The Mediating Effect of Organizational Citizenship Behaviour on the Relationship Between Personality Traits (Big Five) and Turnover Intention: A Proposed Framework

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Abstract: Now a days firms are competing in a very dynamic business world to achieve sustainable growth. This global competitive environment has created the necessity for organizations to manage and preserve their workforce in different contexts. The employees are considered as one of the significant and precious resources and assets of the organization that must be retained for the achievement of the organizations' objectives and competitive advantage. Employees' turnover/turnover intention is an international phenomenon that is deliberated as tough challenge confronted by the companies, as it is tiring and costly. Thus there is obligation for conducting more researches to support academicians, practitioners, decision makers with stronger understanding on this dilemma and clarify more the factors affecting these phenomena in deferent settings and contexts, particularly in the non-western perspectives such as Malaysia that is facing a big challenge toward the employees' turnover in many sectors. Therefore this study aims to examine the effect of personality traits (big five) on organizational citizenship behavior and elployee's Turnover Intention (TI). Furthermore, considering organizational citizenship behavior (OCB as a vital predictor of TI, this paper investigates the mediating effect OCB on the relationship between personality traits (PT-Big Five) and turnover intention (TI). In addition, the discussions have highlighted review on the effect of OCB on TI. This study proposed a research framework to be tested and opens opportunities for further investigations. Hence this study is expected to fill the research gap and support the body of knowledge in the respective field.

Key words: Personality traits (Big Five), Organizational citizenship behavior, turnover intention, employees, international phenomenon

INTRODUCTION

One of the most important and expensive assets in the firm are the employees (Hamid, 2016). They are vital to perform the procedures of the business as well as making decisions and implementing strategies to achieve the objectives of their organizations (Chib, 2016). As noted by Govaerts *et al.* (2011), most companies now-a-days give lots of effort to gain talented and knowledgeable employees and retain them in the organization at the same time. Employees are considered as one of the factor that could well determine company's competitive advantage. In other words, retaining capable employees will be one of the most key indicators of achieving competitive advantage. In human resource management area of research the high turnover intention rate is an issue that often highlighted (Tian, 2009).

Employee turnover is a critical issue for many companies around the globe. In fact, the study of turnover intention has been a major concern for organization's management for many years (Chen and Lin, 2011). The term 'turnover' can be explained as individual' permanently leaving or withdrawing his/her work connection with the organization. Research in this area definite it employee turnover as cycle of employee replacement in the work market between jobs and organizations and among regions of employment and unemployment (Abbasi and Hollman, 2000). In this case the organization may lose its valued employees. So, employees' turnover considered as costly phenomena to the organizations and this cost will appear in several faces such as: termination, advertisements and recruitment and selection and training (Long, 2016).

Considering individuals are the most valuable assets, the organizations capitalize a vital resources to preserve the brilliant employees because they are prized resources for it (Szamosi, 2006). Therefore, it certainly disastrous and costly when these kind of workers willingly leaving the organization. In addition to that the negative effect of the employee' turnover on the organizational performance

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in many aspect such as: losses in productivity, decrease in service quality, last in business opportunities and the rise in the managerial load. Moreover, the rise in hiring cost will influence the financial status of the organization (Abbasi *et al.*, 2001). In many cases turnover threats the long term existence of the organization (Brereton *et al.*, 2003). According to Keni *et al.* (2013), the problem of employees turnover intention converted to be main obstacle to the companies due to its effect on the long term plan and the productivity of these organizations.

Many researches investigate employee' turnover as an organization negative outcome (Stewart *et al.*, 2011). In terms of getting better solutions to the problems related to high turnover, examining the fundamental reasons is very important to be considered by the organizations. Which they have to ask a vital question, why some employees leave and some remain? The motives may appear difficult and interconnected to the favourites and needs of the individuals. In this case, it is very significant from the organization to recognize the employees and point out their needs where possible and applicable (Ponnu and Chuah, 2010). The reasons behind having low level of OCB and high intention of turnover among employees are assumed to be due to traits related to the individual personality. Therefore, investigation of this individual factor (personality traits) which influences OCB and turnover intention is important. This study will focus the turnover intention instead of turnover (the actual behaviour) because the intention is the very strong predictor of turnover (prevention better than treatment). Among the different known personality traits models, this study will use the Five Factor Model (Big Five). Wang and Bowling (2016) called for more researches and investigations on the role of personality traits (FFM) in effecting predicting other factors at the workplace.

