



Exploring the Relationship among Organizational Citizenship Behavior, Psychological Empowerment and Turnover Intentions with the Mediating Role of Affective Commitment

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ABSTRACT

The paper aims to clarify the relationship between organizational citizenship behavior (OCB), psychological empowerment, affective commitment and turnover intentions along with mediating effects of variables. Main purpose of the study is to analyze the OCB on the basis of five dimensions altruism, courtesy, sportsmanship, civic virtue and conscientiousness and finding how OCB and psychological empowerment influence the affective commitment and turnover intentions of workers directly and indirectly. The paper opted for a causal study using the standardized questionnaire approach. Data set of 410 respondents, employees representing middle level management belonging to Hattar industry was studied. Analysis was conducted by application of structural equation modeling to explore the direct and indirect relationship among the constructs. The paper provides empirical insights about how variables influence each other and finally concluded that OCB with its five dimensions and psychological empowerment, both affect affective commitment positively in a respective manner while both the variables have negative impact on turnover intentions of employees. Research also resulted that affective commitment acts as a mediating variable between OCB and turnover intentions as well as psychological empowerment and turnover intentions of industry middle management workers.

Keywords: Organization Citizenship Behavior, Psychological Empowerment, Affective Commitment, Turnover Intentions

JEL Classifications: J10, M10

1. INTRODUCTION

Individuals have different attitudes towards work which in return are reflected in their behaviors. There are various behaviors that people bring to the working environment but organization citizenship behavior (OCB) is the new one which is normally not rewarded in the organizations but it is something that individuals do to feel satisfied. The term OCB surprisingly was utilized as a part of 1983 by Organ and his associates in spite of the fact that individuals like Katz and Kahn considered it before them by applying the qualification between the part execution and inventive and unconstrained practices in the seventies and eighties AD and before them Chester Barnard considered it by disclosing inclination to collaboration in 1938 (Podsakoff et al., 2000). On the other

hand research on employee psychological empowerment started to show up in the writing in the late 1980s. Empowerment defined as "a process whereby employees and participants develop the competence to take charge of their own growth and resolve their own problems" and "OCB" is referred to as a set of discretionary workplace behaviors that exceed one's basic job requirements. They are often described as behaviors that go beyond the call of duty. Both the variables OCB and empowerment are equally important for organizations. Organ (1988) revealed that OCB is found to be vital to the survival of an organization. Organizations that encourage great citizenship practices are all the more intriguing work environment and have the capacity to utilize and retain the best worker (Qureshi et al., 2012). While on the other hand psychological empowerment is also important in contributing to organizational success.

Albeit numerous studies have re-accentuated the significance of OCB, psychological empowerment, commitment, and turnover intentions of employees by bringing to light the pertinence of managerial values that made a noteworthy breakthrough in employees' behavior and the importance of personal values in the pursuit of business magnificence (Robertson et al., 2002). But very few studies have been directed to investigate systematically these variables in a causal model or structural equation model (SEM).

This research paper endeavors to study the domains of the OCB, psychological empowerment, affective commitment and turnover intentions of employees to identify the relationships among these variables to establish and investigate the causal relationship and direct and indirect (mediating) effects/influences of these variables on each other.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. OCB

OCB is an imperative marvels marked with expressions of "additional effort" of the workers. Various inquiries have been completed to investigate and to recognize the vitality and importance of this term for the organization.

Previous research highlights the fact that Organ (1988, p. 4) has lot of contribution on the topic of OCB as he also holds the privilege of defining OCB as "behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization." Afterwards, Organ (1997, p. 91) redefined OCB as such behaviors which contribute "to the maintenance and enhancement of the social and psychological context that support task performance." The study also depicts that OCB is that type of behavior which is on the voluntary basis and is not directly linked to the formal reward system of the organizations, despite the fact that it enhances the efficiency and effectiveness of the organizational performance (Appelbaum, 2004).

