

# Causation between organizational citizenship behavior and employee turnover intention

**A comparative study of Thai and Chinese  
lighting companies**



# Research Objectives

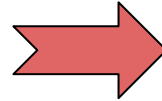
To examine the causation between

1. OCB and employee turnover intention
2. Gender and employee turnover intention
3. Generation and employee turnover intention
4. Education and employee turnover intention
5. Position and employee turnover intention
6. Tenure and employee turnover intention
7. Nationality and employee turnover intention

# CONCEPTUAL FRAMEWORK

## Organizational Citizenship Behavior

1. Helping Behavior
2. Sportsmanship
3. Civic Virtue
4. Perceived Job Alternatives
5. Gender
6. Generation
7. Education
8. Position
9. Tenure
10. Nationality



1. Intention to Search
2. Intention to Leave



# RESEARCH HYPOTHESIS 1

Helping Behavior, Sportsmanship and Civic Virtue  
have negative relationship with intention to search and  
intention to leave, respectively.

# RESEARCH HYPOTHESES

Hypothesis 2: gender will relate to intention to search and leave, respectively.

Hypothesis 3: **generation** will negatively relate to intention to search and leave, respectively.

Hypothesis 4: education will positively relate to intention to search and leave, respectively.

Hypothesis 5: **position** will negatively relate to intentions to search and leave, respectively.

Hypothesis 6: **tenure** will negatively relate to intention to search and leave, respectively.

Hypothesis 7: nationality will relate to intention to search and leave, respectively.

**1.** L&E Manufacturing  
Co., Ltd

**2.** Ningbo Three Proof  
Lighting Technology  
Co.,Ltd



**Census 100%**

**White Collar Worker**



	OCB	Turnover Intention
Interval	<i>Frequency</i>	<i>Agreement Level</i>
4.51 – 5.00	Always	Totally agree
3.51 – 4.50	Often	Agree
2.51 – 3.50	Sometime	Indifferent
1.51 – 2.50	Seldom	Not agree
1.00 – 1.50	Never	Not agree at all



# Empirical Models

- 1.** Linear Regression Model
- 2.** Probit Model

## Linear Regression Analysis Results

Research Hypotheses		Thai (n = 76)			
		$\beta$	t-value	p	
H1	Helping Behavior - Search	-0.327	-2.980	0.004	Supported
H2	Helping behavior - Leave	-0.176	-1.536	0.129	n.s.
H3	Civic Virtue - Search	-0.275	-2.462	0.016	Supported
H4	Civic Virtue - Leave	-0.287	-2.573	0.012	Supported
H5	Sportsmanship - Search	-0.269	-2.403	0.019	Supported
H6	Sportsmanship - Leave	-0.215	-1.897	0.062	n.s.
H7	PJA - Search	0.348	3.197	0.002	Supported
H8	PJA - Leave	0.453	4.376	0.000	Supported
H9	Generation - Search	-0.315	-2.853	0.006	Supported
H10	Generation - Leave	-0.250	-2.223	0.029	Supported
H11	Tenure - Search	-0.218	-1.918	0.059	n.s.
H12	Tenure - Leave	-0.135	-1.168	0.246	n.s.

## Linear Regression Analysis Results

Research Hypotheses		Chinese (n = 41)			
		$\beta$	t-value	p	
H1	Helping Behavior - Search	-0.102	-0.624	0.536	n.s.
H2	Helping behavior - Leave	-0.156	-0.947	0.350	n.s.
H3	Civic Virtue - Search	-0.028	-0.169	0.867	n.s.
H4	Civic Virtue - Leave	-0.236	-1.459	0.153	n.s.
H5	Sportsmanship - Search	0.032	-0.192	0.849	n.s.
H6	Sportsmanship - Leave	-0.139	-0.829	0.413	n.s.
H7	PJA - Search	0.255	1.601	0.118	n.s.
H8	PJA - Leave	0.427	2.834	0.007	Supported
H9	Generation - Search	-0.119	-0.728	0.471	n.s.
H10	Generation - Leave	-0.135	-0.816	0.420	n.s.
H11	Tenure - Search	-0.179	-1.108	0.275	n.s.
H12	Tenure - Leave	-0.150	-0.908	0.370	n.s.

