Cheung (2013) indicated that, there are three reasons to support the effects of POS on OCB. First, on the foundation of the standard of reciprocity, Gouldner (1960) argued that POS may develop a felt obligation to be concerned about the welfare of an organization and to achieve its goals such as promotion of discretionary work behavior. Second, POS conveys caring, approval, and respect, that may meet the socio-emotional needs of employees in their work.

A strong stimulus is accordingly created for the employees to protect the organization by promoting the amount of extra-role behavior that benefits the organization and its members, if such behavior is needed. Third, borrowing the expectancy theory of Vroom (1964), this theory states that individuals will choose to behave or perform in a particular manner because they are motivated to choose a particular behavior over other behaviors on the basis of what they expect with regards to the selected behavior.

Taking the lens of this expectancy theory, Rhoades and Eisenberger (2002) suggested that POS may tighten the expectancy of performance-reward relationship by motivating the employees to perform more discretionary behaviors that are directed towards the organization and its organizational members (Cheung, 2013). This is because POS provides an assurance to the fairly treated employees that they will receive a reward (e.g. Recognition) from the leaders if the performance expectations on exhibiting discretionary work performance are met. Recent researches indicated the association between POS and OCB. Wayne, Shore, Bommer, and Tetrick (2002) in their study proposed that POS is associated with OCB. They found that POS showed strong relation than affective commitment towards OCB. (Liu Wei, 2004) argued that, the more employees perceive support from their organization the more they will display engagement that will improve the performance. The results of Cardona, Lawrence, and Bentler (2004) study, confirmed that the individuals with high POS had a solid social connection with their organization, which in turn increased their OCB.

According to Coyle-Shapiro and Conway (2005), strong perceived organizational action encourages individuals to develop their performance in supporting the realization of organizational objectives. In consistent with this opinion, individuals intend to exchange POS by displaying better job performance (Rhoades & Eisenberger, 2002). Moreover, the study of Chen and Chiu (2008) indicated an indirect effect of supervisor support on OCB through job satisfaction, person-organization fit and job tension. Asgari, Silong, Ahmad, and Samah (2008) in their paper "The relationship between leader-member exchange, organizational inflexibility, perceived organizational support, interactional justice and organizational citizenship behavior" found that 56% growth of organizational support will produce 56% rise in OCB.

Ali (2009) investigated the influence of POS on OCB. He found that POS have positive significant association with OCB. Liu (2009) conducted study to investigate the association between of POS and expatriates' OCB, he shows that POS from both parent organization and subsidiary significantly associated with organizational-directed OCB, and he discussed that the employees who perceive support from their organization are likely to involve in the citizenship behavior. Similar study conducted by Muhammad (2014) in Kuwait to investigate the association of POS with OCB. The findings of the study stated that, POS is positively related to organizational commitment which in turn is mediating the relationship between POS and OCB. Singh and Singh (2010) conducted a study on the role of organization support in predicting OCB, the findings of the study indicated that POS had significant positive association with OCB.

Noruzi, Shatery, Rezazadeh, and Hatami-Shirkouhi (2011) conducted a study among 177 educational expert in Tehran-Iran in order to examine the role of POS in mediating the association between organizational justice and OCB, the findings indicated that POS significantly and directly affected OCB. A study conducted by Chiang and Hsieh (2012), indicated that perceived organizational support positively affected organizational citizenship behavior. Pohl, Dal Santo, and Battistelli (2012) conducted study to examine the contribution of perceived organizational support, job characteristics and intrinsic motivation to understand organizational citizenship behavior (OCB) amongst 224 nurses working in two hospitals in a northern region of Italy. The researchers used social exchange theory to investigate why employees who received perceived organizational support develop organizational citizenship behaviors. Results showed that perceived organizational support had impact on OCB.

In study in Istanbul, Turkey, Karavardar (2014) investigated the relationship POS and OCB among the fast food employees. He indicated that there is a strong relationship between the both variables. Etebarian (2015) investigated the relationship between POS and OCB among employees from Isfahan-Iran. The results revealed that there is significant positive relationship between POS and OCB.

In meta-analysis study by Ahmed et al. (2015) on the outcomes of POS, the findings showed that POS has an effect on OCB. These results depict the significant role of support which motivates employees to work beyond their tasks and performance (high organizational citizenship behavior). Therefore, these findings are notable for organizations to preserve their workers. Despite there are different studies that have conducted on the effect of perceived organizational support on organizational citizenship behavior, yet there is a need for more investigations to explore more the construct of this relation particularly in the non-western context such as Malaysia. As per the best knowledge of the researcher, in the Malaysian context particularly in the service sector, there are limited studies examined the association between POS and OCB. Thus, the following hypothesis was formulated:

***Hypothesis 7: Perceived organizational support has significant positive effect on organizational citizenship behavior.***

#### **2.6.8 Relationship between Organizational Justice and Organizational Citizenship Behavior**

Organizational justice is considered by many researchers as a well-known predictor of several behaviors and organizational outcomes containing OCB (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Crow et al., 2012; Erkutlu, 2011; Folger, 1993; Klendauer & Deller, 2009; Moorman, 1991; Nowakowski & Conlon, 2005; Owolabi,

2012; Palaiologos et al., 2011; Wang et al., 2010). Social exchange theory provided strong guidelines in explaining the association between organizational justice and organizational citizenship behavior, it indicates that the social connections at workplace impact the employees' behaviors and attitudes (Dalal, 2005).

It also states that, individuals will act in undeclared (silent) manner towards those who treated them in certain way (Blau, 1964; Walumbwa, Hartnell, & Oke, 2010). If the employees are treated positively they will feel obligated to pay back in the same manner (Walumbwa et al., 2010). Contrariwise, if the employees receive unfair treatment, reacting negatively towards these actions will be very high. Generally organizational justice indicates the level of respect and appreciation towards employees (Walumbwa et al., 2010). It can also produce an enthusiasm to perform outside the job description (Kamdar, McAllister, & Turban, 2006). When individuals observe a fair working environment, they will incline to react in accordance with social exchange and perform more OCBs (Erkutlu, 2011).

Organ (1988a) discussed that, as OCB is an informal part of duties, the individual changes in OCB may be a strategy of choice. Thus in the situations of unfairness, employees will incline more to decrease OCB more than the other behaviors that are included in the formal duties. Therefore, organizational justice has been considered as an effective attitudinal precursor of OCB (Lv, Shen, Cao, Su, & Chen, 2012). Research findings from studies through the 1990s and early 2000s have indicated the strong association between justice perception and OCB level (Cohen-Charash & Spector, 2001; Lara & Rodríguez, 2007; Moorman, 1991; Organ & Moorman, 1993; Organ & Ryan, 1995).

Early researches proposed that the fairness perception were a stronger predictor of OCB than job satisfaction, and stated that individual perception of both distributive and procedural justice affect OCB (Farh, Podsakoff, & Organ, 1990; Moorman, 1991; Organ, 1988a). That is, if the employees perceive that allocation of resource to be fair while the process and decision of allocations are equally regarded to be fair, they will perform beyond their duty requirement as a positive response on that fairness.

In the case of unjust actions delivered by the organization, the individuals will be less inclined to show organizational behavior, due to informal construct of these behaviors (Ince & Gül, 2011). Later, Niehoff and Moorman (1993) edited the framework of organizational justice by indicating that the impact of justice on OCB was mediated by POS, that employees who received better treatment sought to respond to the actions. Tansky (1993) in his investigation found a significant association between perceived justice and OCB. Aquino (1995) declared the existence of positive link between organizational justice and OCB. In study among employees from eight electronic companies in Taiwan, Farh, Earley, and Lin (1997) indicated the positive association between distributive, procedural justice and OCB.

Moorman, Blakely, and Niehoff (1998) conducted study among employees and managers in a military hospital in Midwest, the connection between procedural justice and organizational citizenship behavior found to be positive. Podsakoff et al., (2000) in meta-analysis also considered organizational justice as an important predictor of OCB. Williams, Pitre, and Zainuba (2002) conducted a study on several sectors such as manufacturing, ICT, finance and banking in a city at the southwest part of USA. They showed significant positive association between, distributive, procedural and interactional justice and employees' OCB.

Furthermore, they indicated that when the individuals' expectation and views of fairness by managers is positive, the possibility of OCBs will be high. A survey conducted by Blakely, Andrews, and Moorman (2005) among full time workers in several companies, declared that perceived organizational justice and organizational citizenship behavior are positively linked. Recent studies on the effect of OJ on OCB have been conducted.

In a research on a company in USA, Chiaburu and Lim (2008) assert positive connection between procedural justice and OCB. In a research directed by (Chegini, 2009) among 300 workers from the Iranian public sector, a high correlation was found between organizational justice and OCB. The undesirable feelings of employees towards distributive and procedural justice will result in high absenteeism and deviance, low loyalty, citizenship behavior and performance (Elanain, 2010).

A finding of study led by Young (2010) among 454 workers in the private sector in Korea showed that, the association between organizational justice and OCB was positive. Mohammad, Habib, Adnan, and Alias (2010) conducted a study in higher education institution in Malaysia on the effect of OJ and OCB. The finding indicated that, OJ is positively and significantly associated with OCB.

Ince and Gül (2011) conducted a research in order to explain the linkage between the perception of organizational justice and OCB among 83 employees working in provincial department of land registry and cadaster and the national education and provincial administration department services of Karama, Turkey. The findings indicated that the employees' perception of organizational justice influences OCBs.

In a study directed by Noruzy et al. (2011), the researchers investigated the mediation role of perceived organizational support in association between organizational justice and organizational citizen behavior, among 177 educational experts in Tehran- Iran, the finding generally revealed that organizational justice has significant positive link with OCB.

Means to say, when the organizational justice is high, the employees demonstrate positive OCBs. Thus, the greater organizational justice is supported by the greater degree of OCBs. Sayed et al. (2012) investigated the relationship between organizational justice perceptions, organizational citizenship behavior, job satisfaction and turnover intention among employees in the public sector in Iran. Organizational justice was found to be correlated with OCB. In research led by Lambert and Hogan (2013) to test the connection between distributive, procedural justice and OCB concluded that, procedural justice positively and significantly related with OCB. Maryam, Nasrin, Fatemeh, and Mohammad (2016) in their study indicated a significant relationship between OJ and OCB.

From the other hand, a study by Khan and Rashid (2012) on the private learning sector in Malaysia revealed that, OJ is not significant in explaining OCB. This finding is inconsistent with the results of many previous studies, which means that there are mix results in the relationship between OJ and OCB. Hence, in order to fill the literature and practical gaps, further empirical studies on the effect of OJ on OCB are needed particularly in the Malaysian context. Even though is existing literature on the relationship between OJ and OCB, yet there is a need for more studies to understand more the association between the variables particularly in the non-western context such as Malaysia.

As per the best knowledge of the researcher, in the Malaysian context particularly in the service sector, there are limited studies examined the association between OJ and OCB. Thus, the following hypothesis was formulated:

***Hypothesis 8: Organizational justice has significant positive effect on organizational citizenship behavior.***

#### **2.6.9 Relationship between Organizational Learning Culture and Organizational Citizenship Behavior**

Schein (1988) defines culture as “a pattern of basic assumptions, invented, discovered, or developed by a given group” (p. 184). Through shared mental modes and shared values, social standards, the organization forms a high stage of behavioral uniformity in individuals (Dalkir, 2005). The firm should improve suitable required features of extensive learning performance to become to learning organization. Learning organization refers to “an organization skilled at creating, acquiring and transferring knowledge and at modifying its behavior to reflect new knowledge and insights” (Garvin, 1993, p. 79).

Learning organization is based on environment containing creativity, cooperation, teamwork, and the knowledge practices that have shared importance (Confessore & Kops, 1998; Watkins & Marsick, 1997). Social exchange theory also suggests the same that when employees perceive the support from their organizations they display citizenship behaviors. In the presence of learning culture employees focus on long term (continuance) improvement rather than immediate outcomes (Schein, 1988).

The forms of supportive learning culture include, training and development, knowledge sharing, experience sharing, knowledge transfer, experience transfer, self-development, all these should be allowed and provided from inside as well outside the organization. Prior researchers have found positive association between organizational culture and OCB. Somech and Drach-Zahavy (2004) and Wayne et al. (1997) defined contextual performance as the extra effort performed by the employees to support the organization. They stated organizational culture has impact on this contextual performance.

Wayne et al. (1997) in their study argued that the perception of individuals towards the organizational supportive culture is connected positively with OCB. Somech and Drach-Zahavy (2004) stated that the organization builds an environment where employees can extend their concentration from the direct results of the performance to constant learning at the broad level of the company. They indicated that employee's perception of supportive culture enhances their OCB. Organizational learning tend to widen the employees interest beyond their required tasks and advance supporting them to help their coworkers in cuticle situation faced by the organization in a way to achieve its goals.

Jo and Joo (2011) investigated the association between organizational learning culture and organizational citizenship behavior among 452 Korean workers, the results of the study revealed that, there is a significant connection between organizational learning culture and organizational citizenship behavior. Furthermore the researchers discussed that, through paying care to precise features of its learning culture, the organization can enhance OCB.

Islam, Anwar, et al. (2012) explored the association between organizational learning culture, organizational citizenship behavior and knowledge sharing intentions of employees from banking sector in Malaysia. OLC and OCB were found to be highly correlated with each other. This shows that the learning support from the organization increases employee's citizenship behaviors. Most of the past studies on the effect of organizational learning culture and organizational citizenship behavior relate to the employees' perception of supportive organizational culture, organizational learning and how it can predict the employees citizenship behavior. This relationship was mostly constructed from the guidelines of social exchange theory.

Empirical study by, Islam, Khan, Bukhari, Tuggle, and Chauvel (2016) to examine the association among organizational learning culture and organizational citizenship behavior. OLC found to have significant positive effect on OCB. From the other hand, Mohammad et al. (2014) investigated the relationship between organizational learning culture and OCB. The data were collected from 167 staff working in the educational health centers in Iran. The results were different from many studies which indicated that OLC does not have significant relationship with OCB.

From the early discussed literature on the relationship between OLC and OCB, it can be observed that, there are little studies on the organizational learning culture as a clear and complete concept and its effect on organizational citizenship behavior and the available literature showed mixed results. Thus, more studies are needed to investigate the relationship between the variables particularly in the non-western context such as Malaysia.

As per the best knowledge of the researcher, in the Malaysian context particularly in the service sector, there are limited studies examined the association between OLC and OCB. Based on the aforementioned arguments the following hypothesis is formulated:

***Hypothesis 9: Organizational learning culture has significant positive effect on organizational citizenship behavior.***

## **2.7 Mediating Variable-Organizational Citizenship Behavior (OCB)**

The effect of personality traits (Joo et al., 2015; Sarwar et al., 2013), perceived organizational support (Ahmed et al., 2015; Islam et al., 2015), organizational justice (Gim & Desa, 2014 ; Karatepe & Shahriari, 2014) and organizational learning culture (Islam, Ahmad Ungku, et al., 2013; Islam, Khan, et al., 2012) on turnover intention have been discussed and approved by the researchers. Organizational citizenship behavior is proposed in this study to mediate this effect.

Hair Jr, Hult, Ringle, and Sarstedt (2014, p. 35) stated that “A mediating effect is created when a third variable or construct intervenes between two other related constructs” as shown in the Figure 4.4. To understand how mediating effects work, the researcher consider a path model in terms of direct and indirect effects. Direct effects are the relationship linking two constructs with a single arrow; indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved. Thus, an indirect effect is a sequence of two or more direct effects (compound path) that are represented visually by multiple arrows.

This indirect effect is characterized as the mediating effect. In this study organizational citizenship behavior is modeled as a possible mediator between the independent and the dependent constructs of the research. Due the inconsistent results of the direct effect of personality traits, perceived organizational support, organizational justice and organizational learning culture on turnover intention, the indirect effect through organizational citizenship behavior was examined. In the past century there have been several researchers that focused in OCB, because it is recognized as one of the serious issues that should be investigated in the area of organizational behavior (Podsakoff et al., 2009).

As this behavior improves the effectiveness of the organizational operations, other investigations on the precursors of organizational citizenship behavior have been done (Khan & Rashid, 2012). As human resource is considered to be the strength of any organization, employees who are involved in OCB and do work without considering their schedules are necessary for every firm in order to remain competitive. So behaviors regarding OCB can be the competitive advantage for firms in the present era (Malik et al., 2012).

For great deal of time, organizational citizenship behaviors (OCB) have taken the attention of both practitioners and academicians (Pohl et al., 2012). OCB relates to the contributions in the workplace made by the employees beyond the specified work responsibilities and job description (Lo & Ramayah, 2009; Organ & Lingl, 1995). Barnard (1938) built the concept of OCB by his perception of willingness to contribute and cooperate. Precisely, Barnard suggested that an employee's willingness to participate and cooperate is serious for an organization.

The perceptions of participation, collaboration and readiness level showed by the employees are vital for the organization. He stated this readiness as a tendency of creating several positive signs and its difference from efficiency, capability, or value of individual's assistances that differs among, as well as within, personals. Organizational citizenship behavior is typically defined by Organ (1988a) as employee's behavior that is optional which is not clearly and straightly acknowledged by the official compensation and benefits system, and generally enhances the organizational operations effectiveness. In essence, the behavior is not obligatory required in the job description; it is just a matter of individual's choice, as neglecting it is unpunishable.

Supervisors at workplace are not able to view and control all the actions performed by the employees, detect every contribution of them or convincing the employees to perform beyond their job description, for that reason the individuals' OCBs are important for ensuring worthy organizational performance (MacKenzie, Podsakoff, & Podsakoff, 2011). So, the employees who show weak degree of OCB, have insignificant ability to exceed their work requirements (Lin, Lyau, Tsai, Chen, & Chiu, 2010). Usually, the employee completes all the assigned assignments, but with demographic and emotional features he/she delivers something extra to his/her his environment, provides some extra non-tangible performances which are not involved in the performance appraisal system but make him/her more satisfied and which will influence positively the individual and organizational performance (Yadav & Punia, 2013). The essential theme to all the definitions of OCB is the idea that individual behavior at the workplace is mainly optional, goes beyond the fundamental responsibilities of the job, and benefits the organization.

Newton, Blanton, and Will (2008) conducted a study to investigate the degree of IT workers in accomplishing their psychological agreements to OCB studied the level of contentment of information technology employees „psychological contracts toward their OCB and inventive work attitude. The findings showed that there is positive link between IT workers commitment in achieving their psychological agreements and their degree of OCB and creative work attitude. Therefore, the IT workers who have high degree of Psychological agreement achievements are having high degree of OCB. Even though, investigating OCB has improved the body of knowledge in this field, the construct of OCB has been evolved over time to consist of different dimensions and to be conceptualized in numerous methods (e.g., Smith, Organ, & Near, 1983; Williams & Anderson, 1991).

Based on the conceptualization of Smith et al., (1983), OCB consists of two dimensions; the first is called “Altruism” which was later called “helping behavior”. The second one is “generalized compliance” and later called “conscientiousness”. Subsequently, Organ (1988) added three more dimension (i.e., courtesy, civic virtue and sportsmanship) to the existing two dimensions of Smith et al., (1983). Later many arguments arose over the question of who benefits from OCB. While a number of scholars believe that OCB benefits the whole organization (Graham, 1991; Van Dyne, Graham, & Dienesch, 1994), others suggest that OCB is aimed at helping individual organizational members (Chen et al., 1998; Werner, 2007). Based on these controversies, Williams and Anderson suggested two-dimensional conceptualizations of OCB with one dimension called “organizational citizenship behaviors that benefit individuals- OCB-I” and one dimension called “organizational citizenship behaviors that benefit the whole organization- OCB-O”.

Williams and Anderson's (1991) conceptualization was derived from Organ (1988a)'s five dimensions of OCB. OCB-I comprises altruism and courtesy of Organ (1988a)'s OCB dimensions while OCB-O comprises conscientiousness, sportsmanship and civic virtue. Altruism includes all discretionary behaviors that have the effect of helping another specific person with an organizationally relevant task or problem. Conscientiousness refers to the willingness of employees to perform well beyond the minimum role requirements. Sportsmanship refers to the willingness of employees to accommodate and get along with some organizational deficiencies without complaining, or grievances. Courtesy is the action of aiding someone to avoid a problem from happening or taking advanced actions to reduce the problem. Civic virtue refers to the willingness of employees to responsibly participate in activities that affect the life of the organization.

From the other hand, unidimensional or overall construct measurement of OCB have been used by many researchers (Allen & Rush, 1998; Chen et al., 1998; Deckop, Mangel, & Cirka, 1999; Poropat, 2011; Poropat & Jones, 2009; Sharoni et al., 2012). One of the consequences of viewing citizenship as a unidimensional latent construct is that focusing on different scales for citizenship behavior and performance "would be like interpreting relationships with individual items from a multi-item measure of a unidimensional construct" (LePine, Erez, & Johnson, 2002, p. 61) LePine et al. (2002) used multivariate modelling to advance upon the work of Podsakoff et al. (2000), leading to the recognition that for most purposes Citizenship Performance should be treated as unidimensional. Poropat and Jones (2009) discussed that, although the unidimensional citizenship performance scale was shown to be highly correlated with previously developed measures of citizenship performance, it had a better internal structure and external validity than other scales.

Therefore, the unidimensional citizenship performance scale appears to be a valid measure of the latent organizational citizenship behavior construct. LePine et al. (2002) suggested that when examining organizational citizenship behaviors, researchers should avoid examining separate dimensions of organizational citizenship behavior. They stated that interpreting differential relationships among individual dimensions is problematic because any observed relationships, or lack of expected relationships, are likely due to imperfections inherent in individual dimensions. Organizational citizenship behavior has been widely studied, mostly as an independent variable that affects work outcomes such as turnover intention; and as dependent variable which is influenced by personnel characteristics and organizational factors.

However, organizational citizenship behavior has an important mediating role that few studies have attempted to investigate. From review of literature, few previous empirical examinations have considered organizational citizenship behavior as mediator between independent and dependent variables. For instance, Lam, Chen, and Takeuchi (2009) investigated how employees' organizational citizenship behavior mediates the relationship between perceived human resource management practices (i.e., retention-oriented compensation and formalized training) and turnover intention using a sample of 152 employees working in Sino-Japanese joint venture located in China. They found that OCB mediates the effects of the retention-oriented compensation and formalized training on intention to leave.

Tai, Chang, Hong, and Chen (2012) examined the mediating role of organizational citizenship behavior in the relationship between "transformational leadership", "transactional leadership", and "ethical leadership" and performance among 400 employees working in the small and medium enterprises in Taiwan.

The results revealed that the transformational leadership and transactional leadership has a significant impact on performance through OCB. In other study, Kim, Lee, and Choi (2012) conducted a study to identify the mediating effect of organizational citizenship behavior between job embeddedness and turnover intention among 241 hospital nurses in south Korea, the results showed that, OCB has mediating effect between job embeddedness and turnover intention. Islam, Anwar, et al. (2012) conducted a study to investigate the mediating role of organizational citizenship behavior on the relationship between organizational learning culture and knowledge sharing. Data were collected from 402 employees working in the banking sector in Malaysia. The result showed that OCB played a role in mediating effect of organizational learning culture and knowledge sharing.

Yadav and Punia (2013) argued that, although investigating OCB has improved the body of knowledge in this field, OCB is still a new area of research displaying issues related to new theory development. Feng and Angeline (2010), conducted study in Malaysia among music teachers, they investigated the effect of POS, emotional exhaustion and job satisfaction on turnover intention through the mediation effect of organizational commitment, the researchers recommended for future researchers should employ other mediators such as OCB.

In other study in Malaysia, Islam, Ahmad Ungku, et al. (2013) used leader-member exchange and organizational learning culture to reduce turnover intention among employees through affective organizational commitment, they recommended that future studies should consider the role of other behaviors (such as citizenship behavior) as it is a vital factor that should be included in researches related to turnover intention frameworks.

In similar study in Malaysia, Islam et al. (2015) investigated the effect of perceived organizational support and organizational learning culture on turnover intention via the mediating effect of affective commitment. They recommended that, future researchers should focus on other behaviors, such as OCB as mediator to reducing turnover intention. In addition, Saraih et al. (2017) investigated the relationship between OJ and turnover intention. They recommended further researchers to investigate any possible role of mediation between OJ and turnover intention. To the best knowledge of the researcher, there is no any related research which studied the mediation effect of OCB on the relationship between; personality traits, perceived organizational support, organizational justice, organizational learning culture and turnover intention.

Therefore, adding organizational citizenship behavior as a mediator variable in the model of this study will fill the literature gap as proposed by the researchers in the literature. On this score, the present study argues that organizational citizenship behavior to have a theoretical mediating effect in predicting and reducing turnover intention when personality traits, perceived organizational support, organizational justice and organizational learning culture are taken into account. Therefore, the following hypotheses were proposed to be examined:

***Hypothesis 10: Organizational citizenship behavior significantly mediates the relationship between personality traits and turnover intention.***

***Hypothesis 11: Organizational citizenship behavior significantly mediates the relationship between perceived organizational and turnover intention.***

***Hypothesis 12: Organizational citizenship behavior significantly mediates the relationship between organizational justice and turnover intention.***

***Hypothesis 13; Organizational citizenship behavior significantly mediates the relationship between organizational learning culture and turnover intention.***

## **2.8 Moderating Variable- Job Embeddedness (JE)**

The impacts of organizational citizenship behavior on turnover intention have been discussed and approved by the researchers (Mazlum & Ahmet, 2013; Paillé, 2013). The questions that arise however is that how this variable can predict and reduce turnover intention and what is the mechanism that explains this effect? Therefore, job embeddedness has come to answer this question. It is proposed in this study to moderate the effect of organizational citizenship behavior on turnover intention. Hair Jr et al. (2014, p. 37) stated that “With moderation, the construct could also directly affect the relationship between the exogenous and endogenous latent variables but in a different way. Referred to as moderator effect, this situation occurs when the moderator (an independent variable or construct) changes the strength or even the direction of a relationship between two constructs in the model”.

Even though this phase of embeddedness may give visions towards economic related behaviors and social relations, its use has been widely accepted on groups and organizations, whereas JE has concentrated on the reasons of why personals remain in the job. Mitchell et al. (2001) used another similarity to describe JE to include the spins by the web and spider. In the same way the insect stuck in the web of spider the employee becomes embedded in the organization. With this aspect, it can be accepted that the many contacts and connections the employee has, the more embedded he will be. By this similarity, we can accept that the more connections an employee has, the greater the level of JE, in much the same way that the greater number of ropes tangling the insect, the tougher it will be untie from the web. The degree in which individuals will stay where they are based on the connections and contacts between the organization and the individual and the solidity of ropes.

The more connections between an employee and the organization, the greater the number of cords and the improved possibility that both the employee and insect will remain where they are. Similarly the connections can differ in power, the spider's ropes differ in power (Reitz, 2014). The concept of job embeddedness signifies a wide aspect of effects on the decision of individuals in on the work (Holtom, Mitchell, & Lee, 2006). It concentrates on the mass of links that the individual practices in his/her duties and involvements. As per these connections convert to be complicated, the employee come to be extra embedded and express low intention in leaving the organization (Bambacas & Kulik, 2013). The American Heritage Dictionary (2016) defined embedded as "to fix firmly in a surrounding mass". Implanted, rooted, entrenched describe the "Stuckness" degree in the environment.

Yao, Lee, Mitchell, Burton, and Sablinski (2004), defined job embeddedness as "the combined forces that keep a person from leaving his or her job". The job embeddedness construct represents a broad set of influences on an employee's decision to stay on the job (Holtom et al., 2006). It focuses on the multitude of connections an employee experiences through his or her roles, responsibilities, relationships and experiences. As these interconnections become more complex, an employee becomes more embedded within the organization and is less likely to leave. Employees become embedded as a function of the totality of forces that enmesh them in organizations. Job embeddedness has evolved from the unfolding model of voluntary turnover (Lee & Mitchell, 1994) and explains why individuals stay on their jobs. Yang, Ma, and Hu (2011) considered staying and leaving dissimilar behaviors, but they have the same process of decision-making.

The unfolding model focus on turnover causes the forces which resisted employee's turnover and make them to keep in position. Similar to balance scale, one side is turnover reasons and the other side is attachment forces that are derived from social web. Since JE is based on models of turnover, the basic aim of it is to study voluntary turnover by analyzing the various reasons for employees to stay (Yang et al., 2011). The construct of JE was developed from employees' turnover field of research that investigated the movement of employees between job alternatives. This investigation in this organizational connection hypothesized that the perception of employees towards the attractiveness and easiness of leaving the job specified their final decision to stay in the organization or leave it (March & Simon, 1958).

When the employees are not satisfied with their current job, they will look for alternative positions elsewhere, and compare these alternatives with their present jobs. If this last is more beneficial and attractive they will leave the organization (Mobley, 1977). Generally speaking, the employees will be bounded to their job and organization and show a low level of turnover intentions, if they found that their future plans, career goals and personal plans match well with the job as well as the organization (Mitchell et al., 2001).

If these individuals built a strong official and unofficial links with others in the organization they will likely remain in the organization. When these employees have awareness that there is a possibility of losing opportunities and benefits that are related to the organization they will likely quit from the organization (Mitchell et al., 2001). More properly, job embeddedness is an "anti-withdrawal" or "retention" concept. It reveals the decisions made by the employees to straightly and widely contribute and transfer the academically concern beyond dissatisfaction and cause withdrawal.

Social exchange theory provided a construct that employees who built excellent connections and trusting with their managers and colleagues are likely to be embedded within the organization. This strong links with the managers and fellow workers show that the employees' relations to organization and individual are very strong. Job embeddedness theory is one of the most popular approaches to understanding employee turnover and performance (Mitchell et al., 2001). This theory posits that highly embedded employees have a number of connections (formal and informal) to other employees or groups in the workplace (Holtom et al., 2006; Mitchell et al., 2001). That is, highly embedded employees have formal and informal connections to their organizations.

