

REDUCING EMPLOYEES' TURNOVER INTENTION THROUGH HR-INDUCED ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: LEADER-MEMBER EXCHANGE AS THE MEDIATOR

YU GHEE WEE

Universiti Malaysia Kelantan

KAMARUL ZAMAN AHMAD

Abu Dhabi University

Abstract

This study examines the possibility of inducing organisational citizenship behavior (OCB) through human resource (HR) philosophy and high involvement HR practices administered at the workplace. Leader-member exchange (LMX), a basis of relational infrastructure, is posited to be a potential mediator. Data was collected from hotel frontline employees, tested and analysed through structural equation modeling. Findings show that HR philosophy drives the formulation of the bundles of high involvement human resource practices and such philosophy contribute to employees' willingness in exhibiting organizational citizenship behavior (OCB) directed at individuals (OCBI) as well as organisations (OCBO) as a whole. High involvement HR practices, however, do not elicit OCB but these practices are significantly related to LMX, a new theoretical insight which should invite future research. Although exchanges between supervisors and subordinates are shown to have influences on employees' willingness in performing OCB, LMX does not, however, mediate the relationship between high involvement HR practices and OCB. Overall, hotel frontline employees participated in this study exhibit more OCBO, rather than OCBI; and such behavior reduce their intention to leave. Both theoretical and practical implications as well as avenues for future research are discussed.

Key words: Organisational citizenship behavior, human resource philosophy, human resource practices, leader-member exchange.

Introduction

For decades, researchers have concluded that HR practices have a major impact on employee productivity and commitment because the way employees are treated directly impacts organisational performance (Huselid, 1995; Huselid et al., 1997; Pfeffer, 1998; Pfeffer and Veiga, 1999; Vandenberg et al., 1999; Wright et al., 2005). This essential role of HR practices are further affirmed when scholars introduced the concept of "high performance work systems", also called "high involvement work practices" (Walton, 1985; Womack et al., 1990; Lawler et al., 1995; Wood, 1999) -- a belief that employees are organisational asset rather than simply an expense to be incurred (Wood and Wall, 2002).

Organ (1988:4) defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organisation." Such behavior are "discretionary" because these extra role performance are neither specified in job specification nor employment contract, thus not formally required from employees and not enforced. Although conceptually supported and empirically tested on various measurement scales and differing dimensions, none of the studies have firmly reported any significant relationship between bundles of high involvement HR practices and OCB.

Till date, there is still no consensus on what and which employee management activities should be constituted in a comprehensive HR management "checklist" or which work practices should be prioritized in a condition where organisational resources are limited. This is due to the fact that a widely accepted theoretical rationale does not exist for selecting practices as definitively essential to HRM (Boselie et al., 2005). Although many researches show that HR practices including bundles of high-involvement or high performance work practices significantly influence organisational performance, research examining the phenomena of "black-box" i.e. how and why HR practices affect performance, remains underdeveloped. .

Borman and Motowildo (1993), Podsakoff et al. (1993), Murphy and Shiarella (1997) contented that single HR practice such as training, performance appraisal, personnel selection, communication, empowerment etc. can have effects on employees' willingness to engage in OCB but very few examined the effects of HR bundles on OCB. Pare and Tremblay (2007) examined the impact of high involvement HR systems on OCB which include contemporary HR practices like recognition, empowerment, fair organisational rewards, competence development, and information-sharing practices and tested on highly skilled information technology professionals yet no significant links were found between the two; Sun et al. (2007) examined a rather comprehensive high involvement HR systems by incorporating selective staffing, extensive training, internal mobility, employment security, clear job description, results-oriented appraisal, incentive reward and participation but this HR systems were linked to service-oriented citizenship behavior which differs from OCB as coined originally by Organ (1988).

Furthermore, some employees respond negatively toward HR practices due to the attributions they make about the management's purposes in implementing such practices (Nishii et al., 2008). For example, organisations train and develop employees in all aspects so as to avoid their skills from being confined to only one specific area and subsequently job rotation can follow to prevent boredom at workplace. Employees may, however, perceive such move to be motivated by a desire from management to cut cost associated with reduction in number of hiring, thus they react negatively and resent such practice. It is, therefore, suggested in this paper that HR practitioners can realign employees evaluation on HR practices by creating a "visible" attribution they can rely upon – HR philosophy. Morrison (1996) conceptually supported the inducement of OCB through HR philosophy and Pare and Tremblay (2007) strongly agreed but no research has examined the possibility of inducing OCB through such humanistic values embraced by the organisation.

In addition, while HR practices at work though shown to be highly effective in inducing positive employees' behavior, such practices are contingent upon the relational infrastructure formed among employees within the organisation. In other words, relationship between subordinate and supervisor, in particular may still affect employees' perception of the work environment as a whole in the organisation.

Thus, this study departed from previous research in four aspects. Firstly, since the units of analysis for this study are operational or frontline employees from five-star hotels, researcher focused on the essential four major conventional and not contemporary HR practices, namely selective staffing, extensive training, performance evaluation and performance-based pay – also a high-involvement model proposed by Lawler (1986) which is seen as the primary engine behind the evolution of contemporary strategic HR management (McMahan, Bell, & Virick, 1998). None of the organisations can escape going through these four processes and these bundles of HR practices are interrelated. Instead of attempting on various contemporary or newly-introduced or forcefully-related HR practices, the researchers see it as highly relevant to examine the possibility of inducing OCB through these traditional bundles of HR practices. Secondly, HR philosophy is suggested to be the driver not only for these high involvement HR systems but also OCB. Thirdly, this study is the first to posit supervisor-subordinate relationship (LMX) as the mediator between the links between HR systems and OCB. Lastly, the researcher proposes an integrated model, by relating the above propositions as a viable strategy in reducing employees' turnover intention.

The output of this research study should be timely and useful for organisations operating in the current cheerless economic climate, especially five-star hotels operating in Malaysia. The researcher chose to study the frontline employees working in five-star hotels, registered under the Malaysian Association of Hotels (MAH) whereby financial resources are believed to be equivalent among these hotels and considered beyond adequate to implement high involvement HR practices. Managers need

to keep their costs low by establishing a lean workforce consisting of productive employees who are willing to walk the extra mile for the organisations, are satisfied with the way they are treated by the management, and allowing no thoughts of leaving the workplace. To acknowledge the importance of relational infrastructure as how it may affect the implementation of HRM at work, this study endeavours to explore the interconnection among high involvement HR practices driven by HR philosophy, and leader-member exchange (LMX). Aiming at reducing turnover intention among employees, a focal objective of this research is to investigate how HR philosophy and high involvement HR practices can induce OCB among employees, having been mediated by LMX (Figure 1).