In Malaysia, over many decades, the government throughout its economic plans focused in developing the human capital via talent management strategies and always encourage employers to support that. One of the major obstacles facing this development on the national and the organizations levels is the increasing rates of employees' turnover which is considered as costly and worrisome matter. Malaysia is positioned sixth in Asia Pacific countries for employee turnover with a 15.9% attrition rate in 2011 (Langove *et al.*, 2016.). Moreover, according to the Malaysia Employers Federation (MEF), ICT sector in Malaysia is the most confronting with the challenge of turnover issue with turnover rate of >75% Nasyira *et al.* (2014) which is deeply the most affected than other sectors. This led to call for more investigations to understand the reasons behind it in this context.

The purpose of this study is to contribute to body of knowledge and practices related to human resource management by highlighting major individual (Personality traits) that assumed to affect organizational citizenship behavior and turnover intention. Based on major theoretical review on what have been advanced in the turnover intention literature, theories, logical explanations and arguments, this study proposes a conceptual framework wit propositions and invites researches to empirically test these propositions. This study will not only explain the effect of personality traits on organizational citizenship behavior and turnover intention only but also will focus on the mediating effect of OCB on the relationship between personality traits and turnover intention.

Literature review
Turnover intention: Tett and Meyer (1993) defined turnover intention as "a conscious and deliberate willingness to leave the organization". Ongori (2007) argued that any plan by the employee to leave the organization means turnover intention which considered being the direct precursor the actual behavior of quitting. Janssen *et al.* (1999) stated that the psychological variable of tendency to quite the job is turnover intention witch is strictly linked to turnover. Employee turnover and its proxy, turnover intention has been commonly observed by the researches as a form of withdrawal (Price, 1997).

Due to its damaging effects on the organization, the phenomena of employee' turnover, covert to be a main interest of professionals, academicians, practitioners and organizations' managers who have spent enough attention for it (Peterson, 2004; Ton and Huckman, 2008). Individuals in the company are the hard thing to control, as well they considered as the precious assets of the organization (Perez and de Pablos, 2003; Szamosi, 2006). The decision of employee to leave or stay in the organization is determined by employees' feeling and their perception of the organization (Owolabi, 2012). Due to the negative effects of employees' turnover mentioned earlier, more investigations on this phenomena, will support organizations in predicting and controlling the behaviors of employees turnover and decreasing their effects (Judeh, 2012). Moreover, the contribution in organizational strategies can be performed by identifying factors that lead to turnover intention which can reduce actual turnover rate (Firth *et al.*, 2004; Kuean *et al.*, 2010; Riley, 2006).

Among the factors that being proved to affect the turnover intention of employees are individual factors which can be described in the personality that reflection the disposition of the individual. In terms of reducing or preventive employees turnover and enhance their preservation, during the recruitment process the organization should investigate the personality traits of the candidates to select those with the appropriate traits

(Sarwar *et al.*, 2013). Personality is a conduct which discriminates one individual from another. Most recent studies illuminate that personality influences the environments within which people reside and plays a vital role to choose a state within which people attempt to stay in. It was found to be directly connected to a worker's output and determines the amount of turnovers in a organization (Sarwar *et al.*, 2013). Despite of global studies on turnover (actual behaviour) and turnover intention, they remain a pervasive problem across much the world (Hung, 2016). Therefore, more studies on this phenomenon are needed.

MATERIALS AND METHODS

Personality traits (five factor model/big five): Personality defined as "the conducts and ways in which people responds and cooperates with another" (Robbin, 2001). It can be viewed as combination of behaviours and characteristics. McCrae and Costa (1989) defined personality as assured, attitudinal, social, experimental, emotional and the styles of motive, that explaining behaviours operating in different directions. Personality traits refer to the different tendencies of an individual dimensions that show consistent patterns of thoughts, feelings and actions (Korzaan and Boswell, 2008). Personality is aspects of human life that allows us to predict how a person behaves in certain conditions and modes (Mokarar, 2016).

