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ORGANIZATIONAL PSYCHOLOGY

Editorial

We present to you the «anniversary» issue of our journal. The fact is that exactly ten years ago, on August 18, 2011, the first issue of the journal «Organizational Psychology» was published. It opened with the Editor's Introductory Note, where we argued that organizational psychology in Russia is just beginning to develop and institutionalize, and that this process is possible only if there is meaningful professional communication. Until 2011, Russian organizational psychologists did not have their own platform for such communication; publications were scattered among general psychological and non-psychological journals and were lost in the general flow of publications. "We would like to believe," we wrote, "that this journal will become such a discussion platform, will help to ensure scientific communication, exchange of ideas and research results, and will also contribute to the introduction of new scientific developments into the practice of working with organizations". And now, ten years later, we can say that this dream of ours has come true! 40 journal issues were published, in which more than four hundred scientific articles were published. To summarize the overall results of the work of the editorial board and the editorial board over these ten years, it is best to turn to the principles that we proclaimed then as our basic guidelines.

1. **«The journal publishes materials covering contemporary problems of organizational psychology, contributing to their wide dissemination and the development of this area of knowledge in general».** The way it is. Today, the journal presents an extremely wide range of topics and areas of research in modern organizational psychology.

2. **«The journal seeks to ensure greater integration of domestic organizational psychologists into the global professional community».** Today the journal is a fully bilingual journal and has the English name "Organizational Psychology" officially registered by Roskomnadzor. For ten years, the journal has published more than two dozen articles by foreign authors in Russian and English, and in the current issue there are already more than half of them (60% of articles in the Contents).

3. **«The journal aims to ensure the integration and close interaction of scientific and practicing organizational psychologists, and contributes to the introduction of new scientific and applied developments in the practice of working with organizations».** For ten years, 72 articles were published under the heading «Organizational and Psychological Practice», and three issues were completely devoted to professional standards (issues 2013-3, 2014-4 and 2015-2).

4. **«The journal publishes texts of both well-known and authoritative authors, as well as young authors».** In ten years, more than fifty articles by novice authors have been published. Since 2015, the journal has a new heading «Organizational Psychology in Faces, Dialogues and Discussions», which aroused the genuine interest of our readers.

5. **«The journal adheres to standard publishing requirements».** The work of the editorial office is based on strict adherence to international academic standards in the field of periodicals. All manuscripts submitted to the editorial office go through several stages of review and assessment of their quality, including double blind review. Over the past year, the journal has joined the «University Partnership Program» and provides more thorough attention and support to authors from regional Russian universities. Today our journal has taken a solid and well-recognized place among Russian academic periodicals in psychology, it has a large readership. For its anniversary, the journal received recognition in the academic community. Since 2014, the journal has been included in the RSCI, since

2016 it has been included in the «VAK List», and since the end of the 2010s it has been indexed by the international databases WoS (ESCI) and SCOPUS.

We sincerely congratulate our authors and readers on the 10th anniversary of the journal «Organizational Psychology»!

We present the anniversary issue of our journal #3, 2021

Under the heading **Research in organizational psychology** readers will find articles presenting the results of empirical research in various fields and different types of organizations. The problem of giftedness is discussed in the article by Tatyana Soboleva “The formation of professional talent in determination by the conditions of the development of abilities and by the freedom of choice in activity”. The impact of the pandemic on the psychological well-being of healthcare workers is discussed in the article of Irina Loginova and Mariya Sevost'yanova “Features of the doctor's life-world stability with different functional responsibilities in a hospital to combat COVID-19”. Various options for relationships and interactions between psychological variables in organizational behavior are presented in the articles of our foreign colleagues from Turkey, Nigeria and Jordan. These are articles in English: “The mediator and moderator role of positive organizational behavior in the effect of corporate reputation on organizational commitment” (authors Ferit Ölçer, Ömer Coşkun); “Moderating effect of employees' retention on the influence of contributory pension scheme on employees attitude” (authors Ademola Sajuyigbe, Anthony Eniola, Adebajji Ayeni, Bolanle Sanusi); “The effects of organizational support and psychological empowerment on organizational citizenship behavior in the Jordanian health sector” (authors Mohammad Taamneh, Jamal Abudoleh, Mohammad Almaaitah, Abdallah Taamneh, Bilal Eneizan).

The heading **Organizational psychology in practice** in this issue is represented by two articles — from Russia and Turkey. The team of employees of the innovative «Humanitarian Technologies» Aleksandr Shmelyov, Gleb Vzorin and Maria Rybnikova reveal the history of the development of the TEZAL diagnostic technique in the article “A six-factor model of personality based on a psychosemantic study of the Russian-language vocabulary of personality traits”. A description of the process of creating and testing a methodology for measuring the degree of entropy of an organizational climate can be found in the article of Mustafa Çavuş “Entropic organizational climate (EOC): Development and validation of new scale”.

In the section **Reviews** posted an article by Andrey Sidorenkov “Organizational identity and organizational identification: content and relationship of concepts”, continuing the discussion about how the constructs so popular in organizational psychology are related to each other.

Under **First Steps** you will find an English article from India “The mediating role of needs satisfaction on the relationship between total rewards satisfaction and retention: A proposed model” by Jeeta Sarkar.

Another English-language article from India “Socio-psychological factors on employee turnover: A demystifying perspective” (authors Jikku Kurian, Kumar Rajini, Asi Reddy) presents **Organizational psychology in the dialogues and discussions** section in this issue.

Please, enjoy the reading!



ORGANIZATIONAL PSYCHOLOGY

The formation of professional talent in determination by the conditions of the development of abilities and by the freedom of choice in activity

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Abstract. *Purpose.* The study is devoted to the poorly studied problem of the formation of professional talent depending on the freedom of choice in activity; it is determined the influence of the conditions of the development of abilities on this formation. The main task of the research is to reveal how the conditions of various degrees of freedom in the activity are refracted in the internal conditions, which are various structures of professional talent. *Method.* The study was carried out on a sample of 72 qualified engine drivers using a specialized simulator that simulates two degrees of freedom in activity. *Findings.* The psychological analysis of the activity made it possible to identify seven abilities that ensure the success of the activity. On the basis of empirical data it is shown that the conditions of the development of abilities: the development of abilities in the process of activity and the preliminary development of abilities act as a determinant of the formation of completely different structures of professional talent depending on the degree of freedom in activity. This is manifested in individual performance indicators. Higher success of the activity is determined by the conditions of the preliminary development of abilities through the development of intellectual operations. On the one hand, the initial level and conditions of the development of abilities act as internal determinants, on the other hand, low and high degrees of freedom in activity act as external determinants of the formation of various structures of professional talent. It is shown that freedom in activity is manifested as a characteristic of the subject of the activity, as an indicator of creative activity in choosing a method of action. *Practice implementation.* One of the promising practice-oriented areas is a new system of professional training based on the development of professionally important qualities of a specialist. The central link in such training will be the formation of the specific structure of professional talent depending on the degree of freedom in activity. Training oriented on the development of professionally important qualities and professional talent, in particular, will help to increase the effectiveness of the activity with different degrees of freedom.

Keywords: freedom in activity, conditions of the development of abilities, the structure of professional talent.

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Features of the doctor's life-world stability with different functional responsibilities in a hospital to combat COVID-19

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Abstract. *Purpose* is to study the features of the doctor's life-world stability with different functional responsibilities in a hospital to combat COVID-19. *Methodology.* The research methodology is based on systemic anthropological psychology. The empirical study is based on the use of the author's method "Research of the human life-world stability" (Loginova, 2012), which is adequate to the stated methodology. The total sample size was 78 doctors (58 — doctor on duty and 20 — attending doctors). The collection of empirical data was carried out from April 30 to August 28, 2020. The specifics of the organization of the work of hospitals during this period was organized according to the boarding type. Processing, analysis, and interpretation were carried out from September 01 to December 27, 2020. *Findings.* The features of the life-world stability of doctors on duty, in contrast to attending doctors in a pandemic associated with COVID-19, are: (1) dominance of the temporal modus "past — present"; (2) disrupted continuity of personal history; (3) biography as a criterion for choosing the content of the described (significant) events; (4) dominant negative emotional background of events; (5) absent or situational reflexive attitude to one's own life; (6) significant events more often characterize the central line of development or the completion of the line of development, and in some cases — significant and important events do not hold the general line of development. Revealed significant differences between the life-world stability of the attending doctors and doctors on duty. It can be assumed that changes in the lifestyle of doctors on duty in a pandemic cannot be called critical, but they indicate the alleged targets of psychological assistance at the end of this period. *Implications for practice.* Disturbed relations with the world in a pandemic impede maintaining the stability of the life world and are more clearly manifested among the doctors on duty. The specificity of the life-world stability of doctors on duty is close to the state of the human life-world stability in a crisis period. *Originality.* For the first time, data were obtained on the characteristics of the doctors life-world stability with different functional responsibilities in a residential hospital during a pandemic associated with COVID-19.

Keywords: systemic anthropological psychology, life-world stability, living space, pandemic, COVID-19.

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The mediator and moderator role of positive organizational behavior in the effect of corporate reputation on organizational commitment

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Abstract. *Purpose.* This study aims to determine the relationships between corporate reputation, organizational commitment, and positive organizational behavior and to examine the mediator and moderator role of positive organizational behavior in the effect of corporate reputation on organizational commitment. *Methodology.* Research data were collected using a questionnaire method on 138 employees working in the sales stores affiliated to the regional directorate of an enterprise operating in the telecommunications sector. The data obtained were analyzed by correlation and regression tests, and the models and hypotheses developed within the research scope were tested. *Findings.* Research results indicate that corporate reputation is an important predictor of both organizational commitment and positive organizational behavior. According to another important result of the study, positive organizational behavior predicts organizational commitment. However, the analysis results on the role of positive organizational behavior in the effect of corporate reputation on organizational commitment show that positive organizational behavior has a partial mediating and moderating role in this relationship. *Originality.* When the studies conducted in the literature are reviewed, it is seen that many studies investigate the bilateral relations between corporate reputation and organizational commitment, corporate reputation and positive organizational behavior, and positive organizational behavior and organizational commitment. However, no research was found on the role of positive organizational behavior in the effect of corporate reputation on organizational commitment. This study is expected to respond to an unanswered question about the role of positive organizational behavior in the effect of corporate reputation on organizational commitment, fill an important gap in the literature, and contribute to explaining the relationships between corporate reputation, positive organizational behavior, and organizational commitment.

Keywords: corporate reputation, organizational commitment, positive organizational behavior.

Introduction

Today, regardless of the size, type, level, or location of businesses, business environments with a turbulent structure cause all businesses to endure dramatic changes and experience competitive pressure (King, Newman, Luthans, 2015). Therefore, interest in intangible assets, especially corporate reputation, increases day by day. Corporate Reputation arises as a result of the interaction of the business with its stakeholders. In this respect, employees are the most important stakeholders of the

enterprise in corporate reputation management; in other words, human capital plays a critical role (Helm, 2011).

Human capital, which is expressed as the effective development and management of employees' knowledge, experience, characteristics, and expertise, is the key success factor for sustainable organizational performance (Luthans, Luthans, Luthans, 2004). It is also the most valuable asset of businesses because it cannot be easily imitated and copied. Considering the high cost of replacing this asset in organizations, organizations must protect their human capital. Thus, it is necessary to investigate how organizational commitment increases employees' commitment to the organization and the factors affecting organizational commitment.

Another important point that should be considered in the management of human capital is the concept of positive organizational behavior that focuses on the positive and strengths of individuals. It is the goal of all organizations today to attract and keep individuals with characteristics that reflect the components of positive organizational behavior, such as being self-confident, striving for the goals they set, evaluating every situation with their positive aspects, and knowing how to be dealing with the difficulties. Not only situational factors but also individual differences such as individual characteristics should be considered in the correct evaluation of the determinants of organizational commitment. Past research indicates that organizational commitment is affected not only by organizational characteristics such as corporate reputation but also by individual characteristics such as positive organizational behavior (Choi, Oh, Colbert, 2015). Moreover, the relationship between organizational commitment and positive organizational behavior, which expresses the positive psychological status of employees in businesses, is an issue that needs detailed research.

In this sense, the effects of corporate reputation and positive organizational behavior on organizational commitment and the role of positive behaviors, an individual-level phenomenon, in the relationship between reputation and commitment, which are important concepts at the organizational level, are the main research problems that need to be answered. In this study, answers to these problems are sought considering the previous studies and the data obtained in the application carried out in this research.

In this context, in this study, the concepts of corporate reputation, positive organizational behavior, and organizational commitment are explained to create a conceptual framework, the relationships between them are examined, and hypotheses are put forward by creating a research model. Then, evaluations are made considering the data collected in the research. Lastly, recommendations are offered to contribute to research-related results and future studies.

Literature review

Corporate reputation

Corporate Reputation (CR) has a very important meaning for businesses to create a sustainable competitive advantage and maintain relationships with various stakeholder groups in the long term. It is becoming more important today than ever due to many factors such as public awareness, transparency, expectations of business stakeholders, and personal expectations of customers regarding the business's products and services (Shamma, 2012). Different disciplines have different perspectives on the CR concept. For economists, the characteristics that indicate possible attitudes of the business are the source of competitive advantage and a barrier to competitors for strategists and an intangible asset for accountants (Fombrun, Gardberg, Sever, 2000). CR is the understanding of the role of the company in society by the employees and an external reflection of the internal identity of the company (Fombrun, Reil, 1997) or is defined as a reflection of how its stakeholders perceive

the business (Feldman, Bahamonde, Bellido, 2014). On the other hand, CR is a perceptual expression of the activities and their results that make it clear that the business can produce valuable outputs for its stakeholders (Fombrun et al., 2000). Since the development of CR concept in businesses takes a significant amount of time, it was conceptualized as a critical strategic asset that continuously contributes to business profitability (Roberts, Dowling, 2002). R. Chun expresses CR as an umbrella structure and cumulative monitoring of external and internal stakeholders such as employees, customers, suppliers, managers, credit institutions, media, and the immediate society (Chun, 2005). These impressions are collective judgments about an institution based on evaluating the financial, social, and environmental status of an institution over time (Barnett, Jermier, Lafferty, 2006).

With regards to the various definitions of CR in the literature, the definition of CR is generally classified into three groups. These are CR as a state of awareness, CR as an assessment, and CR as an asset. CR as a state of awareness refers to perceptions gathered. Besides, this expression can be explained as a description of knowledge and emotions. CR as an assessment is the assessment of a business's position. This evaluation includes thinking, judging, measuring, or valuing the business. It is included in the assessment of opinions and beliefs about the business because opinions and beliefs reflect CR's subjective nature. CR as an asset, on the other hand, refers to an intangible, financial, or economic asset or a resource (Shamma, 2012).

The main benefits of a strong CR include improved customers' perception of the quality of products and services, improved capacity to recruit and retain qualified personnel, increased employee motivation and thus productivity, protecting the value of enterprise through mitigating the effects of competitive attacks and crises, helping internationalization, attracting a larger amount of investors and increasing the market value of the business, differentiating the business from its competitors and gaining a better place in the market, and allowing lower-cost capital inflow to the business (Feldman et al., 2014). Therefore, businesses with a well-managed reputation have a competitive advantage in their industry, while businesses with a weak reputation have a disadvantage (Fombrun, Shanley, 1990). On the other hand, CR is seen as the most valuable intangible asset that helps the business survive throughout its working life. Additionally, a positive CR is expressed as a protector for the business in crisis times (Shamma, 2012).

CR management has two main goals. The first is to create the desired image in the minds of the business stakeholders, especially the employees. Because employees contribute to the shaping of CR by interacting with other stakeholders (Cifuentes, León, Davies, 2014). The other is to manage processes to create a positive perception of CR in the minds of important stakeholders (Gray, Balmer, 1998). Managers direct them to be active, centralized, focused, and scientific approaches in communicating with their stakeholders to achieve these goals (Fombrun et al., 2000).

Organizational commitment

Organizational commitment (OC) is a psychological condition that characterizes the relationship between the organization and the employee and provides the employee with inferences for decisions to continue or terminate organizational membership (Meyer, Allen, 1991). OC fundamentally refers to the psychological bond between employees and their organizations (Allen, Meyer, 1996). This psychological bond has a vital potential to affect organizational effectiveness and employee happiness (Meyer, Herscovitch, 2001). It is seen that the OC concept reflects three themes. These are commitment as an affective attachment to the organization, commitment as a perceived cost associated with leaving the organization, and a moral obligation to remain with the organization (Meyer, Allen, 1991). These themes are formed in three different types that are distinctively defined in commitment, which are affective commitment, continuance commitment, and normative commitment (Allen, Meyer, 1996). These three OC forms affect the employee's intention to quit (Jaros, 1997).

Affective commitment, continuance commitment, and normative commitment each have clear implications for staying in or leaving the organization. On the other hand, all three are quite different (Allen, Meyer, 1996). Affective commitment refers to the employee's identification with the organization, being involved with it, and establishing an emotional bond. Therefore, employees with strong affective commitment continue to work in the organization because they want to stay (Allen, Meyer, 1996). Employees with high affective commitment establish an emotional bond with the organization, get involved, and identify themselves with it (Iverson, Buttigieg, 1999).

Continuance commitment refers to a commitment based on the employee's knowledge of the costs of leaving the job. Employees with strong continuance commitment continue to work in the organization because they need to stay in the organization (Allen, Meyer, 1996). The continuance component of OC develops on two primary factors. The first is the size or number of investments individuals make, and the other is the lack of alternatives perceived by the individual. For example, an employee may not be able to easily transfer his qualifications that he has spent a considerable amount of time and energy to specialize to other organizations. (Allen, Meyer, 1990).

Normative commitment refers to commitment based on a sense of responsibility towards the organization. Employees with strong normative commitment continue to work in that organization because they feel that they should stay (Allen, Meyer, 1996). Similar results are expected in normative commitment as in emotional commitment. However, normative commitment focuses on moral obligation. These obligations derive from socialization practices in the organization (Iverson, Buttigieg, 1999). The normative component of OC is affected by individual experiences before and after starting the business life (Allen, Meyer, 1990).

Positive organizational behavior

With psychology ceasing to be a branch of science that only focuses on diseases and mental disorders, the positive psychology trend has emerged, highlighting individuals' strengths and positive aspects, and examining what makes individuals feel happy and peaceful. The reflection of positive psychology trend at the organizational level is positive organizational behavior. Conceptualized for the first time by Luthans (2002b), positive organizational behavior (POB) was defined as an application or study to positively guide human resources' strengths and psychological capacities. POB can be measured, developed, and managed effectively to improve the performance in the organization (Luthans, 2002b). It consists of four measurable components, open to improvement, and can be managed for more effective job performance, expressed as self-efficacy, hope, optimism, and resilience (Luthans et al., 2004).

With its more explicit use in trust or psychology, the term self-efficacy is a guide and human resource power with psychological capacity for effective performance management and development (Luthans, 2002b). According to another definition, self-efficacy refers to an individual's motivation, mental resources, and belief in activating the action plan he needs to accomplish a specific task (Stajkovic, Luthans, 1998).

Hope, which is another component of POB, includes two dimensions. These are willpower and paths. Willpower is the hope and motivation individuals must achieve the desired goal. On the other hand, paths are psychological resources that help find various alternative ways to reach the goal. Thinking of these alternative paths helps individuals achieve goals despite obstacles (Luthans, Avey, Clapp-Smith, Li, 2008).

Like self-efficacy and hope, optimism is created, guided, and developed to pursue personal goals (Luthans, Youssef, 2007). The main conceptual difference between hope and optimism is external factors shape those optimistic expectations, while hope emerges through internal factors (Luthans, 2002a). Optimism is characterized in a positive and revealing way. Ultimately, the optimistic person focuses on positive expectations rather than certain events (Luthans et al., 2008).

Resilience, the last component of the POB, is a dynamic process that involves a positive harmony within the source of important distress. There is a successful state of positive compliance in this process, despite major threats or severe distress and major attacks on development processes. (Luthar, Cicchetti, Becker, 2000). On the other hand, it goes beyond simple harmony. It is a positive psychological capacity to recover from adversity, uncertainty, and debate (Luthans, 2002a). It also consists of a balance between stress and the ability to cope (Stewart, Graham, and Mangham, 1997).

Relationship between CR, POB, and OC

Employees' positive perception of corporate reputation enables them to establish a psychological bond with the organization they work with (Allen, Meyer, 1990). Individuals working in organizations with positive OC create a high level of self-esteem by reflecting the organization's image on their own images and thus establish a psychological bond with the organization (Kim et al., 2010). This psychological bond becomes stronger when employees think they work in a respected and reputable business (Nguyen, Nguyen, 2017). A close relationship was found between CR and OC (Carmeli, Freund, 2002). On the other hand, CR affects not only current employees but also potential employees who are likely to work in the organization. Organizations accepted as reputable in business circles are more advantageous in attracting qualified employees and retaining them within the organization (Lemmink et al., 2003). Many studies suggest that there is a positive relationship between CR and OC and positive perception of CR increases OC (Beheshtifar, Allahyary, 2013; Chun et al., 2013; Fu et al., 2014; Gilad, Bloom, Assouline, 2018; Esenyel, 2019; Almeida, Coelho, 2019; Tangngisalu, Mappamiring, Andayani, Yusuf, Putra, 2020). Based on these previous studies, the first hypothesis of the research was formed as follows:

H1: CR positively affects OC.

There occurs a sense of belonging to the organization that the employees are in over time. This sense of belonging shapes the employee's self-perception. Besides, an organization has a very strong influence on how they feel about the organization itself. In this respect, the employees' behaviors in the organization can be considered a mirror reflecting CR. In other words, the employee looks at the corporate image created by the organization as a model to imitate while shaping his own behavior. Corporate image, which is a phenomenon closely related to CR, has a positive effect on the emergence of POB in organizations (Dhir, Shukla, 2019; Tuna et al., 2016). With the data collected from 401 employees working in 5-star hotels in the tourism sector, it was concluded that there is a negative relationship between the corporate image, which is measured as perceived corporate prestige in their study, and the negative behaviors of the employees and therefore affect the PMO (Tuna et al., 2016). In another study it was found that there is a correlation between CR and POB (Naser, Hussein, 2019). Some researchers emphasize the importance of CR for the emergence of POB in their study. In this regard, the second hypothesis of this research was formed as follows (El Shobaky, El Talla, Abu-Naser, Al Shobaki, 2020).

H2: CR positively affects POB.

When the literature is reviewed, it is seen that many studies were conducted investigating the relationship between POB and OC. In the study conducted by K. W. Luthans and S. M. Jensen, it was found that there is a positive and significant relationship between POB and OC (Luthans, Jensen, 2005). There is a significant relationship between POB and OC (Larson, Luthans, 2006). According to the results of this research, there is a significant relationship, especially between resilience and hope, from the components of PPO and OC. The fact that the organization's goals become the goals of employees with high self-sufficiency levels leads to these employees achieving job satisfaction and, as a result, increasing OC (Luthans, Zhu, Avolio, 2006). It was indicated that there is a relationship between POB components of optimism and resilience and OC (Youssef, Luthans, 2007). It is stated

that employees who display the POB component of optimism behavior in organizations have higher OCs (Carver et al., 2010). In the study conducted by E. Liu on 328 part-time employees in China, it is emphasized that POB component self-efficacy directly affects OC (Liu, 2019). The research results in the health sector show a positive relationship between POB and OC (Salari, Daneshi, Pilevarzadeh; 2020). In another study similar results are obtained, and it is revealed that there is a relationship between POB and commitment (Ye, Ren, Li, Wang (2020). Considering the results of these studies, the third hypothesis of the research was generated as follows.