Job embeddedness has been studied, mostly as an independent variable that affects work outcomes such as turnover intention; and as dependent variable and which is influenced by personnel characteristics and organizational factors. Allen (2006) argued that little researches investigated job embeddedness in the organizations, thus further investigations in this topic are required. A greater understanding of employee embeddedness is timely and important (Ng & Feldman, 2007).

Halbesleben and Wheeler (2008) demonstrated that employees performance is predicted by JE. Sekiguchi et al. (2008) stated that the employees with great degree of job embeddedness, showed a strong influence of organizational self-esteem on task performance. In human resource management, job embeddedness is a significant strategy for retaining preserving employees, thus researchers should further investigate it (Wheeler et al., 2010).

Similarly, Ng and Feldman (2011) deliberate that there is a need for more exploration on the reasons that make employees embedded in their occupations. Holtom, Burton, and Crossley (2012) argue that, the experimental researches on job embeddedness should go beyond the previous investigations that only concentrated on the consequences by exploring the antecedents. Positive effects of job embeddedness and organizational citizenship behavior have been reported in the study of (Kim et al., 2012). Other researches indicated that JE shows positive effect on retention, job performance (Firth et al., 2004; Karatepe & Ngeche, 2012; Yang et al., 2011). As JE is a strategy for preserving employees that prevents the quitting behavior of employees, it is significant to clarify and explore elements of enhancing job embeddedness of employees.

Due to limited recent studies related to job embeddedness area, Karatepe (2013) confirmed that factors effecting job embeddedness have been ignored widely. Thus, there is a need for more studies on the job embeddedness to clarify its moderation effect between different variables. However, Job embeddedness has an important moderating role that few studies have attempted to investigate. From review of literature, few previous empirical examinations have considered Job embeddedness as moderator between independent and dependent variables.

For instance, Lee, Mitchell, Sablinski, Burton, and Holtom (2004) found that on-the-job embeddedness moderated the effects of OCB on absences and the effects of absences, performance on turnover and both on-the-job embeddedness and off-the-job embeddedness moderate the effect of OCB on turnover.

Sekiguchi et al. (2008) conducted a study to investigate the role of job embeddedness in moderating the relationship between leader-member exchange (LMX), organization-based self-esteem (OBSE), organizational citizenship behaviors (OCB), and task performance involving 367 employees and 41 supervisors working in telecommunication company. They confirmed that the effect of organizational self-esteem and the quality leader-member exchange on organizational citizenship behavior have been moderated through job embeddedness. In a study conducted by Karatepe and Shahriari (2014) on the relationship between organizational justice and turnover intention the moderating role of job embeddedness was reported. Karavardar (2014) investigated the relationship among perceived organizational support, psychological empowerment, organizational citizenship behavior, job performance and job embeddedness. The data were collected from 700 employees working in the fast food industry in Turkey.

The results revealed that job embeddedness moderate the relationship between organizational citizenship behavior and job performance. In a study conducted by Shari et al. (2012) on the effect of OCB on TI with the role effect of organizational culture and justice as mediators, a significant orientation for future research have been suggested, which lies on incorporating additional contextual (i.e., moderators) variables such as job embeddedness in the model relating OCB to withdrawal behaviors (e.g.,turnover intentions). In addition, the widely held studies on job embeddedness has been conducted in USA (Harris et al., 2011). Therefore, there is a big need for investigating samples from different culture and contexts to build a better generalizability the growing findings of job embeddedness and better understanding of this concept (Mallol et al., 2007; Ramesh & Gelfand, 2010; Zhang et al., 2012).

Several researchers indicated that the moderating effect of JE has not been comprehensively investigated (Burton et al., 2010; Karatepe & Ngeche, 2012; Sekiguchi et al., 2008). Moreover, William Lee et al. (2014) encourage future researchers to continue to study and seek for better understanding of employee embeddedness. In addition, Saraih et al. (2017) investigated the relationship between OCB and turnover intention. They recommended further researchers to investigate any possible role of moderation between OCB and turnover intention. In addition, Due the inconsistent results of the direct effect between OCB and turnover intention (Lau et al., 2016; Paillé, 2013; Saraih et al., 2017), the indirect effect through job embeddedness was examined.

Therefore, in this current study, Job embeddedness is placed to play moderating effect on organizational citizenship behavior and turnover intention. To the best knowledge of the researcher, there are rare researches that studied the effect of job embeddedness on the relation between organizational citizenship behavior and turnover intention. So, the addition of job embeddedness as a moderator variable in the model of the study will fill the literature gap as recommended by the researchers. Therefore, the following hypothesis was proposed to be examined:

***Hypothesis 14: Job embeddedness significantly moderates the relationship between organizational citizenship behavior and turnover intention.***

## **2.9 Theoretical Background**

In this section, suitable theories have been discussed with respect to the variables of the study. This study introduces one underpinning theory (Social Exchange Theory) and one supporting theory (Theory of Planned Behavior). The theories are identified to be applicable in explaining the framework of the study.

### **2.9.1 Underpinning Theory: Social Exchange Theory (SET)**

Employee and employer relationships have always been thought-off by numerous researchers to be an essential component of the effectiveness in an organization (Barnard, 1938; March & Simon, 1958; Levinson, 1965). In distinguishing the employee and employer relationships on the basis of the characteristics of the exchanges between the stakeholders (employee/subordinate and employer/supervisor), social exchange theory has provided a theoretical foundation for it.

This theory is a theoretical frame work that has been utilized by numerous empirical researches in the studying the exchange relationship between employees and employers in an organization. The way social interactions are motivated by the advantages obtained through service exchange is described by this theory.

Researchers considered social exchange as a type of mutual relationship between parties (Organ, 1988b, 1990; Shore et al., 2000). This social exchange relationship is built on reciprocity. That is, each party accomplishes the obviously outlined duties to pay back the rewards or outcomes they recover from other social bodies in the organization (Cook & Emerson, 1987).

The basic postulation of social exchange theory (SET) is that individuals expect mutual benefits by others and they initiate and convey their social relationships on their perceives basis. This theory is recognized as the most related theory that describes turnover intention research, which postulated that the good actions must be reciprocated (Blau, 1964). It initially clarified the motive after the behaviors and attitudes exchanged between employer and employee which is considered as cooperation for common benefit. This theory became a famous basis for clarifying the relationship between the employee and the organization (Cropanzano et al., 2005; Shore et al., 2009). The application of this theory is based on the connection developed by an employee with his/her supervisor, organization or both of them (Eisenberger et al., 1986; Liden et al., 1997; Masterson et al., 2000; Wayne et al., 1997).

The greater application of this theory is related with greater contributions of the employees in term of better commitment, high performance and lower intention to leave (Shore et al., 2009). Utilizing the fundamental of SET, Blau (1964) asserted that generalized perception of the firms' commitment, care and support of the firm, affect individual attitudes and behaviors. These workers feel indebted to the firm, and wish to reciprocate with increased loyalty and adding more efforts when the esteemed treatments are rendered out of free will (Eisenberger et al., 2001). One can describe employees relation within an employer/organization as the ability of maintaining a healthy working interpersonal relationship between their employer/firm and the employees in order to uphold a satisfactory productivity and contribution, encourage a working atmosphere that is full of morale, this in turn increases the employees job satisfaction level to make the employee to feel obliged with employer/firm, which begins to make the employee willing to reciprocate to the employer/firm subsequently decreasing the turnover intention of the employee (Bodla & Danish, 2013).

The similarity between the accomplishment of significant socio-emotional desires, with the acknowledgment of a person's desire for respect, support, and attention in interpersonal relationships was argued by Eisenberger et al (1986). Buttressing that the norm of reciprocity is the basis for this type of exchange (Blau,1964). The norm of reciprocity is the social expectation that individuals will respond to each other in kind returning benefits for benefits and responding with either indifference or hostility to harm. The social norm of reciprocity further holds that people will respond to a positive action with another positive action and will also respond to a negative action with another negative one. An underlying norm of reciprocity can therefore be a powerful engine for motivating, creating, sustaining and regulating the cooperative behavior required for self-sustaining social organizations. It can as well be an engine for controlling the damage toward the organization.

According social exchange theory, OCB is a kind of individual exchange where employees engage in organizational citizenship behaviors to reciprocate fair or favorable treatment from their organization (Bolino et al., 2002; Coyle-Shapiro et al., 2004). Positive beneficial engagements of employees directed by the organization through creating motivation for employees to respond in positive ways through their behaviors. Forms of favorable treatment include organizational support, organizational justice, and organizational learning culture. Personality construct is linked to the organizational outcomes and employees behavior i.e. turnover intention and organizational citizenship behavior. Based on the individual's attitude that reflect his/her personality in the workplace the antecedences will be identified by the employers/supervisors.

If the attitudes are negative towards the organizational benefits, the employee-employers relationship will be affected based on the results expressed by the employee's personality, because this interconnection is built on reciprocated base that established on social exchange construct. Based on the construct of social exchange, Eisenberger et al. (1986) developed the perspective of POS to clarify the exchange relationship between the employees and employer. POS is related to employee's awareness regarding the degree of an organization appreciate his/her contributions and pay attention to his/her wellbeing. Therefore, individuals incline to look for stability in their exchange relationship with the organizations through displaying behaviors in accordance to the organization's commitment to them as employees.

Based on this social relationship, when the employees feel that their needs are met and contributions are appreciated they will likely to display high level of OCB and low level of intention to leave the organization. This theory proposes that when the employees received a great degree of support from the organization they will feel pleased to repay the organization through delivering of positive attitudes and correct behaviors (Coyle-Shapiro & Conway, 2005). Based on the social exchange theory, Blau (1964) argues that continuing participation is one of the ways that people use to repay the favorable benefits and treatments from their organization.

When the exchanges are regarded as fair over time, the perception of organizational justice will prevail among organizational members and the coherence of the organization will be enhanced. Social exchange theory provides construct to develop the association between organizational justice and turnover intention, as well as organizational citizenship behavior (Karatepe & Shahriari, 2014).

Furthermore, the literature on social exchange theory provides findings which indicate that employees exchange desirable outcomes in return for fair treatment, support or care (Paillé, 2013). Social exchange theory provides support to understand the relationship between organizational learning culture, organizational citizenship behavior and turnover intention. This theory suggested that when employees perceive that their organization supports them in term of training and development, having opportunities to benefit from knowledge and experience sharing, opportunity to develop their career (which reflect a high supportive organizational learning culture), they show high level of citizenship behaviors and unlikely to intend to leave the organization. The employees who receive training are less willing to leave their job (Shore et al., 2006).

Social exchange theory provided guidelines to understand the concept of job embeddedness in the organization. Yao et al. (2004) defined job embeddedness as “the combined forces that keep a person from leaving his or her job” (p.159). Employees who built excellent connections and trusting with their managers and colleagues showed that they are embedded within the organization. This strong links with the managers and fellow workers show that the employees’ relations to organization and individual are very strong. Based on the reciprocity norm and the social exchange theory, if the social and emotional needs of the employees are realized, they would like to pay back the organization with high performance, loyalty and citizenship behavior. The work of Blau (1964) has been the foundation of the prevalent method in describing the relationship between the employee and their organization through the perspective of social exchange.

This exchange as a kind of contingent reciprocation of appreciation between the involved stakeholders carrying a belief that the other stakeholder would under general moral norm, reciprocate the gratification. As such, maintains a consistent social system since there is a mutual gratification. Therefore, social exchange theory was adapted as theoretical grounds for studying the role of factor such as, personality traits, perceived organizational support, organizational justice, organizational learning culture in affecting their behavior and attitudes towards the firm (organizational citizenship behavior) to job embeddedness and behavioral intention (turnover intention).

Many studies have employed the perspectives of social exchange theory in understanding and studying organization's desired work attitudes and impact of organization behaviors. This is because the social theory posited the possibility of employees acquiring valuable resources including pay and fringe benefits. The theory also explains the possibility of employees enjoying social goods such as approval, trust, satisfaction, and prestige. Ideally, employees are morally responsible to reciprocate those benefits.

For example, well managed employee is more likely to be committed and loyal to the organization. Conceptually, social theory propounds the reciprocity norm, whereby employee that is treated with the organization citizenship behavior tends to be loyal and committed with the organization (Blau, 1964). This perspective has been pervasive in organizational studies and it is often employed to explain employees' attitude and characters toward their workplaces (Settoon, Bennett, & Liden, 1996; Wayne et al., 2002).

For instance, In study conducted in USA, Dawley, Houghton, and Bucklew (2010) adopted the social exchange theory to examines the mediating role of job fit on the relationship between perceived supervisor support (PSS) and perceived organizational support (POS), and the mediating role of personal sacrifice on the relationship between POS and turnover intention. The findings of their study indicated that job fit partially mediates the relationship between PSS and POS, and that personal sacrifice partially mediates the relationship between POS and turnover intention. The findings as well confirm that PSS is a predictor of POS, and POS is a predictor of turnover intention.

Flint, Haley, and McNally (2013) have also adopted the theoretical perspective of SET in Canada to examine the effects of organizational justice on turnover intentions with the mediation role of supervisory and organizational commitment. The results found a partial mediation effect of organizational commitment on the effect of procedural justice on turnover intentions; and for a full mediation effect of supervisory commitment on the effect of interpersonal justice on turnover intentions.

Similarly, Islam, Ahmad Ungku, et al. (2013) employed SET in Malaysia to investigate the relationship between organizational learning culture, leader-member exchange quality, organizational commitment and turnover intention. The results of the study have revealed that organizational learning culture, leader-member exchange and organizational commitment were found to be negatively associated with employee turnover intentions. Moreover, Karatepe and Shahriari (2014) employed social exchange theory in Iran to examine the effect of organizational justice on turnover intention and further to investigate the moderating role of job embeddedness in this effect. The results demonstrated that distributive, procedural and interactional justice has negative effect on turnover intention.

The results further revealed that job embeddedness moderate the effect of distributive, procedural and interactional justice on turnover intention. The SET theoretical perspective was adopted by Ertürk and Vurgun (2015) in Turkey explores the role of psychological empowerment, leader–member exchange, perceived organizational support and organizational trust in reducing turnover intentions of IT professionals.

The results indicate that perceived organizational support fully mediates the relationship between psychological empowerment and turnover intentions, whereas leader–member exchange has a partial mediating effect on this relationship. In addition, results also yield that organizational trust moderates the mediated relationship between psychological empowerment and turnover intentions, in such a way that trust in organization moderates the mediating in effect of perceived organizational support, whereas trust in supervisor moderates the mediating effect of leader–member exchange.

Moreover, Paillé, Grima, and Dufour (2015) adopted SET to study the subject of turnover intention among employees in France. Their study revealed an empirical justification on the impact of perceived organizational support, trust, satisfaction, and commitment influence on turnover intention and organization citizenship behavior is found to have impact toward organization.

### **2.9.2 Supporting Theory: Theory of Planned behavior (TPB)**

Explaining human behavior in all its complexity is a difficult task. For many decades, researchers conducted several studies attempting to understand people's behavior as well people's intention on actual behavior. Therefore, several previous studies used many approaches to predict intentions that are extensively used to study employee's turnover intention. The theory of planned behavior Ajzen (1991), is an extension of the theory of reasoned action. Fishbein and Ajzen (1975), Ajzen and Fishbein (1980) made necessary by the original model's limitations in dealing with behaviors over which people have incomplete volitional control (Ajzen, 1991, p.181). Thus, the extension lies on adding perceived behavioral control.

Theoretically, turnover intention is anchored upon the theory of reasoned action based on beliefs-attitude-behavioral intention model (Fishbein & Ajzen, 1975). The attitude – intention – behavior model posits that one's intention to perform specific behavior is the immediate determinant of behavior. Theory of Reasoned Action is useful in terms of adequate prediction of intention and behavior because it encompasses one's cognitions and judgements (Ajzen, 1991). According to it, behavioral intention tends to predict performance of an act (e.g., quitting an organization), unless intent changes prior to the performance of an act, or unless intention measure corresponds to the behavioral criterion in terms of action, target, context, time frame, and/or specificity.

The fundamental foundation of the Theory of Planned Behavior (TPB) is that people reasonably and methodically make decisions from the accessible information to them (Ajzen, 1991). Based on this theory, intention is the closest factor determining the behavior via rational arrangement of perceptions.

The underlying premise of the Theory of Planned Behavior (TPB) is that individuals make decisions rationally and systematically through information available to them (Ajzen, 1991). According to this theory, intention is the most proximal determinant of behavior and is determined through a logical sequence of cognitions. Intentions, in turn, are proposed to be a function of three independent determinants: (1) the person's attitude, conceptualized as the overall evaluation, either positive or negative, of performing the behavior of interest, (2) the subjective norm, which reflects perceived social pressure to perform or not perform the behavior, and (3) perceived behavioral.

According to the theory, human behavior is guided by three kinds of considerations: beliefs about the likely consequences of the behavior (behavioral beliefs), beliefs about the normative expectations of others (normative beliefs), and beliefs about the presence of factors that may facilitate or impede performance of the behavior (control beliefs). In their respective aggregates, behavioral beliefs produce a favorable or unfavorable attitude toward the behavior; normative beliefs result in perceived social pressure or subjective norm; and control beliefs give rise to perceived behavioral control. In combination, attitude toward the behavior, subjective norm, and perception of behavioral control lead to the formation of a behavioral intention.

### **How Theory of Planned Behavior (TPB) works:**

The TPB, Ajzen (1988, 1991) proposes a model about how human action is guided. It predicts the occurrence of a specific behavior provided that the behavior is intentional.

- **Behavior**

The specific behavior should be wisely defined in terms of its Target, Action, Context and Time (TACT). This guide is about the implementation of the TPB to precise behaviors. It is applicable to use this frame to examine more behaviors (e.g. the actual behavior of an employee leaving the organization), but the compatibility principal should be checked.

- **Intention**

Although there is not a perfect relationship between behavioral intention and actual behavior, intention can be used as a proximal measure of behavior (e.g. the employee's intention to leave the organization). This observation was one of the most important contributions of the TPB model in comparison with previous models of the attitude-behavior relationship. According to the theory, a person's intention is a function of two basic determinants: one personal in nature and the other reflecting social influence. In terms of personal factor, it is the individual's positive and negative evaluation of performing the behavior which can be termed as attitude towards the behavior. In other words it is referred to the person's judgment to perform a good or bad behavior.

- **Attitudes towards the Behavior**

Attitude toward the behavior is a person's overall evaluation of the behavior. It is assumed to have two components which work together: beliefs about consequences of the behavior (behavioral beliefs), and the corresponding positive or negative judgments about each of these features of the behavior (outcome evaluations). It can be approached at many levels, from concern with physiological processes at one extreme to concentration on social institutions at the other.

Social and personality psychologists have tended to focus on an intermediate level, the fully functioning individual whose processing of available information mediates the effects of biological and environmental factors on behavior. Concepts referring to behavioral dispositions, such as social attitude and personality trait, have played an important role in these attempts to predict and explain human behavior (Ajzen, 1988).

Personality trait consists of characteristics that form the individual's attitude which will affect organizational citizenship behavior as well as the employee's intention to leave the organization. Thus the individual will have belief on the consequences of delivering any of the traits of their personality and will evaluate outcomes of delivering any one of it. Thus, TPB is built on a better understanding on the relationship between the employee's personality traits and OCB as well as his behavioral intention to leave.

- **Subjective Norms (about the behavior)**

Subjective norms are the individual's own evaluation of the social pressure to make the interest behavior. It supposed to contain two elements which operate together: normative beliefs (what I think others would want or expect me to do) and motivation to comply (how significant is with me to do what I think others expect). The employee in the process of making decision to leave the organization could be affected by others in the organization like; supervisors, co-workers specially those who are close to him, this can be reflected within the organizational justice, support and learning culture areas, during this process he will try to check their reaction that may affect his decision as well with support or non-support to it. The individual will create belief on what others expect from him to act, and how important to him to do what others want.

These beliefs can be built from the individual's interaction and social relationships with the organization as well as the coworkers and the surrounding environments. Getting support and help from them, receiving fair treatments, been offered with learning and self-development opportunities will make the person to be more linked to his environment and having many close agents inside the organization. In this case, the employee will care much about others expectations from him in terms of performances and behaviors, which will affect his decisions in behaving in a certain way or what behavior should be delivered and what should not be so.. All these elements will give the employee opportunity to judge actions before doing it. These beliefs will come in terms of behavioral intention to leave the organization before it will be converted to actual behavior –left the organization-.

- **Perceived behavioral control**

Perceived behavioral control (PBC) is the third determinant of intention added to the theory of reasoned action (TRA) model by Ajzen (1991). The concept of PBC was added to TRA to explain conditions where individuals do not have complete control over their behavior. According to Ajzen (1991), PBC refers to people's perception of the ease or difficulty of performing the behavior in question. The importance of actual behavioral control is self-evident: The resources and opportunities available to a person must to some extent dictate the likelihood of behavioral achievement of greater psychological interest than actual control, however, is the perception of behavioral control and its impact on intentions and actions. Perceived behavioral control is the extent to which a person feels able to enact the behavior. It has two aspects: how much a person has control over the behavior (control beliefs) and how confident a person feels about being able to perform or not perform the behavior ( influence of control beliefs ).

It is determined by control beliefs about the power of both situational and internal factors to inhibit or facilitate the performing of the behavior. In the current study, among the predictors of turnover intention are perceived organizational support, organizational justice and organizational learning culture. The employee's beliefs control toward behavioral intention to leave is based on his perception of : getting the support from the organization, the perception of the organizational justice implemented ( treated fairly) and the perception of the learning and advancement opportunities provided to the employee, all these reflect the control of the employee over his behavioral intention as well as his actual behavior.

From the other hand in the effect of the predictors mentioned earlier on employee's turnover intention, there are influences of control beliefs of the employee in this intentions, which lies on: the reality and the level of the support from the organization to the employee (high or low, positive or negative), the organizational justice implemented in the organization toward all the employees ( fair or not fair), the culture of the organizational learning ( supportive culture, non-supportive culture, opportunities provided, non- provided). In the same context when the employee reaches a certain level of citizenship toward the organization, he will translate that to behavioral intention to stay or to leave the organization.

Similarly with employee embeddedness, he will decide to stay with the organization only when he is really satisfied and contented with that, based on factors that allowed the employee to control his beliefs towards staying or not leaving. All these aspects accomplish the perceived behavioral control of the employee toward the intention to leave.

The theoretical perspective of TPB has been pervasive in organizational studies and it is often employed to explain employees' attitude behaviors and characters toward their workplaces. For instance, Oluwafemi (2013), employed the perspective of TPB in Nigeria to examine predictive roles of contextual (distributive, procedural and interactional justice) and dispositional variables (conscientiousness, agreeableness and emotional stability) on turnover intention among employees in the oil industry. The results revealed that, Significant negative relationship was found between contextual variables and turnover intention, and between dispositional variables and turnover intention respectively. Moreover, Agoi (2015) applied TPB in Kenya to determine the effect of work engagement on employee turnover intention in public institution. The findings indicted a negative significant effect of dedication and absorption on turnover intention.

## **2.10 Chapter Summary**

This chapter explained the concept of turnover intention and predictors and consequences of employee turnover intention on the organization. Also, it described the relationships among the studied variables. The researcher also reviewed the previous studies conducted on employee turnover intention in various contexts. The chapter has also highlighted the importance of the mediating role of OCB on effects between the relationships of personality traits, perceived organizational support, organizational justice and organizational learning culture and turnover intention, and the importance of the moderation effect of JE the relationship between OCB and TI. In the end of this chapter, the researcher discussed the underpinning theories of the study.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the research method used in this study. It discusses the research framework, the development of the hypotheses, the research design, measurement used in the study, the questionnaire design, population and sampling. In addition this chapter reports the pilot study results, data collection method and proposed statistical techniques used in data analysis.

#### **3.2 Research Framework of the Study**

Based on the critical literature review regarding the managerial as well as the theoretical issues discussed in the previous chapter, the research framework of the study was developed as depicted in Figure 3.1.

In the previous chapter, variables were discussed separately with turnover intention and the relationship between variables was also explained. In other words, the research framework of this study is formed based on the previous literature review that contains the relationships among the variables under investigation. The direct relationships between independent variables and dependent variable have been studied separately. In addition, the relationships between independent variables, mediating variable, moderating variable and dependent variable are also investigated.

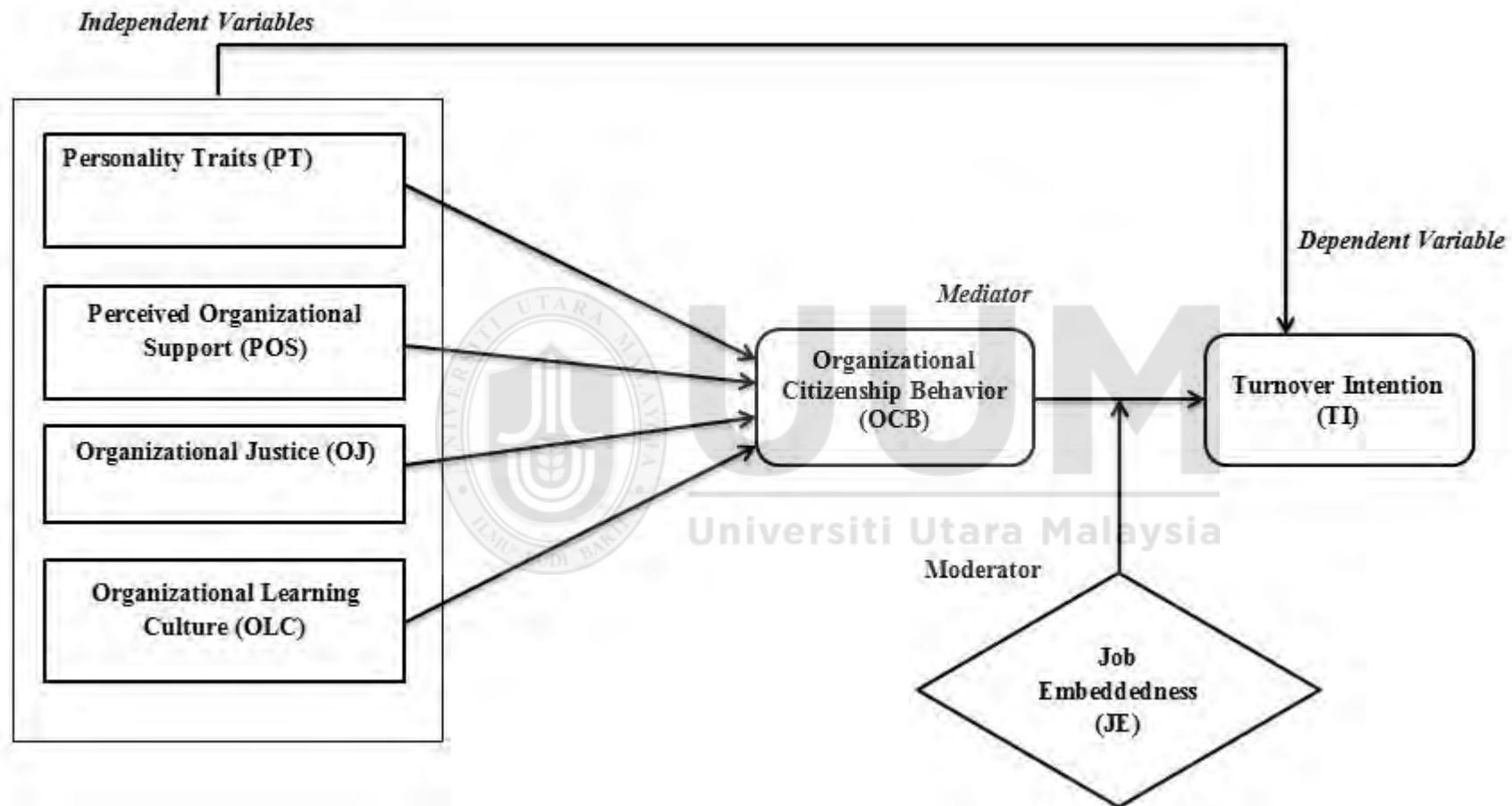


Figure 3.1  
Research Framework

The research framework proposed that personality traits (PT), perceived organizational support (POS), organizational justice (OJ) and organizational learning culture (OLC) as independent variables will directly influence turnover intention (TI) and organizational citizenship behavior (OCB) which in essence will affect employees' turnover intention as dependent variable. Moreover, the framework also proposed that OCB will mediate the relationship between independent and dependent variables. Furthermore the framework proposed that job embeddedness will moderate the relationship between OCB and turnover intention.

### **3.3 Research Design of the study**

Research design has been defined as a master plan specifying the methods and procedures for collecting and analysing the needed information (Zikmund, 2000). This study utilizes quantitative research design to investigate the factors effecting turnover intention among employees working in ICT service sector in Malaysia. Therefore, this study employed a survey questionnaire, because it is the most appropriate way to collect primary data to obtain beliefs, personal and social facts, and attitudes (Kerlinger & Lee, 2000).

According to Lakshman, Sinha, Biswas, Charles, and Arora (2000), quantitative research design is used because it helps the researcher to examine thoroughly the big sample of respondent's opinions about the suggested phenomenon, and consequently the researcher can take a specific perspective of human behavior. The purpose of quantitative research is to test the relationship and the generalization of these results (Neuman, 2014). The data were collected using self-administrated questionnaire. In addition, rather than a longitudinal study, cross-sectional study was suitable to be utilized in this study for the reason of time limitation.

