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Organisational Citizenship Behaviour and Turnover

Intention: The Role of Organisational Justice,

Commitment and Perceived Support

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ABSTRACT

Attracting and retaining committed teachers who are willing to perform extra-role activities that go above and beyond their prescribed jobs can be a key asset to an academic institution. Turnover intentions and organisational citizenship behaviours are important considerations for managers of organisations, including universities. The main aim of this study was to investigate a model of organisational citizenship behaviour that included turnover intention as a mediator variable, five predictor variables of distributive justice, procedural justice, affective commitment, continuance commitment and perceived organisational support (POS), and organisational citizenship behaviour directed at organisations (OCBO). A questionnaire was completed by 107 academic participants from five schools at the University of Papua New Guinea.

Distributive justice, procedural justice, affective commitment, continuance commitment and POS were significant predictors of turnover intention but not OCBO. However, turnover intention did not mediate the relationships between the predictors and OCBO. The nonsignificant results were mainly due to the participants' high ratings of 6 or 7 on the 7-point OCBO scale, which inflated the overall score. This may have been affected by several factors such as the participants' social desirability response, which is common in self-reports. It could also denote that the employees' performed higher levels of OCBOs despite their intention to leave the university. Supplementary analyses showed age, gender and organisational tenure were correlates of turnover intention. The major implications from this research are that managers of universities need to foster organisational justice, organisational commitment and organisational support to reduce turnover intentions and to enhance OCBOs.

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CHAPTER 1

INTRODUCTION

The business environment today is increasingly challenged by technological advancements and global competition (Chawla & Sondhi, 2011). This rapid and unprecedented change requires effective human resource management for an organisation to survive and remain competitive. Among other things, an organisation's ability to elicit employee behaviour that goes above and beyond the call of duty can be a key asset and one that is difficult for competitors to imitate (Bolino & Turnley, 2003). Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ, & Near, 1983) have labelled these superior efforts that employees make on behalf of their organisations as *organisational citizenship behaviours* (OCBs). The vital importance of OCBs for organisational effectiveness has long been recognised by practicing managers (Erturk, 2007). Given the value of OCB, it is important to gain better insight into what organisations can do to cultivate and retain a workforce of good organisational citizens (Williams, Pitre, Zainuba, 2002). Hence, retention of employees who display OCB is an essential concern in human resource management.

Over the years, organisational citizenship behaviour has gained the attention of many industrial-organisational psychologists (Borman & Penner, 2001). The current interest in OCB stemmed from Katz's (1964) initial work on this concept. Drawing from Katz's research, Smith *et al.* (1983) emphasised that for organisations to operate successfully, their employees must be willing to do more than the minimal formal and specified technical

aspects of their jobs. Since then, numerous attempts have been made to identify the possible antecedents of OCBs that lead to organisational success. One salient predictor of OCB is turnover intention, where an employee intends to leave an organisation for various reasons such as job dissatisfaction. Research evidence (e.g., Chen, Hui & Deogo, 1998; Coyne & Ong, 2007) shows a significant and negative relationship between OCB and turnover intention. The results indicated that employees who show lower levels of OCB are more likely to report an intention to leave the organisation than those showing higher levels of OCB. The finding, therefore, suggests that lower OCBs tend to result in higher turnover intentions.

However, there is very little research with regard to the reciprocal relationship, where turnover intention reduces OCB. This is expected because individuals who intend to leave the organisation would be reluctant to display OCBs than those who wish to stay on. This notion is best demonstrated by Fishbein and Ajzen's (1975) attitude-behaviour model, where the attitude precedes the actual behaviour, rather than the other way around. Turnover intention has been considered to be a behavioural cue preceding the actual behaviour. In other words, intention is the immediate determinant of behaviour. According to Kim, Park and Chang (2011), the interactive relationship viewpoint raises the possibility of examining how turnover intentions affect OCBs in this context.

The contingency approach used by Fishbein and Ajzen (1975) also explains that individuals would change their behaviours, attitudes and beliefs in accordance with their surroundings or circumstances. It involves the likelihood that a person will engage in a given behaviour in response to a given situation. In one of the only known studies, Kim and his colleagues (2011) found that turnover intentions had a negative effect on OCBs, i.e., the higher the level of turnover intentions, the less the OCBs of the employees. Also, there is limited research on the mediating role of turnover intention in the relationship between

predictors such as organisational justice, organisational commitment and perceived organisational support (POS) and OCB. The present study explores these relationships.

Purpose of this Research

Building a knowledge base on what motivates an employee to display OCBs and, in particular, behaviours directed at the organisation, gives organisations an opportunity to develop strategies to promote and sustain such voluntary behaviours. There is overwhelming evidence that OCBs are crucial determinants of an organisation's effectiveness, productivity and overall performance (e.g., Allen & Rush, 1998; Organ, 1988). However, research on the specific factors that promote OCBs under different organisational contexts such as in a university setting is scarce (Erturk, 2007). In other words, very little research has been conducted on tertiary institutions such as universities, where academics perform the task of teaching and preparing their students for successful careers in industries.

In line with Organ's (1988) definition, OCBs displayed by academics might include a lecturer covering for a sick colleague, providing extra tutorials for students in the weekends (or after official hours), writing references for students, suggesting ideas on how to improve assessment procedures, complying with university rules, policies and procedures, and active involvement in organisational development. In aggregate, these extra-role behaviours improve academics' performance and overall effectiveness in universities. Elstad, Christophersen, and Turmo (2011) suggested that the success of schools (or universities) in creating high learning outcomes in students depends partly on teachers' willingness to go above and beyond the call of duty, i.e., to exhibit OCBs.

The primary aim of this thesis was to undertake research at the University of Papua New Guinea (UPNG) to: (1) extend previous research findings in the relationships between

organisational justice and OCB (Cohen-Charash & Spector, 2001), organisational commitment and OCB (Becker, 1992), POS and OCB (Singh & Singh, 2010) as well as turnover intention and OCB (Van Scotter, 2000), which has not been explored fully; and (2) examine the mediating role of turnover intention in these associations among academic staff. Specifically, this research examined citizenship behaviour performed for the benefit of the organisation (OCBO), and explored the mediating role of turnover intention in these relationships. The role of turnover intention in these relationships has gained little attention in previous researches, hence this study.

By examining these relationships, this research will make an additional contribution to the literature and maybe of practical value to employing organisations, especially UPNG. Conducting the research in Papua New Guinea (PNG), a country not often examined in the context of this conceptual framework, will expand and give a better understanding of the conceptual relationships outlined here. The selection of academics at UPNG as the research sample is intended to add another research dimension to the current limited literature on OCB involving university teachers. In particular, this study examined the OCB concept in the context of a developing country where such work behaviours have not received adequate research attention. In addition, study findings would help in addressing the relevant antecedents of academics' OCBs and turnover intentions, which influence the effectiveness of the organisation. Hence, academics and managers in the twenty-first century workplace need to be cognisant of the most relevant factors that help improve OCBO, and the specific impacts of OCBO on important organisational outcomes.

Organisational Citizenship Behaviour

Organisational citizenship behaviours (OCBs) are work-related activities performed by employees; such behaviours increase organisational effectiveness beyond the scope of job

descriptions and formal, contractual sanctions or incentives (Organ, 1990). For the purposes of this research, OCBs are defined as “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organisation” (Organ, 1988, p.4). Organ (1988) identified five OCB dimensions, namely: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Williams and Anderson (1991) further classified OCB into two distinct categories: OCBI - behaviour directed towards individuals in the organisation, and OCBO - behaviour directed towards enhancing organisational effectiveness. While altruism and courtesy are associated with OCBI, conscientiousness, sportsmanship and civic virtues are connected to OCBO (Van Dyne, Cummings & Parks, 1995).

From Organ’s (1988) classification of the five OCB dimensions, a summary has been provided by Srirang (2009) as follow: *Altruism* refers to helping other members of the organisation in their tasks, e.g., voluntarily helping less skilled or new employees, and assisting co-workers who are overloaded or absent, and sharing work strategies. *Courtesy* concerns preventing problems deriving from the work relationship, e.g., encouraging other co-workers when they are discouraged about their professional development. *Sportsmanship* means being tolerant on (avoiding complaining) less than ideal circumstances, e.g., petty grievances, real or imagined offences. *Civic virtue* involves responsibly participating in the life of the organisation, e.g., attending meetings/functions that are not required but that help the organisation, keeping up with changes in the organisation, taking the initiative to recommend how procedures can be improved. *Conscientiousness* refers to dedication to the job and desire to exceed formal requirements in aspects such as punctuality or conservation of resources, e.g., working long days, voluntarily doing things besides duties, keeping the organisation's rules and never wasting work time.

According to Moorman and Blakely (1995), OCBs are beneficial and desirable from an organisational perspective, but managers have difficulty eliciting their occurrence through contractual arrangements and formal rewards because the behaviours are voluntary. This presents a challenge for managers to better understand and address the potential predictors of OCB that elicit such extra-role behaviours as well as their consequences in organisations.

Consequences of Organisational Citizenship Behaviour

There is overwhelming evidence in the literature of a growing interest in the relationships between OCBs and their potential consequences (e.g., Allen & Rush, 1998; Chen, 2005; Dunlop & Lee, 2004; Ehrhart & Naumann, 2004; Koys, 2001; MacKenzie, Podsakoff, & Fetter, 1991; Podsakoff & MacKenzie, 1997; Walz & Niehoff, 2000). In general, it has been argued that organisations with higher levels of OCB have reduced absenteeism, reduced turnover, increased employee satisfaction and employee loyalty (Chughtai & Zafar, 2006; Khalid & Ali, 2005; Podsakoff & Mackenzie, 1997) which subsequently leads to improved organisational performance (Chahal & Mehta, 2010). As mentioned earlier, these consequences have been organised into two categories: individual-level outcomes and organisational-level outcomes, depending on the target or direction of the behaviour.

At the individual-level, managers may include an evaluation of OCBs in their performance evaluations and reward allocation decisions for a variety of reasons (Allen & Rush, 1998; Podsakoff, MacKenzie, & Hui, 1993; Podsakoff, Mackenzie, Paine, & Bachrach, 2000). Managers, for example, may recognise that OCBs such as helping, civic virtue, and sportsmanship make their own jobs easier. If this is the case, managers are likely to reciprocate (Blau, 1964; Homans, 1961) by providing higher performance evaluations and more organisational rewards for employees who exhibit OCBs. In addition, Shore, Barksdale

and Shore (1995) have noted that because OCBs are more volitional than task performance, managers may use them as indicators of how motivated employees are to make the organisation effective. Podsakoff, Whiting, Podsakoff, & Blume (2009) suggested that “OCBs may serve as behavioural cues of an employee’s commitment to the success of the organisation that managers incorporate in their assessments of employee job performance” (p.124).

Similarly, Lefkowitz (2000) has argued that managers like employees who exhibit OCBs, and that this liking subsequently influences the manager’s performance ratings and reward allocation decisions. The above arguments suggest that employees who exhibit higher levels of OCB should receive higher performance evaluations and more rewards than those who exhibit lower levels of OCB (Podsakoff, Whiting, Podsakoff, & Blume, 2009). This is consistent with empirical evidence that OCB-like behaviours are positively related to both performance evaluations (Allen & Rush, 1998; MacKenzie *et al.*, 1991; Werner, 1994) and reward recommendation decisions (Allen & Rush, 1998; Johnson, Erez, Kiker, & Motowidlo, 2002).

On the other hand, several researchers such as Borman and Motowidlo (1993), Organ, (1988), Podsakoff, Ahearne, and MacKenzie (1997), and Podsakoff and MacKenzie (1997) have provided reasons why OCBs might enhance unit- or organisational-level effectiveness. One reason is that experienced employees who exhibit OCBs may enhance the productivity of less experienced peers by showing them the ropes and/or teaching them best practices. Similarly, employees who engage in civic virtue may offer their manager useful suggestions that improve unit effectiveness, reduce costs, or free up the manager to spend time on more productive tasks such as strategic planning.