H3: POB positively affects OC.

When the studies conducted in the previous years are examined, no study was found investigating the role of POB in the relationship between CR and OC. However, the Person-Organization (P-O) Fit Theory, which has an important place in organizational psychology, helps to shed light on this issue. Derived from a basic assumption that individuals with different characteristics are interested in different types of organizations, P-O Fit Theory underlines the importance of harmony between employees and the organization (Morley, 2007). According to this theory, which focuses on the relationship between individuals and organizations, P-O fit occurs when there is a fit between individual characteristics and organizational characteristics. When P-O fit is achieved, individuals tend to exhibit more positive behaviors towards the organization. Therefore, P-O fit positively affects organizational commitment with its different components (Bahat, 2020). On the other hand, P-O fit plays a critical role not only among the current employees in the organization but also among individuals who have the potential to work in the organization. Individuals pay attention to choosing the most suitable organization for them as well as choosing the most suitable job for them in job applications (Morley, 2007). With these aspects, the ability of employees to be permanent in the organization may be related to both the reputation of the organization in the eyes of the employees and the tendency of the employees to display positive behaviors. In this sense, with the assumption that OC is a phenomenon that develops depending on employees' psychological state, it is thought that PPO may have a mediator and moderator role in the relationship between CR and OC. Therefore, the fourth and fifth hypotheses were formed as follows.

H4: POB has a mediating role in the effect of CR on OC.

H5: POB has a moderating role in the effect of CR on OC.

In this context, a model was developed for examining the effect of CR on OC, one of the organizational behavior issues that include studies for the protection of human capital in organizations, and determining the mediator and moderator role of POB on this effect, as can be seen in Figure 1.

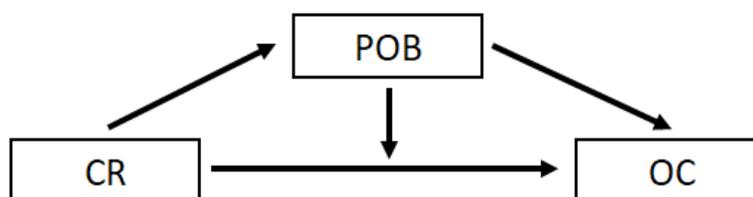


Figure 1. Research Model

Method

The data from the sample group created to test the research model and developed hypotheses were collected using the survey technique from quantitative research methods. The validity and reliability of the scales used in data collection were first examined, and the Cronbach's Alpha Test

and Exploratory Factor Analysis were performed. The data obtained from valid and reliable scales were subjected to correlation analysis and regression analysis, and the developed hypotheses were tested.

Purpose and scope of the research

This study aims to determine the relationships between CR, OC, and POB and examine the mediator and moderator role of POB in the effect of CR on OC. For this purpose, employees working in sales stores affiliated to the Adana Regional Directorate of one of the leading enterprises in Turkey operating in the telecommunications sector were selected as the research universe. 589 employees are working in sales stores affiliated with the Adana Regional Directorate of the enterprise. The sample of the study was formed by selecting 138 people using a simple random sampling method. The demographic characteristics of the participants of this research are shown in Table 1 below.

Table 1. Demographic Characteristics of the Participants

Demographic Characteristic	Frequency	Percentage	Demographic Characteristic	Frequency	Percentage		
Gender	Male	74	53.6	Education	High school and below	72	52.2
	Female	64	46.4		Associate	34	24.6
Marital status	Single	80	58		Undergraduate and graduate	32	23.2
	Married	58	42	Seniority	< 1 year	27	19.6
Age	< 26 years	50	36.2		1–3 years	48	34.8
	26–30 years	34	24.6		4–6 years	26	18.8
	31–35 years	28	20.3		7–9 years	13	9.4
	35 > years	26	18.8		9 > years	24	17.4
Total	138	100	Total	138	100		

Data collection

In this study, the survey technique, one of the quantitative research methods, was used as the data collection method. The questionnaire forms created as an online questionnaire were sent to the participants via e-mail and messaging applications, and they were asked to fill out voluntarily. The questionnaire form consists of four parts. In the first part, there are categorical questions, including personal information (gender, marital status, age, education, and seniority). There is the CR Scale consisting of 20 items for measuring the CR perception of the employees in the second part, the OC Scale consisting of 18 items to measure the OC level in the third part, and the POB Scale consisting of 24 expressions for measuring PPO in the last part. All three of the scales were prepared as 5-point Likert, and the participants were asked to evaluate each item in the scales as “strongly disagree,” “disagree,” “neutral,” “agree,” and “strongly agree.”

In the research the follow questionnaires were used:

- “Reputation Coefficient Scale” developed by C. J. Fombrun with colleagues and consisting of 20 items (Fombrun et al., 2000) — to measure CR;
- “Psychological Capital Scale” developed by F. Luthans with colleagues and consisting of a total of 24 statements (Luthans et al., 2007) — to measure POB;
- “Organizational Commitment Scale” developed by J. Meyer and N. Allen and including 18 items — to measure the organizational commitment level of employees (Meyer, Allen, 1997).

Validity and reliability analysis

The Cronbach’s Alpha Test was applied to determine the internal consistency of the CR, OC, and POB Scales. F2 and O3 items that decrease the alpha value on the CR Scale, CC5 and CC6 items that decrease the alpha value on the OC Scale, RS1, OP2, OP5, and OP6 items that decrease the alpha value

on the POB Scale were excluded from the analysis. After these items were removed from the scales, it was observed that the items in the CR Scale ($\alpha = .971$), OC Scale ($\alpha = .956$), and POB Scale ($\alpha = .970$) were perfectly compatible with each other.

According to the exploratory factor analysis results of the CR, OC, and POB Scales, the Kaiser-Meyer-Olkin value of the CR Scale was 0.833, and the Bartlett Test value was found to be 4287.80 ($p < 0.001$). Additionally, 18 items in the CR scale are collected under three factors and explain 82.22% of the total variance. The Kaiser — Meyer — Olkin value of the OC Scale was 0.900, and the Bartlett Test value was 2622.96 ($p < 0.001$). 16 items in the OC scale are gathered under two factors and explain 74.85% of the total variance. The Kaiser — Meyer — Olkin value of the POB Scale was 0.909, and the Bartlett Test value was 4482.64 ($p < 0.001$). Besides, 20 items in the POB scale are gathered under two factors and explain 77.47% of the total variance. These results show that the validity and reliability of the CR Scale, OC Scale, and POB Scale meet the requirements for this study.

Results

According to the results of Pearson correlation analysis conducted to determine the relationship between CR, POB, and OC, there is a positive and significant relationship between CR and POB ($r = 0.611$; $p < 0.01$), between CR and OC ($r = 0.828$; $p < 0.01$), and between POB and OC ($r = 0.633$; $p < 0.01$) (Table 2). These results show a relationship between the variables of the research model, CR, POB, and OC.

Table 2. Correlation Analysis Results

Variable	CR	POB	OC
CR	1		
POB	.611**	1	
OC	.828**	.633**	1

CR — Corporate Reputation, POB — Positive Organizational Behavior, OC — Organizational Commitment. ** Correlation is significant at the 0.01 level (2-tailed).

Regression analyzes were conducted to determine the effect level of CR on OC and POB on OC. According to the results of the regression analysis carried out with the data collected, CR is a significant predictor of POB ($F_{(1,136)} = 80,9$, $p < 0,001$). CR explains 37% of the variance in POB. Besides, CR is a significant predictor of OC ($F_{(1,136)} = 296,464$, $p < 0,001$). CR predicts 69% of the variance in OC. However, POB is a significant predictor of OC ($F_{(1,136)} = 90,955$, $p < 0,001$). POB explains 40% of the variance in OC (Table 3). According to these results, CR positively and significantly affects OC and POB. Additionally, these results indicate that as the POB increases, OC increases. H1, H2, and H3 hypotheses are accepted.

Table 3. Regression Analysis Results

Model	Variables		R	R ²	F	p	B	t	p
	Dependent	Independent							
Model 1	POB	CR	.611	.373	8.900	.000	.542	8,994	.000
Model 2	OC	CR	.828	.686	296,464	.000	1,061	17,218	.000
Model 3	OC	POB	.633	.401	9.955	.000	.913	9,537	.000

Durbin — Watson: 1,88 (Model 1); 1,90 (Model 2); 1,49 (Model 3). CR — Corporate Reputation, POB — Positive Organizational Behavior, OC — Organizational Commitment.

According to the results of the hierarchical regression analysis in Table 4, when POB is included in the model regarding the effect of CR on OC, the significant effect of CR on OC continues ($\beta = 0,704$; $p < 0,001$) but there occurs a decrease at the effect level in Model 1 ($\beta = 0.828$; $p < 0.001$). Sobel

Test was conducted to test whether this decrease was significant. The Sobel test results ($z = 3.3500$; $p = 0,001$) suggest that the mediating role of POB in the effect of CR on OC is significant. The results of hierarchical regression analysis and the Sobel Test conclude that POB has a partial mediating role in the relationship between CR and OC. Therefore, the H4 hypothesis is partially accepted.

Table 4. Analysis Results of POB's Mediator Role

Variable	Model 1				Model 2			
	<i>B</i>	<i>Se</i>	β	<i>t</i>	<i>B</i>	<i>Se</i>	β	<i>t</i>
CR	1.061	.062	.828	17.218***	.902	.075	.704	12.055***
POB					.293	.084	.203	3.480**
R^2	.686				.711			
R^2 Change F	296.464***				12.109**			
<i>F</i>	296.464***				166.395***			

** — Significant at the 0.01 level, *** — Significant at the 0.001 level. CR — Corporate Reputation, POB — Positive Organizational Behavior.

The effect of the “CR x POB Interaction” variable derived from CR and POB variables on OC was examined to determine whether POB has a moderating role in the relationship between CR and OC. According to the results in Table 5, the interaction variable has a positive ($\beta = 0.367$) and significant ($p < 0.001$) effect on OC. This result reflects that POB has a moderating role in the relationship between CR and OC. In this case, H5 hypothesis is accepted.

Table 5. Analysis Results of POB's Moderator Role

Model	<i>B</i>	<i>Se</i>	β	<i>t</i>	<i>p</i>	<i>F</i>	<i>p</i>
CR	1.087	.073	.848	14.795	.000		
POB	.53	.085	.367	6.248	.000	151.66	.000
CR x POB Interaction	.090	.015	.371	5.998	.000		

Dependent variable — OC. Durbin — Watson = 2,014; $R = 0,879$; Adjusted $R^2 = 0,767$. CR — Corporate Reputation, POB — Positive Organizational Behavior, OC — Organizational Commitment.

Conclusion

Significant findings were obtained as a result of the analysis carried out with the data collected from 138 employees working in an enterprise operating in the telecommunications sector to determine the relationships between CR, OC, and POB and also to examine the mediating and moderating role of the POB in the effect of CR on OC.

According to this research results, a well-managed and strong corporate reputation positively affects the employees' organizational commitment. Research results identify that acceptance of an organization by employees as reputable strengthens the bond between employees and the organization. Many studies support these research results on the positive relationship between CR and OC. In the study conducted on 646 employees in Iran, a significant positive relationship was found between CR and OC (Beheshtifar, Allahyary, 2013). In the study conducted with 323 hotel employees in China it is found out that CR positively affects OC (Fu et al., 2014). V. Esenyel researched small and medium-sized enterprises in Northern Cyprus and inferred that the perceived positive CR positively affects OC (Esenyel, 2019). The study results conducted by M. Almeida and A. Coelho show a positive and significant relationship between CR and OC (Almeida, Coelho (2019). Considering the results obtained from this research and previous studies, it can be asserted that as employees' perception about the corporate reputation increases, the employees' organizational commitment increases.

According to the research results regarding the relationship between CR and POB, the employees' tendency to exhibit positive organizational behavior is positively affected by corporate reputation. This study's results are in line with the results of the recent researches (Naser, Hussein, 2019; El Shobaky et al., 2020). This result reveals that the behaviors of the employees are a mirror that reflects CR. In other words, employees take the organization as a model to imitate while shaping their own behavior. This research shows that the organization has a very strong influence on employees about how they feel about it.

Another important result of the study is that employees who have the necessary psychological capacity for effective performance, willing to achieve their goals despite obstacles, focus on positive expectations, and manage to adapt despite negativities have high organizational commitment. Research results show that POB positively and significantly affects OC. According to the results of a study conducted in the health sector, there is a high level of a positive and significant relationship between POB and OC (Luthans, Jensen, 2005; Salari et al., 2020). On the other hand, it is emphasized that POB is an important variable that affects OC (Larson, Luthans, 2006). All these studies support this research's results. The results regarding the positive effect of POB on OC can be interpreted as POB helps to explain the commitment of the employees towards the organization.

The most striking result of this research is the findings obtained regarding the role of POB in the effect of CR on OC. In the relationship between CR and OC, POB has both a partial mediating role and a moderating role. Composed of the dimensions of self-efficacy, hope, optimism, and resilience, POB is found to be a factor that increases the positive effect of employees' perception of reputation towards the organization on OC. In other words, POB positively strengthens the relationship between the strong corporate reputation and the employees' organizational commitment. According to this result, it can be suggested that POB emerges as an important variable to consider in evaluating the relationship between CR and OC due to both its partial mediating role and its moderating role.

Considering the results of this research, some suggestions are presented to managers and researchers:

- CR is among the most valuable and unique intangible assets of an organization. Hence, managers need to manage CR strategically;
- managers should also focus on the effects of reputation management on employees as internal stakeholders, without making the mistake of dealing only from the external stakeholders' perspective. Thus, CR could help guide employees towards organizational goals successfully;
- psychology science is not a discipline that focuses only on illness and mental disorders. There are also positive aspects of psychology like POB. Therefore, managers should carefully evaluate not only the factors that stress and disturb employees but also the ones that make employees feel happy and peaceful;
- managers should strengthen the organizational reputation to attract competent and qualified employees and retain existing employees in the organization;
- studies to be conducted in other businesses in the telecommunications sector and different non-telecommunications sectors dealing with the relationships between CR, POB, and OC may contribute to the generalization of this research results.

This research has some limitations. It is limited to the employees working in the sales stores affiliated to Adana Regional Directorate of an enterprise operating in the telecommunication sector. No study was made on employees working in other regional directorates or general directorates of the same company. Besides, the results obtained are specific to this business, and generalizations cannot be made.

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Moderating effect of employees' retention on the influence of contributory pension scheme on employees attitude

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Abstract. *Purpose.* This study explores the relationship between the contributory pension scheme, employee retention, job satisfaction, and organizational commitment with unique reference to Osun State people in Nigeria. *Study design.* A descriptive cross-sectional research design was adopted and closed-ended questionnaires were employed to collect data for analysis purposes. Data were analyzed with the aid of Structural Modeling of Equation (PLS-SEM). *Findings.* The findings of the research expose that the contributory pension scheme has no essential effect on job satisfaction and organizational commitment among Osun State workers in Nigeria. However, the research findings divulge that employee retention moderates the relationship between contributory pension scheme, job satisfaction, and organizational commitment amongst Osun State employees in Nigeria. Based on the results, the study suggests that the state government needs to implement the pension scheme and remitting pension contributions as well as pay the benefits to the pensioners as when due. Thus, this will go a long way to alternate the mind-set of employees to work. *Research limitations.* This study limited to one state, which can be expanded to all 36 states of the federation in future studies. Also, this study makes use of quantitative techniques only, which can also be modified to mixed-methods. *Value of the results.* The study demonstrates that the contributory pension scheme has no significant impact on job related attitudes among Nigerian workers. However, the retained and experienced workers are capable to key into the scheme.

Keywords: pension, job satisfaction, organizational commitment, job attitude, contributory scheme.

Introduction

The welfare of the aging population has become a major concern to the government, policymakers, scholars, and researchers across the globe. Pension scheme has been recounted as a palliative strategy to deliver economic protection for an aging population, especially retirees in both advanced and emerging economies (Obasa, 2019; Yeji, Yoon, 2016; Cosmas, Okeke, 2016; Barr, Diamond, 2010; Dorfman, Palacios, 2012). The scheme has contributed appreciably and meritoriously to economic development through

promoting national financial savings and capital market improvement in Europe, America, and Asia (Huan, Jianyuan, Qi, 2018; Lachman, 2013). World Bank sees pension reforms as a sustainable tool for working class across the globe because the pension is vital social security that eradicates old-age poverty and assisting employees to live a good life even after retirement (World Bank, 2019). According to S. O. Oluyeju (2017), sustainability is the rationale behind the pension reforms in both developed and emerging economies due to the fact that the sustainability of a pension system is a sine qua non to the sustainable economic development of a nation.

The clamoring for pension reform grew to be extra pressing over many years due to the misappropriation of pension funds and the frivolity of the scheme. D. Robolino notes that many countries of the world have settled for varieties of contributory pension schemes, in which employees and employers are to pay a certain percentage of their monthly contributions to a Retirement Savings Account (RSA) from which pension benefits will be paid after retirement (Robolino, 2006). OECD (2009) exhibits that some African countries do not have significant publicly managed pension and social safety systems, whilst World Bank (2019) also laments that most African countries have less than 10% of the older population that engage in a contributory pension. In Nigeria, the contributory pension reform bill was passed in 2004 to replace the ancient scheme with the aim to improve the pension system for sustainability in the country (Onwuamaeze, 2011).

The frivolous handling and implementation of the scheme by the government for not remitting pension contributions to the Pension Fund Administrators (PFAs) botch up the scheme. Evidently, PenCom report exhibits that nearly all the state governments have no longer been remitting Pension contributions to the PFAs while the Federal Government is seriously thinking about the bond option to offset the over N90 billion amassed pension liabilities owed workers beneath the Contributory Pension Scheme (CPS). The implication of this development is that the future of Nigerian employees cannot be assured since the government refused to make a contribution to retired workers' welfare and therefore reduce their standard of living and make life miserable for the aging population. The epileptic remittances of workers' pensions into their RSAs with the aid of the government, coupled with the incessant falling value of the naira make complete nonsense of pension fund investments in Nigeria has exposed negative attitudes of workers towards their job due to absence of job satisfaction, and commitment. According to Armstrong (2009), job-related attitudes of workers are contingent upon the predicted profitable rewards (gratuity and pension). The absence of a true pension scheme is largely accountable for excessive labour turnover among the employees, and financial troubles amongst retirees.

Job-related attitudes of the employees are vital to achieving the individual and organizational goals through their performance. Job-related attitudes such as job satisfaction and organizational commitment are the motivational tools for an organization to gain a competitive advantage in a globally competitive environment (Alf, Bassem, 2003). Job-related attitudes experienced by workers induce them to commit and give their best to the company (Keith, 2000).

Attitudes are the experience and beliefs that in most cases decide how employees will emerge as conscious of their environment, commit themselves to supposed actions, glue to a company for a longer length of time, and finally behave. W. L. Sterns is of opinion that if both parties that are the employees and employers contribute to the scheme without default, then it will boost the employment relationship (Sterns, 2006). Attitudes are the experience and beliefs that mostly determine how employees will become aware of their environment, commit themselves to supposed actions, stick to an organization for a longer length of time, and finally behave. W. L. Sterns observes that if both the employees and employers make a contribution to the scheme, then it serves as a prevalent of joint interest and cooperation that helps to foster good employment relations (ibid.).

The contributory pension scheme is an indispensable management tool to enhance employee job satisfaction and commitment. However, no systematic study was performed in developing nations, especially, Nigeria. The earlier studies on the subject did not agree (Babatunde, 2012; Chukwuemeka, Okechukwue, Onwuchekwa, 2019; Ekwunife, Egunlusi, Chikwe, 2019; Ikeji, Nwosu, Ogaboh, 2011) in determining the effect of a contributory pension scheme on the employee attitude in terms of job satisfaction and commitment. This study will bridge the gap objectively by looking at the influence of a contributory pension scheme on the employee attitude. Moreover, it has been observed by researchers that to retain the performance and effectiveness of members of the workforce, each organization has to put in force contributory pension scheme efficaciously and effectively so as to inspire and keep them (Adadu, Ibrahim, 2019). The study will further contribute to the earlier studies by expanding the scope of the study in looking at how employee retention moderates the relationship between contributory pension scheme and the employee attitude.

Concept of contributory pension scheme

The concept of pension can be traced to 1875 whilst the American Express Co. created the first non-public pension plan within the United States of America for the aging and employees with disabilities, with the intention to cater for their desires after retirement. This novel pension plan was embraced by many private organizations, labour union, and governments throughout the globe as a tool for human resource strategy to engage employees. J. O. Adeoti, U. Gunu, and E. Tsado define Pension as a pool of resources contributed through the employees with the goal of getting enough sources to cater for his or her needs after retirement (Adeoti, Gunu, Tado, 2012). B. Gbitse additionally defines it as a payment to an employee in order to be socially secured after retirement and live a good life (Gbitse, 2008).

In 1951, the pension scheme came to be in Nigeria by way of the Colonial administration while the pension ordinance becomes enacted with 1st January 1946 as the effective date with a goal to offer social safety (pension and gratuity) to public servants. In 1961, the country National Provident Fund (NPF) scheme was installed to cope with pension matters of private organizations in Nigeria (Ibeme, Aniche, 2016), mean why country National Social Insurance Trust Fund (NSITF) scheme was set up in 1993 with effect from 1st July 1994 to update the defunct NPF to cater for workers in the private sector of the economic system in opposition to legal guidelines of employment men in old age, invalidity or loss of life. However, the scheme becomes a horrific human resource practice to workers which has adverse psychological effects on the workers in the private and public sectors due to poor data maintaining, "COVID-pandemic frauds and corruption" (WHO, 2020). The study of A. R. Mario and K. Evangelos confirms that most of the developed and developing countries have undertaken considerable pension reforms due to demographic, economic, social, and financial modifications (Mario, Evangelos, 2019). Moreover, O. Ayegba, I. James, and L. Odoh also observe that each advanced and developing nations of the world are now stepped by step shifting away from the traditional defined-benefit pensions scheme to defined contributory pensions scheme (Ayegbda, James, Odoh, 2013). In line with this innovation, the Nigerian government introduced a pension scheme reform in 2004 from a defined benefits pension scheme (DBPS) to contributory pension scheme (CPS). The scheme came to be to serves as an incentive to save for the future and guarantees employees future social security.

More importantly, the scheme becomes to checkmate the poor administrative systems, pandemic corruption in pension, and arbitral will increase in salaries and pensions that embedded in the former pension scheme (Pay-As-You-Go) (Nwanna, Ogbonna, 2019; Anyim et al., 2014; Adeoti,

Gunu, Tsado, 2012). This implies that the contributory pension scheme to have multiplier effects on worker's attitudes towards job satisfaction, commitment to duty, and retention.