## Linear Regression Analysis Results

Research Hypotheses		Overall			
		$\beta$	t-value	p	
H1	Helping Behavior - Search	-0.212	-2.311	0.023	Supported
H2	Helping behavior - Leave	-0.158	-1.688	0.094	n.s.
H3	Civic Virtue - Search	-0.202	-2.190	0.031	Supported
H4	Civic Virtue - Leave	-0.273	-3.006	0.003	Supported
H5	Sportsmanship - Search	-0.149	-1.593	0.114	n.s.
H6	Sportsmanship - Leave	-0.186	-1.997	0.048	Supported
H7	PJA - Search	0.347	3.937	0.000	Supported
H8	PJA - Leave	0.453	5.375	0.000	Supported
H9	Generation - Search	-0.306	-3.416	0.001	Supported
H10	Generation - Leave	-0.244	-2.668	0.009	Supported
H11	Tenure - Search	-0.296	-3.297	0.001	Supported
H12	Tenure - Leave	-0.174	-1.865	0.065	n.s.
H13	Nationality - Search	0.318	3.571	0.001	Supported
H14	Nationality - Leave	0.126	1.341	0.183	n.s.

# Conclusion for Research Hypotheses

## Thai

1. **Intention to Search**  
Only tenure doesn't predict intention to search
2. **Intention to Leave**  
There are 3 variables which don't predict intention to search. They are helping behavior, sportsmanship and tenure.

## Chinese

The only significant relationship is the relationship between perceived job alternatives and intention to leave.

# Probit Model

Model 1

1. Gender
2. Generation
3. Education
4. Position
5. Tenure
6. Nationality

Model 2

Perceived Job Alternatives

Model 3

1. Helping Behavior
2. Sportsmanship
3. Civic Virtue

1. Intention to Search
2. Intention to Leave

Probit Regression	Model 1	
d_intention to leave	Beta	Standard Error of Beta
Age	0.00171	0.12871
Age^2	-0.00032	0.00173
d_education	-0.04704	0.32152
Position	-0.91332*	0.39468
Tenure	0.76108*	0.37017
Gender	0.72227*	0.35510
d_chinese	0.49222	0.36386
R^2	0.1098	

\* p < 0.05



Probit Regression	Model 2	
d_intention to leave	Beta	Standard Error of Beta
Age	-0.04387	0.15565
Age^2	0.00028	0.00211
d_education	-0.23624	0.39251
Position	-1.30459**	0.47603
Tenure	0.88604*	0.42966
<b><i>Perceived Job Alternatives</i></b>	1.20452***	0.31756
Gender	0.45065	0.40372
d_chinese	0.25778	0.43638
R^2	0.3389	

\* p < 0.05; \*\* p < 0.007; \*\*\* p = 0.000

Probit Regression	Model 3	
d_intention to leave	Beta	Standard Error of Beta
Age	-0.18085	0.17410
Age^2	0.00198	0.00231
d_education	-0.39856	0.45768
Position	-1.73637**	0.58339
Tenure	1.04219*	0.48059
<i>Helping Behavior</i>	0.68051	0.57968
<i>Civic Virtue</i>	0.15441	0.42034
<i>Sportsmanship</i>	-0.83231*	0.37442
Perceived Job Alternatives	1.54037***	0.40642
Gender	0.72268	0.48587
d_chinese	0.21601	0.47205
R^2	0.4204	
* p < 0.05; ** p < 0.007; *** p = 0.000		