### 3.4 Population and Sampling Technique of the Study

#### 3.4.1 Population of the Study

Population of the study refers to the entire group of people, events or things of interest that the researcher wishes to investigate (Sekaran, 2003). The population of this study is the full-time employees working in the Information and Communication Technology (ICT) service sector in Klang Valley (Malaysia), which includes; W.P Kuala Lumpur, Putrajaya, Selangor. Because this area contains the highest number of employees working in this sector (96%) (see Table 3.1). Therefore the population of this study is 128,859 employees working in the ICT service sector in the Klang Valley area in Malaysia.

Table 3. 1

*Number of employees in ICT service sector breakdown by areas/ regions (Klang Valley & other states)*

Area/ Region	% Employees	Number of Employees
W.P. Kuala Lumpur, Putrajaya	57%	76,958
Selangor	39%	51,901
Total in Klang Valley	<b>96%</b>	<b>128,859</b>
Other states	04%	5,226
<b>Total in Malaysia</b>	<b>100%</b>	<b>134.085</b>

*Source: Malaysian Department of Statistics-2014.*

### **3.4.2 Sample Size**

Determination of sample size is important because practically it is almost impossible to collect data from every element of the population due to high costs, time constraints, and lack of human resources. That is why Sekaran (2003) and Zikmund (2003) argued that the sampling is conducted instead of collecting data from every element of the population. In addition, choosing an appropriate sample from the population is likely to produce more reliable results for the study (Sekaran, 2003). For most research sample size bigger than 30 and less than 500 is appropriate (Sekaran, 2003). Based on the sampling table suggested by Krejcie and Morgan (1970), the number of samples required to represent this population (128,859 employees) is 382.

### **3.4.3 Sampling Technique**

Sampling is that procedural process of selecting items from the population so that the sample main features can be generalized to the overall population (Cavana, Delahaye, & Sekaran, 2001). This study used purposive sampling technique.

The sampling technique is identified and determined based on the nature and the context of the research and the availability of the sources of information that will help to in choosing this particular technique. During the process of collecting information to choose the appropriate sampling technique for this study, the researcher faced many obstacles and difficulties because the limitation of the information sources that can provide the number of employees in the ICT sector and which areas and companies they are working for. The only main strong source that provided accurate information about the full-time employees working in the ICT sector in Malaysia is the department of statistic (Table 3.1).

Purposive sampling (also known as judgmental sampling) is a valuable sampling type for special situations (Neuman, 2014). Purposive sampling is a nonrandom/non-probability sampling in which the researcher uses a wide range of methods to locate all possible cases of a highly specific and difficult-to-reach population (Neuman, 2014; Sekaran, 2003). This sampling technique may sometimes be the best sampling design choice, especially when there is a limited population that can supply the information needed (Sekaran, 2003).

This sampling design involves the choice of subjects who are most advantageously placed or in the best position to provide the information required and calls for special efforts to locate and gain access to the individuals who do have the requisite information. The main reasons of choosing this technique in this study are; for instance, purposive sampling is one of the most cost-effective and time-effective sampling methods available. Purposive sampling may be the only appropriate method available if there are only limited numbers of primary data sources who can contribute to the study (Sekaran, 2003).

There are limited sources providing details and information on employees working in the ICT services sector in Malaysia which show the exact number of employees and in which companies they are working, and every company how many individuals is employing. Therefore, the use of purposive sampling technique in this study is worthy to achieve the research objectives of the study. The only main strong source of information in this study is the Malaysian department of statistics which provided the number of employees working in the ICT service sector (Table 3.1).

The name of well-known ICT companies in Malaysia are obtained from the Universiti Utara Malaysia database (Thomson) as these companies are listed in the Malaysian stock exchange (MLSE) and Kuala Lumpur Stock exchange (KLSE). Rather than applying any other sampling and choosing subjects who may not be available, the researcher use purposive sampling to choose the available participants working in the ICT companies whose availability and attitude are compatible with the study.

### **3.5 Unit of Analysis of the Study**

A unit of analysis is who or what that is being studied in a research. In the social science research, a unit of analysis is an individual, an organization, a social interaction or a group of individual/organization. The unit of analysis in this study is individual. The data were collected from the full-time employees working in the ICT service sector in Klang Valley area in Malaysia.

### **3.6 Measurement of Variables and Instrumentation**

Regardless of demographic factors, all variables in this study were measured using multiple items used in previous researches. The dependent variable in this study is turnover intention, the mediating variable is organizational citizenship behavior, while the moderating variable is job embeddedness, and the independent variables are personality traits, perceived organizational support, organizational justice and organizational learning culture.

### 3.6.1 Turnover Intention Scale

Turnover Intention was measured using seven items adapted from the measurement scale used by Kelloway, Gottlieb, and Barham (1999) and Wayne et al. (1997). Responses were on a 5-points Likert scale where 1 (strongly disagree) to 5 (strongly agree). The operational definition, measurement items and the reliability value of turnover intention are presented in Table 3.2.

Table 3.2

*Operational Definition and Items for Turnover Intention*

Variable & source	Operational Definition	Items & Codes	$\alpha$
Turnover Intention (Kelloway et al., 1999; Wayne et al., 1997)	Turnover intention conceptually defined as a conscious willingness to leave the organization, which includes a thought or idea of leaving, the behavior of searching for a new job, and the behavior of deciding to leave the job. (Tett & Meyer, 1993).	<b>TI1-</b> I am thinking about leaving my organization. <b>TI2-</b> I am planning to look for a new job. <b>TI3-</b> I intend to ask people about new job opportunities. <b>TI4-</b> If I can find a better job I will leave my organization. <b>TI5-</b> I am actively looking for new job outside my organization. <b>TI6-</b> I do not plan to be in this organization any longer. <b>TI7-</b> I am quite sure I will leave my position in the nearest future.	<b>0.89 and 0.93</b>

### 3.6.2 Organizational Citizenship Behavior Scale

The unidimensional or overall construct measurement of OCB have been used by many researchers (Allen & Rush, 1998; Chen et al., 1998; Deckop et al., 1999; Poropat, 2011; Poropat & Jones, 2009; Sharoni et al., 2012).

One of the consequences of viewing citizenship as a unidimensional latent construct is that focusing on different scales for citizenship behavior and performance “would be like interpreting relationships with individual items from a multi-item measure of a unidimensional construct” (LePine et al., 2002, p. 61).

LePine et al. (2002) used multivariate modelling to advance upon the work of Podsakoff et al. (2000), leading to the recognition that for most purposes citizenship performance should be treated as unidimensional. Poropat and Jones (2009) discussed that, although the unidimensional citizenship performance scale was shown to be highly correlated with previously developed measures of citizenship performance, it had a better internal structure and external validity than other scales. Therefore, the unidimensional citizenship performance scale appears to be a valid measure of the latent organizational citizenship behavior construct.

Following the reasoning of the aforementioned researchers, OCB is treated as unidimensional construct. 14 items were adapted from the measurement scale of Williams and Anderson (1991) to measure OCB. This measurement scale was demonstrated to enjoy a wide scale use by different scholars (e.g., Sesen, Cetin, & Basim, 2011; Vigoda-Gadot, 2007), thus, demonstrated the validity of the instrument. Responses were on a 5-points Likert scale where 1 (strongly disagree) to 5 (strongly agree). The operational definition, measurement items and the reliability values of organizational citizenship behavior are presented in Table 3.3.

Table 3.3

*Operational Definition and Items for Organizational Citizenship Behavior*

Variable source	& Operational Definition	Items & Codes	$\alpha$
Organizational Citizenship Behavior. Williams and Anderson (1991)	OCB is defined as employees, willingness to go above and beyond the prescribed roles that they have been assigned (Organ, 1990)	<p><b>OCB1-</b> I help my co-workers who have been absent</p> <p><b>OCB2-</b> I help my co-workers who have heavy workloads</p> <p><b>OCB3-</b> I assist my supervisor with his/her work ( when not asked)</p> <p><b>OCB4-</b> I take time to listen to my co-workers' problems and worries</p> <p><b>OCB5-</b> I go out of my way to help new employees</p> <p><b>OCB6-</b> I take a personal interest in my co-workers</p> <p><b>OCB7-</b> I pass along information to my co-workers</p> <p><b>OCB8-</b> My attendance at work is above the norm</p> <p><b>OCB9-</b> I give advance notice when I am not able to come to work</p> <p><b>OCB10-</b> I only take necessary work breaks</p> <p><b>OCB11-</b> I do not spend a lot of time on my personal concerns at work</p> <p><b>OCB12-</b> I do not complain about insignificant issues at work</p> <p><b>OCB13-</b> I protect organizational property</p> <p><b>OCB14-</b> I obey the informal rules established to maintain order</p>	0.88

### 3.6.3 Job Embeddedness Scale

Job Embeddedness was measured using five items adapted from the global measurement scale developed by (Crossley, Bennett, Jex, & Burnfield, 2007).

The global JE measurement was demonstrated to enjoy a wide scale use by different scholars (Karatepe & Shahriari, 2014; Yang et al., 2011; Zhang et al., 2012) thus, demonstrated the validity of the instrument. Responses were on a 5-points Likert scale where 1 (strongly disagree) to 5 (strongly agree). The operational definition, measurement items and the reliability value of Job Embeddedness are presented in Table 3.4.

Table 3.4  
*Operational Definition and Items for Job Embeddedness*

Variable & source	Operational Definition	Items & Codes	$\alpha$
Job Embeddedness (Crossley et al., 2007)	<b>Job embeddedness</b> has been defined as “the combined forces that keep a person from leaving his or her job” (Yao et al., 2004).	<b>JE1-</b> I feel attached to my organization <b>JE2-</b> It is difficult for me to leave my organization <b>JE3-</b> I am highly engaged with my organization <b>JE4-</b> I simply could not leave my organization <b>JE5-</b> I am strongly connected to my organization	<b>0.88</b>

#### 3.6.4 Personality Traits Scale

To measure personality traits (extraversion, agreeableness, conscientiousness, emotional stability and openness to experience) the researcher used 15 items adapted from Short 15 items Big Five Inventory (BFI-S) used and validated by Lang, John, Lüdtke, Schupp, and Wagner (2011). His scale was based on the developed measurement of John and Srivastava (1999) which has been used by the researcher in this study as guide to adapt the measurement to be appropriate for the respondent in the respective context as well as to achieve the research objectives. Each of the dimensions of the personality was measured using three items.

Lang et al. (2011) stated that “there is a growing need for efficient and short measures of the Big Five personality constructs that fit well with the enormous constraints of the survey context”. The demand for super-short measures is growing, and even researchers using the BFI are asking for a shorter version, for example (Donnellan, Oswald, Baird, & Lucas, 2006; Gosling, Rentfrow, & Swann, 2003; Lang et al., 2011; Rammstedt & John, 2007).

In their research, Lang et al. (2011) generated new evidence that the short scale of big five prove fairly robust across different assessment procedures and they achieved fairly reliable factor structures. Responses were on a 5-points Likert scale where 1 (strongly disagree) to 5 (strongly agree). All questions begin with the statement "I see myself as someone who..." (p.555). The operational definition, measurement items and the reliability value of The Big Five personality traits are presented in Table 3.5.

Table 3.5  
*Operational Definition and Items for Personality Traits*

Variable & source	Operational Definition	Items & Codes	$\alpha$
Personality Traits (Lang et al., 2011)	<b>Extraversion:</b> Implies and energetic approach toward the social and material world and include traits such as sociability, activity, assertiveness, and positive emotionally (John & Srivastava, 1999).	<b>PT01.</b> ...Is energetic and enthusiastic <b>PT02.</b> ...Has an assertive personality <b>PT03.</b> ... Is friendly and sociable	latent factor score test stability coefficients are as: 0.872, 0.851, 0.703, 0.839 and 0.872 respectively for the extraversion, agreeableness, conscientiousness, emotional stability and openness to experience
	<b>Agreeableness:</b> Contrasts a prosocial and communal orientation toward others with antagonism and include traits such as altruism, tender-mindedness, trust, and modesty (John & Srivastava, 1999).	<b>PT04.</b> ...Is helpful and kind with others <b>PT05.</b> ...Is generally trusting others <b>PT06.</b> ... Likes to cooperate with others	

Table 3.5 Continued

<b>Conscientiousness:</b> Describe socially prescribed impulse control that facilitates task and goal-directed behavior such, as thinking before acting, delaying gratification, following norms and rules, and planning, organizing and prioritizing tasks (John & Srivastava, 1999).	<b>PT07.</b> ... Is organized <b>PT08.</b> ... Does things efficient <b>PT09.</b> ... Makes plans and follows up with them
<b>Emotional stability</b> is “predictability and consistency in emotional reactions, with absence of rapid mood changes.” (John & Srivastava, 1999).	<b>PT10.</b> ... Is relaxed, handles stress well <b>PT11.</b> ... Is emotionally stable, not easily upset <b>PT12.</b> ... Remains calm in tense situations
<b>Openness to Experience:</b> The tendency to be open to new aesthetic, cultural, or intellectual experiences. (John & Srivastava, 1999)	<b>PT13.</b> ... Comes up with new ideas <b>PT14.</b> ... Is curious about different things <b>PT15.</b> ... Has an active imagination

### 3.6.5 Perceived Organizational Support Scale

POS was measured using eight items scale that follows the recommendation of Rhoades and Eisenberger (2002, p. 699) who stated “For practical reasons many studies use fewer items. Because the original scale is unidimensional and has high internal reliability, the use of shorter version does not appear problematic” The eight items were based on the high factor loading in the (Eisenberger et al., 1986). Responses were on a 5-points Likert scale where 1 (strongly disagree) to 5 (strongly agree). The operational definition, measurement items and the reliability value of Perceived Organizational Support are presented in Table 3.6.

Table 3.6  
Operational Definition and Items for Perceived Organizational Support

Variable & Source	Operational Definition	Items & Codes	$\alpha$
Perceived Organizational Support (Eisenberger et al., 1986)	Perceived Organizational Support has been conceptualized as employees' general perception of the degree to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986).	<p><b>POS1-</b> My organization values my contribution to its well-being.</p> <p><b>POS2-</b> My organization strongly considers my goals and values.</p> <p><b>POS3-</b> My organization helps me when I have problems.</p> <p><b>POS4-</b> My organization really cares about my well-being.</p> <p><b>POS5-</b> My organization is willing to help me whenever I need it.</p> <p><b>POS6-</b> My organization cares about my general satisfaction at work</p> <p><b>POS7-</b> My organization cares about my opinions.</p> <p><b>POS8-</b> My organization takes pride in my accomplishments at work</p>	.89

### 3.6.6 Organizational Justice Scale

Sharoni et al. (2012) stated that despite the “delineation of the three components of organizational justice, some leading researchers contend that the overall perception of fairness is the factor exerting the largest impact on work attitudes and behavior” (p.271). They treated organizational justice as unidimensional construct following the cognitive of (Ambrose & Schminke, 2009; Cropanzano, Ambrose, & Greenberg, 2001). Following the reasoning of Cropanzano, Ambrose, et al. (2001), Ambrose and Schminke (2009) and Sharoni et al. (2012), this study treated organizational justice as unidimensional construct.

Moreover, researchers contended that an overall measure may better capture the individual's feelings of organizational justice than its dimensions and they argued that only an overall measure is likely to accurately capture the justice experiences of the individual. Organizational justice was measured using 17 items adapted from the measurement scale used by (Niehoff & Moorman, 1993). (Chow et al., 2007). This measurement scale was demonstrated to have a wide scale use by different scholars (e.g.,Chou, Seng-cho, Jiang, & Klein, 2013; Karatepe & Shahriari, 2014; Nadiri & Tanova, 2010; Sharoni et al., 2012) , thus demonstrated the validity of the instrument. Responses were on a 5-points Likert scale where 1 (strongly disagree) to 5 (strongly agree). The operational definition, measurement items and the reliability value of Organizational Justice are presented in Table 3.7.

*Table 3.7*  
*Operational Definition and Items for Organizational Justice Scale*

<b>Variable &amp; Source</b>	<b>Operational Definition</b>	<b>Items &amp; Codes</b>	<b><math>\alpha</math></b>
Organizational Justice (Niehoff & Moorman, 1993)	Organizational justice refers to the employees' perceptions on how fairly their organizations treat them at the workplace (Lim, 2002).	<b>OJ1-</b> I consider my work schedule is fair <b>OJ2-</b> I consider my level of pay is fair <b>OJ3-</b> I consider my workload to be quite fair <b>OJ4-</b> Overall, I consider the rewards I receive here are quite fair <b>OJ5-</b> I consider that my job responsibilities are fair <b>OJ6-</b> My supervisor makes job" decisions in unbiased manner <b>OJ7-</b> My supervisor listens to employee" concerns before making decisions <b>OJ8-</b> My supervisor collect accurate and complete information to make decision	<b>.93</b>

Table 3.7 Continued

	<p><b>OJ9-</b> My supervisor clarifies decisions and provides additional information when requested by employees</p> <p><b>OJ10-</b> All job decisions are applied consistently across all respective employees</p> <p><b>OJ11-</b> Employees are allowed to challenge or appeal job decisions made by the supervisor.</p> <p><b>OJ12-</b> When decisions are made about my job, my supervisor treats me with kindness and consideration.</p> <p><b>OJ13-</b> When decisions are made about my job, my supervisor treats me with respect and truthful manner.</p> <p><b>OJ14-</b> When decisions are made about my job, my supervisor shows concern for my rights and personal needs</p> <p><b>OJ15-</b> Concerning decisions made about my job, my supervisor discuss the implications of the decisions with me</p> <p><b>OJ16-</b> My supervisor offers sufficient justification for decisions made about my job</p> <p><b>OJ17-</b> My supervisor explains very clearly any decision made about my job.</p>
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### 3.6.7 Organizational Learning Culture Scale

Scale regarding OLC was developed by Watkins and Marsick (1997, 2003). Using the same scale the construct was considered valid by (Egan et al., 2004). Later on the scale was shortened up to seven items by (Yang, Watkins, & Marsick, 2004). This scale also was tested by (Islam, Ahmad Ungku, et al., 2013). So, this study adopted the same seven items scale to measure OLC.

Responses were on a 5-points Likert scale where 1 (strongly disagree) to 5 (strongly agree). The operational definition, measurement items and the reliability value of Organizational Learning Culture are presented in Table 3.8.

Table 3.8  
*Operational Definition and Items for Organizational Learning Culture*

Variable & Source	Operational Definition	Items & Codes	$\alpha$
Organizational Learning Culture. (Islam, Ahmad Ungku, et al., 2013)	An organizational learning culture is defined as the cultural orientation possessed by an organization that values and deliberately enhances its learning activities by making efforts to remove barriers, to expand its learning capacity, and to encourage continuous improvement and transformation within the organization in pursuit of a competitive edge (Marsick & Watkins, 2003).	<p><b>OLC01-</b> In my organization, employees are rewarded for learning</p> <p><b>OLC02-</b> In my organization, employees spend time building trust with each other</p> <p><b>OLC03-</b> In my organization, teams/groups revise their thinking as a result of group discussions or information collected</p> <p><b>OLC04-</b> My organization makes its lessons learned available to all employees</p> <p><b>OLC05-</b> My organization recognizes employees for taking initiative</p> <p><b>OLC06-</b> My organization works together with the outside community to meet mutual needs</p> <p><b>OLC07-</b> In my organization, leaders continually look for opportunities to learn</p>	0.84

### 3.7 Questionnaire Design

The development and questionnaire design are the most challenging tasks in survey design (Beins, 2009). Therefore, there are two significant issues in this stage namely questionnaire presentation and content.

The content of the questionnaire should consistently be aligned with the questions and objectives of the study, and supported by experts' rigorous discussion and literature review. In addition to the content of the questionnaire, its presentation and format is also important. Therefore, an effective questionnaire format is reflecting on the issues of the question sequence, the response selection, and the question's wording (Synodinos, 2003). In the present study, series of discussions and consultations were carried out with academicians and practitioners in order to check the content validity of the questions. The questionnaire was revised by four academicians and four practitioners to ensure the content validity and the wording.

The suggestions and the comments given by the academicians and the practitioners (rewording, structure modification,.. etc.) have been considered by the researcher in order to finalize the questionnaire before preceding to the next stage which is pilot study and after that the final data collection. A structured self-administered questionnaire consisting of 79 close ended multiple choice-questions was employed for the survey. The instruments comprise 73 questions related to seven constructs of this study and six questions related to demographic variables. All the questions were prepared in English language as it is generally considered as the medium of instructions and function in the ICT service sector in Malaysia.

As advised by the practitioners that participated in revising the questionnaire, the survey was designed in simple (A4) format with designed introduction explaining the research purposed stated in the first page. It is argued that questionnaire format, physical arrangement of items on the pages and general appearance are important in attracting respondents and success of the study (Creswell, 2013).

Moreover, a well-designed and carefully constructed questionnaire facilitates the collation and analysis of the data collected as well as increasing the response rate (Trochim, 1999). The questionnaire contained the measurements of turnover intention, organizational citizenship behavior, job embeddedness, personality traits, perceived organizational support, organizational justice, organizational learning culture and the demographic information of the respondents. Accordingly, the questionnaire instrument was made up of eight sections as presented in Table 3.9.

Table 3.9  
*Arrangement of Questionnaire*

<b>Questionnaire Sections</b>	<b>Description</b>
<b>Section 01</b>	This section covers seven items about Turnover Intention.
<b>Section 02</b>	This section covers 14 items about Organizational Citizenship Behavior (OCB)
<b>Section 03</b>	This section covers five items about Job Embeddedness (JE)
<b>Section 04</b>	This section covers 15 items about Personality Traits (PT)
<b>Section 05</b>	This section covers eight items about Perceived organizational Support (POS)
<b>Section 06</b>	This section covers 17 items about Organizational Justice (OJ)
<b>Section 07</b>	This section covers seven items about Organizational Learning Culture (OLC)
<b>Section08</b>	This is the last section, it contained 06 questions of the demographic information of the respondents.

### 3.8 Pilot Study

According to Zikmund (1997), the pilot study include the small scale of the sample size that identify the weakness on the questions in term of the precision. It has permitted the researchers to make further improvements for the questions before the distribution for the entire sample size is made. The pilot study test is important for testing the reliability and validity of the measurement.

In addition, it involves respondents from the same pool of the study from which the actual data were collected (Bradburn, Sudman, & Wansink, 2004), but not included in the actual field work. According to Hair, Anderson, Tatham, and Black (2010), the main criteria for selecting previous instrument is the internal consistency that gained through calculation of Cronbach's Alpha reliability coefficients. According to Sekaran (2003), reliability is an indication of stability and consistency with which the instruments measure the concepts and ensures the goodness of the measures. Before distributing the last version of the questionnaire to collect the real data of the study, pre-test evaluation to validate the instruments was conducted through a pilot study. The content validity of the instruments was tested before the pilot study.

A sample size for a pilot study is traditionally smaller consisting of 15 to 30 elements, though can increase substantially depending of peculiarities (Malhotra, 1999). The collected data for the pilot study were from 40 full-time employees working in ICT service sector in Malaysia. According to Hair et al. (2010) reliability is an estimation of the consistency level among multiple measurements of a construct. Therefore, the reliability analysis was conducted in this study to measure the consistency of items of constructs.

According to Sekaran (2003), there are four methods commonly used by many researchers to measure the reliability of constructs, namely, test-retest methods, split half method, alternative form methods, and Cronbach's alpha coefficient method which is commonly used. Therefore, this study followed the mainstream of social science research of using the Cronbach's alpha method to assess the reliability measures for each construct separately.

According to Nunnally (1978) the minimum standards for Cronbach's alpha is 0.7 for exploratory research. In addition, it was argued by Hair et al. (2010) that the minimum acceptable level of Cronbach's alpha is 0.60 for any construct to measure reliability. As illustrated in Table 3.10, the Cronbach Alpha values of the pilot test were ranged from 0.866 to 0.933 which exceeded the minimum standards values recommended in the aforementioned criteria.

Table 3.10  
*Reliability Analysis of Pilot study*

<b>Construct</b>	<b>No of Items</b>	<b>Cronbach's Alpha</b>
Turnover intention	7	0.866
Organizational Citizenship Behavior	14	0.870
Job Embeddedness	5	0.907
Personality Traits	15	0.877
Perceived Organizational Support	8	0.933
Organizational Justice	17	0.928
Organizational Learning Culture	7	0.903

### 3.9 Data Collection Method

Using a cross-sectional study design, this study employed a field study design. Cross-sectional study involves gathering the data for a particular study only once or at one point in time to meet the research objectives (Cavana et al., 2001). Cross-sectional survey method was chosen for this study to avoid the long-time consumption that characterizes longitudinal research (Sekaran, 2003). Questionnaire was used as the main data collection technique for this study. Questionnaire technique, which involves asking individuals specific behaviors, is commonly used in social science research (Sekaran, 2003).

After finalizing the questionnaire, the researchers collected information about the target companies to be visited for collecting data from the employees. The address, emails, contact numbers were gathered before starting the data collection. The study's questionnaire contains total of 79 questions. In order to achieve high response rate the research distributed the twofold amount of sample size ( $382 \times 2 = 764$ ) (Gregg, 2008; Hair, Wolfinbarger, Ortinau, & Bush, 2008). Following self-administration approach, total of 764 questionnaires have been distributed by the researcher to the targeted respondents in the ICT services companies in Malaysia. The researcher distributed the printed copies questionnaires personally to the respective departments in the companies which in their role to facilitate the distribution of the questionnaire to the targeted employees to the targeted employees.

The researcher got in advance the official letter/ permission from the Othman Yeop Abdullah Graduate School of business- Universiti Utara Malaysia to facilitate the process of data collection to be official. Prior going to the companies for distributing the questionnaires to the targeted employees, the researchers have contacted the companies' respective departments (Human Resource and Corporate Communication Department) through emails. The emails consist of a brief explanation on the research objectives of the study along with the attached copy of the questionnaire and data collection letter. The researcher distributed the questionnaire to the ICT services companies whose availability and attitude are compatible with the study (See Appendix C). During the data collection process, the researcher approached the human resource managers or/and assistant managers to get their assistance in briefing the respondents. Additionally, the researcher kept following-up using physical contact/visit and telephone calls to ensure the robust and timely collection of the distributed questionnaires. The respondents have been given enough time to fill up the questionnaires.

The data collection process started in January, 2016 and completed in June 2016. Due to the sensitive and confidential nature of the study, the data collection process was difficult as the researcher faced enormous obstacles and negative feedback from various companies in approaching target respondents and convincing them to participate in the survey. Further, the researcher approached those companies which their employees were willing to take part in the field study.

### **3.10 Data Analysis Techniques**

After completing data collection, both descriptive and inferential statistics were employed as techniques of data analysis. With the intention of examining the hypotheses of the constructs established on the foundation of literature review several analyses techniques have been used. The data in this study were analyzed using the Statistical Package of Social Sciences (SPSS) version 23 and the Smart PLS 3.0. The methods of data analysis are selected based on the research questions and the variable characteristics (Byrne, 2001; Kamariah, 2007). The structural equation modeling (SEM) approach has been adopted for the data analysis of the current study.

The SEM approach is extensively discussed amongst quantitative scholars by way of an effective tool for analyzing multifaceted relationships between variables (Fox, 2006; Kenny & McCoach, 2003; Reisinger & Mavondo, 2007). Structural equations models have been demonstrated to be superior models to perform estimations better than regressions for assessing mediation and moderation effect (Brown, 1997; Iacobucci, Saldanha, & Deng, 2007; Mattanah, Hancock, & Brand, 2004; Preacher & Hayes, 2004).

Specifically, PLS (Partial Least Squares) software was used for the data analysis and presentation of the results of the model of this study due to its ability of flexibly develop, validate and estimate large complex models. PLS-SEM technique is called a second generation structural equation modelling (Wold, 1982). The relatively new technique works well with structural equation models that contain latent variables and a series of cause-and-effect relationships (Gustafsson & Johnson, 2004). This study uses the PLS technique because of the following reasons:

1. PLS path modeling becomes more appropriate for real world applications and more advantageous to use when models are complex (Fornell & Bookstein, 1982; Hulland, 1999). The soft modeling assumptions of PLS technique (i.e. ability to flexibly develop and validate complex models) gives it the advantage of estimating large complex models (Akter et al., 2011).
2. Structural equations models have been demonstrated to be superior models to perform estimations better than regressions for assessing mediation (Iacobucci, Saldanha, & Deng, 2007; Preacher & Hayes, 2004).
3. SEM offers more meaningful and valid results, while other methods of analysis such as software package used for statistical analysis (SPSS) often result in less clear conclusions and would require several separate analyses.
4. In most social science studies, data tend to have normality problem (Osborne, 2010) and PLS path modeling does not necessarily require data to be normal (Chin, 1998a). In other words, PLS treats non-normal data relatively well.

By and large, PLS path modeling was selected for this study to help avoid any normality problem that might arise in the course of data analysis for the current study. In addition, Tabachnick and Fidel (2007) state that SEM is one of the most powerful statistical tools in social and behavioral sciences that have the ability of testing several relationships simultaneously. Regarding this study, Smart PLS path modeling was used to establish measurement and structural models. Measurement model was used to explain or assess constructs' reliability and validity of the current study. Secondly, structural model was used to conduct bivariate correlation analysis and simultaneous regressions analyses to establish correlations, and relationship effects among constructs under investigation.

### **3.11 Chapter Summary**

This chapter has thoroughly described the research methodology of the study which includes explanation of the research framework, the development of hypotheses, the research design, population and sampling technique, unit of analysis, measurement of variables and instrumentation, questionnaire design, data collection method. It has also described the process of checking the reliability of the construct instruments based on the pilot study conducted prior to actual study and finally the analysis technique used in the study was discussed in this chapter.

