1   **Abstract**

2   This study focuses on striving for achievement as an important antecedent forming

3   Organizational-Based Self-Esteem (OBSE) and the relationship between achievement striving

4   and turnover intention in the hospitality industry. More specifically, employees with higher

5   achievement striving traits show a stronger negative correlation between OBSE and turnover

6   intention, through organizational commitment. An online survey was distributed to restaurant

7   employees; 160 valid responses were analyzed. An analytic framework based on confirmatory

8   factor analysis and logic regression was used to examine the hypotheses. The results show that

9   organizational commitment fully mediated the relationship between OBSE and turnover

10   intention, and higher levels of individual achievement striving significantly modified the

11   conditional indirect relationship. The results showed that the mediation model and achievement

12   striving strength accounted for 15.7% of the variance in turnover intention at the 50th, 75th, and

13   90th level and was most effective for low OBSE employees. Theoretical implications and future

14   research are included.

15

16   *Keywords:* Organizational-based self-esteem, Turnover intention, Achievement striving, Trait

17   activation

18

Are employees with higher Organizational-Based Self-Esteem less likely to quit?

A moderated mediation model

1. Introduction

Organizational-Based Self-Esteem (OBSE) is the degree to which an individual believes he/she is a capable, significant, and worthy member of an organization (Pierce et al., 1989). OBSE affects physical health, life satisfaction, and family/social relationships (Brough et al., 2009). Employees working in the restaurant frequent interact with customers, thus OBSE has become a subject of research among scholars as well as of interest to practitioners (Jung and Yoon, 2015; Karatepe, 2014; Suan and Nasurdin, 2014). The research has indicated that organizational members who believe they are important and competent have lower turnover intention than employees who believe they are not important or efficient (Pierce and Gardner, 2004). This relationship between OBSE and turnover intention typically ranges between $r = -.17$ and $-.49$ (Arshadi and Damiri, 2013; Bowden, 2002; Gardner and Pierce, 2001; Phillips and Hall, 2001; Riordan et al., 2001; Vecchio, 2000).

Hospitality administration is multi-national in nature, so comparing the existing model across cultures could identify the boundary conditions of the model constructs and lead to a more generalizable understanding of the theory.

Despite advances in our understanding that OBSE is linked with positive individual and organizational outcomes (Bakker, 2011; Bowling et al., 2010), research focusing on hospitality employees is still lacking (Lee et al., 2016). Recently there have been more studies directed toward the identification of the boundary conditions under which OBSE develops (Gardner and Pierce, 2013), thus explore the possibility with restaurant employees can help lead towards a more generalizable understanding of the theory. Furthermore, the direct and indirect

42 relationships between OBSE and turnover intention is still perplexing because of the suppression

43 effect, where the magnitude of the relationship between the independent and dependent variable

44 becomes larger when a third variable is included (Shrout and Bolger, 2002).

45   Previous studies have revealed that the level of OBSE varies based on individual

46 empowerment cognition, personality, and levels of organizational commitment (Bowen and

47 Lawler, 1992; Hom et al., 2012; Lapointe et al., 2011; Spreitzer, 1995). Empowerment cognition

48 involves the perceived ability to control, be responsible for, and make decisions on work

49 outcomes (Spreitzer, 1995). An important personality trait for empowerment cognition is

50 achievement striving, defined as a continuous attempt to achieve and accomplish personal and

51 professional goals (Friedman and Ulmer, 1984). When employees who have an achievement

52 striving personality think they are empowered, they do have higher levels of commitment and

53 self-esteem to perform job-related tasks (Lee et al., 1993; Schaubroeck and Williams, 1993). For

54 example, Hom et al. (2012) proposed the Proximal Motivational State, which describes the

55 appropriate triggering effect to form an intention that is compatible with the motivational state at

56 the time. Although hospitality researchers have explored different motivational conditions, all

57 have found different effects of mediation and moderation among different personal resources,

58 organizational commitment, and job-related outcomes (Garg and Dhar, 2014; Jung and Yoon,

59 2016; Karatepe, 2014, 2015; Karatepe et al., 2014; Terglav, Ruzzier and Kase, 2016; Tian et al.,

60 2014; Xu et al., 2014). Few studies have attempted simultaneous analysis of these variabiles

61 (Preacher et al., 2007) to address the suppression effect and further advance research in the area.

