

## The Relationship among Altruism, Affective Commitment, Job Satisfaction, and Turnover Intention: A Research on Boundary Spanning Positions in Hotel Enterprises

\*Edip Sebahattin METE <sup>a</sup> 

<sup>a</sup> Delta Elektronik Ticaret ve Sanayi Limited Şirketi, Ankara/Turkey

### Article History

Received: 21.01.2019

Accepted: 12.03.2019

### Keywords

Altruistic behavior  
Affective commitment  
Job satisfaction  
Turnover intention  
Boundary spanning employees

### Abstract

The employees occupying boundary spanning positions are those who play a strategic role between the customer and the company. Especially in the hospitality industry, the boundary spanning employees have significant potential to affect the customer towards establishing long-term business relationships with their organizations which will provide subsequently a result with the enhanced reputation as well as the profitability of the hotel enterprise. The study indicated that employees' level of altruistic behavior might increase related to their levels of affective commitment and job satisfaction. This study uses quantitative research methods, and the study population consists of Turkish employees from the five-star hotels in Ankara, and the study sample involves 412 employees from 4 different hotels. Through an organizational lens, it is the primary goal for this research to posit to a deep understanding of the altruistic behaviors of boundary spanning workers of hotel enterprises as well as their psychological influences which directly impacts their affective commitment, job satisfaction, and turnover intention.

### Article Type

Research Article

\* Corresponding Author

E-mail: [edip@deltaelectronics.com.tr](mailto:edip@deltaelectronics.com.tr) (E. S. Mete)

**Suggested Citation:** Mete, E. S. (2019). The Relationship among Altruism, Affective Commitment, Job Satisfaction, and Turnover Intention: A Research on Boundary Spanning Positions in Hotel Enterprises, *Journal of Tourism and Gastronomy Studies*, 7 (1), 310-327.  
DOI: 10.21325/jotags.2019.364

## **INTRODUCTION**

Over the past few decades, economic growth associated with the rapid increase in globalization results in a severe competitive environment where the enterprises are searching for opportunities in the challenging market conditions. Competition in the marketplace thereby presses organizations and its employees into action with a sense of gaining competitive advantage. All employees desire to be a part of a well-running organization, and they are the core elements who have essential roles in carrying out the activities of the organizations. The retention of key personnel thus appears to have greater importance in the success and sustainability of an organization. The initiatives would consist of a specific focus on critical work-related behaviors of the employees and adopting strategic approaches for the well-being of the existing staff. Such attempts exerted by the managers aim to create a work environment where the employees display altruistic behavior against their colleagues and are satisfied with their jobs. Specific individuals called “boundary-spanning employees” who provide service across borders of the organizations to establish interconnection link between the third parties and the organization by protecting and transferring information. From an organizational perspective, they undertake a strategic role between the customer and the company by developing cooperation and fostering the relationship between them. Networks are the passageway of primarily for information and many other things. Boundary spanners support networks as communicators, protectors, innovators, and relationships managers (Tushman, 1977; Tushman and Scanlan, 1981a; Williams, 2011). Within groups and organizations, boundary spanners play essential roles in solving individual, group, and organizational problems (Ernst and Chrobot-Mason, 2011) and are particularly crucial within networked governance (Ring and Van De Ven, 1994). Managers thus may learn a lot from boundary spanning employees regarding choices and needs of customers; managers thus can design the positions and functions within their organizations following the customers’ preferences.

The boundary-spanning employees are those who are initially exposed to demands generated by the outside environment and can direct the enterprise to seize the related opportunity. It is evident that boundary spanning employees are very well aware of their roles and the responsibilities of their positions. Goldsmith and Eggers (2004) argue that networked governance assists organizations to realize their aims through the individuals and enterprises outside the organization. The hospitality enterprises are one of the leading entry points for foreign income in a country and have crucial importance for the economic growth which creates employment opportunities. It is evident that the hotel enterprises are the organizations where the employees mainly display organizational Citizenship Behaviors (OCBs) such as altruism since they have to perform their duties under hectic and challenging working environment. Hence, employees involve in extra-role behaviors beyond their prescribed roles, which refer to as OCBs, for demonstrating excellent and continuous customer service performance as a fundamental behavior for the organization’s operation.

According to Organ (1988), OCB refers to “discretionary, not directly or explicitly acknowledged by the recognized reward system, which promotes an effective functioning of the organization.” Organization’s and managers’ roles are thereby significant in promoting altruistic behaviors of the employees, especially for those occupying boundary-spanning positions, within the organization in various ways such as encouraging good team-working, empowerment, building trust, respect and cooperation among the employees. One of the main topics of this

paper is to explore the correlations among these variables by determining the average, standard deviation, correlation values, and reliability coefficients.

## **CONCEPTUAL FRAMEWORK AND LITERATURE REVIEW**

### **Altruism**

The concept of altruism was initially developed in 19th century by Auguste Comte, the French philosopher and the founder of Positivism as an antithesis to egoism and it was introduced into English by George Henry Lewes in 1853. The concept of 'altruism' refers to helping behaviors without expectation of rewards. There has been a growing appeal among scholars to conduct scientific research on altruism since the 1960s. Through the lens of social psychology, "helpful actions" became the most popular topics in the 1970s. Since the 1990s, the prominence of the term "altruism" has remarkably increased due to the growing interest from the behavioral and social science disciplines. Series of empirical studies were conducted to investigate the altruistic behaviors by C. Daniel Batson who conceptualized the term altruism as the motivational state which increases the well-being of the others ultimately (Batson, 1991) and the product of empathy (Batson et al., 2007).