Moreover, Podsakoff *et al.* (2009) stated that “OCBs may enhance team spirit, morale, and cohesiveness, thereby reducing the amount of time and energy spent on team maintenance functions and enhancing the organisation’s ability to attract and retain the best people” (p.125). Consistent with this reasoning, several studies (Dunlop & Lee, 2004; Koys, 2001; Podsakoff *et al.*, 1997; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 2000) have shown that OCBs are positively related to a variety of unit or organisational effectiveness measures, including production quantity, efficiency, profitability, and the reduction of costs.

In terms of employee withdrawal behaviours, Chen and her colleagues (Chen, 2005; Chen, Hui, & Segó, 1998) have argued that OCBs are relatively discretionary forms of behaviour and that, as a result, low or decreasing levels of these forms of behaviour may serve as an indication of an employee’s withdrawal from the organisation. In Chen *et al.*’s study, workers who were rated as exhibiting low levels of OCB were found to be more likely to leave an organisation than those who were rated as exhibiting high levels of OCB. Similar studies, like that of Mossholder, Settoon, and Henagan (2005), have shown that OCBs are negatively related to both employee turnover intentions and actual turnover. In a more recent study using a sample of French employees, Paille and Grima (2011) found that sportsmanship, civic virtue (OCBO) and helping others (OCBI) were strong predictors of turnover intentions.

Podsakoff *et al.* (2009) further postulated that many of the OCBs that occur in organisational settings are directed at helping or providing support to co-workers or peers. Actions such as employees helping a co-worker who is having difficulty in his or her job or who has fallen behind because of an illness are helping or providing support. Similarly, employees who step in to alleviate disagreements or conflicts between co-workers are helping them to deal with their conflicts more effectively. Such behaviour would be expected to build stronger relationships among the group members and subsequently reduce the likelihood that

they will leave the group. Podsakoff and colleagues suggested that identifying the effects of OCBs on organisational effectiveness will allow researchers and managers alike to more accurately weigh the potential positive and negative consequences (e.g., work-family conflict due to work overload) that may result from encouraging OCBs on the part of employees.

Antecedents of Organisational Citizenship Behaviour

Like many other important job-related attitudes and behaviours, OCBs directed at the organisation (i.e., OCBOs) need to be promoted by the management to motivate its workforce in order for them to perform and sustain such voluntary actions. By addressing the important underlying predictors of OCBO, relevant policies and strategies can be developed to foster good citizenship behaviours in the organisation.

One of the most effective strategies used by organisations is having fair reward systems to compensate their employees' contributions. Organ (1990) suggested that fairness perceptions play an important role in promoting OCBs. Organ (1988, 1990) proposed that employees perform OCBs to reciprocate the fair treatment offered by the organisation. Organisational justice appears to be a key determinant of work outcomes such as OCBs (e.g., Konovsky & Pugh, 1994; Moorman, Blakely, & Niehoff, 1998; Niehoff & Moorman, 1993).

The above notion is supported by the social exchange theory (Blau, 1964), which asserts that employees develop exchanges for social and economic reasons. Social exchange theory emphasises that the employee's perception of fair exchange between their own inputs and outcomes or rewards would determine their work motivation, including OCBs. In their study, Organ and Konovsky (1989) proposed that employee perceptions of fairness in the workplace might be particularly important to the emergence of OCBs, since fair treatment might create a change in the employees' mindsets regarding their relationships with their

organisations. Generally, staff perception of reward distribution (i.e., distributive and procedural justice) influence employee behaviours directed towards the benefit of the organisation. In other words, employees who perceive that the organisation is allocating the rewards fairly using transparent and equitable procedures would be willing to display higher OCBOs.

Another important approach is to provide adequate organisational support to the employees in terms of resources allocation and training, and other support systems aimed at enhancing job performance. Many researchers (e.g., Liu, 2007) support this notion by suggesting that perceived organisational support (POS) is significantly related to affective commitment and organisation-directed OCB. Consistent with these findings, Singh and Singh (2010) found that POS was significantly and positively correlated with both OCBI and OCBO in a study conducted on front level managers in both public and private organisations in India. In short, addressing these critical issues and relevant antecedents of OCBO could foster workers' tendency to display OCBs that are beneficial to the organisation. In particular, employees who receive adequate support from their organisation tend to increase their discretionary behaviours for the organisation.

Given the above scenarios, it is imperative for organisations to identify what motivates their employees to be committed to their jobs or organisations and to stay longer than those who are uncommitted. According to Wasti and Can (2008), employees' commitment to their organisation is increasingly recognised as comprising different bases (affect, obligation, or cost-based) and different foci (e.g., supervisor, co-workers). Thus, employee commitment has different dimensions and targets which the management must be aware of in order to nurture a committed workforce for improved performance. Basically, research evidence (e.g., Meyer *et al.*, 1993; Meyer & Allen, 1997) shows a strong

relationship between organisational commitment and OCB as well as between turnover intentions. In essence, people who have high level of commitment to the organisation remain with the organisation and consequently display higher OCBOs, which are considered to be important for organisational success.

A theoretical model of OCBO

As previously described, researchers have identified several predictors of OCB, although studies on OCB have not dealt significantly with teachers or academics. Drawing from the general OCB model confirmed by Organ (1988), the present research identified five antecedents that are proposed to have significant relations with OCBO, as shown in the theoretical model below (*see Figure 1*). The variables on the left are the predictors of OCBO

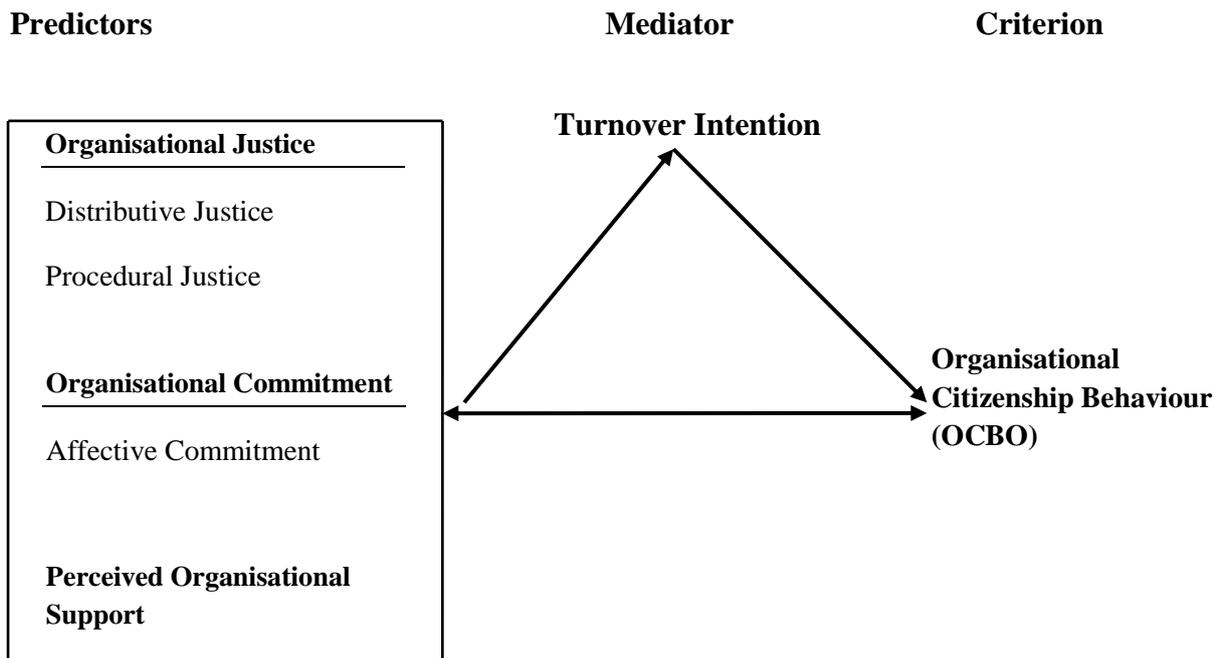


Figure 1. Conceptual model of the relationships between organisational justice, organisational commitment, perceived organisational support, turnover intention and OCBO.

while the mediating variable (turnover intention) is represented in the middle of the model. All these variables have direct relationships with OCBO, which is the criterion variable

shown on the right side of the model. The variables are discussed in the next section in the following order: turnover intention, organisational justice, organisational commitment and perceived organisational support. Below is the outline of the predictors:

- (1) organisational justice including distributive and procedural justice,
- (2) organisational commitment including affective and continuance commitment, and
- (3) perceived organisational support.

Mediating role of turnover intention

Turnover intention: The mediator variable of turnover intention features prominently in several OCB models (Bolon, 1997; Bu, Mckeen, & Shen, 2011; Chen *et al.*, 1998; Coyne & Ong, 2007; Hom & Griffeth, 1995; Organ, 1988; Somech & Drach-Zahavy, 2004; Williams & Anderson, 1991; Van Scotter, 2000). However, most of these studies explored the notion that OCB leads to turnover and turnover intentions while the reciprocal link has received less attention. Apart from two OCBI scales (altruism, courtesy), the OCBO dimensions of sportsmanship, civic virtue and conscientiousness have significant and negative relationships with turnover intention, which is the focus of this study.

Very limited research has been conducted on the reciprocal relationship between turnover intention and OCB. Consistent with the only known study by Kim, Park and Chang (2011) that explored the reverse link between turnover intention and OCB, the present research considered turnover intention as an antecedent of OCBO. Kim and his colleagues found that individuals who had intentions to leave the organisation were reluctant to display OCBs. They further stated that “individuals with high turnover intentions will be reluctant to perform OCBs without a reward because they will likely depart their organisations” (p.91). Thus, there is a need to assess the effects of turnover intention on OCBs. In the present

research, it was predicted that turnover intention of UPNG academic staff would be negatively related to their citizenship behaviour elicited for the benefit of the organisation (OCBO).

It is expected that when turnover intention is added to the model, it would help explain the relationships between organisational justice, organisational commitment, POS and OCBO. That is, it would clarify why the predictor variables are related to the criterion variable (OCBO). Turnover intention is also known to have significant relationships with organisational justice, organisational commitment, POS as well as OCBO. In such situations, individuals are likely to lose their commitment to the organisation, when they are thinking of leaving the organisation hence will be reluctant to perform these discretionary behaviours.

Workers may leave an organisation either voluntarily or involuntarily. In this sense, turnover intention refers to the estimated probability of an individual leaving the organisation and is segmented into voluntary and involuntary turnover intentions (Mobley, 1982). Turnover intention has been described as an employee's decision to leave an organisation voluntarily (Dougherty, Bluedorn & Keon, 1985; Mobley, 1977). In the literature, turnover intention has been identified as the immediate precursor for turnover behaviour (Mobley, Horner & Hollingsworth, 1978; Tett & Meyer, 1993). Indeed, according to Hom and Griffeth (1995), turnover intention is the only antecedent that has been found to have a direct effect on actual turnover. Tett and Meyer (1993) suggested that turnover intention should be considered to be "a conscious and deliberate wilfulness to leave the organisation" (p.262). Employees leave for various reasons such as lack of organisational support or in pursuit of better opportunities that are more financially attractive, which are examples of voluntary turnover.

As indicated earlier, a recent study by Kim and his colleagues (2011) found that turnover intention has a significant negative relationship with OCB. This relationship is based on the premise that an individual's intention would lead to certain behaviour as explained by Fishbein and Ajzen's (1975) attitude-behaviour model. For the current study, it was speculated that academic staff who have higher intention to leave the university would reduce their citizenship behaviours towards the organisation (OCBO). Therefore, it was predicted that:

H1: *Turnover intention will be negatively associated with OCBO.*

Predictors of Turnover Intention

Organisational justice: The notion of organisational justice concerns the norms for fair treatment of employees by their organisations. The underlying assumption of justice theories is that people value fairness and that they are motivated to maintain fairness in relationships between themselves and organisations. Adams' equity theory (1965) posits that people are motivated to achieve a condition of fairness or equity in their dealings with other people and with organisations. Adams argued that employees who find themselves in inequitable situations will experience dissatisfaction and emotional tension that they will be motivated to reduce. Equity theory specifies conditions under which inequity will occur and what employees are likely to do to reduce it.