There are well known personality traits models include; Myers Briggs Type Indicator, Personality type A and B, Personality traits based on theory of interactive, Big Five Personality Traits, The Minnesota Multiphasic Personality Inventory (MMPI), The Alport Theory, Personality model of Bern Reuter, Eysenk Theory. The present study applies the big five Model which also called Big five Inventory, Five Factors Model (FFM). Based on this model, personality is operationally defined to consist of each of the following five domains, representing the most basic dimensions underlying personality traits: Extraversion, Agreeableness, Conscientiousness, Neuroticism (Emotional Stability) and Openness to Experience (Imagination). An individual's score on each of these five factors provides a comprehensive profile summarizing their, attitudinal, relational, experiential, motivational and emotional styles (Barrick, 2005).

Five Factor Model (FFM) got a sharp interest due to the sustained research results that connected the big five traits into measuring the performance of individual as well as the workplace success. The model of FFM has provided a clear measurement framework through extensive studies in personality and it shows a big improvement and attraction to the personality in the workplace and organizational behavior. The improvement

and the support provided to the strong existence of FFM model to be used worldwide came from the recognition that these five factors got from different cultures and many languages (Nikolaou and Robertson, 2001). Numerous researches and personality psychologists argued that the Five-Factor Model (FFM) is broad structure for organizing personality traits and appropriate taxonomy of a personality and the most recognized personality catalogue and this model is largely responsible for the growth and improvement of the personality aspects in the organization (John and Srivastava, 1999; Judge and Ilies Mokarar, 2016; Wang and Bowling, 2016).

Extroversion: Extroversion refers to large group of traits including confidence, activity sociability and the intention to practice positive feelings such as pleasure and joy (Clark and Watson, 1999; Costa and McCrae, 1992a, b; Goldberg, 1992). Extroversion also contains traits and features that influence behaviour in group settings Daft (2002), like dominance, talkativeness, energy, assertiveness and being comfortable meeting new people.

Agreeableness: Agreeableness refers to an individual's capacity to get along with others and to be cooperative, kind, sympathetic, affectionate, compassionate, understanding and trusting (Daft, 2002; Shaffer *et al.*, 2006). Agreeableness represents an open direction without aggressiveness and includes traits such as altruism, modesty and trust (John and Srivastava, 1999). Agreeableness also contains flexibility, kindness, sympathy, cooperation, courtesy, helpfulness and tolerance (Barrick and Mount, 1993). Therefore agreeableness can effectively help employee to build a great level of citizenship behaviour which will decrease the possibility of having intention to leave their organizations.

Conscientiousness: Conscientiousness defined as socially-prescribed desire control that assists task- and goal-directed behavior. Being conscientious includes characteristics such as postponing satisfaction, thinking before acting, obey rules and regulations, planning and organizing. McCrae and Costa (1991) abstracted conscientiousness to have both aspects inhibitive and proactive and these last aspects particularly affects work successes behaviours.

Neuroticism: Neuroticism named by Costa and McCrae (1992a, b) or also known as emotional stability (Goldberg, 1992) is a negative emotionality that consists of feelings of sadness, tension and depression and is a contrast to emotional stability and even-temperedness (Clark and

Watson, 1999). It characterize the trend of individual in to experiencing psychological suffering (Costa and McCrae, 1992a, b).

Openness to experience: Openness to experience named by Costa and McCrae (1992a, b) or also known as imagination or intellect, refers to the broad constellation of traits in which individuals are sensitive and imaginative towards beauty and arts and have a rich emotional life, they are intelligently curious, have flexible behavior and non-dogmatic in their values and attitudes. McCrae and Costa (1991) argued that the individuals with high level of openness are more likely to involve in new learning programs and experiences which will obviously benefit them.

Personality traits and organizational citizenship behavior: Personality can produce organizational citizenship behaviours in the working environment through various interdependent processes. Personality of an individual has a great impact on his life, on the society in which he lives and the place where he works so others are related to one's personality directly or indirectly (Malik *et al.*, 2012). Thus, it is assumed that some employees have more inclination to display OCB due to being in certain nature or characteristics which will have a role in influencing the employees in displaying the intention to leave or stay in the organization. Means to say the personality is having effect on the behaviour of employees as well as decision making.