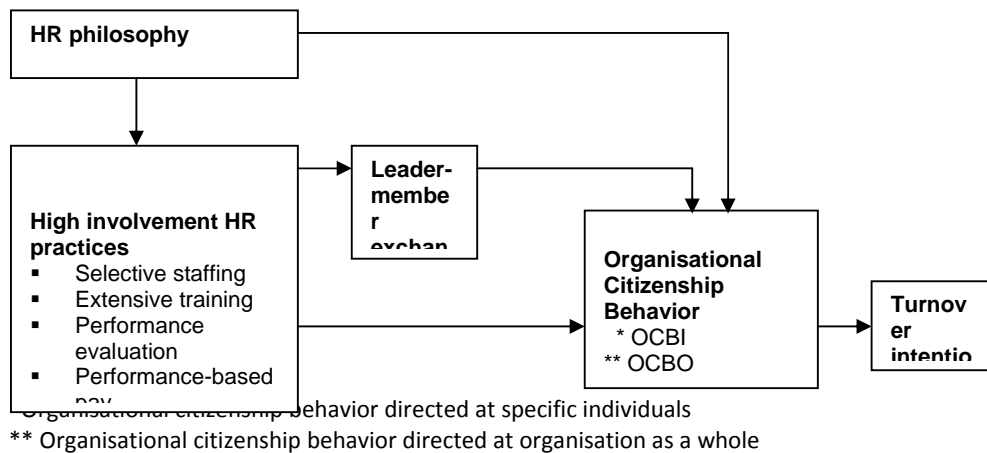


Figure 1 Research Framework

Literature Review

The essence of OCB sparked off as early as 1964 when Katz (1964) introduced the importance of a class of discretionary and spontaneous behavior that are beyond explicit role requirements, that are essential for organisational effectiveness. The term 'organisational citizenship behavior' was officially conceptualized after Smith et al. (1983) studied the nature and antecedents of such behavior. Such behavior are "discretionary" because these extra role performance are not specified in job specification or employment contract, thus not formally required from employees and neither can they be enforced, in whatsoever manner. Similarly, withdrawal or omission of such behavior does not result in any punishment.

This type of behavior is highly needed in the service industry. In the hotel industry, frontline employees are often regarded as bottom-line employees because they are always the primary contact with customers. These frontline employees are central to value creation. The importance of fulfilling these frontline employees' needs should never be overlooked as their satisfaction level will determine not only customers' satisfaction but ultimately their turnover intention. The social exchange theory always believes that employer-employee relationship is reciprocal. When hotels view these employees as valuable asset, provide them with fair wages, structured training, coupled with systematic performance appraisal, and good future prospect, these employees are more likely to exhibit OCB. The efforts put forward by the organisation in managing its HR establish the tone for employee-employer relationship (Rousseau and Greller, 1994).

Examples of OCB include willingness to help, gestures of goodwill, cooperation among co-workers, prevention of problem, contribution of ideas and so forth. This widespread interest in OCB stems from the fact that these helping behavior contribute significantly to organisational effectiveness because such behavior "lubricate" the social machinery of the organisation and reduce conflicts, thus increasing efficiency at the workplace.

Human resource philosophy, high involvement HR practices and organisational citizenship behavior

Employees' perception over high involvement HR practices could be realigned and reaffirmed through the HR philosophy embraced by the organisation. While very limited studies recognize the need of inputting HR philosophy as the main driver for effective HR systems to be in place, no researcher has attempted linking HR philosophy with the inducement of OCB.

An organisation's HR philosophy dictates the over-arching beliefs and values with regards to how employees should be treated (Schuler, 1992). Bae and Lawler (2000) confirmed that HR management values significantly contributed to the formulation of high involvement HR strategy. Butler, Ferris and Napier (1991), Lado and Wilson (1994), Noe et al. (1997) and Ulrich (1997) investigated the different types of links between HR managers and the firms' top executives. They conclude that when top management values human capital as a source of competitive advantage, this will enhance its link to HR management function, where the stream of practices are more integrative and invites reciprocity, and consequently HR managers will have greater voice in top-level organisational formulation. With focus on management objectives, HR policies and practices are used to shape employee characteristics, attitudes, behavior for the effective execution of different types of job tasks (Galbraith, 1977; Drazin and Van de Ven, 1985; Govindarajab, 1988; Jackson et al., 1989).

Henceforth, an organisation which places high importance on building long term relationship with its employees is more likely to foster commitment and trust that are the main ingredients for OCB. Eisenberger et al. (1986) and Witt (1991) contend that employees form generalized beliefs about the extent to which their organisation appreciates their contribution and cares about them, and such beliefs lead to OCB. This implies that employees who perceive organisation as caring, satisfying most of their needs, will foster a social exchange relationship with employers and thus, reciprocating by performing discretionary behavior. In essence, when employees attribute high involvement HR practices to HR philosophy embraced by the organisation, they will be more obliged to reciprocate by performing at a level desired by management and even beyond management's in-role requirement, i.e. OCB. Therefore, the researchers posit:

Hypothesis 1: There is significant relationship between HR philosophy and high involvement HR practices.

Hypothesis 2: There is significant relationship between HR philosophy and subordinates' willingness in exhibiting OCB.

Underpinned by a social exchange model and relational approach, the application of high involvement HR practices signifies management long-term investment on employees and invites a sense of obligation on part of employees to reciprocate by exhibiting discretionary behavior which contribute to organisational effectiveness (Blau, 1964) such as working cooperatively with others and spend less time doing things that do not benefit the organisation (Leana and Van Buren, 1999). Significantly, Morrisson (1996) maintains that an organisation's approach to HR management is instrumental in inducing OCB. Levels of OCB performed by employees are contingent upon the way an organisation manages its HR, which sets the tone and conditions of the employee-employer relationship. Adoption of high-involvement work practices reflects management effort in promoting humanistic values, cares about their well-being, and enhances mutual trust. On the basis of reciprocity norms, employees will be inclined to increase their personal contribution and efforts and ultimately exhibit extra-role behavior (Tsui et al., 1997). The positive association between high-involvement HR practices and OCB

is also supported by Organ (1990), who argued that extra-role behavior are performed by employees only when a social, not an economic, exchange contract characterizes the employee-employer relationship. Such extra-role behavior are highly desired because these behavior contribute to the maintenance and enhancement of the social and psychological contexts that supports task performance in the organisation (Organ, 1997). In this study, four conventional high involvement HR practices are bundled and seen as vital in encouraging the performance of OCB based on the following justifications:

- **Selective Staffing**

An organisation's selection and socialization practices play significant roles in establishing the tone of employee-employer relationship (Shore and Tetrick, 1994). Selective staffing policy requires an organisation to spend a great amount of time and money in choosing candidates rigorously on the basis of how well they fit into the organisation's overall culture, rather than solely on the basis of how qualified they are for the specific job. This has been referred to as person-organisation fit. Employees who have gone through intensive selection process and passed various selection tests before getting hired, would have been proud to be selected and share the same organisational identity with others who are subsequently recruited. Strong identification with organisational objectives formed in the early stage of selection fosters the social machinery among employees and elicit helping behavior which benefit not only co-workers but also the organisation as a whole. Furthermore, during the selection process, the employer discusses the prospect and future for the employee which can be guaranteed by the organisation, ranging from assurances of reasonable job security, career advancement, to extensive training and development programme. Such promises indirectly form preliminary social exchange relationship between the employer and employee, thus providing a basis for future OCB.