The content of OCB has been enhanced to comprehend five categories namely, *altruism* (helping behaviors), *generalized compliance* (a meticulous act for the well-fare of the organization), *courtesy*, *sportsmanship* and *civic virtue* (Podsakoff et al., 2000). According to Eisenberg's (1982) definition, altruistic behavior is a discretionary behavior intended to support other individuals which are intrinsically motivated without expecting a reward. Batson (1991) and Eisenberg and Fabes (1998) comprehensively explored the notion of empathy in aspects of emotional and cognitive reactions which might be a driver for altruistic behaviors. According to Eisenberg and Fabes (1998), altruism is a form of pro-social behavior is deemed as the intentional behavior which is wished-for assisting another. Kaplan (2000) suggests that individuals with altruistic values, benefit others without expecting any return from others for his/her personality. According to Carlo et al. (1991) and Smith et al. (1983) altruism refers to engagement in helping behaviors. According to Smith, Organ and Near (1983) "altruism" is expressed as one of the two types of OCB after their interview with the managers. Smith et al. (1983) suggest that altruism is related to direct behaviors aiming to help someone face a situation.

Dennis W. Organ pioneered theories and approaches regarding discretionary and spontaneous behaviors of the employees and highlighted the importance of these behaviors in organizational effectiveness. Organ (1988), who contributes markedly to the development of the term OCB, further expanded the classification of OCB comprising altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. According to Organ (1988), altruism is conceptualized as the behaviors implying enthusiasm for helping others who may have an excessive workload. After few years Morrison (1994) described the concept of altruism which is an inconsistency with Organ's (1988) conceptualization regarding altruism and courtesy. Van Scotter and Motowidlo (1996), differentiate the interpersonal acceleration from job commitment which corresponds to Morrison's (1994) altruism as well as Organ's (1988) altruism including courtesy. Coleman and Borman' (2000) notion of OCB is composed of three components as Interpersonal Citizenship Performance, Organizational Citizenship Performance, and Job/Task Citizenship

Performance. Among those proposed by Coleman and Borman (2000), Organizational Citizenship Performance deals with the behaviors that other members of the organization take advantage from and includes Altruism and Courtesy dimension set forth by Organ (1988). Table 1 given in below illustrates the dimensions of OCB comprising altruism.

**Table 1.** The dimensions of OCB described by several authors

Author	The Dimensions of OCB Comprising Altruism
Smith et al. (1983)	Altruism Generalized Compliance
Organ (1988)	Altruism Conscientiousness Sportsmanship Courtesy Civic Virtue
Morrison (1994)	Altruism Conscientiousness Sportsmanship Involvement Keeping up with Changes
Van Scotter, & Motowidlo (1996)	Interpersonal Facilitation Job Dedication
Coleman, & Borman (2000)	Interpersonal Citizenship Performance Organizational Citizenship Performance Job/Task Citizenship Performance

**Affective Commitment**

Affective Commitment (AC) has evoked interest in recent years mainly for self-directed work teams (Riketta, & Van Dick, 2005; Kirkman, & Shapiro, 2001). According to the definition of Meyer and Allen (1997), AC which is the first dimension of Organizational Commitment (OC), refers to the point to which employees are emotionally devoted and engaged in the organization. AC deals with the emotional connection and involvement a person has with the organization (Meyer et al., 2002). AC has been linked to increased levels of OCB, performance and low absenteeism (Organ and Ryan, 1995; Allen and Meyer, 1996; Riketta, 2002; Wasti, 2003). Scholars such as Griffeth et al. (2000) and Akinyemi (2012) suggested that AC is highly associated with Turnover Intention (TI). There are some researches which would constitute evidence for the fact that employee engagement is associated with better business outputs. The research conducted by Towers Perrin and Kenexa demonstrate that the companies with engaged workers have higher net profit margins and shareholder returns. It can be concluded that AC could be conceptualized as employees’ feelings regarding the emotional connection with the enterprises. The term AC is related with the engaged employees who are concerned about their work and organizations, and they exert discretionary efforts for maintaining a sustainable, efficient and successful organization. The research made by Mete et al. (2016) among 147 employees working in IT company resulted in a significant positive relationship between OC and Job satisfaction (JS). The findings support the view that the increase in OC is related to higher levels of JS.

## **Job Satisfaction**

As stated by many researchers such as Judge and Church (2000) and Mete et al. (2016) the JS is perhaps the most extensively studied subject in social science disciplines. According to the Judge and Klinger (2007), the JS research has generated practices for the organizational effectiveness and employees' well-being. Locke (1976) stated that JS is a pleasurable or positive emotional state which may be resulted from the judgment of the individual's job experiences which has been considered as a standard view in the literature. Markovits et al. (2010) suggest that JS consists of the dimensions called *intrinsic* and *extrinsic satisfaction*. A significant positive correlation has been identified between JS and OCB for engaged staffs in teams. According to Wilke and Lanzetta (1970) and Bolino et al. (2002) employees with a greater JS leads to an improved working relationship among workers thus which results with higher levels of commitment and OCB in a team and fundamentally in an organization. According to the findings obtained from the survey conducted by Mete and Sokmen (2017) among 362 employees working in the hospitality industry, JS and TI were found negatively and significantly correlated. According to the empirical study conducted by Sokmen and Sezgin (2017) among 362 boundary spanning employees working in a hotel in Antalya for determining the JS and turnover levels belonging to employees, the results reveal the significant negative correlation between JS and TI.

