

The Moderating Effect Satisfaction has on Turnover Intentions and Organizational Citizenship Behavior

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This exploration contemplates the notion that there are moderating factors that affect employee turnover intentions when analyzing Organizational Citizenship Behavior (OCB). This study then investigates and analyzes the role satisfaction plays as a possible moderator between turnover and OCB. It is this paper's contention that in order to be able to forecast or minimize employee turnover, one must understand all the variables and interactions. So, to that effect, this paper provides results from a large-scale survey and gives insight into the possible relationships. It further addresses current and future needs in this area.

INTRODUCTION

There seems to be general consensus on what Organizational Citizenship Behavior is within the academic world. OCB is defined as behavior exhibited by an employee that is intended to enhance organizational effectiveness by going above and beyond their formal job descriptions (Organ 1988).

OCB reflects voluntary, pro-active and non-pre-scribed actions taken by employees in an effort to improve organizational performance. (Hunt, 2002). OCB is present in most organizations, regardless of the industry, however; the level or degree to which it is present depends on individual factors at the individual level and the organizational level, as we will see, and it is these factors that contribute to the overall OCB an individual has in a given organization.

Is employee retention good for a firm? Until recently this has always been thought of as a positive aspect. However, recently some managers and scholars view it as a potential hazard. According to Krausz, Bizman, & Weiss (1989), turnover of an employee indicates the availability of alternatives and more attractive employment opportunities. The more enticements an employee has at a job, the less his employee turnover intentions will be due to higher levels of job satisfaction. This is a fairly straight-forward concept.

Some scholars note retention emphasizes building employees' organizational commitment and preventing turnover (Gould, 1979, Lee and Maurer, 1997). Others say time consumed by efforts to fill vacant positions may hamper operations and efforts to fill vacant positions and hamper achieving goals (Jeswald, 1976; Macy & Mirvis, 1974). So, there is some debate on employee retentions usefulness,

however, in an all-encompassing scenario, one would have to say employee retention has more potential benefits than harmful aspects.

Much research has been already performed, in general, on employee turnover intentions and organizational citizenship behavior. However, this study argues that there is an important moderating factor, employee satisfaction, which will play a pivotal role in how OCB behaviors transform into turnover intentions. It is my contention that employees exhibiting moderate or high levels of OCB will have their turnover intentions increased when they feel their effort is not being noticed, appreciated, and/or rewarded, and satisfaction has a direct moderating effect here.

Little research has been specifically done on the moderating effects of employee's job satisfaction between OCB and turnover intentions. Zeffane (1994) agrees, and says, "very few studies have systematically and simultaneously examined satisfaction and the degree of individual commitment to the organization.

Some authors note a limitation is the use of a single item measure for turnover intentions. While a single item measure may be used in the literature, it limits the construct validity of the measure (Lounsbury & Hoopes, 1986, Grover & Crooker, 1995). This tells that moderating effects, such as satisfaction, provide more importance to results than just only one factor. Job satisfaction of employees is just one of the potential moderating factors, but needs to be analyzed separately from any potential variables, so as to minimize multicollinearity.

Some early authors delved into why people voluntarily leave an organization (Brayfield & Crockett, 1955; Herzberg, Mausner, Peterson, & Capwell, 1957; March & Simon, 1958). These authors came up with various ideas on why employees leave however; none totally encapsulate the idea presented in this article. Recent research, however, has focused on refining models that explain characteristics of voluntary leavers (Dalessio, Silvetman, and Schuck, 1986; Gerhart, 1990; Mobley, Griffeth, Hand, & Meglino, 1979; Steers & Mowday, 1981). These authors are getting closer to the proposition in this study, however, are not quite there. Krausz, Bizman, & Weiss (1989), say there are two primary reasons people leave, because they were dissatisfied with their work and because external causes such as family matters. So, these latter findings support the framework of this study.

THEORETICAL BACKGROUND

Mobley (1982), points out employee turnover has implications at 3 levels: for the organization as a whole, consequences for the leaver, and consequences for those remaining in the organization. Satisfaction undoubtedly plays a role in employee turnover intentions; however it is debatable what degree it does play. The notion that there is stress in modern organizations is hardly disputable (Connor & Worley, 1991). It is commonly agreed upon that high levels of stress lower satisfaction levels. So, with this in mind some turnover in an organization is inevitable and inescapable, all one can do is try to minimize it, if it is viewed as beneficial to do so.