Debora *et al.* (2015) confirmed the importance of investigating the relationship between personality traits and OCB form for more clarification of the nature of the connection between the both variables. On the basis of their meta-analysis of 87 independent studies on OCB, Chiaburu *et al.* (2011) suggested the existence of correlations between the 'Big Five' personality traits and OCB. Ahmadi and Najari (2011) verified the connection between big five personality traits and OCB. The findings stated that all five traits of personality have potential and important impact on OCB. A study by Malik *et al.* (2012) in Pakistan's banking sector stated that positives personality traits improve OCB significantly. Golafshani and Rahro (2013) conducted research to clarify the influence of personality traits on OCB development. The finding of the study showed that all the five traits of personality were identified in system group's staff.

Debora *et al.* (2015) stated that in the Asian context recent studies investigated the relationship between personality traits and OCB, they found a significant correlation between both variables (Raja, 2004; Kumar *et al.*, 2009; Singh and Singh, 2009; Lin and Ho, 2010; Suresh and Venkatammal, 2010). Lim *et al.* (2016) reported that trait is a unique aspect of behaviour that is relatively

stable over time. This unique aspect of behaviour is able to provide constructive information about an individual's personality that reflects stylistic consistencies of an individual behaviour in an organization. Wang and Bowling (2016) considered personality traits (FFM) as a significant predictor of OCB. Thus, the following hypothesis was proposed to be tested:

- P1: personality traits (Big Five) has significant effect on organizational citizenship behaviour

The following study will further explain the each factor in the big five personality traits and their relationship with organizational citizenship behaviour:

Extroversion and OCB: In the existing researches on the depositional associates of extroversion trait of personality with OCB, the results indicates that individuals higher in positive affective (a trait closely associated with extroversion) practice more OCBs (Organ and Konovsky, 1989) which offer some proves for the existence of the relationship (Raja and Johns, 2010). As the extroverts mostly are more likely to interact with their social environment unlike introverts that will lead to positive relationship with all OCB (Organ *et al.*, 2006). Organ and Ryan (2001), in their analytical article indicated a considerable connection between extroversion and OCB. (King *et al.*, 2005) conducted a study on the relationship between personality traits and OCB. The results of surveys collected from 374 respondent showed that there is a strong relationship between extroversion and OCB. Akhavan Sharif (2007) found a significant association between extroversion and citizenship behaviour. A study investigated the relationship between OCB, personality and the role of effective leadership found that extroversion has influenced the OCB of teachers (Van Emmerik and Euwema, 2007).

In some studies extroversion found to have moderate correlation between extroversion and OCB (Oh and Berry, 2009; Richards and Schat, 2011) while in other researches found to have strong correlation (Cote and Miners, 2006; King *et al.*, 2005). Singh and Singh (2010) found that extroversion has positive relationship with OCB. Chiaburu *et al.* (2011) in meta-analysis research found that extroversion has continuous validity towards OCB. Debora *et al.* (2015) in study conducted in Indonesia among 300 employees, they to investigate the effect of extroversion and emotional stability on OCB, they found that extroversion is positively related to OCB.

- P1a: extroversion has significant effect on organizational citizenship behaviour

Agreeableness and OCB: Agreeableness, have received considerable attention in relation to OCB (Chiaburu *et al.*, 2011). According to Ilies *et al.* (2009), agreeableness may color people's perception of their environment and the enactment of OCB is a function of maintaining such a supportive and cooperative environment. Past researches stated that agreeableness is a factor predicting organizational citizenship behaviour (Hurtz and Donovan, 2000; Ilies *et al.*, 2009). Further results by Organ *et al.* (2006) showed that there is positive relationship between agreeableness and OCB.

In study conducted by King *et al.* (2005) on the connection between personality traits and OCB among 374 employees, the findings indicated that there is strong link between agreeableness and OCB. Akhavan Sharif (2007) found a significant association between agreeableness and citizenship behaviour. Duff (2007), investigated the link between organizational atmosphere, personality and OCB to find that personality factors (receptivity) are more influential than organizational atmosphere in predicting OCB. Furthermore, Elanain (2007), in investigating the relationship between personality traits and OCB argued that employees who achieve high level of agreeableness, achieve high level of interpersonal helping performance, means they are more likely to be helpful and friendly. Wang and Bowling (2016) found that agreeableness has a positive relationship with OCB.