- **Extensive Training**

As Lee (2001) pointed out, employees must have the knowledge, skills, capability, and opportunity to perform both their prescribed and their extra-role behavior. Such knowledge, skills and capability can only be attained through continuous training and development programme. OCB can be elicited when employees are offered various kinds of training and development programme. The great amount of energy spent in coordinating various kinds of seminars and workshops as well as financial resources invested by management to further improve employees' skills at work, lay foundation for social exchange relationship. Most organisations are reluctant to spend resources in training employees, frontline employees in particular, because of the perception that once trained, they run the risk of losing employees to other organisations. Conversely, organisations who treat employees as long term asset that can be continuously trained in various aspects, convey to employees a message that they are important to the organisation and they would be trained, regardless of the amount of time and money spent. Such time and financial resources spent signify their trust that employees do not have the intention to leave and thus, are worth to be trained. This move indefinitely strengthens the social exchange relationship and subsequently promotes OCB among employees.

- **Performance Evaluation and Performance-Based Pay**

Fair performance appraisal conducted in organisation and rewards offered based on the performance of employees signify the highest level of recognition given by management on employees' work. When employees are evaluated based on objective criteria—according to the goals assigned to him or her—rewards and benefits that follow convey that their great performance are applauded and given credit because they have been responsible for activities that help organisation to reach the stated objectives. A high level of perceived equity signals to employees that the organisation supports them and has their well-being at heart (Eisenberger et al., 1986; Lawler, 1986). Conversely, if an employee has been performing well but not been appraised fairly causing him or her to lose the opportunity in gaining rewards and benefits expected, such disappointment will lead the employee to form *quid pro*

quo mindset inherent in economic exchange. Thus, under such condition, withdrawal from or omission of OCB will follow suit. In summary, the researchers contend that:

Hypothesis 3: There is significant relationship between bundles of high involvement HR practices (selective staffing, extensive training, performance evaluation, performance-based pay) and subordinate's willingness in exhibiting OCB.

Mediator: Leader-Member Exchange (LMX)

Based on the role-making model of leader-member exchange (LMX) (Scandura and Graen, 1984) and complemented by research suggesting one's relationship with supervisor forms the foundation of their work perceptions and organisational experience (Gertsner and Day, 1997; Wayne et al., 1997), it is proposed that LMX could be a pivotal mediator of the relationship between high involvement HR practices and employees' willingness in performing OCB.

One may expect subordinates' perception on high involvement HR practices to be significantly related to their relationship with supervisors because almost all decisions related to HR activities lie with supervisors. The positive outcomes of high involvement HR practices can only be felt when the exchanges between subordinate and supervisor are considerably high. Hence, the effect of "social capital" in contributing to pooling "human capital" as desired should never be ignored. The immediate leader for a subordinate is often the representation of an organisation thus, he or she plays a key role in influencing OCB (Podsakoff et al., 2000). Lepine et al. (2002) in a meta-analysis of literature on OCB confirmed leader support as its strongest predictor.

Research exploring LMX suggests that leaders may develop varying relationships with different members working in the same unit (Dansereau et al., 1975; Graen and Cashman, 1975). Since its first introduction in 1975, LMX theory has been frequently revised and it remains a subject of interest among researchers who study the encounters between subordinate and supervisor. LMX posits that leaders do not use the same style in dealing with all subordinates. Due to these differing styles, varying relationships or exchanges with subordinates are developed. In the context of LMX, high quality exchanges between a subordinate and a supervisor, characterized by trust, respect and mutual liking, often lead to the emergence of extra-role behavior or OCB (Settoon et al., 1996; Liden et al., 1997; Wayne et al., 1997) whereas low quality exchanges, characterized by formal and impersonal interactions, often result in subordinate displaying only contractual behavior. Although LMX has been linked to many subordinate outcomes, to date not many studies had assessed the impact of the nature of leader-member exchange (Deluga, 1994; Hofmann et al., 2003; Hackett and Lapierre, 2004). Few studies have examined how relationship quality (LMX) affects OCBs (Wat and Shaffer, 2004). It was reported that subordinates who experience good quality relationships with supervisors are more likely to engage in OCBs (Deluga, 1994). Ishak and Ahmad (2004) found that LMX fully mediated the relationship between interactional justice and one of OCB dimensions namely altruism. Thus, the researcher proposes:

Hypothesis 4: There is significant relationship between LMX and subordinate's willingness in exhibiting OCB.

Graen and Scandura (1987) suggested a three-phase model of LMX development, namely role taking, role making, and role routinization. In this research study, the effectiveness of these three role development stages are proposed to be subjected to and highly dependent on the implementation of the four conventional HR practices as bundled.

Specifically, in the first phase – role taking, the supervisor executes a 'sent role' (request, demand and assign) and upon receiving the role allocated to him or her, subordinate responds by carrying out the specified duties. Gradually, supervisor may allocate additional roles depending on how receptive the

subordinate is in accepting and performing the tasks. In the arms of HRM, such role taking process is often facilitated during the selection process and complemented further by the training and development programs held in the organisations. During the selection stage, supervisor exchanges information on the role and duties subordinate has to play. Such information could only be delivered if high quality exchanges exist between leader and member. And subsequently, once subordinate performs satisfactorily indicating his readiness to accept additional tasks, the supervisor, before assigning, will proceed to analyzing the training needs and customize development programmes according to individuals. Thus, the process of 'moulding the role' for the employees is often embedded in HR systems characterized by high quality exchanges between supervisor and subordinate.

In the next stage – role making – roles become more clearly defined. Tasks completed by the subordinate will be reviewed and discussed and high-quality LMX relationships begin to unfold in which each part contributes to the growth of the relationship. Clearly, such review is often conducted through performance evaluation, an important function in HRM, followed by the provision of rewards and benefits. In perfecting the role making process, supervisor may release tangible and intangible resources to subordinate, in exchange for their successful collaboration on task accomplishment. Increased influence, task opportunities and autonomy in task completion may be provided by the supervisor, a sign of support towards subordinate's work. This is when compensation and benefits as well as performance-based pay become useful in strengthening this role-making process.