Job satisfaction

Empirical and theoretical studies have indicated that job satisfaction does no longer comes approximately in isolation, as it is dependent on organizational variables inclusive of gratuity and pension (Chukwuemeka, Okechukwue, Onwuchekwa, 2019; Okechukwu, Nebo, Eze, 2016; Robbins, 2003). M. Sempene, H. Rieger, and G. Roodt view job satisfaction as individuals assessment of their job influenced by needs, values, and expectancies (gratuity and pension), that are germane to them (Sempene, Rieger, Roodt, 2002). The expectancy concept of V. H. Vroom (1964) also links rewards and expectations (gratuity and pension) to overall performance that growth motivation and job satisfaction (Odunlade, 2012). Job satisfaction might be described as a pleasurable emotional state due to the appraisal of one's job, a powerful response, or an attitude toward one's job (Robbins, 2003). Empirical studies demonstrate that there is a positive correlation between the pension scheme and job satisfaction. For example, L. Madrigal, C. Pagés, and A. Suaya examine the significant relationship between the contribution to social insurance and job satisfaction. They discover that contribution to social insurance is a predictor of job satisfaction, especially informal jobs (Madrigal, Pagés, Suaya, 2016).

In another study, the findings reveal that positive relationship exist between the contributory pension scheme job satisfaction (Ikeji, Nwosu, Ogaboh, 2011). Additionally, OECD (2014) report indicates that the contributory pension is strongly associated with higher job satisfaction. Similarly, the outcome and findings of A. M. O. Agba, F. Nkpoyen, and E. M. Ushie also demonstrate that the contributory pension scheme is significantly influenced job satisfaction (Agba, Nkpoyen, Ushie, 2010). However, the findings of E. O. Chukwuemeka, R. O. Okechukwue, and F. Onwuchekwa are contradictory to the previous studies. Their findings reveal that there is no significant relationship between the constructs (Chukwuemeka, Okechukwue, Onwuchekwa 2019). Based on the above conflicting empirical results, this study, therefore, hypothesized that:

H01: There is no statistically significant influence of the contributory pension scheme on job satisfaction.

Organizational commitment

The concept of organizational commitment is rooted in organizational behaviour. It is conceptualized as the psychological attachment to the organization, in which employees are inclined to perceive the desires and values of the employer (Akintayo, 2010). Organizational commitment has additionally been stated by way of scholars as one of the job-related attitudes that facilitate employee' loyalty to the organization (Adekola, 2012). According to J. Boehman (2006) and B. B. Brown (2003), organizational commitment is about workers' willingness to identify with vision and goals (social protection) of the organization. Expectancy theory (Vroom, 1964) makes a speciality of the hyperlink between rewards (gratuity and pension) and behaviours (organizational commitment). Empirical results also imply that pension is one of the motivational tools that has a potential influence on the level of workers' commitment (Ikeji, Nwosu, Ogaboh 2011).

The report of AEGON (2012) indicates that employers of labour agree that effective provision of occupational pensions to their employees facilitates job satisfaction and commitment (Green, Robinson 2012). In the same direction, the resaerchers also conclude that excellent implementation of pension scheme facilitates employees commitment to the organization in the course of their lively years (Sule, Ezugwu, 2009). Similarly, the finding of studies also exhibits that an effective relationship exists between pension schemes and organizational commitment (Kotun, Adeoye, Alaka, 2016). Likewise, the findings of another studies indicate that the contributory pension scheme has a strong

relationship with employee commitment (Amusan, Ajibola, 2018). It was discovered that there is a statistical significance of contributory pension scheme on worker commitment (Ekwunife, Egunlusi, Chikwe, 2019). However, the finding of M. A. Babatunde could not establish any statistical relationship between the contributory pension scheme and employee commitment (Babatunde, 2012). Thus, it is hypothesized that:

H02: There is no statistically significant influence of the contributory pension scheme on organizational commitment.

Employees' retention

Empirical and theoretical studies demonstrate that employees' mind-set to work is tied to diverse ranges of the team of workers' job satisfaction, commitment and retention (Onyene, 2001). The studies confirm that employees attached to the organization in which their job is secured and their future is guaranteed after retirement (Agba, Nkpoyen, Ushie, 2010). The rate of labour turnover specifically in the public sector has been a major concern for psychologists and scholars for decades in Africa nations, and, as a result, has received interest in the literature (Masoga, 2013). The level of migration of highly skills workers in Africa nations to advance countries on a daily basis make the many countries in the continent experienced brain drain (Benedict, Ukpere, 2011). Employee retention has been mentioned as one of the vital human resource techniques to inspire active, effective, and talented employees to stay with the enterprise through effective pension schemes, job satisfaction, and organizational commitment (Robbins, 2003). Likewise, O. Gough and R. Hick argue that the provision of a pension facilitates to reduce worker turnover by having workers accrue benefits more rapidly toward retirement age (Gough, Hick, 2009). A. B. Salah, Y. Adadu, and S. Ibrahim additionally opine that to retain the performance and effectiveness of members of the workforce, each organization has to put in force contributory pension scheme efficaciously and effectively so as to inspire and keep them (Salah, Adadu, Ibrahim, 2019).

This connotes that there may be more potent evidence assisting a relationship between pension scheme, job satisfaction, organizational commitment, and employee retention. The study finding display that the contributory pension scheme appreciably influences employees' commitment to work, retention, and attitude toward retirement (Chizueze, Nwosu, Agba, 2011). This study examines the moderating role of employee retention; by the above literature, the following hypothesis was developed.

H03: Employee retention has no moderating effect on the relationship between the contributory pension scheme and job satisfaction.

H04: Employee retention has no moderating effect on the relationship between the contributory pension scheme and organizational commitment.

Conceptual framework

Theoretical and empirical studies reveal that the pension scheme has a significant relationship with job attitude. Job satisfaction and organizational commitment rely upon the contributory pension scheme. Contributory pension scheme and employee retention are forerunners to facilitate job satisfaction and organizational commitment. Therefore, the following theoretical framework is designed to describe a relationship between contributory pension scheme, job satisfaction, and organizational commitment in the presence of moderating variable (employee retention) (see figure 1).

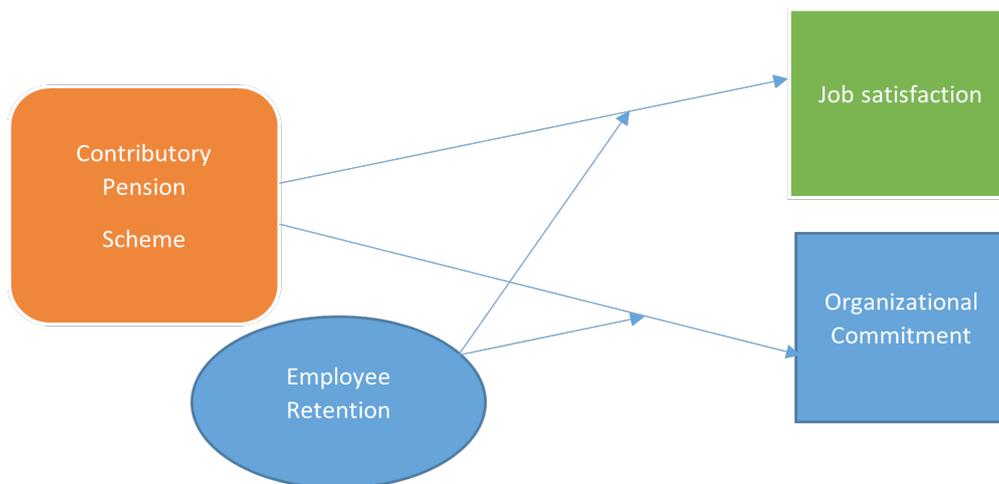


Figure I: Conceptual Framework

Methodology

A descriptive cross-sectional research design was adopted for this study among civil servants in Osun state and closed-ended questionnaires were employed to collect data for analysis purposes. The populace of this study consists of 18,653 Osun state government workers. Workers which might be in government payroll and those whose appointment has been confirmed were included in this study. The selection of Osun State is based on the fact that is one of the states that implement the scheme to its workers and owing over thirteen months of pension arrears in the country. The sample size for this study includes 396 participants using Slovin’s formula. The scales for the study comprised of the “Contributory Pension Scheme Scale”, “Job Satisfaction Scale”, “Organizational Commitment Scale”, and “Employees Retention Scale”. These scales were developed and validated by C. U. Kalu and A. Nicholas (2015), D. Weiss, R. Dawis, G. England, and T. Lofquist (1987), N. Allen and J. Meyer (1990), and I. Tiwari (2015) respectively. They are 5-point Likert type rating scales ranging from strongly agree (5) to strongly disagree (1) (see Table 1).

Data were analyzed with the aid of structural equation modelling (SEM). The theoretical structure is studied with the Structural Modeling of Equation (PLS-SEM). PLS can be used as a regression model, estimating at least one dependent variable from several independent variables, or is commonly used as a path model. PLS strategy can connect independent variables into several dependent variables (Eniola, 2020a; Eniola, Olorunleke, Akintimehin, Ojeka, Oyetunji, 2019).

Table 1. Measurement of instruments

Construct	Items	Meaning Bartlett	KMO	Eigenvalue of the principal Component	% of the variance	Cronbach’s α
Contributory Pension Scheme Scale	7	p = .000 (significant)	.704	2.609	71.61%	.79
Job Satisfaction Scale	10	p = .000 (significant)	.644	1.878	61.89%	.69
Organizational Commitment Scale	13	p = .000 (significant)	.798	3.072	73.14%	.80
Employees Retention Scale	10	p = .000 (significant)	.81	3.310	75.09%	.82

Construct reliability

This refers to the sum of the variability in a variable (Hair, Ringle, Sarstedt, 2013). Unwavering consistency was tested using external loads as shown in Table 2 below. A higher external variable loading suggests that the associated calculation is more used for all purposes. A. A. Eniola (2020b)

and J. F. Hair Jr with colleagues (2019) further suggested to maintain items with loading > 0.70, to remove items with an external loading estimate > 0.40 and to find the effect on the average variance derived and composite reliability of the variable.

Table 2. Factor loading

Loading	Contributory Pension (CP)	Job Satisfaction (JS)	Organizational Commitment (OC)	Employees Retention (ER)
CP1	.79			
CP2	.73			
CP3	.71			
CP4	.72			
CP5	.63			
CP6	.55			
CP7	.54			
JS1		.55		
JS2		.58		
JS3		.65		
JS4		.56		
JS5		.75		
JS6		.71		
JS7		.85		
JS8		.79		
JS9		.69		
JS10		.58		
OC1			.75	
OC2			.79	
OC3			.72	
OC4			.66	
OC5			.71	
OC6			.63	
OC7			.68	
OC8			.75	
OC9			.76	
OC10			.79	
OC11			.76	
OC12			.71	
OC13			.80	
ER1				.56
ER2				.75
ER3				.76
ER4				.81
ER5				.85
ER6				.84
ER7				.79
ER8				.75
ER9				.75
ER10				.74

Source: Authors' Computation (2020).

Model measurement

In PLS-SEM, appraisal of the estimation model, additionally alluded to as the external model, incorporates CR to assess inward consistency, individual indicator reliability and AVE to assess convergent validity (Hair et al., 2013). Table 3 shown that, the CR and AVE loading components were used to achieve convergent validity. The convergent validity showed that all loading components

were critical at 0.01. To achieve the convergent validity, CR or CA was used. CR is the unflinching consistency proportion because the alpha of Cronbach now and then rejects reliability on a scale (Eniola, 2020a, 2020b; Khoi, Van Tuan, 2018).

Table 3 shows that CR was above the 0.5 favoured estimates, from 0.85 to 0.94. This indicates that the model is consistent internally. All the items that loaded the factor met the 0.50 cut-off except for the contributing pension (AVE = 0.46). However, the contributing pension measurements have been found to have satisfactory validity based on their high composite reliability (> 0.70) (Gerbing, Anderson, 1988). R2 estimates of 67, 33, and 19, as demonstrated by J. Henseler, C. M. Ringle, and R. R. Sinkovics (2009), are critical, moderate, and individually weak. The determination coefficient represents that JS and OC R2 are essential to the convenience of a regression model as shown in Table 3.

Table 3. Construct Reliability and Validity

Variables	No of Items	CA	R2	CR	(AVE)
Contributory Pension (CP)	7	.79		.85	.46
Job Satisfaction (JS)	10	.69	.74	.89	.58
Organizational Commitment (OC)	13	.80	.71	.94	.54
Employees Retention (ER)	10	.82		.93	.58

Source: Authors' Computation (2020).

Discriminant

It was imperative to establish the discriminant validity to assist the external model's construct validity. Discriminant validity reflects the degree to which the measure is stand-out, and not just an impression of various factors (Eniola, 2020a; Eniola, Entebang, 2017). Table 4 indicates that, for each inert variable, the square roots of AVE were higher than those between construct relationships (Fornell, Larcker, 1981) and thus assert discriminating validity. Additionally, all individual loading pointers were experiential to be higher than their different cross-loads. This gives further evidence of the validity of a discriminant.

Table 5. Measures of validity among variables

Variables	AVE	Contributory Pension (CP)	Job Satisfaction (JS)	Organizational Commitment (OC)	Employees Retention (ER)
Contributory Pension (CP)	.46	.68			
Job Satisfaction (JS)	.58	.51	.76		
Organizational Commitment (OC)	.54	.53	.64	.73	
Employees Retention (ER)	.58	.35	.37	.65	.76

Source: Authors' Computation (2020).

Collinearity Measure

Performance is a developmental build in the PLS path model and the validity of the collinearity problem (CS) and the significance and relevance of indicators by checking for external weights and external loads are assessed. The VIF value of each indicator is < 5 as indicated in Table 5. There is also no question of collinearity between the measures.

Regression analysis

Figures 2 shows the path coefficient for the immediate relation between contributory pension schemes and other variables. As V. E. Vinzi, W. W. Chin, J. Henseler, and H. Wang (2010), maintained, 122 data points and 5000 samples used non-parametric bootstrapping routines. Bootstrapping is a re-sampling technique that extracts random samples from data (with substitutes), using these samples to approximate the path pattern several times within slightly modified data constellations.

The key aim of bootstrapping is to measure the coefficient error norm in order to analyze the statistical significance of the coefficient (Vinzi et al., 2010).

Table 6. Assessment of Formative model

CS (VIF) Outward VIF Values							
CP1	1.08	JS4	1.87	OC4	2.01	ER1	1.69
CP2	1.11	JS5	1.95	OC5	2.78	ER2	2.91
CP3	1.03	JS6	1.84	OC6	2.16	ER3	2.03
CP4	1.09	JS7	2.14	OC7	2.56	ER4	2.97
CP5	1.05	JS8	2.11	OC8	2.13	ER5	2.69
CP6	1.08	JS9	2.31	OC9	2.10	ER6	2.30
CP7	1.08	JS10	1.58	OC10	2.77	ER7	2.38
JS1	1.58	OC1	2.54	OC11	2.82	ER8	2.36
JS2	1.79	OC2	2.33	OC12	2.36	ER9	2.41
JS3	2.03	OC3	2.32	OC13	2.45	ER10	2.97

Source: Authors' Computation (2020).

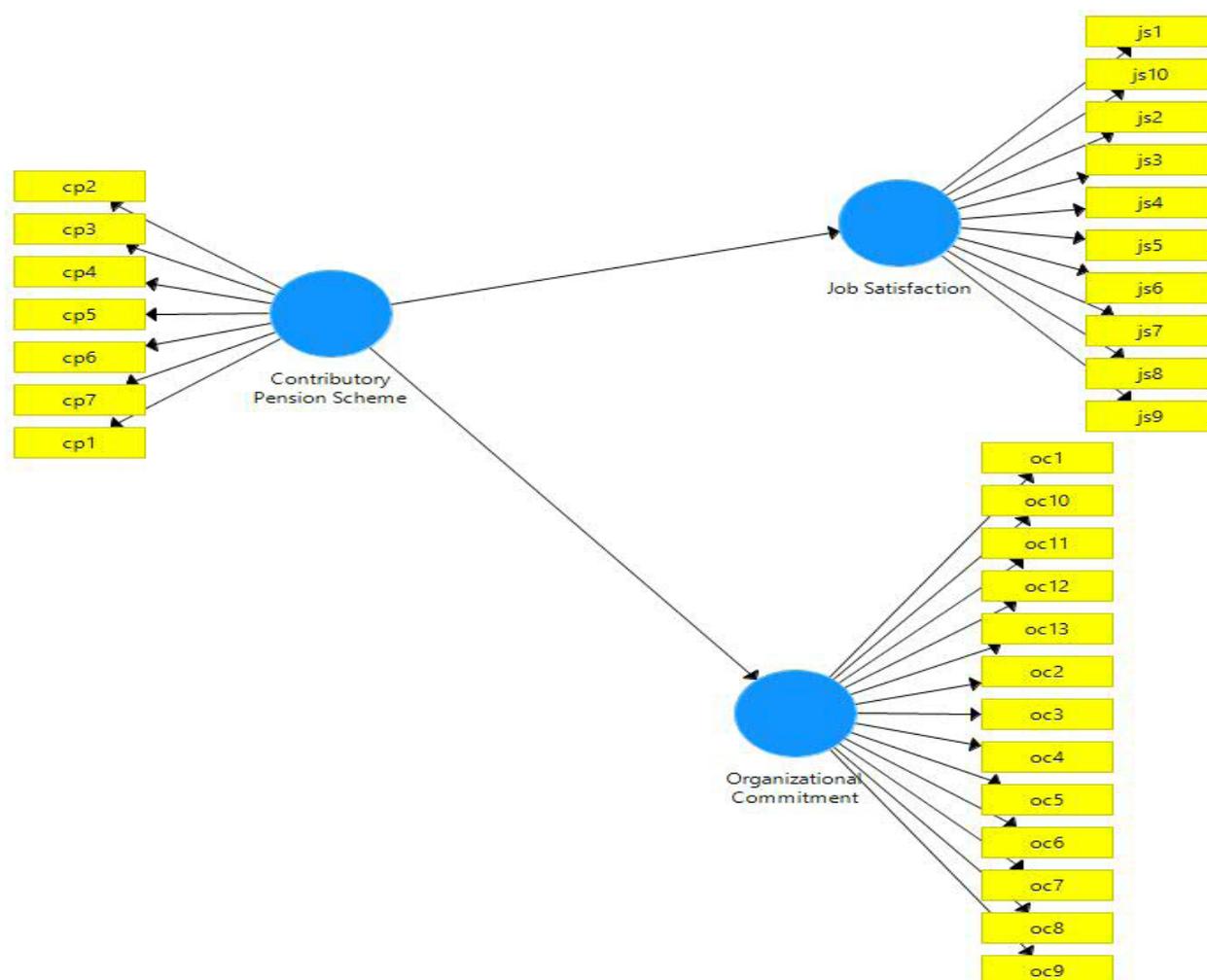


Figure 2. Conceptual Model without Moderation (Source: Author's Computation (2020))

Hypotheses testing without mediation

As shown in Table 6 path coefficient indicates the quality of the connections and P-value for confirming whether the relationship is factually critical using PLS-SEM algorithm and Bootstrapping calculations.

Table 7. Analysis without moderator

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Contributory Pension Scheme -> Job Satisfaction (H01)	.21	.11	.24	.88	.38
Contributory Pension Scheme -> Organizational Commitment (H02)	.32	.19	.32	.98	.33

Note: *** — $p < 0.001$; ** — $p < 0.01$; * — $p < 0.05$. Source: Authors' Computation (2020).

Table 7 summarises the direct impact of the contributory pension scheme on job satisfaction and organizational commitment. The consequences expose that the contributory pension scheme has no impact on job satisfaction and organizational commitment with p-values of 0.38 and 0.33 respectively. This discovering is constant with the studies of M. A. Babatunde (2012) and E. O. Chukwuemeka, R. O. Okechukwue, and F. Onwuchekwa (2019) that there is no big relationship between the contributory pension scheme, worker commitment, and job satisfaction. This shows that the contribution pension scheme in Osun State has no longer facilitated workers' loyalty to the organization commitment and job satisfaction. This study opposite to the view that the contributory pension scheme is a managerial tool that influence employees job satisfaction and commitment. These results agree with H01 and H02. This development may additionally be as a result of the frivolous dealing with and implementation of the scheme through the state government for no longer remitting pension contributions to the Pension Fund Administrators (PFAs) and owing over 13 months of pension arrears, coupled with the incessant devaluation of Naira.

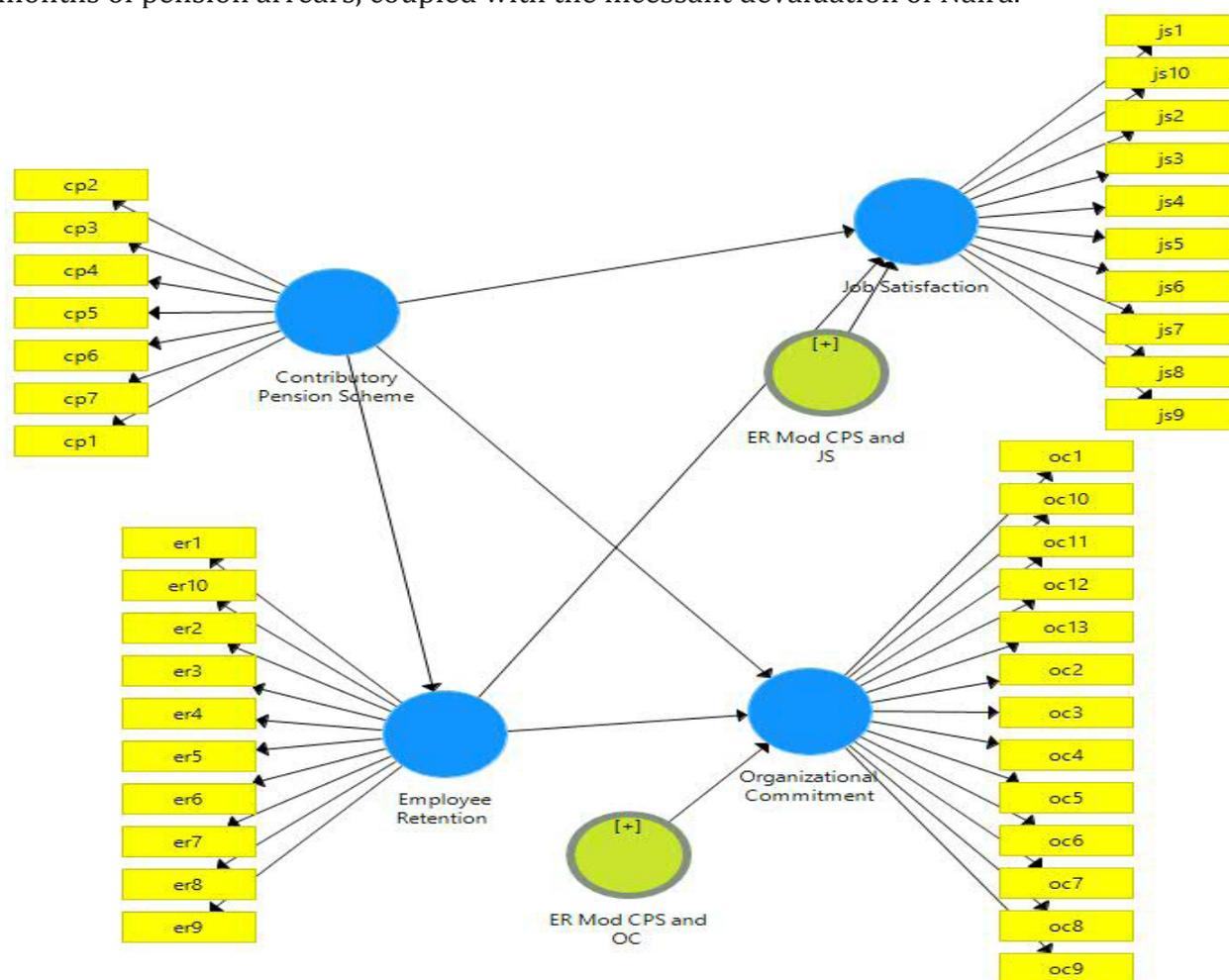


Figure 3. Conceptual Model with Moderation (Source: Authors' Computation (2020))

Hypotheses testing with moderation

After testing the direct hypothesis the results were satisfactory and as the entire direct hypothesis were in line with the null hypothesis. So we introduce mediator among this research model. The results are as below. Table 8 reveals the moderating impact of worker retention on the relationship between the contributory pension scheme, job satisfaction, and organizational commitment. From Table 8, the t -value of 3.89 and p -value of 0.00 depict the tremendous moderating position of employee retention between the contributory pension scheme and job satisfaction. Furthermore, employee retention also moderates the relationship between the contributory pension scheme and organizational commitment with a t -value of 6.25 and a p -value of 0.00. These consequences did not agree with the H03 and H04. This development connotes that the retained employees have experienced and capable to key into the scheme.