Organisational justice consists of three aspects: fairness in how employees are treated (interactional justice), fairness of procedures (procedural justice), and fairness in outcomes (distributive justice). According to Cohen-Charash and Spector (2001), perceptions of unfair treatment lead to negative work place attitudes and behaviours, such as lower morale and higher turnover. Colquitt, Wesson, Porter, Conlon, and Ng (2001) argued that perception of

fair treatment leads to higher job satisfaction and organisational commitment, low intentions to turnover and increased organisational citizenship behaviours. In a meta-analytic review of 55 studies involving the attitudinal and dispositional predictors of OCBs, Organ and Ryan (1995) found that fairness perceptions were the sole correlates of OCBs among a large number of other potential antecedents. Williams *et al.* (2002) also found that organisational justice components have strong positive effects on OCBs.

The current research investigated the distinction between the distribution of rewards (distributive justice) and the procedures by which rewards are allocated (procedural justice) and how they relate to turnover intention and OCBO. Past research (e.g., Cohen-Charash & Spector, 2001) found that distributive justice was significantly and negatively related to employment turnover intentions. In a study in the hotel industry in Malaysia, Hemdi and Nasurdin (2008) found that distributive justice perceptions were significantly related to both OCB and turnover intentions. On the other hand, procedural justice was only significantly related to turnover intentions and not OCB. However, research by Williams *et al.* (2002) revealed that perceptions of fair reward and fair formal procedures were not direct predictors of OCB. They argued that “although distributive, formal procedural, and interactional justice were all related to OCB, only the perceptions of interactional fairness influenced an employee’s intention to perform citizenship behaviours” (p.42).

Given the above conflicting outcomes, the present study further examined the relationship between the two dimensions of organisational justice with both turnover intention and OCBO. It was hypothesised that:

H2a: *Distributive justice will have a negative association with turnover intention.*

H2b: *Procedural justice will have a negative association with turnover intention.*

H2c: *Distributive justice will have a positive association with OCBO.*

H2d: *Procedural justice will have a positive association with OCBO.*

Organisational Commitment: Organisational commitment is a popular attitudinal variable in the work domain. It has been closely tied to behavioural outcomes such as absenteeism, turnover and reduced employee effort (Mathieu & Zajac, 1990; Mowday, Porter, & Steers, 1982). Gallie, Felstead and Green (2001) described organisational commitment as “a conception that implies that people who feel a strong degree of personal identification with an organisation that will lead them to remain with and provide a high level of work for the organisation” (p.1085). This description is specifically true for affective organisational commitment. Employee commitment is perceived as a set of attitudes or a motivating force that can influence many behavioural outcomes (Gould-Williams, 2007).

Committed employees are those who share common values and beliefs, and who believe that their organisations would constantly offer them opportunities to grow in their career paths (Mowday, Steers, & Porter, 1979). With this belief, they stay on, and are more inclined to deepen their commitment to the organisation, particularly if they are pursuing promotion (Hea, Laib, & Lub, 2011). On the other side, managers are always seeking ways to enhance employee commitment and generate greater competitive advantages (Chan, Tongqing, Redman, & Snape, 2006). Such positive intentions, if fulfilled adequately by both parties, would result in positive organisational and individual outcomes such as high performance and job satisfaction (Joo & Shim, 2010).

According to Meyer and Allen (1991), there are three components of commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to a strong belief in and acceptance of an organisation’s goals and values;

continuance commitment refers to the willingness to exert considerable effort on behalf of an organisation; in contrast, normative commitment refers to a strong desire to maintain membership in an organisation because an employee believes it is morally right to be loyal, and stay in the organisation (Mowday *et al.*, 1982). This study focused on affective commitment and continuance commitment because they have been identified as critical predictors of important organisational outcomes such as OCB.

Although normative commitment is widely recognised as a notable dimension of employee commitment, it has been found to be substantially inter-related with affective commitment (Allen & Meyer, 1990; Meyer & Allen, 1997; Morrow, 1993). Specifically, research has found no significant difference between the effects of affective and normative commitment on organisational outcomes (Felfe, Yan, & Six, 2008a). Consequently, normative commitment is often excluded from studies; affective and continuance commitment being more commonly used forms (Dunham, Grube, & Castaneda, 1994; Gautam, Van Dick, & Wagner, 2004). Following this tradition of employee commitment research, this study focussed on affective and continuance commitment.

Specifically, affective commitment is defined as “the employee’s emotional attachment to, identification with, and involvement in the organisation”, whereas continuance commitment is defined as “employees’ comparison of the costs associated with leaving the organisation or staying” (Meyer & Allen, 1991, p.67). The authors argued that employees who see costs of leaving the organisation as greater than the costs of staying remain because they need to do so. Affective commitment to the organisation is recognised as the best predictor of reduced employee departure (Meyer & Allen, 1984, 1991). A high level of affective commitment diminishes the probability that employees will leave and join other organisations (Meyer & Allen, 1997). Employees expressing high affective organisational

commitment are more satisfied with their work, report higher job involvement and are more likely to engage in behaviours that strengthen the competitiveness of the organisation (Meyer & Allen, 1997).

In the above context, citizenship may be viewed as signalling a high level of commitment. In contrast, employees with continuance commitment tend to develop negative attitudes, experience negative affects and are more likely to exert undesirable behaviours (Meyer & Allen, 1997). The authors concluded that a specific behaviour (such as OCB) is more likely to be associated primarily with affective commitment, followed by normative commitment and then continuance commitment. Indeed, as Shore *et al.* (1995) suggest, whatever its form (altruism, helping behaviour, civic virtue or sportsmanship), voluntary cooperation is a direct expression of employee commitment to the organisation and its workers. In studies conducted in the Korean context, Choi (2006) found that helping behaviours of electronics company employees were predicted by organisational commitment, and Kim (2006) also found a positive relationship between organisational commitment and OCBs among employees of government agencies.

Consistent with the above reasoning, the current research examined the nature of the links between the two types of commitment (affective and continuance) with turnover intention and OCBO, respectively. In this regard, it was predicted that:

H3a: *Affective commitment will have a negative association with turnover intention.*

H3b: *Continuance commitment will have a negative association with turnover intention.*

H3c: *Affective commitment will have a positive association with OCBO.*

H3d: *Continuance commitment will have a negative association with OCBO.*

Perceived organisational support (POS): In Eisenberger, Huntington, Hutchison, and Sowa's (1986) definition, POS is "the extent to which employees perceive that their contributions are valued by their organisation and that the firm cares about their well-being" (p.501). Perceived organisational support is founded on the premise that employees form opinions regarding the extent to which an organisation values their contributions and cares about their well-being based on their perceptions of how readily the organisation will reward their job performance and meet their socio-emotional needs (Rhoades & Eisenberger, 2002). Research findings (e.g., Eisenberger *et al.*, 1986) show that POS is negatively related to employee turnover. A study by Piery, Cravens, Lane and Vorhies (2006) found that higher levels of salespersons' POS were related to higher levels of their OCB, suggesting that POS has a strong relation with salespersons' OCB. In line with the above findings, Singh and Singh (2010) found that POS was significantly positively correlated with both OCBI and OCBO in a study in China that examined the role of stress and organisational support in predicting OCB among front level managers.

Based on the social exchange theory (Blau, 1964), which emphasizes the norm of reciprocity (Gouldner, 1960), POS describes the 'quality' of the reciprocal social exchange taking place between the employees and the organisation. Social exchange theory suggests that perceptions of social exchange may be an important determinant of employee behaviour. Organisations that provide good treatment tend to foster employees' obligation and their effort on the job. The employer further rewards the employees who demonstrate an obligation to the organisation (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Settoon, Bennett, & Liden, 1996).

Employees are able to perceive the organisation's effort to reward their contributions, and their favourable perception is beneficial to employee attachment to the organisation (Elstad *et al.*, 2011). In a cross-sectional survey of secondary teachers that examined the nature of exchanges between principal and teacher, Elstad and colleagues found strong support for the importance of principal-teacher trust on social exchange and indirectly an impact on OCBs. They also found support for the importance of clear leadership on OCBs. In this context, social exchange implies that when teachers perceive that they are treated favourably by their principal, they would feel a commitment to perform their jobs more effectively, and perhaps put in that extra effort.

Drawing from social exchange theory, organisational support theory postulates that employees develop global perceptions concerning the degree to which the organisation values their contributions and cares about their well-being (Zagenczyk, Gibney, Few, & Scott, 2011). Scholars suggest that POS positively affects employer-employee relations because it creates feelings of obligation within employees to care about the organisation and help it reach its goals (e.g., Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Rhoades & Eisenberger, 2002). Research generally confirms this viewpoint: positive treatment from the organisation (in terms of fairness, job conditions, and supervisory relationships) results in POS, which obligates employees to hold attitudes (affective organisational commitment) and behave in a manner (increased citizenship and task performance, decreased withdrawal) that helps the organisation (Eisenberger *et al.*, 2001; Eisenberger & Stinglhamber, 2011; Rhoades & Eisenberger, 2002; Riggle, Edmondson, & Hansen, 2009). In view of the above discussions, this study further analysed the POS-turnover intention and POS-OCBO relationships in UPNG academic staff. Hence, it was predicted that:

H4a: Perceived organisational support will have a negative association with turnover intention.

H4b: Perceived organisational support will have a positive association with OCBO.

Mediated Relationships

Turnover intention

On the basis of the logic provided in the above discussions (i.e., the relationships between the five predictors and turnover intention and turnover intention and OCBO), it was predicted that turnover intention will mediate the relationships between the five predictors (distributive justice, procedural justice, affective commitment, continuance commitment, and POS) and OCBO. This is expected because turnover intention has been found to have strong relationships with the predictors as well as with OCBO. For example, employees who reported greater levels of affective commitment expressed weaker desires to leave the organisation, and in turn, performed greater extra-role behaviours (Mohamed, Taylor, & Hassan, 2006). In such situations, turnover intention would intervene in these relationships because it can change the impact of the predictors on the criterion variable.

Essentially, turnover intention as the third variable plays an important role in governing the relationships between the predictor and criterion variables. In this study, it was expected that when the mediator and the predictor variables are used simultaneously to predict the criterion variable, the previously significant path between the predictor and criterion variables would be greatly reduced or nonsignificant. In line with this argument, the mediating effects on the relationships are described below.

Organisational justice: As discussed, perceptions of distributive justice and procedural justice are expected to be associated with turnover intention (*H2a and H2b*). In addition, turnover intention is expected to be associated with OCBO (*H1*). Hence, it is posited that:

H5a: *Turnover intention will mediate the relationship between distributive justice and OCBO.*

H5b: *Turnover intention will mediate the relationship between procedural justice and OCBO.*

Organisational commitment: As discussed, the two classes of organisational commitment are expected to be associated with turnover intention (*H3a and H3b*). In addition, turnover intention is expected to be associated with OCBO (*H1*). Hence, it is posited that:

H5c: *Turnover intention will mediate the relationship between affective commitment and OCBO.*

H5d: *Turnover intention will mediate the relationship between continuance commitment and OCBO.*

Perceived organisational support: As discussed, perceived organisational support is expected to be associated with turnover intention (*H4a*). In addition, turnover intention is expected to be associated with OCBO (*H1*). Hence, it is posited that:

H5e: *Turnover intention will mediate the relationship between perceived organisational support and OCBO.*

Summary of Hypotheses

Correlates of OCBO

- H1: Turnover intention will be negatively associated with OCBO.
- H2a: Distributive justice will have a negative association with turnover intention.
- H2b: Procedural justice will have a negative association with turnover intention.
- H2c: Distributive justice will have a positive association with OCBO.
- H2d: Procedural justice will have a positive association with OCBO.
- H3a: Affective commitment will have a negative association with turnover intention.
- H3b: Continuance commitment will have a negative association with turnover intention.
- H3c: Affective commitment will have a positive association with OCBO.
- H3d: Continuance commitment will have a negative association with OCBO.
- H4a: Perceived organisational support will have a negative association with turnover intention.
- H4b: Perceived organisational support will have a positive association with OCBO.