- P1b: agreeableness has significant effect on organizational citizenship behaviour

Conscientiousness and OCB: Conscientiousness have received considerable attention in relation to OCB (Chiaburu *et al.*, 2011). Bowling (2010) consider conscientiousness to be a personal quality that underlies OCB elements. People high in conscientiousness are predisposed to engage in constructive and responsible behaviours in all life domains, including work context (Bowling, 2010). Pervious researches argued that conscientiousness is a predictor of organizational citizenship behaviour (Hurtz and Donovan, 2000; Ilies *et al.*, 2009). The primary literature is clearly stating the link between conscientiousness and the citizenship behaviour. In addition conscientiousness found to be a direct predictor of OCB (Meyer *et al.*, 2009).

Conscientiousness behaviors contain regular attendance, punctuality, following the regulations of team work authority. Thus, conscientiousness can be considered as viewed as a dispositional predictor of OCB (Lv *et al.*, 2012).

Furthermore Podsakoff *et al.* (2000), hold an extensive review of OCB researches, they argued that conscientiousness have a significant impact on OCB.

Dalal (2005) reported a correlation between conscientiousness and OCB. King *et al.* (2005) in their study found that there is a strong relationship between conscientiousness and OCB. Akhavan Sharif (2007) found a significant association between conscientiousness and citizenship behaviour. Furthermore Elanain (2007), argued that employees who achieve high level of conscientiousness, achieve high level of interpersonal helping performance, means they are more likely to be helpful and friendly and those behaviours are related to OCB. Azimzadeh (2008), stated that conscientiousness is significantly related to citizenship behaviour. Hoon and Tan (2008), contended that conscientiousness is major factor in predicting OCB. Singh and Singh (2010), found conscientiousness has positive relationship with OCB. Wang and Bowling (2016) found that conscientiousness is positively related to OCB.

- P1c: conscientiousness has significant effect on organizational citizenship behaviour

Neuroticism and OCB: Hill (2002), Moon (2002) and Van Emmerik and Euwema (2007) stated that there is a significant relationship between affective stability (the reverse of neuroticism) and OCB. Raja *et al.* (2004) claimed that there is relationship between neuroticism and organizational citizenship behaviour. King *et al.* (2005) led a research among 347 employees to study the relationship between personality traits and OCB, they found a strong relationship between emotional stability (the reverse of neuroticism) and OCB. Oh and Berry (2009) and Richards and Schat (2011) found moderate correlation between emotional stability and OCB.

In addition, Akhavan Sharif (2007) stated that there is a significant association between neuroticism and citizenship behaviour. Likewise Singh and Singh (2010), found a significant relationship between neuroticism and OCB. Chiaburu *et al.* (2011), indicated that, emotional stability has gradual validity towards OCB. In study conducted in Indonesia among 300 employees, Debora *et al.* (2015) investigated the effect of extroversion and emotional stability on OCB, they found that emotional stability is positively related to OCB.

- P1d: neuroticism has significant effect on organizational citizenship behaviour

Openness to Experience and OCB: Through an extensive review of OCB literature by Podsakoff *et al.* (2000) they found that openness to experiences have a significant impact on OCB. Furthermore, Comeau and Griffith (2005) examined 128 psychology students using Big Five Model and found that openness to experience has significant association with OCB.

Likewise, Akhavan Sharif (2007) stated a significant association between openness to experience and citizenship behaviour. Van Emmerik and Euwema (2007) examined the relationship between OCB, personality and the role of effective leadership, they indiacted that openness to experience has impact on the teachers' OCB. Elanain (2007) argued that employees who achieve high level of openness to experience, achieve high level of performances related to OCB such as interpersonal helping performance, means they are more likely to be helpful and friendly because they are likely to be curious, imaginative and creative. Azimzadeh (2008), stated that openness to experience is significantly related to citizenship behaviour. Chiaburu *et al.* (2011) argued that openness to experience has gradual validity towards OCB.

