THE STRUCTURAL RELATIONSHIP BETWEEN HRM PRACTICES, ORGANIZATIONAL CITIZENSHIP BEHAVIORS, AND TURNOVER INTENTION: A CASE STUDY OF A CIVIL AVIATION ORGANIZATION IN THAILAND

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Abstract- HRM has moved from an administrative focus to a more business strategic focuses. Therefore, traditional HRM functions have been transformed and to ensure that the HRM functions are creating value practices for the organizations. There are many empirical pieces of evidence, which reveals that the HRM practices have influenced on employees' behaviors in the organization. This quantitative study aims to explore the relationship between HRM practices on the organization, employees' organizational citizenship behaviors, and the turnover intention in the civil aviation organizations in Thailand. This concept was drawn from the ability, motivation and opportunity theory, the social exchange theory, and the attitude theory. The data was collected from the 258 employees in one of the civil aviation organization in Thailand and will be analyzed with structural equation modeling. The findings reveal that staffing has positively influenced on OCB and organizational support has negatively influenced on turnover intention. This results will be contributed to HRM practices in the civil aviation organization in Thailand.

Index Terms- HRM practices, organizational citizenship behavior, turnover intention, civil aviation organization

I. INTRODUCTION

The increasing challenges faced by the organization have led to many studies examining human resource management (HRM) practices. The challenges that organization face with are the sustainability

challenges, global challenges, and technology challenges (Noe, Hollenbeck, Gerhart & Wright, 2012). While sustainability challenge is "the ability of a company to survive in a
dynamic competitive environment" (p. 14), the global challenge is the ability of the firm to
expand into foreign market and prepare employees to work in foreign location. Lastly,
the technology challenge is the ability of the organization to create high-performance work systems through integrating technology and social system. Therefore, traditional HRM functions have been transformed and to ensure that the HRM functions are creating value practices for the organizations. There are many empirical pieces of evidence, which reveals that the HRM practices have influenced on employees' behaviors in the organization (Alfes, Truss, Soane, Rees & Gatenby, 2013; Takeuchi & Takeuchi, 2013). HRM practices have been studied in the different contexts. It influences employee's behavior both positively and negatively. The positive perception of HRM practices generate positive behavior, on the other hand, the negative perceived of HRM creates the negative outcomes such as turnover intention.

II. BACKGROUND TO THE STUDY

The civil aviation organization is an organization that run the business concerning with air transportation, both passengers and freights. The civil aviation organization in Thailand is under the supervision of the Department of Civil Aviation (DCA). HRM practices in the civil aviation organization plays an important role to keep their organization on track in the world of competition. The practices have to keep their employees well performed to respond to the international requirement of air transportation as well as contribute to the customer satisfaction.

III. STATEMENT AND SIGNIFICANCE OF THE PROBLEM

It is clarify that the positive experiences or positive perception of employees toward the HRM practices in the organization will create employees' positive behavior and leads to the positive organization outcomes. To investigate this concept, this study will explore this relationship within the civil aviation organization in Thailand.
The intention of this study is to look at micro-level employees' behaviors and attempt to examine how employee evaluation of firm HRM practices affect their attitude and behaviors. This study provides valuable contributions on HRM practitioners in the civil aviation organization in Thailand The objectives of this study are to explore how HRM practices relate to the level of employees' organizational citizenship

and turnover intention in the civil aviation organizations in Thailand and to gain more understanding of the involvement of organizational citizenship behaviors (OCB) in the relation with HRM practices and turnover intention in the civil aviation organization in Thailand.

IV. LITERATURE REVIEW

HRM practices

The ability, motivation, and opportunity theory (AMO theory) (Appelbaum, Bailey, Berg, & Kalleberg, 2000) described that HRM could affect employees by enhancing their abilities to perform and achieve the organizational goal, increasing motivation to act through contingent rewards, and providing opportunity to engage in specific behavior related to work. The AMO theory suggests that there are three independent work system components that shape employee characteristics and contribute to the success of the organization. According to the theory, organizational interests are best served by a system that attends to the employees' ability, motivation, and opportunity (AMO). HRM practices in organization can influence people's ability (e.g., by using the appropriate selection, hiring, and training instruments), motivation (e.g., by using performance-related pay), and opportunity (e.g., by using teams or suggestion systems) to contribute to firm performance. This study defines HRM practices in five areas including training and development, staffing, compensation, organizational support, and performance appraisal (Gould-William & Davies, 2005; Takeuchi & Takeuchi, 2013).