Gautam et al. (2006) contend that citizenship conduct may shift, with change in geographic setting; OCB is authorized contrastingly in distinctive social connections - that what it intends to be a "decent citizen" may differ. Representatives who display citizenship practices are more inclined to inspire support from their organizations. Another contention likewise exists in regards to OCB i.e., OCB is an additional part conduct that is not formally assessed (Pond et al., 1997).

Organizational citizenship conduct is measured on the premise of underlying practices:

- Altruism (to help other people) one sample of such conduct is a representative helping another worker who has fallen behind his or her work and energetically helping a client to handle an issue (Podsakoff et al., 1990).
- Courtesy (helping avert issues) examples incorporate keeping others educated before making a move, cautioning others of approaching activities that may influence them, and counseling others before deciding (Organ, 1988).

- Sportsmanship (uplifting demeanor, abstaining from whining) this alludes to negative exercises that workers cease from doing despite the fact that they have each privilege to do as such, for example, every now and again discovering flaw with associates, communicating hatred, griping about immaterial issues, and beginning contentions with others (Organ, 1990).
- Conscientiousness (exemplary attendance, punctuality, etc.).
- Civic virtue (dynamic cooperation in the association) examples incorporate promptness, not squandering time (Shafiq and Qureshi, 2014; Organ, 1988), and offering significance to work environment standards and methods paying little respect to individual weaknesses.

2.2. OCB and Affective Commitment

The present research predicted that OCB leads toward affective commitment. Affective commitment alludes to a worker's state of mind, articulation of their enthusiastic bond and uniqueness with the association (Allen and Meyer, 1990).

OCB is something independent of job and it is mostly the inherent characteristics of a specific person to perform a job. Individuals with this behavior try to exert high level of commitment to accomplish their tasks and they do not perform the job for the sake of getting some material benefit (Abbasi, 1998). Committed employees are the individuals who offer regular qualities and convictions, and who trust that their associations would continually offer them chances to develop in their profession ways (Mowday et al., 1979). With this conviction, they keep focused, are more disposed to extend their dedication and commitment to the organization by showing commitment especially on the off chance that they are seeking after advancement (Hea et al., 2011).

Research has underscored on the way that organizational commitment has an essential part to play similarly as singular's reaction towards the organization is concerned. The level of commitment of an individual can be seen under the three ideas of affective, normative and continuance commitment. The three levels of duty help to distinguish the wonder that what level of responsibility an individual is demonstrating towards an organization.

The most unmistakable variable recognized as determinant of affective commitment i.e., organization citizenship (Ertürk et al., 2004, p. 89-210). A positive relationship of organizational commitment and OCB is founded in the literature. Since committed employees are more prone to take part in behaviors that upgrade their quality and backing the organization. Pourkiani et al. (2010) in his study confirmed the hypothesis based on the positive relationship between organization commitment and OCB. So as this research also hypothesized that:

H1: There is a positive relationship between OCB and affective commitment.

2.3. Psychological Empowerment and Affective Commitment

It is also proposed in this research that psychological empowerment is also an important variable that may affect the affective commitment of worker in a positive way.

Psychological empowerment is defined as “increased intrinsic task motivation manifested in cognitions that reflect an individual’s active orientation to his or her work role” (Spreitzer, 1995). Psychological empowerment is observed to be positively related with every one of the three parts of organizational commitment.

Affective commitment has been demonstrated to be an essential result of psychological empowerment (Liden et al., 2000).

As per Patrick and Laschinger (2006) expanding psychological empowerment in the work environment builds the employee commitment with the organization and its objectives. Joo and Shim (2010) discovered psychological empowerment as indicator of affective commitment. Different analysts (Liu et al., 2007; Liden et al., 2000; Vacharakiat, 2008) likewise discovered the positive relationship between psychological empowerment and affective commitment in their studies.

At the point when employees see their undertakings significant and feel that their individual and organizational objectives are all around adjusted, their level of affective commitment is upgraded. Second, when employees feel that they have self-governance in start and continuation of their occupation assignment, their affective commitment is improved.