62   Recently, researchers have begun to investigate the impact of personality on the

63 psychological well-being of employees (Jung and Yoon, 2016; Li et al., 2016; Vassou et al.,

64 2017). Psychological well-being can be an important antecedent of employee turnover intention.

3

65   However, the restaurant industry suffers from an average turnover rate that increased from 66.7% in

66   2014 to 72.1% in 2015 compared to a national average turnover rate of 45.9% in 2015

67   (Department of Labor, 2016; National Restaurant Association [NRA], 2016). Each time an

68   employee turns over, it costs restaurant operators nearly $5,900 per employee (Jaffee, 2016;

69   Tracey and Hinkin, 2006). Moreover, psychological exhaustion or burnout, the opposite of

70   psychological well-being, causes low OBSE and less organizational commitment, contributing to

71   poor employee self-efficacy and productivity as well as turnover (Dickerson, 2009; Jauhari,

72   2006; Lu et al., 2016). Conversely, higher levels of psychological well-being create increased

73   employee morale, less emotional exhaustion, and enhanced professional efficacy and

74   productivity, thus reducing turnover (Han et al., 2016; Hancock et al., 2013; Hinkin and Tracey,

75   2000; Jaffee, 2016; NRA, 2016; Lu and Gursoy, 2016). However, studies of relationship

76   between OBSE and voluntary turnover behavior within the hospitality industry are lacking (Lee

77   et al., 2016).

78   Despite the heavily investigated mediation and moderation effect of personality and

79   organizational commitment within the broader business management literature, Meyer and

80   Maltin (2010) reported conflicting evidence of the moderation effect of employee commitment

81   on employee well-being and turnover-related behaviors. Most research within the existing

82   management literature has focused on either student samples (Wu and Norman, 2006; Wheeler et

83   al., 2014) or samples limited to a single profession (Albdour and Altarawneh, 2014; Morin et al.,

84   2011). The theoretical and practical implications of employee commitment research could be

85   strengthened by including participants of a variety of professions (Lee et al., 2000; Marin et al.,

86   2010). Few studies within the hospitality literature explore the moderation effect of achievement

87   striving on employee well-being and turnover-related behaviors. Of those studies, the findings

88   about the conditions of mediation and moderation remain unclear. Thus, our study should help

89   specify which moderation and mediation conditions of employee commitment affect the

90   relationships between employee well-being and turnover-related behaviors (Hancock et al., 2013;

91   Morin et al., 2015).

92   One moderated mediation model has been developed (Edwards and Lambert, 2007;

93   Muller et al., 2005; Preachers et al., 2007) that jointly examines organizational commitment as

94   the mediating mechanism and achievement striving traits as the moderator, to enhance the

95   validity and precision of the Organizational Commitment Theory for stable personality traits

96   (Pierce et al., 1989; Pierce & Garnder, 2004). The purpose of our study was to determine if

97   achievement striving moderates the mediating effect of organizational commitment on the

98   relationship between OBSE and turnover intentions and if the negative relationship between

99   OBSE and turnover intention through organizational commitment is stronger for employees with

100   higher achievement striving traits.

101

102   **2. Literature review**

103   *2.1. Organizational-Based Self-Esteem (OBSE) and turnover intention*

104   For many, work and career are an important part in defining who they are, in their

105   experience, and in their relationships with others.   Work and career affect physical well-being

106   and psychological functioning (Diener, 1984; Ryff, 1989). The work environment often

107   generates perceptions of self-competence or incompetence, which are often referred to as OBSE.

108   Derived from Coopersmith's (1967) conceptualization of global self-esteem, OBSE is a

109   domain-specific facet of self-esteem. People develop domain-specific facets of self-esteem in

110   many of life's roles (parent, child, student, employee, etc.), which when aggregated, form

111 individual global self-esteem (Rosenberg et al., 1995). Individuals with high OBSE perceive

112 themselves as trusted, valued, and contributing members of an organization. In addition,

113 evidence shows that workplace well-being is shaped by intra-organizational forces and the

114 employee's disposition (Brough et al., 2009; Danna and Griffin, 1999). One strong intra-

115 organizational force is organizational commitment, the focus on work and organizational

116 conditions that promotes work-related attitudinal, motivational, and behavioral effects (Judge

117 and Bono, 2001; Meyer et al., 2004). Organizational conditions that promote feeling personally

118 competent show the relationship between disposition and work-related behavior, which supports

119 an examination of personality traits of OBSE and employee turnover intention.

