The Mediating Effect of Organizational Citizenship Behavior on the Relationship between Perceived Organizational Support and Turnover Intention: A Proposed Framework

Saoula Oussama[1]*, Husna Johari[2]

[1]School of Business Management, College of Business, Universiti Utara Malaysia, Sintok, Kedah, Malaysia, [2]School of Business Management, College of Business, Universiti Utara Malaysia, Sintok, Kedah, Malaysia. *Email: osaoula@gmail.com

ABSTRACT

Employees' turnover is an international phenomenon that is deliberated as tough challenge to the companies, as it is tiring and costly. Thus there is obligation for conducting more researches in order to support the academicians, practitioners, decision makers with better understanding of this dilemma and clarify more on the factors affecting these phenomena in deferent settings and contexts of research, particularly in the non-western perspectives such as Malaysia who is facing a big challenge toward the employees' turnover in many sectors. Therefore, the purpose of this paper is determine the relationship between perceived organizational support, organizational citizenship behavior (benefiting the individual OCB-I, and benefiting the organization OCB-O) and turnover intention (TI). Due to that, this study proposed framework to study the effect of perceived organizational support on TI through the mediation role of OCB (OCB-I, OCB-O). In addition, the direct effect between the variables has been discussed. Hence this paper is expected to fill the research gap and contribute to the body of knowledge in this area of research.

Keywords: Perceived Organizational Support, Organizational Citizenship Behavior, Turnover Intention, Social Exchange Theory
JEL Classifications: M510, M520, M500

1. INTRODUCTION

Nowadays, firms are competing in a very dynamic business world to achieve sustainable growth. This global competitive environment has created the necessity for organizations to manage and preserve their workforce (Hamid, 2016). The employees are considered as one of the significant and precious resources/assets of the organization that must be retained for the achievement of the organizations' goals (Chib, 2016). In other words, retaining capable employees will be one of the most key indicators of achieving competitive advantage. Considering individuals are the utmost valuable assets, most companies nowadays give lots of effort and capitalize a vital resources to gain talented and knowledgeable employees and preserve them in the organization at the same time (Govaerts et al., 2011; Szamosi, 2006). However, the organizations may lose their valued ad brilliant individuals and this can be called as employees' turnover.

The term "turnover" can be explained as individual' permanently leaving or withdrawing his/her work connection with the organization. Researchers in this area definite employee turnover as cycle of employee replacement in the work market between jobs and organizations and among regions of employment and unemployment (Abbasi and Hollman, 2000). Therefore, it certainly disastrous and costly when these kind of workers willingly leaving the organization. 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, last in business opportunities and the rise in the managerial load. Moreover, the rise in hiring cost will influence the financial status of the organization (Abbasi et al., 2008; Dess and Shaw, 2001). So, employees' turnover considered as costly phenomena to the organizations, and this cost will appear in several faces such as: Termination, advertisements, recruitment and selection and training (Long, 2016).

Many researchers investigate employee' turnover as an organization negative outcome (Stewart et al., 2011). In terms of getting better solutions to the problems related to high turnover, examining the fundamental reasons is very important to be considered by the organizations. Which they have to ask a vital question, why some employees leave and some remain? The motives may appear difficult and interconnected to the favourites and needs of the individuals. In this case, it is very significant from the organizations to recognize the employees concerns and point out their needs where possible and applicable (Ponnu and Chuah, 2010).

The reasons behind having low level of organizational citizenship behavior (OCB) and high intention of turnover among employees are assumed to be due to many factors. Therefore, investigation of this factor such as perceived organizational support (POS) which influences OCB and turnover intention (TI) is important. This study will focus the TI instead of turnover (the actual behavior), because the intention is the very strong predictor of turnover (prevention better than treatment). Among the different known OCB models, this study will use Williams and Anderson (1991) conceptualization of OCB that consists of two dimensions (OCB to benefit the individuals OCB-I and OCB to benefit the organization OCB-O).