# Conclusion for Probit Regression Analysis Results

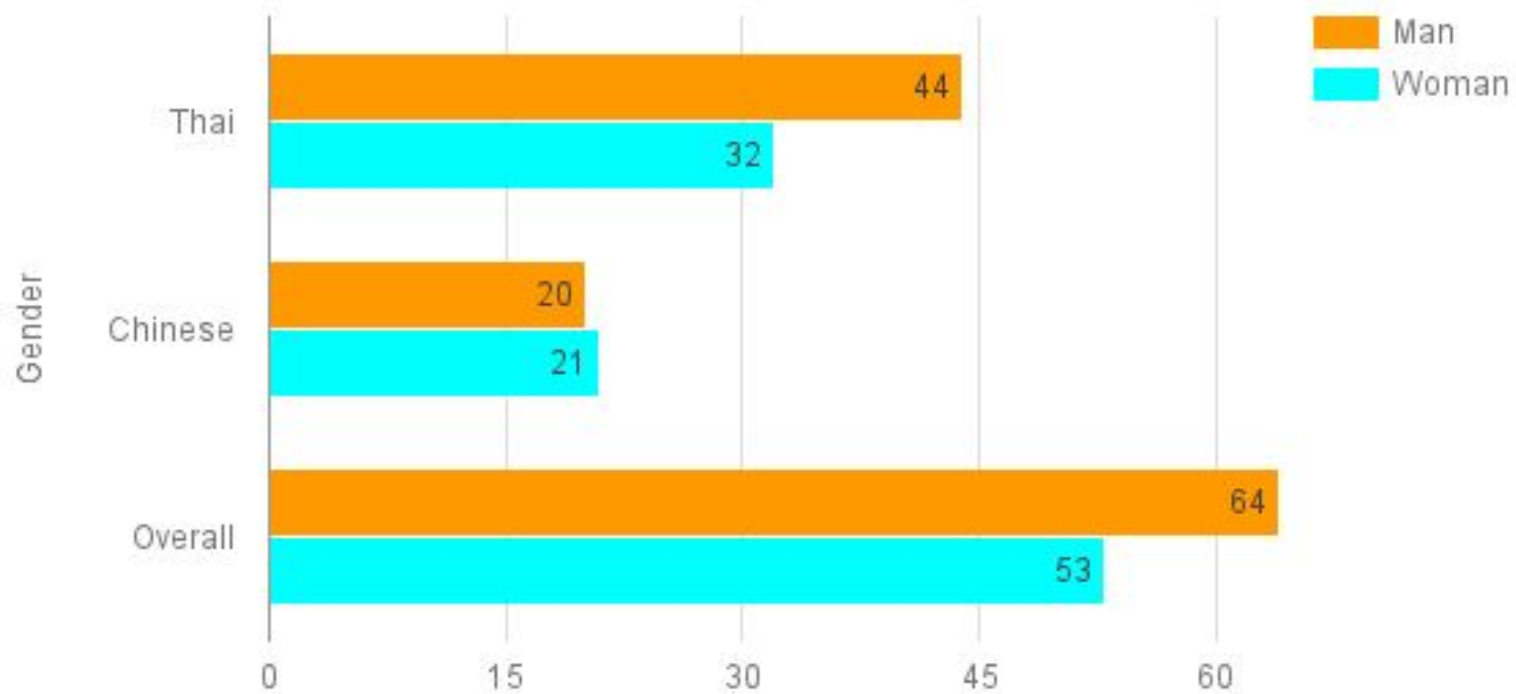
The variables which can predict intention to leave are sportsmanship, perceived job alternatives, tenure and position.