In the final stage of role routinization – the behavior between the supervisor and subordinate becomes interlocked. A dyadic understanding evolves in which role expectations become more routinized and supervisors and subordinates continue to collaborate closely on tasks. And finally, when role becomes stable in the last stage, provision of bundled high involvement HR practices (i.e. selective staffing, extensive training, performance evaluation and performance-based pay) which dictates the future prospect of employee in the organisation, becomes an important concern. Only on the platform of high quality exchanges that effects of high involvement HR practices can be felt. This justifies the proposition of relating HR systems to the model LMX.

Hence, social exchange relationship mooted out from employees' satisfaction over the implementation of high involvement HR practices is contingent upon the exchanges they have with supervisors. For example, a subordinate who is well trained and performs consistently at work, builds relationship with the supervisor on social exchange basis and thus, exhibits high levels of OCB. However, if the exchanges that he or she has with the supervisor are low, characterized by formal and impersonal socialization, he or she is more likely to withdraw from such behavior. In other words, if reception of an exchange behavior is positive and the party initiating an exchange is satisfied with the response, the individuals will continue the exchanges. If the response to an exchange is not positive or if the exchange never occurs, opportunities to develop high quality exchanges are limited and relationships will likely remain at lower levels of LMX development (Dienesch and Liden, 1986; Uhl-Bien et al., 2000). Thus, the researcher proposes:

Hypothesis 5: Leader-member exchange significantly mediates the relationship between high involvement HR practices and OCB.

OCB and Turnover Intention

The relationship between OCB and turnover intention has not been well researched and properly documented empirically in Malaysia. Empirical studies have explored the relationship among OCB, quit intention, and actual turnover. Chen et al. (1998) and MacKenzie et al. (1998) reported a negative link between OCB and quit intention. Similarly, both studies confirmed an even stronger negative

association between OCB and actual turnover. Such findings affirm that such helping behavior enhance group attractiveness, cohesiveness and support, thus subsequently decreasing voluntary turnover (George and Bettenhausen, 1990; MacKenzie et al., 1998). The researcher posits:

Hypothesis 6: There is significant relationship between OCB and subordinates' turnover intention.

Demographic Factors and Turnover Intention

Although not many studies examine the association between demographic factors and turnover intention, factors like age, tenure, level of education, level of income, and job category (managerial or non-managerial) tend to affect an individual's turnover intention. Findings of studies on the relationship between gender and turnover are mixed. While Cotton and Tuttle (1986) and Weisberg and Kirschenbaum (1993) found females more likely to leave than males, Berg (1991), Miller and Wheeler (1992), and Wai and Robinson (1998) reported no relationship between gender and turnover. Elaine (1997) and Summers and Hendrix (1991) found males more likely to quit than females.

Several studies have reported negative relationship between turnover intention and three demographic factors; age, tenure, and income level (Mobley et. al, 1979; Arnold and Feldman, 1982; Cotton and Tuttle, 1986; Price and Mueller, 1986; Gerhart, 1990; Weil and Kimball, 1995; Wai and Robinson, 1998). Education level or academic qualification, on the other hand, is found to be positively associated with turnover intention suggesting that more educated employees quit more often (Berg, 1991; Cotton and Tuttle, 1986). Finally, Wai and Robinson (1998) and Price and Mueller (1986) found that non-managerial employees are more likely to quit than managerial employees. Thus, the last hypothesis is posited as:

Hypothesis 7: There is significant association between demographic factors and respondents' turnover intention.

Methodology

Procedure and Sample

Data was collected from frontline employees working in five-star hotels located in all the states in Malaysia, except for Labuan, Perak and Perlis. An official mail was sent out to Human Resource Department of all five-star hotels registered under the membership directory of Malaysian Association of Hotels, inviting them to participate in this study. Follow-up calls were done. Out of the 85 five-star hotels identified from the membership directory of Malaysian Association of Hotels (MAH), 40 hotels from 13 states in Malaysia agreed to allow their employees to take part in this research study.

To avoid problems associated with common method variance, data was collected from both subordinates and supervisors. Based on a pre-test of 50 frontline employees randomly selected from star-rated hotels, several adjustments were made on the questionnaire before the finalized version was administered. Firstly, for sample selection purposes, a list of frontline employees working in various departments (front office, housekeeping and maintenance, restaurant, kitchen, bar, banqueting, conference and others) was obtained from the human resource department. This list was then filtered as careful selection was made on the criteria of employee's number of years working in the department. Only employees who have worked for at least or more than two years were eligible to participate. This was to ensure that the employees were in a justified position in assessing HR philosophy, high involvement HR practices and their relationships (LMX) they had with the supervisors

as well as their turnover intentions. Probability sampling was adopted where we relied on Microsoft Excel sheet to generate the k-number of frontliners from the filtered list using (=rand() function), as agreed by the hotels.

We then proceeded with distributing the second part of the questionnaire consisting of OCB measurement scales to the respective supervisors. Similarly, to ensure a fair evaluation on subordinate's OCB, we made sure that this identified supervisor had known the subordinate for at least two years. This matching dyad of subordinate-supervisor was made possible with the help from the human resource personnel. Some supervisors returned the OCB assessment on the same day. Some, however, posted the questionnaires to us within a week. Self-addressed and stamped return envelopes were provided. Both subordinates and supervisors were assured that their responses would be kept private and confidential, used for academic purposes only.

Measures

All constructs except for demographic details, were assessed on the 7-point Likert scale, where 1 represents 'strongly disagree' and 7 indicates 'strongly agree'. The researchers adapted subscales of three major high involvement HR practices from Bae and Lawler (2000), originally developed by Snell and Dean (1992) and Delery and Doty (1996). Bae and Lawler (2000) offer five high involvement practices HR but only three dimensions are measured in this research study, namely selective staffing, extensive training, performance evaluation and performance-based pay. Dimension of empowerment was deliberately dropped because the Asian culture tends to be more collectivist and hierarchical than the Western culture (Hofstede, 1991). Kirkman and Shapiro (1997) provided a theoretical analysis of the connections between cultural traits and effectiveness of autonomous work teams (a cornerstone of high involvement HRM strategies). It was argued that in hierarchical cultures, the empowerment aspects of high involvement HR strategy are not widely accepted and not commonly practiced by either managers or subordinates. More so in this study as the units of analysis come from the operational level employees. Such employees tend to withhold themselves when in a more collectivist culture and thus are less confident to execute any independent actions or more reserved to be held accountable for any decision made.

Apart from this 16-item assessment on high involvement HR practices, subordinates were requested to evaluate on the six-item HR philosophy embraced by hotels. Scoring high on these items reflects management's belief in treating employees as asset and as a source of competitive advantage. It is these management philosophies and core values that drive the formulation and execution of activities incorporated in the high involvement HRM strategy. The researcher adopted items of HRM values/philosophy developed by Lewin and Yang (1992) for this research study. Bae and Lawler (2000) adopted these similar measures, tested it with data from 138 firms manufacturing in Korea and found these measures to be reliable with alpha coefficient reported at 0.87.