Table 8. Analysis with moderator

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Contributory Pension Scheme -> Employee Retention -> Job Satisfaction (H03)	.47	.48	.12	3.89	.00
Contributory Pension Scheme -> Employee Retention -> Organisational Commitment (H04)	.64	.64	.10	6.25	.00

Note: *** — $p < 0.001$; ** — $p < 0.01$; * — $p < 0.05$. Source: Author's Computation (2020).

Practical implications

This research contributes to the literature by exploring the relationship between the contributory pension scheme, employee retention, job satisfaction, and organizational commitment. It also examines how employee retention moderates the relationship between contributory pension scheme and the employee attitude. The study demonstrates that the contributory pension scheme has no a significant impact on job satisfaction and organizational commitment. Probably as a result of the frivolous dealing with and implementation of the scheme coupled with the incessant devaluation of Naira in the country. However, the study establishes that employee retention moderates the relationship between the contributory pension scheme, job satisfaction and organizational commitment. This indicates that the retained employees have experienced and capable to key into the scheme.

Conclusion

This study explores the relationship between the contributory pension scheme, employee retention, job satisfaction, and organizational commitment with unique reference to Osun State people in Nigeria. This study pinpoints the contributions of the preceding scholars, which mentioned the impact of contributory pension scheme on job attitude throughout the globe. The findings of the research expose that the contributory pension scheme has no essential effect on job satisfaction and organizational commitment among Osun State workers in Nigeria. This study opposite to the view that a contributory pension scheme is a managerial tool that influences job satisfaction and commitment. However, the research findings divulge that employee retention moderates the relationship between contributory pension scheme, job satisfaction, and organizational commitment amongst Osun State employees in Nigeria. The retained personnel have experienced and successful to key into the scheme. Based on the results, the study suggests that the state government needs to implement the pension

scheme and remitting pension contributions as well as pay the benefits to the pensioners as when due. Thus, this will go a long way to alternate the mindset of employees to work.

Limitations and future research recommendations

Academically, this study provides details on the moderate effect of employees' retention on the influence of contributory pension scheme on employees attitude among Osun State workers in Nigeria. However, there are some limitations embedded in this study. For instance, this study limited to one state, which can be expanded to all 36 states of the federation in future studies. Also, this study makes use of quantitative techniques only, which can also be modified to mixed-methods in future studies.

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The effects of organizational support and psychological empowerment on organizational citizenship behavior in the Jordanian health sector

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Abstract. *Purpose.* This study aimed to investigate the effects of perceived organizational support and psychological empowerment on organizational citizenship behavior in the Jordanian health sector. Organizational citizenship behavior (OCB) has an important and effective role in the success of health organizations as it is one of the main factors in forming employee attitudes and crystallizing his / her behavior towards their organization. Perceived organizational support (POS) and psychological empowerment (PE) are assumed to be antecedent variables of OCB. *Study design.* A self-administrated questionnaire was the tool implemented across a sample comprising 382 employees working in managerial positions in nursing and supportive health professionals. To address some concerns in this regard, a descriptive analysis was conducted with the use of structured equation modeling beside confirmatory factor analysis to provide a good fit for the measurement instrument. *Findings.* The findings of the study indicated that there is a positive and significant effect of perceived organizational support and psychological empowerment on organizational citizenship behavior. Perceived organizational support was found to have an explanatory capacity for the change in organizational citizenship behavior by 21%, whereas psychological empowerment was found to have 20%. *Value of the results.* The data obtained can be used to help the health sector enhance the level of organizational citizenship behavior by applied the organizational support and psychological empowerment among the employees.

Keywords: organizational support; psychological empowerment; organizational citizenship behavior; health sector.

Introduction

Jordan is considered the gateway to the Middle East and one of the most attractive countries in the world for health investment and hospital resorts. Jordan is one of the countries that are most interested in health, where 9.3% of the gross national product is spent on health (Private Hospital Association, 2006). Despite the significant achievements made by this sector in recent decades, it is witnessing a noticeable decline due to scientific, health, economic, social, and political factors imposed upon it. These challenges have reached the stage of assaulting the Ministry of Health cadres in hospitals, in addition to increasing criticism of the quality of the health service which, if it continues, may distort the health achievements, and reduce trust in the health sector in Jordan. Perhaps one of the most important challenges facing the health sector is what relates to health employees in terms of low wages, lack of funding for human resource development, and weak continuing education initiatives. This may cause employees in health sector to engage only in the intra-roles instead of being involved in extra-roles (Private Hospital Association, 2018).

Today's contemporary organizations which are increasingly dependent on work teams need employees who engage in good citizenship behavior, help each other and care for the benefit of the organization, working in the spirit as well as the letter of rules and regulations, and bearing with satisfaction the burden and inconvenience of extra-roles (Eneizan et al., 2019; Obaid et al., 2016; Sharif et al., 2018; Obaid, Eneizan, 2016). Organizations need employees who will do things that are beyond their job descriptions; organizations with such employees can outperform those that don't have such employees (Alsakarneh et al., 2019; Taamneh et al., 2018; Abdelqader Alsakarneh et al., 2018; Eneizan et al., 2021). Improving the quality of health services requires employee sacrifice and diligence through willingness, the taking of actions beyond intra-roles, and employee proactivity beyond job responsibilities (Chiang, Hsieh, 2012). Many researchers have indicated that the correct application of the concept of empowerment may contribute to the success of work of organizations (Halbesleben, 2010); it also develops the capabilities and skills of employees by allowing them to be involved in problem-solving and to work as a team (Bailey et al., 2017). The employee who is empowered psychologically has a high responsibility toward the achievement of the goals of the organization in addition to the ability to control the way he performs the tasks required of him (Taamneh et al., 2017). Many studies indicated that providing organization support can be seen as an investment by the organization (Podsakoff et al., 2009); this will result in positive reciprocation by employees as they tend to show commendable behaviors such as job involvement, organizational commitment, and organizational citizenship behavior. This sense of obligation makes the individual more inclined to sacrifice his interests and benefits and contribute more to achieving positive values and goals of the organization through participation, loyalty, and cooperation (Chiang, Hsieh, 2012; Fu, 2013).

The health sector in Jordan has witnessed significant growth and reputation, yet limited studies have been conducted in this field. This research tries to study the effect of both employee's perceived organizational support and psychological empowerment on organizational citizenship behavior from the point of view of Jordanian employees in the health sector in different regions of the kingdom. The health sector is a good setting for organizational citizenship behavior research in Jordan because the large workload that hospitals are facing, due to the increase of patients resulting from receiving successive migrations from neighboring countries, requires health staff with organizational citizenship behavior to meet their growing demands. A. M. Hamdan-Mansour and colleagues in their study on Jordanian mental health nurses' experiences of providing mental, they stated that there was a low organizational support from the supervisors, and it should be improving the level of organizational support (Hamdan-Mansour et al., 2011). Thus, the Jordanian employees still facing a low organizational support.

This study attempts to cover a comprehensive model that includes both organizational factors, represented by the support provided by the organization, and an individual factor, represented by the psychological state consisting of four dimensions: meaning, competence, self-determination, and impact. This paper was based on the assumption that providing organizational support and psychological empowerment in health sector will lead to organizational citizenship behavior. Organizational citizenship behavior will hopefully contribute to raising the level of quality and image of the health sector and overcome many of the shortcomings it faces.

However, there is a lack of studies regarding the effects of organizational support and psychological empowerment on organizational citizenship behavior especially in the health sector. To the best of the researchers' knowledge, no empirical research has been conducted regarding these relationships in the health sector especially in developing countries such as Jordan. However, there may be several limitations in the existing empirical evidence.

Literature review

Perceived organizational support (POS)

The concept of organizational support emerges from the theory of social exchange and benefits exchange. The researcher had the greatest contribution in the field in applying these two theories and employing them to clarify and explain the relationship between the organization and its employees. The organizational support theory is based on the extent to which employees believe that their organization values their contributions and cares about their well-being (Rhoades, Eisenberger, 2002). R. Eisenberger and colleagues define organizational support as the degree to which an individual perceives that the organization cares about him, values his efforts and contributions, cares for him, and nurtures him (Eisenberger et al., 1990). POS theory assumes that there are a reciprocal relationship and partnership between the organization and its employees. POS is not limited to material matters, such as money, services, and information, but extends to justice, respect, and affection (Eisenberger et al., 1997). Several approaches have contributed to the assessment of organizational support. L. Rhoades and R. Eisenberger classified POS into the following dimensions: (1) Fairness, which refers to the policies, regulations, and procedures related to information sharing; (2) Supervisor support, which mediates the constructive performance assessments and that the employee has a firm belief that the supervisor represents the organization; (3) Rewards, which relate to recognition and compensation; and (4) Favorable job conditions (Rhoades, Eisenberger, 2002).

Psychological empowerment (PE)

One of the most prominent definitions of empowerment is what researchers defined as a state of mind in a person that cannot be developed in a way that is imposed on it from outside oversight (Bowen, Lawler, 1995). According to this context, the individual must have self-confidence and conviction in the knowledge capabilities he possesses, in helping him make the right decision to reach the results he wants. In another approach to the definition of empowerment, some researchers have said that empowerment is the application of a set of factors and conditions that allow employees to have more authority to make decisions and to share powers between the employee and senior management by building trust between them (Arnold et al., 2000; Ahearne et al., 2005).

The contemporary organization administration is keen on enhancing the integration of employees in solving administrative problems and enhancing their participation in decision-making and working in the spirit of teamwork (Halbesleben, 2010; Bailey et al., 2017); this represents the essence of psychological empowerment that involves care about employees to enhance their ability to achieve the goals of the organization in a distinct and unfamiliar way. G. M. Spreitzer explained

that the components of psychological empowerment include four dimensions: (1) Meaning, which relates to the individual's sense of the importance of his work and his sense of personal connection to work; (2) Efficiency, which relates to the individual's feeling that he can perform work successfully and with high skill; (3) Impact, which relates to the individual's belief that he or she can influence the decisions of an organization; and (4) Self-determination, whereby the employee feels control and has the freedom to act on in carrying out the tasks by his view and the general interest of the organization (Spraitzer, 1995; see also: Bester et al., 2015; Alkhaldi, 2018; Hadi et al., 2020).

Organizational citizenship behavior (OCB)

The concept of OCB was first introduced in the mid-1980s (Organ et al., 2005). This idea was expanded by D. Katz who made clear that OCB represented an optional positive behavior that included the distinction between the in-role versus the ex-role (Katz, 1964). In this context, it is believed that the OCB includes the defense of the organization by employees when exposed to criticism, in addition to helping others and carrying out duties beyond the formal obligations of employees (Podsakoff et al., 1997). N. Anderson and colleagues indicated that the affiliation roots of OCB focus on three pivotal behaviors: (1) Helping, which is defined as the employees' affiliation roots to provide all forms of assistance and provide the necessary information to co-workers as a way to smoothen the work of the organization; (2) Taking charge, which includes providing suggestions to improve an individual's job and his department's procedures; and (3) Creation of ideas, as necessary for contemporary organizations (Anderson et al., 2014). It is developed classification criteria to categorize OCB into two dimensions, i.e. people-oriented and organizational-oriented. In the people-oriented dimension, employees contribute indirectly through helping others and positive interaction, whilst the organizational-oriented dimension refers to volunteer behavior aimed at improving the organization's performance, upgrading, and working to maintain it (Williams, Anderson, 1991). Several studies have contributed to identifying the dimensions of OCB. N. T. Podsakoff identified the following dimensions: helping behavior, organizational loyalty, sportsmanship, compliance, individual initiative, self-development, and civic virtue (Podsakoff et al., 2000). However, most scholars argue that the behavior of organizational citizenship consists of five dimensions: altruism, courtesy, organizational loyalty, civic virtue, and conscientiousness (Organ, Ryan, 1995; Polat, 2009; Tayeh, Karim, 2012).

Hypotheses development and proposed model

Many studies have demonstrated and confirmed the strong relationship between POS and OCB (Islam et al., 2014). Some researchers indicated that POS leads to increased employee involvement, as employees feel a greater obligation to their organization when they perceive that it shows interest in them and appreciates their contribution, and cares for their well-being (Eisenberger et al., 2001; Allen et al., 2008). Perhaps the most prominent scholars who addressed the relationship between POS and OCB were R. Eisenberger with colleagues when they claimed that POS was a more important antecedent variable of OCB; they elicited that when employees see that their organization focuses on their well-being and appreciates their contributions, they reciprocate positively through more effort and helping others, and they create a behavior that is all representative of OCB (Eisenberger et al., 1990). Many researchers considered both POS and PE as antecedent variables of OCB (Wayne et al., 2002; Yen et al., 2004). In this context, J. A. Conger and N. R. Kanungo argued that PE is a type of internal incentive that leads to OCB (Conger, Kanungo, 1998). In a study in the hotel sector in Taiwan to determine the mediating effects of OCB, the results revealed that POS and PE positively affected OCB (Chiang, Hsieh, 2012). In another study on the PE and its effect on OCB, a note was

made of the civil meaning of the job, self-determination, and impact upon OCB (Ashoor, 2014). Many researchers pointed out that the logical explanation for this result is that whenever the employee feels the meaning of his job and possesses independence, freedom, impact, and competencies, the more his behavior is directed in the direction that serves the organization by helping colleagues and customers, and having courtesy, civic virtue and conscientiousness (Khan. Gufran, 2018).

In a study with the aim of investigating the level of stress and POS to find out the mental health of nurses in Jordan, it was shown that nurses perceive support from co-working to a degree from medium to very good; however, they believe that the level of support from their supervisors and friends was lower, and the mental health nurses reported a level of trust from low-medium in regard to their supervisors' ability to solve their problems (Hamdan-Mansour et al., 2011). Nurses reported that their supervisors focus on solving problems rather than being dismissive, are fair with employees, able to understand and help, and provide all the help required for achieving tasks. Respondents reported complaints about lack of financial support and inadequate technical support. In addition to that, the perception of nurses to structural empowerment as optimizing the use of nursing skills and expertise were significantly and positively related to their job satisfaction. In another study, the existence of poor organizational support was revealed (Higazee et al., 2016). The study showed a need to develop practices to enhance organizational support for nurses in Jordan. Regarding psychological empowerment (PE), a study was conducted that revealed that employees in Jordanian private hospitals perceived themselves as being highly empowered (Saif, Saleh, 2013).

The existing literature discussed above denotes that POS and PE relates significantly to OCB. It has been argued that, following the social exchange, PE and POS elicit employees' commitment to behave according to traits of OCB. Thus, based on the above arguments and the research questions, the following hypotheses are proposed:

H1: There is a positive effect of POS on employees' OCB in Jordanian hospitals.

H2: There is a positive effect on employees' PE on employees' OCB in Jordanian hospitals.

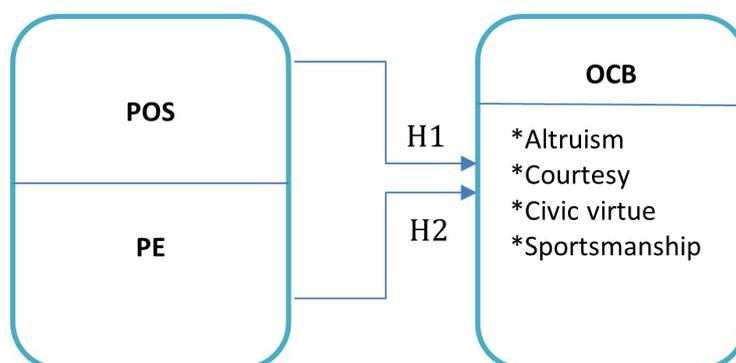


Figure 1. Proposed model

Methodology

Population and sample

The study population was made up of the employees working in managerial positions in nursing and supportive health professionals at the Jordanian hospitals. The sample was ascertained in accordance with the table of sample determination (Krejcie, Morgan, 1970). As the number of employees is unknown, the maximum sample size of 384, as suggested by R. V. Krejcie and D. W. Morgan, was adopted. Of the 500 questionnaires distributed, 382 were returned and completed.

Questionnaire instrument

A questionnaire was designed to acquire accurate responses from the employees working at hospitals. The items of POS were adopted from (Chiang, Hsieh, 2012; Karavardar, 2014; Abdulrab et al., 2018). The items of PE were adopted from (Chiang, Hsieh, 2012; Karavardar, 2014; Abdulrab et al., 2018). The items of OCB were adopted from (Chiang, Hsieh, 2012; Karavardar, 2014; Abdulrab et al., 2018; Podsakoff et al., 1997). Participants provided answers to each construct on the Likert-type scale (5 points). AMOS software was administered to analyze the data that collected from the employees.

Data analysis

This study employed several statistical analyses and provided a description of the study variables and hypothesis testing. To be specific, Amos and SPSS based on Hayes methods were conducted.

To ensure face validity, the questionnaire was evaluated by six selected professors in public administration departments. Figure 1 shows the structural model and shows that both POS and PE are independent variables, with OCB being the dependent variable.

Table 1. Reliability (Cronbach's α), composite reliability (CR) and average variance extract (AVE) among the three variables

Variables	Perceived organizational support	Psychological empowerment	Organizational citizenship behavior
Composite reliability (CR)	.904	.931	.962
Cronbach's α	.896	.927	.966
Average variance extract (AVE)	.547	.517	.569

Table 1, as shown above, confirms the reliability using Cronbach's alpha (α), where the table demonstrated that (α) was higher than the threshold > 0.60 . In addition, the convergent validity was tested, and composite reliability (CR) was found to be above the threshold > 0.70 on the scale items (Hair et al., 2006). Also, the average variance extract (AVE) was higher than the threshold > 0.50 (Fornell and Larcker, 1981).

Analysis and findings

The researcher used frequency descriptive analysis to analyze demographic information, data analysis was done for each variable and its indicators and hypotheses, that had been created using structural equation modeling (SEM), were tested. To understand and rephrase the gathered knowledge in a simpler way, IBM, SPSS, and AMOS software were used.

Demographic analysis

Table 2 shows that the participation rate of women reached about 60%, the public sector's participants were higher than the private sector, which reached 63%. As for the education percentage, it appears to be distributed in varying proportions between a diploma (two years of study) to a bachelor's degree and graduate studies. Data shows that 36% of the participants are holding managerial positions (managers / assistant managers, while almost 70% are Heads of departments and divisions.

Table 2. Profile of respondents

Demographic variables	Level	Frequency (382)	Percentage %
Gender	Male	152	39.8
	Female	230	60.2

Sector	Public	240	62.8
	Private	142	37.2
Experience	Less than five years	72	18.8
	5–9	131	34.3
	10–15	145	38.0
	More than 15	34	8.9
Work type	Nursing	129	33.8
	Auxiliary health professions	156	40.8
Job rank	Manager or Assistant manager	138	36.1
	Head of a department or Head of a division or other	244	63.9
Education level	Two years college or less	178	46.6
	University	140	36.6
	Postgraduate	64	16.8

Table 3. Confirmatory factor analysis (CFA)

Constructs	Code of Item	Loading	<i>M</i>	<i>SD</i>
Cares about my opinions	Q1_POS	.801	4.21	.664
Care about my well being	Q2_POS	.786	4.21	.692
Care about my goals	Q3_POS	.694	4.20	.662
Available help and support	Q4_POS	.912	4.19	.652
Forgive unintended mistakes	Q5_POS	.677	4.14	.719
Care about employees	Q6_POS	.677	4.09	.741
Care about my values	Q7_POS	.694	4.09	.732
Willing to help employees when needed	Q8_POS	.635	4.11	.715
Constructs	Code of Item	Loading	<i>M</i>	<i>SD</i>
My job is very important	Q1_PE	.837	4.09	.733
My job makes a lot of sense	Q2_PE	.818	4.02	.778
My job affects me personally	Q3_PE	.727	4.06	.740
I trust my abilities	Q4_PE	.623	3.58	.761
Master the needed skills	Q5_PE	.773	4.00	.748
I am sure of my abilities to face challenges	Q6_PE	.901	3.90	.783
Have self–authority to determine way of doing my job	Q7_PE	.802	3.56	.717
Take initiative to carry out my tasks	Q8_PE	.77	3.92	.791
Control my job	Q9_PE	.802	3.90	.769
Have effect on attaining my department’s goals	Q10_PE	.545	3.90	.732
Control my job	Q11_PE	.555	3.93	.742
Have clear impact on attaining organizational goals	Q12_PE	.514	3.95	.730
Participate in decision making	Q13_PE	.534	4.01	.721
Constructs	Code of Item	Loading	<i>M</i>	<i>SD</i>
Help those who have heavy burdens	Q1_OCB	.888	3.88	.678
Offer sacrifice and advice	Q2_OCB	.868	3.95	.721
Help new employees	Q3_OCB	.703	3.92	.703
Help my colleagues	Q4_OCB	.646	3.92	.694
Help and guide clients	Q5_OCB	.8	3.92	.720
Avoid chasing problems at work	Q6_OCB	.741	3.90	.693
Take preventative measures for problems	Q7_OCB	.757	3.90	.712
Contribute to solving hospital’s problems	Q8_OCB	.846	3.93	.680
Don’t abuse the rights of others	Q9_OCB	.771	3.92	.700
Cooperate with my colleagues at work	Q10_OCB	.875	3.89	.678
Abide by rules and regulations	Q11_OCB	.716	3.90	.692
Follow ads and internal circulars	Q12_OCB	.723	3.90	.710
Follow technical administrative development	Q13_OCB	.684	3.93	.682
Attend meetings	Q14_OCB	.735	3.86	.702

Initiate project for improvement	Q15_OCB	.612	4.01	.794
Do my duties without complaining	Q16_OCB	.927	3.96	.686
Accept changes and annoyance	Q17_OCB	.682	3.95	.678
Accept criticism and guidance	Q18_OCB	.62	3.86	.726
Deal in friendly way with colleagues	Q19_OCB	.805	3.93	.684
Apologise if make mistake	Q20_OCB	.568	3.92	.705

Additionally, Table 3 above illustrated the confirmatory factor analysis (CFA) which was applied to check factor loadings (Browne, 1993); the table showed that the factor loadings ranged from 0.51 to 0.92. Also, all outcomes are shown in Table 3 signify that all factor loadings were acceptable and significant.