Various analysts have perceived a relationship in the middle of empowerment and commitment, asserting that workers who feel more enabled are more inclined to respond by being more committed to their organization (e.g., Spreitzer, 1995; Liden et al., 2000). Encountering psychological empowerment can bring about a representative being more committed to their work and/or to the organization in general. Honold (1997, p. 3) recommends that “the more prominent the empowerment, the more involvement the employment self-governance, the more inclusion past the characterized occupation of the individual, the more prominent the affective commitment.” So that following hypothesis is proposed:

H2: There is a positive relationship between psychological empowerment and affective commitment.

2.4. Affective Commitment and Turnover Intentions

Affective commitment is one of the job attitudes that also affect other important behaviors such as turnover and absenteeism (Robbins, 2010).

Besides, Khatri and Homma (2001) found that high employees’ turnover in Singapore, Malaysia, South Korea and Taiwan happens in view of the procedural equity and low affective commitment. Karsh et al. (2005) suggested that affective commitment is indicators of turnover expectations. Wasti (2003) additionally demonstrated that affective commitment is an indicator of turnover expectations in Turkey. This is like the aftereffect of the exploration by Harrell-Bond (1986). Howard and Homma (2001) found that job satisfaction alone is not adequate to anticipate the turnover intentions. They recommended that affective commitment ought to additionally be incorporated in the turnover model as another free variable. An exploration by Morrison (2004) additionally

found that affective commitment is adversely corresponded with turnover intentions aims. This leads us to hypothesize that:

H3: There is a negative relationship between organization commitment and turnover intentions.

2.5. OCB and Turnover Intentions

For a superior comprehension of this wonder, one must look at the way of OCB and turnover. As said before that citizenship behavior is discretionary. A decent organizational citizen can be alluded to as an inside and out supporter – A man who is great in fulfilling formal obligations as well as helps people around them by helping the associates who fall behind their day by day work. This can likewise be alluded to a worker who readily helps a client to handle an issue; he displays dependability, not to waste time, to maintain work environment standards and methods paying little mind to individual burdens. He ought to advise others before making a move, cautioning them of looming activities that may influence them, and to counsel others before deciding. This additionally mirrors the representatives’ productive dispositions in different perspectives and an in number organizational connection. This connection prompts low turnover is the primary center of this study (Joo and Shim, 2010).

Then again, withdrawal behavior, for example, employee turnover is viewed as disadvantageous or useless (Pelled and Xin, 1999) Since, OCB reflects intentional behavior that is gainful to association, though withdrawal behavior is considered as restriction toward the organization, both the variable goes contrary to organization and are contrarily identified with one another as per this study if one expands different reductions.

On the off chance that we apply subjective consistency hypothesis (see, for instance, Ward, 1986; Green and Holeman, 2004; Faulkner and Reeves, 2000), we can recommend that workers’ OCB are efficiently identified with the consequent turnover intentions. In particular, if there is a diminishing in an individual’s OCB at work, the inclination of a person to pull back from occupation will increment. Undoubtedly there are different variables that impact turnover, it is likely that representatives with more elevated amounts of OCB will report lower levels of turnover aim as they have develop an association with the organization. Additionally, Chen et al. (1998) showed that OCB mirrors workers’ status to be effectively included in or to be a piece of the organization.

It is exactly tried by Chen et al. (1998) that workers demonstrated no turnovers having larger amounts of altruism, conscientiousness and sportsmanship than among representatives who left the association.

H4: There is a negative relationship between OCB and turnover intentions.