For this research study, LMX is assessed using the LMX-7 measure (Scandura and Graen, 1984). Because it is important to see how effective high involvement HR practices are in shaping employees' behavior, role and performance at work, the researcher adopted LMX definition from Graen and Scandura's role-making model (1987) and Graen and Uhl-Bien's leadership-making model of LMX (1995). These two models conclude that relationship between leader and member is built upon their exchanges on role-making process and task performance (competence), and not based on the impact of interpersonal affect or liking between the two parties, as suggested by Liden et al.'s (1997) social exchange perspective on LMX. Although LMX research has been riddled with measurement problems (Schriesheim et al., 1998), there is consensus that the LMX-7 measure is the best option (Graen and Uhl-Bien, 1995; Gerstner and Day, 1997; Schriesheim et al., 1998).

The researchers employed OCB measures that were developed by Williams (1988) in parts of his doctoral dissertation at Indiana University. Williams' work was later reaffirmed in Williams and Anderson's (1991) writing where they defined OCB in two broad categories: "(a) OCBI – behavior that immediately benefit specific individuals and indirectly through this means contribute to the organisation; (b) OCBO – behavior that benefit the organisation in general" (p.601-602). Specifically, both OCBI and OCBO were measured on 7-item scale each and these measures were concluded to be reasonably reliable (Organ et al., 2006) as this 7-item measure included items developed by Bateman and Organ (1983), Smith et al. (1983), Graham (1986) and Organ (1988), along with new items developed by Williams (1988). Furthermore, both Randall et al. (1999) and Turnley et al. (2003) reported high internal consistency reliability for OCBI and OCBO, all above 0.70 respectively.

Turnover intention was measured solely as a factor without any dimension, on 3-item scale by Camman et al. (1979). A similar scale has been tested and reaffirmed by Chen et al. (1998) as reliable. These three items are, "I often think of leaving the hotel," "It is very possible that I will look for new job within the next year," "If I may choose again, I will choose to work for the current hotel."

Results

Descriptive analysis, exploratory factor analysis, correlations and reliability

A total of 768 sets of questionnaire were distributed but only 514 were returned. These matched surveys were completed by 514 subordinates and 183 supervisors, yielding response rates of 67% and 73% respectively. On average, these supervisors evaluated OCB of three subordinates each, who work in the same department.

Before running any analysis, the researcher checked on missing data by conducting descriptive analysis. Severe missing data was detected on 36 respondents where more than 10% of the questions were either not answered or misleading due to multiple answers given. These 36 respondents were eliminated. To fulfill normality assumption before working on multivariate analysis, the researcher detected outliers through Mahalanobis distance analysis. 34 observations were found to have fallen beyond the percentile of 120th and thus removed. Subsequently, only 444 respondents were retained for analyses. The characteristics of respondents who participated in this research study are compiled in Table 1.

Table 2 reports the means, standard deviations, correlations and reliabilities for the measures used in this research study. Based on the correlation coefficients, all of the hypothesized relationships are supported, with each of the construct reporting acceptable reliability, i.e. alpha coefficient exceeding 0.50 (George and Mallery, 2003) and some beyond 0.70 (Nunnally, 1978). Because some scholars question the validity of concluding the hypothesized relationships through correlation analyses, we tested the framework through confirmatory factor analysis and structural equation modeling via AMOS version 7.0.

Exploratory factor analysis (EFA), through the method of principal axis factoring with varimax rotation, was firstly conducted to examine the factor loadings of all variables and this enabled groupings according to our conceptual framework. From the output shown on rotated factor matrix, most of the variables loaded accordingly into the respective factors except for few which did not meet the cut-off loading points of 0.30. Although a loading of 0.50 is preferred for all items in this research study, cut-off value of 0.30 can be accepted for significance depending on model complexity (Kim and Muller, 1978; Hair et al., 2006). The researcher further explored the relatedness among the items through the analysis of inter-item correlation (ITC) and item-total correlation (CITC). As suggested by Hair et al. (2006), the cut-off values for ITC and CITC should exceed 0.30 and 0.50 respectively.

As expected, all items except for these six which loaded poorly in EFA, achieve the minimum requirement of 0.30 for ITC and 0.50 for CITC. Specifically, apart from the poor loading of 0.12 in EFA, the first item of performance evaluation (PE1) reports ITC of less than 0.30 and CITC of only 0.207. Elimination of this first item would increase the Cronbach alpha from 0.643 to 0.744. The last item of LMX construct, L7 loads poorly on its factor, but both L2 and L7 have ITC lower than 0.30 and CITC less than 0.50. As for the constructs of OCB, two items, OCBI1 and OCBI7 loaded poorly on the factor and removal of such items are supported by low values found in ITC and CITC, which fail to meet the required cut-off points. Lastly, the fourth construct of OCBO, which has loading of 0.205, ITC in the range of 0.20 and CITC of 0.341, can be considered to be removed.

Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was conducted to examine the construct validity on the proposed model which includes all of the 46 items (before elimination of the six items which loaded poorly in EFA) and the fit obtained is unacceptable ($\chi^2 = 2139.99$, $\chi^2/df = 2.206$, p-value = 0.000, TLI = 0.839, CFI = 0.849 and RMSEA = 0.052). Similar items which had poor loadings in EFA, ITC and CITC analyses report very high modification indices and severe residual errors in CFA. Therefore, researchers decided to remove one item (PE1) from performance evaluations, one item (L7) from LMX, two items from OCB (OCBI1, OCBI7) and one item from OCBO (OCBO1).

Upon such elimination, measurement model for this research study retains 41 items with acceptable model fit indices reported ($\chi^2 = 1313.65$, $\chi^2/df = 1.728$, p-value = 0.000, TLI = 0.911, CFI = 0.917 and RMSEA = 0.041). Loadings for all the 41 items with standardized estimates exceeding 0.50 and critical ratio (C.R.) exceeding 1.96 are listed in Table 3, signifying the level of significance. Since the key indices of TLI and CFI achieve the cut-off of more than 0.90, χ^2/df is less than 2, RMSEA is less than 0.05, no more respecification of model is necessary. According to Hair et al. (2006), a good structural model should contain constructs which consist of at least three items.

Structural Equation Modeling

To examine the series of dependence relationships simultaneously, as hypothesized in the proposed model (Figure 1), structural equation modeling (SEM) is pursued. In order to test mediating effects of LMX, we rely on the rules of thumb of Baron and Kenny (1986) which contend that three equations or conditions must be fulfilled for a mediator to exist:

- The independent variable (predictor) must be significantly related to the dependent variable (criterion) (Equation 1);
- The independent variable must be significantly related to the mediator (Equation 2);
- The mediator must be significantly related to dependent variable and the impact of independent variable on dependent variable must either become insignificant (total mediation) or become less significant (partial mediation), when the mediator is introduced (Equation 3).