Table 4. 'Goodness of fit' for the research model

Measurement model	Structural model	Cut-off points
$\chi^2 = 1702.902$	$\chi^2 = 2188.848$	
$df = 767, p = .000$	$df = 768, p = .000$	
GFI = .901	GFI = .864	"1 = the most perfect fit (Tanaka, Huba, 1985)"
NFI = .859	NFI = .819	"1 = the most perfect fit (Bentler, Bonett, 1980)"
CFI = .917	CFI = .878	"1 = the most perfect fit (McDonald, Marsh, 1990)"
RMSEA = .057	RMSEA = .070	"Good fit < .08 (Browne, 1993)"
CMIN / df = 2.220	CMIN / df = 2.852	"Good fit between 1 and 5 (Marsh, Hocevar, 1985)"
SRMR = .484	SRMR = .0664	"Good fit < .08 (Hu, Bentler, 1990)"
CMP = .49		"Does not affect study's data < .50 (Podsakoff, 2003)"

Note: GFI — Goodness of fit, CFI — comparative fit index, NFI — normed fit index, CMIN/df — relative χ^2 , RMSEA — root mean square error of approximation, SRMR — Standardized Root Mean Square Residual, CMB — Common method bias.

The research tested all of the proposed hypotheses by CFA and SEM with the AMOS software to confirm the 'goodness of fit' of the suggested model. As shown in Table 4 above, the structural model and measurement model were judged by applying 'goodness of fit' (Anderson, Gerbing, 1988). Perceived organizational support, psychological empowerment, and organizational citizenship behavior are the three latent factors that compose the measurement model and had 41 indicators (8 items for perceived organizational support, 13 items for psychological empowerment, and 20 items for organizational citizenship behavior). The values in Table 4 above signify that the measurement model showed a good fit. Also, the structural model was tested and showed a good fit as well.

Hypotheses testing

In order to be able to analyze the study data and test the hypotheses, a set of statistical tests have been relied upon that is provided by AMOS.

Table 5. Total, direct and indirect effects of the research variables

Exogenous variables	Endogenous variables	Total effect	Direct effect	Indirect effect
Perceived organizational support	Citizenship and organizational behavior	.290	.290	.000
Psychological empowerment	Citizenship and organizational behavior	.258	.258	.000

The results, available in Table 7, confirmed that the path coefficient between perceived organizational support and organizational citizenship behavior is ($b = 0.290, p \leq 0.001$), which was positive and significant. It also demonstrated that R^2 (perceived organizational support) = 21% of the variance (H1 received support). Also, the results showed that psychological empowerment affected organizational citizenship behavior in support of Hypothesis 2 ($b = 0.528, p \leq 0.001$). It also demonstrated that R^2 (psychological empowerment) = 20% of the variance, so H2 was also supported; the relationship was positive and significant.

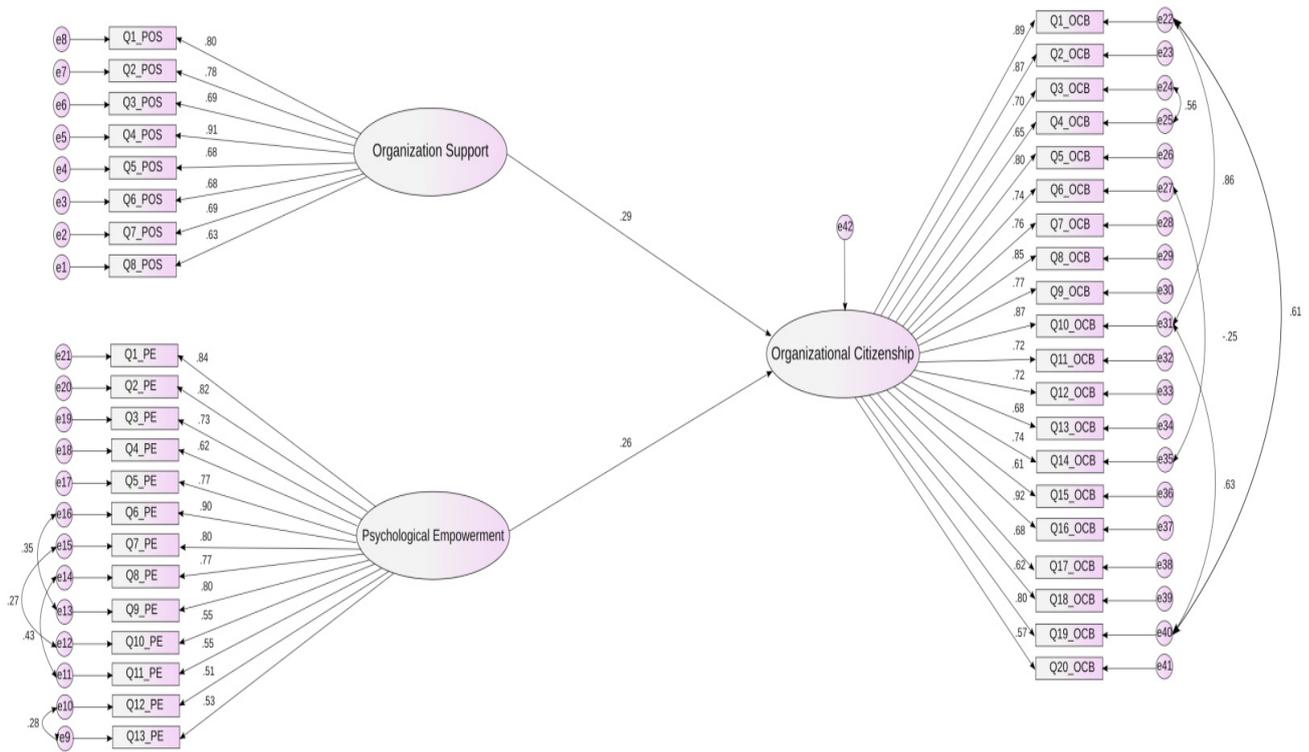


Figure 2. Structural model

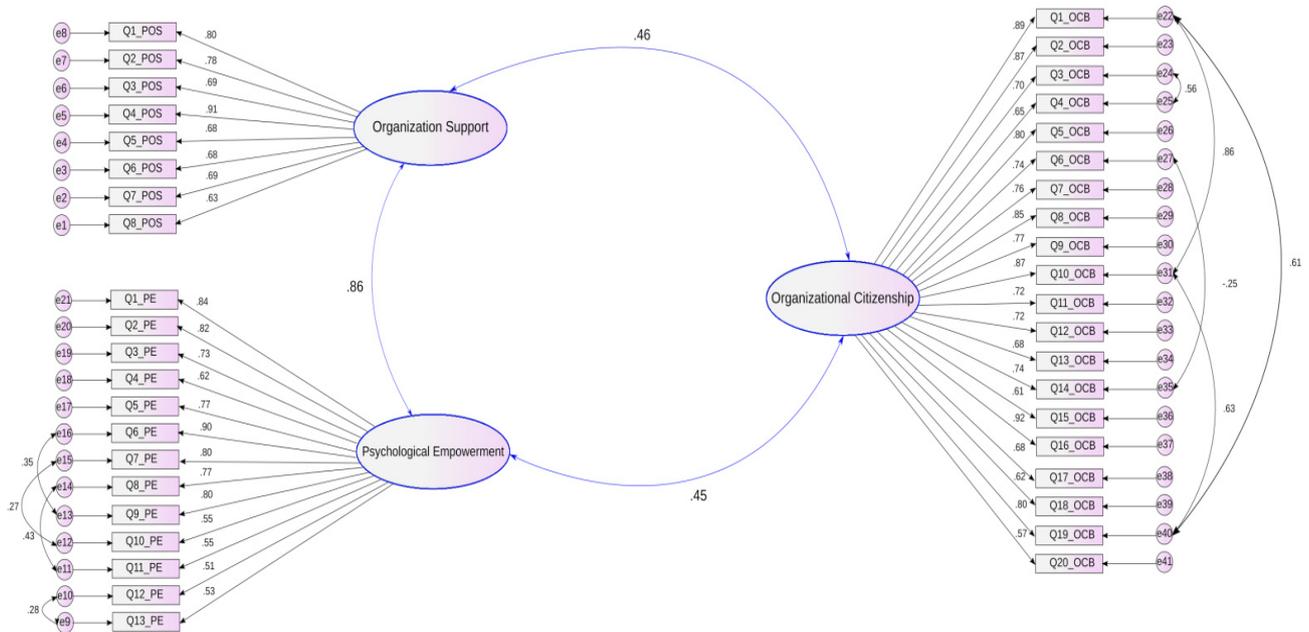


Figure 3. Measurement model

Conclusion and Discussion

The findings of the study indicated that there is a positive and significant relationship between perceived organizational support and psychological empowerment with organizational citizenship behavior, based on that the results suggest that if organizational support is provided to health sector employees in terms of managers' care about employees' wellbeing, care for their opinions, values, and help and support, along with the reinforcing of psychological empowerment in terms of meaning, efficiency, impact, and independence, they will feel pleased and in comfort. This, in turn, will, inevitably, result in a strong willingness of employees to perform their jobs better, transcending their specific roles in implementing the tasks identified in their job descriptions to the behavior of organizational citizenship. The results of the study revealed that the R-value for perceived organizational support reached (0.20). This means that perceived organizational support has an explanatory capacity for the change in organizational citizenship behavior by 21% and, accordingly, the first hypothesis was accepted. The results of the study also showed that the value of R² for the psychological empowerment variable reached 20%, which means that psychological empowerment has an explanatory capacity for the variable incident in the behavior of organizational citizenship at 20% and, accordingly, the second hypothesis was accepted. This finding is consistent with the results of studies of (Wayne et al., 2002; Yen et al., 2004; Islam et al., 2014). This result explained that the behavior of organizational citizenship is affected by the variables of organizational support and psychological empowerment by 20-21%, while there are multiple other influencing factors, such as leadership style, organizational climate, nature of the profession, and the relationship of employees to customers, that may affect organizational citizenship behavior in different degrees and proportions.

Limitations and future studies

The first limitation of the study is the sample that consists of employees in the health sector in Jordan, future studies could be applied the same model on different sample such as bank employees. Second, this study was conducted in Jordan thus, the findings may not be generalized to other countries, and future research could be applying the same model on other countries. Third, we used AMOS software to analysis the data, and future research could be applied SMARTPLS to test the model of the study.

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A six-factor model of personality based on a psychosemantic study of the Russian-language vocabulary of personality traits

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Abstract. *Purpose.* The aim of the study was to verify the reproducibility of six factors HEXACO on the basis of Russian language vocabulary denoting personality traits and included in the TEZAL computer system — an automated thesaurus of personality terms. The article presents the results of exploratory factor analysis of large arrays of collected data. *Study design.* The expert psychologists (N = 151) evaluated 300 traits according to the degree of proximity to 56 semantic scales selected earlier for the construction of TEZAL. The participants of the online project "Test Technology Testers Club (KITTY)" (N = 1161) performed the "Adjective Checklist" method, which had 290 items. *Findings.* In both cases, the classical factor analysis using the principal component method followed by varimax rotation allowed us to obtain the first six or seven factors, which, according to interpretation, very accurately reproduce the so-called "Big Six" personal factors — HEXACO model. The old and new terms introduced into the TEZAL 2.0 database 30 years after the appearance of the first version of TEZAL-1 are equally successfully represented at the poles of six factors. *Value of the results.* The authors interpret this result simultaneously as evidence of the validity of the theoretical model of based on Russian-language vocabulary, as well as the validity of the TEZAL system for its use as a tool for automated interpretation of the results of psychological testing and assessment in the practice of personnel management.

Key words: taxonomy of personality traits; six-factor model HEXACO; thesaurus of personality traits; factor analysis; computer-based interpretation system; decision support system TEZAL; The Big Six; HEXACO; personal psychodiagnostics; testing.

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Entropic organizational climate (EOC): Development and validation of new scale

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Abstract. Entropy, which is an element of the system approach evaluating organizations as a system, refers to the deterioration tendency. *Purpose.* This study aimed to develop a new scale in order to evaluate the negative climate in organizations. *Method.* The study was carried out in two stages. In the first study, the construct validity of the scale ($N = 412$) was revealed by exploratory factor analysis and, also convergent and discriminant analysis in the banking sector. The second study was carried out in the teacher sample ($N = 224$) and analysed for confirmatory factor analysis and predictive validity of the scale. *Findings.* The Entropic Organizational Climate (EOC) Scale emerged as a two-dimensional structure. Considering the relevant opinions in the literature, the EFA and also convergent and discriminant validity analysis results show that the entropic organizational climate scale has a strong construct validity. Processual entropy makes a negative contribution to predicting job engagement and relational entropy makes a positive contribution to predicting intention for leaving the job. These findings indicate that the entropic organizational climate scale has a predictive validity. The reliability analyses both study 1 and study 2 indicate that the inter-item consistency of the entropic organizational climate scale is reliable as Cronbach's alpha coefficients provide a threshold equal to $\alpha \geq .70$, and the composite reliability coefficients provide a threshold equal to $CR \geq .70$. All these findings indicate that the EOC scale can be used for similar psychometric measurements. The dimensions of the scale were named as "Relational entropy" and "Processual entropy". *Implications for practice.* This scale is a valid and reliable instrument to measure entropic climate in organizations.

Keywords: entropic climate, relational entropy, processual entropy scale development.

Introduction

The concept of climate has been transferred to the social sciences from natural sciences and has been included in social sciences since the 1950s with K. Lewin's Field Theory in Social Sciences study. He defined the organizational climate as a product of the interaction with the individual and his organizational environment (Lewin, 1951). On the other hand, C. Argyris considered the organizational climate as a function depending on the needs, values, personalities of the employee and on organizational policies (Argyris, 1958).

Organizational climate is an employee's perception of the working environment and emphasized concept in social, industrial, and organizational psychology (Griffith, 2006). S. W. Gellerman used the concept within the framework of industrial psychology and compared it with human personality

(Gellerman, 1960; 1973). Similarly, A. W. Halpin and D. B. Croft considered the personality of individual and the organizational climate as equal (Halpin, Croft, 1963). It is a set of measurable characteristics of the work environment that are perceived directly or indirectly by the employees and accepted to affect their motivation and behaviour (Litwin, Stringer, 1968). R. Tagiuri defines the organizational climate as a permanent and durable inner environment character (i) experienced by the employees, (ii) effects the behaviours of employees (iii) and which differentiates the organization from other organizations in terms of its characteristics (Tagiuri, 1968).

Studies show that organizational climate is a concept with different dimensions (Waters, Roach, Batlis, 1974; Mok, Au-Yeung, 2002). The largest dimensioning was done by H. G. Litwin and R. Stringer. These dimensions are organizational structure and restrictions, individual responsibility, sincerity, support, rewarding and punishment, conflict, success standards, organizational commitment and risks taking (Litwin, Stringer, 1974).

The organizational climate, which is one of the basic concepts for business and organization (Peña-Suárez, Muñiz, Campillo-Álvarez, Fonseca-Pedrero, García-Cueto, 2013), is felt by the employees and the employees are affected positively or negatively by this climate (Wang, Zang, Jackson, 2013). Positive influence increases the level of motivation and success of the employee while increasing job satisfaction (Salgado, Remeseiro, Iglesias, 1996). Besides, the organization climate is a concept associated with creativity (Hassan Jafri, M., Dem, C., Choden, 2016), performance (Woznyj, Yap, Heggstad, Kennerly, 2019; Denison, Mishra, 1995; Byles, Aupperle, Arogyaswamy, 1991), and organizational activity (Zhang, Liu, 2010).

Entropy, another concept that passes from the natural sciences to social sciences, expresses the tendency to deteriorate. It was first formulated by Clausius in 1867 as the second law of thermodynamics (Entropy Law). According to this law, the total amount of energy in the universe is constant, but its quality decreases continuously (Perrot, 1998; Guillen, 2001). The second law states that, as a result of all activities, some amount of available energy in the universe becomes unusable, meaning that the available energy is continuously decreasing. In short, entropy can be defined as the amount of energy that has lost its quality as a result of energy transformations and cannot produce work (Alpan, Efil, 2011).

The concept of entropy has been included in social sciences as an element of the General Systems Theory of Austrian biologist L. von Bertalanffy (1971). The system is an intact structure composed of consistently organized, interrelated, collaborative and interactive pieces to achieve a goal (Meadows, 2008). In general systems theory, organizations are considered to be open and closed entities, and it is stated that open systems have a continuous input-output relationship with the environment and thus keeping up with change and development (Cole, 1993), whereas in closed systems that interaction is not present, and they are not sensitive to environmental changes (Owens, 1981).

When handled from the perspective of an organization, entropy refers to the deterioration of the organizational balance, in other words, the stable state. The high level of entropy in organizations leads to uncertainty, error, confusion, irregularity, and unpredictability for the system. In time, all systems are exposed to entropy and any inside or outside factor that prevents the system from working in harmony and efficiently causes entropy in the system. Organizations that are considered as open systems take energy from outside and resist against entropy or depletion. In order for organizations to resist entropy, they need constant input and success, especially in the field of economics (Demirtaş, Usta, 2011). In organizations, energy is transferred among others as resources, duties, communication, responsibilities; and energy is conveyed to managers and decision-makers through a chain of command (Forero, 2018).

Organizational entropy is the breakdown of the parts that make up the organization and of the processes and relations between the organization and its environment. Entropy is an indicator of

the irregularity of the system and every element that fosters that disorder also increases the entropy of the organization (Erol, 2001). These elements include injustice, irregularity, miscommunication and distrust. The entropic climate reduces the energy of the employees of the organization and thus reflects a situation that reduces efficiency. In other words, the energy of the organization is wasted (Coldwell, 2016).

While almost all the past research on the concept of entropy is related to other disciplines however, entropy research in the field of management and organization is almost non-existent. Undoubtedly, in the presence of this limited situation in management and organization literature, the negative contribution of the lack of a tool that can measure the perception of entropy within business life is enormous. With this study, it is aimed to fill the relevant gap in the literature.

The aim of this study is to develop a scale for the entropic organizational climate that we have revealed in order to express the negative perception of processes and relations in organizations. In this context, two different samples were analyzed. In the first study, while the construct validity and inter-item consistency of the scale were revealed; its confirmed structure, predictor validity, and reliability analysis once again were examined in the second study.

Method

This study, which aims to develop an entropic organizational climate scale, is designed with a quantitative research pattern. For this purpose, an expression pool consisting of 45 statements was created. In the study, convenience sampling method and online survey technique were used. Within the scope of the research, two different applications were carried out on samples from different sectors.

In the first study, the construct validity of the entropic organizational climate scale was determined. To this end, data were collected from bank employees in the private sector. The gathered data were investigated using exploratory factor analysis, convergent validity, discriminant validity and reliability analyses and so construct validity and inter-item consistency of entropic organizational climate scale were determined.

In the second study, it was tested whether the factorial structure of the entropic organizational climate scale developed in the first study matched a different sampling or not and also the predictive validity was tested. To this end, with the two different scales added to the entropic organizational climate scale via the newly-created online survey, and data were collected from the public school teachers. For the obtained data, confirmatory factor analysis, reliability analyses and common method variance test were performed together with the correlation and regression analysis. The data were analysed by IBM SPSS and IBM SPSS Amos statistical analysis software.

Participants

The sample group of the Study 1 consists of 407 bank employees in the private sector ($N = 407$). Looking at the demographic characteristics of the participants; the majority were female (51.8%) and the age range is 36–40 years (42.8%). The number of employees in the researched bank branches is mostly between 11–20 (46.2%). The average of the professional experience of the employees is 13 years and the average duration of employment in the current institutions is 18 years. The sample group of the Study 2 consists of 224 teachers in the public sector ($N = 224$). Looking at the demographic characteristics of the participants; the majority were male (67.4%) and the age range is 41–45 years (27.7%). Many of the schools surveyed are high schools (48.2%). The average of the professional experience of teachers is 18 years and the average duration of employment in current schools is 6.5 years.

Item generation and scale

In order to develop an entropic organizational climate scale, a pool of 45 expressions, consisting of 43 negative and two positive remarks, was created by the researcher for organizational processes and relations in the organizations for the entropic climate. The items were presented to the evaluation of five academicians working in the organizational behaviour field and they were asked to evaluate them in terms of content validity. The experts were asked to review the list of items and evaluate the degree to which each item was representative of the organizational entropy definition. This procedure acted as a content validity check for the development of the scale. After the necessary corrections were made, the scale was finalized by 12 participants from different private and public institutions. Within the framework of feedback from these people, the items that are difficult to understand have been revised and the scale items have been finalised. This procedure acted as a content validity check for the development of the scale. The scale is structured with a 6-point Likert scale (1 = "strongly disagree", 2 = "disagree", 3 = "slightly disagree", 4 = "slightly agree", 5 = "agree", 6 = "strongly agree").

In the first part of the questionnaire, there are questions about age, gender, institution, number of employees in the branch, duration of professional experience and employment duration in the current institution to determine the demographic characteristics of the employees.

Study 1

Scales and sample

In the first study, a new questionnaire was created by means of the entropic organizational climate scale, the job engagement and intention for leaving the job scales. In order to test the predictive validity of the entropic organizational climate scale, the ultra-short job engagement scale consisting of three statements developed by W. B. Schaufeli and colleagues, and the intention for leaving the job scale consisting of three statements developed by C. Cammann and colleagues, were used (Cammann, Fichman, Jenkins, Klesh, 1983; Schaufeli, Shimazu, Hakanen, Salanova, De Witte, 2017). The scales are structured with a 6-point Likert scale (1 = "strongly disagree", ... 6 = "strongly agree").

In the first application, an online questionnaire with 45 propositions consisting of expressions measuring the climate of entropic organization was prepared. In order to determine the required number to reach the sufficient sample size, the rule is considered to be 'at least five times more than the number of expressions' (Bryman and Cramer, 2001). In this respect, the online survey form was delivered to 412 bank employees in the private sector. Construct validity and internal consistency of the entropic organizational climate scale determined by exploratory factor analysis, convergent validity, discriminant validity and reliability analyses. In the application, all statements in the online questionnaire were required to be answered. In addition, each expression in the data set was subjected to the missing value analysis to verify that there were no missing response errors (number of missing value = 0, percentage of missing value = 0%).

The *Mahalanobis Distance Method* was used to determine the subjects with outlier value in the statements belonging to the entropic organizational climate scale. In this method, $p < .001$ significance level was taken into consideration. As a result of the analysis, five expressions in the data set were excluded from the observation because they are found to be the subjects with outlier values (Mahalanobis, 1936). The number of participants in the last case was 407 ($N = 407$).