2.6. Psychological Empowerment and Turnover Intentions

Connection between psychological empowerment and representatives’ turnover intentions had been demonstrated by work of specialists (Sparrowe, 1994). Their research

concluded with negative relationship of variables, psychological empowerment and turnover intentions of workers. Organization which can absolutely or adversely impact one's employment related results. Psychological empowerment is contrarily connected with representatives' aims to leave the occupation or organization (Ingersoll, 2001; Moynihan and Landuyt, 2008). Hancer and George (2003) remarked that psychological empowerment at work in manufacturing industry is a noteworthy wonder, whose presence can pay off both to representatives and client, and it is a positive sign for organization. While leading examination in manufacturing industry in China, Burke et al. (2009) secured that psychological empowerment adversely predicts workers' turnover intentions. Thus it leads to:

H5: There is a negative relationship between psychological empowerment and turnover intentions.

2.7. Mediating Role of Affective Commitment between OCB and Turnover Intentions

The present research predicted that OCB leads toward Affective commitment, as well as employees who are more committed to the organization would be less likely to have turnover intentions. This was based on the assumption that if an employee is committed, he or she will stay with the organization.

This was in view of the presumption that if an employee is committed, he or she will stay with the organization (Allen and Meyer, 1990). Previous research findings (e.g., Chawla and Sondhi, 2011; Gill et al., 2011), have shown that both affective and continuance commitment were negatively related to turnover intention. So this study hypothesizes that,

H6: Affective commitment acts as a mediating variable between OCB and turnover intentions.

2.8. Mediating Role of Affective Commitment between Psychological Empowerment and Turnover Intentions

Guimares and Igbaria (1992) found that affective commitment is a mediating variable of intentions of turnover and OCB. Yang and Lee (2009) additionally secured that psychological empowerment is adversely connected with workers' turnover intentions, yet this connection is intervened by affective commitment. Fook et al. (2011) reasoned that mental strengthening is contrarily connected with withdrawal and turnover intentions. We may hypothesize that:

H7: Affective commitment act as mediating variable between psychological empowerment and turnover intentions.

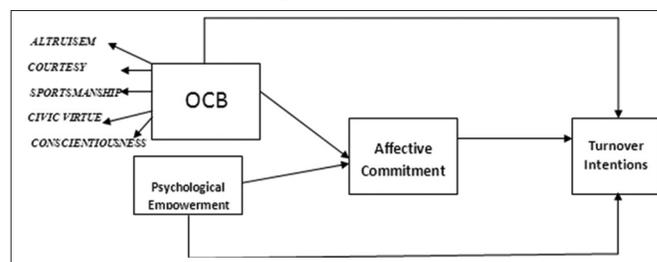
Figure 1 shows the conceptual framework of the study.

3. METHODOLOGY

3.1. Participants

The population comprised of Industrial Estate Hattar situated at Haripur District in the Khyber Pakhtunkhwa territory of Pakistan. There are around 117 operational units that are primarily made out of textile, food and beverage, paper printing, crockery, paper

Figure 1: Conceptual framework of the study



printing, chemical, cement, leather product, publishing, chemical, rubber, chemical, leather products and carpets.

For this study only 25 industries are taken as a sample on random sampling basis, as list of industries is available. Convenience sampling technique was applied for the selection of manufacturing industries. Data has been gathered from the middle management of industries i.e. managers and Assistant managers by questionnaires that were scored according to the Likert scale. According to Malhotra and Zikmund an appropriate way for an extensive research is through a self-administered survey. 20 survey questionnaires have been sent to each industry without any segregation to examine about exploration variables. To generate relevant data, a total of 500 questionnaires were distributed conveniently to respondents, out of which 410 questionnaires were returned; that shows the response rate of 82%. So the response rate is good for the analysis. Furthermore, among 410 participants, the number of males is 326 i.e., 79% and the remaining 84 respondents were female that shows 21% of the total. Information has been gathered from the workers amid their lunch time and was described about the scope of the research. It is foreseen that the majority of the respondents have reacted sincerely and filled questionnaire accurately on the premise of briefing given to them.

3.2. Measures

It is a cross-sectional study and in terms of research implementation, this study is exploratory.