For an employee to possess OCB he or she must have some level of organizational commitment. Organizational commitment is characterized by 3 factors: intention to maintain membership in the organization, identification to the organization's goals, and willingness to exert effort on behalf of the organization (Mowday, Porter, & Steers, 1982; Mowday, Steers, & Porter, 1979; Porter, Steers, Mowday, & Boulian, 1974). As one can see all of these factors in some way contribute to the proposal here. First, an employee must intend to keep membership in an organization, meaning no employee turnover intentions. Also, the third level, willingness to exert extra effort, is almost the exact definition of OCB. Employees with good attendance show a strong concern for adhering to work schedules and exhibit higher levels of satisfaction. You can count on them to either show up to work, or at let you know in advance they will be late or absent. (Hunt, 2002).

Many authors theorized the "Big Five" could be useful to analyze the factor of employee turnover intentions. However, in the past, many authors, for instance Barrick and Mount (1991), were unable to conduct this due to the small number of studies available. Today, this is changing. For instance, Salgado's (2002) study utilizes the "Big Five" framework and has a nice correlation

table showing the interactions between the different factors. Furthermore, Conte & Jacobs (2003) found that the "Big Five" personality dimension factors were significantly associated with absence. In contrast, Chien (2004) tells that only conscientiousness, among the "Big Five", is the only factor with a consistent correlation. Clearly, there is some relation between the "Big Five" and turnover intention when one looks at these studies, although some don't agree on the same things. However, more studies need to be conducted to see exactly what the effects are.

Chien (2003), hypothesized that perceived breach will lead to higher intentions to quit and lower job satisfaction and affective commitment and also that violation will mediate the relationship between perceived breach and intentions to quit, job satisfaction and affective commitment. Both results proved significant. A perceived breach is when an employee feels the company has done or not done something they should. Violation, the feeling of anger, distress, etc... is one of the mechanisms through which perceived breach is translated into outcomes such as intentions to quit (Chien, 2003).

FIGURE 1
CONCEPTUAL MODEL OF THE RELATIONSHIPS AMONG MANIFEST VARIABLES

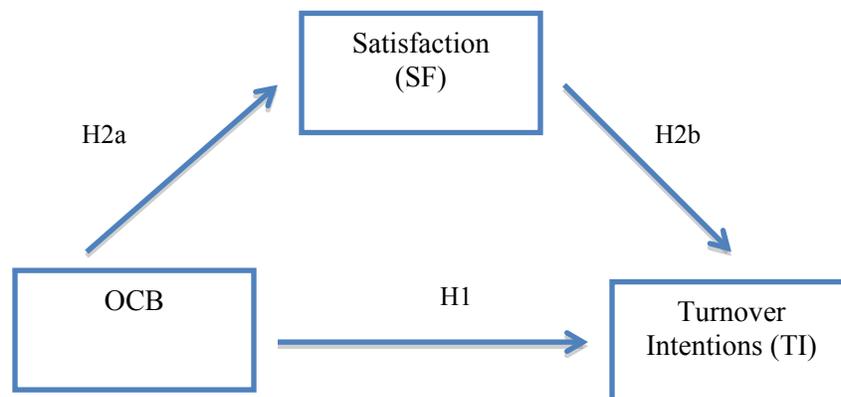


Figure 1 presents a graphical representation of the proposed Hypotheses. Based on previous literature:

- H1: OCB will not have a significant, direct impact on decreasing turnover intentions.*
- H2a: OCB will improve employee's satisfaction levels with jobs.*
- H2b: As satisfaction increases, turnover intentions of employees will decrease.*

Many researchers have theorized that job satisfaction is a key antecedent of worker turnover. (Mobley, et al., 1979, Price & Mueller, 1986, Williams & Hazer, 1986). Furthermore, Roznowski and Hulin (1992) contend that overall job satisfaction measures are the most informative data a manager or researcher can have for predicting employee behavior, such as turnover intentions. It is clear that job satisfaction has by far the largest total effects on turnover intent (Lambert, Hogan, Barton, 2001).