## **CHAPTER FOUR**

### **ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

This chapter described the procedure that the researcher followed to analyze the data and the justification for using the particular analysis technique. First of all, the returned questionnaires were checked for incomplete or straight-line responses, and then keyed into SPSS.23 data editor. These screenings are in line with procedures recommended in a number of texts such as Kumar, Talib, and Ramayah (2013). Data were then checked for missing values, normality and multicollinearity.

Demographic characteristics of the data were obtained through descriptive statistics, to help describe the composition of respondents. The model was assessed in two stages, measurement and structural models, as suggested in various literature, for example (Hair, Hult, Ringle, & Sarstedt, 2014; Henseler & Chin, 2010). Based on the criteria of Fornell and Larcker (1981), Gefen, Straub, and Boudreau (2000), Bagozzi and Yi (1988), the measurement model was assessed using convergent and discriminant validity, composite reliability and Average Variance Extracted (AVE).

Hypothesis was tested for direct, mediating and moderating paths and using bootstrapping procedure as described in Hair Jr et al. (2014). While the structural model was assessed using coefficient of determination ( $R^2$ ), effect sizes ( $f^2$ ), predictive relevance ( $Q^2$ ) based on Chin (1998), Cohen (1988) and Fornell and Cha (1994) criteria respectively. Finally, the goodness of fit of the model was calculated according to the formula of Wetzels, Odekerken-Schröder, and Van Oppen (2009).

## 4.2 Response Rate

In this study, a total of 764 questionnaires were distributed to the full-time employees working in the ICT services companies in Klang Valley area in Malaysia. The researcher distributed the printed copies questionnaires personally to the respective departments in the companies which in their role to facilitate the distribution of the questionnaire to the targeted employees to the targeted employees. Therefore, the outcome of this attempt yielded 421 returned questionnaires out of 764 that were distributed to the target respondents. This gives a response rate of 55%. Out of 421 questionnaires, 44 were unusable because significant parts of those questionnaires were not completed by the participants; and the remaining 377 completed questionnaires were used for further analysis. This accounted for 49% valid response rate. Therefore, response rate of 49% is considered adequate for the analysis in this study as (Sekaran, 2003) suggested that a response rate of 30% is sufficient for surveys (see Table 4.1).

Table 4.1  
*Response Rate of the Questionnaire*

Item	Frequency	Percentage %
Distributed questionnaire	764	100
Returned questionnaires	421	55
Unusable questionnaires	44	5.5
Useable questionnaires	377	49

## 4.3 Data Preparation and Screening

Initial data screening is very crucial in any multivariate analysis because it helps researchers to identify any possible violations of the key assumptions regarding the application of multivariate techniques of data analysis (Hair et al., 2010).

Additionally, initial data screening helps researchers to better understand the data collected for further analysis. Statistical Package for Social sciences (SPSS) version 23 was used for coding and data entry. Initially, each element has been specified with a serial number to assist in identifying outliers easily. All items in the survey are labeled with names. Then the demographic variables are labeled accordingly, while entire items in the survey are labeled with names. such as; turnover intention items are labeled as TI1-TI7, job embeddedness items are labeled as JE1-JE5, organizational citizenship behavior items are labeled as OCB1-OCB14, personality traits items are labeled as PT1-PT15, perceived organizational support items are labeled as POS1-POS8, organizational justice items are labeled as OJ1-OJ17, organizational learning culture items are labeled as OLC1-OLC7.

Subsequent to data coding and entry, the following preliminary data analyses were performed: missing value analysis, normality test, multicollinearity test, non-response bias, common method variance and descriptive analysis (Hair et al., 2010; Tabachnick & Fidel, 2007).

#### **4.3.1 Analysis of Missing Values**

Any kind of analysis technique does not endure data with missing values (Hair et al., 2010). Cohen and Cohen (1983) further claimed that missing values could be problematic, if they exceed a total value of 10 percent of the data. However, no missing value was detected in any of the variables of the study as well as in demographic information.

#### 4.3.2 Normality Test

According to Gravetter and Wallnau (2007), normality refers to symmetrical, bell-shaped curve, which has the greatest frequency of scores in the middle with smaller frequencies towards the extremes . Most statistical test requires that data is normally distributed, particularly covariance based structural equation modelling (Chin, Marcolin, & Newsted, 2003; Hair, Money, Samouel, & Page, 2007). Although PLS-SEM does not require data to be normally distributed, it is important to assess and be acquainted with the distribution of the data prior to inferential statistics (Hair, Money, et al., 2007) .

Hair Jr et al. (2014) recommended that normality should be tested using Kolmogorov-Smirnov and Shapiro-Wilks, Skewness and Kurtosis tests. The two statistical approaches were adopted in this study to assess the distribution of the data. For skewness and kurtosis, a data is not normally distributed, if the z-value exceeded  $\pm 2.58$  (Hair, Money, et al., 2007). The **z-score** is calculated by dividing the skewness and kurtosis statistics by the standard error (Pallant, 2011). Therefore these values were extracted from the SPSS Explore menu output.

Table 4.2 revealed that the z-values for almost all the variables (un-bolded) exceeded the benchmark, thereby indicating the data have departed from normality. Similarly, the Kolmogorov-Smirnov and Shapiro-Wilks Statistics was adapted. Result of the test in Table 4.3 indicated that all the variables are significant at  $<0.001$ , an indication of violation of normality assumption. Finally, the graphical plots were observed and all have showed that the data is not normally distributed.

Therefore based on the aforementioned examination of the data distribution, it is concluded that the data for this study is not normally distributed, hence providing further justification for the use of PL-SEM in this study as discussed in chapter three.

Table 4.2  
*Skewness and Kurtosis Statistics*

	N	Mean	SD	Skewness			Kurtosis		
				Statistic	SE	Z-Value	Statistic	SD	Z-Value
<b>TI</b>	377	2.823	0.907	0.073	0.13	<b>0.581</b>	-0.319	0.25	<b>-1.272</b>
<b>OCB</b>	377	3.636	0.540	-0.495	0.13	-3.939	1.07	0.25	4.27
<b>JE</b>	377	3.445	0.721	-0.215	0.13	<b>-1.708</b>	0.3	0.25	<b>1.197</b>
<b>PT</b>	377	3.730	0.525	-0.071	0.13	<b>-0.566</b>	0.303	0.25	<b>1.207</b>
<b>POS</b>	377	3.511	0.606	-0.494	0.13	-3.931	0.977	0.25	3.897
<b>OJ</b>	377	3.562	0.553	-0.629	0.13	-5.009	1.149	0.25	4.585
<b>OLC</b>	377	3.520	0.643	-0.594	0.13	-4.727	0.671	0.25	2.675
Valid N	377								

Table 4.3  
*Kolmogorov-Smirnova and Shapiro-Wilk Statistics*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
<b>TI</b>	0.073	377	0.000	0.983	377	0.000
<b>OCB</b>	0.115	377	0.000	0.962	377	0.000
<b>JE</b>	0.123	377	0.000	0.963	377	0.000
<b>PT</b>	0.12	377	0.000	0.981	377	0.000
<b>POS</b>	0.133	377	0.000	0.956	377	0.000
<b>OJ</b>	0.105	377	0.000	0.958	377	0.000
<b>OLC</b>	0.135	377	0.000	0.954	377	0.000

a. Lilliefors Significance Correction

### 4.3.3 Multicollinearity Test

Hair et al. (2010) defines multicollinearity as the relationship between multiple independent variables. However, the ideal situation is that high linear correlation holds between the independent and dependent variable, whereas little correlation is anticipated between the independent variables. In multiple regression analyses such as SEM, the independent variables are assumed not to be linearly related.

Because the higher the linear multicollinearity, the more interpretation of relationships becomes difficult. Thus determining the influence of each predictor variable on the outcome variable is vague, because of the compounded inter-predictor relationships (Hair et al., 2010). Furthermore, Field (2013) and Tabachnick and Fidel (2007) argued that, with the presence of multicollinearity, the size of path coefficients (beta) decreases, while the standard error increases, therefore reduce the statistical significance (t-value).

Based on the above discussion, it is evident that multicollinearity poses a potentially untrustworthy results and conclusion. In order to detect if multicollinearity exist in the data, first of all it is suggested that inter construct correlation matrix be examined if there are any two predictor variables that are highly correlated (Hair et al., 2010; Tabachnick & Fidel, 2007). They recommended a benchmark of  $>0.9$  as yardstick that suggests there is multicollinearity.

The correlation matrix in Table 4.4 showed no inter-predictor correlation that is up to the threshold value. In fact, the highest correlation is 0.645 between organizational justice (OJ) and organizational learning culture (OLC). Secondly, Hair, Money, et al. (2007) further recommended the examination of tolerance values and variance inflated factor (VIF).

The threshold values that suggested a serious multicollinearity are  $<0.10$  and  $>10$  for tolerance values and VIF respectively (Amoroso & Cheney, 1991; Hair et al., 2010). As provided in SPSS, the collinearity diagnostic was run. Accordingly, there is no indication of presence of multicollinearity as the lowest tolerance value is 0.492, while the highest VIF is 2.033 as evidence in Table 4.5.

Table 4.4  
*Correlation Matrix*

		TI	OCB	JE	PT	POS	OJ	OLC
<b>TI</b>	Pearson Correlation	1						
	Sig. (1-tailed)							
<b>OCB</b>	Pearson Correlation	0.055	1					
	Sig. (1-tailed)	0.144						
<b>JE</b>	Pearson Correlation	-.312**	.380**	1				
	Sig. (1-tailed)	0.000	0.000					
<b>PT</b>	Pearson Correlation	0.084	.564**	.288**	1			
	Sig. (1-tailed)	0.052	0.000	0.000				
<b>POS</b>	Pearson Correlation	-.285**	.324**	.538**	.267**	1		
	Sig. (1-tailed)	0.000	0.000	0.000	0.000			
<b>OJ</b>	Pearson Correlation	-.239**	.297**	.482**	.225**	.597**	1	
	Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.000		
<b>OLC</b>	Pearson Correlation	-.208**	.262**	.447**	.234**	.579**	.645**	1
	N	377	377	377	377	377	377	377

\*\* Correlation is significant at the 0.01 level (01-tailed)

Table 4.5  
*Regression Analysis*

		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Model 1	(Constant)	3.543	0.390		9.078	0.000		
	OCB	0.277	0.100	0.165	2.764	0.006	0.622	1.608
	JE	-0.352	0.075	-0.280	-4.702	0.000	0.626	1.596
	PT	0.236	0.099	0.137	2.377	0.018	0.671	1.491
	POS	-0.262	0.098	-0.175	-2.672	0.008	0.516	1.937
	OJ	-0.121	0.110	-0.074	-1.099	0.272	0.492	2.033
	OLC	-0.013	0.092	-0.009	-0.136	0.892	0.518	1.929
a. Dependent Variable: TI								

#### 4.3.4 Test of Non-Response Bias

This study employed a survey questionnaire as a tool of data collection. However, the questionnaire was self-administrated but it was necessary to conduct the non-response bias for some reasons. For the purpose of assessing the non-response bias, T-test was conducted to compare the waves of response of the early and late responses for the variables of the study. Based on the suggestions of Armstrong and Overton (1977) and Kannan, Tan, Handfield, and Ghosh (1999), if there is a difference between the early and late responses were found to be significant, they may refer to the underlying differences between non-respondents and respondents.

To test the non-response bias, T-test has been carried out between the 335 early respondents and the 42 late respondents. In addition, all the constructs of the study were taken into consideration. Before examining the equality of the means across the early and late responses, the levene"s test of equality of variances was examined. The results confirmed that the variances are homogeneous across the two groups at the 0.01 level of significance.

The next step was to examine the equality of the means across the two group through all the variables of the study. The results in Table 4.6 showed that there were no significant differences between the early and late respondents for all the variables since the equality of the mean responses of both groups were supported at the 0.01 level of significance.

Table 4. 6  
*T-test Results for Non-Response Bias*

Construct	Response	Leven's Test of Equality Variance		t-test for Equality of Means	
		F Value	Sig.	t -Value	Sig. (1-tailed)
<b>TI</b>	Early	1.628	0.203	-1.499	0.135
	Late			-1.389	0.171
<b>OCB</b>	Early	1.257	0.263	-1.938	0.053
	Late			-2.052	0.045
<b>JE</b>	Early	0.685	0.408	0.243	0.808
	Late			0.212	0.833
<b>PT</b>	Early	0.129	0.720	-1.629	0.104
	Late			-1.637	0.108
<b>POS</b>	Early	0.100	0.751	0.596	0.552
	Late			0.543	0.589
<b>OJ</b>	Early	3.513	0.062	-0.376	0.707
	Late			-0.313	0.755
<b>OLC</b>	Early	0.081	0.777	-0.373	0.709
	Late			-0.368	0.714

#### 4.3.5 Common Method Variance Test

Common method variance (CMV), also known to as common-method bias, refers to “variance that is attributable to the measurement method rather than to the construct of interest” (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003, p. 897) . The present study adopted several procedural remedies to minimize the effects of CMV (MacKenzie & Podsakoff, 2012; Podsakoff et al., 2003; Podsakoff, MacKenzie, & Podsakoff, 2012).

First, to reduce evaluation apprehension, the participants were informed that there is no right or wrong answer to the items in the questionnaire and they were also given an assurance that their answers were confidential throughout the research process. Second, improving scale items was also used to reduce method biases in the present study. This was achieved by avoiding vague concepts in the questionnaire and when such concepts were used, simple examples were provided. To further improve scale items, all questions in the survey were written in a simple, specific and concise language. In this study, data were collected from different level of respondents for all variables of the study.

As stated by Avolio, Yammarino, and Bass (1991), the common method bias might be a genuine problematic issue in investigating the relations between the attitudinal or psychological data gathered from a single source at one time. In fact, this might not a subject matter in this study since data has been collected from various levels of employees and in deferent periods of time. To check for the magnitude of common method bias in the data, Podsakoff et al. (2003) suggested scale reordering measure, correlation procedure and Harman's single-factor test among other remedial approaches prejudices the respondents answers.

Similarly, Bagozzi, Yi, and Phillips (1991) argued that a very high inter-construct correlation of 0.90 causes common method bias. Interestingly, the correlation matrix in Table 4.4 there is no evidence of any two constructs being highly correlated. The highest correlation among the construct was between organizational justice and organizational learning culture which is 0.645. The Harman's single-factor test was also conducted in SPSS 23, by loading all indicators as a single factor.

Therefore all the measurement items were subjected to un-rotated principle component factor analysis. In this case, if one factor distinctively explained majority of the variance, then common method bias becomes problematic (Podsakoff & Organ, 1986). Accordingly, there is also no evidence of method bias, as all the eleven factors extracted have an eigenvalues more than 1.0. In the same way, and also first factor explains only 27.671 percent of the total variance which is less than 50 percent (See Appendix D).

#### 4.4 Descriptive Statistical Analysis

Descriptive statistical analysis designates the respondents' demographic background who contributed in the current study. Individuals' characteristics of the respondents, for instance; gender, age, marital status, position, qualification and working experience are specified in the Table 4.7.

Table 4.7  
*Demographic Analysis*

<b>Demographics</b>		<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid Percentage</b>
<b>Gender</b>	Valid	Male	185	49.1	49.1
		Female	192	50.9	50.9
		Total	377	100	100
<b>Age</b>	Valid	30 an Less	163	43.2	43.2
		31-40	141	37.4	37.4
		41-50	52	13.8	13.8
		Above 50	21	5.6	5.6
		Total	377	100	100
<b>Marital Status</b>	Valid	Single	171	45.4	45.4
		Married	206	54.6	54.6
		Total	377	100	100

Table 4.7 Continued

<b>Position</b>	Valid	Executive	152	40.3	40.3
		Non-executive	80	21.2	21.2
		Officer	21	5.6	5.6
		Manager	68	18	18
		Assistant Manager	47	12.5	12.5
		Supervisor	9	2.4	2.4
		Total	377	100	100
<b>Qualification</b>	Valid	PhD	1	0.3	0.3
		Master	53	14.1	14.1
		Bachelor	252	66.8	66.8
		Diploma/SPM	71	18.8	18.8
		Total	377	100	100
<b>Working Experience</b>	Valid	Less than 01 year	31	8.2	8.2
		01-05 Years	150	39.8	39.8
		06-10 Years	102	27.1	27.1
		Above 10 Years	94	24.9	24.9
		Total	377	100	100

As we can observe in Table 4.7 the male constitutes 49.1 percent while the female 50.8 which indicate that there is balance of gender in the ICT sector in Malaysia. 43.2 percent of the respondents are less than 30 years old which constitutes the majority, 37.4 percent are aged between 31 and 40 years old, those who are aged between 41 and 50 constitutes 13.8 percent while those above 50 years old constitutes 5.6 percent. 45.4 percent of the respondents are single while 54.6 percent are married.

The designations statues of the respondents show that 40.3 percent are executive, 21.2 percent are non-executives, the managers constitutes 18 percent and the assistant managers are 12.5 percent, while the officers and supervisors showed the percentage of 5.6 and 2.4 respectively. The academic qualification of the respondents demonstrated that the majority are bachelor degree holders at 66.8 percent, followed by the diploma/SPM holders at 18.8 percent, the master holders constitutes 14.1 percent, while there is a very few one PhD holders which indicates 0.3 percent. The working experience frequencies of the respondents indicate that the majority have working experience of 01 to 05 years, followed by those who have working experience between 06 to 10 years at 27.1 percent, and above 10 years at 24.9 percent while those who have less than one 01 year constitutes 8.2 percent.

#### **4.5 Assessment of Measurement Model (Outer Model)**

In PLS-SEM there are two steps to assess any model, such as; the measurement model and the structural model (Hair, Sarstedt, Ringle, & Mena, 2012; Henseler, Ringle, & Sinkovics, 2009), similarly to covariance-based structural equation modeling (CB-SEM), the Goodness-of-Fit (GoF) and the Goodness-of-Measure (GoM) assessments (Hair, Tatham, Anderson, & Black, 2007). Measurement model which is also acknowledged by means of outer model, is a structural correlations among latent variables and their indicators (Anderson & Gerbing, 1988; Tabachnick & Fidel, 2007). Henseler et al. (2009) proposed that outer model can be measured through convergent and discriminant validities using the values of composite reliability (CR) and average variance extracted (AVE). Moreover, the indicators' reliability has been assessed by outer-loadings and cross-loadings.

All of these measurement techniques have been assessed grounded on some particular threshold values established by various scholars, for instance (Fornell & Larcker, 1981; Hair et al., 2010; Hair Jr et al., 2014; Henseler et al., 2009). The discussions of respective assessment are provided under each sub-heading and the results tables are presented where necessary.

#### **4.5.1 First-Order and Second-Order Analysis**

In some instances, the constructs that researchers wish to examine are complex. Thus, far, the researchers (Hair Jr et al., 2014) dealt with first- order components in which they consider a single layer of constructs. However, constructs can also be operationalized at higher levels of abstraction. High- order models or Hierarchical component models (HCM) most often involve testing second- order structures that contain two layers of components. The researcher followed the method suggested in the literature in PLS which is the repeated indicator approach to model the second order factors in the PLS analysis (Amin, Thurasamy, Aldakhil, & Kaswuri, 2016; Ringle, Sarstedt, & Straub, 2012; Wetzels et al., 2009; Wilson, Henseler, Thyne, & Deans, 2007).

The repeated indicators suggested originally by Wold (1982), is the most popular approach when estimating higher order constructs with PLS (Ringle et al., 2012; Wilson et al., 2007; Zhang, Li, & Sun, 2006). Reinartz and Hoyer (2003, p. 19) stated that “A second order factor is directly measured by observed variables for all the first order factors. While this approach repeats the number of manifest variables used, the model can be estimated by the standard PLS algorithm”. The manifest indicators are repeated to also represent the higher order construct.

Based on the literature of PLS analysis, as cited in Hair Jr et al. (2014, p. 231) there are four types of second order analysis (Ringle et al., 2012); reflective- reflective, reflective formative, formative- reflective and formative –formative. The researchers in this study have chosen reflective-reflective type in treating personality traits as this type considered to be appropriate according to the measurement of the construct. In this study personality traits can be defined at different levels of abstraction. Specifically, personality traits can be represented by numerous first- order components that capture separate traits of personality (extroversion, agreeableness, consciousness, emotional stability and openness to experience).

These first-order components form the more abstract second-order components personality as shown in Figure 4.1. Personality traits construct was measured by fifteen items through other layer of five latent constructs namely EXT, AGR, CONS, ES and OE. Each of these latent construct was measured by three items. Instead of modelling the traits of personality as drivers of the respondents' overall personality on a single construct layer, higher- order modelling involves summarizing the lower-order (LOCs) into a single multidimensional higher- order component (HOC). This modelling approach reduces model complexity (Hair Jr et al., 2014).

#### **4.5.2 Indicator Reliability**

In order to obtain the loading of the indicators, cross-loadings, composite reliability and AVE, the standard PLS algorithm were calculated (Figure 4.1) in Smart PLS software 3.0 (Ringle, Wende, & Becker, 2015).

Conventionally, the value for individual item loading should be greater than 0.70 (Hair, Ringle, & Sarstedt, 2011; Henseler et al., 2009), however, Hulland (1999) offered a cut-off point of 0.4; that any indicator with outer loading less than 0.4 should be removed from the measurement model.

Similarly, Hair Jr et al. (2014, p. 103) posited that “indicators with outer loadings between 0.40 and 0.70 should be considered for removal from the scale only when deleting the indicator leads to an increase in the composite reliability or the average variance extracted above the suggested threshold value”.

See Convergent Validity section for the acceptable threshold value of composite reliability and AVE. For the first time the PLS algorithm was calculated, there were items that loaded poor values, for example OCB6 (0.517) which was deleted base on the criteria mentioned earlier. Further deletion included OCB7 (0.649) which led to increase the composite reliability and the average variance extracted of organizational citizenship behavior. Furthermore, one item which is OJ2 (0.642) has been deleted in order to increase the composite reliability and the average variance extracted values of the construct.

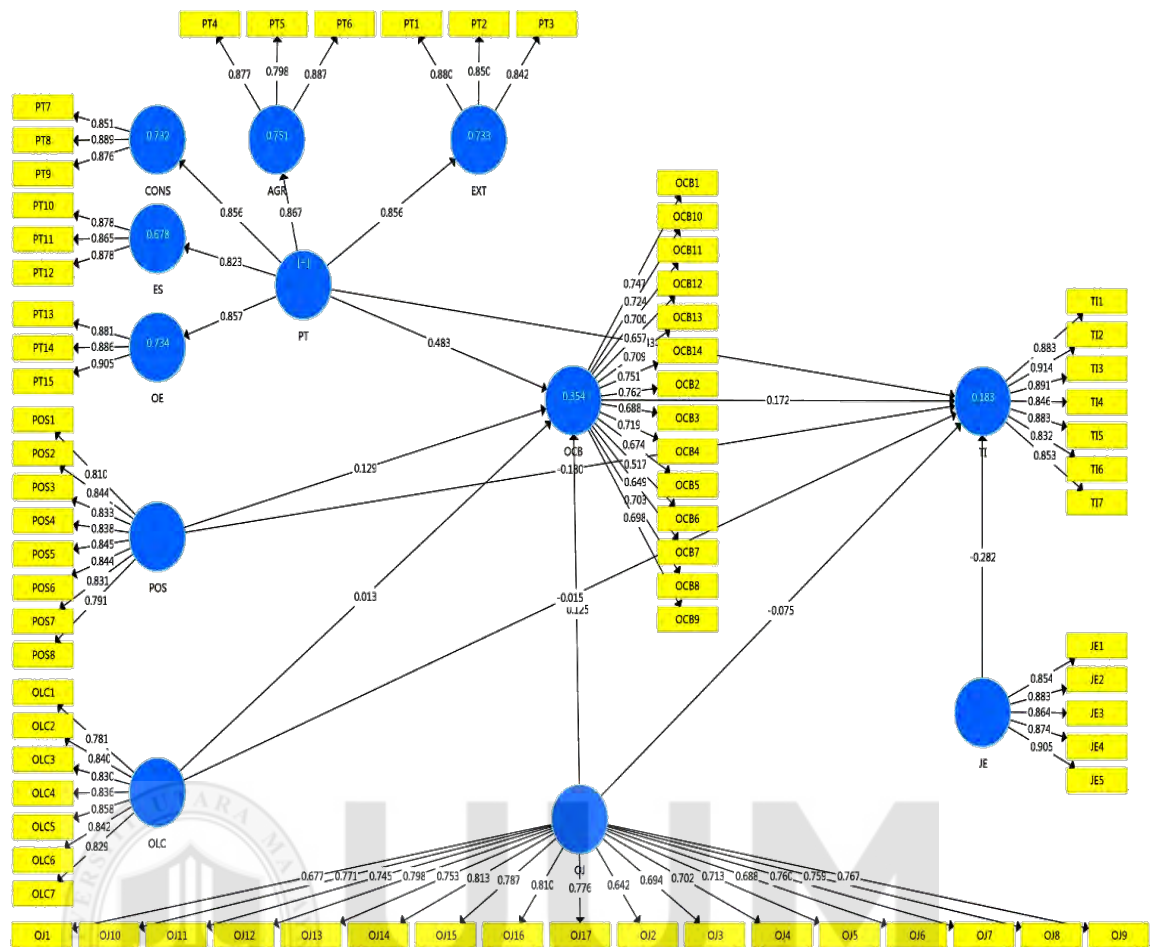


Figure 4.1  
Initial Measurement Model (PLS Algorithm)

Table 4.8

*Factor Loadings and Cross loadings*

Construct	Indicators	JE	OCB	OJ	OLC	POS	PT	EXT	AGR	CONS	ES	OE	TI
<b>JE</b>	<b>JE1</b>	<b>0.854</b>	0.431	0.438	0.390	0.449	0.264	0.204	0.221	0.251	0.219	0.227	-0.261
	<b>JE2</b>	<b>0.883</b>	0.332	0.379	0.370	0.416	0.245	0.174	0.179	0.237	0.250	0.203	-0.288
	<b>JE3</b>	<b>0.864</b>	0.384	0.404	0.401	0.437	0.305	0.257	0.238	0.254	0.258	0.289	-0.259
	<b>JE4</b>	<b>0.874</b>	0.295	0.405	0.373	0.509	0.205	0.151	0.129	0.188	0.210	0.196	-0.281
	<b>JE5</b>	<b>0.905</b>	0.343	0.456	0.429	0.563	0.241	0.178	0.140	0.218	0.242	0.247	-0.284
<b>OCB</b>	<b>OCB1</b>	0.269	<b>0.756</b>	0.161	0.158	0.198	0.425	0.411	0.362	0.385	0.303	0.347	0.069
	<b>OCB2</b>	0.340	<b>0.772</b>	0.246	0.239	0.291	0.438	0.417	0.385	0.368	0.327	0.367	0.038
	<b>OCB3</b>	0.439	<b>0.691</b>	0.264	0.290	0.369	0.346	0.331	0.301	0.288	0.251	0.301	-0.040
	<b>OCB4</b>	0.281	<b>0.718</b>	0.237	0.148	0.211	0.384	0.337	0.356	0.313	0.270	0.358	0.025
	<b>OCB5</b>	0.208	<b>0.662</b>	0.244	0.168	0.202	0.395	0.365	0.352	0.314	0.307	0.342	0.073
	<b>OCB8</b>	0.280	<b>0.695</b>	0.209	0.233	0.241	0.377	0.398	0.337	0.353	0.247	0.269	0.026
	<b>OCB9</b>	0.198	<b>0.708</b>	0.184	0.148	0.131	0.396	0.344	0.389	0.339	0.264	0.346	0.061
	<b>OCB10</b>	0.272	<b>0.737</b>	0.270	0.171	0.227	0.424	0.369	0.389	0.406	0.290	0.347	0.061
	<b>OCB11</b>	0.344	<b>0.711</b>	0.267	0.237	0.308	0.343	0.308	0.303	0.326	0.225	0.296	-0.010
	<b>OCB12</b>	0.247	<b>0.642</b>	0.293	0.244	0.220	0.351	0.265	0.267	0.323	0.339	0.301	0.023
	<b>OCB13</b>	0.269	<b>0.727</b>	0.218	0.222	0.267	0.376	0.364	0.401	0.332	0.224	0.279	0.030
	<b>OCB14</b>	0.324	<b>0.764</b>	0.264	0.235	0.283	0.435	0.383	0.402	0.412	0.317	0.337	0.039
<b>OJ</b>	<b>OJ1</b>	0.329	0.321	<b>0.665</b>	0.496	0.376	0.251	0.230	0.222	0.207	0.225	0.187	-0.162
	<b>OJ3</b>	0.285	0.192	<b>0.673</b>	0.462	0.400	0.121	0.107	0.081	0.107	0.121	0.098	-0.230
	<b>OJ4</b>	0.424	0.128	<b>0.680</b>	0.538	0.494	0.023	0.030	-0.009	0.012	0.043	0.021	-0.307
	<b>OJ5</b>	0.350	0.276	<b>0.704</b>	0.497	0.424	0.247	0.196	0.189	0.206	0.211	0.248	-0.197
	<b>OJ6</b>	0.370	0.203	<b>0.692</b>	0.403	0.362	0.187	0.141	0.152	0.126	0.190	0.188	-0.213

