

The Effects of Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior on Turnover Intentions

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Abstract

The current study investigated the effects of job satisfaction and organizational commitment on organizational citizenship behavior and turnover intentions. The study also examined the effect of organizational citizenship behavior on turnover intentions. Frontline employees working in five-star hotels in North Cyprus were selected as a sample. The result of multiple regression analyses revealed that job satisfaction is positively related to organizational citizenship behavior and negatively related to turnover intentions. Affective organizational commitment was found to be positively related to organizational citizenship behavior. However, the study found no significant relationship between organizational commitment and turnover intentions. Furthermore, organizational citizenship behavior was negatively associated with turnover intentions. The study provides discussion and avenues for future research.

Keywords: job satisfaction, organizational commitment, organizational citizenship behavior, turnover intentions, North Cyprus, hospitality industry

Introduction

In the last decade, employee welfare and satisfaction have become a major concern for management in organizations. This concern has been noticed from the realization that trained, experienced, satisfied, and committed employees can be pivotal for long-term organizational success. Retention of dedicated employees can prove to be a key to success because frequent employee turnover can lead to a number of problems, such as insufficient workforce, the costs of recruiting and training new employees, and organizational inefficiency and lack of productivity. All these increase the burden on management. Hence, keeping employees satisfied, motivated, committed, and long serving in their jobs has been identified as an important task for managers. It is believed that internal motivation, emotional association of belongingness to the organization, regard for the organization's goals, and a willing "team commitment" are instrumental in fostering the construct of "organizational citizenship." This paper addresses the concept of organizational commitment, citizenship behavior, and job satisfaction of employees with respect to turnover.

Many definitions exist for organizational commitment but the widely accepted definition comes from Steers (1977, p.46) who defined *organizational commitment* as “the relative strength of an individual’s identification with and involvement in a particular organization.” *Organizational citizenship behaviors* are “behaviors of a discretionary nature that are not part of employees’ formal role requirements”; nevertheless, these behaviors contribute to the effective functioning of an organization (Robbins, 2001, p. 25) and can be a result of job satisfaction. Nadiri and Tanova (2010, p. 35) have defined *job satisfaction* as an “individual’s positive emotional reaction to a particular job.” If these qualities are absent in a workplace, the result can be *turnover intention*, which Abassi and Hollman (2000) described as the employee’s quitting a job or rotating around the job market.

It is highly recognized among researchers that personal outcome variables affect organizational commitment, citizenship behavior, and job satisfaction; these factors may influence an employee’s intention to turnover (McFarlin & Sweeney, 1992). This is very much evident in recent studies, such as Nadiri and Tanova’s research (2010) findings, which show that one’s personal outcomes can have a direct effect on turnover intentions, job satisfaction, and organizational citizenship behavior, with particular indication to the Turkish Republic of Northern Cyprus’s (TRNC) hotel industry. However, much of the debate in recent years has been on organizational commitment to satisfying employees, thereby sustaining them in employment and mitigating their intention for turnover (Cohen, 2006). High labor turnover exists for the hotel sector (Carbery, Garavan, O’Brian, & McDonnell, 2003), and we can assume that this also is apparent for the TRNC (Nadiri & Tanova, 2010); high labor turnover is of great cost to the hotel and hospitality industry (Tanova & Holtom, 2008); therefore, research in this area is greatly needed. Furthermore, research concerning extra role performance (organizational citizenship behavior) is largely ignored in the hospitality industry (cf. Yavas, Karatepe, & Babakus, 2011).

Moreover, boundary-spanning-role (frontline) employees play a crucial role in the success of an organization. In order to achieve this success, frontline employees need to be satisfied and committed to performing extra role behaviors (i.e., organizational citizenship behavior); there is a necessity to fill this void (Karatepe, 2011). Hence, stemming from the aforementioned facts, the purpose of this study is to investigate the effects of job satisfaction and affective organizational commitment on organizational citizenship behavior and turnover intentions. This study also aims to examine the effect of organizational citizenship behavior on turnover intentions. The rationale behind this investigation is to provide evidence from a developing economy (Northern Cyprus), where there exist political instabilities and sensitive issues between Northern and Southern Cyprus. In addition, to the best of the authors’ knowledge, no empirical study has attempted to measure these

constructs simultaneously in Northern Cyprus, where tourism is seen as the locomotive sector.