Skewness-kurtosis test was applied to each expression to perform a normal distribution analysis of entropic organizational climate scale. According to this, the biggest skewness value was 1.22 and the biggest kurtosis value was -1.42. Since the skewness-kurtosis values are within the ± 1.5 threshold values, it is concluded that the data are normally distributed (Tabachnick, Fidell, 2013).

Construct validity

In order to examine the construct validity of the entropic organizational climate scale, exploratory factor analysis, convergent and discriminant validity tests were applied.

Exploratory factor analysis

Principal components analysis was used as the extraction method in the exploratory factor analysis (EFA) and the factors with an eigenvalue greater than 1 ($\lambda > 1$) were taken into account. Varimax axis rotation technique was used as the factor rotation method. In the analysis, 30 expressions with a low factor load and a cross-loading factor problem were excluded. In the last case of EFA, a two-dimensional structure consisting of 15 statements emerged. As 9 expressions of the first dimension are composed of expressions reflecting the entropic perceptions of the employees towards irregularity regarding the relationship / communication processes in the work environment, this dimension is called relational entropy. The six expressions that were uploaded to the second dimension were called processual entropy because they were statements that reflected the perceptions of the irregularity regarding processes in the work environment. The results are shown in Table 1.

Table 1. Exploratory factor analysis results

Items	Factor loadings	
	Relational Entropy	Processual Entropy
RE1 — People who work in this institution talk behind your back.	.847	
RE2 — I feel stressed when working in this institution.	.828	
RE3 — Employees in this institution are insecure about each other.	.813	
RE4 — There is discrimination among employees in this institution.	.755	
RE5 — Communication between employees in this institution is broken.	.749	
RE6 — There is a constant conflict between employees in this institution.	.716	
RE7 — I feel unhappy in this institution.	.697	
RE8 — Resources in this institution are not distributed fairly among employees.	.687	
RE9 — It is difficult to find true friends in this institution.	.570	
PE1 — The rules and instructions in this institution are not complied with.		.880
PE2 — No job is done by the book in this institution.		.876
PE3 — Ethical / moral rules are insignificant in this institution.		.839
PE4 — The decisions taken in this institution are not complied with laws and rules.		.817
PE5 — Jobs done in this institution do not comply with a corporate identity.		.807
PE6 — This institution uses informal communication channels rather than official communication channels.		.756
Explained Variance	36.50%	35.27%
Total Explained Variance	71.77%	

KMO = .942, Bartlett's test of Sphericity [$\chi^2(105) = 5385.719, p < .001$]

Note. a. Rotation converged in three iterations. RE — Relational entropy; PE — Processual entropy.

Convergent and discriminant validity

In order for a scale to have convergent validity, the average variance extracted (AVE) of each dimension and to have discriminant validity the correlation coefficients between the variables and square root of the AVE value of each dimension were investigated. In the analysis, the average variance explained value is .55 for the relational entropy dimension and .68 for the processual entropy dimension. On the other hand, the square root of the AVE value is .74 for the relational entropy dimension, and .83 for the processual entropy dimension. The correlation coefficient between the relational entropy and the processual entropy dimension is .67.

Reliability analysis

Cronbach's alpha (α) and composite reliability (CR) coefficients were calculated to determine the inter-item consistency of the entropic organizational climate scale. In the analyses, the values of

the nine expressions of the relational entropy dimension are as follows: $\alpha = .93$, CR = .91. The values for the six expressions of the processual entropy dimension are $\alpha = .93$, CR = .92.

Study 2

Scales and sample

In the second application, the online questionnaire form was delivered to 224 teachers working in the public sector ($N = 224$). Confirmatory factor analysis was performed on the obtained data from the teacher sampling group, and it was checked whether the factorial structure belonging to the entropic organizational climate scale developed in the first study matched a different sampling. After that, necessary checks were done by reliability analyses and common method variance test. Finally, in order to test the predictive validity of the entropic organizational climate scale correlation and regression analyses were performed.

Confirmatory factor analysis

The factorial structure of the entropic organizational climate scale consisting of 15 expressions and two dimensions was tested with the first order confirmatory factor analysis (CFA). Due to the normal distribution of the obtained data with 6-point Likert scale from 224 teachers working in the public sector, the covariance matrix was created by using the maximum likelihood method (Kline, 2011). Figure 1 shows the confirmatory factor analysis measurement model marking the standardized values for the entropic organizational climate scale.

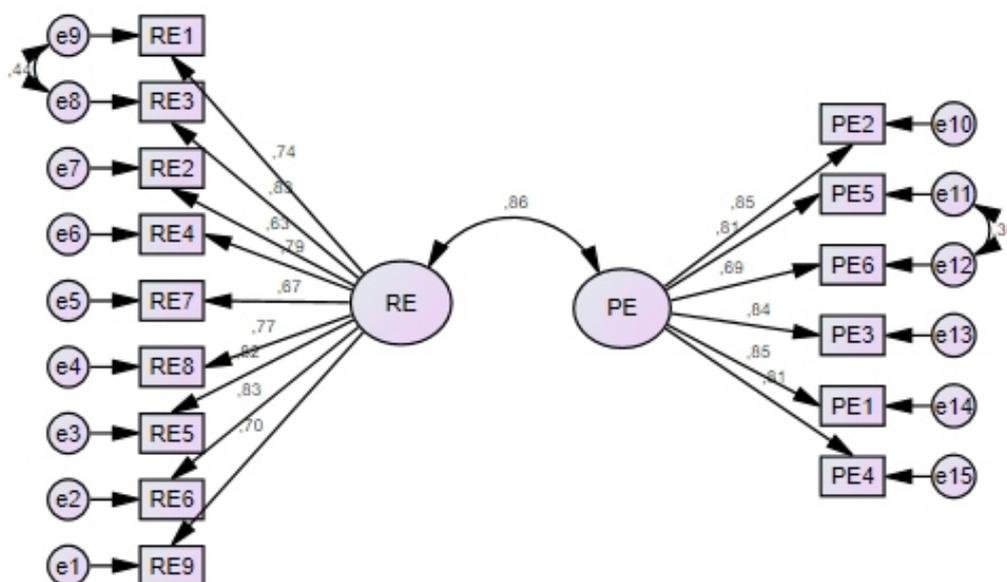


Figure 1. Entropic organizational climate scale confirmatory factor analysis measurement model. Note: The values in the figure show standardized coefficients. RE — Relational entropy; PE — Processual entropy.

The goodness of fit values for the entropic organizational climate scale according to the CFA result: $\chi^2/df = 2.32$, $p = .000$, $CFI = .95$, $IFI = .95$, $NFI = .92$, $TLI (NNFI) = .94$, $RMSEA = .07$. Also, the average variance explained (AVE) values were obtained .56 for the relational entropy and .65 for the processual entropy.

Reliability analysis

Cronbach's alpha (α) and composite reliability (CR) coefficients were calculated in order to determine the internal consistency of the entropic organizational climate, job engagement and

intention for leaving the job scales. In the analyses, the values of the nine expressions of the relational entropy dimension: $\alpha = .92$, $CR = .92$, the values of the six expression of the processual entropy dimension: $\alpha = .92$, $CR = .91$, the values of the job engagement scale: $\alpha = .87$, $CR = .80$, values for the intention for leaving the job scale: $\alpha = .70$, $CR = .71$ were found.

Common method variance analysis

Use of more than one scale in the same questionnaire and the similar response types in scales in quantitative studies may lead participants to response bias (Podsakoff, Organ, 1986). One of the most commonly used methods for controlling this condition, expressed as common method variance, is Harman's single factor test. In this respect, the number of the dimensions obtained by the application of the principal component analysis to the total of 21 expressions of three scales used in the questionnaire were analysed without the rotation method. Afterwards, the variance explained by fixing the factor number to 1 was investigated. According to the findings, expressions were not collected in one dimension and showed a multidimensional structure consisting of four breaks and one-dimensional structure explained 44.86% of the variance ($S^2 < .50$), not the majority. The findings show that there is no common method variance problem in the data set (Podsakoff, MacKenzie, Lee, Podsakoff, 2003).

Predictive validity

The predictive validity is the level of future relationship between the measurement tool and another previously validated criterion. The predictive validity which is a type of criterion validity is the most powerful feature that indicates the effectiveness of a measurement tool (Gürbüz, Şahin, 2017). In order to determine the predictive validity of the entropic organizational climate scale, the relationships between the job engagement and intention for leaving the job scales were investigated through correlation and regression analysis.

Correlation analysis

The results of the correlation analysis showing the significance, direction, and level of the relationship between the entropic organizational climate, job engagement and intention for leaving the job scales are shown in Table 2.

Table 2. Correlation analysis results

Variables	<i>M</i>	<i>SD</i>	1	2	3	4
1. Relational Entropy	2.94	1.24	1			
2. Processual Entropy	2.37	1.21	.78 **	1		
3. Job Engagement	4.89	1.18	-.15 *	-.22 **	1	
4. Turnover Intention	2.55	1.27	.41 **	.33 **	-.36 **	1

Note. *M* — Sample mean, *SD* — Sample standard deviation; * — $p < .05$, ** — $p < .01$.

According to the results of correlation analysis, there was statistically significant, inverse and weak ($p < .05$, $r = -.15 < -.30$) relationship between relational entropy and job engagement at 5% significance level; also, there was a statistically significant, correct and moderate level ($p < .01$, $r = .41 > .30$) relationship between the intention for leaving the job at 1% significance level. On the other hand, there was statistically significant, inverse and weak ($p < .01$, $r = -.22 < -.30$) relationship between processual entropy and job engagement at 1% significance level; also, there was a statistically significant, correct and moderate ($p < .01$, $r = .33 > .30$) relationship at 1% significance level with the intention for leaving the job (Ratner, 2017).

Regression analysis

Hierarchical regression analysis was performed in order to determine the effects of the independent variables on the dependent variables by eliminating external effects. Firstly, age,

institution, tenure (overall), and tenure (at current job) variables were added to the model as control variables (Step 1). Afterward, the main variables were added to the model (Step 2). The results of regression analysis showing the predictive validity status of the entropic organizational climate on the job engagement and intention for leaving the job are shown in Table 3.

In the first regression model, the endpoints of the hierarchical regression analysis between the main independent variables: the relational entropy and the processual entropy; and the dependent variable: job engagement, are shown. F value was statistically significant at 1% significance level [$F_{(4,219)} = 2.428, p < .05$]. In other words, it is statistically possible to predict the job engagement with the entropic organizational climate scale. The adjusted determination coefficient shows that independent variables predict about 4% of this model ($Adj. R^2 = .037$). Based on the standardized beta values, it is seen that the only significant effect is in the processual entropy ($\beta = -.25, p < .05$). The relational entropy variable had no effect due to the insignificance of beta value ($\beta = .03, p > .05$). It is seen that; processual entropy makes a negative contribution to predicting job engagement.

Table 3. Regression analysis results

Model	Independent Variables b	Dependent Variables	β	R^2	$Adj. R^2$	F	ΔR^2
1st	Step 1	Job engagement					
	Age		-.075				
	Institution		.008	.014	-.004	.792	
	Tenure (overall)		.162				
	Tenure (at current job)		.037				
	Step 2	Job engagement					.049**
	Age		-.045				
	Institution		-.003				
	Tenure (overall)		.129	.063	.037	2.428*	
	Tenure (at current job)		.046				
Relational Entropy		.038					
Processual Entropy		-.250*					
2nd	Step 1	Turnover intention					
	Age		-.049				
	Institution		-.061	.012	-.006	.643	
	Tenure (overall)		.107				
	Tenure (at current job)		-.079				
	Step 2	Turnover intention					.175***
	Age		-.080				
	Institution		-.040				
	Tenure (overall)		.152	.186	.164	8.290***	
	Tenure (at current job)		-.112				
Relational Entropy		.392***					
Processual Entropy		.035					

Note: β — Standardized beta coefficient, R^2 — Determination coefficient, $Adj. R^2$ — Adjusted determination coefficient, F — The F-statistic, DW — Durbin — Watson statistic; a Variance inflation factor value: Relational Entropy = 2.661, Processual Entropy = 2.660
 * — $p < .05$, ** — $p < .01$, *** — $p < .001$. Firstly, in the regression models, as the Durbin — Watson values are less than 2, there are no serial correlation problem (Durbin, Watson, 1971) and as the variance inflation factor (VIF) values are less than 5, and there is no multicollinearity problem (O'Brien, 2007).

In the second regression model, the endpoints of the hierarchical regression analysis conducted to identify the relation between the relational entropy and the processual which are main independent variables; and the job engagement, which is the dependent variable, are shown. The F value was statistically significant at 1% significance level [$F_{(4,2019)} = 8.290, p < .001$]. In other words, it is statistically possible to predict the intention for leaving the job with the entropic organizational climate scale. The coefficient of determinant indicates that independent variables predict about 16% of this model ($Adj. R^2 = .164$). When we look at the order in which independent variables in this

relationship affect the dependent variable based on standardized beta values, it is seen that the only significant effect is in relational entropy ($\beta = .39, p < .001$). The processual entropy variable had no effect because beta value was insignificant ($\beta = .03, p > .05$). It is seen that relational entropy makes a positive contribution to predicting intention for leaving the job.

Discussion and conclusion

The main purpose of this study is to develop a scale for measuring entropic climate in organizations. In this context, a valid and reliable Entropic Organizational Climate (EOC) scale was created. The EOC scale, which is a result of exploratory and confirmatory factor analysis, has a two-factor, strong psychometric structure. The first factor in the scale was called relational entropy and the second factor was called processual entropy. While the relational entropy organization expresses the deterioration in the communication processes among the employees, the processual entropy refers to the negativity of the sub-systems of the enterprise which is considered as a system and the business process within the system itself.

As a result of the study 1 in the private sector ($N = 412$) the exploratory factor analysis (EFA) and also convergent and discriminant validity analysis, Kaiser — Meyer — Olkin sample adequacy value ($KMO = .94$) shows that sample size is sufficient for factor analysis (Kaiser, Rice, 1974). The fact that the Barlett's test is meaningful [$\chi^2_{(105)} = 5385.719, p < .001$] indicates that the correlation relationship between the subjects are suitable for factor analysis (Hair, Black, Babin, Anderson, 2010). In addition, factor loadings of expressions appear to be between .57 — .88. Entropic organizational climate scale expressions explain 71% of the total variance. Accordingly, the relational entropy dimension consisting of nine expressions explains 36.5% of the variance and the processual entropy dimension consisting of six explains 35.27% of the variance. According to result, the average variance extracted (AVE) value of the dimensions (AVE relational entropy = .55, AVE processual entropy = .68) indicate that the convergent validity is ensured ($AVE \geq .50$). Besides, the correlation coefficients between the variables ($r = .67$) and the square root of each dimension (\sqrt{AVE} relational entropy = .74, \sqrt{AVE} processual entropy = .83) indicate that the discriminant validity is ensured ($\sqrt{AVE} > r$).

Considering the accepted opinions in the literature to evaluate the results of EFA, convergent and discriminant validity analysis revealing construct validity; firstly, the total variance explained should be at least 50% on more than one dimensional scale (Streiner, 1994). If the factors are composed of strong expressions, values equal to .50 and above should be considered as the acceptable factor loading (Hair et al., 2010). However, in order to avoid cross-loading problems, an expression should have a difference of more than .1 between two or more factors (Gürbüz, Şahin, 2017). On the other hand, there should be at least three expressions in one dimension as a result of EFA (Comrey, 1988). Afterwards to ensure the convergent validity of the scale the average variance extracted (AVE) of each dimension must be a value equal to .50 or higher. Besides, for the discriminant validity; the square root of the AVE value of each dimension should be larger than the correlation coefficients of the corresponding dimension with other dimensions of the same scale (Fornell, Larcker, 1981; Civelek, 2018). Considering the relevant opinions in the literature, the EFA and also convergent and discriminant validity analysis results show that the entropic organizational climate scale has a strong construct validity.

As a result of the study 2 in the public sector ($N = 224$) the confirmatory factor analysis results indicate that conceptually created two-dimensional entropic organizational climate scale is statistically verified by the sample. In other words, since the goodness of fit values within the desired threshold values ($\chi^2/df = 2.32 < 5$; $p = .000 < .05$; $CFI = .95 > .90$; $IFI = .95 > .90$; $NFI = .92 > .90$; $TLI (NNFI) = .94 > .90$; $RMSEA = .07 < .08$) it is seen that the entropic organizational climate

scale was confirmed by the sample (Bentler, 1988; Brown, 2014; Fornell, Larcker, 1981; Hu, Bentler, 1999; Kline, 2011; Tabachnick, Fidell, 2013). On the other hand, since the correlation coefficients (r) in the correlation analysis and F values and beta coefficients (β) in the regression analysis of the processual and relational entropy dimensions are statistically significant it can be saying that the entropic organizational climate has a predictive validity. In other saying, according to the results of the correlation and regression analysis to determine the validity of the argument, the entropic organizational climate scale was found to be related to the job engagement and the intention for leaving the job. In addition, it was concluded that the entropic organizational climate scale has prediction power over the job engagement and the intention for leaving the job. According to this, processual entropy makes a negative contribution to predicting job engagement and relational entropy makes a positive contribution to predicting intention for leaving the job. These findings indicate that the entropic organizational climate scale has a predictive validity.

The reliability analyses both study 1 and study 2 indicate that the inter-item consistency of the entropic organizational climate scale is reliable as Cronbach's alpha coefficients provide a threshold equal to $\alpha \geq .70$ (Nunnally, 1978), and the composite reliability coefficients provide a threshold equal to $CR \geq .70$ (Raykov, 1997). All these findings indicate that the EOC scale can be used for similar psychometric measurements.

This study was limited by two different samples in application. Therefore, the validity and reliability of the scale should be tested with different samples. In future studies, the EOC scale can be used to investigate the impact of the entropic climate on employee behaviour, such as job satisfaction, organizational citizenship behaviour, and burnout syndrome. The scale can be tested by working in different cultures and country samples. Besides, it is possible to generalize the research results to the universe by calculating the ideal sample size during the sampling process.

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Ethical approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

Informed consent

Informed consent was obtained from all individual participants included in the study.

Conflict of interest

Author declares there is no conflict of interest.

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Organizational identity and organizational identification: content and relationship of concepts

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Annotation. In the literature on organizational psychology and management, the concepts of “organizational identity” and “organizational identification” are widespread. However, it also notes the ambiguity and ambiguity in the use of these constructs. *Purpose.* The purpose of the study is to analyze various points of view regarding the essence and correlation of these phenomena, and on the basis of it, to offer a certain understanding of them, overcoming the existing limitations and contradictions. *Method* — analysis of literature and systematization of the material. *Results.* The general ideological platform and directions of the analysis of organizational identity (otherwise, the identity of the organization), as well as theoretical foundations and approaches to the interpretation of organizational identification are considered. Despite the diversity of points of view, organizational identity is predominantly considered at the collective level, as it reflects the characteristics of the organization and emphasizes its uniqueness in comparison with other organizations. Organizational identification, in turn, is analyzed at the individual level in the relationship “individual — organization” and is understood in the context of a person’s self-determination as a member of a particular organization. The article discusses the relationship between the concept pairs “organizational identity” and “organizational identification”, “organizational identification” and “organizational commitment”, and highlights the problem of the validity of tools for measuring organizational identification. Particular attention is paid to terminological restructuring, which goes beyond the established tradition. In accordance with it, it is proposed to consider organizational identification at the individual level as a process, and organizational identity as a result of this process at a certain point in time. An appropriate justification has been given for this. A new definition and understanding of two phenomena — organizational identification and disidentification — are given as forms of manifestation of processes, respectively, integration and disintegration in the external and internal plan of the individual. The conclusion summarizes the reasons for the terminological confusion and diversity in understanding the constructs “organizational identity” and “organizational identification”, suggests a certain systematization of terms and outlines a research perspective. *The value of the results* lies in the fact that they provide a generalized and more understandable picture on a few issues related to the understanding and relationship of organizational identity and organizational identification, and also expand the understanding of identification and disidentification as processes that characterize the dynamics of relations between a person and organization.

Key words: organizational identity, organization’s identity, organizational identification, organizational disidentification, integration, disintegration.

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The mediating role of needs satisfaction on the relationship between total rewards satisfaction and retention: A proposed model

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Abstract. *Purpose.* The purpose of the research is to investigate the effect of total rewards on retention. The scholar refers to Self Determination Theory to strengthen the assertion that retention is higher when employees experience satisfaction with total rewards. A mediation mechanism is proposed in which total rewards satisfaction leads to retention via needs satisfaction of “autonomy, competence and relatedness”. *Methodology.* This is a conceptual paper focussing on selected scholarly works published in various HR and OB journals over a period that provide theoretical support for the proposed model. *Findings.* The paper presents a model of total rewards and retention in which the constructs of total rewards satisfaction, need satisfaction for autonomy, need satisfaction for competence and need satisfaction for relatedness influence retention. The scholar offers several propositions to be empirically tested. The research questions are follows: 1) What is the impact of total rewards satisfaction on retention? 2) To what extent does total rewards satisfaction affects the needs for autonomy, competence, and relatedness? 3) To what extent do psychological needs as propose by Self Determination Theory impacts retention? 4) To what extent does Self Determination Theory’s need satisfaction mediate the relationships between total rewards satisfaction and retention? *Originality.* The paper adds to total rewards literature by extending the construct pay satisfaction by postulating an original relationship between total rewards satisfaction and retention. In this framework, need satisfaction for autonomy, need satisfaction for competence and need satisfaction for relatedness offer a unique perspective on the link between total rewards satisfaction and retention.

Keywords: total rewards, total rewards satisfaction, self-determination theory, need satisfaction, retention.

Introduction

Rewarding employees are among the most significant organizational expense and core to the relationship between employees and organization. With the crises like current COVID-19 pandemic, the main challenge before every organization is the retention of skilled workforce during covid and post-coronavirus times which is limited in number (Elsafty, Ragheb, 2020; Jayathilake et al., 2021) and long-term organizational success, regardless of the sector in which an organization operates (Groves, 2011; McDonnell, 2011). An unexpected departure of employees can create many challenges for an employer, including work productivity, employee morale, and filling the vacancy. This is the

reality for many employers in light of COVID-19, making employee retention a bigger challenge than in the past, a priority and working on retention strategies consistently.

Total rewards in this transformational journey play an important role. It is one of the best strategies to meet the company's needs and the needs of employees, thereby overcoming the challenges of retention. Total rewards aim at providing a facilitative work environment marked with ample scope for recognition, learning and development and career growth opportunities in an organization. This has been supported by one of the recent studies highlighting the fact that salary is not everything but to create a positive bond with them by addressing the recognition, appraisal, promotion, and pay including incentives and entertaining periodic leaves and job rotation to fit into the changing scenario and economic landscape (Kumar, 2021). Total rewards, being a holistic employee-oriented approach. Hence, the role of total rewards as a retention lever, tend to keep employees happy by taking care of their needs, productive, and connected to each other and their organization, which enhances retention (Wassem et al., 2019).