Table 4.8 Continued

OLC	<b>OJ7</b>	0.386	0.243	<b>0.768</b>	0.419	0.455	0.183	0.173	0.176	0.113	0.154	0.165	-0.193
	<b>OJ8</b>	0.318	0.213	<b>0.767</b>	0.427	0.442	0.149	0.100	0.130	0.112	0.152	0.141	-0.172
	<b>OJ9</b>	0.276	0.229	<b>0.776</b>	0.398	0.364	0.173	0.153	0.142	0.148	0.159	0.136	-0.111
	<b>OJ10</b>	0.386	0.242	<b>0.773</b>	0.505	0.532	0.182	0.141	0.142	0.140	0.214	0.139	-0.203
	<b>OJ11</b>	0.384	0.207	<b>0.747</b>	0.470	0.541	0.101	0.065	0.075	0.068	0.139	0.084	-0.210
	<b>OJ12</b>	0.364	0.287	<b>0.802</b>	0.532	0.474	0.201	0.144	0.146	0.174	0.206	0.184	-0.114
	<b>OJ13</b>	0.319	0.279	<b>0.763</b>	0.469	0.394	0.203	0.135	0.141	0.172	0.195	0.217	-0.108
	<b>OJ14</b>	0.376	0.300	<b>0.822</b>	0.549	0.498	0.232	0.185	0.186	0.179	0.209	0.226	-0.100
	<b>OJ15</b>	0.379	0.283	<b>0.799</b>	0.481	0.457	0.178	0.135	0.147	0.122	0.198	0.155	-0.147
	<b>OJ16</b>	0.391	0.286	<b>0.818</b>	0.555	0.505	0.195	0.161	0.161	0.151	0.205	0.157	-0.161
	<b>OJ17</b>	0.355	0.276	<b>0.786</b>	0.507	0.452	0.216	0.146	0.196	0.188	0.194	0.193	-0.103
	<b>OLC1</b>	0.345	0.128	0.445	<b>0.782</b>	0.469	0.084	0.061	0.080	0.080	0.112	0.027	-0.223
	<b>OLC2</b>	0.368	0.264	0.498	<b>0.841</b>	0.468	0.187	0.129	0.163	0.165	0.173	0.166	-0.168
	<b>OLC3</b>	0.373	0.259	0.559	<b>0.829</b>	0.432	0.204	0.131	0.177	0.208	0.219	0.137	-0.115
	<b>OLC4</b>	0.353	0.264	0.547	<b>0.836</b>	0.501	0.234	0.182	0.220	0.221	0.213	0.164	-0.172
	<b>OLC5</b>	0.378	0.256	0.572	<b>0.857</b>	0.518	0.236	0.182	0.208	0.227	0.203	0.184	-0.191
	<b>OLC6</b>	0.398	0.237	0.550	<b>0.841</b>	0.512	0.216	0.169	0.207	0.218	0.193	0.135	-0.221
	<b>OLC7</b>	0.390	0.260	0.560	<b>0.831</b>	0.491	0.206	0.185	0.202	0.189	0.152	0.148	-0.142
POS	<b>POS1</b>	0.513	0.400	0.520	0.532	<b>0.811</b>	0.267	0.220	0.185	0.236	0.210	0.284	-0.220
	<b>POS2</b>	0.497	0.300	0.480	0.522	<b>0.845</b>	0.212	0.201	0.146	0.175	0.171	0.210	-0.243
	<b>POS3</b>	0.451	0.319	0.513	0.499	<b>0.833</b>	0.205	0.167	0.151	0.168	0.190	0.195	-0.189
	<b>POS4</b>	0.415	0.243	0.511	0.482	<b>0.837</b>	0.195	0.186	0.166	0.143	0.168	0.169	-0.291
	<b>POS5</b>	0.436	0.239	0.514	0.479	<b>0.845</b>	0.183	0.128	0.130	0.181	0.168	0.172	-0.242
	<b>POS6</b>	0.434	0.241	0.469	0.465	<b>0.843</b>	0.217	0.183	0.161	0.207	0.157	0.214	-0.244

Table 4.8 Continued

PT	POS7	0.468	0.227	0.508	0.487	<b>0.830</b>	0.234	0.197	0.157	0.188	0.229	0.225	-0.272
	POS8	0.363	0.278	0.435	0.388	<b>0.790</b>	0.252	0.250	0.186	0.226	0.195	0.216	-0.223
	PT1	0.204	0.472	0.198	0.143	0.222	<b>0.760</b>	<b>0.880</b>	0.650	0.598	0.520	0.591	0.053
	PT2	0.207	0.379	0.161	0.181	0.219	<b>0.695</b>	<b>0.850</b>	0.600	0.557	0.450	0.507	0.067
	PT3	0.152	0.434	0.129	0.148	0.157	<b>0.745</b>	<b>0.842</b>	0.730	0.581	0.496	0.530	0.089
	PT4	0.151	0.485	0.167	0.196	0.169	<b>0.783</b>	0.741	<b>0.877</b>	0.618	0.538	0.567	0.080
	PT5	0.177	0.314	0.151	0.186	0.153	<b>0.646</b>	0.582	<b>0.798</b>	0.446	0.436	0.496	0.008
	PT6	0.200	0.455	0.174	0.184	0.175	<b>0.782</b>	0.646	<b>0.887</b>	0.644	0.565	0.592	0.082
	PT7	0.212	0.344	0.133	0.165	0.203	<b>0.725</b>	0.567	0.565	<b>0.851</b>	0.544	0.558	0.067
	PT8	0.256	0.454	0.171	0.215	0.186	<b>0.755</b>	0.617	0.582	<b>0.889</b>	0.536	0.586	0.114
	PT9	0.216	0.470	0.186	0.218	0.216	<b>0.759</b>	0.584	0.613	<b>0.876</b>	0.594	0.560	0.108
	PT10	0.236	0.387	0.218	0.215	0.197	<b>0.753</b>	0.526	0.575	0.608	<b>0.878</b>	0.625	0.038
	PT11	0.250	0.309	0.244	0.199	0.204	<b>0.681</b>	0.466	0.491	0.518	<b>0.865</b>	0.573	0.062
	PT12	0.220	0.329	0.160	0.161	0.190	<b>0.721</b>	0.503	0.515	0.547	<b>0.878</b>	0.637	-0.001
	PT13	0.250	0.390	0.148	0.138	0.197	<b>0.770</b>	0.581	0.556	0.606	0.645	<b>0.881</b>	0.079
TI	PT14	0.245	0.414	0.217	0.146	0.257	<b>0.747</b>	0.549	0.573	0.550	0.609	<b>0.886</b>	0.046
	PT15	0.211	0.408	0.207	0.170	0.233	<b>0.772</b>	0.564	0.601	0.584	0.620	<b>0.905</b>	0.074
	TI1	-0.288	0.006	-0.245	-0.232	-0.312	0.048	0.051	0.021	0.074	0.024	0.033	<b>0.882</b>
	TI2	-0.285	0.053	-0.232	-0.237	-0.305	0.090	0.089	0.063	0.084	0.059	0.084	<b>0.914</b>
	TI3	-0.253	0.065	-0.181	-0.213	-0.253	0.127	0.122	0.098	0.150	0.063	0.105	<b>0.892</b>
	TI4	-0.302	0.116	-0.156	-0.172	-0.245	0.137	0.126	0.144	0.149	0.047	0.117	<b>0.847</b>
	TI5	-0.249	-0.024	-0.197	-0.138	-0.197	0.066	0.048	0.025	0.104	0.048	0.054	<b>0.882</b>
	TI6	-0.265	-0.006	-0.203	-0.115	-0.218	0.009	-0.016	0.004	0.041	-0.007	0.015	<b>0.831</b>
	TI7	-0.261	0.040	-0.169	-0.150	-0.206	0.030	0.039	0.037	0.055	-0.024	0.021	<b>0.853</b>

#### **4.5.3 Internal Consistency**

For internal consistency of the measurement, a more robust analytical technique of measuring internal reliability which is known as composite reliability is suggested by Starkweather (2012). Hair et al. (2011) have suggested a threshold criteria for composite reliability which is grounded on Nunnally and Bernstein (1994), they claimed that the value of composite reliability should be higher than 0.70, even though they argue that in exploratory research, values in between 0.60-0.70 can be tolerable point. Further it is emphasized that if composite reliability value is lower than 0.60, internal consistency believed to be scarce (Hair Jr et al., 2014).

In this study, composite reliability for each latent construct was calculated in smart-PLS standard algorithm, findings display that all of the constructs have competed the lowest threshold value which is 0.70 (Hair et al., 2011; Henseler et al., 2009). As shown in Table 4.9, the values of composite reliability and Cronbach Alpha were examined. The composite reliability coefficient of each latent constructs ranged from .890 to .957, with each exceeding the minimum acceptable level of .70. The values of Cronbach Alpha ranged from .870 to .949.

#### **4.5.4 Convergent Validity**

Convergent validity is a point of arrangement in between several items in assessing a certain concept (Hair Jr et al., 2014). However, for the purpose of evaluating the convergent validity, AVE was applied built on criteria proposed by Fornell and Larcker (1981) and Hair et al. (2010). Hair Jr et al. (2014), argued that it is inevitable that latent construct need to explain a minimum half of the variance in the indicators.

In view of that Hair et al. (2010) proposed that factor loadings of each item must be higher than 0.708, as its square root is equivalent to 0.5. Table 4.9 discloses that the value of AVE for construct has met and surpassed the lowest threshold value suggest by (Hair Jr et al., 2014).

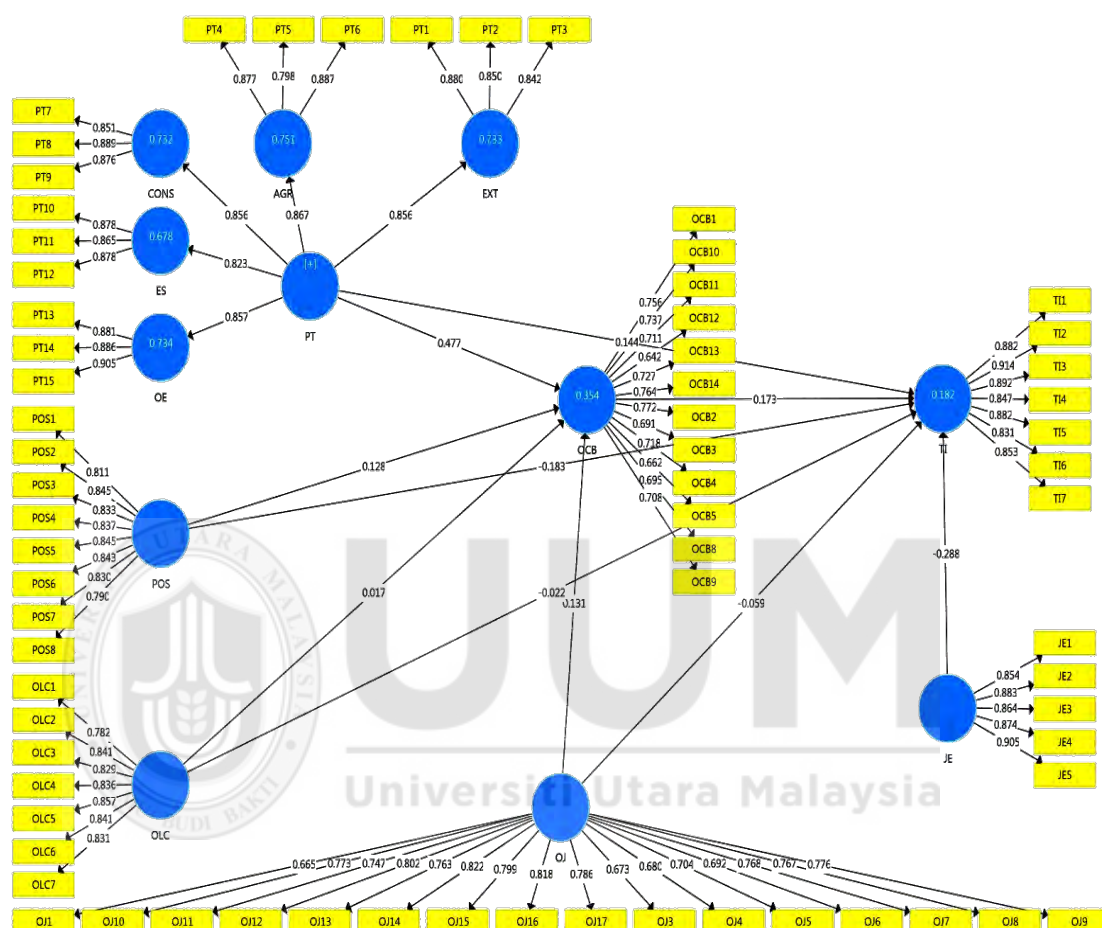


Figure 4.2  
Final Measurement Model (PLS Algorithm)

Table 4.9  
Internal Consistency, Reliability and Convergent Validity

First order Construct	Second Order Construct	Indicators	Cronbach's Alpha	Loadings	CR	AVE
<b>Job Embeddedness</b>		JE1	0.924	0.854	0.943	0.768
		JE2		0.883		
		JE3		0.864		
		JE4		0.874		
		JE5		0.905		

Table 4.9 Continued

<b>Organizational Citizenship Behavior</b>	<b>OCB1</b>	<b>0.913</b>	<b>0.756</b>	<b>0.927</b>	<b>0.513</b>
	OCB2		0.772		
	OCB3		0.691		
	OCB4		0.718		
	OCB5		0.662		
	OCB8		0.695		
	OCB9		0.708		
	OCB10		0.737		
	OCB11		0.711		
	OCB12		0.642		
	OCB13		0.727		
	OCB14		0.764		
	OJ1	0.949	0.665	0.955	0.569
	OJ3		0.673		
<b>Organizational Justice</b>	OJ4		0.68		
	OJ5		0.704		
	OJ6		0.692		
	OJ7		0.768		
	OJ8		0.767		
	OJ9		0.776		
	OJ10		0.773		
	OJ11		0.747		
	OJ12		0.802		
	OJ13		0.763		
	OJ14		0.822		
	OJ15		0.799		
	OJ16		0.818		
	OJ17		0.786		
<b>Organizational Learning Culture</b>	OLC1	0.926	0.782	0.94	0.691
	OLC2		0.841		
	OLC3		0.829		
	OLC4		0.836		
	OLC5		0.857		
	OLC6		0.841		
	OLC7		0.831		
<b>Perceived Organizational Support</b>	POS1	0.935	0.811	0.946	0.688
	POS2		0.845		
	POS3		0.833		
	POS4		0.837		
	POS5		0.845		
	POS6		0.843		
	POS7		0.83		
	POS8		0.79		

Table 4.9 Continued

<b>Extraversion</b>	PT1	0.820	0.76	0.893	0.735
	PT2		0.695		
	PT3		0.745		
	PT4	0.815	0.783	0.890	0.73
<b>Agreeableness</b>	PT5		0.646		
	PT6		0.782		
	PT7	0.843	0.725	0.905	0.761
<b>Conscientiousness</b>	PT8		0.755		
	PT9		0.759		
	PT10	0.845	0.753	0.906	0.763
<b>Emotional Stability</b>	PT11		0.681		
	PT12		0.721		
	PT13	0.870	0.77	0.920	0.794
<b>Openness to experience</b>	PT14		0.747		
	PT15		0.772		
<b>Personality Traits</b>		0.941		<b>0.93</b>	<b>0.726</b>
	<b>EXT</b>		0.856		
	<b>AGR</b>		0.867		
	<b>CONS</b>		0.856		
	<b>ES</b>		0.823		
	<b>OE</b>		0.857		
<b>Turnover Intention</b>	TI1	0.948	0.882	0.957	0.760
	TI2		0.914		
	TI3		0.892		
	TI4		0.847		
	TI5		0.882		
	TI6		0.831		
	TI7		0.853		

Note: AVE = Average Variance Extracted

CR = Composite Reliability

Table 4.9 depicts the AVE value of the independent variable turnover intention is 0.760, while the independent variables personality traits, perceived organizational support, organizational justice and organizational learning culture have AVE values of 0.726, 0.688, 0.569 and 0.691 respectively, the AVE value of the mediating variable organizational citizenship behavior is 0.513, while the moderating variable job embeddedness has AVE value of 0.768.

#### 4.5.5 Discriminant Validity

This is the extent of how indicators actually represent a construct and how they are different from other constructs (Hair Jr et al., 2014). The discriminant validity was assessed based on Fornell and Larcker (1981), in which they demonstrated that the square root of average variance extracted for a particular construct should be higher than the correlation of the subject construct with any other construct in the model. Similarly according to Venkatesh and Morris (2000), the square root of AVE value for each construct should be greater than the value of correlations with other construct. Secondly, the discriminant validity was also evaluated by the value of latent variable indicator loadings and cross-loading, in which the loading for a particular indicator should be higher in its own construct above its shared loading with other constructs. This is in accordance with Chin (1998) criteria.

Table 4.10  
*Discriminant Validity*

Latent Variables	JE	OCB	OJ	OLC	POS	PT	TI
<b>JE</b>	<b>0.876</b>						
<b>OCB</b>	0.405	<b>0.716</b>					
<b>OJ</b>	0.475	0.333	<b>0.754</b>				
<b>OLC</b>	0.448	0.290	0.643	<b>0.831</b>			
<b>POS</b>	0.543	0.344	0.597	0.584	<b>0.83</b>		
<b>PT</b>	0.286	0.547	0.240	0.239	0.268	<b>0.741</b>	
<b>TI</b>	-0.314	0.047	-0.227	-0.211	-0.289	0.088	<b>0.872</b>

**Note:** The values in the diagonals cells (bold) are the square root of the AVE while the un-bolded values are the correlations

The highest correlation within the construct is (0.643) between organizational justice and organizational learning culture, followed by organizational justice- perceived organizational support (0.597), organizational learning culture – perceived organizational support (0.584), organizational citizenship behavior- personality traits (0.547), Job embeddedness- perceived organizational support (0.543).

On the other hand, the values of square root of average variance extracted for all the constructs (the bold diagonal) are all above the correlation among other constructs (the off- diagonal). Table 4.10 showed that the lowest value of the square root of AVE is 0.716 for organizational citizenship behavior, which is above the value of correlations of any constructs in the model. This is also in line with Compeau, Higgins, and Huff (1999)'s criteria. Likewise, the discriminant validity has also been evaluated through the degree of correlations between the individual items which is presented earlier in the table 4.8 of factor loadings and cross-loadings.

Nevertheless, similar to the results of correlation of latent variables, the correlation of individual items directed virtuous discriminant validity as well, and which implies that there is not a single indicator that showed higher correlations in any other construct excluding its own construct. Established on the criteria advised by scholars (Chin, 1998; Fornell & Larcker, 1981), indicators are extra devoted to their parent construct than in any other construct.

#### **4.6 Assessment of Structural Model**

The structural model is also measured in addition to the successful evaluation of the measurement model, which was the requirement for sequential analyses in Smart PLS3. However, this section will describe the methods, procedures as well as the criteria which have been used by this research to measure the structural model. Starting with the relevance and significance of the structural model is assessed established on the values of path coefficients, statistical t-values in addition to standard errors.

Moreover, the hypotheses were evaluated and tested built on yardsticks given by (Chin, 1998) and (Hair et al., 2011) which is done by bootstrapping in Smart PLS3 for both models “main effect, mediating and moderating effect”. In the same way, coefficient of determination ( $R^2$ ) is also applied centered on yardsticks recommended by previous scholars (Chin, 1998; Cohen, 1988), to assess the variance simplified by the predictor variables in the outcome variable. Additionally by following Cohen (1988) criteria, the effect size ( $f^2$ ) of each exogenous variable in addition to the mediator is assessed as well. Finally, the blindfolding technique is practiced to regulate the predictive capability ( $Q^2$ ) plus effect size ( $q^2$ ) through benchmarks offered by (Chin, 1998; Hair et al., 2011; Henseler et al., 2009).

#### **4.6.1 Results of Direct Hypotheses Testing**

There are fourteen hypotheses in this study; nine direct effect, four mediating and one moderating hypotheses as stated in the hypotheses development section in the third chapter. Statistical t-values that are substantially different from 0 is said to be almost always statistically significant, however, it is largely depending on the degree of freedom, confidence interval and directionality of hypothesis, thus P and T values are used to ascertain if the paths are significant (Hair Jr et al., 2014). In order to obtain the statistical t-values and the standard error, the PLS bootstrapping resampling (Chin, 2010) was run with 500 bootstrapping samples. The bootstrapping sample is considered adequate, going by Henseler (2012) study. Similarly, Wilson (2011) and Amin et al. (2016) set their bootstrapping samples as 500.

Even though 5000 was also suggested, for example (Hair et al., 2011), this study could not bootstrapped with 5000 samples due to the failure of the computer to process. Prior to that, PLS standard algorithm was also calculated during measurement model assessment, thus the path coefficients and the directionality of the relationship (positive or negative) was obtained. Table 4.11 shows the results of the direct hypotheses testing. The findings depict that personality traits have significant effect on turnover intention ( $\beta=0.144$ ,  $t=2.707$ ,  $p<0.01$ ). Therefore, hypothesis (H1) was supported. Perceived organizational support was found to have significant negative effect on turnover intention ( $\beta=-0.183$ ,  $t=2.489$ ,  $p<0.01$ ). Thus, the hypothesis (H2) was supported. The effect of organizational justice ( $\beta=-0.059$ ,  $t=0.753$ ,  $p=0.226$ ) and organizational learning culture ( $\beta=-0.022$ ,  $t=0.298$ ,  $p=0.383$ ) on turnover intention was not significant. Hence the hypotheses H3 and H4 were not supported.

The hypothesis (H5) of the effect of organizational citizenship behavior on turnover intention was supported ( $\beta=-0.173$ ,  $t=2.749$ ,  $p<0.01$ ), as OCB was found to have significant negative relationship with TI. Personality traits ( $\beta=0.477$ ,  $t=9.051$ ,  $p<0.01$ ) has a significant effect on organizational citizenship behavior. Thus, Hypothesis (H6) was supported. Perceived organizational support ( $\beta=0.128$ ,  $t=1.558$ ,  $p<0.1$ ) and organizational justice ( $\beta=0.131$ ,  $t=1.794$ ,  $p<0.05$ ) have significant positive effect on organizational citizenship behavior.

Therefore, the hypotheses H7, H8 were supported. The effect of organizational learning culture on organizational citizenship behavior was not significant ( $\beta=0.017$ ,  $t=0.233$ ,  $p=0.408$ ). Thus, the hypothesis, (H9) was not supported. Moreover as we can see from Figure 3.4, job embeddedness has significant negative effect on turnover intention ( $\beta=0.288$ ,  $t=3.745$ ,  $p<0.01$ ).

Table 4.11  
Results of Direct Hypotheses

Hypothesis	Relationship	Std. Beta	Std. error	T-Value	P-Value	Decision
H1	PT -> TI	0.144	0.053	2.707	0.004***	Supported
H2	POS -> TI	-0.183	0.074	2.489	0.007***	Supported
H3	OJ -> TI	-0.059	0.078	0.753	0.226	Rejected
H4	OLC -> TI	-0.022	0.075	0.298	0.383	Rejected
H5	OCB -> TI	-0.173	0.063	2.749	0.003***	Supported
H6	PT -> OCB	0.477	0.053	9.051	0.000***	Supported
H7	POS -> OCB	0.128	0.082	1.558	0.060*	Supported
H8	OJ -> OCB	0.131	0.073	1.794	0.037**	Supported
H9	OLC -> OCB	0.017	0.072	0.233	0.408	Rejected
Direct Path	JE -> TI	-0.288	0.077	3.745	0.000***	Supported

**Note:** Values are calculated using PLS bootstrapping routine with 377 cases and 500 samples (one tailed).

\*\*\*indicates the item is significant at the  $p < 0.01$  level, \*\* indicates the item is significant at the  $p < 0.05$  level, and \* indicates the item is significant at the  $p < 0.1$  level.

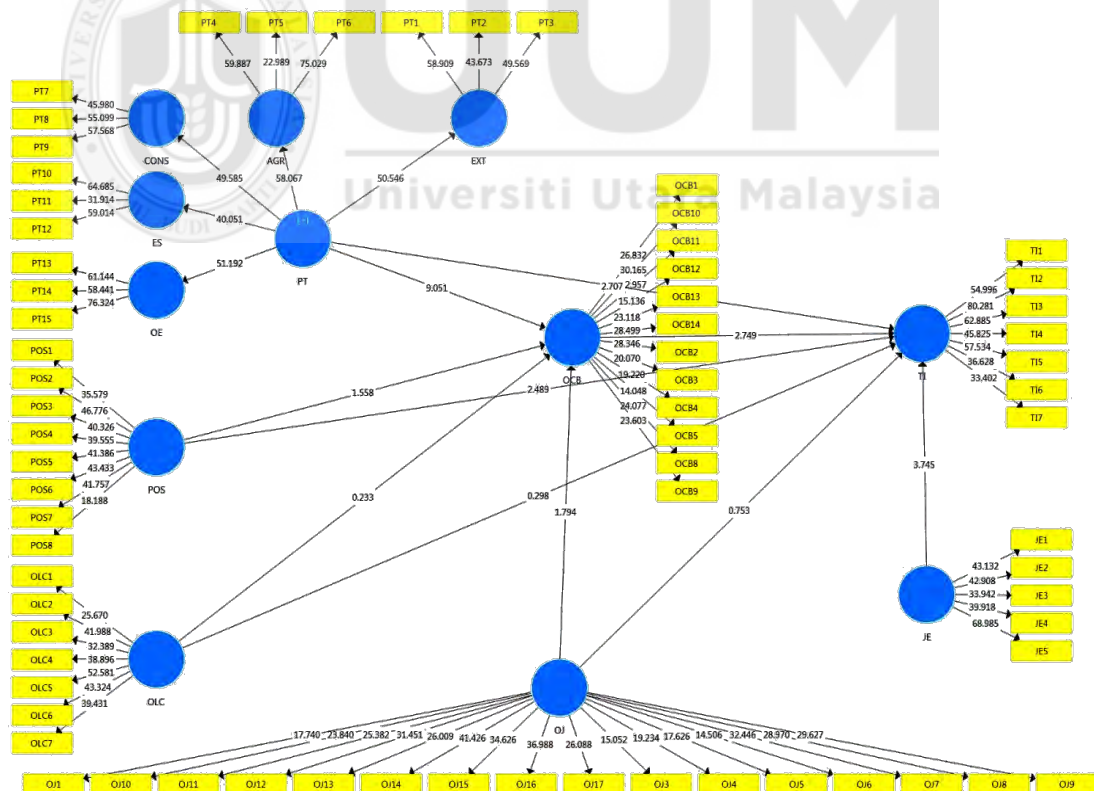


Figure 4.3  
Direct Effect Model (Bootstrapping)

#### 4.6.2 Results of Mediating Hypotheses

Based on the research framework of this study, the mediating effect of organizational citizenship behavior has been proposed between PT, POS, OJ and OLC from one hand and turnover intention from other hand (Figure 4.4).

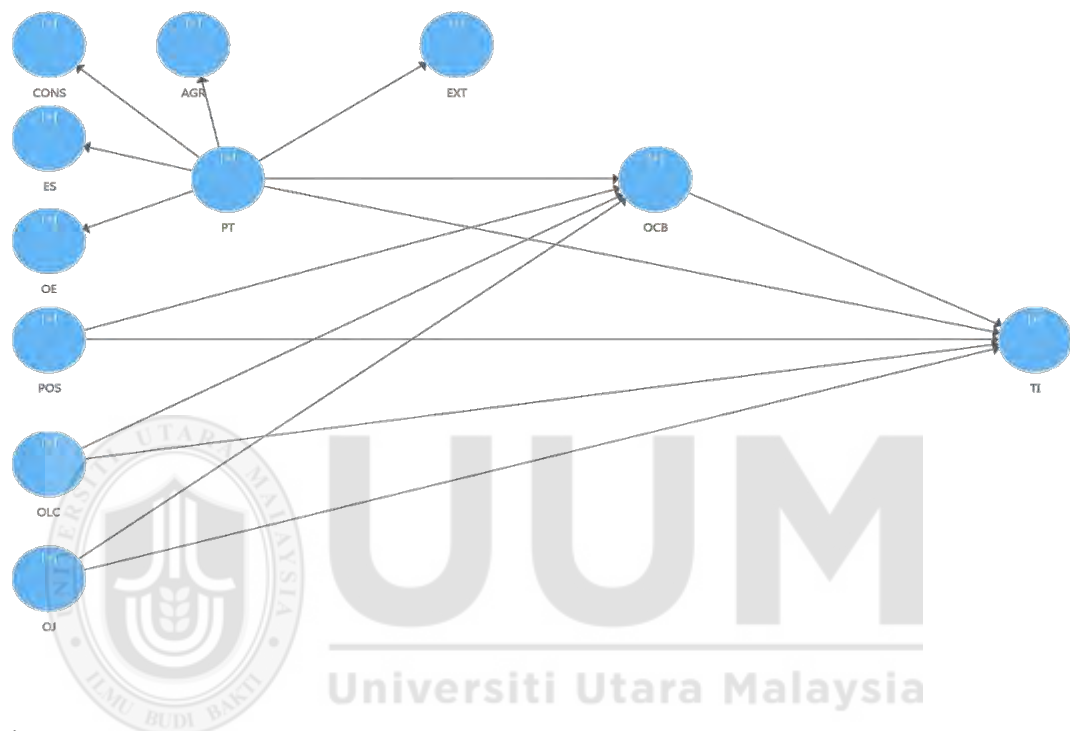


Figure 4.4  
*The Mediating Role of Organizational Citizenship Behavior*

For testing the mediating effect of organizational citizenship behavior, Smart PLS 3.0 was used. From Table 4.12, results demonstrated that, for hypothesized mediational relationship, three out of four hypotheses were have proven to be statistically significant, indicating the mediating effect of organizational citizenship behavior, while one hypothesis was found not to be significant. Firstly, regarding the personality traits personality (PT) and turnover intention (TI) model, results demonstrated strong statistical evidence of mediating effect of organizational citizenship behavior (OCB) on the relationship between PT and TI ( $\beta=0.083$ ,  $t=2.602$ ,  $p<0.01$ ).