JS can be conceptualized as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1969).

## **Turnover Intention**

The terms intention to quit or TI, which are interchangeably used in the literature, refers to employees' desire or willingness to quit their jobs in the near term due to the other job opportunities (Tett and Meyer, 1993; Elangovan, 2001). In the last twenty years, there has been enhancing appeal to explore the relationship between OCB and TI (Chen et al., 1998; Chen, 2005; Mossholder et al., 2005, Paillé, 2012). AC is linked with increased performance, OCB and low absenteeism in the organization (Organ and Ryan, 1995; Allen and Meyer, 1996; Riketta, 2002; Wasti, 2003). According to the survey conducted by Sokmen and Ekmekcioglu (2016) which was related to health employees working in a Turkish private hospital. The findings imply the negative relationship between OC and TI. Some researchers such as Griffeth et al. (2000) and Akinyemi (2012) suggested that this situation is highly associated with voluntary turnover and turnover intention. Gill (2008) argues that employees in the hospitality industry that with high levels of confidence will have increased JS. This result supports the view that JS will have an impact on TI. Price and Mueller (1981) implied that JS indirectly impacts on profitability which is vital for the hospitality industry since it makes a direct control over TI. The results of the longitudinal research made by Tschopp et al. (2014) reveals that a higher level of JS was more intensely linked with a reduced level of TI among 255 employees in the German and French-speaking parts of Switzerland.

## **Altruism and Turnover Intention**

Sowmya and Panchanatham (2012) implied that employees with an increased level of TI are only actually present in an organization although they are more focused on somewhere else. Podsakoff et al. (2009) reported a negative

relation between OCB and TI in their empirical survey conducted among 1200 alumni in a French business school. Paillé and Grima (2011) conducted a survey among 2441 alumni in a university in Canada, and the findings indicated that altruism was negatively correlated with TI. According to Paré and Tremblay (2007), IT experts helping their peers and supervisors to improve close links with them will make the employees stay in the company ultimately.

### **Altruism and Job Satisfaction**

Bateman and Organ (1983) suggest that the employees will demonstrate OCB possibly when they are pleased with their jobs through given support or benefit provided by their organization or colleagues. Podsakoff et al. (1993) argued that employees most probably exhibit high levels JS in organizations where OCBs prevalently exist. In the literature, the relationship between JS and OCBs has been widely studied from the perspective of conventional organizations which have a leader and subordinates in multiple levels and very stable enough to not affected from the influences coming from the external environment. JS was examined as an antecedent of OCB by some researchers (Allen and Rush, 1998; Bateman and Organ, 1983; Bishop et al., 2000). Unlikely from traditional organizations, this study involves with hotels enterprises where boundary spanning employees have intense interaction with customers, and the organization is open and vulnerable to environmental factors. The results of research conducted on faculty members by Salehi and Gholtash (2011) revealed that OCB has positively influenced by JS and OC. Werner (2007) implied that only satisfied employees appear to be demonstrating constructive behaviors that can provide an actual contribution to the organization.

### **Altruism and Affective Commitment**

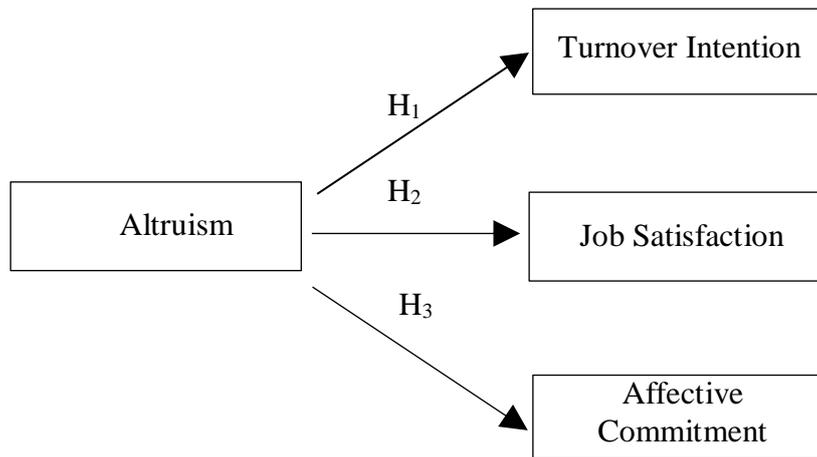
Self-directed teams are working groups in which team members work closely together and thus develop positive emotional interrelationships that foster commitment among the employees. Employees' commitment increases to higher levels while OCBs displayed among team members increase. In the literature, there are studies (Bishop and Scott, 2000; Bishop et al., 2000; De Lara and Rodriguez, 2007) supporting the view that the correlation between team commitment and OCB is significant. Organ and Ryan (1995) concluded that AC is positively and significantly associated with altruism and generalized compliance in their meta-analysis performed attitudinal and dispositional factors of OCB. Chen and Francesco (2003) further investigated the correlation between AC and OCB in their research conducted in China and reported a significant positive correlation between these variables.

Similarly, Kuehn and Al-Busaidi (2002) also revealed the significant positive correlation between AC and OCB in their research made in Oman. The findings show that employee engagement in the organization triggered by AC which will thereby result in extra-role behaviors displayed by the employees. It can be concluded that employees with a higher AC are related to increased OCB.

