

## *Effect of Organizational Citizenship Behavior on Employees Turnover Intention: A Case Study of the African Company of Glass-Jijel*

أثر سلوك المواطنة التنظيمية في نية ترك العمل لدى العاملين: دراسة حالة الشركة  
الأفريقية للزجاج - جيجل -

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### **Abstract:**

This study aimed at identifying the effect of organizational citizenship behavior (OCB) on employees turnover intention of the African company of glass in Jijel. The study hypotheses were tested on a study sample of 85 employees using multiple regression based on the statistical package for social sciences (SPSS). The study found that there is a statistically significant effect of citizenship behavior dimensions on turnover intention. While only The dimension of conscientiousness has an effect on the dependent variable.

**keyword:** Organizational citizenship behavior ; conscientiousness; Turnover intention.

**JEL classification code :** M54, M51.

**ملخص:** هدفت هذه الدراسة إلى معرفة أثر سلوك المواطنة التنظيمية في نية ترك العمل لدى العاملين في الشركة الأفريقية للزجاج بجيجل. فرضيات الدراسة تم اختبارها على عينة مكونة من 85 عاملا باستخدام الانحدار المتعدد بالاستعانة بالحزمة الإحصائية للعلوم الاجتماعية (SPSS). توصلت الدراسة إلى وجود أثر ذو دلالة إحصائية لأبعاد سلوك المواطنة في نية ترك العمل. بينما تم التوصل إلى أن بعد وعي الضمير هو فقط من له أثر على المتغير التابع.

**الكلمات المفتاحية :** سلوك المواطنة التنظيمية ؛ وعي الضمير ؛ نية ترك العمل.

**تصنيف JEL :** M51 ، M54 .

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## **1. Introduction :**

Studies have shown that the turnover rate is one of the most studied phenomena in organizational behavior. A wide range of studies on turnover show the importance and complexity of the phenomenon. The latter attracts attention due to its psychological dimension, organizational importance, and economic dimension. Thus, human resource managers must understand that there are many underlying factors for employees turnover intentions or turnover (Choi Sang, Panniruky, & Musibu Akintunde, 2012, p. 629)

While the main focus of the researchers is the actual behavior of the leaving, we find that turnover intention is considered as a strong and alternative variable . In addition, turnover intention can be a good measure of management practices rather than actual turnover. Greenhaus (1992) agrees that the intention of leaving may be the best predictor of actual departure behavior (Hazrina, 2010, p. 18)

Many researchers focused on examining the variables affecting the formation of organizational citizenship behavior more than the outcomes or effects of it on the rest of other variables. On the other hand, the lack of Arabic studies, especially in Algeria, that used the term turnover intention. Therefore, this study is an attempt to cover this shortcoming, especially with a variable like turnover intention. From this point of view, this study is an attempt to answer the following main problem:

**❖ Is there an effect of organizational citizenship behavior on turnover intention of employees in the African company of glass?**

A number of sub-questions fall within this problem:

- Is there a statistically significant effect of Altruism on turnover intention?
  - Is there a statistically significant effect of Courtesy on turnover intention?
  - Is there a statistically significant effect of Sportsmanship on turnover intention?

- Is there a statistically significant effect of Conscientiousness on turnover intention?
- Is there a statistically significant effect of Civic virtue on turnover intention?

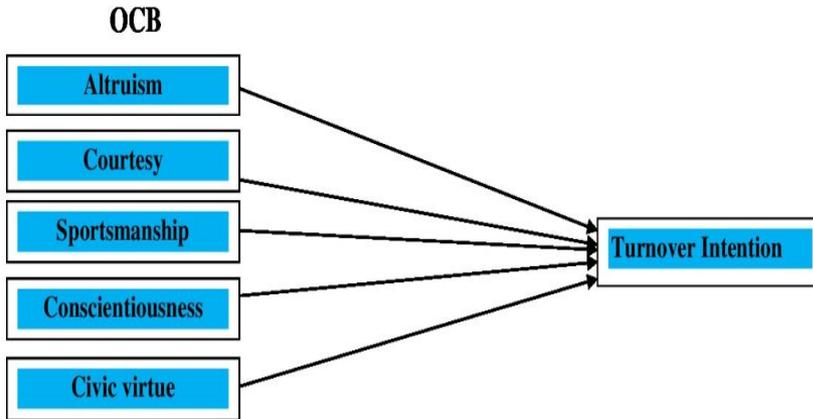
In order to guide the research and remove it from dispersion and generalities, the following main hypothesis was formulated:

**❖ There is a statistically significant effect of the dimensions of organizational citizenship behavior on turnover intention of the employees in the African company of glass - Jijel.**

A number of sub-hypotheses fall within this main hypothesis:

- There is a statistically significant effect of Altruism on turnover intention.
- There is a statistically significant effect of Courtesy on turnover intention.
- There is a statistically significant effect of Sportsmanship on turnover intention.
- There is a statistically significant effect of Conscientiousness on turnover intention
- There is a statistically significant effect of Civic virtue on turnover intention.

The main objective of this study is to determine the impact of organizational citizenship behavior on turnover intention. To serve this purpose, citizenship behavior is taken into consideration as a multi-dimensions variable and the effect of citizenship behavior on turnover intention was examined by taking all the dimensions into consideration as a whole and separately. Figure (01) represents the theoretical model of the study:

*Fig.1 : Theoretical model*

*Source: Prepared by the researcher*

## 2. Theoretical framework :

The explanation of the phenomenon of turnover is still difficult for researchers, because of the complexity of this phenomenon and its connection to many fields and variables, both psychological and economic. But the challenge is to know the mechanisms that move such sensitive decisions as a decision to leave work, in order to use them to predict this phenomenon in the future. Turnover is defined as voluntary cessation of belonging to an organization, and is one of many forms of organizational withdrawal, such as absenteeism and delay (Nigel, Pino G, & Madan M, 2005, p. 409)

The turnover intention is defined as the behavioral trend towards withdrawal from the organization while turnover is considered as the actual separation of the organization. Reviews of meta-analysis by Tett and Meyer indicated that trends are good predictors of behavior (Sinem & Baris, 2011, p. 46). The turnover intention also refers to the estimated probability of the individual leaving his or her current

organization at some point in the near future. turnover intentions are also defined as the immediate indicator of turnover behavior (Tanwir & Adnan, 2011, p. 57). The turnover intention is a complex phenomenon and is associated with many factors. An increasing number of research on turnover behavior indicates that age, job satisfaction, job retention, work image, expectations achieved, organizational commitment are consistently correlated with the turnover intention and actual turnover (Ms. Gurpreet, 2007, p. 150).

Organizational citizenship behavior is defined as: "discretionary behavior, not recognized directly or explicitly by the formal reward system and in total encourages the effective functioning of the organization" (Mehwish, Muhammad Umer, Muhammad Hamza, Mehvish, & Muhammad Imran, 2016, p. 297). The importance of organizational citizenship behavior is coming from the importance of the human element and its role in the success of the organizations. Successful organizations today feel that they need a staff member who plays roles outside his or her official functions and beyond the expected limits, reflecting the effectiveness and success of the organization.

Several studies have examined the effect of organizational citizenship behavior on turnover intention using its dimensions, consisting of: altruism, courtesy, sportsmanship, conscientiousness, civic virtue. The results in general agree to confirm the relationship between the behavior of citizenship and turnover intention, but differ significantly between them in relation to dimensions that contributed to the impact or relationship. For instance, in a study about the role of organizational citizenship behavior in determining the intention of turnover of employees between the generation y (born 1998- 2000), this study found that most of the generation of Y employees are not determined to leave. As for the relationship between the dimensions of citizenship and turnover intention, it was found that sportsmanship and civic virtue have a great and negative relationship with the turnover intention (shaiful annuar, Mohamed niza, mohammad, & mohd fazly, 2013). In contrast, another study aimed to identify the relationship between the perceived function and intention of the research, the intention to leave and the behavior of organizational citizenship. The data were collected from two independent samples. The first study was

composed of 651 employees and the second study was 226 employees, The results of the first and second studies revealed a relationship between the behavior of organizational citizenship and the intention of research, and the behavior of organizational citizenship and intention to leave work. The first and second studies show that sportsmanship was the most important form of organizational citizenship behavior to explain the intention to leave the organization. It has also been concluded that sportsmanship and civic virtue are better than assistance and altruism. In addition to a positive relationship between assistance and altruism and turnover intention in the first study, the higher the level of assistance and altruism among the staff the greater the likelihood of leaving, while no relationships were found in the second study (Pascal, 2012).