Prior research has demonstrated that positive perceptions of HRM practices influence employees to exhibit more OCB (Lam, Chen & Takeuchi, 2009) and to be less likely to quit (Takeuchi & Takeuchi, 2013; Alfes, Shantz & Truss, 2012). As far as organizations that need employees to sustain and enhance effectiveness (Organ, Podsakoff & McKenzie, 2006), OCB helps them to affirm the role that HRM practices play in the extent to which employees create the intention to quit their jobs. Alfes, Shantz, Truss and Soane (2013) found that HRM practices were significantly related to OCB. It showed where employees' perceptions of HRM practices were positive, OCB was enhanced, and turnover intentions were decreased

Organizational citizenship behaviors

Scholars try to make a distinction of the quantitative measures of output or productivity of employees. However, the individual output might take the form of workplace governance, and accommodating the changes that organization has to make to improve operation. This individual contribution is later known as organizational citizenship behavior (OCB) (Organ, Podsakoff & MacKenzie, 2006).

There are many different definitions of organizational citizenship behaviors, e.g. Williams, Pitre and Zainuba (2002); Lavelle, Rupp and Brockner (2007); Bolino, Klotz, Turnley & Harvey, (2013). This study defines OCB as the positive actions or behaviors that employees contribute to their organization. This actions or behaviors were not required by their organization, but they were voluntarily performed. To follow the definition of William and Anderson (1991), there are two areas of positive activities or behaviors that employees perform and effect to their organization (OCBO) and the individual in the organization (OCBI), this OCBI will be used as a base in this study.

OCBI was described in five dimensions. Conscientiousness focuses on the employee who could complete individual performance well beyond the minimum requirement. Altruism focuses on the employee who provides help to other. Civic virtue focuses on the employee who participate the social life in the organization. Sportsmanship means that employee has the positive attitude and has less complain at work. Courtesy means that they respect others and treat them respectfully.

The link between employees' perceptions of HRM practices and individual outcomes has been studied. According to social exchange theory (Blau, 2009), he explained that where employees have positive perception toward HRM practices they are more likely to reciprocate through positive behaviors. If employees enjoyed benefits supported by their organizations, they tentatively developed a sense of obligation to the organizations, which in turn would lead to reciprocation through extra-role behaviors that would benefit the organizations.

H1a: training and development is positively related to OCB.

H1b: staffing is positively related to OCB.

H1c: compensation is positively related to OCB.

H1d: organizational support is positively related to OCB.

H1e: performance appraisal is positively related to OCB.

Turnover intention

Attitude theory suggests that the employees' attitudes toward their jobs could determine their behaviors, such as turnover intention (Jaramillo, Mulki, & Boles, 2011). It also describes that the positive social support can reduce employees' turnover intention. Social support is defined as a support related to work conditions within organizations that influence employees' intention to leave their organizations; therefore, the more employees consider social support from supervisors and colleagues as an available resource and engage in positive interactions with their colleagues, the more they are satisfied with their work and the less likely they are to leave their jobs. However, Aryee and Chay (2001) proposed two more factors that influenced turnover intention, namely organizational justice and organizational instrumentality.

The turnover intention is a stress reaction, which occurs when the employee faces with the unmet requirement. The requirement may be occurred from the intrinsic (individual's emotional factor) or extrinsic (social factor) factors in the organization. This study follows the work of Aryee and Chay (2001), they clarified that employees' turnover intention was from organizational justice, organizational support, and organizational instrumentality, in which affects their behaviors and attitude. They found that the procedural justice was more strongly related to turnover intention than distributive justice. Employee's turnover intention was high if they perceived the unfair procedural justice. Positive employee's perception of organizational support will generate the employee's OCB, in which decrease the turnover intention. They indicated that the positive perceived of organizational support would reduce turnover intention. Eventually, the organizational instrumentality (condition of employment) concerns for the employee's wellbeing and influences the turnover intention.