Support mechanisms from the Colleagues organizations are important in supporting employees in facing the assumed difficulties facing them in their work environments which will equip them to cope it properly and meet organization's goals effectively. Allen et al. (2003) have called for more studies to define which settings might influence the relationship between employee's perceptions of organizational support and their TI. Definitely, they propose that intervening variables may interpret and clear up the undiscovered effects that lead employees decide to withdraw from their organizations. Furthermore (Saoula et al., 2016) in their proposed research on the mediating effect of OCB on the relationship between personality traits and TI recommended that, future researches should engage factors such as organizational support in similar models and contexts of research. In respond to that, this paper is to advance the study of POS and OCB at work by examining how those positive connections impact the relationship between POS and TI. Previous literature have studied the direct effect of POS on OCB, POS on TI, and OCB on TI as discussed in the literature review of this paper. But they have ignored the OCB in mediating the relationship between POS and TI.

In Malaysia, since the independence time, all the economic and social growth plans took in consideration the development of the workface in all sectors as one of the government priorities to ensure that employees are equipped with the necessary knowledge and skills to face the future challenges and create competitive advantage. However, one of the big and taught challenges and obstacles that facing development process in the human resource management is the continues increasing rates of turnover in Malaysia that became critical and crucial issue as it is costly and confusing which make dangerous warning to call the government for taking serious actions to prevent and defeat this phenomena. According to 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% (Langove et al., 2016). Moreover, according to the Malaysia Employers Federation ICT sector in Malaysia is the most confronting with the challenge of turnover issue with turnover rate of more than 75% (Nasyira et al., 2014), which is deeply the most affected than other sectors. Therefore, there is need to call for more investigations to understand the reasons behind it in this context.

The purpose of this paper is to contribute to body of knowledge and practices related to human resource management by shedding light on attitudinal factor (POS) that assumed to affect OCB and TI. Based on extensive theoretical review on what have been advanced in the TI literature, arguments and logical justifications, this study suggests a conceptual framework with propositions and invites researchers to test it empirically. This study will not only explain the effect of POS on OCB and TI only but also will focus on the mediating effect of OCB on the relationship between POS and TI.

2. REVIEW OF THE LITERATURE

2.1. TI

Tett and Meyer (1993) defined TI as "a conscious and deliberate willingness to leave the organization." (Ongori, 2007) argued that any plan by the employee to leave the organization means TI which considered being the direct precursor the actual behavior of quitting. Janssen et al. (1999) stated that the psychological variable of tendency to quite the job is TI witch is strictly linked to turnover. Employee turnover and its proxy, TI has been commonly observed by the researchers as a form of withdrawal (Price, 1997). Due to its damaging effects on the organization, the phenomena of employee' turnover, became a main interest of professionals, academicians, practitioners and organizations' managers who have spent enough attention for it (Peterson, 2004; Ton and Huckman, 2008). Individuals in the company are the hard thing to control, as well they considered as the precious assets of the organization (Perez and de Pablos, 2003; Szamosi, 2006).

The decision of employee to leave or stay in the organization is determined by employees' feeling and their perception of the organization (Owolabi, 2012). TI can be considered as carful and aware readiness to quite from the organization (Tan and 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. Employee turnover is a critical issue for many companies around the globe. In fact, the study of TI has been a major concern for organization's management for many years and the high turnover rate is an issue that often highlighted (Chen, 2011; Tian-Foreman, 2009). In many cases turnover threats the long term existence of the organization (Brereton et al., 2003).

According to (Keni, 2013), the problem of employees TI converted to be main obstacle to the companies due to its effect on the long term plan and the productivity of these organizations. Due to the negative effects of employees' turnover mentioned earlier, more investigations on this phenomena will support organizations in

predicting and controlling the behaviors of employees turnover and decreasing their effects (Judeh, 2012). Moreover, the contribution in organizational strategies can be performed by identifying factors that lead to TI which can reduce actual turnover rate (Firth et al., 2004; Kuean et al., 2010; Riley, 2006). Despite of global studies on turnover (actual behavior) and TI, they remain a pervasive problem across much the world (Mohammad and Daisy, 2016). Therefore, more studies on this phenomenon are needed and recommended to fill the literature and the practical gaps.