While reviewing the literature, we did not come across any study that has investigated the need satisfaction framework underlying reward-retention relationships excepting few studies that have highlighted the role of need satisfaction in yielding positive organizational outcomes such as organizational commitment, work engagement, and intention to stay (Haivas et al., 2014; Kovjanic et al., 2012). Thus, the research relies on Self-Determination Theory (SDT) conceptualization of psychological needs which is dominated by the studies saying that satisfaction these needs leads to positive workplace outcomes such as job commitment, satisfaction, engagement, and lower turnover (Baard et al., 2004).

The current study sought to contribute to the literature by using a SDT perspective to study employee retention as a function of total rewards satisfaction through need satisfaction. Thus, the purpose of this study is to conceptualize the link between the antecedent total rewards and need satisfaction as the mediator and their collective effect on the outcome (retention). The study is organized as follows: the author started with a literature review of total rewards and its positive effect on employee retention. We also reviewed literature on needs satisfaction which might enhance the positive effect of total rewards. Further, we developed an exploratory model grounded in extant literature that will possibly motivate the employee to stay with an organization. Based on the conceptual model few propositions on causality and mediation effects are stated, and finally the article concludes with comments on implications, empirical testing of the stated propositions and limitations of the proposed model.

Total rewards

It was in 2000s, when the concept of total rewards (TR) evolved and became popular HR strategy in most of the organizations in the United States. It was popularised by WorldatWork¹ that attracted substantial amount of seminal earlier research and studies from scholars like (Armstrong, Brown, 2005; Jiang et al., 2009; Zingheim et al., 2009) to current research focusing on implementing TR not only for retention but also for workplace happiness (Alhmoud, Rjoub, 2019; Gulyani, Sharma, 2018), receiving organizational and supervisor support (Smit et al., 2015). However, M. Armstrong points out that it was Adam Smith in 1776 who was first to refer total rewards in terms of "total net advantage", identifying a number of elements beyond pay viz. "agreeableness or disagreeableness of work, difficulty and expense of learning it, job security, responsibility, and the possibility of

¹ **WorldatWork** is a global association for human resources management professionals and business leaders focused on attracting, motivating, and retaining employees.

success or failure” (Armstrong, 2010). M. Silverman and P. A. Reilly argued that “the concept of total reward is based on the assumption that people work for more than money” (Silverman, Reilly 2003). Supporting them, Z. Jiang stated that “[w]hat once was ‘compensation’, or ‘total compensation’ has evolved into an interdependent triad of total rewards” (Jiang et al., 2009).

Owing to the debate sparked among the companies with respect to comprehensive list of items to be included; WorldatWork (2007) has come up with two camps of definition viz. narrow definition and broader definition. Narrow definition of total rewards was referred to as total compensation that includes compensation and benefits, tangible components such as development. Broad definition referred total rewards as value propositions or total value that included everything while working for an organization. We feel that the reason of WorldatWork hinting bifurcating denotation of total rewards is the decision of an organization to choose total rewards strategy depending on what they want for their employees, thereby allowing ample scope for organizations to choose the best as per their capability. However, it was observed that there was an inclination towards broader definition of TR (WorldatWork, 2007). Overall, TR aims at embracing everything meaningful to the employment relationship at the workplace including monetary and non-monetary and beyond such as social and psychological benefits, making the work environment motivating and the organization a best place to work (Chinyio et al., 2018; Morgan et al., 2013; Twenge et al., 2010; Gulyani, Sharma, 2018; Alhmoud, Rjoub, 2019). In the light of uncertain times that organizations and employees are going through, total rewards aim at including variety of rewards so as to satisfy material and non-material needs of the employees so that they stay with the organization.

Total reward models

Apart from academic research, in recent years, many consultants, and organizations have developed TR models and frameworks. The effort was to determine common threads while classifying TR into different categories. Though, the elements of TR models are more or less similar with minor exceptions, all the models highlight unitary efforts to satisfy varied needs and motivate employees to perform optimally so as to achieve best results for organization and himself / herself. Some of the models developed by the consultants and / or organizations and academicians are briefly detailed in the table given below (Refer Table 1).

Table 1. Summary of Total Rewards Models

Sl.No	Total rewards Model	Tangible (Extrinsic)	Intangible (Intrinsic)
1	WorldatWork	Compensation Benefits	Work-life effectiveness Recognition Performance management Talent development
2	Hay Group	Guaranteed cash Annual variable pay Benefits	Work culture and climate Leadership and direction Career growth and development Work environment Learning and development
3	Zingheim and Schuster	Total pay	Compelling future Individual growth Positive workplace
4	Towers Watson	Foundational rewards (base pay, benefits, risk benefits, employee assistance and wellness programmes) Performance-based rewards (increases, incentives, recognition, profit sharing)	Career- and environmental awards (training and development, talent mobility, technology, flexible work programmes, work-life programmes, corporate social responsibility, employee assistance programmes)
5	Towers Perrin	Pay Benefits	Learning and development Work environment

6	CLC (2007)	Remuneration and Benefits	Work environment Work/life balance Organisational environment
7	Team Lease India	Compensation Benefits	Work-life Integration Performance management Recognition Talent development
8	Nienaber	Base Pay Contingency Pay Benefits	Performance and career Management Quality Work Environment Work-life Integration
9	Mercer	Pay Benefits	Benefits (work-life) Career
10	Armstrong, Brown (2006)	Base Pay Contingency Pay Benefits	Learning and Development Work Experience Recognition, achievement, and growth

Table 2. A clustered view of different financial and nonfinancial reward categories

Transactional or Financial or Tangible Rewards
Remuneration (including base pay and variable pay and share ownership) Benefits
Relational or Non-Financial or Intangible Rewards
Work-Life Quality / Work Environment Work-Home Integration Performance Management and Recognition Career and Development Opportunities Learning and Development Talent Development Individual Growth Compelling Future Work experience Workplace quality Positive Workplace

The models developed by consultants and academicians are almost same with respect to the categorization which acknowledge that TR is all about employee value proposition which is not limited to compensation and benefits only which makes the employer-employee relationship valuable having long-term orientation. For the purposes of an initial overview in the current study, the authors also gave a clustered view of different monetary / financial and non-monetary / non-financial reward categories (Refer Table 2).

Retention

Many studies on retention were conducted over last 50 years or so. During 1970s, major dominant theories evolved that focused on turnover processes and factors (Steel, Lounsbury, 2009). During 1980s and 1990s, focus shifted to organizational and contextual factors viz. organizational culture, organizational size, and reward system, individual conditions viz. leadership, interpersonal relations, and realistic job preview (Holtom et al., 2008). In the last decade researchers have begun focusing on individual characteristics at the individual, group and organizational levels and the interaction between the individual and organizational factors. Other trends in the last decade have included investigating the process of leaving an organization and a shift of focus from answering questions about why people leave to why they stay (Holtom et al., 2008).

Numerous studies have defined retention. There have been some studies describing retention as an effort while few studies have highlighted the ROI approach towards retention. For instance,

retention is “an effort by an employer to keep desirable employees in order to meet organizational objectives” (Frank et al., 2004). Defining retention in broader terms, “retention as a mean to prevent the loss of proficient employees from leaving” (Chiboiwa et al., 2010). By highlighting the ROI approach to retention resulting from effective recruitment and training, the concept can be described in terms of “adequacy or sufficiency of length of service” (Humphrey et al., 2009). All the definitions acknowledge the fact that retention as a managerial approach is an effort required by the organization to create a positive work environment that keeps the employees’ content with their present organization and encourage them to not look further for any job change.

Need satisfaction

The present research relies on need satisfaction approach of SDT (Deci, Ryan, 2000). SDT is an “organismic dialectic theory of motivation” which means that “individuals are active, growth-oriented organisms” (Deci, Ryan, 2000). They have natural inclination to get involved in interesting tasks, work hard for development, and strive to feel connected within and around the world surrounding him to satisfy three “universal innate psychological needs for autonomy, competence and relatedness” (Vansteenkiste et al., 2007). According to SDT, “psychological needs are defined as innate psychological nutriments that are essential for ongoing psychological growth, integrity, and well-being” (Deci, Ryan, 2000). Upon satisfaction of these innate needs, the motivation experienced by an individual is self-determined as a result of which individual starts performing at optimum level (Ryan, Deci, 2000).

Autonomy, competence and relatedness

Autonomy as per SDT connotes freedom of choice and volitional action (Deci, Ryan, 2000). However, need for autonomy is also said to be satisfied by “following others’ requests if the individual is provided with a meaningful rationale for following the request” (Van den Broeck et al., 2010). In such a situation, “the individual internalizes others’ requests by transforming them into personally endorsed values and self-regulations” (Deci, Ryan, 2000), and thus feels independent on following the requests. E. L. Deci and R. M. Ryan explained the need for competence as a desire to feel competent in the world that surrounds him (Deci, Ryan, 2000). Surviving the uncertainties and meeting the challenges effectively signifies need satisfaction for competence. Need for competence leads to gaining mastery over skills of performing specific task(s) and their performance does not get affected by challenging work role or stress resulting from workload (Church et al., 2013; Van den Broeck et al., 2010). Relatedness need is defined as achieving a sense of belongingness, a feeling of being accepted by others and not feeling being lonely (Church et al., 2013). Need for relatedness is “the desire to feel connected to others — to love and care, and to be loved and cared for” (Deci, Ryan, 2000). R. M. Ryan and E. L. Deci explained that “proximal relational support may not be necessary for intrinsic motivation, but a secure relational base does seem to be important for the expression of intrinsic motivation” (Deci, Ryan, 2000). In any organizational setting, an employee working in a team with cooperative team members who don’t let him feel lonely and are always available to lend ears to his personal problems and extend support in case of work-related problems leads to satisfaction of need for relatedness than those who feel lonely for not having friendly colleagues at work (Van den Broeck et al., 2008).

Linkage between total rewards, need satisfaction and retention

Researchers have pointed out that organizations should adopt total rewards as compensation mechanism for retaining talented employees (Cao et al., 2013; Medcof, Rumpel, 2007). The need

satisfaction is important in retaining employees and hence, organization should handle the need satisfying intentions of any total reward strategy with care (Roath, Schut, 2009; Whiddett, Hollyforde, 2003). Such an argument is in line with the discussion of monetary rewards in the article, which proposes a possible positive effect of rewards on the need for competence if the rewards reflect on the individual's skills (Deci et al., 1999). However, such rewards may at the same time be detrimental to autonomy need satisfaction if they are contingent on doing behaviors well because the rewards can create a feeling of pressure to do the action well in order to receive the rewards. If the pay were experienced as task non-contingent, the controlling aspect of the compensation might be relatively non-salient which could allow the competence affirmation implicit in high pay to have a positive effect without being offset by the undermining of autonomy. This may have been the underlying reasoning for the proposition in the study that proposed a positive relation between pay levels and need satisfaction (Gagné, Forest, 2008). The problem with that, however, is that if the rewards were task non-contingent and therefore did not affect autonomy, they would have been unlikely to convey competence because non-contingent rewards (i.e., pay level) are not directly linked to the person's performance.

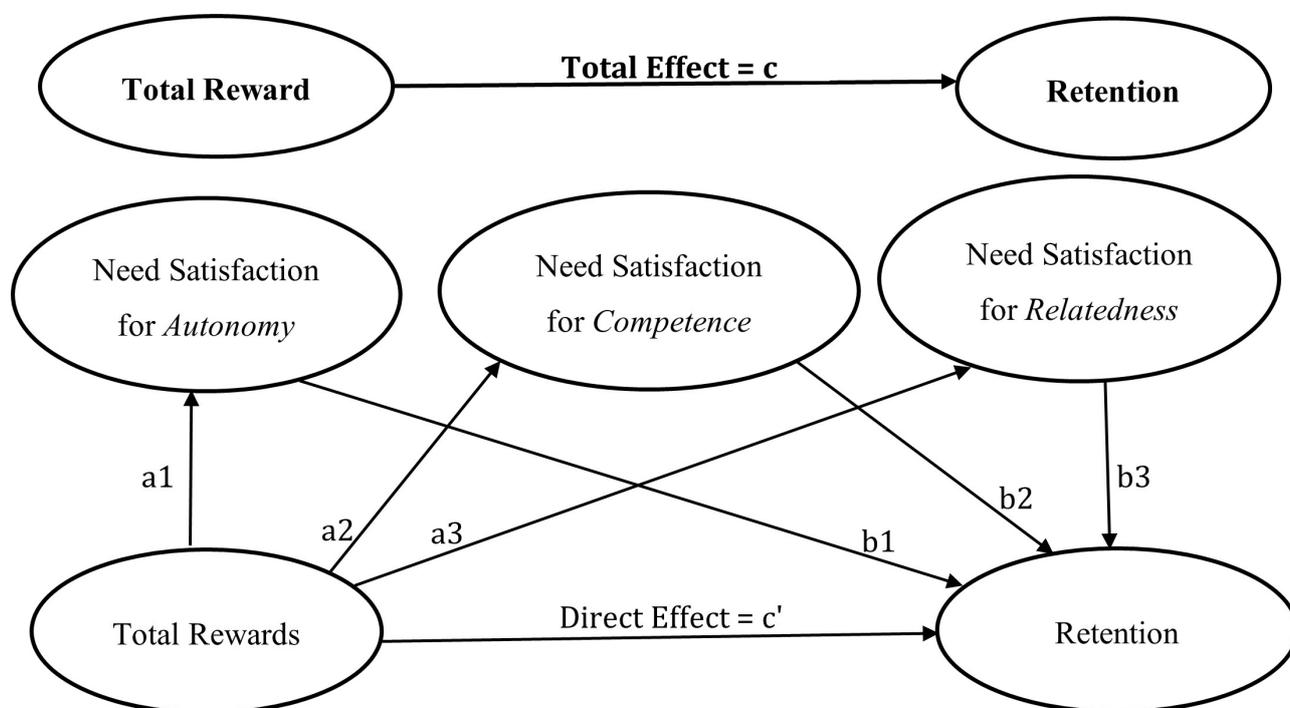


Figure 1: Conceptual Model. **Source:** Authors' own finding

Note: a1b1: TRS ->Autonomy ->Retention; a2b2: TRS -> Competence -> Retention; a3b3: TRS -> Relatedness -> Retention; c': direct effect of TRS on Retention; c: total effect of TRS on Retention; (a1b1) x (a2b2) x (a3b3): indirect effect of TRS on retention through mediators

With respect to retention, SDT argues that higher rewards do not necessarily mean higher retention as pecuniary benefits and other perquisites are perceived more as externally contingent, thereby reducing employees' need for autonomy and competence and urge to integrate with organizational goals (Deci et al., 1999). While people are motivated by rewards including monetary and relational, these rewards work in different ways and may lead to disparate outcomes depending on whether it leads to need satisfaction or need frustration of autonomy, competence, and relatedness (Deci, Ryan, 2008; Van den Broeck et al, 2010). Further, several studies have found a direct positive correlation between need satisfaction for autonomy and intention to stay (Dysvik, Kuvaas, 2010; Kuvaas, 2006; Vansteenkiste et al., 2007). The study argues that a higher tendency towards autonomy, competence and relatedness satisfaction has higher intention to stay. Thus, total rewards according

to SDT, can be regarded as a strategy fostering positive workplace environment wherein employees experience psychological need satisfaction relational components which provides a framework for allowing them to be more engaged.

Based on these academic instances, following research questions are formulated. A hypothetical model displayed in Figure 1 explains the proposed causality between the constructs to be investigated in this study in the form of research questions and / or propositions. The propositions are formulated after examining the respective research questions and providing rationale for the same.

RQ1: What is the impact of total rewards satisfaction on retention?

Studies have affirmed that compensation and benefits is the best strategy to attract, engage and retain talent (Mitchell et al., 2001; Horwitz et al., 2003; Teclemichael, Soeters, 2006). However, some researchers conclude that employees are more interested in non-monetary rewards covering good working environment, supportive leaders and superiors, and career and development opportunities (Wang et al., 2012; Kaye, Jordan-Evans, 2000). Similarly, it has been highlighted that “88% of highly skilled employees leave the organizations for reasons that are not based on money, but the main reasons were limited development opportunities (39%), unhappiness with management (23%), lack of recognition (17%) and other reasons (10%)” (Hill, Tande, 2006). P. Lockwood and M. Armstrong focussed on work-life balance programs as an important retention factor (Armstrong, 2009; Lockwood, 2006). Both the studies have found out that flexible working arrangements are in higher demand. Work-life balance programs is one of the important components of “value proposition package” and “requires compensation professionals to understand what employees want and design total rewards that meet these needs to fulfil family obligations” (Lockwood, 2006).

It was found a positive relationship between retention of employees and important factors of organizational support in terms of manager and colleague support, and work-life balance in terms of flexible working arrangements (Gaan, 2008; Thompson, Prottas, 2006). M. Armstrong has included all these factors under “value proposition package” that will result in enhancing retention (Armstrong, 2009). It was also found that performance management and recognition lead to creation of pool of motivated workforce resulting in higher intention to stay (Smerek, Peterson, 2007; Swanepoel et al., 2014). Some researchers have concluded that career and development opportunities enable the employees to increase their capabilities and take more responsibilities which in a long run will lead to greater retention (Greene, 2011; Martocchio, 2013). Thus, the authors propose:

P1: Total rewards satisfaction is positively associated with retention.

RQ2: To what extent does total rewards satisfaction affects the needs for autonomy, competence, and relatedness?

Limited research is found on exploring the impact of total rewards on basic psychological need satisfaction. In absence of any research, the scholar therefore, included mere summary of individual studies from different domains, thereby calling for further exploration. Total rewards to be relevant cannot be implemented and administered without considering employee needs. The relation between total rewards and SDT's need satisfaction is based on the theory that components of total rewards have two aspects viz. informational and controlling aspects. The theorized relationships between tangible rewards and need satisfaction were as follows: (a) tangible reward is designed to be salient in controlling aspect thereby reducing the feelings of autonomy (Deci, Koestner, 1999); (b) intangible reward is salient in informational aspect i.e. it provides information on performance and development opportunities, thereby satisfying individuals' need for competence (Vansteenkiste,

Deci, 2003); (c) the processes through which the tangible reward is administered may be or may not be related to need for relatedness. Therefore, one would expect that both tangible and intangible rewards are related to need satisfaction autonomy, competence, and relatedness (Baard et al., 2004; Deci et al., 2001). However, it was found that though there was no relation between compensation and employees' basic psychological need satisfaction, but work environment characterized by leadership support has a positive relationship (Olafsen et al., 2015). Due to very scarce or no empirical evidence but with theoretical underpinning the authors propose the following:

P2: Total rewards satisfaction is positively associated need satisfaction for autonomy, competence, and relatedness.

RQ3: To what extent do psychological needs as proposed by SDT impacts retention?

SDT's need satisfaction have led to positive outcomes in terms of well-being in different domains like physical education, sports, parenting, and adolescence (Deci, Ryan, 2008). Of late, the benefits of needs satisfaction have been percolated to the workplace as well. Need satisfaction encourage positive outcomes at workplace such as higher performance, engagement, and higher intention to stay (Baard et al., 2004; Deci et al., 2001; Gagné, Deci, 2005; Milyavskaya, Koestner, 2011; Rothmann et al., 2013; Stone et al., 2009). There has been a host of studies with findings indicating that the need satisfaction for "autonomy, competence and relatedness" enhance intention to stay because satisfaction of needs will lead to employees becoming more committed towards the organization, and hence developing tendency to remain with the organisation (Greguras, Diefendorff, 2009; Haivas et al., 2014; Kovjanic et al., 2012; Vansteenkiste et al., 2006).

Although, the impact of need satisfactions on retention has not been directly examined before, there are few evidence highlighting the influential role of satisfaction of the need for autonomy on retention. For example, some researchers stressed on a same reason that employees experiencing autonomy satisfaction are more likely to experience enhanced job satisfaction, reduced job stress and better work-life balance (Rathi, Lee, 2017; Thompson, Prottas, 2006). Further, employees experiencing autonomy are more unlikely to sacrifice and leave their present job. Employees who experience competence are more likely to experience well-being at work, as well as to be more intrinsically motivated, compared to those who experience less competence (Gagné, Deci, 2005). Therefore, it is likely that employees who feel that their need for competence is satisfied might have more to sacrifice if they leave. Further T. R. Mitchell with colleagues opined that skills and abilities are required to gain expertise in the job, it is possible that need for competence is automatically satisfied with job demands which in turn leads employees to experience organizational fit and hence enhanced retention (Mitchell et al., 2001). With respect to need satisfaction for relatedness, previous studies have found that high-quality relationships at work are important for employee retention (e.g., Gillet et al., 2012; Van den Broeck et al., 2010; Vansteenkiste et al., 2007; Rathi, Lee, 2017). The above-mentioned studies provide the ground for the following proposition.

P3: Need satisfaction for autonomy, need satisfaction for competence and need satisfaction for relatedness is positively related with retention.

RQ4: To what extent does SDT's need satisfaction mediate the relationships between different components of total rewards satisfaction and retention?

The research aims to gain insights on the mediating effect of need satisfaction in between total rewards and retention. The scholar proposes that total rewards is likely to enhance retention through basic psychological need satisfaction. There has been numerous where need satisfaction has been

used as a mediating variable. The following table gives an overview of studies wherein SDT’s need satisfaction has been used as a mediating variable. For instance, studies have been conducted in the area of physical education, sports and coaching, life satisfaction, parenting and adolescence. However, the number of studies is very limited in organizational setup and has solely focussed on leadership, work engagement, job satisfaction and commitment (Trépanier et al., 2013; Gözükarar, Şimşek, 2015; Kovjanic et al., 2012). However, research on SDT and pay considered basic psychological needs satisfaction as a potential mediator (Olafsen et al., 2015). Therefore, it is proposed that total rewards facilitating basic psychological need satisfaction will result in greater retention. Thus, the following proposition is given below:

P4: Need satisfaction for autonomy, need satisfaction for competence and need satisfaction for relatedness mediate the relation between total rewards satisfaction and retention.

The summative propositions are presented in Table 3.

Table 3: Summary of Propositions and Visual Depiction

Proposition	Path Depiction	Visual Depiction
P1: Total rewards satisfaction is positively associated with retention	This will be shown by the direct effect “c”	
P2: Total rewards satisfaction is positively associated need satisfaction for autonomy, competence, and relatedness	This will be shown by the paths a1 for autonomy; a2 for competence and a3 for relatedness	
P3: Need satisfaction for autonomy, need satisfaction for competence and need satisfaction for relatedness is positively related with retention	This will be shown by the paths b1 for autonomy; b2 for competence and b3 for relatedness	
P4: Need satisfaction for autonomy, need satisfaction for competence and need satisfaction for relatedness mediates the relation between total rewards satisfaction with retention	This will be shown by indirect effect (a1b1) x (a2b2) x (a3b3) and total effect “c”	

Source: Authors’ own finding

Implications for future research and practice

The model proposed in this article is exploratory and therefore the first research implication will be to operationalize and empirically test the proposed linkages. The authors might like to investigate the composite effect of need satisfaction along with studying the individual effect of each need satisfaction. Another research implication of this study is to investigate and confirm the role of certain moderator like need supportive job environment marked by job autonomy and manager support for autonomy (Baard et al., 2004). P. P. Baard and colleagues report that high level of need supportive environment will enhance the positive effect of total rewards on autonomous motivation (Baard et al., 2004). Our assertion is that an employee who experiences job autonomy and receives managerial support for autonomy will be more motivated to stay with the current organization. Hence, this article will instigate future studies which will put to test different assumptions of SDT by empirically testing the mentioned linkages.