## METHOD

### The Objective of Research

The purpose of this research is to reveal the relationship among altruism, TI, JS, and AC of the employees who work in hotel enterprises. A model thus generated with the aim of demonstrating the relationship among the variables which is compliant with the research hypothesis and theoretical framework (Figure 1).



**Figure 1.** Research Model

### Research Hypotheses

Many researchers have extensively investigated the relationship among OCB, JS, OC, and TI. The correlation among these variables has been evidenced (Organ and Ryan, 1995) and is very well introduced to the literature in various facets.

Based on the research model of this study, the hypotheses are proposed in the following:

- H<sub>1</sub>: There is a relationship between altruism and turnover intention in which the variables are significantly negatively correlated.
- H<sub>2</sub>: There is a relationship between altruism and job satisfaction in which the variables are significantly positively correlated.
- H<sub>3</sub>: There is a relationship between altruism and affective commitment in which the variables are significantly positively correlated.

### Sample

The research has been conducted on the employees occupying boundary spanning positions in four hotels that have been carrying out hospitality activities in Ankara. The reason for the selection of boundary spanning employees as research sample is due to their close contact and interaction with the customers and their crucial role for the customer preference of the same hotel enterprise. The research was conducted between August and October 2018 by

the researcher and his team composed of 4 persons. During that period, the number of the personnel occupying boundary spanning positions is 620, and only 412 of those has been reached out. Within this context, it can be expressed that the sample composes 66 % of the research population.

**Measuring Instruments**

Altruism was measured through the 5-items of the OCB scale developed by Organ (1988); JS was measured through 3-items of Job Satisfaction Scale developed by Cellucci and DeVries (1978); TI was measured through 3-items of Intention to Leave Index developed by Bluedorn (1982). The 6-items scale developed by Meyer et al. (1993) was used to measure the AC variable. All statements contained in the scales were evaluated by using five-point Likert type scale ranging from (1) Strongly Disagree to (5) Strongly Agree. The scales were examined again concerning reliability although they were used in various researches.

**ANALYSES AND RESULTS**

The data achieved as a result of the study was evaluated by appropriate statistical package software. Data relating to demographic variables were interpreted through frequency analyses and percentage values. The Cronbach Alfa analyses were performed for the reliability of the scales. The hypotheses were tested by performing regression and correlation analyses. As shown in Table 2 given in below, 165 female and 247 male boundary spanning employees participated in the research. 71 % and 29 % of the participants are married and single, respectively. When the distribution of participants by age is examined, 50 % are between 19-30 years old, 26 % are between 31-40 years old, 13 % are between 41-50 years old, and 11 % are above 51 years old. Of hotel employees, 13 % have high school degree, 75 % have an undergraduate degree, and 12 % have a postgraduate degree. When looking into the distribution of the boundary spanning employees' by years of service, 15 % have work experience between 1 and 5 years, 45 % have work experience between 6 and 10 years, 32 % have work experience between 11 and 15 years and 8 % have work experience more than 16 years.

**Table 2:** Demographic Features of the Participants

Variable		Frequency (N)	Percentage (%)
<b>Gender</b>	Female	165	40
	Male	247	60
	Total	412	100
<b>Marital Status</b>	Married	293	71
	Single	119	29
	Total	412	100
<b>Age Distribution</b>	Between 19 and 30	205	50
	Between 31 and 40	106	26
	Between 41 and 50	52	13
	51 and above	49	11
	Total	412	100

**Table 2:** Demographic Features of the Participants (Continuation)

<b>Education Level</b>	High School	<b>54</b>	<b>13</b>
	Undergraduate	307	75
	Postgraduate	51	12
	Total	412	100
<b>Years of Service</b>	Between 1 and 5 years	62	15
	Between 6 and 10 years	187	45
	Between 11 and 15 years	134	32
	16 years and above	29	8
	Total	412	100

As demonstrated in Table 3, the Chronbach Alfa values of the scales used in this study are 0.974, 0.826, 0.821 and 0.886 respectively for altruism, TI, JS, and AC. These values indicate that the reliability coefficients fall within acceptable ranges. When the levels of altruism, TI, JS, and AC of the boundary spanning employees working at hotel enterprises that are illustrated in Table 3, it can be observed that the level of TI is quite low (1,43) while other variables associated with higher values. According to the results illustrated in Table 3, it can be stated that boundary spanning employees are willing to help other colleagues by displaying altruism behavior (3,97), and they also intend to perform their current task, besides, they are satisfied with their jobs (3,98), and they have higher levels of AC (3,78).

**Table 3:** Average, Standard Deviation, Correlation Values and Reliability Coefficients of the Variables

	Average	1	2	3	4
Altruism	3,9657	[0.974]			
Turnover Intention	1,4381	-,423**	[0.826]		
Job Satisfaction	3,9768	,476**	-,585**	[0.821]	
Affective Commitment	3,7825	,562**	-,308**	,424**	[0.886]

\*\*Correlation is significant at 0.01 level (two-way), The values shown in parentheses are Cronbach Alfa reliability coefficients.

Correlation Analysis was executed with the aim of illustrating the correlation between the variables. The results of the analysis reveal that there are positive and significant relationships between altruism and AC ( $r=0.562, p>0.01$ ), a positive and significant relationship exists between altruism and JS ( $r=0.476, p>0.01$ ); whereas there is a negative relationship between altruism and TI ( $r=-0.423, p>0.01$ ). Besides, there is a positive and significant correlation between AC and JS ( $r=0.424, p>0.01$ ), whereas, there is a negative and significant correlation between AC and TI ( $r=-0.308, p>0.01$ ).

