THE IMPACT OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND PERSON-ORGANISATION FIT ON EMPLOYEE TURNOVER INTENTIONS

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ABSTRACT
The aim of this article is to examine the relationship between OCB and turnover intentions while controlling for the effects of person-organisation (PO) fit. The study was based on a convenient sample of 200 employees from four different companies, and the data were analysed by means of correlation, hierarchical regression, and usefulness analysis. The results suggest that OCB directed at the organisation (OCBO) and PO fit were significantly related to turnover intentions. Contrary to expectations, OCB directed at individuals (OCBI) was not significantly related to turnover intentions. The paper contributes to research by clarifying the nature of the relationship between OCB and turnover intentions, and provides theoretical and practical implications that both researchers and practitioners can implement.

Key words: Organisational citizenship behaviour; person-organisational fit; turnover intentions; withdrawal intentions and behaviours.

1. INTRODUCTION AND PROBLEM STATEMENT

Employee voluntary turnover remains one of the major problems in organisations. Costs associated with high turnover include cost of advertising vacant posts; processing and training of new candidates; hiring temporary workers; assessment of applicants, interviewing, selection and placement of candidates; and loss of expertise of employees who quit the organisation (Mitchell, Holtom, & Lee, 2001). It is perhaps these direct and indirect costs of turnover that explain why there is a continued interest in this area. There is therefore a need for organisations to realise the early signs of voluntary turnover in order to deal with it before it manifests itself into a serious problem.

Two of the early signs of actual turnover are arguably high turnover intentions and low organisational citizenship behaviour (OCB) (Chen, 2005). Turnover intention is defined as ‘a conscious and deliberate willingness to leave the organisation’ (Egan, Yang, & Bartlett,
OCB is defined by Organ (1988:4) as ‘the behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning of the organisation’. Examples of organisational citizenship behaviours include helping co-workers with work-related problems; communicating changes that may affect co-workers; participating in the governance of the organisation; being punctual; performing job duties to levels beyond expectations; refraining from complaining about trivial things; and making creative suggestions (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Chen and others (Chen, 2005, Chen, Hui, & Sego, 1998) were some of the first to note that low organisational citizenship behaviour (OCB) may be a sign of withdrawal in organisations. They posit that because of the discretionary nature of OCB, dissatisfied employees are more likely to disengage in OCB, than to cut back on task behaviour. Following this logic, when employees experience dissatisfaction, but cannot leave the organisation because of lack of opportunities for instance, it is less risky for them to reduce discretionary extra-effort (OCB) than to engage in behaviours that may reduce in-role or task performance (Paillé and Grima, 2011; Paillé, Raineri, & Valeau, 2015). This argument makes sense because in-role performance is detailed in job descriptions, and is therefore subject to contractual obligations and punishment for employees that shirk their responsibilities.

Since the reduction of OCB can be viewed as the first step in the withdrawal process, there should be a close relationship between OCB and turnover intentions (potential to leave). However, despite knowing the potential link between OCB and turnover intentions, there has been little empirical research that explores the relationship between these two constructs. This is surprising because OCB has been significantly linked to a number of concepts related to turnover intentions, including organisation commitment, person-organisation (PO) fit, and job satisfaction (Podsakoff, MacKezie, Paine, & Bachrach, 2000; Wei, 2013). While the growing number of studies provides exciting research and new direction, prior studies not only produced inconsistent results, but have also not controlled for variables that may obfuscate the results (Paillé & Grima, 2011; Podskoff et al., 2009; Coyne & Ong, 2007).

The aim of the present paper is to examine the relationship between organisational citizenship behaviour and turnover intentions while controlling the PO fit relationship.