To collect data, questionnaire of OCB Podsakoff et al. (1990) is used (e.g., I consider the impact of my actions on my coworkers), Affective commitment is measured by using scale of Meyer and Parfyonova (2010), Spreitzer (1995) 12-item scale of psychological empowerment, intention to leave the organization was measured using the scale (e.g., I frequently consider leaving my organization) developed by Lichtenstein et al. (2004).

4. RESULTS

Descriptive data analysis is used to find the mean and standard deviation of the constructs. Table 1 shows the descriptive statistics for OCB.

Table 1 depicted that mean values are above neutral i.e., towards 4 which shows agree on 5 point likert scale used in this study. These are positive statements that are showing OCB of workers. And all the standard deviation values show little variation in data set.

Table 1: OCB

Statement	Mean±standard deviation
Willingly give off my time to help others out who have work related problems	3.32±0.988
I am willing to take time out of my busy schedule to help with recruiting or training new employees	3.85±1.001
I take a personal interest in my colleagues' job	3.86±0.6765
I am mindful of how my behavior affects other people's job	3.11±0.871
Rarely takes long lunches or breaks	3.99±0.901
Does not take unnecessary time off work	3.21±0.93
Does not take extra breaks	3.33±0.988
I attend functions that are not required but help the company's image	3.61±1.001
I attend training/information sessions that I am encouraged to, but not required to attend	3.99±0.6765
I attend and actively participate in company meetings	3.11±1.001
I perform duties that are not required but which improve corporate image	3.23±0.998
I often complain about insignificant things at work	3.61±0.943
I willingly take work responsibility of my colleagues who are absent from job	3.11±1.008
In situations of disagreement I willingly take initiative to settle the problem	3.99±0.98
I am willing to sacrifice my comfort for my colleagues	3.87±1.065
I remain patient when I have to wait longer to receive the resources required for my job	3.98±1.098
In crisis situations at work place I do not lose my motivation	3.98±0.998
Occasional unreasonable responses from supervisor do not make me frustrated	2.98±0.943

OCB: Organizational citizenship behavior

Descriptive statistics i.e., mean values and standard deviation of each question regarding to psychological empowerment is given in the Table 2. All the mean values are above neutral against positive questions and most of them are near to 4 showing that responses on likert scale are towards agree. Questions regarding to this construct shows psychological empowerment of workers in an organization. So the respondents are agreeing with the statements that they are given enough empowerment in their organizations so they feel psychologically empowered. And the standard deviation values show that data is less deviated.

Table 3 shows descriptive statistics for affective commitment. Positive questions were asked about affective commitment and mean values show that most of the respondents are agreeing with the positive statements as values are above 3. Deviation values show little variation in responses.

Table 4 shows descriptive statistics for turnover intentions. Turnover construct is also negative. Question asked shows turnover intentions of workers. And the mean responses of most of the questions are <3 moving towards disagreement with the turnover intentions. Overall responses show that workers are not intending to quit the job. Deviation results are also in good range. Table 5 shows the overall descriptive statistics.

Descriptive statistics of each research variable is given in the Table 5 that shows that all the variables including OCB, psychological empowerment, affective commitment and turnover intentions have the mean values near to or above 4. The values depicted that responses regarding to the statements of these variables on liker scale are inclined toward agree and strongly agree. The standard deviation values are showing that data is less deviated from the mean. The variable turnover intentions show the mean values of 2.2991 that inclined towards disagreement with the statements given in questionnaire regarding to turnover intentions of employees. Its deviation value also shows less deviation.