**Table 4:** The Regression Analysis

Dependent Variable	Independent Variables					
	Affective Commitment		Job Satisfaction		Turnover Intention	
Altruism	$\beta$	Sig	$\beta$	Sig	$\beta$	Sig
	0.562	0.000	0.476	0.000	0.423	0.000
	$R^2 = 0.289$ F = 59,523		$R^2 = 0.263$ F = 58,421		$R^2 = 0.185$ F = 45,489	

Along with the results obtained from the regression analysis as exposed in Table 4, altruism have significant influences on AC ( $\beta=0.562; p<0,001$  and 28,9 % ratio of explanatory power with R-squared value ( $R^2$ ) of 0.289), JS

( $\beta=0.476$ ;  $p<0,001$  with 26,3% ratio of explanatory power with R-squared value ( $R^2$ ) of 0.263), TI ( $\beta=-0.423$ ;  $p<0,001$ ) and 18,5% ratio of explanatory power with R-squared value ( $R^2$ ) of 0.185. Hence, the results suggest that in case the level of altruism displayed by the boundary spanning employees increase, levels of AC and JS increase, whereas, the level of TI decreases.

## **LIMITATIONS AND FUTURE RESEARCH**

### **Limitations**

There exist certain limitations generated during conducting this research due to the cross-sectional data used in a quantitative analysis which may lead to common-method bias and may ultimately affect the significance level at the correlations. It is apparent that longitudinal designs could allow stronger assessment on the changes over time, relationships, causality, and other variables as well as providing pieces of evidence with stronger correlations. The cross-sectional design was preferred for the current research due to the time pressure. Even though the cross-sectional study offering one-time approach, it delivers a better perception regarding the magnitude of the problem and minimizes the effects of a potential retest.

On the other hand, data collected from four hotels in Ankara may establish restricted information on work-related behaviors of boundary spanning employees. The hotel employees working at the hotels in touristic regions of Turkey should also be observed for providing extensive coverage of data. Even with these limitations, our research establishes stronger insight on the importance of OCBs relating to the well-being and success of organizations particularly for the industries such as hospitality.

### **Future Research**

Four different hotel enterprises which provide accommodation services in Ankara were designated as a sample in this research. The approaches and theories elaborated in this research are the commonly accepted studies in the literature. The literature review of this research also emphasizes the fact that boundary spanners are key personnel who provide valuable data to their organizations from the external environment. The boundary spanners undertake a transition role between customers and organizations. One of the significant drawbacks confronted in this study is the lack of comprehensive research on the impacts of each dimension of OCB on JS, TI, and AC. Hence, the impact of altruism as one of the dimensions of OCB on these variables was observed in this study through an organizational and psychological lens. In this aspect, this paper is aimed to create insight on has created insights about the consequences of altruistic behaviors that peers and managers are exposed in the hospitality industry. Future researches may have an objective to acquire more data on larger samples including the hotels not only in Ankara but also in touristic regions of Turkey. This study has been validated through the statistical analyses performed to determine the magnitude of correlations between variables representing the work-related behaviors of the employees in the hospitality industry. The subsequent studies may be conducted in various tourism fields such as traveling and food industry. Besides, the variables investigated in this study may be expanded to cover the employee job performance by considering the effects of in-role behaviors and extra-role behaviors of the employees.

## **DISCUSSIONS AND CONCLUSIONS**

The hospitality industry is a market where severe competition among the enterprise has been growing since technological advancements lead to increasing and rapidly changing demands of the customers. In this regard, the primary challenge for hotel enterprises is to highlight the qualities that they possess and differentiate themselves among powerful competitors. The primary target of the organizations is to expressly and directly communicate these qualities through the performance of boundary spanning employees. Large organizations such as hotel chains carry out their activities across the country even all around the world. Over the past few decades, outstanding development in the Turkish tourism industry stems from Turkey's natural wonders and strategic position as well as economic power and growth in the extremely globalized world. Turkey's exposure to the effects of the globalized world is resulting from these factors. The hotels in Turkey are markedly exposed to the effects rooted in technological innovations and cultural differentiation due to close and frequent contact with domestic and foreign visitors. The employees, who work under pressure, ultimately need to perform their jobs correctly on time, learn how to deal with pressures and stresses while they are accomplishing their missions the most efficient ways. Furthermore, boundary spanning positions require systematic planning and workload management, which are highly valued particularly in the hospitality sector.

A quantitative study was conducted in four hotels located in Ankara. The hypothesized model proposed in this study illustrates the impacts among the variables namely altruism, AC, JS and TI which was then verified empirically by performing statistical techniques including regression and correlation analyses. The relationships among these variables are based on the notion the reciprocity between help provider and help receiver. The managers thereby need to create a supportive environment in an organization which could create JS and AC. Boxall and Macky (2007) suggested that an organization should cultivate an effective culture that will encourage employees to have confidence in their managers.