2.2. POS

Eisenberger et al. (1986) defined POS as "employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being." POS is 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. Simply saying, POS is the commitment of the organization to its employees. Social exchange theory (SET) Blau (1964) and organizational support theory Eisenberger et al. (1986) provide clear understanding on the POS aspect and its relationship with several outcomes, attitudes and behaviors performed by the employees in the organization.

The SET posits "organizational actions favourable to employees should contribute more to POS if employees view them as voluntary rather than as the result of external constraints such as government regulations, union pressures, or competitive wages paid by alternative employers" (Armeli et al., 1998). Thus, employees' perceptions of organizational support are stronger when an organization presents their actions as discretionary rather than as mandatory. Eisenberger et al. (1986) suggested that if this commitment improved to become social exchange aspect and stand, the beliefs of the employees regarding commitment will be enhanced and they indicated that Blau (1964) SET is the foundation of perceived organizational support. Social exchanges include undetermined responsibilities to interchange in case someone has benefited and it is based for 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.

Under the premise of organizational support 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 et al., 2001; Rhoades et al., 2001). This belief is called 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 and Eisenberger, 2002). POS 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 and Cohen, 2001).

The supportive organizational policies to employees is likely improving the organization to be attractive and ensure lower level of employees' turnover as well as increasing the competitiveness of the organization in recruiting knowledge workers (Perryer et al.,

2010). This considered as a vital aspect in the social exchange connection between employee and employer. As proposed by the SET, when the employees perceive a good level support from the organization, they will be grateful in paying back the organization through showing positive behavior and appropriate attitudes (Coyle-Shapiro and Conway, 2005; Djurkovic et al., 2008; Eisenberger et al., 1990). The issue of why the employees express loyalty and devoted in to their organization's direction is well explained base on the mean of SET and reciprocity (Rhoades and Eisenberger, 2002). Based on this theory, emotionally employees and employers can be allied to each other. Mostly the employee always concern about the commitment of the organization to them. 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.

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 inspire that behavior (Eisenberger et al., 1986). In this case the level of support that the employees should expect from the organization in large suggested to be agreed. 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 towards other outcomes, attitudes and behaviors by the employees.

2.3. POS and TI

The expectation that POS will enhance a solid willingness among employees to remain in the organization is rational, as regularly the employees kindly interchange with their organizations (Sherony and Green, 2002). On other hand, researches pointed that employees will improve a withdrawal moods and show negative behavior lies to intention to leave if they detect that their firm does not care about their well-being or does not value their role and contributions (Allen et al., 2003). POS would raise an employee's expectancy that the organization would reward greater effort toward meeting organizational goals (effort-outcome expectancy). To the extent that the perceived support also met needs for praise and approval, the employee would incorporate organizational membership into self-identity and thereby develop a positive emotional bond (affective attachment) to the organization.

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 touch support from their employers are more incline to be loyal and less incline to search for new job. Conversely, the employees who perceived less support, incline to intention to leave (Wayne et al., 1997).

Tan and Tan (2000) discussed that, when individuals built a trust on the organization, they will strengthen their links and connections with it and display a less or no intention to quite. Studies from POS literature showed that, when the managers are helpful towards their employees and juniors, this will create a felt obligation of employees to support back their mangers to achieve their goals and strategies (Rhoades and Eisenberger, 2002; Stinglhamber and Vandenberghe, 2003). Furthermore, researchers argued that the close supervisors play a vital role in the decisions of employees towards turnover (Maertz et al., 2007; Maertz et al., 2003; Payne and Huffman, 2005).