Figure 2 shows the output of hypothesized relationships as proposed in the research framework. The SEM output reflects a satisfactory model fit for the proposed model ($\chi^2 = 1399.07$, $\chi^2/df = 1.829$, p-value = 0.000, TLI = 0.898, CFI = 0.905 and RMSEA = 0.043). We may therefore conclude that the model exhibited a fit value exceeding or close to the commonly recommended threshold for the respective indices. The path coefficients of the hypothesized relationships among the constructs proposed in the model could be seen in Table 4.

Hypothesis 1 could be fully supported because there is a significant relationship shown between HR philosophy and high involvement HR practices with p-value reported at less than 0.05 and path

coefficient of 0.134. HR philosophy is significantly related to employees' willingness in exhibiting OCBI as well as OCBO with both p-values recorded at less than 0.001 and path coefficients of 0.229 and 0.751 respectively. Thus, hypothesis 2 is substantiated. Hypothesis 3, however, could not be supported because result shows that there is no significant relationship found between high involvement HR practices and either of the OCB. Nevertheless, remarkable theoretical contribution is found in the study when LMX is found to be significantly related to high involvement HR practices. Hypothesis 4 can be fully supported because LMX is significantly related to both OCBI and OCBO. However, hypothesis 5 which proposes LMX as the potential mediator could not be accepted because the requirements by Baron and Kenny (1986) were not fulfilled. Since high involvement HR practices do not influence employees' willingness in performing extra-role behaviors, it is impossible to posit LMX as the mediator which may affect the relationship between these HR practices and OCB. Hypothesis 6 can only be partially supported because only OCBO, and not OCBI, is negatively related to employees' turnover intention (p-value < 0.001, path coefficient = -0.216).

The last hypothesis which proposes association between demographic factors (gender, age, academic qualification, employment tenure and income level) and turnover intention is examined through chi-square and cross tabulation analyses. Firstly, respondents are categorized into three groups, namely those with low turnover intention, undecided and high turnover intention, based on the mean score and percentile formulated. The strength of association among these factors is determined through Phi and Cramer V, of which value closer to 1 indicates high association. Out of the five demographic factors, only age (p < 0.01) and employment tenure (p < 0.05) are significantly associated with employees' turnover intention. Generally, those in the range of below 25 years old and between 25 years to 35 years old tend to have higher turnover intention than those who are 36 years old and above. Similarly, those who have worked less than 5 years tend to have higher turnover intention than those who have longer employment tenure exceeding 6 years. The strength of the association between age and turnover intention is mild with Cramer V reported at 0.201, whereas the strength of association between employment tenure with turnover intention is 0.156. These findings permit hypothesis 7 to be partially supported. This implies that, inconsistent with findings reported in other countries, HR practitioners in Malaysia should be cautioned against attributing gender, academic qualification and income level to employees' intention to quit.

Discussion and Conclusion

Overall, the measurement model found in this research study is acceptable with key indices exceeding the threshold values. All measures in CFA have high standardized factor loadings exceeding 0.50 and critical ratio exceeding 1.96 (+/-), providing support for adequate convergent validity. Therefore, the bundles of high involvement human resource practices which are perceived as important by frontline employees are selective staffing, extensive training, performance evaluation and performance-based pay. Although tested in different context, consistent with Bae and Lawler (2000) findings, HR philosophy embraced by these five-star hotels is significantly related to the bundles of high involvement HR practices. Interestingly, when this philosophy sets the tone right by conveying to frontline employees that they are appreciated and treated as long term asset, these employees exhibit more willingness in performing OCBI--helping behavior dedicated to the individuals in organisation as well as OCBO--discretionary behavior that is directed at organisation. This result is further supported by findings from Eisenberger et al. (1986) and Witt (1991) which contended that employees form generalized beliefs about the extent to which their organisation appreciates their contribution and cares about them, and such beliefs lead to OCB.

Nonetheless, contrary to findings in Western countries (Podsakoff et al., 2000), bundles of high involvement HR practices in this research study do not significantly lead to employees' OCB. This research study produces similar results with Pare and Tremblay (2007) which examined the effects of five high involvement HR practices, ranging from recognition, empowerment, competence

development, fair rewards to information sharing on OCB but reported no significant relationship. This may be attributed to previous evidence claiming the complexity of the nature of HRM and the “black-box” phenomena in which the direct effect of HR practices on organisational performance is often unexplained. Another possible reason might be frontline employees attributing HR practices to the goals not intended by the management (Nishii et al., 2008). In other words, these frontline employees do not perceive such HR practices as mechanisms that can lead to creation of healthy organisational climate. While such practices might be motivated by management’s concern for well being, employees may perceive them as motivated by a desire to cut costs or a move simply to comply to external requirements set by regulatory bodies.

Consistent with the empirical evidence put forward by Liden et al. (1997), Settoon et al. (1996) and Wayne et al. (1997), LMX reports significant relationship with both OCBI and OCBO. Since no relationship is recorded between high involvement HR practices with OCB, thus the proposition of LMX as the potential mediator is not supported. Because respondents are made up by frontline employees who are of non-supervisory and non- managerial, they might not perceive quality exchanges with supervisor as particularly relevant or important. Also, the Malaysian culture embraces collectivism and is more hierarchical in nature where power distance tends to be higher, compared to Western countries, thus exchanges between subordinate and supervisor may have been somehow limited (Hofstede, 1997) and insufficient to elicit OCB. GLOBE studies (Gupta et al., 2002) ranked Malaysia at the top among the Southern Asia cluster on humane orientation, implying Malaysians’ high tendencies to yielding to superior authority, respecting hierarchical relationships (Abdullah, 1996; Ansari et al., 2004) and expecting leadership style to be paternalistic (Farh and Cheng, 2002). Nevertheless, this research study provides a new insight whereby high involvement HR practices are found to be significantly related to LMX. This shows that such HR practices facilitate the exchanges between subordinate and supervisor in the three stages of role taking, role making and role routinization.

Finally, output for hypothesis 6 supports the findings of Chen et al. (1998) and MacKenzie et al. (1998) where OCBO, not OCBI, is negatively related to employees’ intention to quit. Frontline employees in this research study who exhibit helping behavior directed to benefit organisation as a whole (OCBO) are less likely to quit. Overall, this batch of frontline employees are more inclined to perform OCB which benefits organisation as a whole (OCBO), and dedicating to specific individuals.