Table 6 shows the reliability analysis of the questionnaire. In order to test the reliability of questionnaire Cronbach's alpha

Table 2: Psychological empowerment

Statement	Mean±standard deviation
The hotel provides information on the hotel's reward structure	3.00±0.98
My job activities are personally meaningful to me	3.76±1.065
The hotel provides employees with information on hotel clients	3.43±1.098
The work I do is meaningful to me personally	3.21±0.998
The work I do is very important to me	2.87±0.943
I am confident about my ability to do my job	2.11±1.008
I am self-assured about my capabilities to perform my work activities	3.87±1.765
I have mastered the skills necessary for my job	3.98±0.976
I have significant autonomy in determining how I do my job	3.98±1.111
I can decide on my own how to go about doing my work	2.98±1.143
My impact on what happens in my department is large	3.21±0.976
I have a great deal of control over what happens in my hotel	2.09±0.790

Table 3: Affective commitment

Statement	Mean±standard deviation
I have a great deal of control over what happens in my factory	3.11±0.910
I have significant influence over what happens in my factory	3.61±0.100
I would be very happy to spend the rest of my career with this factory	3.99±0.889
This factory has a great deal of personal meaning for me	3.11±0.918
I enjoy discussing my factory with people outside it	3.23±0.98

value is used that shows how much each construct is reliable and the overall reliability of the whole instrument has also been tested.

The reliability of the questionnaire is measured by Cronbach's coefficient alpha (α). The results from the study show a Cronbach's α score of each dimensional scale. The reliability of OCB 0.79, other variable psychological empowerment has the reliability of 0.81, affective commitment is reliable at 0.71. Turnover intention is also found to be reliable as it has the alpha value of 0.77. The total reliability is 0.81. This shows sufficient internal consistency of an instrument as alpha value is greater than acceptable value of 0.70. Table 6 shows the reliability analysis of each construct.

Table 4: Turnover intentions

Statement	Mean±standard deviation
As soon as I get a better job, I will quit this organization	2.32±0.988
I often think about quitting my job	2.85±1.001
Are you planning to leave this organization within next year?	2.90±0.6765
Would you ever consider leaving this organization?	2.32±0.871
If you are given a freedom of choice you would not like to work for this organization	2.99±0.901
It is not extremely important for you personally to spend your career in this organization rather than some other organization	2.21±0.93
As soon as I get a better job, I will quit this organization	2.32±0.988

Table 5: Overall descriptive statistics

Constructs	Descriptive statistics			
	N	Minimum	Maximum	Mean±standard deviation
OCB	190	2.88	4.10	3.3936±0.58705
Psychological empowerment	190	1.87	4.99	3.9787±0.81161
Affective commitment	190	2.15	4.90	4.0056±0.77781
Turn over intentions	169	4.79	1.00	2.2991±0.68064
Valid N (listwise)	190			

OCB: Organizational citizenship behavior

Table 6: Reliability analysis of variables

Variables	Questions	Alpha value
OCB	17	0.79
Psychological empowerment	5	0.81
Affective commitment	7	0.71
Turnover intentions	6	0.77
Overall	35	0.81

OCB: Organizational citizenship behavior

Table 7: Correlations

Constructs	OCB	Psychological empowerment	Affective commitment	Turnover intentions
OCB	1			
Psychological empowerment	0.668**	1		
Affective commitment	0.521**	0.546**	1	
Turnover intentions	-0.623**	-0.608**	0.721**	1

**Correlation is significant at the 0.01 level (two-tailed). OCB: Organizational citizenship behavior

Table 7 shows the correlations analysis of the constructs. The correlation analysis shows that the relationship between the entire variables i.e., OCB, psychological empowerment, affective commitment are positively related and somewhat correlated, with strengths ranging from 0.521 to 0.668, and are negatively correlated with TO. All the relationships are significant at 0.01 levels. Although correlation by itself does not suggest causation, it is none-the-less required in order for there to be a causal relationship (Hair et al., 1998). Therefore, this result is useful towards making causation in this study.

The structural model was analyzed using Amos 18. The final result of SEM for this study is presented in the Figure 2. The evaluation of model fit covered in the study depends on scholar's examples that are given as follow: Byrne (1998) proposed a goodness-of-fit (GFI) model as measured by the GFI, claiming that GFI index must exceed 0.80. According to Gefen (1998), it is a basic criterion that both indices of normed fit index and incremental fit index exceed 0.90 for acceptable model fitness, while the recommended fit values for comparative fit index should be more than 0.90 and adjusted GFI more than 0.80. In general, if the value of χ^2/df is smaller than 5, it is considered to be a good fit. Conversely, a root mean square error of approximation of <0.08 suggests a good fit. Table 8 shows the model fit summary for the model.