Literature Review

Steers has defined *organizational commitment* as “the relative strength of an individual’s identification with and involvement in a particular organization” (1977, p.46). Such commitment is reflected in employees’ identification with the goals and values of the organization and their willingness to exert effort to help the organization succeed (Scholl, 1981). The word *commitment* encompasses loyalty, concern for the organization, involvement, a defensive and supportive feeling, and willingness to work in the interest of the organization. Commitment encourages employees’ voluntary involvement with the organization and their desire to remain with the organization for a long period of time.

Various types of commitment have been identified, namely attitudinal commitment, normative commitment, behavioral commitment, and calculative commitment. All-encompassing is organizational commitment, while there are other multiple levels and objects of commitment, such as group commitment, occupational commitment, and job involvement (Cohen, 2006). However, in the research the most referred-to traditional “three component model of organization commitment” (Meyer & Allen, 1991) includes affective commitment (inherent emotional attachment), continuance commitment (continuation in the organization because of the fear of losing the job and its benefits), and normative commitment (commitment based on moral obligation towards the job).

The affective dimension is most closely associated with the construct of organizational citizenship behavior. It relates to personal attachment and identification to the organization, whereby employees continue in their employment because they “want to,” willingly (Markovits, Davis, & Dick-Rolf, 2007; Meyer & Allen, 1991). The core of the affective dimension is emotional connection to work and the creation of emotional capital in organizations (Gratton, 2000). It is understood that emotional involvement leads to desirable behaviors and more commitment towards the work and organization. When employees are emotionally dedicated to the organization, they create personal goals that are in consonance with organizational goals. This helps in benefiting both the individual employee and the organization as a whole, as there is no clash of interests.

It is believed that affective commitment results in organizational citizenship behavior (OCB) that builds from interpersonal emotional attachments and a feeling of being part of a group, thereby leading to collective loyalty to the organization. The feeling of citizenship is closely related to social identity with the organization. The term *organizational*

citizenship was first introduced by Organ in 1977 (cited in Organ, 1997) and the topic of organizational citizenship behavior has attracted a good deal of research interest (Lee & Allen, 2002; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Organ (1988, p.4) defined *OCB* as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.” Joireman, Daniels, Falvy, and Kamdar (2006) explained discretionary behavior as exceeding the routine expectations of the organization. It is extra role behavior that employees perform because they “want to,” not “ought to.” *OCB* is characterized by employee behavior of punctuality, helping others, a proactive approach towards innovation, and volunteering. Research has recognized five categories of *OCB* (LePine, Erez, & Johnson, 2002) that were originally given by Organ (1988). These are altruism (e.g., sharing work and helping out others who have heavy / more work loads), conscientiousness (e.g., punctuality and sincerity at work), sportsmanship (e.g., tending not to complain about different matters), courtesy (e.g., information sharing with others before making any important decisions / actions), and civic virtue (e.g., participation in any activity that enhances the image of the organization and leads to its betterment and welfare). In 1990, Organ added two additional characteristic to the former five, i.e., peacekeeping (helping maintain a calm and conflict-free environment) and cheerleading (encouraging others as a leader and boosting their morale). Graham (1991) identified organizational obedience, organizational loyalty, and organizational participation characterized by proactive involvement as the three outstanding characteristic of *OCB*. Studies have identified several antecedents to *OCB*, such as individual personality traits, nature of task-related autonomy, nature of leadership, and employees’ attitudes towards their job and organization (Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Suresh & Vankatammal, 2010).

Organizational citizenship is a consequence of organizational environment and is a mutual and reciprocal process between the organization and the employee characterized by a two-way concern for each other contributing significantly towards citizenship. Further, citizenship is considered to be stronger when there is perception of organizational fairness and organizational justice (Folger & Cropanzano, 1998). In their study, Uludag and Menevis (2005) maintained that organizational justice is related to citizenship behavior. This behavior is also positively related to team cohesion (George & Bettenhausen, 1990) and team commitment. The degree of commitment and citizenship reflect upon how strongly the employees associate with the organization and becomes vital in determining turnover.