Empirical studies has established the negative significant relationship between POS and TI (Allen et al., 2003; Cropanzano et al., 1997; Masterson et al., 2000; Randall et al., 1999; Wayne et al., 1997). Therefore, individual with higher POS incline to display low degrees of TI (Eder and Eisenberger, 2008). Those researchers considered POS as a key predictor of employees' intention to leave. POS is one of the significant antecedents of intentions to leave the work, and less POS will make this intention higher (Cho et al., 2009). 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 et al., 2006). The engagement and retention of the existing employees can be realized from several aspects such as; promotion and remuneration as was creating a supportive and positive working environments. POS as a valuable variable considered as important aspect of this positive environment, which motivate many organizations to invest in increasing this aspect due to its strong effect on employees' intent to leave (Riggle et al., 2009). If the actions of the organization towards the employees are not tend to be positive, they will show less incline to stay in the organization (Chiu et al., 2005; Maertz et al., 2007).

The connections between POS and employees' TI seems likely to clarify the managers' decisions in taking constructive actions retain employees (Perryer et al., 2010). A study by (Tuzun and Kalemci, 2012) discovered individuals with less degree of POS will display higher degree of TI in comparison to the individuals with higher degree of POS. 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 TI. These results depict the significant role of support which motivates employees to stay with their organizations for long time (low TI). Madden et al. (2015) found POS to have direct effect on TI. In their empirical study Islam et al. (2015) found POS negatively associated with TI. Therefore, the following hypothesis was proposed to be tested:

P_1: POS has negative effect on employees' TI

2.4. POS and OCB
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 respond in affirmative manner via their behaviors. The obligation feeling produced through the high degrees of POS.

Through the compulsions acquired from the social exchange, organizational support found indirectly improving 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. (2002) in their study proposed that POS associated to two OCB's dimensions, altruism and compliance dimensions. They found that POS have strong relationship with OCB. The results of (Cardona et al., 2004) study, confirmed that the individuals with high POS had a solid social connection with their organization, which in turn increased their OCB. (Liu, 2004) argued that, the more employees perceive support for their organization the more they will display engagement that will improve the performance. According to Coyle-Shapiro and Conway (2005), strong perceived organizational action encourages individuals to develop their performance in supporting the realization of organizational objectives. Asgari et al. (2008) in their paper "the relationship between leader-member exchange (LMX), organizational inflexibility, perceived organizational support, interactional justice and OCB" found that 56% growth in organizational support will produce 56% rise in OCB. (Ali, 2009) investigated the influence of POS and LMX on OCB. He founds that POS and LMX have positive significant association with OCB.

Liu (2009) conducted study to investigate the mediating effect of affective commitment in the association between of POS and expatriates' OCB, the results found that POS was significantly associated with 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 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 stress and organization support in predicting OCB, the findings of the study indicated that POS had significant positive association with OCB. Noruzy et al. (2011) conducted a study among 177 educational expert in Tehran-Iran to examined the role of POS in mediating the association between organizational justice and OCB, the findings indicated that POS is significantly and directly affect OCB.

A study conducted by Chiang and Hsieh (2012), indicated that POS positively affected OCB. Pohl et al. (2012) conducted study to examine the contribution of perceived organizational support, job characteristics and intrinsic motivation to understand OCB amongst 224 nurses working in two hospitals in a northern region of Italy. The researchers use SET to investigate why employees who POS develops OCB. Results show that POS impact OCB-altruism and OCB-civic virtue.

The results of study conducted by (Cheung, 2013), indicated that citizenship behaviors can be viewed as a result of the social exchange process in which employees perceive the obtainability of organizational assistances and care as an result of fair relational

and instructive treatment. Employees who trust and consider their socio-emotional needs are met by the organization may have obligation feelings to return the favour by a felt obligation to return the favour by performing positive behavior towards the organization and its members, causing in improvement in OCBO and OCBI.

In study in Istanbul, Turkey (Karavardar, 2014) investigated POS, OCB, psychological empowerment, job embeddedness and job performance among the fast food employees. He indicated that there is a strong relationship between the variables. 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 OCB). Accordingly, the following hypotheses were proposed to be tested:

P_2: POS has positive effect on organisational citizenship behavior.
P_{2a}: POS has positive effect on organisational citizenship behavior benefiting the individual (OCB-I).
P_{2b}: POS positive effect organisational citizenship behavior benefiting the organization (OCB-O).