120   Tharenou and Harker (1982, 1984) suggested that employees want to do well, which is

121 among the most consistent correlates of individual assessments of work competence and

122 perceptions of self-worth. Organizational members who believe they are important and

123 contributing to the organization often develop organizational-specific self-esteem, considered a

124 positive intra-organizational force that reduces turnover intention and voluntary turnover (Meyer

125 et al., 2004; Pierce and Gardner, 2004). Specifically, effectively performing a job helps to

126 maintain high self-perceptions among employees, whereas performing a job poorly allows

127 individuals with low self-esteem to maintain their negative self-perceptions (Judge and Bono,

128 2001; Tett and Guterman, 2010). Existing business literature supports a negative relationship

129 between OBSE and voluntary turnover behavior (Arshadi and Damiri, 2013; Gardner and Pierce,

130 2001; Lapointe et al., 2011).

131   *H_1: Employee OBSE negatively predicts employee's turnover intention.*

132

133   2.2. The mediating role of organizational commitment

134   Organizational commitment refers to an employee's psychological attachment to an

135   organization (Meyer and Allen, 1991; Meyer and Herscovitch, 2001). According to Meyer and

136   Maltin (2010), the key to higher levels of commitment is to satisfy the basic psychological needs

137   of employees. High commitment can be achieved by motivating employees who are predisposed

138   to motivation but ultimately depends on creating work content that affords satisfaction and

139   contributes to positive work esteem (Meyer and Maltin). Moreover, individuals with high levels

140   of OBSE hold positive images of themselves, thus bolstering their commitment to the

141   organization (Bowling et al., 2010; Gardner and Pierce, 2016). Previous meta-analysis

142   combining data from 24 studies of OBSE found employees with high OBSE were strongly

143   influenced to commit to their places of employment (Bowling et al., 2010). Kostova et al. (1997)

144   found that OBSE partly mediates the relationship between the perception of level of influence in

145   an organization and employee organizational commitment. Therefore, successful work-related

146   experience that boosts self-esteem and bonding (i.e., positive organizational commitment)

147   strengthens the relationship between emplyees and organization, thus leading to positive work-

148   related outcomes and the potential for reducing turnover (Gardner and Pierce, 2016; Meyer,

149   2013).

150   The degree to which an employee commits to an organization is associated with

151   decreased levels of turnover intention. Employee commitment has long been of interest to both

152   academics and hospitality managers because of the implications for employee retention (Kim et

153   al., 2005; Kim and Brymer, 2011; Tett and Meyer, 1993). Kang et al. (2015) conducted a study

154   of hospitality employees, reporting that committed employees do not leave their place of

155   employment. Kim et al. (2016) found a similar relationship among casino employees. Meyer

156 (2014) explicitly noted that the future of commitment research should focus on the importance of

157 human motivation and personality, specifically integrating the Organizational Commitment

158 Theory with relative reactions to situational contents for an evidence-based model of human

159 motivation and encouraging more advanced analytic procedures to identify moderation and

160 mediation (Kam et al., 2013; Meyer et al., 2013).

161 *H₂: Organizational commitment will mediate the effect of OBSE on turnover intention.*

162 2.3. The moderating role of achievement striving

163 One important personality trait for restaurant employees is achievement striving (Bluen et

164 al., 1990; Choi et al., 2014). Achievement striving is a common trait for those with a Type A

165 personality (characterized as an individual who is more competitive, outgoing, ambitious,

166 impatient, and/or aggressive). Type A personalities are consistently more committed to their

167 organizations and are less likely to turnover (Caplan and Jones, 1975; Lee et al., 1993;

168 Schaubroeck and Williams, 1993; Staw and Ross, 1987). In literature on the Type A

169 personality, in facing stress and challenge, a Type A individual with achievement striving traits

170 often outperforms those who do not possess these traits (Aziz et al., 2007; Bluen et al., 1990;

171 Feather and Volkmer, 1991). Worsfold (1989) suggested that hospitality managers are more

172 assertive, self-assured, and independent minded compared to managers in other professions.