Mediated Relationships

Turnover Intention

- H5a: Turnover intention will mediate the relationship between distributive justice and OCBO.

H5b: Turnover intention will mediate the relationship between procedural justice and OCBO.

H5c: Turnover intention will mediate the relationship between affective commitment and OCBO.

H5d: Turnover intention will mediate the relationship between continuance commitment and OCBO.

H5e: Turnover intention will mediate the relationship between perceived organisational support and OCBO.

Having discussed the theoretical and empirical basis of the OCBO phenomenon and its relevant predictors and consequences, the next section of the thesis will focus on the method employed in the current research to examine the extent to which such relationships exist in an academic work setting using teaching staff as participants. The method section consists of the organisational context in which the behaviours occur, the participants, and the instruments and procedures used to measure the relevant variables.

CHAPTER 2

METHOD

Organisational Context

This research was conducted at the University of Papua New Guinea (UPNG) using academics as participants. The University is a major higher learning institution in the country, with a student population of about five thousand. The main goal of the University is to provide quality education, research and service to Papua New Guinea and the Pacific. To achieve this goal, the university employs 232 academic staff comprising both nationals (89%) and expatriates (11%), who teach in five academic schools: School of Humanities and Social Sciences (SHSS), School of Business Administration (SBA), School of Natural and Physical Sciences (SNPS), School of Law (SOL) and School of Medicine and Health Sciences (SMHS).

The teaching staff are employed on fixed-term contracts with an initial 3-year contract and a 5-year term in subsequent contracts. The contracts are reviewed at the end of each contract and a recommendation made for renewal or termination based on staff performance in five portfolio areas: administration, teaching, outreach, research and distance education. Any other duties performed outside of these areas may be regarded as organisational citizenship behaviour, which is the focus of this research. The main reason for using the academic staff as well as the organisation is that no empirical research has been conducted in this topic area using teaching staff at UPNG.

Participants

All the academic staff from the five schools at UPNG were invited to participate in this study. Overall, 232 employee questionnaires were distributed and 107 (male = 72.9%, nationals = 87.9%) completed questionnaires were returned, representing a response rate of 46 percent. The respondents' age ranged from 25 to 77 years, with more than 60 percent in the age group 40-80 years. The mean age was 44.75 years, and the standard deviation was 11.28. The average tenure in the organisation 9.66 ($SD = 8.86$) years. Broadly, the sample of participants was representative of the entire academic staff in terms of their mean age, gender, nationality and organisational tenure as outlined in the table below. Both full-time and part-time staff participated in the study.

Table 1. Demographic representation of UPNG teaching staff in study sample.

Participants	Age	Gender	Nationality	Organisational Tenure
Sample	44.75 years	72.9 (M)	87.9 (Nat)	9.66 years
Population	45.90 years	73.7 (M)	90 (Nat)	10 years

Note: M = Male; Nat = Nationals.

Measurement instruments

Measurement instruments previously reported in the literature were adopted in this study. The data were collected by a questionnaire which contained quantitative measures of turnover intention, OCBO, organisational justice (distributive and procedural justice), organisational commitment (affective and continuance commitment) and perceived organisational support and demographic particulars. Within the background section of the questionnaire, respondents were asked to provide information on their age, gender, ethnicity,

organisational tenure and job tenure. The cover letter and questionnaire are presented in Appendix A and Appendix B, respectively.

Measures

Turnover intention was measured using a five-item bank of questions developed by Bozeman and Perrewé (2001), based on the work of Mowday, Koberg, and MacArthur (1984). Containing both positively and negatively worded items, the measure asks individuals how likely it is that they would look for a new job and whether they are thinking about quitting their existing job in the next year. The measure includes items such as “*I will probably look for a new job in the near future*”, and “*I do not intend to quit my job*”. All items are measured on a seven-point scale anchored from 1 = *Strongly Disagree* to 7 = *Strongly Agree*. Coefficient alpha for turnover intention scale in this sample was 0.80.

Organisational citizenship behaviour was measured using Williams and Anderson's (1991) OCB Scale. Although the scale consists of three subscales, 7 items for OCBI and in-role behaviour were omitted since this study was intended to measure only those behaviours directed at the organisation (OCBO), which had 7 items. The participants were asked how they behave towards the organisation while performing their jobs. Responses were obtained using a 7-point Likert-type scale from strongly disagree to strongly agree. As the item wording in this scale is provided for supervisor or peer description of a focal employee, it was modified for self-reports in this study. Sample items for OCBO include: ‘*I give advance notice when unable to come to work*’ or ‘*I adhere to informal rules devised to maintain order.*’ Coefficient alpha calculated for this scale in this sample was 0.60. Although an item analysis was performed to improve the moderate alpha reliability, the outcome remained the same suggesting that the items represent specific behaviours and not explaining the same construct.

Organisational justice: The scale used to measure organisational justice was developed by Niehoff and Moorman (1993). The measure consists of three types of organisational justice: distributive justice, procedural justice and interactive justice. For this research, distributive and procedural justice were included in the measure.

The distributive justice subscale (five items) describes the extent to which an employee believes that his or her work outcomes, such as rewards and recognition, are fair. The outcomes include pay level, work schedule, workload, and job responsibilities. The procedural justice subscale (six items) describes the extent to which formal procedures exist and whether these procedures are implemented in a way that takes employees' needs into consideration. The formal procedures cover the degree to which job decisions are based on complete and unbiased information and that employees have opportunities to ask questions and challenge decisions. A sample item for distributive justice is: *'My work schedule is fair.'* A sample item for procedural justice is: *'Job decisions are made by the Dean in an unbiased manner'*. Responses were obtained using a 7-point Likert-type scale where 1 = *strongly disagree* and 7 = *strongly agree*. Coefficient alpha values in this sample for distributive justice and formal procedures were 0.81 and 0.86, respectively.

Organisational commitment: Meyer and Allens' (1997) shortened version adapted from Meyer, Allen and Smiths' (1993) Organisational Commitment Scale was used to measure organisational commitment. The measure consists of three types of organisational commitment: Affective Commitment (AC), Normative Commitment (NC) and Continuance Commitment (CC). For this research, only AC and CC were included in the measure because they have been identified as critical predictors of important organisational outcomes such as OCB. As mentioned earlier, normative commitment was omitted because it has been found to be substantially inter-related with affective commitment (e.g., Allen & Meyer, 1990; Morrow,

1993). Respondents were asked to indicate their answers on a Likert seven-point scale ranging from *1 strongly disagree* to *7 strongly agree*. A sample item for AC is: *'I would be very happy to spend the rest of my career with this organisation.'* A sample item for CC is: *'I feel I have too few options to consider leaving this organisation.'* Coefficient alpha was 0.78 for affective commitment and 0.81 for continuance commitment in this sample.

Perceived organisational support was measured with Rhoades, Eisenberger, and Armelis' (2001) short form eight-item POS Scale, originally developed by Eisenberger *et al.* (1986). This measure assesses employee perceptions of the extent to which their organisation is willing to reward greater efforts by the employee because the organisation values the employee's contribution and cares about his or her well-being. Respondents indicate the extent of their agreement with each statement on a 7-point Likert-type scale where *1 = strongly disagree* and *7 = strongly agree*. A sample item is: *'My organisation really cares about my well-being.'* In this sample, coefficient alpha for this POS scale was 0.82.

Procedure

The questionnaire was submitted to the Director for Centre of Human Resources Development (CHRD) at UPNG for his consideration and approval. As a result, a few minor design features were altered. Ethical approval for this research was granted by the Research and Ethics Committee of the School of Psychology at the University of Waikato.

After a formal arrangement with the University including a letter of support (see Appendix C), all academic staff ($N = 232$) at UPNG were invited to participate in this study. The participants were formally informed about the purpose of the research a week prior to the actual distribution of the survey through an internal memo. Following this, the hard-copy questionnaires were distributed to the participants in sealed envelopes via each staff

member's pigeon hole located at their respective school offices for them to collect in person. It was explained that the questionnaire is an attempt to assess their attitudes and feelings about UPNG's reward system and perception of support. Turnover intention and OCBO were not mentioned in the memo as an approach to avoid influencing the participants' opinions which would corrupt the survey.

The participants in each school received a questionnaire with a covering page detailing what the study was about, who was doing the study, the rationale for research, confidentiality and anonymity, what was required of them and when, and an offer to supply a summary of results from the study. The participants were informed on the cover sheet that their participation was voluntary. An envelope addressed to the researcher at UPNG was attached to the questionnaire.

About a week after the distribution of the survey, a friendly reminder to all participants was sent through an internal memo advising them of the need to return the completed survey to the researcher. This approach was taken to help them complete the questionnaire on time and potentially increase the return rate. Participants were given two weeks to complete the questionnaire and return it through UPNG's internal mail system using the envelopes provided.

CHAPTER 3

RESULTS

This chapter presents the statistical analyses and the results of the study, encompassing the proposed hypotheses. The results are presented in three main sections: (a) descriptive statistics, (b) correlations and (c) regression analyses.

Descriptive Statistics

Descriptive statistics for all variables, including means, standard deviations, skew, kurtosis and Cronbach's alphas are presented in Table 2. Most respondents indicated high mean levels of organisational citizenship behaviour directed towards the organisation (5.96) and moderate levels of distributive justice (4.00) and procedural justice (4.18). They also indicated moderate levels of affective commitment (4.69), and turnover intention (4.51). On average, participants indicated they had relatively low levels of continuance commitment (3.79) and perceived organisational support (3.41).

As shown in Table 2, all the variables had very low values of skew and kurtosis, indicating a symmetric distribution of scores for all the variables, except for OCBO which had a substantial negative skew. To increase the normality of the frequency distribution of OCBO, a transformation analysis was performed. The scores on the variable were reflected by identifying the largest score (i.e., 7) in the distribution and adding one to it to form a constant (i.e., $7 + 1 = 8$) that is larger than any of the score in the distribution. Then, a new variable was created by subtracting each score from the constant. In this way, the negative

skewness of OCBO was converted to one with positive skewness prior to transformation using logarithmic transformation as the most appropriate transformation method following Tabachnick and Fidell's (2007) suggestion. The transformed scores were correlated with all other variables but the differences in r values (see Table 3) between transformed and non-transformed were not significant.

Table 2. Descriptive statistics

Variable	M	SD	Skew	Kurtosis	Cronbach's alpha
Distributive Justice	4.00	1.48	-.08	-.64	0.81
Procedural Justice	4.18	1.44	-.17	-.52	0.86
Affective Commitment	4.69	1.32	.30	.50	0.78
Continuance Commitment	3.79	1.51	-.01	-1.05	0.81
POS	3.41	1.19	.28	-.46	0.82
Turnover Intention	4.51	1.65	-.41	-.67	0.80
OCBO	5.96	0.76	-.77	-.14	0.60

Note: (1) All variables were measured on a 7 point scale (1= strongly disagree, to 7 = strongly agree).

Key: M = Mean, SD = standard deviation, POS = perceived organisational support, OCBO = organisational citizenship behaviour towards the organisation.

Table 3: Transformed and non-transformed correlation coefficients for all variables with OCBO

Variables	Non-transformed r values	Transformed r values
Distributive justice	-.03	-.07
Procedural justice	.05	-.10
Affective commitment	.10	-.08
Continuance commitment	-.04	.03
POS	.05	-.11
Turnover intention	.13	-.15

In addition to the above approach, a correction for range restriction in the OCBO scores was performed using Thorndike's (1949) correction formula. To find the corrected correlation (r_{xy_c}), the values for the uncorrected coefficient (r_{xy}), unrestricted standard deviation (SD_u) and restricted standard deviation (SD_r) were inserted into the formula and analysed. The corrected correlation values were correlated with all other variables but the differences in r values (see Table 4) between corrected and non-corrected were not significant. For instance, the corrected correlation for the relationship between turnover intention and OCBO was $r = .14$ compared to the uncorrected value ($r = .13$). Hence, the original scores were retained.