2.5. OCB and TI

The usual behaviors related to withdrawal process are; absenteeism, lateness and turnover, as well as poor citizenship (Berry et al., 2012; Lee et al., 2004). Sharoni 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 intent to leave the organization. Low level of OCB can be observed as indication of employees' disengagement form the work (Chen, 2005). When OCBs are extensive, appreciated and developed within an organization, the employees incline to be retained (Podsakoff et al., 2000). 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.

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 OCB." Furthermore, the literature on SET provides findings, which indicate that employees exchange desirable outcomes in return for fair treatment, support or care (Paillé, 2013). This Theory was developed on the basis of an idea given that the social behavior is the outcome of exchange behavior and the purpose of this is to increase the benefit and lower down or cut the cost (Mughal 2016). In exploring the association between OCBs, intention to leave and actual turnover (MacKenzie et al., 1998) revealed a negative association between OCBs and intention to leave, and stronger negative link between OCBs and actual behavior of quitting. Likewise, Aryee and Chay (2001) stated a negative association between OCB and TI.

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. 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 TI (Chen and Francesco, 2000; Organ et al., 2006; Podsakoff et al., 2000).

Chen (2005) found that OCB explains incremental significant variance in employee turnover and TI (Tziner et al., 2011). In cross-cultural study conducted by Coyne and Ong (2007) to examine the associations between OCB and TI among 162 production workers in multinational company (Malaysia, Germany and UK). The findings stated that, OCB have significant negative association with TI. This specifies that, individuals with low degree of OCB are likely to display an intention to quit from the organization compare to those who have high degree of OCB.

Recent empirical studies have shown the effectiveness of OCB in predicting employees' TI Podsakoff et al. (2009) stated a negative connection between OCB and TI. In study among 1,200 alumni of a business school in France, Paillé and Grima (2011) examined the association between OCB and employees intention to leave the company. Furthermore the results specified that the environment with high helping behavior motivate the employees of 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, 2013) found that, OCB is significantly negative related to TI. 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. The researchers demonstrated that helping behavior has inverse relationship with intention to leave.

Even though there literature existing on the impact of OCB on employees' TI as demonstrated earlier in the reviews of the prior studies in this area, some researchers recommended additional investigations for the better understanding on the association between OCB and TI (Organ et al., 2006; Paillé, 2013). Accordingly, the following hypotheses were proposed to be tested:

P_3: OCB has negative effect on employees' TI.
P_{3A}: OCB benefiting the individual (OCB-I) has negative effect on employees' TI.
P_{3B}: OCB benefiting the organization (OCBO) has negative effect on employees' TI.

2.6. The Mediating Role of OCB

Since OCB enhances organizational effectiveness, top management values OCBs as desirable outcomes. OCB has been defined variously within its comprehensive literature (Dunlop and Lee, 2004; Lin et al., 2010). OCB typically defined by Organ (1988) 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, means to say, the behavior is not obligatory required in the job description; it is just a matter of

individual's choice, such its neglecting is unpunishable. OCB is also known as extra-role behaviors which are the act of performing beyond the stated job requirement (Lo and Ramayah, 2009).

OCB is a term includes any constructive and positive action done by the employees, based on their own willing, which help colleagues and support the organization, supports co-workers and benefits the company (Chib, 2016; Yadav and Punia, 2013). For great deal of time, OCB have taken the attention of both practitioners and academicians, because it is recognized as one of the serious issues that should be investigated in the area of organizational behavior (Martinez and Podsakoff, 2016; Podsakoff et al., 2009; Pohl et al., 2012).