The word *turnover* signifies quitting of jobs or rotation of employees around the job market, through various organizations, occupations, and between states of employment and unemployment (Abassi & Hollman, 2000). *Turnover intention*, on the other hand, is defined as employees' estimated probability of leaving their organization (Cotton & Tuttle, 1986). Both turnover intention and actual turnover are critical for organizations. The turnover of talented employees can lead to a major setback to the competitive advantage of an organization. Organizations aim at minimizing their employee turnover because continuous recruitment and training of a new workforce can be a serious concern for human resource management. Motivation and commitment also have a bearing on turnover. It is believed that if employees experience a positive exchange in the organization, they tend to be more committed and motivated (Cohen, 2006), and a motivated and committed workforce is negatively related to turnover.

Substantial research has highlighted the importance of employee commitment towards the organization and its relation to turnover (Blau, 1986; Iverson, McLeod, & Erwin, 1996; Meyer & Allen, 1997; Shepherd & Mathews, 2000). Although, the direct relationship between organizational commitment and turnover continues to be debated, studies have confirmed commitment to be negatively related to turnover intentions and turnover (Addae & Parboteeah, 2006; Jones, Chonko, Rangarajan, & Roberts, 2007; Mossholder, Settoon, & Henagan, 2005). Hence, it is important for managers to foster OCB in employees.

Job satisfaction is regarded as a significant predictor of OCB. *Job satisfaction* is explained as the extent to which the people like or dislike their jobs (Spector, 1997). It reflects the feeling of employees whereby they express contentment and a positive attitude towards the work and organization. Satisfaction is an attitude. As attitudes have an emotional component to them (Weiss, 2002), employees' emotional perception of their organization is determined by their satisfaction, allegiance, and performance.

Satisfied employees can be an asset for the organization. Satisfaction is affected by personal, organizational, and non-organizational factors. Within organizations, factors such as strategies of human resource management, work place benefits, workplace climate, well being of the employees, interpersonal relations, and nature of supervision contribute to satisfaction. Herzberg's (1966) Two Factor Theory has led to substantial research with respect to job satisfaction. The theory addresses hygiene factors (satisfiers or dissatisfaction preventers) and motivators. The hygiene factors relate to salary, working conditions, nature of supervision, etc. The presence of hygiene factors can lead to satisfaction, while their absence can lead to dissatisfaction. Hence, hygiene factors are also a maintenance factor, the presence of which is imperative for preventing dissatisfaction but does not

guarantee motivation. Motivators, on the other hand, are factors such as autonomy, empowerment, reward, promotion, recognition, and opportunities for advancement that can keep employees interested and zealous in their work.

Satisfaction is strongly related to and can predict commitment (Lalopa, 1997). Karatepe and Uludag (2007) argued that the role of intrinsic motivation is important in determining job satisfaction and organizational commitment. Research reported a positive relationship between job satisfaction and organizational commitment (Fu, Bolander, & Jones, 2009), but it is difficult to determine which precedes the other.

The relationship between job satisfaction and OCB has also been widely studied (Bateman & Organ, 1983; Foote & Li-Peng Tang, 2008; Le Pine, Erez, & Johnson, 2002) and studies suggested that job satisfaction is positively related to OCB (Shann, 1998; Testa, 2001). Some research suggested that job satisfaction is antecedent to both commitment and citizenship behavior (VanScotter, 2000), as satisfied and content employees are more likely to be committed and supportive of the organization.

Job satisfaction can be used to assess employee turnover (Woodard, 2003). Besides, it has a strong bearing on performance, absenteeism, and organizational productivity. Karatepe and Uludag (2007) contended that emotional exhaustion, decreased job satisfaction, and low levels of affective commitment are antecedents of intention to leave the organization. Previous studies have confirmed that job satisfaction is negatively related to turnover intentions and turnover (Brashear, Lepkowska-White, & Chelariu, 2003; Mudor & Tooksoon, 2011; Susskind, Borchgrevink, Kacmar, & Brymer, 2000). Job satisfaction has a strong relation to turnover in the hotel industry, in particular (Kim, Murrmann, & Lee, 2009).

Hypotheses

In light of the aforementioned facts and links, the current study proposed the following hypotheses:

H1: There is a significant positive relationship between job satisfaction and organizational citizenship behavior.

H2: There is a significant positive relationship between organizational commitment and organizational citizenship behavior.

H3: There is a significant negative relationship between job satisfaction and turnover intentions.

H4: There is a significant negative relationship between the organizational commitment and turnover intentions.

H5: There is a significant negative relationship between organizational citizenship behavior and turnover intentions.