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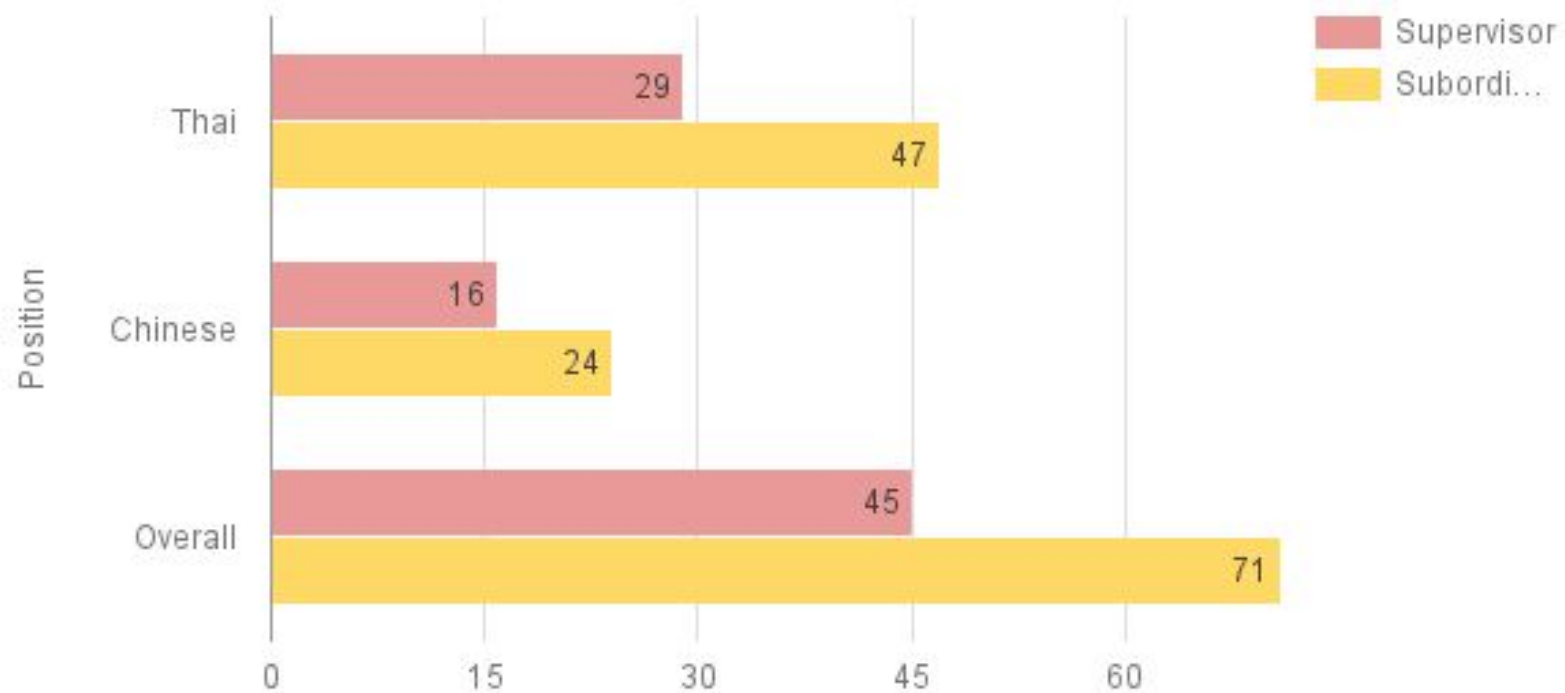
**THE END**