Nevertheless, this solution is supposed to be happening only in small organizations (Boxall and Macky, 2007). Employees with high JS help their peers who like, trust and understand one another and receive help in return (Bolino et al., 2002). Podsakoff et al. (2009) argued that there are many studies which were conducted to examine the link related to the employee awareness on fairness, the behavior of the leaders and workers, JS and personality traits as the predictor of OCB. Owolabi (2012) argued that the decision of an employee to quit or stay in the organization is driven by employees' feeling and their perception related to the organization. In an organizational perspective, TI is a critical phenomenon especially for the international companies which may risk the survival of the organization (Brereton et al., 2003).

There are some empirical researches in the literature, which have proven the relationship between AC and JS. Mathieu and Zajac (1990), Meyer et al. (2002) and Meyer and Allen (1991) found a high correlation between AC and JS. The results of this research are consistent with the findings obtained from the cross-cultural study conducted by Coyne and Ong (2007) among 162 production workers in global enterprises (Malaysia, Germany, and the UK), which indicates the negative and significant correlation between OCB and TI. These results posit the view that

employees with low levels of OCB are most probably to exhibit TI as compared to those with high levels of OCB. Hence, these results are consistent with the findings of this research which posits the relationship between altruism and TI.

Besides, there are some empirical researches in the literature, which have proven the relationship between OCB and JS. Bateman and Organ (1983) reported a positive and significant correlation (.41) between JS and OCB. Smith et al. (1983) found a positive and significant relationship between JS and “altruism” and “compliance” as the two dimensions of OCB in their research conducted in two large banks. Schnake et al. (1995) examined the influence of perceived equity, leadership, and JS on OCB. He found that leadership and perceived equity is intensely connected to OCB. The research concluded by Organ and Ryan (1995) that JS has a modest correlation with Altruism. Chiboiwa et al. (2011) reported a significant positive correlation between JS and the dimensions of OCB in their research related to the administrative staffs in several organizations in Zimbabwe. Hence, these results are consistent with the findings of this study which posits the relationship between altruism and JS.

When the relationship between OCB and AC is investigated, there are some empirical studies introduced to literature evidencing the positive correlation between these variables. Wilke and Lanzetta (1970) and Bolino et al. (2002) reported significant positive correlation among OCB, OC, and JS. As stated by Wilke and Lanzetta (1970) and Bolino et al. (2002) JS fosters the relationship among employees which makes them directed towards commitment in a team and eventually results with a higher level of OCB. Park, Yun, and Han (2009) found that OCB has a positive influence on JS and OC. Loi, Lai, and Lam (2012) posit in their research that the supervisors' AC to the organization has an effective role over the affected commitment of subordinates which consequently forms their task and extra-role performance. Hence, these findings are consistent with the results of this research which posits the correlation between altruism and AC. The empirical findings of this study highlight the two key subject matters. The initial one is the crucial position of boundary spanning employees who can enable success and failure of their units and their organizations. The second one is the importance of altruistic behaviors for the well-being of subordinates, supervisors and ultimately organizations overall and its effects emerging in the work-related behaviors of the employees. This study may contribute to future researches relating to the impacts of the OCBs' dimensions on employees' work-related behaviors. There are numerous studies in the literature which examined the consequences of OCBs' in general whereas the studies investigating the impact of each dimension of OCBs' separately are rare.

## **REFERENCES**

- Akinyemi, B. (2012). The influence of affective commitment on citizenship behavior and intention to quit among commercial banks' employees in Nigeria. *Journal of Management and Sustainability*, 2(2), 54-68.
- Allen, N.J., & Meyer, J.P. (1996). Affective, continuance and normative commitment to the organization: An examination to construct validity. *Journal of Vocational Behavior*, 49, 252-276.

- Allen, N. J., & Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of Management Journal*, 33, 847-858.
- Allen, T. D., & Rush, M. C. (1998). The effects of organizational citizenship behavior on performance judgments: A field study and a laboratory experiment. *Journal of Applied Psychology*, 83, 247–260. DOI: [10.1037//0021-9010.83.2.247](https://doi.org/10.1037//0021-9010.83.2.247).
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee citizenship. *Academy of Management Journal*, 26(4), 587–595.
- Batson CD. 1991. *The Altruism Question: Toward a Social-Psychological Answer*. Hillsdale, NY: Erlbaum.
- Batson, C. D., Kennedy, C. L., Nord, L.A., Stocks, E. L., Fleming, D. A., Marzette, C. M.,....Zerger, T. (2007). Anger at unfairness: Is it moral outrage? *European Journal of Social Psychology*, 37, 1272–1285.
- Bluedorn, A.C., (1982), “A unified model of turnover from organizations”, *Human Relations*, 35, 135-153.
- Bishop, J.W., & Scott, K.D. (2000). An examination of organizational and team commitment in a self-directed team environment”, *Journal of Applied Psychology*, 85, 439-50.
- Bishop, J.W., Scott, K.D., & Burroughs, S.M. (2000). Support, commitment, and employee outcomes in a team environment”, *Journal of Management*, 26(6), 1113-1132.
- Bolino, M.C., Turnley W.H., & Bloodgood, J.M. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review*, 27(4), 505-522.
- Boxall, P., & Macky, K. (2007). High-performance work systems and organizational performance: Bridging theory and practice. *Asia Pacific Journal of Human Resources*, 45(3), 261-270. DOI:10.1177/1038411107082273.
- Brereton, D., Beach, R., & Cliff, D. (2003). Employee Turnover as a Sustainability Issue. Paper presented to the Mineral Council of Australia's 2003 Sustainable Development Conference, Brisbane, 10-14 November.
- Carlo, G., Eisenberg, N., Troyer, D., Switzer, G., & Speer, A. L. (1991). The altruistic personality: In what contexts is it apparent? *Journal of Personality and Social Psychology*, 61, 450-458.
- Cellucci, A. J., & DeVries, D. L. (1978). *Measuring managerial satisfaction: A manual for the MJSQ* (No. 11). Center for Creative Leadership.
- Chen, X.P. (2005). Organizational Citizenship Behavior: A Predictor of Employee Voluntary Turnover. In D.L. Turnipseed (Ed.), *Handbook of organizational citizenship behavior: A review of 'good soldier' activity in organizations* (pp. 435–454). New York, NY: Nova Science.
- Chen, Z. X., & Francesco, A. M. (2003). The relationship between the three components of commitment and employee performance in China. *Journal of Vocational Behaviour*, 62, 490-510.
- Chen, X.P., Hui, C., & Segó, D.J. (1998). The role of organizational citizenship behavior in turnover: Conceptualization and preliminary tests of key hypotheses. *Journal of Applied Psychology*, 83(6), 922–931.