Secondly, regarding the perceived organizational support (POS) and TI model, results also demonstrated strong mediating effect of the organizational citizenship behavior (OCB) construct on the relationship between POS and TI ( $\beta=0.022$ ,  $t=1.390$ ,  $p<0.1$ ). Thirdly, regarding the organizational justice (OJ) and TI model, results also demonstrated strong mediating effect of the organizational citizenship behavior (OCB) construct on the relationship between OJ and TI ( $\beta=0.023$ ,  $t=1.404$ ,  $p<0.1$ ). Therefore, the hypotheses (H10, H11, and H12) were supported. The fourth model in the mediation path is organizational learning culture (OLC) and TI, results demonstrated non mediation effect of organizational citizenship behavior (OCB) construct on the relationship between OLC and TI ( $\beta=0.003$ ,  $t=0.217$ ,  $p=0.414$ ). Thus, the hypothesis (H13) was not supported.

Table 4.12  
*Testing the Mediation Effect of Organizational Citizenship Behavior*

Hypothesis	Mediation Path	Std. Beta	Std Error	T- Value	P- Value	Confidence Intervals		Decision
						Lower Limit (5%)	Upper Limit (95%)	
<b>H 10</b>	PT>OCB> TI	0.083	0.032	2.602	0.005 ***	0.036	0.137	<b>Supported</b>
<b>H11</b>	POS>OCB >TI	0.022	0.016	1.390	0.083 *	0.003	0.058	<b>Supported</b>
<b>H12</b>	OJ>OCB> TI	0.023	0.016	1.404	0.081 *	0.003	0.055	<b>Supported</b>
<b>H13</b>	OLC>OCB >TI	0.003	0.013	0.217	0.414	-0.017	0.029	<b>Rejected</b>

**Note:** Values are calculated using PLS bootstrapping routine with 377 cases and 500 samples (one tailed).

\*\*\*indicates the item is significant at the  $p<0.01$  level, and \* indicates the item is significant at the  $p<0.1$  level.

The hypotheses are supported based on t-statistic and p-value distributed at: ( $t=1.282$ ,  $p<0.1$ ), ( $t=1.645$ ,  $p<0.05$ ) and ( $t=2.326$ ,  $p<0.01$ ) in accordance to the table of (Ott & Micheal, 2010, p. 1172).

In order to estimate the size of the indirect effect, the variance accounted for value (VAF) was calculated to determine how much turnover intention is explained by PT, POS, OJ and OLC indirectly via OCB.

To do so, the study used the formula of variance accounted for value (VAF) suggested by (Hair Jr et al., 2014) as follows:

$$VAF = \frac{a*b}{a*b+c}$$

According to the criteria of Hair Jr et al. (2014, p. 225), when: VAF < 20% (no mediation), VAF =>20% and <=80% (partial mediation) and VAF >80% (full mediation). The results of the VAF for PT>OCB>TI is 36% which means partial mediation, for POS>OCB>TI is 14% which means no mediation, for OJ>OCB>TI is 62% partial mediation and for OLC>OCB>TI is 15% which is no mediation.

#### 4.6.3 Results of Moderating Hypotheses

According to Henseler and Chin (2010) “moderating impact is evoked by a variable whose deviation affects the strength or the path of a correlation among exogenous and endogenous variables”. In PLS-SEM there are four approaches to analyze moderating effect as it is mentioned in Henseler and Chin (2010), which are: product indicator approach (Chin et al., 2003), hybrid approach (Wold, 1982), 2-stage approach (Chin et al., 2003; Henseler & Fassott, 2010) and orthogonalizing approach (Little, Bovaird, & Widaman, 2006).

However, this study has followed the product indicator approach to analyze the mediating influence, as demonstrated by (Hair Jr et al., 2014). The intention behind using product indicator approach stands as per this approach comprehensively produce potential combinations of indicators by multiplying all possible outcomes from two sets of indicators “predictor and moderator”, therefore, this technique is assumed to be appropriate for testing moderating effect.

Table 4.13  
*Testing the Moderating Effect of Job Embeddedness*

<b>Hypotheses</b>	<b>Moderating Path</b>	<b>Std. Beta</b>	<b>Std. Error</b>	<b>T- Value</b>	<b>P- Value</b>	<b>Decision</b>
<b>H14</b>	OCB>JE>TI	0.022	0.06	0.369	0.356	<b>Rejected</b>

For testing the moderating effect of job embeddedness (JE), Smart PLS 3.0 was used to create the structural model (Figure 4.5) and to examine the effect. Hair Jr et al. (2014) . As shown in Table 4.13, the results demonstrated that there is no moderation effect of job embeddedness (JE) in the relationship between organizational citizenship behavior (OCB) and turnover intention (TI) as the values are ( $\beta=0.022$ ,  $t=0.369$ ,  $p=0.356$ ). Therefore the hypothesis (H14) was not supported.

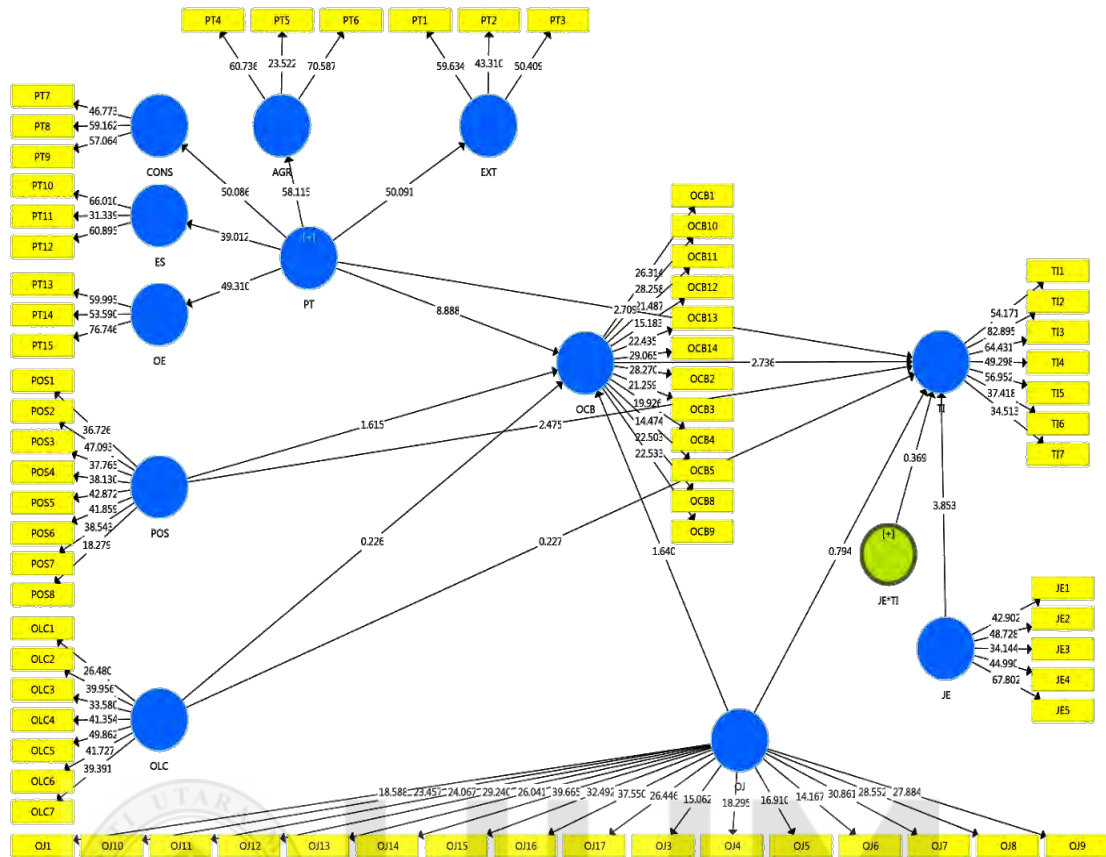


Figure 4.5  
*Moderating Effect Model*

#### 4.6.4 Assessment of Coefficient of Determination ( $R^2$ )

Coefficient of determination ( $R^2$ ) is the variance explained in the endogenous latent variable by exogenous latent variables (Henseler et al., 2009). R square is the indicator that shows the amount of variance explained in the endogenous variable by its exogenous variable. According to Hair et al. (2010), it reflects the quality of the variables included in the model. Therefore is an alternate means of assessing structural model quality in variance-based structural equation modelling, just as goodness-of-fit is in covariance based structural equation modeling (Götz, Liehr-Gobbers, & Krafft, 2010).

Though, there are many criteria that can be used as guidelines in assessing the level of R square. According to the criteria of Cohen (1988) R square value equal 0.26 or more is considered substantial, 0.13 moderate, and 0.02 weak. According to the aforementioned criteria, the R square of the endogenous variables namely turnover intention (TI) and organizational citizenship behavior (OCB) are 0.182 and 0.354 respectively as depicted in Table 4.16. So, the  $R^2$  value of turnover intention is moderate, while the  $R^2$  value of organizational citizenship behavior considered being substantial.

#### 4.6.5 Effect Size ( $f^2$ )

According to Cohen (1988) effect sizes are evaluated as lower than 0.02 are considered less, small (0.02), medium (0.15) or large (0.35) respectively. Although Chin et al. (2003) posited that even a small effect size should not be neglected, arguing thus; “Even a small interaction effect can be meaningful under extreme moderating conditions, if the resulting beta changes are meaningful, then it is important to take these conditions into account” (Chin et al., 2003, p. 211). The effect size of turnover intention and organizational citizenship behavior has been calculated based on the following formula:

$$f^2 = (R^2 \text{ included} - R^2 \text{ excluded}) / (1 - R^2 \text{ included})$$

Consequently, the results of the effect sizes ( $f^2$ ) are depicted in Tables 4.13 and Table 4.14 for TI and OCB respectively. For TI, the results in the table 4.13 show that, personality traits (0.0183), organizational justice (0.012), organizational citizenship behavior (0.0183) have less effect size according to the criteria of (Cohen,1988). While, perceived organizational support (0.208) and job embeddedness (0.0599) show small effect size. Organizational learning culture shows no effect size (0.000).

For OCB, the results in the table 4.14 show that personality trait has the highest effect size at the value of 0.310 which is considered medium and close to large according to (Cohen, 1988). Perceived organizational support (0.014) and organizational justice (0.014) show less effect size. While organizational learning culture (0.000) does not show effect.

Table 4.14  
*Effect size ( $f^2$ ) of Turnover Intention and Interaction Terms*

Endogenous Construct	Exogenous Construct	R <sup>2</sup> Incl	R <sup>2</sup> Excl	R <sup>2</sup> Incl- R <sup>2</sup> Excl	1-R <sup>2</sup> Incl	Effect Size
<b>TI</b>	PT	0.182	0.167	0.015	0.818	0.0183
	POS	0.182	0.165	0.017	0.818	0.0208
	OJ	0.182	0.181	0.001	0.818	0.0012
	OLC	0.182	0.182	0.000	0.818	0.0000
	OCB	0.182	0.167	0.015	0.818	0.0183
	JE	0.182	0.133	0.049	0.818	0.0599

Table 4.15  
*Effect Size ( $f^2$ ) of Organizational Citizenship Behavior and Interaction Terms*

Endogenous Construct	Exogenous Construct	R <sup>2</sup> Incl	R <sup>2</sup> Excl	R <sup>2</sup> Inc- R <sup>2</sup> Excl	1- R <sup>2</sup> Incl	Effect Size
<b>OCB</b>	PT	0.354	0.154	0.200	0.646	0.310
	POS	0.354	0.345	0.009	0.646	0.014
	OJ	0.354	0.345	0.009	0.646	0.014
	OLC	0.354	0.354	0.000	0.646	0.000

#### 4.6.6 Predictive Relevance ( $Q^2$ )

Apart from examining the degree to which the model explained ( $R^2$ ) variance in the depended variable as a condition for predictive accuracy, (Hair Jr et al., 2014) recommended that Stone- Geisser's  $Q^2$  should be used to examine the predictive relevance of a model (Geisser, 1974; Stone, 1974). A blindfolding procedure in Smart-PLS allows re-estimation of the model, as each point of the data is being omitted (Chin, 1998; Henseler et al., 2009).

This procedure is done for only endogenous reflective latent variable in the model and it is evaluated as having predictive relevance, if the  $Q^2$  value for the endogenous latent construct is greater than 0 (Hair Jr et al., 2014). The  $Q^2$  value was estimated via a blindfolding procedure and the cross-validated redundancy approach was used as shown in Figure 4.6 (Hair Jr et al., 2014). As illustrated in Table 4.16 the cross-validated redundancy for turnover intention and organizational citizenship behavior are 0.133 and 0.178 respectively. Thus, there is substantial evidence of robust predictive relevance, because the value of the cross-validated redundancy exceeded zero 0.

Table 4.16  
Predictive Relevance ( $Q^2$ )

Endogenous Variable	Latent R2	Cross Validated Redundancy (CVR)	Cross Validated Communnality (CVC)
TI	0.182	0.133	-
OCB	0.354	0.178	-

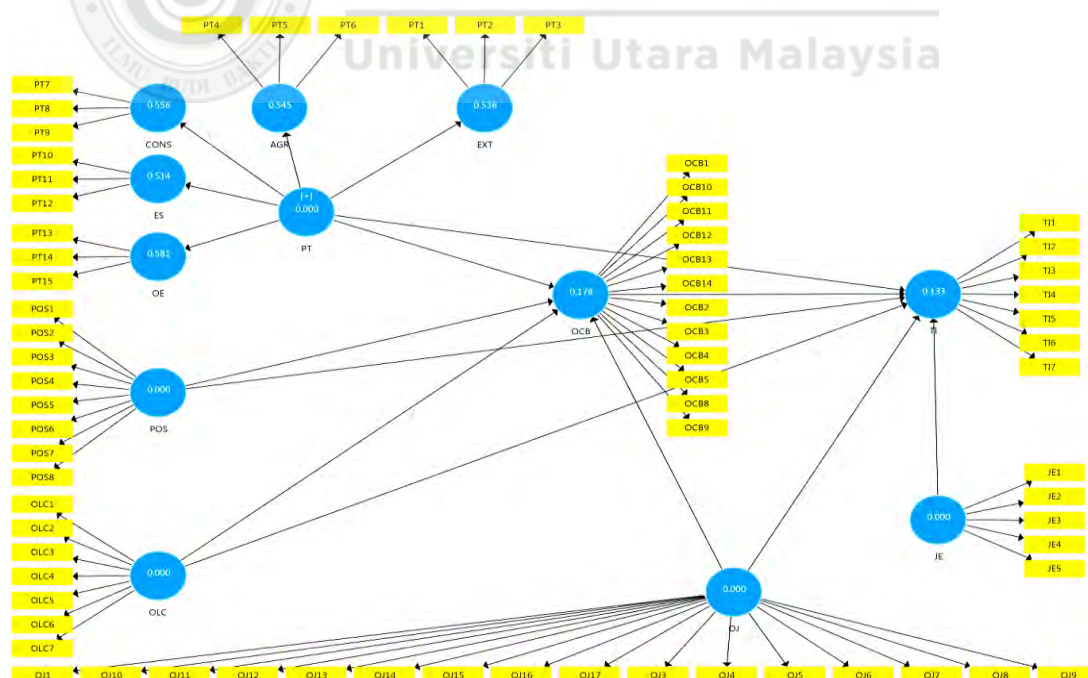


Figure 4.6  
PLS Blindfolding Procedure

#### 4.6.7 Effect Size ( $q^2$ )

Similar to the procedure and criteria for calculating and assessing effect sizes ( $f^2$ ), the effect size of the predictive relevance ( $q^2$ ) was also calculated. This procedure was suggested in (Hair Jr et al., 2014). However, value of predictive relevance  $Q^2$  was used instead of  $R^2$  values and thus substituted in the following formula;

$$(q^2) = (Q^2 \text{ included} - Q^2 \text{ excluded}) / (1 - Q^2 \text{ included}).$$

In this study there are two effects size ( $q^2$ ), for TI (see Table 4.17) and for OCB (see Table 4.18). For TI, the results show that job embeddedness construct has the largest effect size ( $q^2$ ) compare to other constructs in the model, with the  $q^2$  value of 0.045. Although the effect is small (Cohen, 1988), however, Chin et al. (2003) argued that even a small effect is important, as long as the result of beta is significant. Personality traits (0.013), perceived organizational support (0.015), organizational justice (0.002) and organizational citizenship behavior (0.009) demonstrated less effect size ( $q^2$ ). While organizational learning culture (0.000) demonstrated no effect size. For OCB model, the largest effect size ( $q^2$ ) value is personality traits at 0.1299 which is considered close to medium. Perceived organizational support (0.005) and organizational justice (0.005) demonstrated less effect size ( $q^2$ ). While organizational learning culture (0.000) demonstrated no effect size.

Table 4.17  
*Effect Size ( $q^2$ ) of Turnover Intention and Interaction Terms*

Endogenous Construct	Exogenous Construct	$Q^2$ Inclu	$Q^2$ Excl	$Q^2$ Incl- Exclu	$1-Q^2$ Incl	Effect Size
TI	PT	0.133	0.122	0.011	0.867	0.013
	POS	0.133	0.12	0.013	0.867	0.015
	OJ	0.133	0.131	0.002	0.867	0.002
	OLC	0.133	0.133	0.000	0.867	0.000
	OCB	0.133	0.125	0.008	0.867	0.009
	JE	0.133	0.094	0.039	0.867	0.045

Table 4.18  
Effect Size ( $q^2$ ) of Organizational Citizenship Behavior and Interaction Terms

Endogenous Construct	Exogenous Construct	$Q^2$ Inclu	$Q^2$ Excl	$Q^2$ Incl- Exclu	$1-Q^2$ Incl	Effect Size
<b>OCB</b>	PT	0.178	0.072	0.106	0.822	0.129
	POS	0.178	0.174	0.004	0.822	0.005
	OJ	0.178	0.174	0.004	0.822	0.005
	OLC	0.178	0.178	0.000	0.822	0.000

#### 4.7 The Goodness of Fit of the Whole Model

PLS Structural Equation Modelling has only one measure for goodness of fit. Tenenhaus and Vinzi (2005) defined a global fit measure (GoF) for PLS is the geometric mean of the average communality and average R square for the endogenous constructs.

For this purpose, GoF measure accounts for the variance extracted by both inner and outer model. According to the guidelines set up by Wetzels et al. (2009) , the following formula is given:

$$Gof = \sqrt{(\overline{R^2} \times \overline{AVE})}$$

In this study, the obtained GoF value was calculated by the formula:

$$Gof = \sqrt{0.268 * 0.708} = 0.435$$

The comparison was made based on the baseline values of GoF by Wetzels et al. (2009) (small =0.1, medium =0.25, large =0.36). Therefore, the results showed that the goodness of fit of this model is large indicating an adequate PLS model validity.

#### 4.8 Chapter Summary

This chapter demonstrated the procedure and results of the data analysis technique four (PLS-SEM). As usual, this chapter began with data preparation and screening, where data was subjected to coding and data imputation in SPSS 23 software. Thereafter, the data was checked for missing values, where none was found. The data were then checked for normality and multicollinearity using skewness and kurtosis z-scores and Variance Inflated Factor respectively. The data demonstrated a non-normal distribution. However, there is no evidence of high correlation among the exogenous constructs in the model. The demographic variables characteristics were then examined using descriptive statistics. Therefore the model was assessed in two folds; measurement and structural model assessments.

The measurement model was assessed by the reliability of constructs indicators, internal consistency reliability, convergent and discriminant validity. Accordingly, all the assessment criteria set in the literature (Hair et al., 2014; Hair et al., 2011; Henseler et al., 2009; Hulland, 1999), have been met and exceeded, which allows for the assessment of structural model. Consequently, direct, mediating and moderating hypotheses were tested, using a bootstrapping procedure (Hair Jr et al., 2014). Nine out of fourteen hypotheses were supported, while five were rejected. Additionally, the model was assessed by the value of coefficient of determination ( $R^2$ ). Furthermore, the effect sizes ( $f^2$ ), predictive relevance and effect sizes ( $q^2$ ) were also calculated and discussed. The goodness of fit of the model was displayed in the end of the chapter.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The previous chapter presented the findings of this study. This chapter discusses the results of the study in the context of the research objectives, hypotheses and literature review. This chapter is organized into five major parts. The first section discusses the summary of the results in the light of the tested hypotheses and literature review, the second section discusses the findings on the basis of the results' pattern. The third section discusses the implications of the current findings. The fourth section presents the limitations of the study and future research directions. Finally the fifth section discusses conclusion of the study.

#### **5.2 Summary of the Findings**

Based on the results of the hypotheses tested, the study reports several findings. For the direct effect of variables, personality traits and perceived organizational support have significant effect on turnover intention. Unlike organizational justice and organizational learning culture that did not have significant effect of turnover intention, PT, POS, OJ have significant effect on OCB, while OLC does not have significant effect on OCB.

For the indirect effect between the variables, OCB plays significant role in mediating the relationship between PT.POS, OJ, and TI, but did not mediate the effect of OLC in TI. Job embeddedness does not moderate the relationship between OCB and TI. The results are discussed in details in the discussion section.

### 5.3 Discussion

#### 5.3.1 Effect of Personality Traits on Turnover Intention

In order to achieve one of the objectives of this study regarding the effect of PT on turnover intention, the regression paths between PT and TI were examined. As illustrated in Table 4.11 in Chapter 4, the relationship between PT and TI was found to be significant. Therefore, the results supported the hypothesis H1 ( $\beta=0.144$ ,  $t=2.707$ ,  $p<0.01$ ). This results is consistent with the finding of the existing studies (Barrick, Mount, & Judge, 2001; Côté, 2005; Jeswani & Dave, 2012; Judge & Ilies, 2002; Judge & Watanabe, 1995; Maertz & Campion, 2004; Maertz & Griffeth, 2004; Oluwafemi, 2013; Salgado, 2002; Sarwar et al., 2013; Shore et al., 2000; Spector & Jex, 1998; Suliman et al., 2010; Zimmerman, 2008).

Personality traits of employees is one of the most significant predictors of turnover intention (Jeswani & Dave, 2012). Personality is a conduct which discriminates one individual from another. Most recent studies illuminate that personality influences the environments within which people reside and plays a vital role to choose a state within which people attempt to stay in or leave. It was found to be directly connected to a worker's output and determines the amount of turnovers in an organization (Sarwar et al., 2013). This establishes good construct to investigate the effects of individual differences as a significant element in predicting the turnover decision of employees. Silva (2006) examined the relationship between the big five and personality traits and job attitudes. He recommended that there is a significant need to investigate the relationship between the big five personality traits and the dynamic organizational behavior variables, involving employees' turnover intention.

Cullen and Sackett (2003) believe that personality plays a direct role on withdrawal behaviors due to impulsive actions. This impulsivity may cause employees to engage in spontaneous quits (Lee & Mitchell, 1994). Despite the obvious importance in retaining high performing employees after they are hired, researchers and practitioners need to consider whether some individuals have a propensity to leave their employers despite having a work environment designed to increase their job satisfaction, while other employees may be more likely to remain with the organization even under less-than-ideal circumstances.

The decision is related the personality characteristics of the employee that will affect his decision making process. ICT companies in Malaysia should consider and understand that behavior involves an interaction between a person's underlying personality and situational variables. The situation that a person finds himself or herself plays a major role on how the person reacts. However, in most cases, people offer responses that are consistent with their underlying personality traits. Therefore understanding the employees' personality will help in understanding and predicting the intention of the individuals before the real action/ behaviors happened, and which supports the organization's level of predicting In terms of reducing or preventing employees turnover and enhance their preservation, during the recruitment process the organization should investigate the personality traits of the candidates to select those with the appropriate traits (Sarwar et al., 2013).

Thus, studying the effect of personality traits on turnover intention is worthy early stage to be considered in predicting the intention of employees to leave or stay in the job in the organization, thus it is worthy for the researchers, experts and practitioners in the ICT companies in Malaysia to understand the personality traits of the

candidates in the early stages of recruitment and training to predict the ability of certain individual in working for the organization for long or short term, so the high cost of the recruitment, training and replacement can be avoided in the early stages.

Without doubt, ICT companies in Malaysia with an effective way of understanding the personality traits of the employees will be able to reduce the level of turnover intention which will lead to decrease the level of turnover as an actual behavior which is highly important in this sector. The results supported the significant impact of personality traits on turnover intention which is widely reported in the literature.

The comprehensive understanding of the personality traits can help ICT companies for better utilization of the available resources in the right time at the right place to reduce the possibilities of intention to quit among the employees. Therefore, towards implementing a successful mechanism of using the personality traits as strong and early predictor of turnover intention among employees, the ICT companies in Malaysia should pay more attention and conduct more investigation. ICT companies need to understand the real characteristics and traits of their employees in order to direct the individual to produce and develop more extra role behavior and positive attitudes to ensure the best performance and reduce the willingness and the thinking to leave the jobs. Besides, knowing the nature of the employees' personality traits will give clearer pictures about their needs and concerns. Therefore, the employers can fill these needs in appropriate manner to avoid any kind of shortcoming with the employees that may lead to wrong and negative behaviors and attitudes that may harm the competitive advantage of the organization.

### **5.3.2 Effect of Perceived Organizational Support on Turnover Intention**

POS refers to an individual's perception concerning the extent that an organization values his or her contributions and cares about his or her wellbeing. Thus, employees tend to seek a balance in their exchange relationships with their organizations by having their attitudes and behaviors based on their employer's commitment to them as individuals.

Social exchange theory has added importance as a framework of understanding the employee-organization relationship and is possibly one of the most influential frameworks for understanding exchange behavior in organizations (Cropanzano et al., 2005). High levels of POS are thought to engender feelings of trust, long-term obligations, and organizational identification among employees (Rhoades & Eisenberger, 2002). Such perceptions are likely to result in feelings of unspecified obligations. These feelings of obligations may form from numerous factors, including fair treatment, fulfilment of promises, or perceived organizational support, which as long as the employee adheres to the norms of reciprocity are important (Eisenberger et al., 2001).

Since people value the norm of reciprocity and often reciprocate in kind, they are likely to evidence higher levels of commitment and have a strong desire to remain with the organization (Rhoades & Eisenberger, 2002). Employers commonly value employee dedication and loyalty, because employees who are committed to the organization show heightened performance, reduced absenteeism, and a lessened likelihood for quitting their job (Rhoades & Eisenberger, 2002).

The effect of organizational support on turnover intention was examined. As illustrated in Table 4.11, the relationship between POS and turnover intention found to be negative and significant, therefore the finding is supporting the hypothesis H2 ( $\beta=-0.183, t= 2.489, p<0.01$ ). The result is consistent with previous studies that reported a significant effect of POS on turnover intention (Allen et al., 2003; Aselage & Eisenberger, 2003; Cho et al., 2009; Cropanzano et al., 1997; Eder & Eisenberger, 2008; Masterson et al., 2000; Randall et al., 1999; Riggle et al., 2009; Shore et al., 2009; Tuzun & Kalemci, 2012; Wayne et al., 1997).

Simply, it can be argued that employees' perception of higher level of POS will reduce their intention to leave the organization and vice-versa. In other words, when employees perceive greater support from the organization, employees in return feel obligated to repay the organization through positive attitudes and appropriate behaviors such as lower intention to leave.

It can be concluded from the previous studies in this context that employees who feel that their organization does not value their contribution or care about their well-being, would be expected to develop withdrawal feelings and exhibit negative attitudes such as intention to leave. Conversely, a person who feels that an organization offers him or her support by caring for his or her well-being will be motivated to stay with that organization. In addition, the result indicates the importance of POS in predicting and reducing the level of turnover intention among the employees in the ICT companies in Malaysia. The connections between employees' turnover intention and POS seems likely to clarify the managers' decisions in taking constructive actions to retain employees (Perryer et al., 2010).

Basically, POS refers to organization's commitment to the employees, and turnover intention refers to employees' intention to leave the job. Conceptually, they are quite different; one refers to employees' attitudes, while the other one refers to behavioral intention of the employees. Usually, employees with high POS tend to be strongly attached and loyal to their organization, which in turn reduces turnover intention (Loi et al., 2006). The plausible explanation for such result in the context of Malaysia is that POS is particularly appropriate for non-western context of collectivist society where employees usually seek or expect supports from the community (organization) (Hofstede, 2001).

Thus, POS is likely to have greater impact on the turnover decision of the employees. For instance, employees with high POS feel morally obligated to respond to the organization, hence intention to stay, while employees with low POS may to a lesser extent feel obligated to respond to the organization, hence intention to leave. In addition, the result indicates the importance of POS in predicting and decreasing the turnover intention among the employees in the ICT companies in Malaysia.

Further, it is strongly suggested that the organization and its decision makers may benefit from initiating and implementing strategy to increase and enhance the organizational support to assist the employees in developing a good perception about the organizational support image so, these believes will be increased among them to produce positives organizational and environmental attitudes and behaviors. The results showed that there is awareness among ICT's employees of the critical role of POS (the care of the organization about the contributions of the employees and cares about their wellbeing) in developing and producing OCBs behaviors (helping others in the organization, doing unpaid and unrewarded tasks).

The present study suggests the extent to which the employees in the ICT services sector perceive care and support from organizations will make the employees to feel obligated to repay organization with extra effort and loyalty when such favorable supportive treatments are discretionary based (Eisenberger et al., 2001).

This therefore explains the possible reason(s) for the fact that employees who receive high levels of support from the organization are inclined to repay the organization. Employee relations in an organization is simply described as maintaining a healthy working relationship between management and employees to contribute and sustain a satisfactory productivity, motivation and high morale work environment that enhance the loyalty and commitment for the employee which reduces withdrawal behavior including the intention to leave (Blau, 1964).

Employee relations in an organization is simply described as maintaining a healthy working relationship between management and employees to contribute and sustain a satisfactory productivity, motivation and high morale work environment that enhance the loyalty and commitment for the employee and which reduces withdrawal behavior including intention to leave.