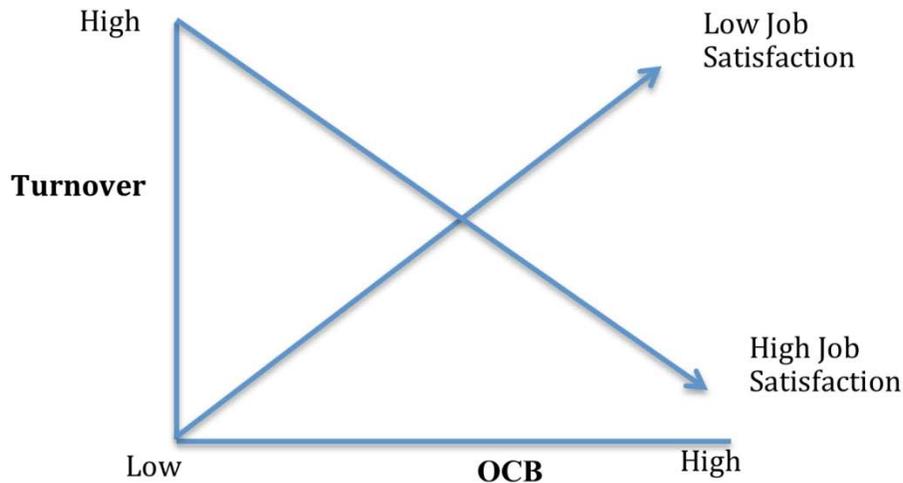
Empirical studies have traditionally shown ones commitment in an organization is negatively associated with the intention to quit the organization and actual turnover. (Allen & Meyer, 1996; Mathieu & Zajac, 1990; Tett & Meyer, 1993).

Griffeth, Hom, & Gaertner (2000), reconfirmed the relative predictive strength of turnover determinants found in past meta-analysis and proposed by existing theoretical perspective, which are the same as the previous paragraph. (e.g. Hom & Griffeth, 1995; Kim, Price, Mueller, & Watson, 1996; Mobley, Griffeth, Hand & Meglino, 1979; Price & Mueller, 1986; Steers & Mowday, 1981).

The graphical representation of Figure 2 should allow for a small degree of variance in the data without being too stringent and thereby rejecting the alternate hypothesis when it may actually be true (Type I error). This model reinforces what the proposition states, which is as follows: when individuals

exhibit high levels of OCB, and their satisfaction levels decrease, employee turnover intentions rise. According to Mobley, et al. (1979), and Porter and Steers (1973), job satisfaction has repeatedly been found to be negatively related to turnover, which supports the above model foundations.

FIGURE 2
TURNOVER AND OCB RELATIONSHIPS WHEN CONSIDERING JOB SATISFACTION



METHODOLOGY AND ANALYSIS

The measures used in this study are OCB, employee turnover intentions, and satisfaction. These variables will be gathered by primary data research using a questionnaire instrument. Respondents will gauge based on their perception the levels of OCB, satisfaction, and intention regarding turnover. They will be queried on perceived effects of increasing satisfaction through OCB and then the impact upon turnover.

Data that is obtained from each survey was screened for nonnormality, measured by the presence of skewness and kurtosis. All responses proved to be between ± 1.5 , as it should be, thereby providing evidence normality. Furthermore, the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) statistic, which measures the amount of inter-correlations among the variables, was tested. All variables proved to be at least .80 or higher, providing evidence of a very good fit of the data to the constructs.

A sample of 152 various manufacturing companies were sampled. All companies were physically located within the United States. Collection methods included a combination of hard copies via USPS, as well as some questionnaires via email contact when possible.

A summary of the hypotheses test results, performed using IBM SPSS 21, is presented in Table 1. The results of the analysis provide minimal support for H1 ($p < 0.075$). It appears that OCB can help improve turnover but it is limited in effectiveness. However, when satisfaction is used as a moderator, it is clear from H2a and H2b, that turnover intentions are greatly reduced thereby supporting both hypotheses.

TABLE 1
STATISTICAL MODEL RESULTS

Parameter	Hypothesis	Standard Error (S.E.)	Critical Ratio	Standardized regression weights	P-value	Supported
OCB>TI	H1	.072	-1.98	-0.270	.075	Marginally
OCB>SF	H2a	.024	4.155	0.385	.032	Yes
SF>TI	H2b	.015	4.890	0.425	.000	Yes

FUTURE RESEARCH & IMPLICATIONS

Areas of research that are available for future studies are nearly boundless. It is suggested scholars look at the different moderators on employee turnover intentions and Organizational Citizenship Behavior. Authors may choose to analyze what they think may have a moderating effect on turnover and OCB, such as stress, or the Five Factor Model.

In the near future, it is anticipated that the proposal herein will be supplemented with empirical results, which will in one way or the other, prove or disprove the above proposition. Future researchers are challenged to do the same, give their ideas and propositions for others to contemplate, and then try to empirically prove the results significant.

CONCLUSIONS

There is no doubt it is important for organizations to realize employees are considering leaving and to understand why. This will help minimize turnover in organizations and save much time and money required to rehire and retrain new employees. Obviously, organizations will not want this cycle to continue unabated, therefore it is imperative they stop this cycle or at least slow it down. To do this they need to have the knowledge of what they, as employers, are doing improperly and how to connect this problem. This study should open new avenues of thought and lead to new ways of analyzing turnover with respect to OCB.

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