As many studies provided empirical evidence, one of the outcomes of employees' negative behaviors are their turnover intentions. Lam, Chen and Takeuchi (2009) found a strong indication that the effect of HRM practices on turnover intentions with the mediating role of organizational citizenship behavior. It shows that positive perception of HRM practices influence high organizational citizenship behavior and negatively related to turnover intentions. Alfes, Shantz and Soane (2013) revealed that HRM practices are significantly and negatively related to turnover intentions. Bambacas and Kulik (2013) explored the negative relationship between two of HRM practices, which are performance appraisal and fit to job dimension and turnover intentions.

The hypothesis are set as follow:

H2a: training and development is negatively related to turnover intention.

H2b: staffing is negatively related to turnover intention.

H2c: compensation is negatively related to turnover intention.

H2d: organizational support is negatively related to turnover intention.

H2e: performance appraisal is negatively related to turnover intention.

H3: The OCB is negatively related to turnover intentions.

V. METHODS

Participants' procedure

The 266 participants recruited from one of the civil aviation organization in Thailand by using a convenience sampling method and administer by pen and paper questionnaire. There are 258 participants remain after excluded missing data. The data will be analyzed with path analysis technique. Sampling size for hierarchical linear regression analysis requires at least 127 participants (Sober, 2017)

V. MEASURES

This study utilized three questionnaires and demographic questionnaires.

HRM practices

HRM practices were measured with a nine-item scale developed for this study by using Gould-Williams and Davies (2005) and Takeuchi and Takeuchi (2013) with five points range scale. The pilot study reports the reliability (Cronbach alpha) of this scale at 0.94. The example items are my organization conducts appropriate recruitment and staffing with careful consideration of each employee's abilities and aptitudes, my organization conducts well-planned recruitment and staffing by sufficiently analyzing existing and desired employees.

Organizational citizenship behaviors, OCB

The seven-item scale had been developed to cover OCBI (Williams & Anderson, 1991). The pilot study of measurement tool has reported reliabilities (Cronbach alpha) for this scale at 0.75. In this study, it was adapted to be six points range scale. The example items are I help others who have been absent, I help others who have heavy workload.

Turnover intention

Turnover intention used a two-item scale developed from Aryee and Chay (2001) was developed to use to measure employees' self-reported intention to leave with 5 points range scale. Reported reliability (Cronbach's alpha) of this scale was .89. A sample item is I have intention to leave this organization.

Questionnaires was originally constructed in English, were administered in Thai. The back-translation procedure, as recommended by Brislin (1976), was used to translate the English language version into Thai and then back into English by three Thai professors who expert in English. The HRM practitioners and HRM managers in the aviation organizations reviewed the content validity to assure the relevance of the assessment tool to its targeted construct (De Vellis, 2012). The Thai version will be pilot tested using a sample of 30 employees in the civil aviation organization. Reliability and discriminant t-value testing were performed.

VI. DATA ANALYSIS

The characteristics of respondents

The 258 valid samples consisted of 104 (40.3%) males and 151 (58.5%) females and 3 others (1.2%). 11 people (4.3%) were between 20-30 years of age, 80 people (31%) were between 30-40, 97 (37.6%) between 40-50, 70 (27.1%) were higher than 50 years of age. The majority of the respondents were bachelor's degree (181 people, 80.2%), 68 people (26.4%) had higher degree than bachelor degree. 148

(57.4%) of respondents had more than 20 years of work experience, followed by 14-16 years of work experience
(35 people, 13.6%), followed by 11-13 year (29 people, 11.2%), 7-10 years (28 people, 10.9%), 4-6 years (7 people, 2.7%), 17-20 years
(6 people, 2.3 %), and less than 3 years (4 people, 1.6%).
The reliability of measurement tools

The reliability of measurement tools
by internal consistency was verified through Cronbach's a reliability coefficient in order to examine the stability, the consistency, and the predictability of each factor. If the value is over 0.60, it is generally recognized as a reliable value in social science (Hair, Anderson, Tatham, & Black, 1998). Table 1 presents the analyzed reliability of the variables.

Table 1. Reliability of variables.

	Mean scores	Alpha
Training and development	2.84	.82
Staffing	2.96	.70
Compensation	2.10	.80
Performance appraisal	2.11	.83
Organization support	2.38	80
OCB	27.77	.75
Turnover intention	5.50	.89

A correlation analysis

In this study, a correlation analysis was conducted in order to confirm the single dimensions of each factor and determine the
relationship and direction among the factors. As shown in Table 2, the majority of path coefficients are significant, p <0.01. In addition, the correlation among variables showed no high values (r >0.8), excepting factors which have the same value as the independent variables. Therefore, the discriminant validity has been confirmed.