- P1e: Openness to experience has significant effect on organizational citizenship behaviour

Organizational citizenship behavior and turnover intention: Since, OCB enhances organizational effectiveness, top management values OCBs as desirable outcomes. Morrison (1996) theorized the link between OCB and individuals retention, arguing that if "an organization's human resource philosophy is one that places high value on retaining employees in a long-term relationship, employees will engage in more organizational citizenship behavior". Furthermore, the literature on social exchange theory provides findingss which indicate that employees exchange desirable outcomes in return for fair treatment, support or care (Paille, 2013). This theory was developed on the basis of an idea given that the social behaviour is the outcome of exchange behaviour and the purpose of this is to increase the benefit and lower down or cut the cost (Yasir Hayat Mughal, 2016). According to Harrison *et al.* (2006), OCBs can be observed as one of the primary stages of the withdrawal process. This process encompasses a variety of behaviors, each reflecting a practice of intentional reaction by an employee to deal with a disagreeable work environment.

The usual behaviors related to withdrawal process are; absenteeism, lateness and turnover, as well as poor citizenship (Berry *et al.*, 2012; Lee *et al.*, 2004). Sharoni *et al.* (2012) argued that if the employees observed their positive OCBs are shared and esteemed they will be less likely to display intention to leave. Conversely if they feel that their constructive OCBs are not recognized and appreciated they will be more likely to intent to leave the organization. Low level of OCB can be observed as indication of employees' disengagement form the work (Chen, 2005). When OCBs are extensive, appreciated and developed within an organization, the employees incline to be retained (Podaskoff *et al.*, 2000). Helping others or receiving help from others raises

consistency between employees and acceptable connections with colleagues. Theoretical arguments have been developed to explain why and how helping could be related to employee turnover intention (Chen and Francesco, 2000; Podaskoff *et al.*, 2000; Organ *et al.*, 2006).

In exploring the association between OCBs, intention to leave and actual turnover (MacKenzie *et al.*, 1998) revealed a negative association between OCBs and intention to leave and stronger negative link between OCBs and actual behavior of quitting. Likewise, Aryee and Chay (2001) stated a negative association between OCB and turnover intentions. In view of that Pare and Tremblay (2007) stated that IT experts who support colleagues and their direct managers like to improve close links with them, exchange help with them and accordingly stay in the company intentionally.

Recent empirical studies have shown the effectiveness of OCB in predicting Employees' turnover intention. In cross-cultural study conducted by Coyne and Ong (2007) to examine the associations between OCB and turnover intention among 162 production workers in multinational company (Malaysia, Germany and UK). The findings stated that OCB have significant negative association with turnover intention. This specifies that individuals with low degree of OCB are incline to display an intention to quit from the organization compare to those who have high degree of OCB. Podsakoff *et al.* (2009) stated a negative connection between OCB and turnover intentions. In study among 1,200 alumni of a business school in France, Paille and Grima (2011) examined the association between OCB and employees intention to leave the company. Furthermore, the results specified that the environment with high helping behavior motivate the employees of choose other work within the same company, more than looking for job elsewhere, but if the helping behavior is week, the workers will seek for alternative work outside the current company. Mazlum Celik (2013) found that OCB is significantly negative related to turnover intention. Paille (2013) conducted study to explore the association between perceived job alternatives, intention to search, intention to leave and OCB, in order to determine the level of connections among these variables. The researches demonstrated that helping behaviour has positive association with intention to leave.

Even though there literature existing on the impact of OCB on employees' turnover intention as demonstrated earlier in the reviews of the prior studies in this area. Some researches recommended additional investigations for the better understanding on the association between OCB and turnover intention (Organ *et al.*, 2006; Paille, 2013). Therefore, the following hypothesis was proposed to be tested:

- P2: organizational citizenship behaviour has negative significant effect on turnover intention

RESULTS AND DISCUSSION

The mediating role of organizational citizenship behavior: Organizational Citizenship Behavior (OCB) has been defined diversely within its broad literature (Dunlop and Lee, 2004; Lin *et al.*, 2010). Organizational citizenship behavior typically defined by Organ (1988) as employee's behavior that is optional which is not clearly and straightly acknowledged by the official compensation and benefits system and generally enhances the organizational operations effectiveness. By optional, means to say the behavior is not obligatory required in the job description; it is just a matter of individual's choice, such its neglecting is unpunishable. OCB is also known as extra-role behaviors which are the act of performing beyond the stated job requirement (Lo and Ramayah, 2009). Based on the guidelines of social exchange theory, Lavelle (2010) contended that indicating OCB requires individual initiatives that go outside the basic to repay the organization for fair treatment.OCB relates the contributions in the workplace made by the employees beyond the specified work responsibilities and job description (Lo and Ramayah, 2009).