In another study, the purpose of which was to identify the role of the mediator OCB between the training satisfaction and turnover intention, data were collected from 409 employees of the Malaysian oil and gas sector. This study highlights the positive effect of the satisfaction on training on the behavior of organizational citizenship and the negative impact on turnover intention. Contrary to expectations, it has been shown that OCB is not an indication of turnover intention or an intermediary in the model. The study found a direct relationship between OCB and the intentions of leaving the job (Mumtaz, Rohani, Mohamed Noor, Shahrina, & Hiram, 2017). Furthermore, a study found, after examining the impact of job satisfaction, organizational commitment and organizational citizenship behavior on turnover intention, was conducted on a sample of five star hotels in Northern Cyprus, a statistically significant positive correlation between job satisfaction and organizational citizenship behavior and negatively related to turnover intention (Uludag, Khan, & Güden, 2011). While another study analyzed the behavior of organizational citizenship on the basis of 5 dimensions and tried to find how the behavior of organizational citizenship and psychological empowerment affect the organizational commitment and intentions to leave work directly and indirectly, 500 questionnaires were distributed. It was found that the behavior of organizational citizenship has a significant and negative impact on turnover intention (Mehwish, Muhammad Umer,

Muhammad Hamza, Mehvish, & Muhammad Imran, 2016). The same result was found in a study aimed at determining the impact of organizational commitment and organizational citizenship behavior on the intentions of leaving the Call Center Pakistan. It was found that the organizational commitment and the organizational citizenship behavior of the call center representatives have a significant impact on turnover intention (Sohrab, Khurram, Shams-ur-, Nadeem Ahmed, & Ikram, 2010).

### **3. Study Methodology :**

For this study, data was collected from a sample randomly chosen of 200 employees working in the African company of glass. In order to calculate the suitable sample for this study and to ensure the generalization of results, the table of samples in the study of Robert and Daryle (Robert V & Daryle w, 1970, p. 608) has been used in this study. After applying this table on the population of the study, we found that the suitable sample for this study is 130. After the distribution of 130 questionnaires, 85 were retrieved and valid for treatment.

This study is a quantitative research, conducted through a survey. The survey constructs adopted from different empirical studies, and was translated into Arabic and reviewed by a number of teachers at the university of Jijel to ensure the validity of the survey. The independent variable (citizenship behavior) was taken from the study of Simon and Bulent (2002) represented by 20 questions distributed to the different dimensions of this variable (Simon J & Bulent, 2002, p. 146 ). Each one of them with four questions; Altruism, Courtesy, Civic virtue, Conscientiousness, and only Sportsmanship with three questions after removing one question about quitting the job which may correlate with turnover intention. On the other hand, turnover intention was taken from the study of Ebru Beyza Bayarcelik and Mine Afacan Findikli (2016) represented by 03 questions as follow: I intend to leave with this job indefinitely, I often think to leave this job, I would leave this job if I could find a better one. (Ebru Beyza & Mine Afacan, 2016, p. 408 )

The questionnaire used the six point scale for both citizenship behavior and turnover intention as follow: strongly disagree, moderately disagree, slightly disagree, slightly agree, moderately agree and strongly agree. Weight as 1,2, 3, 4, 5 and 6 respectively. This scale was chosen because it permits respondents to express their attitude toward every question instead of choosing the neutral response, which may lead to lot of missing data for analysis. It tells us the degree to which the respondents will respond to the question asked.

The collected data was analyzed on SPSS (Version-20). To analyze the data different tests were applied, such as reliability test, descriptive statistics, and multiple regression.

**Table 1 :** Reliability for variables

<i>Variables</i>	<i>Cronbach's Alpha</i>
<i>Altruism</i>	<b>0.872</b>
<i>Courtesy</i>	<b>0.902</b>
<i>Sportsmanship</i>	<b>0.934</b>
<i>conscientiousness</i>	<b>0.881</b>
<i>Civic Virtue</i>	<b>0.837</b>
<i>Turnover intention</i>	<b>0.929</b>

*Source:* Prepared by the researcher relying on spss

The dimensions of citizenship behavior (Altruism, courtesy, sportsmanship, conscientiousness, civic virtue) and turnover intention were checked for reliability, and all were high and accepted(see table1). But, some variables reliability was more than others. Like the reliability of courtesy, sportsmanship and turnover intention were more than the reliability of altruism, conscientiousness, and civic virtue.