The present paper contributes to literature in at least two interrelated ways. Firstly, the paper adds to an increasing number of studies that explore the relationship between OCB and turnover intentions. There has not only been little research on the relationship between OCB and turnover intentions (Podskoff et al., 2009; Paillé, et al., 2015), but the existing results as regards the relationship between the two concepts have also tended to be inconsistent. Secondly, the paper examines the association between OCB and turnover intentions while controlling for the relationship between PO fit and turnover intentions. There is evidence that PO fit is related to both OCB (e.g. Hoffman & Woehr, 2006; Wei, 2013) and turnover intentions (e.g. Khaola, Mohapi, & Matobo, 2012; Kristof-Brown, Zimmerman, & Johnson, 2005; O’Reilly, Chatman, & Caldwell, 1991). This is also true for attitudes related to PO fit such as job satisfaction and organisational commitment (Griffeth, Hom, & Gaertner, 2000; Khaola & Letsika, 2013; Podsakoff et al., 2009). Unless these established relationships are controlled for, it may be argued that the relationship between OCB and turnover intentions found in earlier studies could be spurious (Podskoff et al., 2009). In other words, the failure to control for these established
relationships may give false or misleading relationships between OCB and turnover intentions (Hair, Black, Babin & Anderson, 2010).

This article not only controls for this possible spurious relationship, but also examines if OCB adds a unique variance over and beyond the variance explained by PO fit in the explanation of turnover intentions.

Evaluating the unique effects of OCB and PO fit in the explanation of turnover intentions has implications for theory and practice. From a theoretical viewpoint, if each presumed antecedent adds the unique effects as expected, it would then justify more research on the causal mechanisms between each antecedent and turnover intentions. From a practical viewpoint, managers could design interventions that promote both OCB and PO fit to reduce turnover intentions and actual turnover. If in contrast the relationship between OCB and turnover intentions is not confirmed after controlling for the effects of PO fit, there may be less need to rely on OCB as an indicator of turnover intentions (Chiaburu, Lorinkova, & Van Dyne, 2013).

The rest of the paper unfolds as follows. The next section presents the relevant literature and hypotheses; followed respectively by the research methodology; the presentation of results, and their discussion. The final section concludes the paper.

2. LITERATURE REVIEW AND HYPOTHESES

The existing literature suggests that in the aggregate, OCBs promote individual and organisational outcomes (Podsakoff et al., 2009; Spitzmuller, Van Dyne, & Ilies, 2008). This is because OCBs “support the social and psychological environment in which task performance takes place” (Organ, 1997: 95). Specifically, employees who engage in OCBs not only gain in terms of improved wellbeing, but also help their organisations achieve set goals (Spitzmuller et al., 2008). In spite of the impact OCB has on individuals and their organisations, only a limited number of studies have examined the relationship between OCB and turnover intentions (Podsakoff et al., 2009), particularly after controlling for the PO fit – turnover intentions link.

The expected relationships among PO fit, OCB and turnover intentions are explained next.

2.1. PO fit and turnover intentions

PO fit is defined as the compatibility between an employee and the organisation (Kristoff, 1996; Kristoff-Brown et al., 2005), and focuses on the degree to which an employee fits the entire organisation as opposed to how the employee fits a specific job, vocation, supervisor, or group (Kristoff, 1996).

One of the frequently cited outcomes of PO fit is turnover intention (Verquer, Beehr, & Wagner, 2003). According to Person-Environment Fit Theories, people select and fit well in environments that meet their needs and values (Cable & Judge, 1996; Hoffman & Woehr, 2006). It is not surprising therefore that value incongruence between the person and the organisation (low PO fit) tends to result in high intentions to quit, and vice versa. Similarly, the Scheider’s (1987) Attraction-Selection-Attrition (ASA) Model posits that people are attracted to, and get selected into organisations that fit their values and personalities. The attrition part of the model suggests that people who do not fit well in the culture of the organisation eventually leave.

Several authors have provided support for the negative relationship between PO fit and turnover intentions (Khaola et al., 2012; Kristoff, 1996; Kristoff-Brown et al., 2005; Moynihan & Pandey,
Consequently, based on theoretical and empirical arguments, we put forward the following hypothesis:

H¹: There is a negative relationship between PO fit and turnover intentions.