### **5.3.3 Effect of Organizational Justice on Turnover Intention**

The findings of the study regarding the effect of OJ on turnover intention were illustrated in Table 4.11 in Chapter 4. The result ( $\beta=-0.059$ ,  $t= 0.753$ ,  $p=0.226$ ) indicates that the relationship between OJ and turnover intention is not significant; therefore Hypothesis H3 is not supported.

In contrary to the researcher's expectation, the findings of this study revealed the insignificant effect of organizational justice on turnover intention. But, this result is consistent with the study of Saraih et al. (2017) who found that OJ was not associated with turnover intention. Organizational justice refers to fairness perception of employees in the process of decision-making and the settings of resource distribution and it is adjudged by determining whether their perceived part of results to efforts equals in comparison to others (Greenberg, 1987).

Statistically, the finding showed that the connection between OJ and turnover intention is not significant. Based on the aforementioned definition of OJ, the perceptions of employees toward the way they are treated in the organization is very important element is determining and defining the way on how the employees are receiving and understanding the justice level in the organization. Thus, the perception of the employees on the just and fairness level is important factor that make and create the feeling of the employees towards the way the employers is dealing with them whether justly or not and we can call it perceived organizational justice.

A plausible explanation to this result can be demonstrated throughout two possible scenarios that are existing in the field. The first possibility is that, the employees in the ICT service sector in Malaysia have low perceptions of the organizational justice in their organizations, which means there is a gap between the employees' different perceptions and their attitudes and behavior. Or, the second possibility is that, the organization practice of this aspect is very low or does not exist which makes the employees to feel that they are not treated in just and fair manner.

Even if the organization is practicing justice and fairness with the employees, may be the employees are expressing low level of perception towards the organizational level of fairness and just due to the low level of awareness among them regarding these practices from the organization. Here lies the gap between the employees and the organization, which will lead to misperception and wrong understanding about which role will make the employees to perform the positive or the negative behaviors and /or attitudes or being neutral, or not caring about the surrounding actions and practices at all. Therefore, it is not enough for managers to develop human resource management procedures that are fair, but it is also very important that the end results of the procedures are perceived as fair. Consequently, it is the task of the management in the ICT service companies in Malaysia to raise the awareness of the organizational justice practices among the employees, so that they can have clear pictures on the just and fair situation regarding the just and fairness of distribution, producers and policies and interaction with employees compare to each other. This will produce right understanding and perception that will effectively and rightly predict other attitudes and behaviors by the employees to be clear and well measured to prevent any future negative sides" effects like turnover intention or turnover itself as actual behavior.

Based on the aforementioned discussion, the organizations should consider the low awareness among ICT"s employees as the critical role of organizational justice towards turnover intention. Thus, the decision makers should initiate and implement strategy to increase and enhance the organizational justice to assist the employees in developing a good perception about the fairness and equity in the company as this will assist in increasing the positive attitude and behavior required from the employees for the development or success of the organization.

#### **5.3.4 Effect of Organizational Learning Culture on Turnover Intention**

The findings of the study regarding the effect OLC on turnover intention were illustrated in Table 4.11. The results showed that the effect of OLC on turnover intention is negative and insignificant ( $\beta=-0.022$ ,  $t= 0.298$ ,  $p=0.383$ ), therefore, the hypothesis H4 is not supported. In contrary to the researcher's expectation, the findings of this study revealed the insignificant effect of OLC on turnover intention. This result is inconsistent with previous studies in the literature that confirmed the significant effect of organizational learning culture and turnover intention (Hsu, 2009; Islam, Ahmad Ungku, et al., 2013; Islam, Khan, et al., 2012; Joo & Park, 2010; Lee-Kelley et al., 2007)

In contrary to the researcher's expectation, the findings of this study revealed the insignificant effect of organizational justice on turnover intention. But, this result is consistent with the findings of Egan et al. (2004) who indicated that OLC does not have association with turnover intention.

Lopez et al. (2005) argued that organizational learning can be defined as "a dynamic process of creation, acquisition and integration of knowledge aimed at the development of resources and capabilities that contribute to better organizational performance" (p.228). In addition, an organizational learning culture refers to the cultural orientation possessed by an organization that values and deliberately enhances its learning activities by making efforts to remove barriers, to expand its learning capacity, and to encourage continuous improvement and transformation within the organization in pursuit of a competitive advantage (Marsick & Watkins, 2003).

Statistically, the finding showed that the connection between OLC and turnover intention is not significant. Based on the aforementioned definitions and explanations on OLC, the perceptions on the learning culture and environment in terms of the creation, acquisition and integration development of resources and capabilities of knowledge and skills of the employees and in which extent the organizations do support their career development and expand their learning capacity is very important in defining the way how the employees are receiving and understanding the learning level in the organization. Thus, the perceptions of employees on the learning level in the organization is important factor that make and create feelings of the employees towards the manner of the employers is producing, shaping and developing the learning culture in the organization which we can call it the perceived organizational learning culture.

There are some plausible explanations to this unexpected result. The employees in the ICT service sector in Malaysia have low perception of the employers regarding the learning culture of their organizations in terms of the process of creation, acquisition and integration of knowledge, removing barriers, expanding leaning capacities and continuous improvement opportunities. Which means there is a gap between the employees' different perceptions and their attitudes and behaviors. Or, another explanation is that, the organizations practices of the learning in terms of creation, acquisition and integration of knowledge, removing barriers, expanding leaning capacities, and continuous improvement opportunities is very low or does not exist which make the employees to feel that the learning culture in the organization is weak and the development opportunities are less. These understanding and perceptions will affect the employees' attitudes and behaviors in negative way.

In this case the employees' perception toward the learning culture is low due to the employee's wrong or lack of understanding on the practices of these processes, as well as lack of knowledge and awareness about it, that will be converted to neutral attitudes and behaviors from the employees. This therefore points to unproductive attitude among employees and will not help the employers in predicting the employees' future outcomes levels and nature, like what happen in this study where the OLC did not predict turnover intention as intentional behavior.

This scenario is akin to situation where the organization really has supportive learning culture, but the perception about it from the employee is either wrong or low due to the lack connection between the management and the employees. In this case, the management is not performing its role in promoting and spreading the practice of learning as culture among employees. Therefore, it is not enough for the managers to develop learning culture in the organization, but it is also very important that the learning culture is perceived to be valid and in existence.

The management in the ICT service companies in Malaysia should therefore raise the awareness of the organization learning practices among the employees so that they can feel save by having clear pictures on the learning process that is existing and to what extent. This will produce right understanding and perception that will effectively and rightly assist in predicting other attitudes and behaviors desired from employees. This will also assist in getting clear understanding and to well measure such attitude in order to prevent any future negative effects like turnover intention or turnover itself as actual behavior.

### 5.3.5 Effect of Organizational Citizenship Behavior on Turnover Intention

The test between OCB and turnover intention shows that there is negative and significant relationship between OCB and TI ( $\beta = -0.173$ ,  $t = 2.749$ ,  $p < 0.01$ ), thus the H5 hypothesis is supported. This result is consistent with previous studies (Aryee & Chay, 2001; Berry et al., 2012; Chen & Francesco, 2000; Coyne & Ong, 2007; Firth et al., 2004; Mazlum Çelik, 2013; Organ et al., 2006; Paillé, 2013; Paillé & Grima, 2011; Paré & Tremblay, 2007; Podsakoff et al., 2009; Podsakoff et al., 2000; Sharoni et al., 2012) .

According to Harrison et al. (2006), OCBs can be observed as one of the primary stages of the withdrawal process. This process encompasses a variety of behaviors, each reflecting a practice of intentional reaction by an employee to deal with a disagreeable work environment. The usual behaviors related to withdrawal process are; absenteeism, lateness and turnover, as well as poor citizenship (Berry et al., 2012; Firth et al., 2004).

Sharoni et al. (2012) argued that, if the employees observed that their positive OCBs are shared and esteemed they will be less likely to display intention to leave. Conversely if they feel that their constructive OCBs are not recognized and appreciated they will be more likely to intend to leave the organization. Low level of OCB can be observed as indication of employees' disengagement from the work (Chen et al., 1998; Chen, 2005). When OCBs are extensive, appreciated and developed within an organization, the employees are inclined to be retained (Podsakoff et al., 2000).

Helping others or receiving help from others raises consistency between employees and acceptable connections with colleagues. Theoretical arguments have been developed to explain why and how helping could be related to employee turnover intention (Chen & Francesco, 2000; Organ et al., 2006; Podsakoff & MacKenzie, 1997; Podsakoff et al., 2000).

In view of that, Paré and Tremblay (2007) stated that, employees who support colleagues and their direct managers like to improve close links with them, exchange help with them, and accordingly stay in the company intentionally. Based on the guidelines of social exchange theory, (Lavelle, 2010) contended that indicating OCB requires individual initiatives that go outside the basic to repay the organization for fair treatment. The primary cause of initiative, unpaid support through displaying OCB reflects the tendency to act beyond the prospects of the managers and co-workers. Social exchange theory has advocated the importance of understanding the employee-organization relationship and is possibly one of the most influential frameworks for understanding exchange behavior in organizations (Cropanzano et al., 2005).

Employers commonly value employee dedication and loyalty, because employees who are committed to the organization show heightened performance, reduced absenteeism, and a lessened likelihood for quitting their job (Rhoades & Eisenberger, 2002). Simply, it can be argued that employees' higher level of OCB will reduce their intention to leave the organization and vice-versa. In other words, when employees achieve or reach a great level of OCB, they will display positive attitudes and appropriate behaviors such as lower intention to leave and they will feel more obligated to stay in the organization.

In addition, the result indicates the importance of OCB in predicting and reducing the level of turnover intention among the employees in the ICT companies in Malaysia. Usually, employees with high OCB tend to be strongly attached and loyal to their organization, which in turn reduces turnover intention. OCB is likely to have greater impact on the turnover decision of the employees. For instance, employees with high OCB feel morally obligated to respond to the organization, hence intention to stay, while employees with low OCB may to a lesser extent feel obligated to respond to the organization, hence intention to leave. In addition, the result indicates the importance of OCB in predicting and decreasing the turnover intention among the employees in the ICT companies in Malaysia.

Further, it is strongly suggested that the organization and its decision makers may benefit from initiating and implementing strategy to increase and enhance the OCB to assist the employees in developing a good level of this behavior, as this will assist in increasing positive organizational and environmental attitudes and behaviors.

### **5.3.6 Effect of Personality Traits on Organizational Citizenship Behavior**

The results of this study confirmed the significant effect of personality traits on organizational citizenship behavior ( $\beta = 0.477$ ,  $t = 9.051$ ,  $p < 0.01$ ), therefore the results confirmed H6 hypothesis. The result is consistent with the previous studies (Ariani, 2012; Chiaburu et al., 2011; Golafshani & Rahro, 2013; Hurtz & Donovan, 2000; Ilies et al., 2009; Lin & Ho, 2010; Malik et al., 2012; Najari et al., 2011; Oluwafemi, 2013; Organ et al., 2006; Purba et al., 2015; Raja et al., 2004; Singh & Singh, 2009; Suresh & Venkatammal, 2010; Wang & Bowling, 2016).

Organizational citizenship behavior is typically defined by Organ (1988a) as employee's behavior that is optional which is not clearly and straight acknowledged by the official compensation and benefits system, and generally enhances the organizational operations effectiveness. By optional, it indicates, the behavior that is not obligatory or required in the job description; it is just a matter of individual's choice, as neglecting such a behavior is unpunishable. OCB is also known as extra-role behaviors which are the act of performing beyond the stated job requirement (Lo & Ramayah, 2009).

Personality can produce organizational citizenship behaviors in the working environment through various interdependent processes. Personality of an individual has a great impact on his life, on the society in which he lives and the place where he works so others are related to one's personality directly or indirectly (Malik et al., 2012). Organ (1990) contended that individual variances play a vital role in predicting how a worker would display OCB. Thus, it is assumed that some employees have more inclination to display OCB due to certain nature or characteristics.

Silva (2006) examined the relationship between the big five and personality traits and job attitudes. He recommended that, there is a significant need to research the relationship between the big five personality traits and the dynamic organizational behavior variables. ICT companies in Malaysia should consider and understand that behavior involves an interaction between a person's underlying personality and situational variables. The situation that a person finds himself or herself plays a major role in how the person reacts.

However, in most cases, people offer responses that are consistent with their underlying personality traits. Therefore understanding the employees' personality will help in understanding reaction and the action which will support the organization's level of predicting the real behavior from the individuals, for instance to what extent the employees feel themselves as the real citizens of the organization , and which indicates that understanding the personality of the employees will lead to better understanding of the employees' level of citizenship behavior that will help to produce and enhance other positive work and environmental attitudes and behaviors that will support the performance and the productivity of the organization and reduce negative attitude and behaviors.

During the recruitment process the organizations should investigate the personality traits of the candidates to select the one with appropriate traits to fit the position in order to ensure high level of OCB among the employees. Therefore, investigating the effect of personality traits on OCB is worthy in the early stage. This will also assist the employees develop supporting citizenship behavior through which they can perform extra role and which goes beyond the task requirement and job description for the mutual benefits of both the organization and the employees. Thus, it is worthy for the researchers, experts and practitioners in the ICT companies in Malaysia to understand the personality traits of the candidates in the early stages of recruitment and training to predict the ability and behavior of certain individual to perform beyond the requirements so that the high cost of the recruitment, training and replacement can be avoided in the early stages. Without doubt, ICT companies in Malaysia with an effective way of understanding the personality traits of the employees will be able to will increase the level of OCB which will the level of turnover intention as one of the primary objectives of this sector.

The results supported the significant impact of personality traits on OCB which is widely reported in the literature. The comprehensive understanding of the personality traits can help ICT companies for better utilization of the available resources in the right time and at the right place to support the performance and produce positive behaviors and attitudes. Therefore, towards implementing a successful mechanism of using the personality traits as strong and early predictor of OCB among employees, more attention should be paid and more researches and experiments inside the ICT companies in Malaysia to be made in order to understand the real characteristics and traits of their employees very well so as to direct the individual for the best performance and look for their needs to be provided for achieving competitive advantage.

### **5.3.7 Effect of Perceived Organizational Support on Organizational Citizenship Behavior**

In order to achieve the sixth objective of this study, the effect of POS on OCB was examined. The results in Table 4.11 displayed that POS is positively and significantly affecting OCB ( $\beta = 0.128$ ,  $t = 1.558$ ,  $p < 0.1$ ), thus, the H7 hypothesis is supported. The result is consistent with the finding of previous studies (Ali, 2009; Asgari et al., 2008; Cardona et al., 2004; Chen & Chiu, 2008; Cheung, 2013; Chiang & Hsieh, 2012; Coyle-Shapiro & Conway, 2005; Eisenberger et al., 1990; Liden et al., 1997; Liu, 2009; Muhammad, 2014; Noruzy et al., 2011; Pohl et al., 2012; Randall et al., 1999; Rhoades & Eisenberger, 2002; Shore & Wayne, 1993; Singh & Singh, 2010; Wayne et al., 2002).

Simply, it can be argued that employees' perception of higher level of POS will increase their OCB. In other words, when employees perceive greater support from the organization, employees in return feel obligated to repay the organization through positive attitudes and appropriate behaviors such as, helping others, extra-role performances,, performing beyond the job requirements. It can be concluded from the previous studies in this context that employees who feel that their organization does not value their contribution or care about their well-being, would be expected to show very low citizenship behavior.

Conversely, a person who feels that an organization offers him or her support by caring for his or her well-being will be motivated to perform beyond job description. Social exchange theory has elicited understanding of the employee-organization relationship and it is possibly one of the most influential frameworks for understanding exchange behavior in organizations (Cropanzano et al., 2005).

This explains the possible reason(s) for the fact that employees who receive high levels of support from the organization are inclined to repay the organization. Employee relations in an organization is simply described as maintaining a healthy working relationship between management and employees to contribute and sustain a satisfactory productivity, motivation and high morale work environment that enhance OCBs for the employee and which reduces withdrawal behavior such as intention to leave. Conceptually, POS and OCB are quite different; one refers to employees' attitudes, while the other one refers to behavior of the employees. Usually, employees with high POS tend to be strongly attached and loyal to their organization, which in turn enhances their affiliation to the organization.

The plausible explanation for such result in the context of Malaysia is that POS is particularly appropriate for non-western context of collectivist society where employees usually seek or expect supports from the community (organization) (Hofstede, 2001). In addition, the result indicates the importance of POS in predicting and increasing the level of OCB among the employees in the ICT companies in Malaysia.

The findings supported the positive significant effect of POS on OCB which is widely reported in the literature. This suggests that the organization and its decision makers may benefit from initiating and implementing strategy to increase and enhance the organizational support to assist the employees in developing a good perception about the organizational support. . In this regard, their beliefs will be increased and will energize them to produce positives organizational and environmental attitudes and behaviors.

The results showed that there is awareness among ICT's employees of the critical role of POS (the care of the organization about the contributions of the employees and cares about their wellbeing) in developing and producing OCBs behaviors (helping others in the organization, doing unpaid and unrewarded tasks). The present study suggests the extent to which the employees in the ICT services sector perceive care and support from organizations. Employees feel obliged to repay organization with extra effort and loyalty when such favorable supportive treatments are discretionary based.

Since the results showed a significant relationship between POS and OCB, the perceptions of the employees in the ICT service sector in Malaysia about the organizational support is considered to be clear based on their strong understanding on the real practices of the organization in valuing the employees' contributions and caring about their well-being. Means to say, the high level of the employees' perceptions of the organizational support reflect their awareness and understanding about this support from one side and reflect the real implementation of this support by the organization from other side.

The results also reflect that POS is an important factor that can affect the employees' extra-role behavior positively which in turn will enhance the ability of the employees in the ICT service sector in Malaysia to produce more positive outcomes on the work field. Therefore, those companies should maintain the high level of POS among the employees.

#### **5.3.8 Effect of Organizational Justice on Organizational Citizenship Behavior**

The effect of OJ on OCB was examined in order to achieve the seventh objective of this study. The results in Table 4.11 showed that OJ has a positive and significant effect on OCB ( $\beta=0.131$ ,  $t= 1.794$ ,  $p<0.05$ ), therefore, the finding supports H8 hypothesis. This finding is consistent with existing previous studies (Blakely et al., 2005; Chegini, 2009; Chiaburu & Lim, 2008; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Crow et al., 2012; Dalal, 2005; Elanain, 2010; Erkutlu, 2011; Folger, 1993; Ince & Gül, 2011; Klendauer & Deller, 2009; Moorman, 1991; Moorman et al., 1998; Nowakowski & Conlon, 2005; Owolabi, 2012; Palaiologos et al., 2011; Podsakoff et al., 2000; Wang et al., 2010; Williams et al., 2002; Young, 2010).

The employees' perception of fairness, organizational justice and trust affect the individuals' attitude and behavior concerning their work and organization (Wilmot & Galford, 2007). Social exchange theory provided strong guidelines in explaining the association between organizational justice and organizational citizenship behavior, it indicates that the social connections at workplace impact the employees' behaviors and attitudes (Dalal, 2005). If the employees are treated positively they will feel obligated to pay back this kindly action (Walumbwa et al., 2010). Contrariwise, if the employees receive unfair treatment, reacting negatively towards these actions will be very high.

Generally organizational justice indicates the level of respect and appreciation towards employees (Walumbwa et al., 2010). It can also produce an enthusiasm to perform outside the job description (Kamdar et al., 2006). When individuals observe a fair working environment, they will incline to react in accordance with social exchange and perform more OCBs (Erkutlu, 2011). Social exchange theory (Blau 1964), which is used to explain why employees will likely perform high level of citizenship behaviors which are functional at work has long been seen in terms of their connection with their organization as a form of giving back or as a social exchange. According to Settoon et al. (1996) social exchange employees exhibit such behaviors which favors the party initiating exchange. A relational and enabling environment is created if employees feel that they are being treated fairly and which on the long run brings sustainability and formation of social exchange relationships. Individuals point of view play very important role in forming these exchange relationship (Wayne et al., 1997).

If employees perceive that the behavior of their superiors or higher level personnel in distributive, procedural and interactional equity allocating rewards, policies and procedures of the allocation, the way of interaction with employees) is not fair and is based on favoritism, their social exchange perception will be affected and disturbed and which may result in the reduction of organizational citizenship behavior. This therefore indicates that social exchange theory perceptions play very important role in formation of these exchange relationships (Wayne 1997).

In line with Blau (1964), Moorman (1991) and Organ (1990), social exchange theory suggests that employees are motivated to increase their work interest and outputs when their employment relationship is based upon a fair social exchange. This could be one of the possible reasons to explain this finding in Malaysian context. This result gives an indication that ICT employees are likely to be more affiliated with the organization as they perform OCBs with outcomes they see as fair than with outcomes they perceive to be unfair. At this stage, employee may compare the adequacy of the rewards they receive, the procedures and policies of allocating the rewards, and how their superiors are dealing and interacting with them and compare such with their expectations, or referent standards.

Altogether, this study reaffirms and validates the view that organizational justice perceptions have a functional effects on organizational citizenship behavior. The findings indicated that ICT employees in Malaysia tend to show positive feelings towards organizational justice which in turn is likely to report higher levels of OCB. Thus, if ICT employees feel that they are satisfied in what they receive in fulfilment of needs such as treatment impartiality, they are more likely to perform OCBs in the organization.

This implies that if they feel an ounce of injustice in reward distribution, or bias is evident in their organization in the policies of allocation or interaction, their perception of the social exchange relationship shared in the firm will be affected and subsequently OCB TI will be effected. This result indicates that, ICT employees perceive strong levels of organizational justice which will bring a high level of OCB. In order to bring success to ICT Companies in Malaysia, the managers should take the discussion above into consideration where it is expected that the ICT employees in Malaysia perceive their superior/organization has been fair in the levels of quality and just in the distribution of reward and resources allocation, the procedural equity of allocation and the fair interaction with all employees which will increase the OCB.

If employees do not perceive organizational justice they will not demonstrate organizational citizenship behaviors even if the management attempts to keep them satisfied. Employees' OCB such as helping fellow workers or doing more than they are required to is more related to the fairness of the rewards they have been allocated. As the most important factor of production and service, employees play a significant role in the effectiveness of organizations. Creating a sense of belonging to the organization with loyal employees and fostering loyalty among employees can be a competitive advantage in today's business world. Therefore, managers in ICT sector in Malaysia should come to understand that transparency in the fairness of firm's procedures and rewards will allow them to develop more loyal and committed employees. ICT companies' managers have to become aware of the extent their decisions and their methods of making the decisions influence the performance of their staff, and how this in turn impacts customer satisfaction. Managers should realize that in the ICT services sector employees have a need to see equitable rewards.

The findings showed that employees not only look to see fair procedures in place for the distribution of rewards, but the actual fairness of the distributed rewards are also critical in organizational citizenship behaviors. It is not enough for managers to develop human resource management procedures that are fair, but it is also very important that the end results of the procedures are perceived as fair.

The findings supported the positive significant effect of organizational justice on OCB which is widely reported in the literature. This suggests that the organization and its decision makers may benefit from initiating and implementing strategy to increase and enhance the organizational justice to assist the employees in developing a good perception about the fairness and equity in the company.

The results showed that there is awareness among ICT's employees of the critical role of organizational justice in developing and producing OCBs behaviors. This reflect the important the employees' perceived organizational support in enhancing the level of the extra-role behavior which in role will improve the level of the employees in the ICT service sector in Malaysia to produce more positive outcomes. Therefore, the companies in this sector should maintain good level of organizational justice practices as well as good level of the awareness about these practices to sustain the perceptions of the employees of the justice in the organizations.

### **5.3.9 Effect of Organizational Learning Culture on Organizational Citizenship Behavior**

In examining the effect of OLC on OCB, the results showed that the relationship between the variables is not significant ( $\beta=0.017$ ,  $t= 0.233$ ,  $p=0.408$ ), therefore the H9 hypothesis was not supported. In contrary to expectation, the findings of this study revealed insignificant effect of organizational learning culture on OCB.

This result is consistent with the study by Mohammad et al. (2014) who found that OLC does not have significant effect on OCB. The plausible explanation for this is that there is lack of awareness among the employees in the ICT service sector on the learning culture practiced in the organizations of this sector. Other explanation is that there is wrong perception of the employees toward the learning culture in supporting the employees' knowledge and developing their careers.

This implies that there is gap in how the employees are expecting the learning process as culture and the real practices of that culture. This will lead to gap between the employees and the management itself. In this case it will be difficult to measure and predict the behaviors of the employees like it happened in this study where OLC did not significantly show effect on OCB. Thus the decision makers in the ICT service sector in Malaysia should initiate and implement strategy to increase and enhance the awareness of the employees about the leaning culture practices in the organizations to develop their perception toward this culture so as to be positive to produce positive attitudes and behaviors. The findings of this study as well indicated that OLC does not have significant effect with employees' turnover intention. This result calls the companies in the ICT service sector in Malaysia to develop the organizational learning culture.

Jerez-Gomez, Céspedes-Lorente, and Valle-Cabrera (2005) suggest four preliminary conditions for the organization to create and develop organizational learning:

- The organization's management must act as a strong support for the organizational learning.
- A collective intelligence and the presence of a common outlook shared by the personnel are needed for the systemic view to the organization
- The organization demands the development of organizational knowledge on the basis of the transfer and integration of individually obtained knowledge.
- For the learning to ripen adaptation to the changes made to the environment does not exclusively suffice as the right source for creating competitive advantage, hence one must go beyond adaptive learning to creative learning.

#### **5.3.10 Mediating Effect of Organizational Citizenship Behavior on the Relationship between Personality Traits and Turnover Intention**

In order to answer the study's questions and meet the research objectives, the researcher examined the mediating effect of organizational citizenship behavior between personality traits and turnover intention. As can be seen in Table 4.12 in chapter 4, the mediating effect of OCB between PT and TI was confirmed ( $\beta=0.083$ ,  $t=2.602$ ,  $p<0.01$ ), according to the bootstrapping method. This result supported the H10 hypothesis of the study. The result of this hypothesis revealed that the relationship between personality traits and turnover intention is significantly mediated by organizational citizenship behavior. This adds the mediating impact of OCB on the relationship between organizational justice and turnover intention. Hence, OCB is important in explaining whatever effect personality traits have on turnover intention.

The personality traits of employees are very crucial because the increase in OCB will lead to reduction in the level of turnover intention. This finding confirmed the logical use of OCB as a practice that can help ICT organizations in Malaysia to reduce the turnover intention through understanding personality traits. In other words, OCB in this study plays role as the mechanism that explains the effect of personality traits on turnover intention. Previously, some studies confirmed the relationship between personality traits and turnover intention from one side, and OCB and turnover intention from other side. Therefore, the collective effect of these variables on turnover intention is logically proposed and confirmed in this study.

#### **5.3.11 Mediating Effect of Organizational Citizenship Behavior on the Relationship between Perceived Organizational Support and Turnover Intention**

The effect of organizational citizenship behavior as mediator between perceived organizational support and turnover intention was examined in this study. In table 4.12, the result confirmed the significant of the mediating effect of OCB between POS and TI ( $\beta=0.022$ ,  $t=1.390$ ,  $p<0.1$ ), therefore the results supported H11 hypothesis.

The result of the present study suggested that the effect of POS on turnover intention is effectively mediated through OCB. This can justify the effectiveness impact of POS through OCB on turnover intention. The effective mediation clarifies the importance of OCB in explaining the indirect effect of POS on turnover intention. The interpretation of this finding is that POS as well has indirect effect on ICT's employees' intention to turnover. Therefore, OCB is important in explaining whatever effect POS has on turnover intention.

The implication of this finding is that, if the impressions of the employees in the ICT service sector in Malaysia are positive with respect to the way employer value their contribution and caring about their wellbeing, the employees' relationship with their supervisors and the organizations will be strong and positive which will lead to increase in the OCB and which in turn will reduce the turnover intention. Social exchange theory, Balau, (1964) provides the theoretical support for the relationship between perceived organizational support, organizational support and turnover intention.

This implies that this theory helps in understanding why employees will likely perform OCBs and will reciprocate the citizenship with their supervisors and organizations with a strong loyalty and motivation to stay with the organization. Specially, when employees perceive high support from the organization in terms of considering their contributions and caring about their wellbeing, they can also decide to pay back the benefit of organizational support from their organization by staying with their superiors and organizations.

In fact, the confidence and expectation of the employees in the ICT service sector in Malaysia is that their contributions and added values will be valued by the supervisors and the organizations. This will motivate them to put in more effort in satisfying their sustaining responsibilities at work and will reduce possibilities of turnover intention. Therefore, the employees' perception of organizational support is very crucial as this will increase OCB that will eventually assist in reducing the level of turnover intention. The implication of this finding is basically the empirical discovery of the significant mediating role played by OCB in the relationship between POS and turnover intention of ICT,s service employees.

This finding confirmed the logical use of OCB as a practice that can help ICT organizations in Malaysia to reduce the turnover intention through understanding of perceived organizational support. In other words, OCB in this study plays role as the mechanism that explains the effect of POS on turnover intention.

Previously, some studies confirmed the relationship between POS and turnover intention from one side, and OCB and turnover intention from other side. Therefore, the collective effect of these variables on turnover intention is logically proposed and confirmed in this study. The companies and managers in the ICT services sector in Malaysia should consider the role of the employees perception towards the organizational support as it's contributes to the citizenship behavior that will affect the employees' intention to leave or stay.

#### **5.3.12 Mediating Effect of Organizational Citizenship Behavior on the Relationship between Organizational Justice and Turnover Intention**

In Table 4.12, the mediating effect of organizational citizenship behavior between organizational justice and turnover intention was confirmed ( $\beta=0.023$ ,  $t=1.404$ ,  $p<0.1$ ). The result supported the hypothesis H12 of the study. The result of this hypothesis revealed that the relationship between organizational justice and turnover intention is significantly mediated by organizational citizenship behavior. Although the relationship between organizational justice and turnover intention is found to be insignificant, the effect of OCB on the relationship of the duo was found significant.