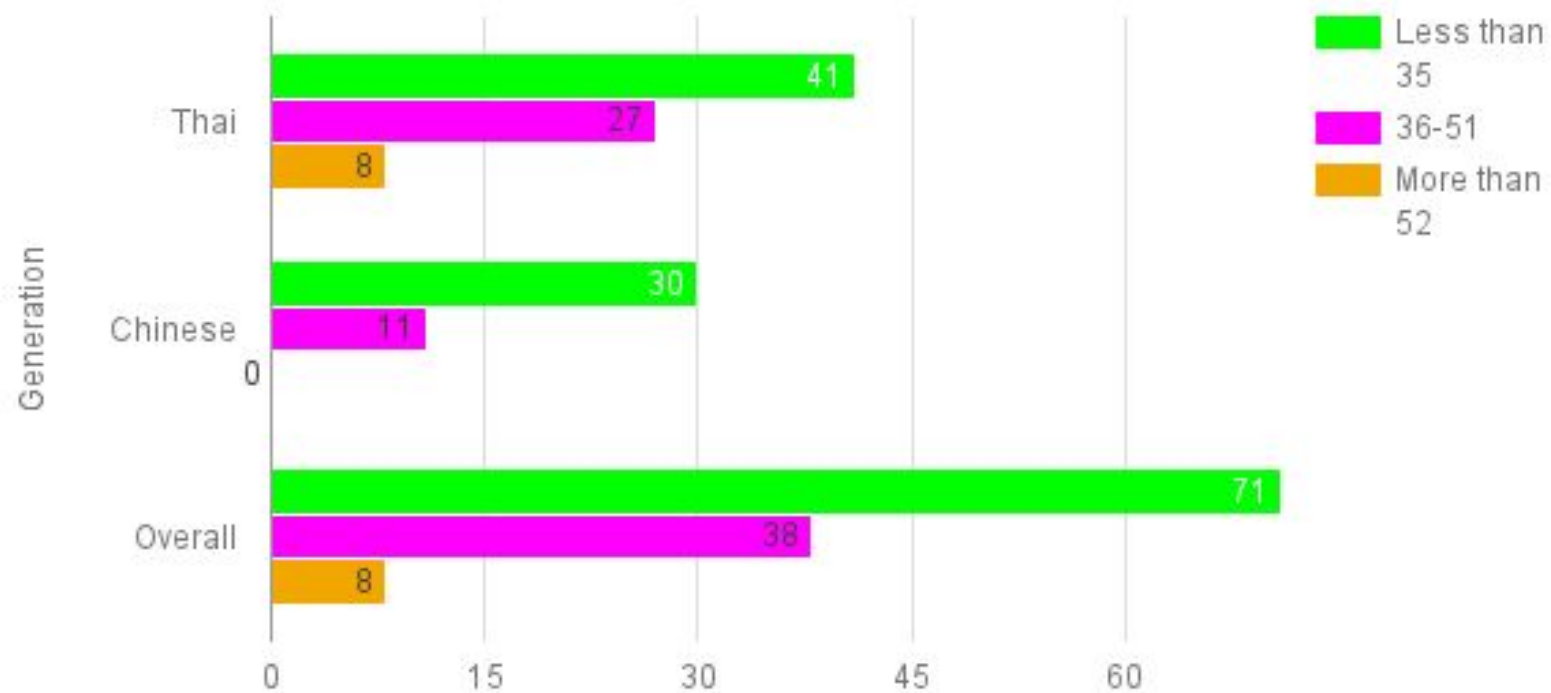
## Man and Woman



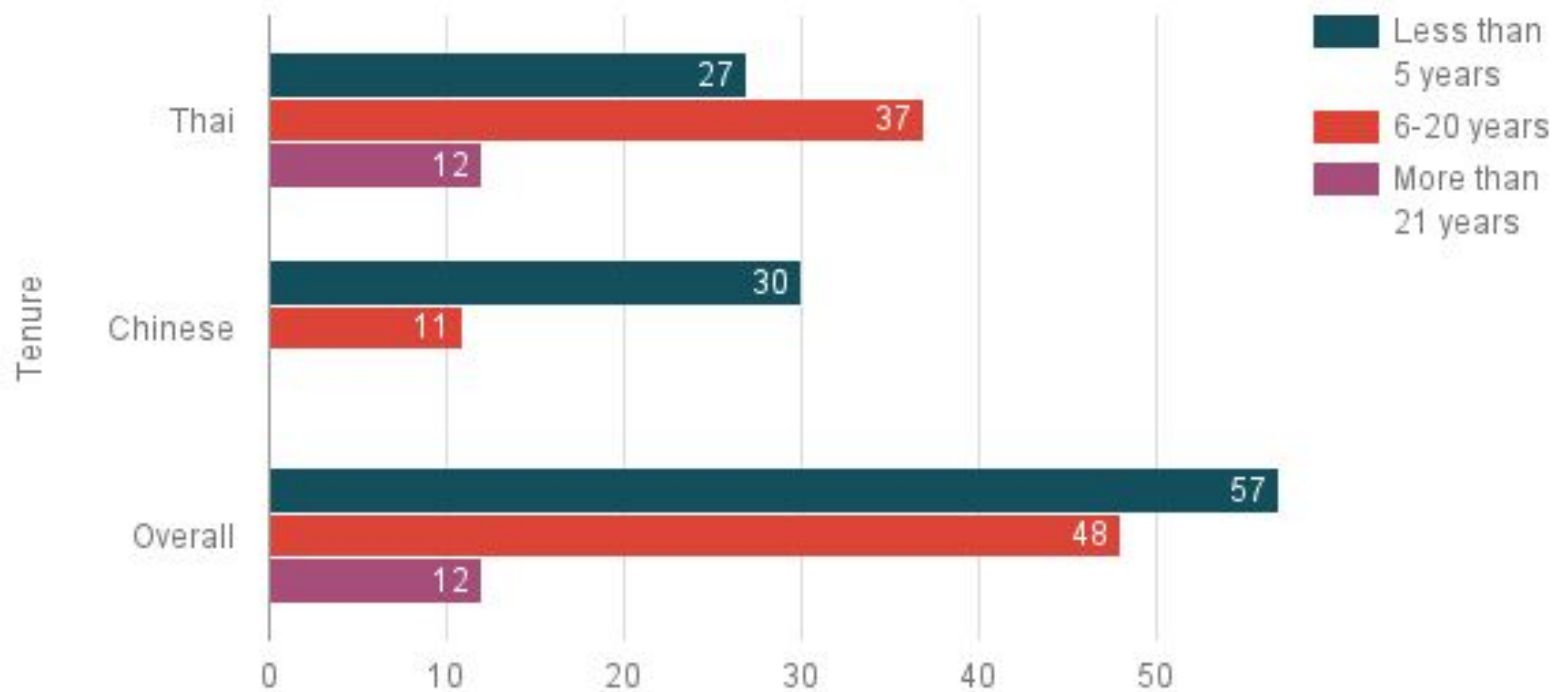
## Supervisor and Subordinate



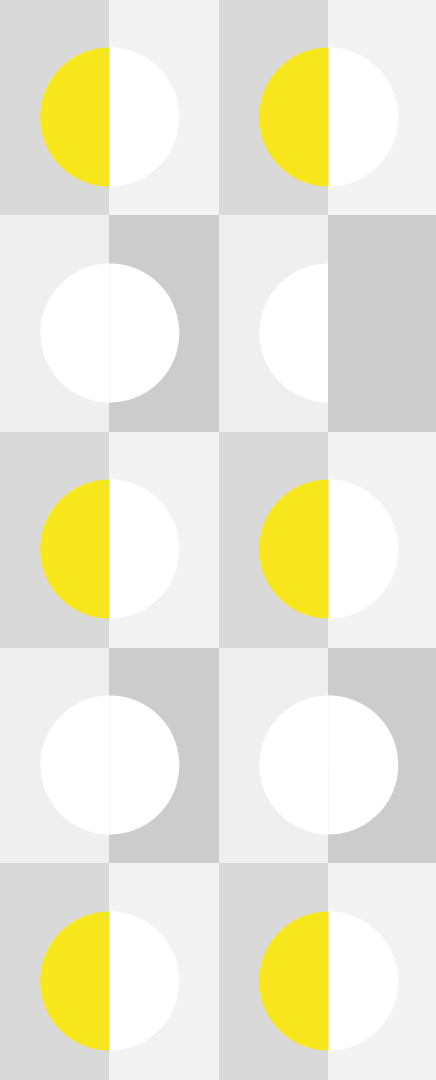