2.2. OCB and turnover intentions

The research by Chen and others (Chen, 2005, Chen, Hui, & Sego, 1998) suggests the importance of studying the link between OCB and turnover intentions. They posit that low or decreasing levels of OCB in organisations serve as an indication of attitudinal and behavioural withdrawal of employees. It has been argued that groups or organisations with high levels of OCB foster group cohesion and attractiveness, and as such reduce employee withdrawal behaviours (Podsakoff et al., 2009). Withdrawal intentions and behaviours include voluntary absenteeism, turnover, and turnover intentions.

The work by Chen and others (Chen, 2005, Chen, Hui, & Sego, 1998) and the meta-analytic study by Podskoff et al. (2009) have provided evidence that OCB is negatively related to turnover and turnover intentions. Specifically, Podskoff et al. (2009) found corrected correlations of -0.22 and -0.16 between OCB and turnover intentions, and OCB and actual turnover intentions respectively. Notably, Podskoff et al. (2009) found that the relationships between OCB and the withdrawal criteria studied were not spurious as it could not be entirely attributed to job satisfaction. While these results are promising, to our knowledge, the relationship between OCB and turnover intentions is yet to be examined when the relationship between PO fit and turnover intentions has been controlled for. We therefore provide the following hypotheses:

H²: There is a negative relationship between OCB and turnover intentions.

H³: OCB explains additional (unique) variance above and beyond the variance explained by PO fit in turnover intentions.

3. RESEARCH METHODOLOGY

The current study adopted the cross-sectional, quantitative research design, and collected data by means of a survey using a structured questionnaire.

3.1. Sampling and data collection Procedures

A convenient sample of 200 employees from four companies in Maseru (Lesotho) was requested to participate in the study. The human resources managers of the respective companies were approached for assistance. The participants were informed that participation in the study was voluntary, and confidentiality was guaranteed. Of the 200 distributed questionnaires, 120 were returned, thus a return rate of 60%. Of the returned questionnaires, only 108 (54%) were completed in full. Since there were no significant differences in the main variables between employees of these companies, the questionnaires from the different companies were analysed together.

Of the respondent sample, 52% were females, and 82% had tertiary education. The median age of the respondents was between 31 and 40 years; earning a median income of between R6,000 and R10,000; and had worked for a median of between 6 and 10 years at the time of study.
3.2. Questionnaire

In addition to biographic data (gender, age, tenure, qualification, income level), the questionnaire also collected information about turnover intentions, perceptions of PO fit, and OCB.

Unless stated otherwise, the variables were rated on a 5-point scale ranging from (1) “strongly disagree” to (5) “strongly agree”.

Turnover intentions: This construct was assessed using five items adapted from Colarelli (1984) and Michigan Organizational Assessment Questionnaire (Cummann et al., 1979). The items used were as follows: ‘I frequently think of quitting my organization; as soon as I find another job, I will quit this organisation; I often think about leaving this organisation; it is likely that I will look for another job within the next six months; and I will probably look for a job outside this organisation within three years’. The internal reliability (Cronbach's α) of the scale was 0.89.

PO fit: The perceived PO fit was assessed using a two-item measure adapted from Cable and Judge (1997) and a three-item measure adapted from Cable and DeRues (2002). Cable and Judge’s (1997) items were: ‘To what degree do you think you fit into the culture of your organization; and to what extent do you think you match or fit your organization and the current employees in your organization?’. The responses in this case were given on a scale ranging from (1) ‘not at all’ to (5) ‘to a very great extent’. Cable and DeRues’s (2002) items were: “The things that I value in life are very similar to the things that my organization values; my personal values match my organization's values and culture; and my organization's values and culture provide a good fit with the things that I value in life”. The internal reliability of the scale was 0.89.