Cronbach's alpha was used to measure the internal consistency of responses. Except for OCBO ($\alpha = .60$), all the variables met Nunnally's (1978) recommended minimal internal consistency threshold of .70. This suggests that the scale scores were generally reliable in this study. The low Cronbach's alpha for OCBO may reflect the fact that each of the items describes a different set of behaviours rather than one latent construct.

Table 4: Restricted and unrestricted correlation coefficients for all variables with OCBO

Variables	Corrected <i>r</i> values	Uncorrected <i>r</i> values
Distributive justice	-.01	-.03
Procedural justice	.01	.05
Affective commitment	.21	.10
Continuance commitment	-.04	-.04
POS	.05	.05
Turnover intention	.14	.13

Correlations and Regressions

Pearson's Product Moment correlations between the variables are presented (see Table 3), then the regressions for turnover intention (see Table 6), and organisational citizenship behaviour (see Table 7).

Turnover Intention

Correlations

As predicted, turnover intention was significantly correlated with distributive justice, procedural justice, affective commitment, continuance commitment, and perceived organisational support. Surprisingly, turnover intention was not significantly correlated with OCBO. In fact, a positive but insignificant relationship was found between turnover intention and OCBO, which is contrary to what was predicted, suggesting that those who intended to leave the university performed more citizenship behaviours than those who intended to remain. This unexpected outcome and its implications will be discussed further in the

discussion chapter. Therefore, hypotheses 2a, 2b, 3a, 3b and 4a were supported and hypothesis 1 was rejected.

Table 5. Correlations between major variables

	Age	Gender	OT	JT	DJ	PJ	AOC	COC	POS	TI	OCBO
Gender											
OT											
DJ											
PJ											
AOC											
COC											
POS											
TI											
OCBO											

**Correlation is significant at the 0.01 level (1-tailed); *Correlation is significant at the 0.05 level (1-tailed).

Key: OT = organisational tenure, DJ = distributive justice, PJ = procedural justice, AOC= affective organisational commitment, COC = Continuance organisational commitment, POS = perceived organisational justice, OCBO = organisational citizenship behaviour towards the organisation, TI = turnover intention.

The negative correlation between organisational justice (both distributive justice and procedural justice) and turnover intention indicated that the lower the participants' level of perceptions of organisational justice, the higher their turnover intention. The negative correlation between organisational commitment (including affective commitment and continuance commitment) and turnover intention indicated that the lower the participants' level of commitment, the higher their turnover intention. Similarly, the negative correlation

between POS and turnover intention indicated that the lower the participants' perceptions of organisational support, the higher their turnover intention.

Regression

A hierarchical regression analysis was run to analyse the relationship between the predictors and turnover intention. To control for the possible influence of the demographic variables on turnover intention, age, gender and organisational tenure were entered first in the equation, followed by distributive justice, procedural justice, affective commitment, continuance commitment and perceived organisational support as the predictor variables. Table 6 shows that three predictors had a significant result – gender ($\beta = -.20$, $p < 0.01$),

Table 6. Regression equation: Predictors of Turnover Intention.

Predictor	Beta	t
Step 1		
Age	.16	1.64
Gender	-.20	-2.30**
Organisational tenure	.07	-.51
Step 2		
Distributive justice	.02	.27
Procedural justice	-.01	-.12
Affective commitment	.16	1.56
Continuance commitment	.29	-3.45**
Perceived organisational support	.26	-2.34*

* $p < .05$; ** $p < .01$; Adjusted R Square = .30; F-step 1 = 4.33; F-step 2 = 6.13; df = 8, 96.

continuance commitment ($\beta = .29, p < 0.01$) and POS ($\beta = .26, p < 0.01$). While the correlations in Table 3 for age, organisational tenure, distributive justice and affective commitment were significant, the betas in Table 4 were not. This could indicate that these variables had smaller effect sizes on turnover intention compared to the other predictors. Overall, the demographic variables and the main predictors explained 30% of the variance in turnover intention.

Organisational Citizenship Behaviour (OCBO)

Correlations

Table 5 indicates that organisational citizenship behaviour had a nonsignificant association with gender, organisational tenure, distributive justice, procedural justice, affective commitment, continuance commitment and POS. Therefore, hypotheses 2c, 2d, 3c, 3d and 4b were rejected. In respect of the mediated relationships (see theoretical model in Figure 1 on page 11) turnover intention was not viable for testing through mediated regression. This is because turnover intention was not significantly related to organisational citizenship behaviour (OCBO); therefore, no mediation regressions were performed for this variable (see Table 5). As a result, all the predictions (5a, 5b, 5c, 5d, and 5e) exploring the mediating role of turnover intention on the relationships between the predictor variables and OCBO were rejected.

Regression

A regression analysis (see Table 7) was performed to predict organisational citizenship behaviour from the combination of the variables. However, there was no significant difference between the correlation results and the regression results. While controlling for the effects of the demographic variables on OCBO, no significant relationships were found

between OCBO and the predictors. Together, the set of predictors explained only 1.4% of the variance in OCBO.

Table 7: Regression equation: Predictors of OCBO

Predictor	Beta	t
Step 1		
Age	.19	1.54
Gender	.13	1.12
Organisational tenure	.08	.50
Step 2		
Distributive justice	-.05	-.43
Procedural justice	.05	.41
Affective commitment	.09	.69
Continuance commitment	-.09	-.84
Perceived organisational support	-.08	-.61
Turnover intention	.15	1.22

* $p < .05$; ** $p < .01$; Adjusted R Square = .014; F-step 1 = 1.68, F-step 2 = .85; df = 9, 94.

Supplementary Results

Since the main prediction between turnover intention and OCBO of this study was not supported, supplementary analyses conducted to examine how some of the demographic variables and other work attitudes were related to the employees' organisational citizenship behaviours and their intention to leave the university. These are described below.

Correlations

Beside the results reported above, the findings also showed significant inter-correlations among the main study variables and the demographic variables (see Table 5). For the demographic variables, there were significant relationships between turnover intention and age, gender and organisational tenure. Organisational tenure was negatively related to gender and positively related to affective commitment. Among the predictor variables, POS was positively correlated with both dimensions of organisational justice and organisational commitment, while procedural justice was a positive correlate of affective commitment.

The negative correlations between age, gender and organisational tenure with turnover intention indicated that males, younger employees and those with shorter tenure were more likely to leave the university than females, older academics and those with longer tenure in the organisation. For the predictor variables, the positive correlation between distributive justice and affective commitment indicated that the higher the respondents' perception of distributive justice, the more their affective commitment to the university. This shows that employees who perceive fair allocation of rewards were affectively committed to the organisation and remained longer than those with lower perception of procedural fairness. Similarly, the positive correlations between organisational justice (distributive and procedural justice) and POS indicated that the higher the employees' perception of justice, the higher their perception of organisational support.

Summary

The main findings in this study revealed that turnover intention was a negative and significant correlate of organisational justice, organisational commitment and POS, and a positive but not significant correlate of OCBO. However, OCBO was not related to organisational justice, organisational commitment, POS and turnover intention in this context.

As a result of the nonsignificant outcomes, the mediation role of turnover intention was not analysed. The supplementary analyses showed that turnover intention was related to some important demographic variables. There were also significant inter-correlations between most of the predictor variables. These findings and their implications for employees and HR practice are discussed in the next chapter.

CHAPTER 4

DISCUSSION

This research was conducted to explore a model of organisational citizenship behaviours performed for an organisation's benefit (OCBO) by a sample of academics in a Papua New Guinean university context. It is obvious that the work environment in the twenty-first century is both challenging and competitive for organisations to operate in (Dirani & Kuchinke, 2011). For an organisation to have a sustained competitive advantage in the product and labour market, highly committed employees are required (Joo & Shim, 2010). More importantly, developing a workforce that will remain committed to the organisation and perform extra-role behaviours is crucial for an organisation to achieve its set goals. This research has supported previous study findings in understanding the correlates of turnover intentions in an academic setting. It has also expanded on current knowledge regarding organisational citizenship behaviours and turnover intentions by addressing their possible antecedents and consequences.

The correlations and regression analyses produced mix results in this study. The findings confirmed the first category of hypotheses relating to turnover intention and the predictor variables, but rejected the second category of hypotheses between OCBO and the predictor variables, including the mediation relationships. The reasons for the latter nonsignificant results will be discussed below. These results have implications for future research, employees, and organisational management.

This chapter comprises six sections. Firstly, the main findings will be presented, which will include discussing the relationship between turnover intention (the mediation variable) and the predictors, as well as the relations between OCBO and the predictors. The subsequent sections will discuss the practical implications, research strengths, limitations, future research, and conclusions drawn from the findings.

Predictor variable correlations with turnover intention

Organisational justice

As discussed earlier, organisational justice refers to the perceptions of organisational members regarding the fairness of their conditions of employment (Folger & Cropanzano, 1998). The results of the current study revealed that employees' perceptions of low distributive justice and procedural justice were negative correlates of their turnover intention ($r = -.21$, and $r = -.24$, respectively). Prior studies (e.g., Canter, Macdonald & Crum, 2011; Choi, 2010; Haar & Spell, 2009; Hemdi & Nasurdin, 2008) also revealed significant negative relationships between the two dimensions of organisational justice and turnover intentions.

The justice perceptions can be viewed from Adams' (1965) equity theory and Blau's (1964) social exchange theory. Both theories explain how individuals assess fairness by comparing their input-outcome ratios relative to that of comparable others. As a result of this comparison, they feel obligated to repay favourable benefits or treatment offered by their organisations. One way for an individual to repay the organisation is through continued participation (Zhang & Agarwal, 2009). This would enhance their performance levels in a way to reciprocate the fair treatment given by the organisation. Ideally, an employee who perceives fair treatment from his or her organisation would remain longer than others.

By comparison, a high level of distributive justice may cause individuals to exert more effort by changing their perceptions of inputs or outcomes (Harr & Spell, 2009), whereas a high level of procedural justice may cause individuals to perceive their jobs as more enriched, which in turn may reduce their turnover intentions (Li & Bagger, 2012). However, perceived inequality in reward allocation might result in an increase in turnover intention or employees seek employment elsewhere. Academics with perceptions of low organisational justice will have higher intention to leave the university than those with higher justice perceptions. Consequently, the negative attitude would affect the employees' emotional commitment to the organisation (Karim, 2009) and they would display negative work attitudes and behaviours such as cognitive withdrawal, i.e., intention to leave (Alexander, Bloom & Nuchols, 1994) prior to separation.

Since turnover intention has been strongly associated with actual turnover, this could lead to staff shortage at the university in future. As a result, negative effects on the university in terms of increased workload for the remaining staff members, disruption of work flows, and replacement costs associated with recruitment and training are likely to occur. Other flow-on effects would include ill-health for the workers, which can be costly for the individual and the organisation in terms of medical costs and drop in performance due to sick leave. The overall implication is that the quality of teaching and student learning at the university could be compromised, which in turn might affect the academic standard of the university.

In light of these arguments, it is incumbent for the university to understand the causes of employee turnover intentions because it is known to have direct link with organisational success. The university should understand the turnover process and consider factors that lead to turnover intention and turnover. For instance, a fair and transparent allocation of fringe

benefits such as accommodation to all eligible academics would possibly diminish turnover intentions and turnovers among the teachers. Hence, the notion of employee turnover intention is inevitable when there is perception of unfair distribution of rewards.