- Chiboiwa, M.C, Chipunza, C., & Samuel, M. O. (2011). Evaluation of Job satisfaction and organizational citizenship behavior. *African Journal of Business Management*, 5(7), 2910-2918.
- Coleman, V.I., & Borman, W.C. (2000). Investigating the underlying structure of the citizenship performance domain. *Human resource management Review*, 10 (1), 25-44.
- Coyne, I., & Ong, T. (2007). Organizational Citizenship Behaviour and Turnover Intention: A Cross-Cultural Study. *International Journal of Human Resource Management*, 18(6), 1085–1109.
- De Lara, P. Z. M., & Rodriguez, T. F. E. (2007). Organizational anomie as of the relationship between an unfavorable attitudinal environment and citizenship behavior (OCB): An empirical study among university administration and services personnel. *Personnel Review*, 36(5–6), 843–866.
- Eisenberg, N., & Fabes, R. A. (1998). Prosocial development. In W. Damon (Series Ed.) & N. Eisenberg (Eds), *Handbook of child psychology (Vol. 3): Social, emotional, and personality development* (5th ed, pp. 701–778). New York, NY: Wiley.
- Eisenberg, N. (1986). *Altruistic emotion, cognition and behavior*. Hillsdale, NJ: Erlbaum.
- Eisenberg, N. (1982). The development of reasoning regarding prosocial behavior. In N. Eisenberg (Ed.), *The development of prosocial behavior* (pp. 219–249). New York, NY: Academic Press.
- Elangovan, A. R. (2001). Causal ordering of stress, satisfaction and commitment, and intention to quit: A structural equations analysis. *Leadership & Organization Development Journal*, 22 (4), 159-165.
- Ernst, C., & Chrobot-Mason, D. (2011). Flat world, hard boundaries—How to lead across them. *MIT Sloan Management Review*, 52(3), 81-88.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedent and correlates of employee turnover: update, moderator test, and research implications for the next millennium. *Journal of Management*, 26, 463-488.
- Gill, A. S. (2008). The role of trust in an employee-manager relationship. *International Journal of Contemporary Hospitality Management*, 20(1), 98-103.
- Goldsmith, S. & Eggers, W.D. (2004). *Governing by the network*. Washington, DC: Brookings Institution Press.
- Judge, T. A. & Klinger, R. (2007). Job Satisfaction: Subjective well-being at work. In M. Eid & Y.R. Larsen (Eds.), *The science of subjective well-being* (pp. 393-413). New York, NY: Guilford Publications.
- Judge, T. A., & Church, A. H. (2000) Job satisfaction: Research and practice. In C. L. Cooper & E. A. Locke (Eds.), *Industrial and organizational psychology: Linking theory with practice* (pp. 166-198). Oxford, UK: Blackwell.
- Kaplan, S. (2000). Human nature and environmentally responsible behavior. *Journal of Social Issues*, 56(3), 491-508. DOI: [10.1111/0022-4537.00180](https://doi.org/10.1111/0022-4537.00180).

- Kirkman, B.L., & Shapiro, D.L. (2001). The impact of cultural values on job satisfaction and organizational commitment in self-managing work teams: The mediating role of employee resistance. *Academy of Management Journal*, 44, 557-569.
- Kuehn, K. W., & Al-Busaidi, Y. (2002). Citizenship behavior in a non-western context: An examination of the role of satisfaction, commitment and job characteristics on self-reported OCB. *International Journal of Commerce and Management*, 12(2), 107-125.
- Locke, E.A. (1976). The nature and causes of job satisfaction. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp.1297-1349). Chicago: Rand McNally.
- Loi, R., Lai, J. Y. M., & Lam, L. W. (2012). Working under a committed boss: A test of the relationship between supervisors' and subordinates' affective commitment. *Leadership Quarterly*, 23(3), 466-475.
- Markovits, Y., Davis, A.J., Fay, D., & Dick, R.V. (2010). The link between job satisfaction and organizational commitment: Differences between public and private sector employees. *International Public Management Journal*, 13 (2), 177-196.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108, 171-194.
- Mete, E.S., Sökmen, A., & Biyik, Y. (2016). The Relationship between Organizational Commitment, Organizational Identification, Person-Organization Fit and Job Satisfaction: A Research on IT Employees. *International Review of Management and Business Research*, 5(3), 870-901.
- Mete, E.S., & Sökmen, A. (2017). Exploring the relationship between job satisfaction and turnover intention among employees in the hospitality industry: The moderating role of gender the moderating role of gender. *International Review of Management and Business Research*, 6(3), 1287-1298.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20-52.
- Meyer, J.P., & Allen, N.J. (1997). *Commitment in the workplace*. Thousand Oaks, USA: Sage Publications.
- Meyer, J. P., Allen, N. J. and Smith, C. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78, 538-551.
- Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: The importance of the employee's perspective. *Academy of Management Journal*, 37, 1543-1567.
- Mossholder, K.W., Settoon, R.P., & Hanagan, S.C. (2005). A relational perspective on turnover: examining structural, attitudinal, and behavioral predictors. *Academy of Management Journal*, 48(4), 607-618.

- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802. DOI:10.1111/j.1744-6570.1995.tb01781.x
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: D.C. Heath and Company.
- Owolabi, A.B. (2012). Effect of organizational justice and organizational environment on the turn-over intention of health workers in Ekiti State, Nigeria. *Research in World Economy*, 3(1), 28–34. DOI: 10.5430/rwe.v3n1p28}
- Paillé, P. (2012). Do co-workers make the service customer? A field study in the public sector. *Review of Public Personnel Administration*, 32(4), 1-30.
- Paille', P., & Grima, F. (2011).Citizenship and withdrawal in the workplace: Relationship between organizational citizenship behavior, intention to leave the current job and intention to leave the organization. *Journal of Social Psychology*, 151, 4, 478–493.
- Pare, G. & Tremblay, M. (2007). The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. *Group & Organization Management*, 32(3), 326-357.
- Park, J. Yun, E., & Han, S. (2009). Factors influencing Nurses' Organizational Citizenship Behavior. *Journal of Korean Academy of Nurses*, 39(4), 499-507. <http://dx.doi.org/10.4040/jkan.2009.39.4.499>.
- Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M., & Blume, B.D. (2009). Individual and organizational level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94, 122-141.
- Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., & Bachrach, D.G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513 – 563.
- Podsakoff, P. M., MacKenzie, S. B., & Fetter, R. (1993). Substitutes for leadership and the management of professionals. *The Leadership Quarterly*, 4(1), 1-44. DOI:10.1016/1048-9843(93)90002-B.
- Price, J.L., & Mueller, C.W. (1981). *Professional turnover: The case of nurses*. New York: SP Medical and Scientific Books.
- Riketta, M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. *Journal of Organizational Behavior*, 23, 257-266.
- Riketta, M., & Van Dick, R. (2005). Foci of attachment in organizations: A meta-analytic comparison of the strength and correlates of workgroup versus organizational identification and commitment. *Journal of Vocational Behavior*, 67(3), 490-510.

- Ring, P. S., & Van de Ven, A. H. (1994). Developmental processes of cooperative inter-organizational relationships. *Academy of Management Review*, 19(1), 90-118.
- Salehi, M., & Gholtash, A. (2011). The relationship between job satisfaction, job burnout and organizational commitment with the organizational citizenship behavior among members of the faculty in the Islamic Azad University - First district branches, in order to provide the appropriate model. *Procedia Social and Behavioral Sciences*, 15, 306–310.
- Schnake, M., Cochran, D., & Dumler, M. (1995). Encouraging organizational citizenship: The effects of job satisfaction, perceived equity and leadership. *Journal of Managerial Issues*, 7(2), 209-221.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 655–663.
- Sowmya, K.R., & Panchanatham, N. (2012). Faculty turnover intention in educational institutions. *Indian Journal of Applied Research*, 33(4), 383-402.
- Sökmen, A., & Ekmekçioğlu, E.B. (2016). The relationship between organizational justice, organizational commitment and intention to leave: Investigating gender difference, *International Journal of Business and Management Invention*, 5(12), 27-31.
- Sökmen, A., & Sezgin, A. (2017). Assessment of job satisfaction and intention to leave in the scope of gender: A research on front-line employees at hotel establishments, *Journal of Tourism and Gastronomy Studies*, 5(2), 237-250.
- Tett, R.P., & Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
- Tschopp, C., Grote, G., & Gerber, M. (2014). How career orientation shapes the job satisfaction–turnover intention link. *Journal of Organizational Behavior*, 35(2), 151-171.
- Tushman, M. (1977). A political approach to organizations: A review and rationale. *Academy of Management Review*, 2, 206-21.
- Tushman, M. L., & Scanlan, T. J. (1981). Boundary spanning individuals: Their role in information transfer and their antecedents. *Academy of Management Journal*, 24(2), 289-305.
- Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology*, 81, 525-531.
- Wasti, S. A. (2003a). The influence of cultural values on antecedents of organizational commitment: An individual-level analysis. *Applied Psychology: An International Review*, 52(4), 533-554.
- Wasti, S.A. (2003b). Organizational commitment, turnover intentions and the influence of cultural values. *Journal of Occupational and Organizational Psychology*, 76(3), 303-321.

- Werner, A. (2007). *Organizational behavior: A contemporary South African perspective*. Pretoria: Van Schaik Publishers.
- Wilke, H., & Lanzetta, J.T. (1970). The obligation to help: The effects of the amount of prior help on subsequent helping behavior. *Journal of Experimental Social Psychology*, 6(4), 488-93.
- Williams, P. (2011). The life and times of the boundary spanner. *Journal of Integrated Care*, 19(3), 26-33.