OCB: OCB was assessed based on items adapted from the scale developed by Podsakoff, MacKenzie, Moorman and Fetter (1990). Two items were used to represent OCB that benefits the organisation (OCBO), and two other items were used to represent OCB that benefits colleagues (OCBI). OCBO items were: ‘I participate in activities that are not required, but that improve the image of my organisation; and I make an effort to keep myself informed of current developments in my organisation’. OCBI items were: ‘I willingly give my time to help co-workers with work-related problems; and I am willing to take time out of my busy schedule to help my colleagues’. The internal reliabilities of the scales were 0.72 and 0.79 respectively. The aggregate measure of OCB was assessed based on the above four items (α = 0.79).

4. RESULTS

The information on means, standard deviations and zero-order correlations is shown in Table 1. As shown in Table 1, internal reliabilities of scales were acceptable with values exceeding Nunnally’s (1978) cut-off point of 0.70.

PO fit correlated negatively and significantly with turnover intentions (r = -0.35, p ≤ 0.01). This result indicates that employees who perceived high congruence between their values and those of their organisations (PO fit) were more likely to express low turnover intentions than those who expressed low PO fit, and vice versa. Hypothesis 1 was hence initially supported by the correlation results.
Although the OCB directed at the organisation (OCBO) correlated negatively and significantly to turnover intentions \( (r = -0.35, p \leq 0.01) \), the overall OCB and the OCB directed at other individuals (OCBI) were not significantly associated with turnover intentions \( (r = -0.16, p \geq 0.05 \) and \( r = -0.06, p \geq 0.05 \) respectively). This result suggests that high levels of OCBO were associated with low turnover intentions, and low levels of OCBO were associated with high turnover intentions. This correlation result partially supported hypothesis 2.

Though not hypothesised in this study, other significant correlations in Table 1 were between age and tenure \( (r = 0.70, p \leq 0.01) \); age and turnover intentions \( (r = -0.30, p \leq 0.01) \); tenure and turnover intentions \( (r = -0.24, p \leq 0.05) \); qualification and income \( (r = 0.42, p \leq 0.01) \); PO fit and income \( (r = 0.20, p \leq 0.05) \); and OCBI and OCBO \( (r = 0.53, p \leq 0.01) \). In summary, these results suggest that older people were likely to have longer tenure; and, relatedly, older people with longer tenure were more likely than their younger counterparts to express low turnover intentions. Furthermore, employees with high qualifications and high PO fit were likely to report high income; and vice versa. Finally, the moderate relationship between OCBI and OCBO suggests that the two dimensions of OCB were related but distinct concepts. This is also reinforced by the fact that the two dimensions correlated differently with turnover intentions.
Table 1: Means, Standard Deviations and Inter-Correlations of the Variables

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Gender</th>
<th>Age</th>
<th>Qualification</th>
<th>Tenure</th>
<th>Income</th>
<th>PO fit</th>
<th>OCB</th>
<th>OCBI</th>
<th>OCBO</th>
<th>Turnover intent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Gender</td>
<td>-</td>
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<td>-</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>2. Age</td>
<td>-</td>
<td>-</td>
<td>-0.08</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3. Qualification</td>
<td>-</td>
<td>-</td>
<td>0.01</td>
<td>0.08</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4. Tenure</td>
<td>-</td>
<td>-</td>
<td>-0.09</td>
<td>0.70**</td>
<td>-0.09</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5. Income</td>
<td>-</td>
<td>-</td>
<td>-0.08</td>
<td>-0.00</td>
<td>0.42**</td>
<td>-0.06</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6. PO fit</td>
<td>3.08</td>
<td>1.00</td>
<td>-0.03</td>
<td>-0.06</td>
<td>-0.04</td>
<td>-0.15</td>
<td>0.20*</td>
<td>(0.89)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7. OCB</td>
<td>3.95</td>
<td>0.64</td>
<td>0.10</td>
<td>0.03</td>
<td>-0.09</td>
<td>0.03</td>
<td>0.02</td>
<td>0.12</td>
<td>(0.79)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7.1. OCBI</td>
<td>4.01</td>
<td>0.73</td>
<td>0.04</td>
<td>0.03</td>
<td>-0.01</td>
<td>0.04</td>
<td>0.05</td>
<td>0.11</td>
<td>0.87**</td>
<td>(0.79)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7.2. OCBO</td>
<td>3.90</td>
<td>0.74</td>
<td>0.13</td>
<td>0.02</td>
<td>-0.14</td>
<td>0.02</td>
<td>-0.01</td>
<td>0.09</td>
<td>0.77**</td>
<td>0.53**</td>
<td>(0.72)</td>
<td>-</td>
</tr>
<tr>
<td>8. Turnover intent</td>
<td>3.26</td>
<td>1.03</td>
<td>0.01</td>
<td>-</td>
<td>0.30**</td>
<td>0.10</td>
<td>-0.24*</td>
<td>0.11</td>
<td>-</td>
<td>-</td>
<td>-0.16</td>
<td>-0.06</td>
</tr>
</tbody>
</table>