Interestingly, the promotion of organisational justice can avoid negative consequences of staff turnover intentions and turnovers. The findings imply that perceived fairness in the method and actual allocation of rewards may affect the employees' intention to leave the university in the near future. They also suggest that both types of organisational justice must be addressed concurrently rather than separately in order to obtain the desired results. This suggestion is supported by both distributive justice and procedural justice showing almost the same level of relationship with turnover intention. Generally, fairness in all forms of reward allocation that is proportional to the employees' qualifications and experience is crucial to deter employee turnover intentions.

Organisational Commitment

As stated earlier, affective commitment refers to an employee's attitude, expression of their emotional bond and uniqueness with the organisation (Allen & Meyer, 1990). In contrast, continuance commitment concerns the desire to remain with one's current employer resulting from the perceived economic advantages accrued in the current job, relative to alternative employment opportunities (Scholl, 1981). The present research predicted that employees who are more committed to the organisation 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 organisation (Allen & Meyer, 1990). Consistent with previous research findings (e.g., Chawla & Sondhi, 2011; Gill, Meyer, Lee, Shin & Yoon, 2011), the current study found that both affective and continuance commitment were negatively related to turnover intention ($r = -.37$, and $r = -.33$, respectively).

The slightly higher correlations for the two types of organisational commitment, compared to the correlations for the organisational justice dimensions discussed above may indicate that the employees' higher levels of commitment is a function of other factors than just the reward system. Factors such as adequate supervisor support, cohesive work groups and norms, and acceptance of organisation's goals and values, may explain the higher levels of commitment among the academics. For example, several authors (e.g., Kidron, 1978) considered values in general and work values specifically as important variables in explaining organisational commitment. According to Werkmeister (1967), commitment is a manifestation of the individual's self-esteem, and reflects value standards that are basic to the individual's existence as a person. Hence, such potential factors need the managers' attention to foster the employees' organisational commitment.

Further, social exchange theory that emphasizes the norm of reciprocity (Goulder, 1960) provides the conceptual framework for empirical evidence that shows employees have greater affective commitment to organisations that support and care about them (Allen, Shore & Griffeth, 2003; Eisenberger *et al.*, 1990). Hence, organisations that provide the kinds of support needed and desired by employees can expect reciprocal obligation in which the employee feels compelled to return this support. Again, one way to do this is by remaining with the organisation. According to Mohamed *et al.* (2006), this kind of retention is critical given the difficulty of finding skilled and competent employees in a competitive environment.

Looking closely at the two dimensions of organisational commitment, employees with high levels of affective commitment are more likely to stay with their organisation because they want to (Meyer & Allen, 1991). In contrast, employees with strong continuance commitment remain primarily to avoid costs associated with leaving (e.g., loss of benefits) and have little inclination to do more than is required to keep their jobs (Meyer & Allen,

1997). In essence, both affective and continuance commitment probably increase the likelihood that an individual will remain with an organisation but the reasons for doing so may be different. Overall, uncommitted employees are more likely to leave their organisations than committed employees.

For UPNG, it is most likely that employees with continuance commitment will leave anytime when there is opportunity for them to do so. The question is, what can the university managers do to keep these people from leaving? It is widely accepted that one way to reduce voluntary turnover and turnover intentions, is by strengthening employee commitment to the firm (Mohamed *et al.*, 2006). Therefore, it is critical for the managers to address factors relating to the causes of organisational commitment, e.g., fairness in pay and fringe benefits, improved working conditions such as job enrichment, intrinsic motivation and empowerment, better supervisory relationships, and career development plans. Prior researchers have put these factors into three categories: personal characteristics, job-related factors and job involvement factors (Steers, 1977; Mathieu & Zajac, 1990; McMclurg, 1999). These practices would not only allow them to stay committed to the organisation but engage more meaningfully in their job performance for the university's benefit.

Perceived organisational support

Employee perceptions of support from the organisation are crucial in an employer-employee relationship to avoid negative effects such as turnover intentions. Consistent with such argument, this study found that employees' perceptions of organisational support were negatively related to their turnover intention ($r = -.41, p < 0.05$). The result indicates that those employees who have low levels of POS will have higher intention to leave. Looking from the lens of social exchange theory and the norm of reciprocity, employees will reward an organisation with loyalty, citizenship, and heightened performance if their socioemotional

needs are being met. In this case, POS becomes a key attraction that employees would not want to sacrifice by leaving the organisation.

These findings imply that individuals who receive fair rewards and adequate support that are equitable to their contributions are most likely remain longer and be affectionately committed to their jobs. This argument is also supported by the positive correlations found between procedural justice, affective commitment and continuance commitment with POS. In this regard, the university could find ways to cultivate and enhance the social-exchange relationship more than an economic-exchange one. Blau (1964) explained that exchanges that are social in nature are based on a trust that gestures of goodwill will be reciprocated at some point in the future.

Therefore, the current low levels of POS (see Table 2) among the academics could be increased by addressing the possible antecedents of POS. These include fairness, supervisor support, and organisational rewards and job conditions (Eisenberger *et al.*, 1986). For example, repeated instances of fairness in decisions concerning resource distribution should have cumulative effect on POS by indicating a concern to employees' welfare (Shore *et al.*, 1995). Formal rules and policies concerning decisions that affect employees, including adequate notice before decisions are implemented, receipt of accurate information, employee input in the decision process could also increase POS. Social aspects such as treating employees with dignity and respect and providing employees with information concerning how outcomes are determined also contribute towards higher POS (Rhoades & Eisenberger, 2002). In doing so, employees' trust could be maintained by indicating that the organisation will fulfil its exchange obligations, and in reciprocal induce organisational commitment, in-role behaviour, citizenship behaviour and reduced turnover intentions.

Problems in assessing OCBO

As predicted from previous research, the predictor variables that were correlated with OCBO were distributive justice, procedural justice, affective commitment, continuance commitment, POS and turnover intention. However, none of these predictors had a significant relationship with OCBO in this PNG sample. Some possible reasons, including the participants' social desirability response (SDR), the nature of the OCBO scale items, and cultural differences, as well as the organisational climate at the University, are discussed below.

Social desirability response on OCBO

One notable factor that may have affected the outcome is the notion of social desirability response (SDR), i.e., the tendency of individuals to respond to items in ways which are likely to raise the esteem in which they are held by others (Podsakoff, Mackenzie, Lee & Podsakoff, 2003). Fisher (1993) suggested that respondents are often unwilling or unable to report accurately on sensitive topics for ego-defensive or impression management reasons. De Jong, Pieters and Fox (2010) also emphasised that "when responses to questionnaires are influenced by SDR, people consciously provide untruthful, distorted answers to present themselves in a better light or to prevent threats to image and self-esteem, and these response tendencies harm measurement validity" (p.15). Prior studies have found that social desirability bias can attenuate, inflate, or moderate variable relationships (Zerbe & Paulhus, 1987), increase measurement error (Cote & Buckley, 1988), and affect variable means (Peterson & Kerin, 1981).

The above scenario could be true for the sample in this study, where most of the participants (approximately 70%) indicated very high scores of 6 or 7 on the OCBO scale items, compared to their low to moderate scores on the six predictor scales. This resulted in a

substantial range restriction in the OCBO distribution, which affected its relationships with the predictors, hence the nonsignificant results. The question is, why would an employee feel obliged to exhibit such unrewarded behaviours, especially when they have low or moderate perceptions of organisational justice, organisational commitment, POS and most importantly intend to leave the organisation? One possible reason is that they wanted to present a positive image to the university or even to themselves, thus distorting the information gained from the self-reports.

Several techniques have been proposed to overcome social desirability bias, including supervisor-reports, indirect questioning and randomised responses (RR). The supervisor-report approach has been considered to result in higher correlations between variables as there is no range restriction (Harris & Schaubroeck, 1988). However, supervisor reports may be no more accurate than self-reports, and supervisor-reports and self-reports are often highly related to each other. Correcting for range restriction should eliminate any differences in the distribution of scores.

Similarly, indirect questioning has been found to alleviate SDR (Fisher, 1993). According to Westfall, Harper and Campbell (1957), indirect questioning is thought to reduce the distortion of private opinions that are revealed to the researcher by asking respondents to say what they think others might feel about an issue or do in a certain situation. It is assumed a respondent will project him/herself into the situation and so reveal his/her own thoughts and behaviour (Nancarrow, Brace & Wright, 2001). Although indirect questioning introduces other biases such as bogus pipeline (e.g., prone to ethical issues), it is more effective than direct items since the latter can be interpreted as offensive that the individuals want to avoid.

Further, the use of randomised response (i.e., without needing to reveal the true individual answers) during data collection has been proposed to overcome SDR (Lensvelt-

Mulders, Joop, Van der Heijden, & Maas, 2005). Randomised response allows a respondent to provide truthful answers to sensitive questions without revealing to the researcher which question is being answered (Wayne, 1979). It provides privacy protection through a randomisation mechanism (e.g., flipping a coin to get a forced 'yes or no' response) after which statistical techniques are used to infer the true responses of the participants on the measures (De Jong, *et al.*, 2010). One advantage of the RR technique is that it does not suffer from the limitations faced by indirect questioning. Fox (2005) stated that the use of forced response method is known to be one of the most efficient RR designs, and it is easily implemented.

Hence, using these alternative methods rather than self-reports could increase the measurement validity of the OCBO scale as well as the research findings.

Nature of the OCBO items and cultural Effects

Another reason for the higher OCBO scores can be related to the nature of statements and cultural issues. Since the OCBO scale was developed for Western contexts, some of the scale items may not be suitable for use in non-Western societies like Papua New Guinea, where traditional norms and practices tend to influence people's attitudes and behaviours at work. Collective cultures might include more OCBs as part of their job definition, i.e., exhibit more OCBs because they are perceived as in-role. Coyne and Ong (2007) suggested that behaviours seen in individualistic cultures as going beyond one's normal daily duty, such as helping a co-worker or supervisor, could be seen as a normal part of working for collectivist cultures.

In addition, Paine and Organ (2000) proposed that strong bonds with the in-group would promote helping behaviours directed at promoting the effectiveness of the group. The authors argued that cultures high in power distance would expect OCBs to be a part of their

job. Examples such as helping a co-worker, not complaining about trivial matters, and being on time are expected demands of their jobs as viewed by supervisors. This argument may apply to PNG work context since it has strong cultural and traditional values, which could affect the employees' job attitudes and behaviours. This concept is best illustrated by a study conducted in Malaysia - a collective society. Coyne and Ong (2007) found strong cultural differences in OCB ratings among three samples, namely, Malaysians, Germans and English. The findings revealed that the Malaysian sample generally scored higher on the OCB items than the German and English samples.

In the current study, some of the OCBO items may be seen as part of their jobs and not extra-role activities, hence the high ratings. It is therefore recommended that the OCBO items be restructured (i.e., avoid culturally sensitive statements and include behaviours that are not seen to be part of their jobs) for use in collective societies like PNG.

Organisational climate

Organisational climate (OC) is defined as “shared perceptions of organisational policies, practices, and procedures, both formal and informal, which determine work behaviours” (Reichers & Schneider, 1990, p.22). Organisational climate may foster or inhibit certain outcomes such as OCBO and can be manipulated by inside powers such as the management to facilitate organisational goals (Hemingway & Smith, 1999). The general feeling is that employees would like to work in a friendly and rewarding climate. This could result in greater display of citizenship behaviours. The high scores on OCBO in this study could suggest that the employees were quite happy with the university's organisational climate, which motivated them to perform higher citizenship behaviours.

Nevertheless, a better understanding of the relationship between OC and OCB can provide UPNG management with more effective strategies to increase citizenship behaviours

that are beneficial to the university. Some past studies revealed an indirect relationship between OC and OCB. For example, Cohen and Keren (2010) found that the relationship between OC and OCB was mediated by organisational justice among Israeli teachers. Based on social exchange theory, employees would perform these discretionary behaviours in exchange for equitable outcomes such as pay. Hence, manipulating the reward system in such a way to foster OC would result in the performance of higher OCBOs.