#### **4. Study Results :**

For this research the data was collected from about eighty five people through questionnaires using age group (under 30, 30-40, 40-50, 50 and above) and experience (1 to 05, 05 to 10, 10 to 15, 15 and above) as interval scale. The numbers of respondents against each age group and experience levels are given in the tables (2), and (3).

**Table 2 :** Data collection on the basis of age group

<i>Age group</i>	<i>Number of respondents</i>
<i>Under 30</i>	<b>14</b>
<i>30-39</i>	<b>30</b>
<i>40-49</i>	<b>31</b>
<i>50 and above</i>	<b>10</b>

*Source: Prepared by the researcher relying on spss*

**Table 3 :** Data collection on the basis of experience

<i>Experience</i>	<i>Number of respondents</i>
<i>01-04</i>	<b>16</b>
<i>05-09</i>	<b>36</b>
<i>10-14</i>	<b>11</b>
<i>15 and above</i>	<b>22</b>

*Source: Prepared by the researcher relying on spss*

In the data collection of this research four age groups were focused from whom the data was collected. The maximum number of respondents was at age group 40-50 years. And minimum number of respondents was 10 at age group 50 and above. On the other hand, four experience levels were focused from whom the data was collected. The maximum number of respondents was at experience level 15 years and

above, and the minimum number was at experience level 10 to 15 years.

**Table 4 :** Descriptive statistics

<i>Variables</i>	<i>Means</i>	<i>Standard deviation</i>
<i>Altruism</i>	<b>4,0382</b>	<b>1,56530</b>
<i>Courtesy</i>	<b>4,4529</b>	<b>1,48629</b>
<i>Sportsmanship</i>	<b>4,6431</b>	<b>1,53770</b>
<i>Conscientiousness</i>	<b>4,3971</b>	<b>1,38728</b>
<i>Civic Virtue</i>	<b>4,0000</b>	<b>1,35181</b>
<i>Turnover intention</i>	<b>4,3294</b>	<b>1,81009</b>

*Source: Prepared by the researcher relying on spss*

With the help of this descriptive analysis, the research can obtain the feel for data by central tendency and dispersion. The mean and standard deviation in the data will give researcher a good idea of how the respondents have reacted to the items in the questionnaire and how good the items and measures are. According to the table (4), the means are falling into the following categories : For the dimensions of citizenship behavior, we notice that altruism and civic virtue fall into the category slightly agree (3.52-4.35), which means that the respondents have a sense of these two dimensions, while courtesy, sportsmanship, conscientiousness fall into the category moderately agree (4.36-5.19) which is better than the previous result of altruism and civic virtue and also indicates that the respondents agree the existence of these dimensions among the sample of the study. On the other hand, the mean of turnover intention falls into the category slightly agree (3.52-4.35), which means that the sample of the study agrees of the questions of this variable. So, the respondents think about leaving the job in general, which triggers us to know if citizenship behavior ( with its dimensions) has an effect on their intentions of leaving the job.

To test the main hypothesis of this research (the effect of independent variable on dependent variable) and also the sub-hypotheses, multiple regression analysis is used. This means that this study is inclined to test the effect of citizenship behavior on turnover intention.

**Table 5 :** Model summary

<i>R</i>	<i>R -Square</i>	<i>R-Adjusted</i>
<b>0.238</b>	<b>0.532</b>	<b>0.238</b>

*Source: Prepared by the researcher relying on spss*

**Table 6 :** Variance analysis (ANOVA)

<i>Sums of squares</i>	<i>DF</i>	<i>Mean square</i>	<i>F</i>	<i>Significance</i>
<b>77,941</b>	<b>5</b>	<b>15,588</b>	<b>6,242</b>	<b>0.000</b>
<b>197,280</b>	<b>79</b>	<b>2,497</b>		
<b>275,221</b>	<b>84</b>			

*Source: Prepared by the researcher relying on spss*

It can be seen from the tables 5 and 6, that the R-square value is significant. This means that the dimensions of citizenship behavior (altruism, courtesy, sportsmanship, conscientiousness, civic virtue) are responsible only for 28.3% for the variance in turnover intention, which means that the overall regression model is statistically significant:

<b>F ( 5, 79 )= 6,242    ;    P &lt; 0.001    ;    R<sup>2</sup> = 0.283</b>
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Thus, the main hypothesis that there is a statistically significant effect of citizenship behavior on turnover intention is acceptable. This can be attributed to the role played by the citizenship behavior of

employees in today's organizations and the impact on their employees in evaluating the job and making decisions regarding staying or quitting. the result of this main hypothesis is consistent with the previous studies mentioned in the theoretical section.