## Gen Y, Gen X and Boomer



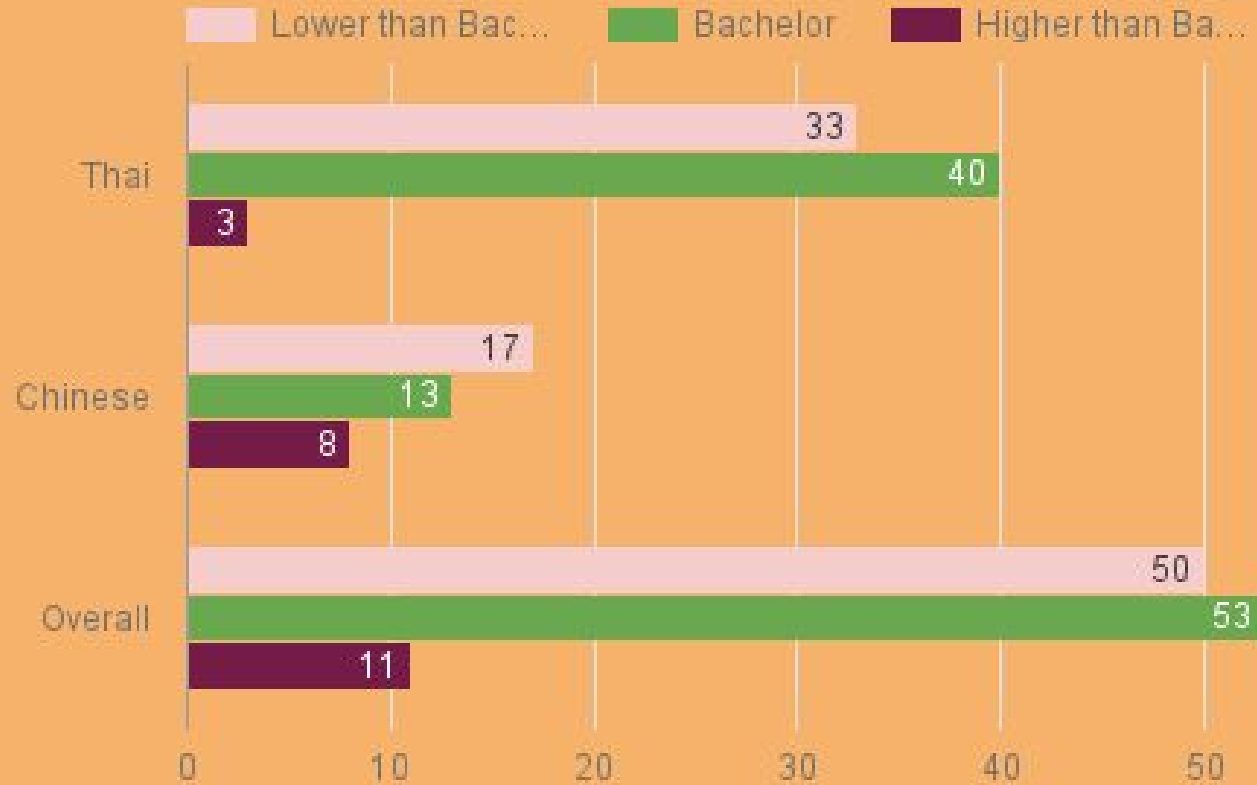
### Less than 5 years, 6-20 years and More than 21 years