Mediated Relationships

As mentioned above, the mediator variable (turnover intention) was not significantly related to OCBO. Since this precondition was not met, no mediation regressions were performed for this variable. As a result, no discussion is possible on the mediated relationships. This lack of mediation analyses would imply that turnover intention did not influence the relationships between organisational citizenship behaviour (OCBO) and the predictor variables in this study. Basically, this research did not find the mediated relationships between the predictor variables and OCBO mainly due to the problems encountered in the measure of OCBOs, including possible social desirability bias.

Supplementary Results

Role of demographics on turnover intention

In this section, supplementary findings of the study are discussed. Since the relationships among the main variables were discussed above, this section is solely focussed on the three important demographic variables, i.e., age, gender and organisational tenure (OT) that contribute to the employees' intention to leave the organisation.

First, a negative correlation existed between age and turnover intention among the academics, suggesting their intention to leave is related to their age. The implications of this finding is that younger academics, given an opportunity, would most likely depart the

university earlier than expected. Some researchers (e.g., Kellough & Will, 1995) have identified several reasons why younger employees have higher quit rates. They include shifting career paths, greater willingness to relocate, fewer family responsibilities, financial obligations and generational differences. Furthermore, career stage and development theories (Levinson, Darrow, Klein, Levinson, & McKee, 1978) argue that older employees are more satisfied with their jobs and hence have lower desire to move. This suggests that there could be a potential generational gap in the university workforce with more older academics and fewer younger ones. This employment gap could be addressed by developing effective strategies such as a good career development plans for its entire staff to attract and retain them for a longer period of time.

Second, the negative relationship between gender and turnover intention indicated that male academics (approximately 68%) are more likely to leave the organisation than their female colleagues. This result is consistent with past research findings (e.g., Lewis & Park, 1989), where gender has been found to account for turnover intention. Most researchers, (e.g., Ahuja, 2002; Baroudi & Igarria, 1995; & Igarria & Chidambaram, 1997) have found that female professionals experience greater desire to move because of tendency to hit a glass ceiling due to greater structural barriers and fewer job opportunities (Gutek, 1993). On the other hand, females perceive less ease of movement as compared to men because of fewer opportunities and resources (Ahuja, 2002). The latter explanation is most probable for UPNG female academics with less intention to leave. Thus, gender may play a significant role in determining the employees' intention to leave the university.

The negative correlation between organisational tenure and turnover intention indicated that those with higher turnover intention had shorter tenure in the organisation. The rationale for this result is that employees with shorter tenures will have higher intention to

leave than those with longer tenure in the organisation. According to Lewis (1991), turnover intention and actual turnover are greatest at the earliest stages of employment, but they declines rapidly over the first five years and then more slowly up to about 15 years of service. In support, Sorensen (2000) suggested that social interaction in the workplace tends to produce affinity and loyalty toward the organisation and its members, thus reducing the tendency for turnover.

Therefore, it is useful for the university to consider these trends in tenure and turnover intentions by identifying potential factors that affect such employee decisions. For instance, the university could introduce special incentive programs such as subsidised or low-interest home-ownership scheme to reward academics who remain committed and longer with the university. It could also address critical motivational and empowerment factors such as job enrichment programs in such a way to make the employees' careers more exciting and rewarding. If done properly, such approaches would not only reduce staff turnover intentions but enhance their levels of motivation and performance.

Practical Implications

This research supports past research evidence on how different work attitudes and perceptions may alter the effects that organisational practices have on employees in PNG. The most interesting finding is that OCBO was not related to other variables. This may imply that the academics did not perceive these extra-role behaviours as part of their formal job duties, which are tied to their rewards, commitment and organisational support. However, the higher OCBOs could be useful for the overall functioning of the university. As mentioned in Chapter 1, organisations are facing difficulties in attracting and retaining quality workforce who will continue to remain with the organisation and perform extra-role jobs that will contribute to the general wellbeing of the organisation. Employee turnover will continue to be

a challenging phenomenon for organisations, especially universities in developing countries where qualified and experienced academics are scarce. Some practical implications of the results in terms of turnover intention and OCBOs within the University of Papua New Guinea are discussed below.

Organisational justice

This research provided evidence that distributive justice and procedural justice play a significant role in employees' turnover intentions. In this regard, the university could develop human resource management practices such as appropriate policies and procedures that will improve perceived justice to foster social exchange relationship with its employees. This suggestion is consistent with prior empirical findings. For example, Love and Forret (2008) found a strong influence of social exchange and the norm of reciprocity on engaging in positive behaviours such as OCB. It may be useful to engage the academics in the decision making process to allow them to perceive the procedure as fair, resulting in greater job satisfaction and commitment to the organisation. This approach would in turn reduce the employees' psychological job withdrawal (i.e., thinking of leaving), which is detrimental to the organisation. In light of these arguments, the university needs to ensure that all reward policies and procedures are based on the principles of organisational justice.

Organisational commitment

The findings in this research showed that both affective and continuance commitment play significant roles in turnover intention. It is unlikely that employees would feel a sense of attachment, identification, and involvement toward their organisation if they perceive that they are being unfairly rewarded or supported for their input to the organisation (Meyer & Allen, 1991). In this regard, the university should foster greater commitment and understand how employee commitment develops if it hopes to reduce turnover intention and improve job

performance. It also needs to understand the employees' reasons for being committed to the organisation by addressing the factors that bind them to the organisation. Providing job challenge, effective leadership, and a supportive work environment to strengthen affective commitment would be beneficial to the university. The general implication of these findings is that committed employees are more prepared to achieve organisational goals than non-committed employees.

Perceived organisational support

This research confirms the importance of perceived organisational support (POS) in predicting employee turnover intention and how it contributes towards an organisation's performance and productivity. The low levels of POS found in this study reveals the need for the university, in particular, divisional heads and Deans of schools to focus on fostering POS within their respective departments and schools. In principle, employees with low perceived support will not perform their jobs properly. Consequently, they will become frustrated, lose commitment and develop strong intention to move to other competing organisations, that will provide them the necessary support to perform their jobs effectively and fulfil their personal goals, creating a win-win situation. In particular, UPNG could provide more teaching and learning resources (e.g., computers and textbooks), give adequate attention to staff well-being (e.g., across-the-board accommodation policies), engage them in decision-making processes that affect their performance (e.g., teaching load), and provide mentors for younger academics for teaching and research, among other areas.

Strengths of the Research

The mediation role of turnover intention on OCBO was intended to be the major strength of this research. However, this aim cannot be supported since the mediation analyses were not conducted as a result of the nonsignificant relationship between turnover intention

and OCBO with this sample of participants. In addition, the discussion of cultural differences in explaining the high ratings of OCBO in a collective society items was useful to guide future research in the subject area.

Limitations of the Research

Although this research was carefully designed, it encountered some shortcomings. First, since this study design is cross-sectional, causal inference of relationships among the variables must be interpreted with caution. Therefore, the findings of this study cannot be generalised to other settings or samples.

The use of self-report questionnaires posed some concerns in relation to how participants responded to certain items, especially the OCBO scale. Generally, most of the participants gave very high ratings of 6 or 7 on the 7 point Likert-type scale on most OCBO items, inflating the overall score. This suggests that the academics performed more citizenship behaviours, which may not be their true opinions. In theory, individuals will be reluctant to display these discretionary behaviours if they are thinking of leaving the organisation in the future. The high scores on OCBO can be attributed to the participants' social desirability response (SDR) in self-reports as responses cannot be independently verified. It would have been better if the Heads of Departments were used to report on their staffs' citizenship behaviours than relying on self-reports alone.

The procedural justice items were ambiguous to certain extent as they implied that decisions on reward allocations were solely made by the Executive Deans. In reality, reward allocation and other major decisions are made in consultation with relevant individuals and departments including the strand leaders, school committees, Deans, human resource department, university staffing committee and the executive management. Unlike other organisations where managers make on-the-spot decisions, most decision making in the

university goes through a process following the hierarchical structure of the university. Although the procedural justice items were modified to suit the university context, they may not have been clear or appropriate given the above reason.

To overcome this limitation, future researchers should develop better scales that would capture decision making on reward allocation in a university context. For example, rather than stating the Dean as the sole decision-maker, the questions should be structured in such a way to include other divisional heads including the human resource manager, registrar, and strand leaders, giving the respondents wider options to select from. Another possibility is to generalise the statements to the organisation rather than the individuals, e.g., instead of saying: “*Employees are allowed to challenge or appeal job decision made by the Dean*”, it should be stated as: “*Employees are allowed to challenge or appeal job decisions made by the university*”. This would avoid personalising the decision-making responsibility to an individual.

Another limitation of this study concerns common method variance (CMV) and response consistency effects, which may have biased the observed relationships or affect the results of a single-method study. This suggests that since the same rater responded to the items in a single questionnaire at the same point in time, data are likely to be susceptible to CMV (Kemery & Dunlap, 1986; Lindell & Whitney, 2001). It would have been better if other methods such as randomised response and indirect questioning were used to obtain data which would improve the validity of the findings.

The sample in the study was small, comprising 107 (26% female) of the 232 academic staff in the entire university. This sample might not represent the majority of the teaching staff, especially the female teachers. Therefore, research studies with much larger sample sizes and a fair representation of both genders would be required to ensure appropriate

generalisation of the study findings. Future researchers should consider extending the study to other tertiary institutions in the country to grasp a better understanding of the relationships between these important work attitudes and behaviours. Therefore, future research should consider addressing the above research limitations to improve both the internal and external validity of the findings.

Future Research

This research contributed to the area of turnover intentions, building a knowledge base and testing the OCBO model with a Papua New Guinea sample. There is a need for greater understanding of turnover intentions and OCBO processes. Future research could continue to develop the empirical theories of turnover intentions and OCBO as the theories need to keep pace with rapid change in the modern workplace. However, future researchers could replicate and investigate in greater depth the OCBO model presented in this research, considering the limitations of the study, especially the use of supervisor ratings of the OCBO scale besides self-reports. A developing country like PNG is an ideal location to conduct such empirical research to investigate the impact of these important work-related attitudes and outcomes on job performance and organisational success, as it would add another dimension to the current literature on OCBO.

Future research could include interactional justice and normative commitment in the study model to examine how they mediate the relationship between the other two dimensions of organisational justice (i.e., distributive and procedural justice) and organisational commitment (i.e., affective commitment and continuance commitment) and turnover intention. Previous empirical evidence argues that interactional justice and normative commitment have both direct and indirect effects on turnover intentions as they are perceived in different ways. Since interactional justice (e.g., Bies, 1986) and normative commitment

(e.g., Felfe *et al.*, 2008a) are social relational factors, it is argued that social interaction between employees and their managers or co-workers would diminish employees' turnover intentions due to their strong attachment to the group or belief in group norms. Further, a more direct look at job performance would be also beneficial.

As mentioned earlier, given the harmful effects unmanaged turnover can have on organisations, it is suggested that future studies focus on defining the motivational and psychological effects that influence the development of affective commitment, as well as the complex relationships among important variables (Mathieu & Zajac, 1990; Meyer *et al.*, 1993). Some motivational and psychological variables might include the individual's psychosocial needs like esteem, social identity and belongingness, and goal achievement as explained by Maslow's (1943) need theory. It would be interesting to investigate how these subjective factors influence the relationship between the various dimensions of organisational commitment and turnover intention.

It would be useful to conduct longitudinal research to overcome the limitations discussed. It will give data that could offer valuable insights into the turnover intentions and OCBO literature. Longitudinal research would enable stronger causal predictions to be made in the turnover intentions and OCBO processes among academics in PNG universities. It is further suggested that similar research should be conducted in other tertiary institutions in PNG to understand the extent to which such relationships exist. Conducting similar studies elsewhere will not only address the issues of external validity but would also ascertain if there are any relationships between these important job attitudes and outcomes and within different contexts, especially between the Western and Non-Western cross-cultural studies.

Finally, it is suggested that future research should consider employing larger sample size and different methodological approaches to examine the significance of the relationships among the predictor and outcome variables explored in this study.