Northern Cyprus

One of the largest holiday destinations in the Mediterranean, Cyprus was partitioned in 1974. Turkish Cypriots live in the northern part, and Greek Cypriots live in the southern part of the island (Okumus, Altinay & Arasli, 2005). As a consequence, the Turkish Republic of Northern Cyprus was established in 1983, and it is recognized only by Turkey (Altinay, 2000). Southern Cyprus continued to represent the island and acquired benefits; however, Northern Cyprus was able to conduct foreign trade only with Turkey (Ozdeser & Ozyigit, 2007). Hence, the economy of Northern Cyprus was solely dependent on the relations with Turkey (Ozdeser & Ozyigit, 2007). By the year 2005 the tourism industry contributed \$145.6 million to the Northern Cyprus GDP, creating 8,004 jobs (Katircioglu, Arasli, & Ekiz, 2007). Furthermore, economic aid packages were incentivized to contribute to the economy of Northern Cyprus. Ozdeser and Ozyigit (2007) claimed that the service industry, such as tourism, should be fostered to enhance the growth of the Northern Cyprus economy. Within this sensitive environment, with all its political instabilities, the tourism industry is seen as the prime sector contributing to the economy of Northern Cyprus (Karatepe & Uludag, 2008).

Methodology

Sample

Frontline employees working in hotels in North Cyprus were selected as a sample for the current study. The judgmental sampling method was utilized to collect data. Judd, Smith and Kidder (1991) defined *judgmental sampling* as “picking cases that are judged to be typical of the population in which we are interested, assuming that errors of judgment in the selection will tend to counterbalance one another” (p. 136). Based on the judgmental sampling procedure, frontline employees working in front office, food and beverage, and public relations departments in five-star hotels (i.e., receptionist, concierge, waiter/waitress, public relations officer) were selected. Frontline employees working in hotels in Northern Cyprus face numerous problems. These problems are lack of empowerment and training, insufficient salary, long and inflexible working conditions, work overload, etc. (Karatepe & Uludag, 2008; Karatepe, Uludag, Menevis, Hadzimehmedagic, & Baddar, 2006). In addition, it is a known fact that intention to quit initiates actual turnover. Turnover is a critical issue that exists within the tourism and hospitality context (Lam, Pine, & Baum, 2003). This issue is also evident in the Northern Cyprus tourism and hospitality industry (Karatepe & Uludag, 2007). Despite these facts, frontline employees are required to give their

highest performance and treat customers in a friendly manner (cf. Karatepe, Yorganci, & Haktanir, 2009). Against these arguments the current study measures the effects of job satisfaction, organizational commitment, and organizational citizenship behavior on turnover intentions of frontline employees working in five-star hotels in Northern Cyprus.

According to Karatepe and Uludag (2008) 16.7% of the hotels were chain and 83.3% constituted independent or family-owned hotels in Northern Cyprus. Karatepe and Uludag (2008) further explained that the Northern Cyprus hotel industry lacks contemporary management practices. It could be assumed that these management and human resource practices are more lacking in independently owned or family-run businesses. Thus, five-star chain hotels were selected for the purpose of the current study.

At the time of data collection there were six five-star hotels in the study settings. The research team contacted the management of each hotel to receive permission. One of the five-star hotels did not permit the research team to gather data. A total of 200 questionnaires were distributed to the remaining five hotels. Only frontline employees who had frequent interaction with customers were selected (e.g., front office agents, waiters/waitresses, and concierges). Each employee received a copy of the questionnaire. The research team assured the confidentiality and anonymity of the responses that each participant provided. Participants were requested to fill out the questionnaire in a self-administered way. At the end of the data collection, a total of 116 useful questionnaires were retrieved. The collected questionnaires had no missing information; hence, the response rate of the study was 58%.

Measures

The study constructs used for the current study were adapted from extant literature. Five-point Likert scales were used to measure organizational commitment, job satisfaction, organizational citizenship behavior, and turnover intentions. The back-translation method was used to translate into Turkish all the items in the survey instrument, which were originally in English (Mullen, 1995). The scales used for the current study ranged from 1= strongly disagree to 5= strongly agree.