Not all of the demographic factors are associated with turnover intention. As opposed to findings by Cotton and Tuttle (1986) and Weisberg and Kirschenbaum (1993) which found females more likely to leave than males, this research study reports no relationship between gender and turnover. Similarly, no association is found between education level and income level. Only age and employment tenure are found to be significantly related to turnover intention supporting the findings of Arnold and Feldman (1982), Mobley et al., (1979), Cotton and Tuttle (1986), Price and Mueller (1986), Gerhart (1990), Weil and Kimball (1995) and Wai and Robinson (1998). Younger working adults, aged between 25 years old to 35 years old tend to have higher intention to quit, compared to those who are 36 years old and above. As expected, employment tenure is associated with turnover intention, with those have worked for less than five years.

Theoretical and Practical Implications

There are few important inferences that can be made from the findings summarized in Table 5. Theoretically, majority of the relationships proposed in this research study are found to be significant. In particular, significant relationship found between HR philosophy and OCB warrants further research. Besides emphasizing on the “hard” and “technical” systems which make up the bundles of high involvement HR practices, the “soft” dimension which drives the formulation of HR practices

should always be taken in account. Although bundles of HR practices proposed in this research study do not lead to performance of OCB among frontline employees, future research may focus on examining the effects other high involvement HR practices. As scholars continue to debate and no consensus is reached on "which HR practices, in specific, are contributory to organisational performance," this concern should be addressed by inviting more research.

Another useful insight posed by this research study is the significant relationship found between HR practices and LMX. None of the previous studies has attempted linking HR practices to quality exchanges between leader and follower. This linkage implies that processes and mechanisms which take place in the arm of HR management contribute to leader-member exchanges in the three stages of role theory, namely role-taking, role-making and role routinization. Hence, it stresses on the importance for leader to keep high quality exchanges with his or her follower right from the selection process. Exchanges continue to develop as roles evolve from task allocation to task accomplishment, with resources distributed to member in the second stage. This second stage can be facilitated by the performance evaluation and reward offering process, where upon accomplishing the tasks given, these roles are evaluated and more tasks can be assigned but with more autonomy given to the member. And subsequently, when the roles are stabilized, exchanges take a higher leap by addressing the opportunity of getting promoted within the organisation and assisting member to establish his or her own career path in the organisation.

Practically, findings produced in this research study are particular useful for HR practitioners who struggle to build productive workforce by retaining employees who are willing to walk the extra mile for the organisation, while attracting potential candidates to join. The paths highlighted above deserve more attention as organisational resources are always limited. Significantly, HR practitioners should encourage organisation in espousing management values which are portrayed as valuing human capital as long term asset and not additional cost or expense that need to be incurred. Although this bundles of HR practices do not appear to be significantly contributory to employees' performance of OCB, findings have suggested that HR philosophy does support such high formulation of HR practices, and these practices, in a way, influence the quality exchanges that subordinate and supervisor share in the organisation. There are many ways in which organisations can convey that they value employees as long term resources. HR practitioners may conduct ongoing education and development programmes, offer promotion opportunities through employees' referral and provide supportive benefits such as childcare support and flexible work hours. An open door policy enabling subordinates to discuss their problems with supervisors, without any hesitation, will definitely enhance the relationship and foster mutual trust. LMX sensitivity and ways to build trust could be incorporated into leadership training programmes mandated for all supervisors.

As a conclusion, HR practitioners should work hard towards creating a positive organisational climate characterized by espoused HR philosophy, high involvement HR practices, while ensuring high quality exchanges relationship between subordinate and supervisor, in order to induce OCB as desired. Such extra-role behavior does not only lubricate the social machinery by reducing conflict and friction but also contributes to minimizing employees' intention to quit.

Limitations and Future Research

This research study is not without any weaknesses. Firstly, based on the membership directory of Malaysian Association of Hotels (2007/2008), there are in total 85 five-star hotels in Malaysia. However, only 40 hotels agreed to participate. Among reasons given by the hotels which declined to participate include it was a hotel policy for not participating in any surveys regardless of topic; that the hotel was serving full occupancy rate at its peak season and staff would not be available; that the hotel had its own appraisal form, thus this research study may not be useful; and questions probed in the survey were simply too sensitive and confidential to be revealed. Therefore, having only 44

respondents randomly selected from 40 hotels amounted to a sample that can be argued to be rather small.

Secondly, the units of analysis of this research study are solely frontline employees. Hence, the findings could not be generalized to all other levels which may vary in terms of the nature of work, academic qualifications, income level, working experiences and the like. Lastly, since the data originates from employees working in the hospitality industry, the researcher could not conclude the same for all other industries. Due to these limitations, the researcher recommends that future research be conducted to increase the sample size for a better validation. Further studies may also include all levels of employees from all other states in Malaysia, not confining it only to non-supervisory employees. Similar theoretical framework should be tested on other industries such as manufacturing, food and beverage, education, construction and so forth, so as to reaffirm the findings compiled in this research study.

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Table 1
 Characteristics of Respondents (N = 444)

		Frequency	Percentage
Gender	Male	207	46.6
	Female	237	53.4
Race	Malay	204	45.9
	Chinese	133	30.0
	Indian	52	11.7
	Others	55	12.4
Marital Status	Single	271	61.0
	Married	173	39.0
Age	Below 25 years old	140	31.5
	25 – 30 years old	158	35.6
	31 – 35 years old	77	17.3
	36 – 40 years old	32	7.2
	41 – 45 years old	19	4.3
	46 – 50 years old	10	2.3
	51 – 55 years old	4	0.9
	Above 55 years old	4	0.9
Academic Qualification	Primary level	12	2.7
	Secondary level	189	42.6
	Diploma	173	39.0
	Bachelor degree	66	14.9
	Master degree	2	0.5
	Doctorate degree	0	0.0
Others	2	0.5	
Department you work in	Front office	138	31.1
	Housekeeping and Maintenance	90	20.3
	Food and Beverages	119	26.8
	Banqueting/Conference	24	5.4
	Others	73	16.4
Number of years working	2 – 3 years	131	29.5
	4 – 5 years	180	40.5
	6 – 7 years	65	14.6
	8 – 9 years	36	8.1
	10 – 11 years	20	4.5
	12 – 13 years	7	1.6
	More than 13 years	5	1.1
Monthly income	Less than RM1,000	102	23.0
	RM1,001 – RM2,000	222	50.0
	RM2,001 – RM3,000	99	22.3
	RM3,001 – RM4,000	18	4.1
	RM4,001 – RM5,000	3	0.7

	More than RM5,000	0	0.0
Location of hotel			
	Kedah	33	7.4
	Penang	29	6.5
	Kuala Lumpur	185	41.7
	Selangor	29	6.5
	Putrajaya	14	3.2
	Negeri Sembilan	12	2.7
	Malacca	13	2.9
	Johore	42	9.5
	Kelantan	15	3.4
	Terengganu	12	2.7
	Pahang	14	3.2
	Sarawak	10	2.3
	Sabah	36	8.1