This adds to the mediating impact of OCB on the relationship between organizational justice and turnover intention. The interpretation of this finding is that OCB has indirect effect on ICT's employees' intention to turnover. Hence, OCB is important in explaining whatever effect organizational justice has on turnover intention.

The implication of this finding is that, if the impression of the ICT's employees is positive as regards to the way it is employed in distributing rewards, producers of allocation and interaction manner with employees is fair and just, the employees' relationship with their supervisors and organizations will be strong and positive. Therefore, OCB is strong factor that can indirectly explain the reasons why ICT's employees are leaving their organizations. Social exchange theory Blau, (1964) provides a supportive perspective to this particular result, as it provides support to the relationship between organizational justice, organizational citizenship behavior and turnover intention.

In simple explanation, the employees in ICT service sector will have increased OCB when they perceived and believed that the organizations are just with them in terms of the distribution of rewards, the procedures of allocating the rewards and the manner that the organizations in interacting with them, and whenever the OCB is increased there will be no intention to leave such organization. This is because when the ICT's employees are treated in just and fair manner they will have an automatic willingness to reciprocate the good positive and impressive organization behavior by increasing the level of effort they exert in their job (Witt, Kacmar, & Andrews, 2001). These employees can also decide to pay back the benefit of organizational justice by their organization by remaining with their supervisors and organizations.

In fact, the confidence and expectation of ICT employees that their performance will be rewarded in a just manner and duly will motivate them to put in more energy and moral in discharging their responsibilities at work and will reduce the possibilities of having the intention to leave the organization. Therefore organizational justice perceptions of employees are very crucial in that sense where increased OCB will lead to reduction in the level of turnover intention.

This finding confirmed the logical use of OCB as a practice that can help ICT organizations in Malaysia to reduce the turnover intention through understanding of organizational justice. In other words, OCB in this study plays role as the mechanism that explains the effect of organizational justice on turnover intention. Previously, some studies confirmed the relationship between organizational justice and turnover intention from one side, and OCB and turnover intention from the other side. Therefore, the collective effect of these variables on turnover intention is logically proposed and confirmed in this study.

#### **5.3.13 Mediating Effect of Organizational Citizenship Behavior on the Relationship between Organizational Learning Culture and Turnover Intention**

As illustrated in Table 4.12, the mediating effect of organizational citizenship behavior between organizational learning culture and turnover intention was not confirmed ( $\beta=0.003$ ,  $t=0.217$ ,  $p=0.414$ ), thus the finding did not support the hypothesis H13 of the study. The plausible explanation for this result can be more from analytical point of view. Hair Jr et al. (2014, p. 35) stated that “A mediating effect is created when a third variable or construct intervenes between two other related constructs as shown in the Figure 4.4. To understand how mediating effects work, let’s consider a path model in terms of direct and indirect effects.

Direct effects are the relationship linking two constructs with a single arrow; indirect effect is those relationships that involve a sequence of relationships with at least one intervening construct involved". Thus, an indirect effect is a sequence of two or more direct effects (compound path) that are represented visually by multiple arrows.

The effect of OLC on OCB and even on TI was found not to be significant as reflected in the results shown in Table 4.11. The direct effect between OLC and turnover intention was not significant, and the direct effect between OLC and OCB was not significant, so OCB as mediator did not play role in bridging the relationship and establishing the indirect effect.

In addition, the results of the effect sizes  $f^2$  and  $q^2$  showed that OLC does not show any effect towards OCB and TI. Therefore, the compound path between OLC and TI through OCB was not significant in this study. The more discussion and explanations on the direct effect of OLC on OCB and TI have been highlighted earlier in the discussion of H4 and H9.

#### **5.3.14 Moderating Effect of Job Embeddedness of the Relationship between Organizational Citizenship Behavior and Turnover intention**

In order to achieve the last objective of the study, the moderating effect between organizational citizenship behavior and turnover intention was examined. The result indicates insignificant relationship as shown in Table 3.13 ( $\beta=0.022$ ,  $t=0.369$ ,  $p=0.356$ ), therefore the finding did not support the hypothesis H14.

Job embeddedness refers to the employees' intention to stay and the turnover intention refers to the employees' intention to leave. Usually employees with high level of JE will be strongly attached with organizations and which shows low level intention quit and vice-versa. From the result displayed in the table it is obvious that JE is negatively significant related to turnover intention, but JE does not significantly mediate the relationship between OCB and turnover intention.

The plausible explanation for this result is that, both JE and OCB has very strong negative effect on TI. So, the relationship between OCB and TI was not changed by through interference of JE. Thus, the position of JE as moderator between OCB and turnover intention in this setting and framework is not worthy. Thus, further research should take JE as independent variable in similar research settings.

#### **5.4 Implications of the Study**

The findings of the present study have several important theoretical and practical implications. Both the theoretical and practical implications are discussed in the following sections.

##### **5.4.1 Theoretical Implications**

The findings of the present study have contributed to the body of knowledge by bringing new insights particularly in the Malaysian context on the factors affecting turnover intention through the main effects as well as the mediating and moderating effect. Furthermore, the study indicated that certain factors have more effect on the turnover intention than others and that add to the growing literature on factors that are significant in reducing turnover intention.

The present study had demonstrated the relationship among PT, POS, OJ, OLC, OCB, JE, TI and the mediating effect of OCB in the relationship between PT, POS, OJ, OLC and TI as well as the moderating effect of JE on the relationship between OCB and TI in the context under researched nonw-estern organizations using the theoretical framework of social exchange theory.

Since the most previous studies on the aforementioned variables and turnover intention were conducted in the western contexts, the results of those studies may not be generalized and applicable in other contexts for instance Malaysia. These results from deferent research settings, unique national culture and the practices of different and diversified nature of human resource have different effect in developing countries as compared to developed countries. Thus, by studying the factors affecting turnover intention in a new setting which represents the developing country viewpoint has contributed to theoretical knowledge.

The findings of the study confirmed the effect of individual, attitudinal and organizational factors on attitudes and behaviors of employees in the non- western context. Moreover, the present study bridged the gap of turnover intention literature in the context of Malaysia in particular, and Asia and the world in general. The study has been able to fill a theoretical gap by delving into understanding turnover intention among employees in the ICT services sector in Malaysia. The findings reported in this study will therefore motivate future researchers and relevant stakeholders to pay closer attention to turnover intention not just in the ICT services organizations alone but also in the other economically important sectors in Malaysia.

This study investigated the direct effect of PT, POS, OJ, OLC and OCB on turnover intention from one hand and the indirect effect of PT, POS, OJ, and OLC on turnover intention through the mediation effect of OCB from another hand to produce extensive contribution to the body of knowledge by testing all these relationships in a framework.

In the direct effect of the factors on the turnover intention, the finding demonstrated the importance of PT, POS, and OCB in effecting and reducing intention to turnover among employees, while OJ and OLC found to be insignificantly affecting the intention to leave of employees. For the direct effect of the variables on organizational citizenship behavior, the finding demonstrated the importance of PT, POS and OJ in effecting and increasing the level of OCB of employees, while OLC demonstrates insignificant effect on employees' OCB.

The results that showed consistency with previous studies have empirically confirmed the results in this setting of the research by expanding the understanding of the relationship between the variables, while results that are not consistent with the previous studies, brought new findings to the field of human resource management and turnover intention that call more researcher in the future to investigate more the relationship between these variables to fill the theoretical and contextual gap. Thus the study contributed to the literature through empirically testing the interaction between these variables to produce new findings particularly in the Malaysian context. This study provided an important examination about the role played by OCB in reducing turnover intention. The mediating effect of OCB as mechanism that can explain the relationship between PT, POS, OJ, OLC and turnover intention was examined.

The results revealed that OCB plays an important role in reducing and preventing turnover intention. As per the best knowledge of the researcher, the previous studies did not use OCB as a mediator to test the effect of PT, POS, OJ and OLC on turnover intention particularly in the ICT sector in Malaysia which is considered as contribution to the body of knowledge.

The role of JE as a significant factor was examined in this study. JE is still an important factor that can lead to successful implementation of different strategies and practices. Even though this result was not confirmed, it is contribution direction for the future studies in the same or different settings of research. In the same sequence, the effect of JE on TI has been examined and the results demonstrated the importance of JE in effecting and reducing the turnover intention, thus it was consistent with previous studies to confirm the contribution of this study to literature in this context.

Another theoretical contribution of this study is that the results of the study indicated strong support for the notion of the social exchange theory (Blau, 1964) and theory of planned behavior Judge and Ilies (2002). The applicability of the both theories which was previously applied across a variety situations and contexts now extended to the PT, POS, OJ, OLC, OCB, JE and turnover intention linkages in the Asian context in general, and Malaysian context in particular. These antecedents have not been explored among the employees in the ICT service sector in Malaysia.

### **5.4.2 Practical Implications**

Besides the theoretical contributions, this study reveals several invaluable practical implications and contributions that are useful for managers, practitioners, and policy makers. First is that the findings presented in this study indicated that most factors that have been investigated are important in predicting the turnover intention among ICT service employees in Malaysia. Understanding these factors will help the managers, practitioners, and policy makers in developing effective practices aimed at enhancing employees' positive behaviors toward their organizations (OCB) which in turn will lead to lower turnover intention.

Additionally, the findings of this study will also motivate the ICT services companies in Malaysia to initiate strategies to minimize the effect of turnover intentions among the employees and increase their organizational citizenship behavior level. The results of this study can raise the awareness among the decision makers in the ICT service sector in Malaysia of the importance of personality traits of individuals in significantly affecting level of OCB and the intention to leave among employees. Thus, PT should be considered as an important factor that should be focused on more particularity during the recruitment and selection process as early stage.

The finding showed the importance of POS in this setting of research as it is vital factor in increasing OCB and lowering turnover intention. Decision makers in the ICT service sector in Malaysia should pay attention to this factor and look to the valuation of the contribution and caring about their well-being as well as focus on the employees perceptions regarding this support.

The results reported the OCB as one of the main important factors in decreasing the turnover intention, as this factor plays a vital role in mediating the effects of the PT, POS, OJ and OLC on turnover intention. The employees in this sector can be well managed by ensuring the high level of organizational citizenship behavior which is the most essential factor in minimizing employees' turnover intention in this setting. This is because high level of OCB reflects positive feelings towards the organization, thus having a direct influence on ICT employees' intention to quit. This implies that, the increase in the level of organizational citizenship behavior will reduce the level of employee's turnover intention.

Although, the findings of this study indicated some insignificant effects (i.e. the effect OJ and OLC on turnover intention, effect OLC on OCB, the insignificant mediation of OCB on the relationship between OLC and TI, the insignificant effect of JE as a moderator between OCB and TI) the important role of OJ, OLC and JE still exist.

The contribution of this study is not complete if the implication of this study on the Malaysian ICT service sector is not explicitly described, being important sector contributing to the economy of Malaysian Gross Domestic Product (GDP). Thus, it is very important for the Malaysian government agencies to pay attention and initiate policies to quell the progressively high rate of turnover intention in the ICT service sector in Malaysia or to implement strategic plans for the retention of the employees in this lucrative sector. Finally, this study can also give some insights to other companies in the service and manufacturing sectors in Malaysia that they can benefit from the finding of this study.

The extensive literature and arguments and the results should be taken into consideration for other organization to reduce turnover intention among their employees. In this study most important factors were discussed such as PT, POS, OJ, OLC, and OCB that are necessary nowadays for any organization that wants to achieve success and competitive advantage.

### **5.5 Limitation of the Study and Recommendations for Future Studies**

Despite the fact that this study provides good insight and several contributions, there are still some limitations that in turn create some opportunities for future research. The method adopted in this study is quantitative which is to some extent justified as being appropriate for this study in relation to the research objectives. Meanwhile, it could also be more useful if this study employs qualitative study or mix method research. Therefore, the future researches are encouraged to focus on exclusively qualitative research design for data or include mix method to understand turnover intention phenomena.

Additionally, the scope of the study was limited to employees working employees working in the ICT service sector in Malaysia, the findings of this study may not reflect the turnover intention of employees in other sector in Malaysia or worldwide. This limitation can influence the generalizability of the results of the study. Therefore, a heterogeneous population is encouraged for future researches that aim at achieving similar objectives. The present study is a cross-sectional in nature, thus data were collected at one point in time which is considered as another limitation. The changes in the psychological human aspects could be changed from time to another. It is sometime difficult to determine the direction of causality.

Therefore the causal relationship between the independent and the dependent variables cannot be concluded. Based on that, the conclusion generated from this study could be different if the research design was longitudinal rather than cross-sectional study.

Thus, further researches should conduct longitudinal studies to help validate the results, because the sample of this study could have changed their attitudes over time. This study was based on Social Exchange Theory (SET) and Theory of Planned Behavior (TPB), it is valuable to extend these theories by adding new predictors or integrate SET or TPB with other theories such as job embeddedness theory, organizational support theory, equity theory, which will provide the additional theoretical knowledge in viewing behavioral intention process from the psychology and social psychology perspective in Malaysia where many studies have not been conducted in this context.

A bigger sample size could be considered for this kind of study in the future to understand more factors that could be responsible for the upsurge of turnover intention amongst the employees in the ICT service in Malaysia. This can be achieved by either employing different sample methods that can accommodate bigger sample size. Furthermore, the study in testing variables like personality traits, organizational justices, organizational learning culture organizational citizenship behaviors and job embeddedness used unidimensional structure, implies that the dimensions of these variables were not tested. Future are therefore encouraged to test the effect of these variables based on multidimensional construct to check the real effect of these variables in to create deep understanding of the relations.

Lastly, although that the findings of this study contribute to a better understanding of the factors affecting turnover intention among ICT service employees in Malaysia, however, further researches incorporating other variables like; intrinsic and extrinsic motivations (Feng & Angeline, 2010), job satisfaction (Madden et al., 2015) organizational culture (Saraih et al., 2017), emotional intelligence (Meisler, 2013), organizational commitment (Islam, Ahmad Ungku, et al., 2013) and work-life balance (Noor, 2011) should be consider. Furthermore, in future similar studies, researchers should engage the effect of the demographic factors (i.e., gender, age, position, qualification, and length or of working experience) that are expected to have effect in the research model.

## **5.6 Conclusion**

Turnover intention is considered as a dilemma in the field of human resources management. Therefore, defeating and reducing the effect of this phenomena has taken great attention of managers and decision makers in the developing countries, including Malaysia, particularly in the ICT services sector as one of the productive sectors in the country. The present study focused on examining the effect of PT, POS, OJ, OLC and OCB on turnover intention in the context of ICT service sector in Malaysia. The study also examined the mediation effect of OCB on the relationship between PT, POS, OJ, OLC and turnover intention as well as the moderation effect of JE on the relationship between OCB and turnover intention.

Based on this examination, the study has provided empirical evidence of the significant effect of PT, POS, OJ, OLC, on turnover intention directly and/ or indirectly. Thus, this study provided clear evidence that these factors are important in fostering the employees' positive attitudes which in turn reduces employees' intention to leave present organization.

The role of OCB as mediator in this study was important in reducing the level of turnover intention. Previous studies have not addressed the mediating effect of OCB on the relationship between PT, POS, OJ, OLC and turnover intention, as OCB plays vital role in the framework to increase the effect of the independent variable on turnover intention. Thus, the present study contributes to the body of knowledge by providing empirical evidence about the mediating power of OCB.

Furthermore, this study employed Social Exchange Theory and Theory of Planned behavior. Therefore, the present study was concerned with studying the behavioral intention of the employees in ICT service sector in Malaysia.

Although the turnover intention phenomenon had widely been studied in the western context, and the studies argued that western perspectives on employees' turnover intention are not necessarily relevant to other contexts. In this regard, the present study identified important factors that are significantly affecting the ICT service employees' turnover decision in Malaysia. As far as turnover intention is concerned, most previous studies on turnover intention were conducted in the western context. Thus, the present study may enrich the literature of employees' turnover intention phenomenon in non-western context for instance, Malaysia.

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## Appendix A

### Research Questionnaire



**Research Questionnaire:  
Factors Affecting Turnover Intention among Malaysian's Information and  
Communication Technology (ICT) Employees.**

Dear Sir / Madam:

I am conducting an academic research in the area of Human Resource Management as part of my PhD program at the School of Business Management–Universiti Utara Malaysia. The survey intends to understand the factors affecting employees' turnover intention in Information and Communication Technology (ICT) service sector in Malaysia. Any information that you provide will be kept confidential and will be used for research purpose only. In this regard you are kindly requested to fill the survey form as attached herewith.

This survey will take about 15 minutes of your precious time. Your cooperation in this matter is highly appreciated. If you have any query related to this survey, please do not hesitate to ask me.

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\*\*\*Please read the below statements and encircle the response that closely represents your opinion using the following scale to indicate your level of agreement or disagreement with each statement:

1	2	3	4	5
Strongly Disagree (S.D)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (S.A)

### SECTION I: Turnover Intention

Below are statements that describe your current intentions of leaving your organization through; idea or thought of leaving, searching for new job or deciding to leave the organization.

No	Statements	S.D	D	N	A	S.A
1	I am thinking about leaving my organization	1	2	3	4	5
2	I am planning to look for a new job	1	2	3	4	5
3	I intend to ask people about new job opportunities	1	2	3	4	5
4	If I can find a better job I will leave my organization	1	2	3	4	5
5	I am actively looking for new job outside my organization	1	2	3	4	5
6	I do not plan to be in this organization any longer	1	2	3	4	5
7	I am quite sure I will leave my position in the nearest future	1	2	3	4	5

### SECTION II: Organizational Citizenship Behavior

Below are statements that describe how you may think about yourself right now in terms of helping behavior toward your colleagues or your organization.

No	Statements	S.D	D	N	A	S.A
1	I help my co-workers who have been absent	1	2	3	4	5
2	I help my co-workers who have heavy workloads	1	2	3	4	5
3	I assist my supervisor with his/her work ( when not asked)	1	2	3	4	5

4	I take time to listen to my co-workers` problems and worries	1	2	3	4	5
5	I go out of my way to help new employees	1	2	3	4	5
6	I take a personal interest in my co-workers	1	2	3	4	5
7	I pass along information to my co-workers	1	2	3	4	5
8	My attendance at work is above the norm	1	2	3	4	5
9	I give advance notice when I am not able to come to work	1	2	3	4	5
10	I only take necessary work breaks	1	2	3	4	5
11	I do not spend a lot of time on my personal concerns at work	1	2	3	4	5
12	I do not complain about insignificant issues at work	1	2	3	4	5
13	I protect organizational property	1	2	3	4	5
14	I obey the informal rules established to maintain order	1	2	3	4	5

### SECTION III: Job Embeddedness

Below are statements that describe to which extent you are embedded (Fixed) to your job or organization.

No	Statements	S.D	D	N	A	S.A
1	I feel attached to my organization	1	2	3	4	5
2	It is difficult for me to leave my organization	1	2	3	4	5
3	I am highly engaged with my organization	1	2	3	4	5
4	I simply could not leave my organization	1	2	3	4	5
5	I am strongly connected to my organization	1	2	3	4	5

#### SECTION IV: Personality Traits

Below are statements that describe the traits (characteristics) of your personality.

**\*\*All questions begin with the statement "*I see myself as someone who...*"**

No	Statements	S.D	D	N	A	S.A
1	.... Is energetic and enthusiastic	1	2	3	4	5
2	.... Has an assertive personality	1	2	3	4	5
3	.... Is friendly and sociable	1	2	3	4	5
4	.... Is helpful and kind with others	1	2	3	4	5
5	.... Is generally trusting others	1	2	3	4	5
6	.... Likes to cooperate with others	1	2	3	4	5
7	.... Is organized	1	2	3	4	5
8	.... Does things efficient	1	2	3	4	5
9	.... Makes plans and follows up with them	1	2	3	4	5
10	.... Is relaxed, handles stress well	1	2	3	4	5
11	.... Is emotionally stable, not easily upset	1	2	3	4	5
12	.... Remains calm in tense situations	1	2	3	4	5
13	.... Comes up with new ideas	1	2	3	4	5
14	.... Is curious about different things	1	2	3	4	5
15	.... Has an active imagination	1	2	3	4	5

## SECTION V: Perceived Organizational Support

Below are statements that describe your general perception of the degree to which your organization values your contributions and cares about your well-being.

No	Statements	S.D	D	N	A	S.A
1	My organization values my contribution to its well-being	1	2	3	4	5
2	My organization strongly considers my goals and values	1	2	3	4	5
3	My Organization helps me when I have problems	1	2	3	4	5
4	My Organization really cares about my well-being	1	2	3	4	5
5	My organization is willing to help me whenever I need it	1	2	3	4	5
6	My organization cares about my general satisfaction at work	1	2	3	4	5
7	My organization cares about my opinions	1	2	3	4	5
8	My organization takes pride in my accomplishments at work	1	2	3	4	5

## SECTION VI: Organizational Justice

Below are statements that describe your perception of how fairly your organization is treating you in the workplace.

No	Statements	S.D	D	N	A	S.A
1	I consider my work schedule is fair	1	2	3	4	5
2	I consider my level of pay is fair	1	2	3	4	5
3	I consider my workload to be quite fair	1	2	3	4	5
4	Overall, I consider the rewards I receive here are quite fair	1	2	3	4	5
5	I consider that my job responsibilities are fair	1	2	3	4	5
6	My supervisor makes job" decisions in unbiased manner	1	2	3	4	5
7	My supervisor listens to employee" concerns before making decisions	1	2	3	4	5
8	My supervisor collect accurate and complete information to make decision	1	2	3	4	5

9	My supervisor clarifies decisions and provides additional information when requested by employees	1	2	3	4	5
10	All job decisions are applied consistently across all respective employees	1	2	3	4	5
11	Employees are allowed to challenge or appeal job decisions made by the supervisor	1	2	3	4	5
12	When decisions are made about my job, my supervisor treats me with kindness and consideration	1	2	3	4	5
13	When decisions are made about my job, my supervisor treats me with respect and truthful manner	1	2	3	4	5
14	When decisions are made about my job, my supervisor shows concern for my rights and personal needs	1	2	3	4	5
15	Concerning decisions made about my job, my supervisor discuss the implications of the decisions with me	1	2	3	4	5
16	My supervisor offers sufficient justification for decisions made about my job	1	2	3	4	5
17	My supervisor explains very clearly any decision made about my job	1	2	3	4	5

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## SECTION VII: Organizational Learning Culture

Below are statements that describe your perception on the cultural orientation influenced by your organization in expanding its learning capacity and encouraging continuous improvement and transformation.

No	Statements	S.D	D	N	A	S.A
1	In my organization, employees are rewarded for learning	1	2	3	4	5
2	In my organization, employees spend time building trust with each other	1	2	3	4	5
3	In my organization, teams/groups revise their thinking as a result of group discussions or information collected	1	2	3	4	5
4	My organization makes its lessons learned available to all employees	1	2	3	4	5
5	My organization recognizes employees for taking initiative	1	2	3	4	5
6	My organization works together with the outside community to meet mutual needs	1	2	3	4	5
7	In my organization, leaders continually look for opportunities to learn	1	2	3	4	5

## SECTION VIII: Respondent's Background

The following information is strictly confidential and will only be used for research purpose.

I will be grateful if you could kindly fill the required information.

\*Note: Please TICK (✓) in the appropriate box.

1. Gender.

	<i>Male</i>		<i>Female</i>
--	-------------	--	---------------

2. Age

	<i>30 years and less</i>		<i>31-40 years</i>
	<i>41-50 years</i>		<i>Above 50 years</i>

3. Marital Status

	<i>Single</i>		<i>Married</i>
<i>Others: .....</i>			

4. Designation/ Position

	<i>Executive</i>		<i>Non-executive</i>
	<i>Officer</i>		<i>Manger</i>
	<i>Assistant Manger</i>		<i>Supervisor</i>
<i>Others (Please Specify): .....</i>			

5. Highest Qualification

	<i>PhD</i>		<i>Master</i>
	<i>Bachelor</i>		<i>Diploma/SPM</i>
<i>Others (Please Specify): .....</i>			

6. Years of Working in the Organization

	<i>Less than 01 year</i>		<i>01-05 years</i>
	<i>06-10 years</i>		<i>Above 10 years</i>

*Thank you for you cooperation*

## Appendix B

### Data collection Permission/Letter



OTHMAN YEOP ABDULLAH  
GRADUATE SCHOOL OF BUSINESS  
Universiti Utara Malaysia  
06010 UUM SINTOK  
KEDAH DARUL AMAN  
MALAYSIA



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Laman Web (Web): [www.oyagsb.uum.edu.my](http://www.oyagsb.uum.edu.my)

KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

UUM/OYAGSB/R-4/4/1  
21 January 2016

#### TO WHOM IT MAY CONCERN

Dear Sir/Madam,

#### LETTER FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Saoula Oussama (Matric No: 95161)** is a bonafied student of Doctor of Philosophy (PhD), Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. He is conducting a research entitled **"Factors Affecting Employee's Turnover Intention: A Study on the Information and Communication Technology (ICT) Sector in Malaysia"** under the supervision of Assoc. Prof. Dr. Husna Bt Johan.

In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

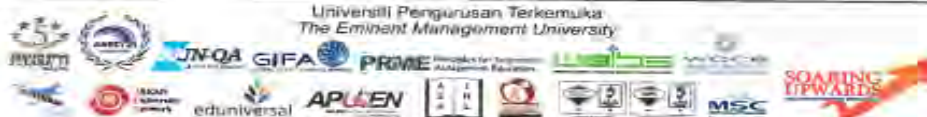
Thank you.

"KNOWLEDGE, VIRTUE, SERVICE"

Yours faithfully,

**ROZITA BINTI RAMLI**  
Assistant Registrar  
for Dean  
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor  
- Student's File (95161)



## Appendix C

### List of ICT services Companies Agreed to participate in the Study

No	Name of Company	No of Questionnaire Distributed	No of Questionnaire Collected
1	Telekom Malaysia (TM) Berhad	105	65
2	MexComm Sdn Bhd	50	30
3	Hitachi Data System Sdn Bhd	50	30
4	Mediacliq Group. Sdn Bhd	60	35
5	Fibre Comm Network (M) Sdn Bhd	55	30
6	Formis Network Sdn Bhd	55	30
7	HR First Sdn Bhd	30	15
8	CITIC International & CPC (Malaysia) Sdn Bhd	50	20
9	App Asia Sdn Bhd	50	30
10	Ascertain Technologies Sdn Bhd	35	20
11	Orionet Sdn Bhd	49	20
12	Softline Sdn Bhd	45	20
13	Optima Infosystem Sdn Bhd	30	15
14	Sage Software Sdn Bhd	45	26
15	mTouche Technology Bhd	45	30
16	Jaya Satria Mediakom Sdn Bhd	10	5
	<b>Total</b>	<b>764</b>	<b>421</b>

## Appendix D

### Common Method Variance Results

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	20.199	27.671	27.671	20.199	27.671	27.671
2	9.546	13.076	40.747	9.546	13.076	40.747
3	4.700	6.438	47.185	4.700	6.438	47.185
4	3.434	4.704	51.889	3.434	4.704	51.889
5	2.912	3.989	55.878	2.912	3.989	55.878
6	2.315	3.171	59.049	2.315	3.171	59.049
7	2.067	2.831	61.880	2.067	2.831	61.880
8	1.670	2.288	64.168	1.670	2.288	64.168
9	1.328	1.820	65.988	1.328	1.820	65.988
10	1.117	1.530	67.518	1.117	1.530	67.518
11	1.079	1.479	68.996	1.079	1.479	68.996
12	1.048	1.435	70.432	1.048	1.435	70.432
13	.893	1.223	71.654			
14	.872	1.194	72.849			
15	.824	1.128	73.977			
16	.791	1.084	75.061			
17	.745	1.021	76.082			
18	.697	.955	77.036			
19	.682	.934	77.971			
20	.646	.885	78.856			
21	.630	.862	79.718			
22	.612	.839	80.557			
23	.579	.793	81.350			
24	.572	.783	82.133			
25	.538	.737	82.870			
26	.521	.714	83.584			
27	.499	.683	84.267			
28	.496	.680	84.947			
29	.472	.647	85.594			
30	.469	.643	86.237			
31	.431	.590	86.827			
32	.425	.582	87.409			
33	.408	.558	87.968			
34	.396	.542	88.510			
35	.390	.534	89.044			
36	.366	.501	89.545			
37	.355	.487	90.031			
38	.343	.470	90.501			
39	.338	.463	90.964			
40	.322	.442	91.405			
41	.315	.432	91.837			
42	.309	.424	92.260			
43	.301	.413	92.673			
44	.288	.394	93.068			

45	.277	.379	93.447
46	.265	.363	93.811
47	.261	.358	94.168
48	.258	.354	94.522
49	.253	.346	94.869
50	.234	.321	95.189
51	.228	.312	95.501
52	.219	.300	95.802
53	.218	.299	96.100
54	.210	.288	96.388
55	.201	.275	96.664
56	.191	.262	96.926
57	.184	.252	97.178
58	.181	.248	97.426
59	.170	.233	97.660
60	.166	.228	97.887
61	.157	.215	98.102
62	.148	.203	98.305
63	.141	.194	98.499
64	.138	.189	98.688
65	.134	.183	98.871
66	.129	.176	99.047
67	.124	.170	99.217
68	.113	.155	99.371
69	.102	.140	99.511
70	.101	.138	99.649
71	.092	.126	99.775
72	.085	.117	99.892
73	.079	.108	100.000

Extraction Method: Principal Component Analysis.