As the Table 8 indicates all the values of fit indices are well above or equal to the standards. This shows that the model exhibits complete fitness of its variables.

Some tentative statements are given as hypotheses to test the relationships among variables OCB, psychological empowerment, affective commitment and turnover intentions. Standard coefficient value regarding to the variables OCB and affective commitment is 0.10 and the $P < 0.05$. This shows the relationship is positive and significant. So that H1 is proven that there founds positive relationship between OCB and affective commitment. Moreover the standard coefficient value between psychological empowerment and affective commitment is 0.15 as shown in the above diagram hence; H2 is proved depicting that psychological empowerment is positively related to affective commitment behavior of employees. Employees who feel psychologically empowered would be more committed with the organization.

In relation to affective commitment and turnover intentions the standard coefficient value of these variables is -0.20 and having $P < 0.05$, so that hypothesis H3 is proven reflecting that affective commitment is negatively related with turnover intentions of employees. In association to hypothesis H4 and H5, results depicted that OCB and turnover intentions as well as psychological empowerment and turnover intentions have negative relationships

Figure 2: Structural model results

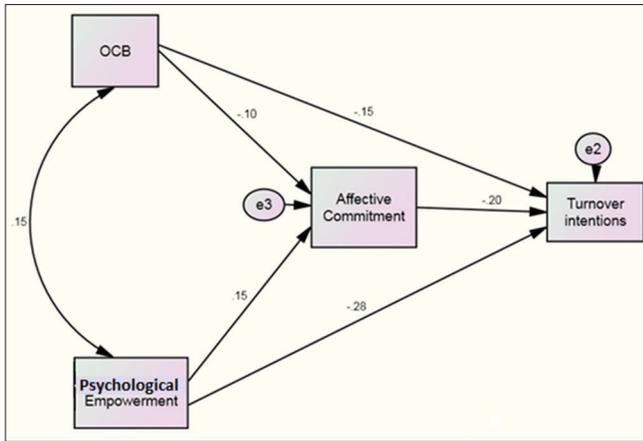


Table 8: Model fit summary

Fitness indices	Standard values	Achieved values
GFI	≥0.90	0.920
NFI	≥0.90	0.960
RMSEA	P<0.08	0.071
CFI	Must exceed 0.80	0.969
AGFI	≥0.80	0.995
Chi-square (χ^2/df)	<3	2.17

GFI: Goodness-of-fit, NFI: Normed fit index, RMSEA: Root mean square error of approximation, CFI: Comparative fit index, AGFI: Adjusted goodness-of-fit

with each other having coefficient value of -0.15 and -0.28 respectively and $P < 0.05$. Hence H4 and H5 are proven.

There founds three types of effects between variables i.e., direct affect, indirect affect and overall affect. Analysis in the Figure 2 shows that OCB affects turnover intentions directly as well as indirectly. The direct influence is -0.15 that shows negative relationship. While OCB affects turnover intentions indirectly with the path having influence of $0.10 \times 0.20 = -0.02$. This shows that OCB first effects affective commitment positively with path coefficient value of 0.10 , then affective commitment affects turnover intentions (-0.20) so the total indirect affect is -0.02 . Hence H6 is proven that affective commitment acts as mediating variable between OCB and turnover intentions. And by adding direct and indirect affect the overall influence of -0.17 is founded. Psychological empowerment also affects turnover intentions directly and indirectly. The direct affect shows the coefficient value of -0.28 . While the indirect influence of psychological empowerment on turnover intentions is determined with the path having total path coefficient value of -0.03 (by multiplying the path coefficients 0.15×-0.20). So the overall influence is -0.31 (by adding direct and indirect influence). It illustrate that organizational empowerment has direct positive influence of 0.15 on affective commitment and affective commitment further influence turnover intentions in a negative way with path coefficient value of -0.20 . This shows that affective commitment act as a mediating variable between organizational empowerment and turnover intentions, that supports H7.