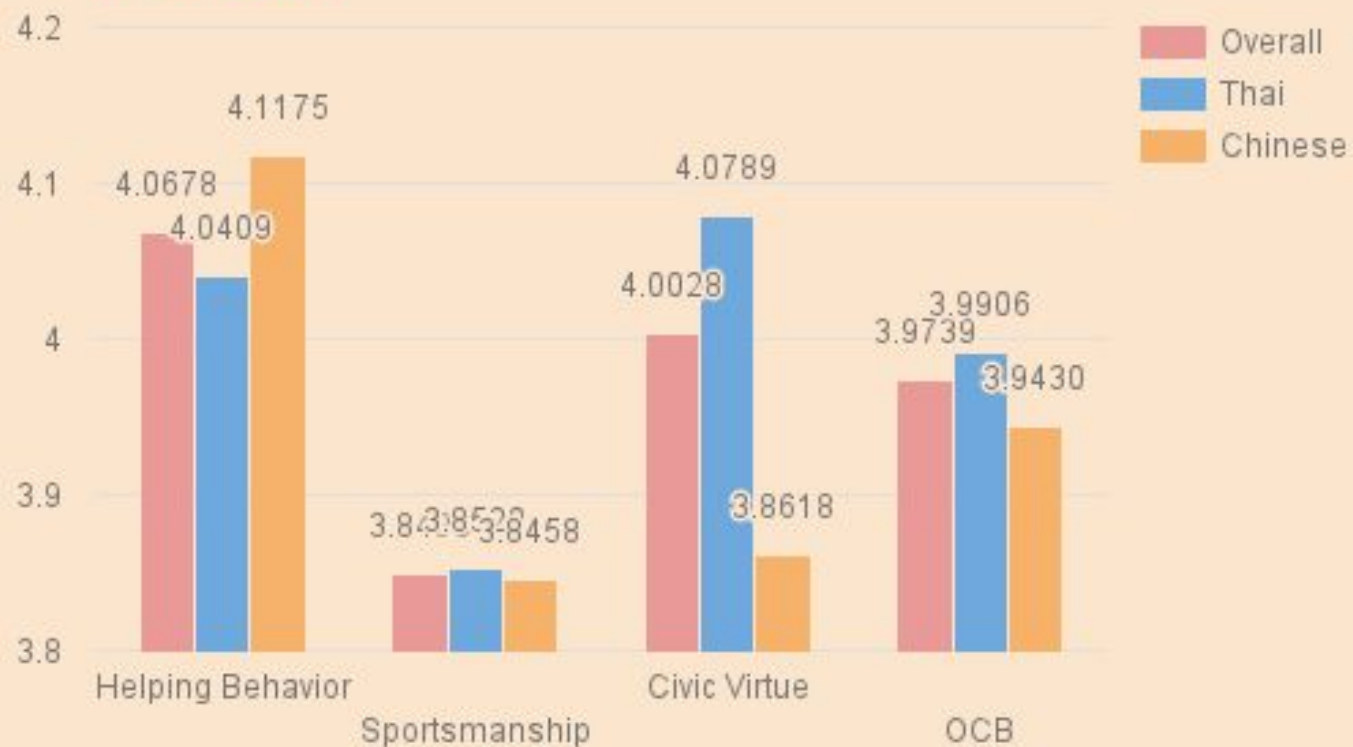




## Lower than Bachelor, Bachelor and Higher than Bachelor



### Mean Value



### Mean Value