**Table 7 : Coefficients**

<i>Variables</i>	<i>Beta</i>	<i>T</i>	<i>Significance</i>
<i>Altruism</i>	<b>-0,158</b>	<b>-1,064</b>	<b>0,2910</b>
<i>Courtesy</i>	<b>-0,177</b>	<b>-0,886</b>	<b>0,3780</b>
<i>Sportsmanship</i>	<b>0,275</b>	<b>1,597</b>	<b>0,1140</b>
<i>Conscientiousness</i>	<b>0,535</b>	<b>2,771</b>	<b>0,0070</b>
<i>Civic Virtue</i>	<b>-0,006</b>	<b>-0,039</b>	<b>0,9690</b>

*Source: Prepared by the researcher relying on spss*

According to the table 7, the value of t tells us the relationship of dependent and independent variables. It shows how much is the Impact of independent variables on turnover intention. In this study the value of t for conscientiousness is the biggest and it is significant at 0.05 level, so its impact will be more on the dependent variable, and the value of beta (rate of change) is also the biggest one ; which indicates that conscientiousness brings a greater change in the dependent variable. Also, the value of beta is positive which indicates that the more conscientiousness among employees the more the probability of turnover intention will occur.

The results show that the other dimensions of citizenship behavior are not significant, which means that none of these variables contribute

in the impact caused by citizenship behavior as a whole. In other words, only conscientiousness from all the dimensions of citizenship behavior explains uniquely the variance in the turnover intention which the other variables could not explain. Thus, there is a significant effect of conscientiousness on turnover intention. So, the sub-hypotheses are not acceptable except the hypothesis of conscientiousness. This result can be explained by the fact that the relative importance of this variable in the impact or forming turnover intention from the perspective of employees is high.

The results of the means showed the existence of all dimensions of citizenship behavior but also the existence of turnover intention among the sample of the study. In other words, from the dimensions of citizenship behavior only conscientiousness contributes to form an intention of leaving the actual job, that can be explained by the fact that the employees are driven by their loyalty to the ideals that they set as a specific criterion for their behaviors. they proceed to fulfill their roles in the organization in a manner that is more than the known level, where the employees conduct behaviors that exceed the requirements of their job in the field of attendance and respect of rules and regulations, Work seriously...etc. So, the more the employees give to the company regardless of other factors or dimensions in accordance to the criterions they set, the more they expect from the company, if the gap is big, the probability of turnover intention may increase.

## **5. Conclusion :**

The behavior of organizational citizenship has an impact on many aspects, including turnover intention, which ultimately improves individual and institutional performance, effectively manages time, improves organizational relationships, develops creativity and innovation, and promotes the organization's viability, competitiveness and protection of the dangers.

This study concludes that there is a significant effect of organizational citizenship behavior dimensions as a whole on turnover intention, and that conscientiousness is the only dimension causing this impact. This can be explained by the fact that the decisions related to

turnover are linked to the internal standards of the individual more than relations with other employees, and what the individual receives in return for these levels of performance and efforts that are not required of him. The extent of this influence is related to the gap between the actual performance and the material and moral gains received in the company, which explains why there is a positive relationship between consciousness and turnover intention.

It is suggested to the managers of the African company of glass to increase the other dimensions of citizenship behaviors of employees. Most importantly, conducting periodic questionnaires to measure the standards of employees or their level of consciousness in order to determine their expectations, and the gap between reality and expectations. And taking measures to minimize this gap and as a result mitigate turnover intentions among employees.

For future researchers it is suggested to test this impact with increased sample size and better sampling techniques to generalize the findings. Moreover, it is also suggested to check the impact of organizational citizenship behavior on turnover intention of employees in other sectors. It is also advised to check the mediation effect of OCB in between commitment and turnover intention of employees in different sectors.

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