5. CONCLUSION

In today’s competitive environment in order to get the sustainable competitive edge it is very important for all types of organizations

to keep their key employees retained, especially in manufacturing industries where commitment with the organization may improve the overall efficiency of organization. The current study aimed to reveal different perceptions of Hattar industry employees toward their OCB and feeling of psychological empowerment. The numerical findings of this research represented comprehensive picture about what industrial workers actually feel at the workplace of their organizations. Moreover, the basic purpose behind this research was to find out the significant associational relationships among multiple variables like OCB, psychological empowerment, organizational commitment and turnover intentions of workers. For this intention, quantitative approach was adopted with the help of structured questionnaires (derived from literature/prior study). Results of model proposed were calculated and analyzed with the help of SEM by using path analysis. The empirical analysis showed positive and negative as well as significant relationship among different dimensions of all included variables. Some variables are found to be related with each other by way of some mediation. According to analysis, OCB has negative significant impact on turnover intentions and also has mediating affect by way of organizational commitment. OCB affects organization commitment in a positive way further organizational commitment influence turnover intentions in a negative way. On the other hands, psychological empowerment has significant negative impact turnover intentions directly. As well as indirect affect shows that psychological empowerment has significant positive impact on organizational commitment and organizational commitment further has negative impact on turnover intentions that shows the mediation among variables.

In summary, citizenship behavior and psychological empowerment both has direct or indirect influence on turnover intentions of employees.

On the basis of current analysis, it is determined that if the organizations keep on focusing on behavior of workers and provide them with power in some stance, they will surely become the real assets of that organizations. Employee behavior matters a lot as well as psychological empowerment is very important to keep the employees committed to the job as well as organization. The overall result is that employees will retain themselves to that organizations for long period of time and try their best to enhance organizational performance and goodwill in the future. On the other hands turnover ratio will be reduced that shows the prosperity of the organization in the competitive market. The findings of this study also backing prior research analysis which was conducted in different prospects and in different region according to their cultural prospects. Findings of different previous researches were also concluded at result of significant relationship among OCB, psychological empowerment, organizational commitment and turnover intentions like Spreitzer (1995), Fook et al. (2011), Allen and Meyer (1990), Chawla and Sondhi (2011), Gill et al. (2011).

6. LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH

Limitations may exist in almost every type of research. It is the law of nature that no one can be perfect in all respects. This study also has some sort of limitation but they provide a unique way

for up-coming future. In this area for conducting study we may suggest future researcher in several ways research population of this study is so limited, and has taken very specific sample of employees. As only the industrial sector is taken as population and the sample is limited to the employees of Hattar industries only, so that findings may not be generalizable to service sectors like educational, medical, hoteling, etc. The same research model can be applied and tested for various sectors other than manufacturing. This research is based on cross sectional analysis, as the study is conducted under limited time frame because of time shortage. For more in-depth analysis longitudinal study should be conducted regarding this prospect that will help the researcher to present more generalizable results. Purely quantitative approach is applied to conduct this research. It is suggested to other researchers to adopt mixed paradigm of quantitative or qualitative approaches by ethnography, interviews and focus group in order to conduct the research on this specific topic. Present study focused on the relationship between citizenship behavior, psychological environment, affective commitment and turnover intention. Future research should include others more variable including corporate entrepreneurship, work life balance, etc.

7. RECOMMENDATIONS

It is recommended to HR professionals to plan such type of policies, procedures and plans which encourage employees to feel sense of honor and ownership inside the organization and become an important and precious asset for the organization. Special attention should be provided towards organizational empowerment that would help in the retention of employees.

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