Podsakoff et al. (2009) mention that due to the valuable effect of OCB, there is increasing attention in the literature on its possible impacts on full range of employees and organizational outcomes such as withdrawal behaviors. They stated that, OCB has a great benefit to the organization, it improve the productivity, efficiency and decrease the degrees of employees' turnover. As human resource considered to be the strength of any organization. In order to continue competitive, it is necessity for the organizations to focus on the individuals who are involved in OCB and perform work without considering their schedules as they are essential for every organization. Hence, in the present era, behaviors regarding OCB can be pillar to achieve the firms' competitive advantages (Malik et al., 2012).

Harrison et al. (2006) confirmed that OCBs can be viewed as one of the early stages of the withdrawal process. When OCBs are extensive, valued and sustained within an organization, the brilliant employees incline to be preserved (Podsakoff et al., 2000). Therefore, The organizations should be aware about the importance of OCB through engaging it in the performance appraisal to support it among employees and pay attention to this behavior due to its importance in improving the effectiveness of the organizational operations and have a vital role in decreasing the level of employee turnover (Khan and Rashid, 2012). Hence, it is significant issue of investigation for both researchers and practitioners to understand the working mechanism of OCB in the organizations (Purba and Born, 2015; Wang and Bowling, 2016).

The dimensions of OCB have evolved over time. Over more than three decades of OCB research, the OCB construct has been conceptualized in numerous methods (Smith et al., 1983; Organ, 1988; Williams and Anderson, 1991). However. Podsakoff et al. (2009) reported that the two most popular conceptualization are those developed by Organ (1988) and Williams and Anderson (1991). Based on the Smith et al. (1983) conceptualization, OCB consists of two dimensions, the firs is called "Altruism" which 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 et al., 1994), others suggest that OCB is aimed at helping individual

organizational members (Chen et al., 1998; Werner, 2007). Based to these controversies, Williams and Anderson suggested a two-dimensional conceptualizations of OCB with one dimension called "OCB that benefit individuals-OCB-I" and one dimension called "OCB that benefit the whole organization - OCB-O." Williams and Andersons (1991) conceptualization was derived from Organs (1988) five dimensions of OCB.

OCB-I comprises altruism and courtesy of Organs (1988) OCB dimensions while OCB-O comprises conscientiousness, sportsmanship and civic virtue. In this study, the researcher adopts OCB-I and OCB-O dimensions for three main reasons. First, different mechanisms drive organizationally targeted and individually targeted OCB (Marinova et al., 2010), suggesting that OCB could be better conceptualized along its beneficiaries. Second, Vigoda-Gadot (2007a) reported that majority of researchers have identified OCB-I and OCB-O as two-factor construct of OCB. Third, is the instrument's performance in previous studies.

Williams and Anderson (1991) measurement has been used widely by OCB scholars (Dimitriades, 2007; Sesen et al., 2011; Vigoda-Gadot, 2007b), and has demonstrated high levels of reliability and validity (Kim et al., 2010). Furthermore, Saoula et al. (2016) in their proposed framework the study the mediating effect of OCB on the relationship between personality traits and TI treated OCB as unidimensional construct. They have recommended that future studies should engage OCB using multidimensional assessment of this construct and they suggested Williams and Anderson two dimensions conceptualization (OCB-I, OCB-O) to be used.

Even though the past literature highlighted reviews on the relationship between POS and TI, but the nature of the relation still unclear due to inconsistency in the results of the previous studies, thus there is need for more reviews and investigations on the connection between the variables with the support of engaging other variables such as OCB to test the effect as it is expected to play significant role in mediating the relationship between both POS and TI. As per the best knowledge of the researcher, in the literature of TI, OCB does not used before to mediate the relationship between POS and TI.

Majority of the past studies on the effect of POS on TI have been conducted in the western contexts (developed countries) which have differences in national cultures compares to non- western contexts (developing countries) which make the finding not generalized and applicable between the deferent settings of researches. Therefore, more investigations on the relationship between POS, OCB and TI will contribute to the body of knowledge and support the literature review in this filed and fill the research gap in Malaysia particularly and Asia and the world in general. Yadav and Punia (2013) argued that, although investigating OCB has improved the body of knowledge in this field, OCB still a new area of research displaying issues related to new theory development. Islam et al. (2013) conducted study in Malaysia, they used LMX and organizational learning culture to reduce TI 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 should be included in researches related to TI frameworks.