Table 2 Means, Standard Deviations, Reliabilities and Correlations

	Mean	SD	SS	ET	PE	PB	HRP	PH	LMX	OCBI	OCBO
SS	5.24	1.04	(0.777)								
ET	5.16	0.88	.142**	(0.744)							
PE	5.29	0.89	.348**	.277**	(0.643)						
PB	5.05	0.94	.281**	.482**	.447**	(0.703)					
HRP	4.99	0.57	.600**	.607**	.681**	.754**	(0.678)				
PH	4.80	0.90	.207**	-0.028	0.086	0.057	.159**	843			
LMX	4.80	0.62	.409**	0.044	.231**	.248**	.434**	.380**	(0.554)		
OCBI	4.89	0.79	.275**	0.033	.140**	.147**	.245**	.399**	.411**	(0.728)	
OCBO	5.06	0.89	.204**	-0.033	.094*	.099*	.228**	.711**	.502**	.487**	(0.882)
TI	3.55	1.51	-.100*	-0.025	0.032	-0.034	-0.092	-.101*	-.199**	-.098*	-.226** (0.859)

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

SD= Standard deviation
 SS= Selective staffing
 ET= Extensive training
 PE= Performance evaluation
 PB=Performance-based pay
 TI= Turnover intention
 HRP= High involvement HR practices
 PH=Human resource philosophy
 LMX= Leader-member exchange
 OCBI=Organisational citizenship behavior directed at individuals
 OCBO= Organisational citizenship behavior directed at organisation as a whole

Table 3 Parameter estimates, standard errors, critical ratios

			Estimate	S.E. ^a	C.R. ^b	Standardized Loadings
SS	<---	HRP	1		^{-c}	0.371
ET	<---	HRP	2.572	0.528	4.87	0.597
PE	<---	HRP	2.152	0.459	4.693	0.564
PP	<---	HRP	3.54	0.743	4.764	0.989
SS2	<---	SS	2.008	0.214	9.372	0.799
SS1	<---	SS	1		^{-c}	0.488
SS4	<---	SS	1.64	0.183	8.981	0.698
SS3	<---	SS	1.661	0.18	9.253	0.757
ET2	<---	ET	1.073	0.075	14.237	0.875
ET1	<---	ET	1		^{-c}	0.737
ET4	<---	ET	0.588	0.061	9.686	0.501
ET3	<---	ET	0.599	0.061	9.759	0.505
PE4	<---	PE	1		^{-c}	0.665
PE3	<---	PE	1.235	0.108	11.422	0.825
PE2	<---	PE	0.843	0.079	10.696	0.634
PB4	<---	PP	1		^{-c}	0.64
PB1	<---	PP	0.816	0.1	8.178	0.478
PB3	<---	PP	1.123	0.109	10.343	0.649
PB2	<---	PP	1.081	0.1	10.798	0.697
PH4	<---	PH	1		^{-c}	0.586
PH1	<---	PH	1.239	0.118	10.523	0.63
PH3	<---	PH	1.226	0.11	11.177	0.687
PH2	<---	PH	1.396	0.116	12.072	0.775
PH5	<---	PH	1.338	0.114	11.685	0.735
PH6	<---	PH	1.267	0.111	11.405	0.708
L6	<---	LMX	1.013	0.089	11.348	0.686
L1	<---	LMX	0.657	0.079	8.333	0.468
L5	<---	LMX	0.97	0.085	11.371	0.688
L4	<---	LMX	1		^{-c}	0.652
L2	<---	LMX	-0.453	0.105	-4.315	-0.232
L3	<---	LMX	0.965	0.088	10.985	0.655
OCBI4	<---	OCBI	0.757	0.088	8.586	0.478
OCBI2	<---	OCBI	1		^{-c}	0.632
OCBI3	<---	OCBI	0.78	0.077	10.07	0.577
OCBI5	<---	OCBI	1.198	0.096	12.475	0.775
OCBI6	<---	OCBI	1.207	0.095	12.765	0.816
OCBO4	<---	OCBO	0.576	0.069	8.4	0.415
OCBO2	<---	OCBO	1		^{-c}	0.738
OCBO3	<---	OCBO	1.238	0.074	16.647	0.801
OCBO5	<---	OCBO	1.122	0.068	16.543	0.796
OCBO6	<---	OCBO	1.015	0.064	15.789	0.761
OCBO7	<---	OCBO	1.069	0.065	16.362	0.788
TI1	<---	TI	1		^{-c}	0.794
TI2	<---	TI	1.132	0.064	17.613	0.865
TI3	<---	TI	1.012	0.06	16.966	0.797

Fit indices $\chi^2 = 1313.65$, $\chi^2/df = 1.728$, p-value = 0.000, TLI = 0.911, CFI = 0.917 and RMSEA = 0.041
 a S.E. is an estimate of the standard error of the covariance.

b C.R. is the critical ratio obtained by dividing the estimate of the covariance by its standard error. A value exceeding 1.96 represents a level of significance of 0.05.

c Indicates a parameter fixed at 1.0 in the original solution.

HRP= High involvement HR practices PH=Human resource philosophy TI = Turnover intention
SS= Selective staffing PB=Performance-based pay
ET= Extensive training LMX= Leader-member exchange
PE= Performance evaluation OCBI= OCB directed at individuals; OCBO = OCB directed at organisation

Table 4 Output of structural equation modeling

			Estimate	S.E.	C.R.	Critical ratios
HRP	<---	PH	0.047	0.023	2.077	*0.134
LMX	<---	HRP	0.789	0.244	3.227	**0.243
OCBI	<---	PH	0.284	0.071	3.984	***0.229
OCBO	<---	PH	0.865	0.085	10.153	***0.751
OCBI	<---	HRP	0.307	0.221	1.39	0.086
OCBO	<---	HRP	-0.066	0.148	-0.449	0.02
OCBI	<---	LMX	0.328	0.07	4.71	***0.3
OCBO	<---	LMX	0.334	0.05	6.61	***0.329
TI	<---	OCBO	-0.377	0.101	-3.727	***0.216
TI	<---	OCBI	-0.026	0.095	-0.275	-0.016

Fit indices: $\chi^2 = 1399.07$, $\chi^2/df = 1.829$, p-value = 0.000, TLI = 0.898, CFI = 0.905 and RMSEA = 0.043

a S.E. is an estimate of the standard error of the covariance.

b C.R. is the critical ratio obtained by dividing the covariance estimate by its standard error.

*Correlation is significant at 0.05 level (2-tailed)

**Correlation is significant at 0.01 level (2-tailed)

***Correlation is significant at 0.001 level (2-tailed)

HRP= High involvement HR practices

PH=Human resource philosophy

LMX= Leader-member exchange

OCBI=Organisational citizenship behavior directed at individuals

OCBO= Organisational citizenship behavior directed at organisation as a whole

TI= Turnover intention