OCB is a term includes any constructive and positive action done by the employees, based on their own willing, which help colleagues and support the organization, supports co-workers and benefits the company (Chib, 2016; Yadav and Punia, 2013). For great deal of time, Organizational Citizenship Behaviors (OCB) have taken the attention of both practitioners and academicians because it is recognized as one of the serious issues that should be investigated in the area of organizational behavior (Podsakoff *et al.*, 2009; Pohl *et al.*, 2012).

Podsakoff *et al.* (2009) mention that there is increasing attention in the literature on the possible impacts of OCB on the variables of outcomes of the employees and organization. They stated that, OCB has a great benefit to the organization, it improve the productivity, efficiency and decrease the degrees of employees' turnover. As human resource considered be the strength of any organization. Employees who are involved in Organizational Citizenship Behaviors (OCB) and do work without considering their schedules are necessary for every firm in order to remain competitive. So, behaviors regarding OCB can be the competitive advantage for firms in the present era (Malik *et al.*, 2012).

The organizations should be aware about the importance of OCB through engaging it in the performance appraisal to support it among employees and pay attention to this behaviour due to its importance in improving the effectiveness of the organizational operations and have a vital role in decreasing the level of employee turnover (Khan and Rashid, 2012). Hence, understanding how OCB works in organizations is an important issue of enquiry for both researches and also practitioners (Debora *et al.*, 2015; Wang and Bowling, 2016). Since, OCB has such a beneficial impact, researches have investigated its relationship to a full range of organizational outcomes, such as performance evaluation and withdrawal behaviours. Chen (2005) found that OCB explains incremental significant variance in employee turnover and turnover intention (Tziner *et al.*, 2011).

Harrison *et al.* (2006) confirmed that OCBs can be viewed as one of the early stages of the withdrawal process. When OCBs are widespread, valued and sustained within an organization, the best employees tend to be retained (Podsakoff *et al.*, 2000). Islam *et al.* (2013) had study in Malaysia, they used leader-member exchange and organizational learning culture to reduce turnover intention among employees through affective organizational commitment, they recommended that future studies should consider the role of other behaviours (such as citizenship behaviour) as it is a vital factor should be included in researches related to turnover intention frameworks.

Majority of the past studies on the effect of PT on turnover intention have been conducted in the western contexts (developed countries) which have differences in national cultures compares to non- western contexts (developing countries) which make the finding not generalized between the deferent settings of researches. Therefore, more investigations on the relationship between PT, OCB and turnover intention will contribute to the body of knowledge and support the literature review in this filed and fill the research gap, particularly in Malaysia and generally in Asia and the world.

Despite, investigating OCB has improved the body of knowledge in this field. OCB still a new area of research displaying issues related to new theory development (Yadav and Punia, 2013). Even though the past literature highlighted reviews on the relationship between big five personality traits and turnover intention, but the nature of the relation still unclear due to inconsistency in the findings, thus there is need for more review and investigation in the connection between the variables with the support of engaging other variables such as OCB to test the effect, as it is expected to play significant role in mediating the relationship between both variables.