Four items from Lucas, Babakus and Ingram (1990) were used to measure job satisfaction. A sample item for this construct is "I am satisfied with the working conditions of my job." The Cronbach alpha value for job satisfaction was 0.84. An eight-item scale developed by Allen and Meyer (1990) was used to assess (affective) organizational commitment. A sample item for this construct is "I feel strongly committed to my organization." The reliability score for organizational commitment was 0.77. Sixteen items from Organ and Konovsky (1989) were used to measure organizational citizenship

behavior. A sample item for this construct is “Assists supervisor with his or her work.” The Cronbach alpha score for organizational citizenship behavior was 0.94. A three-item scale developed by Boshoff and Allen (2000) was used to measure turnover intentions. The item “Often thought of leaving” is a sample question for turnover intentions. The reliability score for turnover intentions was 0.88. All constructs passed the reliability benchmark value of 0.70, stated by Nunnally (1978). Furthermore, correlation coefficients were not equal to and/or higher than 0.90, which fact provides evidence for discriminant validity (Tabachnick & Fidell, 1996).

Results

Most (66%) of the respondents were male and the rest (34%) were female. The overwhelming majority of the frontline employees (82%) were aged 21-30. Thirty-five percent of the respondents had undergraduate degrees. Thirty-five percent of the respondents had primary and secondary education. Again, the vast number of employees (87%) had job tenures below five years. Thirteen percent of the employees had six or more years of job tenure. Scores obtained from the items were averaged to yield a composite score to represent the study constructs. Table 1 depicts the correlations between the study variables. The correlation coefficients between study constructs ranged from -0.58 , for correlation between job satisfaction and turnover, to 0.77 , for correlation between job satisfaction and organizational citizenship behavior.

Table 1

Correlations among Control Variables, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, and Turnover Intentions

	1	2	3	4	5	6	7	8
1. Age	1							
2. Gender	0.18	1						
3. Education	-0.16	-0.10	1					
4. Tenture	0.63**	0.13	-0.20*	1				
5. JSAT	0.24*	-0.18	-0.03	0.40**	1			
6. ORGCOM	0.18	0.07	0.12	0.06	0.42**	1		
7. OCB	0.11	-0.12	-0.10	0.24*	0.78**	0.46**	1	
8. Turnover	-0.75	0.21*	0.04	-0.29**	-0.58**	-0.17	-0.55**	1

Remarks: *JSAT*= Job satisfaction, *ORGCOM*= Organizational commitment, *OCB*= Organizational citizenship behavior.

* $p < .05$; ** $p < .01$

Some of the control variables had significant correlations with study constructs. For instance, age was positively correlated with job satisfaction. This may indicate that older employees have higher levels of job satisfaction. Furthermore, gender was positively correlated with turnover intentions. Since gender was coded as a dichotomous variable (0= female, 1= male), higher scores indicate higher turnover intentions. Hence, this may show that males tend to have a greater propensity to quit the organization. Moreover, job tenure had positive correlations with job satisfaction and organizational citizenship behavior. This may demonstrate that employees who have more years of job tenure tend to have higher levels of job satisfaction and organizational citizenship behavior. In addition, job tenure was negatively correlated with turnover intentions. This may indicate that employees who have fewer years of job tenure tend to have lower levels of turnover intentions.

In order to measure the effect of size, multiple regression analyses were conducted. First, control variables (age, gender, education, and job tenure) and study variables (job satisfaction and organizational commitment) were treated as an independent variable on organizational citizenship behavior. Second, control variables, job satisfaction, organizational commitment, and organizational citizenship behavior were inserted as independent variables into the regression equation to measure the effects on turnover intentions. In addition, in order to test the multicollinearity among constructs, a collinearity diagnostic test was run within the regression analyses. The collinearity diagnostic test revealed that variance inflation factors did not create problems among constructs since the results were below 5 (Groebner, Shannon, Fry, & Smith, 2005). The results were significant at the 0.05 level.

The results of the study hypotheses are depicted in Table 2. Job satisfaction was predicted to be positively related to organizational citizenship behavior. Multiple regression analyses reveal that there is a significant relationship. Hence, H₁ is supported. Organizational commitment was predicted to be positively related to organizational citizenship behavior. Regression analyses depict that this prediction is significant, which further supports H₂.