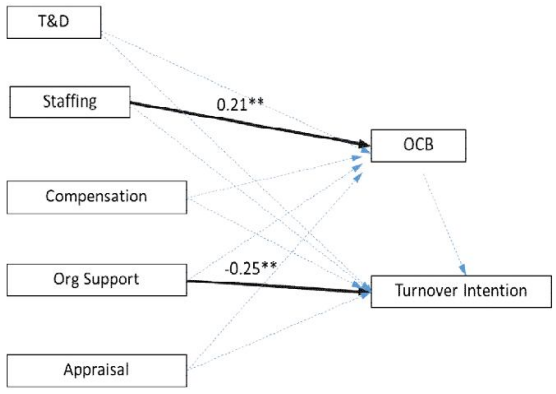
Table 2. Correlation of variables.

Variables	1	2	3	4	5	6	7
T&D	1						
Staffing	.50**	1					
Compen	.49**	.56**	1				
Org	.63**	.66**	.65**	1			
Appraisal	.55**	.58**	.63**	.70**	1		
OCB	.11	.23**	.16**	.17**	.11	1	
Turnover	-.02	-.10	-.20**	-.20**	-.14*	-.13*	1

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

Verification of research hypothesis

For hypothesis 1, it was found that staffing (1b) was positively related to OCB (β = 0.21, p < 0.001). For hypothesis 2, it was found that organizational support (2d) was negatively related to turnover intention (β = 0.25. p < 0.001). Therefore, hypothesis 1b and 2d were accepted as shown in Fig. 1.



Chi-square = 663.56, df = 10, p = 0.000

Fig. 1. The result of path analysis of the research model.
T&D = training and development, Org support = organizational support, OCB = Organizational citizenship behaviors, appraisal = performance appraisal

VII. DISCUSSION AND CONCLUSION

This study was derived from three theories to investigate the relationship of HRM practices on the organization on the employees' organizational citizenship and employees' turnover intention in the civil aviation organization in Thailand. There are AMO theory, social exchange theory, and attitude theory.
AMO theory shows that HRM can influence employees' attention, motivate them, and give them the opportunity to grow in the organization. HRM practices serve this purpose to the employees, and enhance their organizational citizenship behaviors

and decrease their turnover intention. Social exchange theory links the perception of the employees on HRM practices with their behavior. The positive reciprocate of the employees can increase their positive behaviors (OCB). The attitude theory proposes that the positive social support, organizational justice, and organizational instrumentality (Aryee & Chay, 2001) which employees perceived, will decrease their turnover intention.

From the findings of this study, not all HRM practices influence the employee's OCB and turnover intention. This study shows that staffing which is part of HRM practices in the organization has positive influence on employee's OCB. This result has confirmed that staffing may affect the employee's attitude. Staffing is the process of hiring, positioning employees in an organization. The consequences of these processes in this aviation organization create the employee's attitude and reflect through their behavior. This finding confirms the study of Heneman III and Judge (2005) that staffing involves the formation of the employment relationship. That relationship involves the organization acquiring individuals to perform work for it as employees.

Organizational support negatively involves with employee's turnover intention. From this study, it supports the attitude theory. If the employee highly perceive the organizational support, they will not intend to quit. On the other hand, if the employee does not or negatively perceive this support, they will intend to quit. When employees perceive that they are receiving support, they perceive more support. They will happy to keep stay with this organization.

IMPLICATION FOR PRACTICES

The civil aviation organizations in Thailand have to face many challenges, both external and internal. They have to perform to meet the standard of international requirement. For example, the IATA requires annual safety audit for the member airlines. Failure to this annual review will cause a critical change to the organization.

HRM practices in the civil aviation organization should enhance their employees to achieve and response to the goals and all requirements by establishing a positive environment in which employees are willing to increase their OCB and lower their turnover intention. The positive relationship between HRM professionals and line managers can yield positive outcomes (Purcell & Hutchinson, 2007). High-performance HRM practices produce beneficial results for the firms (Alfes, Shantz & Truss, 2012). Therefore, organization needs to invest as much effort to employees through the HRM practices.

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