Notes: * Significant at 0.05; ** Significant at 0.01. Cronbach's alphas, where applicable, are shown in parentheses.
To examine the unique effects of each variable while controlling for the effects of other variables, hierarchical regression analysis was conducted. This regression model not only shows the unique effects of each variable, but also shows the additional variance that explains the dependent variable after each step of the model. Biographic (control) variables were entered in step 1; PO fit was entered in step 2; and OCB dimensions were entered in step 3 of the model. The results are shown in Table 2.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Turnover intentions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Model 1</td>
</tr>
<tr>
<td><strong>Step 1</strong></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>-0.01</td>
</tr>
<tr>
<td>Age</td>
<td>-0.29*</td>
</tr>
<tr>
<td>Qualification</td>
<td>0.11</td>
</tr>
<tr>
<td>Tenure</td>
<td>-0.02</td>
</tr>
<tr>
<td>Income</td>
<td>0.06</td>
</tr>
<tr>
<td><strong>Step 2</strong></td>
<td></td>
</tr>
<tr>
<td>PO fit</td>
<td></td>
</tr>
<tr>
<td><strong>Step 3</strong></td>
<td></td>
</tr>
<tr>
<td>OCBI</td>
<td></td>
</tr>
<tr>
<td>OCBO</td>
<td></td>
</tr>
<tr>
<td>(F)</td>
<td>2.52*</td>
</tr>
<tr>
<td>(R)</td>
<td>0.33</td>
</tr>
<tr>
<td>(R^2) Change</td>
<td>0.11*</td>
</tr>
<tr>
<td>(R^2) Change</td>
<td>0.11</td>
</tr>
</tbody>
</table>

**Notes:** * Significant at the 0.05 level; ** Significant at the 0.01 level. Except for \(F\), \(R\), \(R^2\) change and \(R^2\), figures denote standardized regression coefficients/betas (\(\beta\)).
Of the biographic variables, only age associated significantly with turnover intentions in models 1 and 2 ($\beta = -0.29$, $p \leq 0.01$ and $\beta = -0.24$, $p \leq 0.05$ respectively). Biographic variables in model 1 explained 11 per cent of variance in turnover intentions ($R^2 = 0.11$). The PO fit explained 16 per cent additional variance over and above the variance explained by all biographic variables ($\Delta R^2 = 0.16$, $p \leq 0.01$), increasing the variance explained from 11 per cent in model 1 to 27 per cent in model 2 ($R^2 = 0.27$). OCB added the small but unique variance over the one explained by biographic factors and PO fit ($\Delta R^2 = 0.04$, $p \leq 0.05$). More importantly, Table 2 shows that both PO fit and OCB were negative and significantly related to turnover intentions in the final model ($\beta = -0.41$, $p \leq 0.01$ and $\beta = -0.23$, $p \leq 0.05$ respectively). These results suggest that both PO fit and OCB were significantly related to turnover intentions, and the relationships were not spurious. Overall, the model accounted for 31 per cent of variance in the explanation of turnover intentions.