Table 2

Multiple Regression Results for Control Variables, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, and Turnover Intentions

OCB				
Variables	β		t	VIF
Step 1				
Age	-.10		-1.32	1.76
Gender	.01		0.11	1.15
Education	-.11		-1.79	1.07
Job tenure	-.02		-0.21	2.01
JSAT	.72		9.82	1.62
ORGCOM	.19		2.85	1.36
R^2	0.64			
F	32.08			
Turnover Intentions				
Variables	β		t	VIF
Step 2				
Age	.1		1.05	1.79
Gender	.12		1.47	1.15
Education	-.02		-0.20	1.10
Job tenure	-.18		-1.66	2.02
JSAT	-.33		-2.51	3.01
ORGCOM	.10		1.00	1.46
OCB	-.30		-2.42	2.77
R^2	0.41			
F	10.49			

Remarks: OCB was the dependent variable in step 1 and *Turnover intentions* was the dependent variable in step 2. Multi-collinearity was not an issue since all variance inflation factor (VIF) values were less than 5 (Groeber, Shannon, Fry, & Smith, 2005). t values 2.00 or above are significant.

H₃ was related to a negative relationship between job satisfaction and turnover intentions. This hypothesis is also supported. Organizational commitment was set out to be negatively related to turnover intentions. Regression analyses provide no evidence of support for this hypothesis. Therefore, H₄ was not supported. Finally, H₅ was assessing a negative relationship between organizational citizenship behavior and turnover intentions. Regression analyses reveal that there is support for this hypothesis. Hence, H₅ was supported. Moreover, the inclusion of control variables into the equation of regression did not confound the hypothesized relationships. In addition, multi-collinearity was not an issue since all VIF (Variance Inflation Factors) were below 5 (Groeber, Shannon, Fry, & Smith, 2005).

Discussion and Implications

This study investigated the effects of job satisfaction and affective organizational commitment on organizational citizenship behavior and turnover intentions. The study also examined the effects of organizational citizenship behavior on turnover intentions. As stated earlier, as a holiday destination, Northern Cyprus suffers from foreign trade problems, lack of trained and qualified personnel, high turnover in the industry, etc. Despite these problems, the hospitality and tourism industry is seen as the key sector for survival. Thus, testing these constructs in a location where there is a developing economy on one side and political instabilities on the other was a necessity since these conditions create unstable working conditions particular to the hospitality and tourism industry. Thus, revealing the circumstances in relation to job satisfaction and organizational commitment, organizational citizenship behavior and turnover intentions yielded a better understanding of the current situation of the hospitality workforce in Northern Cyprus.

The result of the regression analyses reveal that, of the five hypotheses proposed, four are supported. Specifically, the effects of job satisfaction and organizational commitment on organizational citizenship behavior are significant. This finding is consistent with the prior research (Moorman, Niehoff, & Organ, 1993; Nadiri & Tanova, 2010). Furthermore, the effect of job satisfaction on turnover intentions is significant. This finding is consonant with the study findings of Karatepe and Uludag (2007). However, surprisingly, the study found no significant evidence between organizational commitment and turnover intentions. This evidence is contrary to the findings of Karatepe and Uludag (2007) and Cropanzano and Byrne (2000). It is known that frontline employees are confronted with many adverse circumstances in hotels in Northern Cyprus. These are lack of training, empowerment problems, insufficient salary, long hours, inflexible working conditions, work overload, burnout, work and family conflict, etc. (Karatepe & Uludag, 2008; Karatepe & Uludag, 2007; Karatepe et al., 2006). Thus, it is plausible to state that many factors may adversely influence the commitment of employees in an organization. These influences may lower the levels of commitment of frontline employees without, hence, incapable of lowering the levels of turnover intentions. To investigate this gap, antecedents of organizational commitment should be incorporated into future research. In addition, job satisfaction was a strong predictor of turnover intentions in the first step of the regression analysis ($\beta = 0.72$, $t = 9.82$). When job satisfaction was inserted as an independent variable in the second step, along with organizational commitment and organizational citizenship behavior, it may have created deterioration on the outcome of organizational commitment and turnover intentions.

Finally, the effect of organizational citizenship behavior on turnover intentions was found to be significant. This finding also supports previous work of Cropanzano and Byrne (2000) and a recent study of Du Plooy and Roodt (2010). The findings of the current study confirm and add to the existing knowledge base by providing evidence of confirming hypothesized relationships among study constructs. Among others, satisfying employees by using motivational techniques, providing flexible times, and fostering work-family programs may help employees be committed to the organization. These resources may also positively influence employees to have citizenship behaviors that will help better functioning of organizations (cf. Robbins, 2001). In addition, employees with these resources who are satisfied, committed, and show extra-role performance (organizational citizenship behavior) are likely to stay in their current organizations.