Limitations

The study suffers from unavoidable limitations. Our study has failed to discuss other factors mainly demographic characteristics (e.g., age, gender, qualification, and experience which might play

equally significant role in influencing the impact of total rewards and retention. Other moderators such as cultural dimensions and attitude towards money that may give new insights has not been included in our study. In countries with high level of power distance, having less job autonomy is obvious owing to unquestionable loyalty (Tepper et al., 2007). Hence employees from such countries will lead to lower need satisfaction for autonomy and competence. Similarly, attitude towards money marked by how employees value money and want to make more money directly influences their retention (Li-Ping Tang et al., 2000). These limitations will offer direction to future researchers in designing their studies by incorporating the moderators excluded in our study.

Conclusion

In this paper, we proposed an exploratory model suggesting total rewards to positively influence retention. The study also identifies need satisfaction for autonomy, competence, and relatedness as mediators. Our understanding of need satisfaction mechanism influencing rewards-retention relationship will provide new insight into retention literature by focussing on the fact that total rewards is not only about monetary rewards but inclusive of everything that employees value. The research will also be useful to organizations in terms of saving money, avoiding payment of higher compensation for the purpose of achieving greater retention.

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Socio-psychological factors on employee turnover: a demystifying perspective

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Abstract. *Background.* The present business hubs are facing an incremental level of employee attrition. A better understanding of the expectations of the employees will leverage the issue of employee turnover. The workforce no longer is inclined towards material benefits the organizations provide, but a sense of better well-being and socio perspective of human life makes them decide to quit the organization. This scenario is experienced by almost all the organizations across sectors and boundaries. Hence, added focus should be given on socio-psychological aspects and needs to be addressed in regular intervals to retain the intellectual assets for the organization. *Materials and Methods.* This paper aims at reviewing various socio-psychological factors supporting employee intention to quit the organization. The study is based on a critical review on the existing studies on various socio-psychological factors viz., employee morale, social life, psychological health, family, employee loyalty, and emotional intelligence, quality of work life, job satisfaction, and support from family leading to employee turnover. *Results.* Socio-psychological factors are quite important for the organizations to view on. Employees need a fair support from the organization on distributive fairness and a healthy relationship with the team members. *Discussion.* The review throws light on the increased influence of family on employee turnover. The management should consider family as one of the major elements for the employees to put in their full commitment towards work. *Conclusion.* The paper concludes that, with the progressive inclination of organizations towards the enhancement of employees on the social well-being will reduce the intention to quit, thereby reducing employee turnover.

Keywords: emotional intelligence; employee turnover; intention to quit; job satisfaction; socio-psychological factors.

Introduction

Employees have been the most valuable resource of any organization. Though advancements in technology resulted in most of the organizations transforming to be technology driven organizations, the importance of employees have not reduced. Rather, it elevated the role of employees, as they are required to manage any advanced technology. Owing to the changes in the nature of job, the role of

employees has changed from just resources to knowledge banks, carrying all the vital information of the organization and the customers with them, elevating employees as the lifeline of organizations these days. B. Kossivi with colleagues confirmed that, though globalization opened extensive opportunities for organizations and employees to venture out into new dimensions of business and employment, it also resulted in fierce competition (Kossivi et al., 2016). Availability of employment opportunities in plenty resulted in employees leaving organization for career growth, better pay and benefits and at times even without any relevant reason. It has become highly challenging and exorbitantly expensive for the organizations to meet the changing requirements of the employees from time to time to minimize employee turnover (Chaudhari, Narkhede, 2011). Other than pay and benefits, employees these days expect to be well treated and organizations to understand the social and psychological differences and requirements. The inability of organizations to understand the expectations contribute towards employees leaving the organizations, adding to the turnover scenario (Chen et al., 2014).

Increasing rate of attrition not only affects the financial position of the organization, but also the morale of the fellow employees. Though there is a plethora of studies on employee turnover intention, the changing mindsets of employees result in the addition of multiple factors towards possible reasons. Thus, the study on employee turnover intention remains evergreen and has more prominently become the need of the hour to identify the most prominent factors behind it to reduce its high propensity (Hinkin, 2000).

Various studies around the availability of employment opportunities and employee turnover intention observe the changes in the mindset of employees in developing countries, especially in Asia, where employees were happy to have a job and were willing to work for long hours, including overtime. There was dedication to complete the task assigned and a strong desire to please the superiors (Babu et al., 2013). With the introduction of western work standards, workers were compensated for non-standard work hours and ample job opportunities better suits to their lifestyle. As a result, the privileges of the employees increased, and they started seeking employers who offer them more benefits. In the lookout of more and more benefits employees started leaving the organization at a higher pace (Nouri, Parker, 2013).

Gap identification

Though numerous studies were conducted in the broad area of employee turnover, the role of social and psychological factors in triggering turnover intention among employees is not considered for studies in the past. In a period where employees mindset is changing and the present-day employees including the millennials giving utmost importance to their personal life, social life and psychological well-being, unlike the employees of Baby Boomers and Gen X, whose prime preference in most cases was their job, the area of study stands highly relevant as it aims to understand the exclusive role of socio-psychological factors in influencing employee's intention to quit the organization.

Literature review

In a highly dynamic economic scenario, inadequate salary packages that fail to meet the livelihood expenses are creating tantrums among employees, contributing towards rising attrition. Especially the employees settled in major towns and cities find it difficult to manage their livelihood with low salary packages, which will force them to look for opportunities with better pay packages (Pawar, Chakravarthy, 2014).

Employee turnover

The employment scenario in India is witnessing a phase of twists and turns, where retaining talent appears to be more challenging compared to attracting prospective talent, as the present-day

employees are willing to leave organizations for all types of reasons. Employee turnover can thus be explained as the outflow of intellectual capital from the organization (Stovel, 2002), and it continues to be the worst nightmare of most corporate houses.

Literature reveals that, like Western countries, Asian countries like India, South Korea, Malaysia, Singapore and Taiwan are also reeling under the crippling effect of employee turnover due to the typical social, psychological, organizational and economic factors prevailing in these countries (Khatri, 2001). Research on employee attrition scenario in India reveals alarming results, identifying BPO sector leading the trend with 50% attrition. The Indian Aviation sector, revitalized with the entry of several private players, opened multiple opportunities that are equally appealing, fueling the rate of attrition to 46%. While considering service sector, maximum attrition happens among salespeople, the reason being increase in the requirement of salespeople in FMCG, insurance and telecommunications sector. Though the employees receive an annual revision in salary by 25% to 30%, studies reveal that the aspiration of employees for better recognition, platform for exhibiting newly acquired skills, enhanced quality expectations in personal and social life etc., prompt them to venture into different sectors, adding to the attrition rate among various sectors (Narkhede, Chaudhari, 2011).

Unlike the employees of the past, present day employees are least interested towards dedicating a major part of their life towards the development of the organization, that too being with the same organization (Narkhede, Chaudhari, 2011). Along with engaging themselves in the requirements of the organization, they also observe whether they are doing justice to themselves and the society, also the organization's justice to them. Young employees look for social life, work-life balance, appreciation, recognition, and fair and equal treatment. Psychological and social wellbeing are given equal importance along with remuneration and benefits. Any imbalances in social and psychological wellbeing are also prompting employees to look for options outside the organization (Kossivi et al., 2016).

Socio-psychological factors and the relationship with employee turnover

Employees had always been the most valuable resource of any organization. Though advancements in technology resulted in most of the organizations transforming to be technology driven, the importance of employees have not reduced. Rather it elevated the role of employees, as they are required to manage any advanced technology. Owing to the changes in the nature of jobs, the role of employees has changed from just resources to knowledge banks, carrying all the vital information of the organization and the customers with them, elevating employees as the lifeline of organizations these days.

Employees tend to quit their job due to various other reasons such as social, psychological, organizational, or economic. Moreover, recent studies prove that the factors leading to employee turnover intention are extended to multiple dimensions that were not the case few years back. Pay and pay related variables have a modest effect on employee turnover, where high performers tend to leave the organization when they are inadequately paid (Anwari, 2014). The recurring tendency of the employees to fetch organizations offering better pay and career prospects and the failure of the present organization in fulfilling the expectations of the employees lead to turnover. The abundance of studies in the field, owing to its recurring impact on organizations reveals organizational culture, workload and job satisfaction as other prominent factors that have a direct relationship on employee turnover (Anvari, JianFu, Chermahini, 2013).

Social life and psychological health

Unlike the employees of yester years, present day employees are conscious about their social life and psychological health, and the benefit of both in their personal and professional welfare. Hence they give equal importance to their social and psychological wellbeing, rather than confining themselves

completely to the progress of the organization (Amin, Akbar, 2013). Studies reveal that employees confining to the organization fails to balance between social commitments and organizational commitments. The unfulfilled social expectations and the conscious effort to fulfill it exert mounting pressure on employees, especially the female employees. While combining social expectations and its impact on personal life, female employees are more prone to leave the organization to fulfill the social and family obligations like giving birth and nurturing children, which will eventually turn out as the priority compared to job (Zhang et al., 2016).

The review of existing literature demonstrates the growing importance of social life and psychological health in triggering employees' intention to quit the organization. The changes in the mindset of the Gen Y employees and their realization about job and life also adds to this. The below proposition has been formulated with the support from the literature.

Proposition 1: Social life and psychological health of an employee show a significant influence and reduces employee intention to quit the organization.

Loss of social capital and employee demoralization

An important social and psychological factor which lead to employee attrition is loss of social capital and employee demoralization, which happens mostly because of the loss of a respected colleague. S. Y. Yaqoub and A. R. K. A. M. Omram in their study emphasized the role of negative public relations, personnel costs and decreased social integration in employees quitting the organization (Yaqoub, Omram, 1992). The dynamicity of employees' psychology and organizational psychology also add to the woe of organizations. Research confirms the role of coworkers in shaping employee's turnover intention. Employees being social beings value friendship through work and look forward for instrumental and emotional support from co-workers. Instrumental support, which is task-oriented, helps employees to complete the assigned tasks on time and emotional support, which is person-oriented helps employees to cope-up with the emotional impact the job creates (Beehr et al., 2000). It also acts as a remedy for unfavorable phases of the job and helps employees to settle themselves in the organization. It is evident from various studies that low quality interpersonal relationships lead to negative organizational consequences including high turnover among employees. High-quality interpersonal relationships act as a shield protecting the employees from succumbing to the negativity of the job and the organizations. It helps the employees to remain in the organization as they experience the emotional bonding and support from co-workers (Mossholder et al., 2005). Below proposition was formulated with social capital and employee demoralization towards employee intention to quit.

Proposition 2: Loss of Social Capital and Employee Demoralization significantly increases the employee intention to quit the organization

Job satisfaction

Job satisfaction, since long, has been one of the most extensively studied common job attitudes that contributed to the betterment of the organization (Judge, Church, 2000). It is proven without doubts from the previous studies that happier employees contribute to the growth and success of the organization. The ability of the organization to retain the employees vitally contributes towards their success. Retention of an employee greatly depends on the organizational attributes, on which job satisfaction has a prominent role (Sanjeev, 2017). Researchers emphasize the role of Job satisfaction in the overall development and existence of the organization as it is the utmost significant factor that decides the retention or turnover of employees who are the real contributors and pay, organizational culture and workload are few important factors that contribute towards that. It is implicit that organizations that are not successful in ensuring employee job satisfaction have elevated levels of employee turnover, affecting their very existence (Anvari, et al., 2013).

Proposition 3: Job Satisfaction has a negative impact on employee intention to quit the organization

Job characteristics

A factor that grabs attention because of its growing relevance while considering employee turnover intention is boredom at work. Though it was assumed in the initial days as the employees remaining in the same job for a considerably long period of time tend to feel tired and bored of the routine tasks (Cummings et al., 2015). Absence of challenging or stimulating and low-task load work environment also results in boredom (Reddy, Mehta, 2019). Studies reveal that work-related boredom results in employees experiencing adverse effects like dissatisfaction, weakened performance, undesirable behavior at workplace, injuries and accidents resulting from work and in certain cases depression (Seckin, 2018). Studies conducted by (Prinzel, Freeman, 1997) reveals the occurrence of boredom in highly demanding and intellectually stimulating environments, where undivided attention is required. Unaddressed episodes of boredom result in employees losing interest in job, experiencing negativity, and looking for opportunities that best suit their psychological requirements. Availability of numerous opportunities acts as supporting factor for employees' turnover intention (Seckin, 2018).

One of the most significant attributes required for building a successful organization, employee loyalty is becoming a scarce element among the new generation employees. Loyalty of the new employees to the organization is negligible, which in turn is resulting in high rates of attrition (Keiningham, Aksoy, 2009). The changing attitude of the employees across generations can be attributed to this.

Proposition 4: Clearly defined job characteristics have a significant negative impact on the employee intention to quit the organization.

Employment opportunities

Dawn of Globalization opened ample opportunities for employees from various sectors, bringing in changes in the attitude of the employees towards work, work environment and organization (Nadiri, Tanova, 2010). This has resulted in employees looking forward for better prospects, giving equal weightage to family, quality of life and standard of living. The concept Work-Life Balance gained widespread popularity in the past decades (Muna, Mansour, 2007). The adaptation and implementation of this tool as a human resource strategy by corporate giants like Microsoft, Hewlett-Packard and Shell shows its importance and popularity (Dune, 2007). These changes are evident from the changed approach of employees. Unlike the employees of the past, the present-day employees give equal or more importance to family along with the job, try to maintain good work-life balance and if family facilitation or satisfaction is affected, that is resulting in employees leaving the job (Hongvichit, 2015).

A major result of the growth in employment opportunities is the psychological changes among employees that prompted them to relocate to the place of work, where in the past employees including the fresh and inexperienced stayed close to their family and relocation was considered as the last resort (Mitchell et al., 2001). In this structure the employee was ensured complete support from the family in case of rearing children as well as emergency. This social structure has dramatically changed in many countries, and as a result of loss of family infrastructure, employees wait eagerly to travel to and forth to their family and hence are highly reluctant to work longer hours and on odd shifts (Ahmad, Omar, 2013). Hence it can be concluded that greater the employment opportunities lessen the chances for an employee to quit the organization.

Proposition 5: Employment opportunities towards growth will negatively impact employee intention to quit the organization.

Emotional intelligence

Though the concept of emotional intelligence is still a bud, studies prove its undisputable impact on employees' turnover intention. Emotional intelligence is comprehended as one's ability

to apprehend one's own as well as other feelings, differentiate between the two and apply the understanding to redesign one's thinking and behavior (Salovey, Mayer, 1990). An emotionally intelligent employee is characterized to be optimistic and happy and possesses the ability to manage change and handle stressful situations at work without falling apart (Carmeli, 2003). On the contrary employees lacking emotional intelligence find it difficult to handle stressful situations at workplace and fall prey to that. They also find it difficult to manage behavioral dimensions of fellow colleagues and fall apart. Employees deficient in emotional intelligence appear pessimistic, worried, lack the ability to adapt to and manage change, lack skillsets to manage stressful situations and in long run will lose interest and quit (Adeyemo, Afolabi, 2007). Hence with strong emotional intelligence an employee can withstand the hurdles and be associated for longer period with organization.

Proposition 6: Steady levels of emotional intelligence will have a significant negative influence towards employee intention to quit

Distributive fairness

Other than the personal factors employees consider distributive fairness from organization as a decisive factor of turnover. L. A. Bettencourt and S. W. Brown outline workplace fairness as the employees' perception of appropriateness of outcomes, processes, and interactions with the firm (Bettencourt, Brown, 1997). As far as an employee is concerned, fairness symbolizes as the basic trait of effective exchange relationship that assures employees the deserved reward for their struggles and contributions and focusing the betterment of the organization (Organ, 1990). A fair relationship raises the confidence of the employees that any additional effort for the betterment of the firm results in additional personal benefits, though not immediately, but soon (Blau, 1964). It also results in the growth of employee-firm relationship beyond mere economic obligations, with the improvement in social-exchanges (Kumar et al., 1995). In contrary unfairness persuades employees to refrain themselves from extra contributions to the organization and to curtail their regular contribution, to satisfy themselves with a sense of self-justice (Organ, 1990). Repeated episodes of unfairness lead to dissatisfaction among employees, leading to turnover.

Proposition 7: Well organized distributive fairness practices reduce employee intention to quit.

Organizational justice

Alongside distributive fairness, uniform weightage is given to organizational justice in the decision to continue with the organization. Organizational Justice is understood as the employees' assessment about the moral base of managerial conduct (Folger, 1995). Organizational justice is a mutually beneficial component, both for the employees and the organization, which includes trust, commitment, better performance from employees, enhanced citizenship behavior, superior customer satisfaction and condensed conflict (Cropanzano et al., 2007). The most expected outcome of organizational justice by employees is equality. Employees anticipate managers to treat them equally, without any discrimination. Realization of any sort of discrimination in treatment leads to disappointment and declining loyalty. These employees wait for opportunities and move out at the onset of better options (Greenberg, 1990).

Organizational Justice branched out into distributive justice and procedural justice deals with equal treatment of employees in terms of salary, benefits, promotion and working hours (Adams, 1965) under distributive justice and unbiased decision-making by organization (Folger, Konovsky, 1989) under procedural justice. If the organization fails to design the pay and promotion policy in line with the qualification, skills, experience, proficiency, and performance of employees, it results in employee dissatisfaction and turnover (Adams, 1965). If the organization undermines the curiosity of employees to know the basis of evaluating performance and rewarding, and if any unfair decisions are made harnessing the interest of the employees, it results in employee frustration, hatred against the colleagues and hampered performance in due course of time leading to turnover (Cropanzano, Folger, 1991).

Distributive justice, procedural justice and organizational justice are considered as extremely influential antecedents of organizational commitment. Organizational commitment reflects the strength of the bond an employee has with the organization, the pride of being a part of the organization and contributing towards the attainment of its objectives (Lambert et al., 2005). Proper practice of distributive justice in proportion with the input from the employee towards the achievement of organization's objectives, results in employee being committed to the organization. Unequal distribution of rewards results in hostile atmosphere in the organization leading to employee demotivation and lack of commitment, leading to turnover (Folger, Konovsky, 1989). As in the case of equal distribution of rewards, employees expect procedural justice to be followed by the organization, resulting in consistency across employees and frequencies in which career advancements and pay advancements are offered (Hegtvedt, Markovsky, 1995). Proper implementation of procedural justice results in content and committed employees (Thibaut, Warker, 1975). Employees by nature have the tendency to evaluate the decisions of the organization and understanding of lapses in procedural justice leads to dissatisfaction (McFarlin, Sweeny, 1992). E. G. Lambert with colleagues established the relationship between organizational justice and organizational commitment, organization justice being an important antecedent of job satisfaction of employees (Lambert et al., 2005).

Proposition 8: Organizational Justice was expected to have a significant main effect on employee intention to quit.

Discussion

This study identifies the extent to which socio-psychological factors impact the turnover intention among employees. From the study it is evident that socio-psychological factors affect the intention of employees to quit the organization to a great extent. This may be because of the growing awareness among the employees regarding the never-ending expectations of the organizations, which may not satisfy them irrespective of the extent of effort the employees place to bring in laurels to the organization. These realizations often result in the present-day employees giving required priority to their social and personal life, rather than dedicating the entire time and effort for building the organization. Unlike the employees of yesteryears who considered working for the fulfilment of the organization's objective without prioritizing their personal and professional objectives as the most significant purpose of their life, employees these days give extra priority to their family life and social relationships, which may help them satisfy both the family as well as the organization and also help them perform better.

It thus becomes the responsibility of the organizations too to identify the changing mindset of the employees and reframe the policies that accommodates millennials also. As turnover among employees remain a constant issue for the organizations, the study on turnover and turnover intentions too remains evergreen (Table 1). Thus, irrespective of the numerous studies conducted, employee turnover is still studied and will be studied in the future too.

Table 1. Meta Analysis

Study	Concept	Variables
J. S. Adams (1965)	Distributive justice	Relative deprivation. Inequality.
D. A. Adeyemo and J. O. Afolabi (2007)	Withdrawal cognition of female media practitioners	Sexual harassment. Occupational stress. Emotional intelligence. Job satisfaction. Withdrawal cognition.
A. Ahmad, Z. Omar (2013)	Employee turnover intention	Informal workplace. Family support. Employee turnover intention. Work-family conflict. Job stress.
Z. Amin, K. P. Akbar (2013)	Employee turnover intention	Psychological well-being (i.e. autonomy, environmental mastery, positive relations with others, purpose in life, self-acceptance and personal growth). Turnover intention.

R. Anvari, Z. JianFu, S. H. Chermahini (2014)	Employee turnover	Salary. Organizational culture. Promotion. Workload. Job satisfaction. Employee turnover.
T. A. Beehr, S. M. Jex, B. A. Stacy, M. A. Murray (2000)	Psychological strain and job performance	Job stressors. Coworker support. Psychological strain. Job performance.
R. Folger, M. A. Konovsky (1989)	Justice in pay raise	Distributive justice. Procedural justice. Pay raise decisions.
J. Greenberg (1990)	The paradigm shift in organizational justice	Organizational justice.
A. Carmeli (2003)	Emotional intelligence and work attitude and behavior	Work outcome (job performance, withdrawal intentions from organizations). Work behavior (altruistic behavior). Work attitudes (career commitment, job involvement, affective organizational commitment, continuance organizational commitment, job satisfaction, work-family conflict, emotional intelligence).
T. R. Mitchell, B. C. Holtom, T. W. Lee, C. J. Sablinski, M. Erez (2001)	Job embeddedness	Job embeddedness. Intention to leave. Voluntary turnover.
F. A. Muna, N. Mansour (2009)	Work-life balance	Know thyself. Future planning. Keeping score of plans.
H. Nadiri, C. Tanova (2010)	Organizational justice and Employee turnover intentions	Justice. Turnover intentions. Job satisfaction. Organizational citizenship behavior.
M. Stovel, N. Bontis (2002)	Voluntary turnover	Knowledge management. Voluntary turnover.
Y. S. Y. Al-Refaei, K. A. M. Omran (1992)	Employee turnover	Employee turnover. Job motivation. Job characteristics. Job-related tension. Leadership style.

Conclusion

From the above discussion it can be concluded that, employees tend to quit their job due to social, psychological factors. Moreover, recent studies prove that the factors leading to employee turnover intention are extended to multiple dimensions that were not the case few years back. Pay and pay related variables had a modest effect on employee turnover, where high performers tend to leave the organization when they are inadequately paid (Anvari et al., 2013). The more the employees are satisfied by the psychological support both from organization and family, the more will be involvement, commitment which decreases the intention to quit the organization (Reddy, Anjali, 2017).

Thus, by developing a positive and healthy environment, the employees show utmost responsibility by understanding the requirements and, valuing one another through collaboration and achieve mutual growth for longer tenure. This also creates a work environment where the holding of family thoughts can be lowered indicating a balance between family and work. This tends to be more productive with a well-facilitated work environment.

Hence it is comprehended that the need of the hour the organizations to emphasis on is to balance the employee socio and psychological climate both at the organization and the family front, so that the intended outcome i.e. lowering employee turnover can be achieved.

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