To further explicate the incremental effects of OCB over PO fit in the explanation of turnover intentions, usefulness analysis was conducted (Darlington, 1968). This analysis deploys the hierarchical regression to examine the incremental effects of one antecedent (e.g. OCB) over other antecedent/antecedents (e.g. PO fit) with respect to a given criterion (e.g. turnover intentions) (Wang, Oh, Courtright, & Colbert, 2011). More specifically, the analysis compares changes in R-squared, and sets of independent variables are entered into the hierarchical regression model in separate blocks, and in reverse ordering to determine the incremental validity of each predictor (Coyle-Shapiro & Morrow, 2003). The results are shown in Table 3.

<table>
<thead>
<tr>
<th>Table 3: Results of Usefulness Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependent variable: Turnover intentions</td>
</tr>
<tr>
<td>Overall $R^2$</td>
</tr>
<tr>
<td>$\Delta R^2$ of demographic variables</td>
</tr>
<tr>
<td>$\Delta R^2$ of PO fit over demographic variables</td>
</tr>
<tr>
<td>$\Delta R^2$ of OCB over demographic variables and PO fit</td>
</tr>
<tr>
<td>$\Delta R^2$ of OCB over demographic variables</td>
</tr>
<tr>
<td>$\Delta R^2$ of PO fit over demographic variables and OCB</td>
</tr>
</tbody>
</table>

Notes: * Significant at the 0.05 level; ** Significant at the 0.01 level.

Table 3 indicates that PO fit explained about 16 per cent of variance ($\Delta R^2 = 0.156$, $p \leq 0.01$) over the one explained by demographic variables, while explaining about 15 per cent of
variance ($\Delta R^2 = 0.145, p \leq 0.01$) over the one explained by both biographic variables and OCBO. Similarly, OCBO explained about four per cent of variance ($\Delta R^2 = 0.039, p \leq 0.05$) over the variance explained by biographic variables, while explaining about three per cent of variance ($\Delta R^2 = 0.028, p \leq 0.05$) over the variance explained by both biographic variables and PO fit. To conclude, the results of the usefulness analysis (Table 3) indicate that both PO fit and OCBO provided unique effects in the explanation of turnover intentions, and hence both were useful.

5. DISCUSSION

The importance of reducing actual turnover and improving retention rates in organisations is well-documented (Mitchell et al., 2001). Often, voluntary turnover results from turnover intentions, and hence understanding sources of turnover intentions is vital because an employee can move back and forth between dissatisfaction and intentions before they finally decide to quit (Tham, 2007; Griffeth et al., 2000). Chen (2005) and Podsakoff et al. (2009) suggest that low OCB can be a useful warning sign of turnover intentions, which can arguably allow managers to deal with causes of actual turnover before it materialises. The results of the present study not only show that PO fit is a strong predictor of turnover intentions, but also that OCB directed at the organisation (OCBO) had a small, but unique effect in the explanation of turnover intentions. This finding is generally in support of the meta-analytic study of Podsakoff et al. (2009).

Contrary to expectations, the results of this study showed that OCB directed at individuals (OCBI) was not related to turnover intentions. While the immediate reason for this unexpected result is not clear, several authors have found that altruism (OCB dimension targeted at helping colleagues) does not relate significantly to turnover intentions (Coyne & Ong, 2007; Paillé and Grima, 2011; Paillé, Raineri, & Valeau, 2015).

There are at least two possible explanations for this result. Firstly, various researchers have posited and confirmed that the relationship between variables become stronger when variables refer to the same target than when they refer to different targets (Lavelle et al., 2009; Lehmann-Willenbrock, et al., 2013; Khaola & Sebotsa, 2015). Following this logic, it is possible that the ‘target similarity effects’ was in operation because both OCBO and turnover intentions were targeted at the organisation, while OCBI was first and foremost targeted at individuals. Secondly, there is evidence that employees continue to assist colleagues even when they (employees) intend to quit their organisations (Coyne & Ong, 2007), somewhat explaining why OCB was not related to turnover intentions according to the results of this study.