This study investigated the effects of job satisfaction and organizational commitment on organizational citizenship behavior and turnover intentions. The study also examined the effect of organizational citizenship behavior on turnover intentions. The current study, therefore, provides several implications for managers of the hospitality industry. Specifically, the study results reveal that job satisfaction is positively related to organizational citizenship behavior and negatively related to turnover intentions. Hospitality industry managers need to satisfy frontline employees by providing on-time pay, flexible working hours, and clear career opportunities to foster citizenship behavior in the organization and to reduce the propensity toward quitting. In addition, organizational commitment was positively related to organizational citizenship behavior and negatively related to turnover intentions. Managers need to administer a fair reward system and train their staff to ensure that they are committed (Uludag & Menevis, 2005) to the organization. This will promote and support citizenship behavior and lessen the intentions to leave the job. It is believed that training staff in the philosophy of the organization could address the promotion of organizational citizenship behavior and encourage the staff to value the organization as a whole. In return, this approach could mitigate the employees' intentions to turnover. Furthermore, this study posited that organizational citizenship behavior is negatively related to turnover intentions. When employees feel the sense of belonging and loyalty to the organization, the chances that they will leave the organization will be reduced. Therefore, managers should focus on retaining productive employees (cf. Yavas, Karatepe, & Babakus, 2011) to reduce the high cost of employee turnover (Alexandrov, Babakus, & Yavas, 2007).

Limitations and Recommendations for Future Research

The current study possesses some limitations. The data used in this study are cross-sectional in nature. This may create common-method bias. *Common-method bias* refers to “the degree to which correlations are altered (inflated) due to a method’s effect” (Meade, Watson, & Kroustalis, 2007, p. 1). Hence, inflated correlations distort the true significance levels of the constructs under study. Future research should aim to collect longitudinal or time-lagged data to minimize the effects of common-method bias. Furthermore, although acceptable, the sample size of the current study is relatively low. Future research should try to obtain data from larger samples. Finally, only five-star hotels were selected as a sample for the current study. The reason for this selection is due to lack of management and human resource practices in Northern Cyprus hotels (Karatepe & Uludag, 2008). Specifically, it is plausible to state that this could be more evident in three- and four-star hotels, 83% of which are independently owned or family-owned businesses. However, in order to generalize the findings to the hotel industry in Northern Cyprus, different hotel categories/types (three- and four- star hotels) should also be included in future investigations.

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Appendix

Job Satisfaction (Lucas, Babakus, & Ingram, 1990)

1. Being satisfied with the amount of pay received
2. Being satisfied with the working conditions
3. Feeling of getting paid fairly
4. Being relatively well rewarded financially for the work

Organizational Commitment (Allen & Meyer, 1990)

1. I would be very happy to spend the rest of my career with this organization
2. I enjoy discussing my organization with people outside it
3. I really feel as if this organization's problems are my own
4. I think that I could easily become as attached to another organization as I am to this one (R)
5. I do not feel like part of the family at my organization (R)
6. I do not feel emotionally attached to this organization (R)
7. This organization has a great deal of personal meaning for me
8. I do not feel a strong sense of belonging to my organization (R)

Organizational Citizenship Behavior (Organ & Konovsky, 1989)

1. Assists supervisor with his or her work
2. Makes innovative suggestions to improve department
3. Volunteers for things that are not required
4. Orients new people even though it is not required
5. Helps others who have been absent
6. Attends functions not required but that help company image
7. Helps others who have heavy work loads
8. Takes undeserved breaks (R)
9. Coasts toward the end of the day (R)
10. Great deal of time spent with personal phone conversations (R)
11. Being punctual
12. Gives advance notice if unable to come to work
13. Attendance at work is above the norm
14. Does not take extra breaks
15. Does not spend time in idle conversation
16. Does not take unnecessary time off work

Turnover Intentions (Bosshoff & Allen, 2000)

1. I will probably be looking for another job soon
2. It would not take much to make me leave this organization
3. I often think about leaving this organization

(R) Indicates a reverse coded item