Conclusions

The findings in this study give some evidence of the role of organisational justice, organisational commitment and POS on turnover intention and OCBOs in an organisational context. The theories of social exchange, reciprocity, equity and organisational support have made significant contributions in enabling managers and organisations to understand the antecedents and consequences of various psychological and social relationships that exist within a work setting. The results obtained in this study, especially the significant relationships between the predictor variables (including demographic variables) and turnover intention, are consistent with existing literature evidence. That is, perceived justice, organisational commitment and perceived support from the organisation contribute significantly to the academics' intention to leave the university. However, future research is required to examine the validity of the relationships between OCBO and the predictors as the results did not support the predictions, although previous study findings showed that perceived justice, organisational commitment and POS were significant predictors of OCBO.

Most importantly, the prediction that turnover intention negatively relates to OCBO should be investigated further by using different research approaches including supervisor-reports of the OCBO scale and a longitudinal research design. Every effort taken in understanding the impact of these vital work attitudes and outcomes will certainly broaden the scope of their impacts on job performance and organisational success. Organisational managers need to address factors examined in this study to understand how they contribute to

citizenship behaviours which are beneficial for an organisation's effectiveness and productivity. It is anticipated that this study will stimulate more research in this regard.

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Appendix A

Employee Questionnaire Cover Letter

SURVEY OF STAFF ATTITUDES AT UPNG

Information Sheet and Participants' Rights

Dear Staff Member,

As mentioned in the Director for CHRD Dr.Minol's email and memo on the 24 July, 2012, I am an academic staff in Psychology (UPNG) and currently a Masters student in Organisational Psychology at the University of Waikato in New Zealand. I'm conducting my thesis research on how employee turnover intentions relate to work behaviours. It is crucial to understand why employees decide to leave their organisation and how this decision affects their work attitudes and behaviours. Hence, the primary aim of this research is to examine the role of turnover intention in academic staffs' work attitudes and behaviours. My supervisors are Professor Michael O'Driscoll and Dr. Donald Cable.

I would like to invite you to complete my questionnaire about your attitudes and feelings about your job at UPNG. Your experiences and opinions will be an essential contribution towards the completion of my thesis. Beside this reason, you may also be able to benefit from the study outcomes as it will be submitted to the University administration for their considerations. Please answer all six sections and questions in the questionnaire to the best of your ability. It will take you approximately 25 minutes to complete the questionnaire. Please complete the questionnaire within the next 2 weeks. Your participation is voluntary and the questionnaire is anonymous.

This research project has been approved by the Psychology Research Ethics Committee at the University of Waikato. Any questions about the ethical conduct of this research may be sent to the Convenor of the Committee, Nicola Starkey; email, nstarkey@waikato.ac.nz postal address, School of Psychology, University of Waikato, TeWhareWananga o Waikato, Private Bag 3105, Hamilton 3240. In addition, I have been granted approval by UPNG to conduct this survey and pledged support in providing accommodation, office space and other basic needs like photocopying. Any information gathered will be kept **strictly confidential** and the results will be anonymous. The completion of the questionnaire will be considered as consent of your participation in this study.

Please return your completed questionnaire to me in the envelope provided which has the CHRD (UPNG) postal address as an internal mail. A copy of the summary results will be posted at UPNG's monthly newsletter (Uni-Tavara) and via the intranet network when my research is complete. UPNG will be provided with the summary of the overall results, but no individual will be identified in this summary.

If you encounter any problems or would like to discuss any aspects of the study please contact me on:

Address: Psychology Strand, School of SHSS, P.O. Box 320, Uni. PO. NCD.

Telephone: 326 7196

Email: esop.michael@gmail.com

You can also contact my supervisors on their contacts below:

Address: C/- School of Psychology, University of Waikato, New Zealand

Email: 1. Michael O'Driscoll: psyc0181@waikato.ac.nz

2. Donald Cable: dcable@waikato.ac.nz

Thank you,

Michael Esop (Researcher)

Appendix B

Employee Questionnaire

Staff Attitudes and Feelings at UPNG

Please read the following instructions before proceeding

This survey examines the key factors that might be related to academic staffs' work attitudes, behaviours and their intention to remain at UPNG. The survey has six sections: Sections 1-5 relate to your thoughts, feelings and behaviours towards your job, while section 6 asks your demographic information. Understanding the predictors and outcomes of these attitudes and behaviours may help improve employee behaviours that are beneficial to the organisation. Please complete all the following items as carefully as possible using the rating scales provided.

Please complete the questionnaire attached and return to me in the enclosed stamped envelope.

To complete the questionnaire, please follow these instructions:

- a) Please do **not** write your name on the questionnaire.
- b) Please answer the questionnaire yourself, giving your answers only.
- c) The questions are in one general form, which requires you to select your response from a 7- point scale as illustrated below:

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

If you *strongly agree* with this statement you would circle the number 7.

1. What goes up will always come down.	1	2	3	4	5	6	7
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- d) Please complete all sections taking care not to skip any pages.
- e) Please complete the questionnaire as soon as possible and within 2 weeks of receiving it.
- f) It is recommended that you complete the questionnaire in one sitting.

Section 1: Thoughts about Your Work Environment

In this section, there are several statements about your thoughts about your work environment. Please circle the answer which best indicates the extent of your agreement or disagreement with each statement.

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

To what extent do you agree or disagree with the following statements?

1	My work schedule is fair.	1	2	3	4	5	6	7
2	I think that my level of pay is fair.	1	2	3	4	5	6	7
3	I consider my workload to be fair.	1	2	3	4	5	6	7
4	Overall, the rewards I receive here are fair.	1	2	3	4	5	6	7
5	I feel that my job responsibilities are fair.	1	2	3	4	5	6	7
6	Job decisions are made by my Dean in an unbiased manner.	1	2	3	4	5	6	7
7	My Dean makes sure that all staff concerns are heard before decisions are made.	1	2	3	4	5	6	7
8	To make formal decisions, my Dean collects accurate and complete information.	1	2	3	4	5	6	7
9	My Dean clarifies decisions and provides additional information when requested by staff.	1	2	3	4	5	6	7
10	All job decisions are applied consistently across all staff.	1	2	3	4	5	6	7
11	Staff are allowed to challenge or appeal job decisions made by the Dean.	1	2	3	4	5	6	7

Please proceed to next page.....

Section 2: Feelings about UPNG

Statements in this section of the survey concern your feelings about UPNG. Please circle the answer which best indicates the extent of your agreement or disagreement with each of the following statements.

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

To what extent do you agree or disagree with the following statements?

1	I would be very happy to spend the rest of my career with UPNG.	1	2	3	4	5	6	7
2	I really feel as if UPNG's problems are my own.	1	2	3	4	5	6	7
3	I do not feel like "part of the family" at UPNG.	1	2	3	4	5	6	7
4	I do not feel "emotionally attached" to UPNG.	1	2	3	4	5	6	7
5	UPNG has a great deal of personal meaning for me.	1	2	3	4	5	6	7
6	I do not feel a strong sense of belonging to UPNG.	1	2	3	4	5	6	7
7	It would be very hard for me to leave UPNG right now, even if I wanted to.	1	2	3	4	5	6	7
8	Too much in my life would be disrupted if I decided I wanted to leave UPNG now.	1	2	3	4	5	6	7
9	Right now staying with UPNG is a matter of necessity as much as desire.	1	2	3	4	5	6	7
10	I feel that I have too few options to consider leaving UPNG.	1	2	3	4	5	6	7
11	One of the few serious consequences of leaving UPNG would be the lack of available alternatives.	1	2	3	4	5	6	7
12	One of the major reasons I continue to work for UPNG is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits that I have here.	1	2	3	4	5	6	7

Please proceed to next page.....

Section 3: Perceptions of UPNG

Listed below are statements that represent perceptions that individuals might have about the organisation. With respect to your own perceptions of UPNG, please circle the answer which best indicates the extent of your agreement or disagreement with each of the following statements.

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

To what extent do you agree or disagree with the following statements?

1	UPNG really cares about my well-being.	1	2	3	4	5	6	7
2	UPNG strongly considers my goals and values.	1	2	3	4	5	6	7
3	UPNG shows little concern for me.	1	2	3	4	5	6	7
4	UPNG cares about my opinions.	1	2	3	4	5	6	7
5	UPNG is willing to help me if I need a special favour.	1	2	3	4	5	6	7
6	Help is available from UPNG when I have a problem.	1	2	3	4	5	6	7
7	UPNG would forgive an honest mistake on my part.	1	2	3	4	5	6	7
8	If given the opportunity, UPNG would take advantage of me.	1	2	3	4	5	6	7

Please proceed to next page.....

Section 4: Work Behaviour

Listed below are statements that represent behaviours that individuals might carry out. With respect to your own behaviours, please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives.

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

To what extent do you agree or disagree with the following statements?

1	My attendance at work is above the norm.	1	2	3	4	5	6	7
2	I give advance notice when unable to come to work.	1	2	3	4	5	6	7
3	I take undeserved work breaks.	1	2	3	4	5	6	7
4	I spend a great deal of time with personal phone conversations.	1	2	3	4	5	6	7
5	I complain about insignificant things at work.	1	2	3	4	5	6	7
6	I conserve and protect organisational property.	1	2	3	4	5	6	7
7	I adhere to informal rules devised to maintain order.	1	2	3	4	5	6	7

Please proceed to next page.....

Section 5: Feelings about Your Current Job

Listed below are statements that represent your feelings about your present job. Please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives given.

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

To what extent do you agree or disagree with the following statements?

1	I will probably look for a new job in the near future.	1	2	3	4	5	6	7
2	At the present time, I am actively searching for another job in a different organisation.	1	2	3	4	5	6	7
3	I do not intend to quit my job.	1	2	3	4	5	6	7
4	It is unlikely that I will actively look for a different organisation to work for in the next year.	1	2	3	4	5	6	7
5	I am not thinking about quitting my job at the present time.	1	2	3	4	5	6	7

Section 6: Demographic Information

Information provided in this section is important for describing the research sample. It will be used to describe how representative the sample is of academic staff at UPNG. All information given will be kept strictly confidential and used only for my research thesis write-up for academic assessment.

1. **What is your Age?** _____ years.

2. **What is your Gender?** Male _____ Female _____

3. **How do you describe your Ethnicity?**
Expatriate _____ Papua New Guinean _____

4. **How many years have you worked for UPNG?** _____ years

5. **How long have you been in your current job?** _____ years, and _____ months.

Please check to make sure that you have answered all the questions and return the questionnaire as soon as it has been completed.

How to return the questionnaire?

Please place your completed questionnaire in the envelope provided with this survey. The envelope has the Centre for Human Resource Development (UPNG) postal address for your questionnaire to be posted back to me via the University's internal mail system.

Thankyou for Completing the Questionnaire!

Appendix C

Letter of Support from UPNG



THE UNIVERSITY OF PAPUA NEW GUINEA

P. O. BOX 320

FAX: (675+) 3267187

UNIVERSITY POST OFFICE

TELEPHONE: (675+) 3267200

NATIONAL CAPITAL DISTRICT

EMAIL: minolbs@gmail.com

3rd April 2012

The Convener

Psychological Research & Ethics Committee

School of Psychology

University of Waikato

Hamilton

New Zealand

To Whom It May Concern

Dear Sir /Madam,

Mr. Michael Esop is a Tutor in Psychology at UPNG but is currently completing an MA degree through the University of Waikato, NZ. According to reports from his supervisors Mr. Esop is progressing well in his studies. As part of his study program, Mr. Esop will be carrying out research back at UPNG. The results will not only be good for Mr. Esop's academic advancement but will be of great benefit for staff relations at UPNG.

I am happy to support the request for the proposed research trip to PNG as long as the NZ Scholarship is funding the return airfares to Papua New Guinea and back. CHRD will be also be happy to provide assistance by way of office space, photocopying etc.

We look forward to Mr. Michael Esop's return to PNG for research.

Yours sincerely,

Dr. Bernard Minol

Director

Centre for Human Resource Development (CHRD)

UPNG.

Appendix D

Histograms of Main Variables