Accordingly, the following hypotheses were proposed to be tested:
P_4: OCB mediates the effect of POS and TI.
P_{4a}: OCB benefiting the individual (OCB-I) mediates the effect of POS and TI.
P_{4b}: OCB benefiting the organization (OCB-O) mediates the effect of POS and TI.

3. PROPOSED CONCEPTUAL FRAMEWORK

Initial research framework has been developed base on the extensive and comprehensive review of the literature and support of theories (SET and organizational support theory. deliberating the SET Blau (1964), the employees create and sustain social relations on the basis of their expectations that such relationships will be reciprocally beneficial. Simply, individuals' perceptions about the organizations' support and commitment generally form individuals' attitude about the organization. This is called the exchange of benefits to each other between employees and employers. Thus, as long as employees' prospects and values are met, POS and OCB will be increased, which in turn lower the TI.

According to organization support theory Eisenberger et al. (1986), individuals are likely to develop more positive attitudes and behaviors towards organization (high OCB and high intention to stay) if they observe more support from the organization. This theory claims that in order to provide socio-emotional requirements and to evaluate benefits of increased work effort, employees establish a general perception regarding the extent to which the organization values their contribution and cares about their wellbeing. It can be said that, the both theories clearly explains the effects between perceived organizational support, OCB and TI.

This research contributes to the body of knowledge via developing a conceptual framework (Figure 1) that hypothesized the direct effect of POS on OCB and on TI, and mediations effect of OCB on the relationship between POS on TI in order to bring more insights into these effects particularly in the Malaysian context.

4. METHODOLOGY

This paper highlights a proposed framework on important factors affecting TI. Quantitative approach has been proposed by the

Figure 1: Proposed conceptual framework
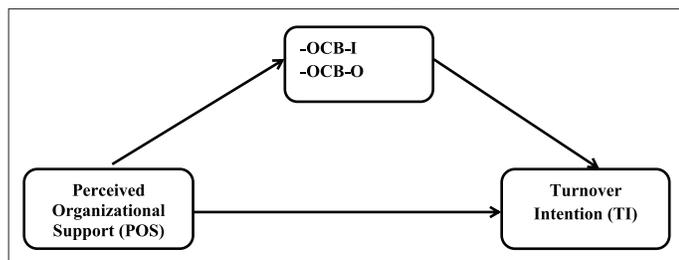
researcher to test the phenomenon. Survey questionnaire will be distributed among the employees working in the ICT sector in Malaysia to collect important. The measurement will be adapted from existing literature. To test the proposed model, the partial least square-structural equation modeling will be employed to establish the validity and reliability of the measurements and to test the postulated hypothesis.

5. CONCLUSION

As aforementioned, this study is to investigate the effect of POS on TI, and the mediating role played by OCB. By providing empirical evidences on these perceptions, this research is expected to support mangers, practitioners and decision makers in their organizations to identify the real sources of TI. The past researchers have tried to link POS with TI, but they have ignored the role of OCB as a vital predictor of TI in this relation. As the aims of the organizations is to prevent the turnover from happening. The better way of doing that is increasing the level of citizenship behavior among employees. Thus, the use of OCB in the relationship between POS and TI will help in the early prediction of TI and provide a better understanding on the relations between variables and fill the research gap raised by previous researchers.

6. RECOMMENDATIONS FOR FUTURE RESEARCH

It is strongly recommended that, future studies should test this model by adding other factors that expected to be vital predictors of TI such as; organizational justice, organizational learning culture, job embeddedness to provide new insights to contribute to the body of knowledge on the relationship between the variables. Furthermore, future studies should test OCB using the model of Organ (1988) that consists of five dimensions: Altruism, conscientiousness, courtesy, civic virtue and sportsmanship to provide strong understanding of the role of this variable in such research setting.

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