In summary, in line with previous studies, the results suggest that OCB targeted at the organisation is a more potent predictor of turnover intentions than OCB directed at individuals. More importantly, the current study extends extant studies by showing that the findings remain significant even after controlling for the relationship between PO fit and OCB, thus suggesting that earlier results were valid and not spurious.

6. LIMITATIONS

When interpreting the results of this study, some limitations have to be noted. Firstly, the cross-sectional nature of the study does not make it easy to infer causality of the variables. For
instance, as hypothesized, it is possible that OCBs reduce turnover intentions; but that does not rule out the possibility that employees with low turnover intentions may develop high OCBs. Even though the hypothesized relationships were based on sound theories, future studies can use longitudinal and/or experimental research designs to determine the causality of variables tested in this study. Secondly, the data used in the present study was collected from one source using the same instrument, and the common-method bias may affect the results. While some attitudes and behaviours are best known by employees themselves, future studies can benefit by employing different sources of data. Lastly, the study was based on a small sample that was selected based on non-probability sampling technique, and this restricts the generalizability of the results.

7. THEORETICAL AND PRACTICAL IMPLICATIONS

In spite of the outlined limitations, this study has several theoretical and practical implications.

While previous studies have suggested different ways in which turnover intentions could be reduced, including job satisfaction (Griffeth et al., 2000; Egan et al., 2004; Khaola & Letsika, 2013) and PO fit (Hoffman & Woer, 2006; Khaola et al., 2012; O’Reilly et al., 1991); the present study implies that OCB directed at organisations may provide an additional perspective. Specifically, the results suggest that future research could fruitfully examine the role of OCB in signalling and reducing turnover intentions in organisations. This study suggests that OCB provides an additional variance over the variance provided by PO fit in the explanations of turnover intentions. Future studies can examine whether OCB can explain additional variance over the variance explained by other prominent predictors of turnover intentions, including fair treatment, job satisfaction, and organisational commitment.

In addition to implications for research, the findings have practical implications for managers. Firstly, managers can observe changes in OCBs (extra-role behaviours) to determine changes in turnover intentions. For instance, this study suggests that declining OCBs can signal an increase in turnover intentions. This early warning sign is important because it allows managers to deal with turnover before it materialises into a serious problem. Secondly, the results have implications for selection practices. For example, managers can select employees whose values fit best with those of their organisations (PO fit). Similarly, managers can select employees who have the propensity to go an extra-mile (OCB) on behalf of their organisations. Thirdly, managers can encourage employees to engage in OCBs as a strategy to reduce turnover intentions. Specifically, since OCB is trainable, managers can train their employees to engage in OCBs as a strategy to reduce turnover intentions in organisations.

8. CONCLUSIONS

The purpose of the present study was to examine the impact of PO fit and OCB on turnover intentions. Even though OCB and turnover intentions are theoretically related, there has surprisingly been little research on the relationship between these constructs (Podsakoff et al., 2009). Overall, while the results suggest the negative and significant relationships between turnover intentions and both PO fit and OCB directed at the organisation (OCBO), the relationship between turnover intentions and OCB directed at individuals (OCBI) was not significant. The study concludes that both OCB and PO fit are potent predictors of turnover intentions. Careful selection of employees with propensity to engage in OCBs, and whose
values fit those of their organisations are provided as practical implications of reducing turnover in organisations.

REFERENCES


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i Some variables measured in this study were first used in Khaola, P. & Sebotsa, T. (2015). Person-organisation fit, organizational commitment and organizational citizenship behaviour. *Danish Journal of Management and Business Sciences, July, 67-74.*