Accordingly, the following hypotheses were proposed to be tested:
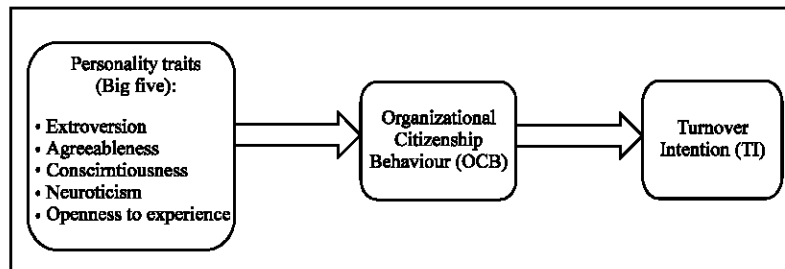
Fig. 1: Proposed conceptual framework

- P3: organizational citizenship behaviour mediates the relationship between personality traits and turnover intention
- P3a: Organizational citizenship behaviour mediates the relationship between extroversion and turnover intention
- P3b: organizational citizenship behaviour mediates the relationship between agreeableness and turnover intention
- P3c: organizational citizenship behaviour mediates the relationship between conscientiousness turnover intention
- P3d: organizational citizenship behaviour mediates the relationship between neuroticism and turnover intention
- P3e: organizational citizenship behaviour mediates the relationship between openness to experience and turnover intention

Conceptual framework: Initial research framework has been developed base on the extensive review of the literature and theories (Five Personality Traits Theory, Social Exchange Theory). Deliberating the big five personality traits theory, many contemporary personality psychologists believe that there are five basic dimensions of personality, often referred to as the "Big 5" personality traits. The five broad personality traits described by the theory are extraversion, agreeableness, conscientiousness, neuroticism and openness to experience. Base on this theory, it can be stated that, personality traits relate to the stable characteristics over time, the justification given for individual's behavior and these traits are psychological in nature. These traits reflect who we are and control our emotional, interactive and thinking style. Personality has an influence on the personal self-behavior and the security of organizations (Cooper, 2003; Olivares, 2003).

According to the Social Exchange Theory (SET) Blau, is that individuals establish and continue social relations on the basis of their expectations that such relationships will be mutually advantageous. Simply, employees'

perceptions about the employers' support and commitment usually form employees' attitude about the organization. This is called the reciprocation of benefits to each other between employees and employers (OCB-TI). Since personality traits related to the stable characteristics over time and these traits are psychological in nature, it will reflect who we are and our style of thinking and behaving.Hence, it should have effect in framing the nature of this connection (employer-employee) base on the characteristics of the individual as he/she is part of the relationship. The both theories clearly explain the relationship between personality traits (big five), organizational citizenship behaviour and turnover intention (Fig. 1).

However in Malaysia there are few studies that explored effect of personality traits (big five) on OCB and TI. Furthermore studying the mediation effect of OCB on the relationship between PT and turnover intention will add support literature and body of knowledge for better understanding the TI phenomenon in the Malaysian Scenario.

This study highlights a proposed framework on important factors affecting turnover intention in Malaysia. Quantitative approach has been proposed by the researcher to test the phenomenon. Survey questionnaire will be distributed among employees working in the ICT sector in Malaysia to collect important data. The measurement will be adapted from existing literature. To test the proposed model, the Partial Least Square Structural Equation Modeling (SEM-PLS) will be employed to establish the validity and reliability of the measurements and to test the postulated hypothesis that stated earlier.

CONCLUSION

As aforementioned, this study is to examine factors effecting turnover intention. A conceptual framework is proposed to be tested in the Malaysian context. The past researches have tried to link the big five personality traits with turnover intention but they have ignored the role of

OCB as a vital predictor of turnover intention in this relation. As the aims of the organizations is to prevent the turnover from happening. The better way of doing that is increasing the level of citizenship behaviour among employees. Thus, the use of OCB in the relationship between the big five personality trait and turnover intention will help in the early prediction of turnover intention and provide a better understanding on the research gap raised by previous researches.

RECOMMENDATIONS

It is strongly recommended that future studies should test this model by adding other factors as well. In addition to the individual indicators, the organizational factors such (organizational support, organizational justice, organizational learning culture) and attitudinal factors such as (job embeddedness, career anchors) which are suggested to be strong factors that will contribute to the body of knowledge. For deeper understanding the role of OCB in such researches settings and contexts, future studies should test OCB using the multidimensional aspect for this construct, the suggested models are; Williams and Anderson two OCBs' dimensions model (OCB-I, OCB-O) and Organ (1988) model that consists of five dimensions (Altruism, conscientiousness, courtesy, civic virtue and sportsmanship).

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