173 These characteristics closely resemble the profile of an individual with an achievement striving

174 personality (Friedman and Rosenman, 1974; Matthews, 1985). Moreover, individuals with

175 achievement striving personalities tend to join organizations that reward competitive individual

176 effort, to take work and life seriously, and to be hard-driving (Spence et al., 1987; Turban and

177 Keon, 1993). High levels of achievement striving in an employee provides stronger motivation,

178 more satisfaction and commitment, better workgroup cohesion, more feelings of personal

179   success, less stress, and less turnover (Schneider, 1987; Weiner, 1994). Thus, we suggest

180   achievement striving is relevant to OBSE and thus the strength of any job-related behavior.

181   *H$_3$: Achievement striving will moderate the relationship between OBSE and turnover*

182   *intention; the relationship will be stronger when achievement striving traits are*

183   *higher.*

184   2.4. Trait Activation Theory and moderated mediation

185   According to the Trait Activation Theory (Tett and Guterman, 2000), personality traits

186   are consistent within an individual and distinctly different from others in some identifiable way.

187   The principle of trait activation formalizes the trait-situation relationship; the behavioral

188   expression of a trait entails situational stimuli that arouse expression of that trait (Kenrick and

189   Funder, 1988). Furthermore, personality traits are responses to trait-relevant situational content

190   at multiple levels (Tett and Burnmett, 2003). Barrick and Mount's (1991) examined 25 trait-

191   performance combinations and found that 11 out of 25 combinations accounted for 75% or more

192   of the variance in job performance, and 17 combinations accounted for more than 50% of the

193   variance. Another study, conducted by Tett and Guterman (2000), found that in 50 scenarios that

194   compared correlations between traits and their relevant situation strength. The study with 250

195   trait-situation combinations concluded that trait expression as intent depended on the relevance

196   of the situation to the target trait. Basically, the situation was the prime mover in expressing

197   personality traits. Despite investigating all trait-situation correlations, our focus was stable traits

198   that predispose employee to react predictably if the trait is thematically connected to a specfic

199   organizational theme. Meyer et al. (2010) further explain this conceptualization by summarizing

200   the literature on situational strength as it has been operationalized into four distinct

201   organizational themes: (1) affective supervisory instructions: the extent to which work

202   instructions are available and easy to understand; (2) the extent to which work content is similar

203   across organization areas (normative influences); (3) limits to individual freedom of decision and

204   action as imposed externally (constraints of company policies and procedures); and (4) important

205   positive or negative outcomes tied to particular work behaviors (turnover outcomes;

206   Bouckenooghe et al., 2013).

207   The dimensions of organizational commitment (affective, normative, and continuous

208   commitment) reflect the situational strength of multi-level operationalization and form distinct

209   themes in measurements of trait-activation and performance (Meyer et al., 2010; Meyer et al.,

210   2013; Tett et al., 2013). These distinct theme conditions are consistent with existing

211   understandings on the Trait Activation Theory (Christiansen and Tett, 2008; Tett et al., 2013)

212   and the Organizational Commitment Theory (Chen et al., 2016; Judge and Ilies, 2002; Kam et

213   al., 2013; Meyer et al., 2013; Meyer and Maltin, 2010).

214   Although previous literature reflects how measuring personality traits can be used to

215   predict job performance under certain conditions (e.g., Barrick & Mount, 1991; Hough, 1992;

216   Salgado, 1997; Tett, Jackson, & Rothstein, 1991), a systematic consideration of how personality

217   traits and situation affect behavior is lacking. The direct application of trait-situation relevance

218   of this study would serve as a foundation for further research into (a) identifying cues associated

219   with the expression of particular traits; (b) trait-related cognitive sensitivity and skills mediating

220   between perception of situation and actual performance; (c) individual differences in situation

221   perception; (d) the conditions that affect the transparency of trait-relevant cues; and (e) the

222   effects of competing trait-relevant cues on trait expression (Christiansen and Tett, 2008; Tett and

223   Burnett, 2003; Tett et al., 2013).

224   *H4: Achievement striving traits will moderate the indirect effect of OBSE on turnover*

225   *intention (through organizational commitment), such that organizational commitment*

226   *will mediate relationships when trait-situation relevance is high but not when it is*

227   *low.*

228

229 **3. Methodology**

230 *3.1. Sample and data collection*

231   Before the pilot test, face validity was ensured using an expert panel with four members

232 drawn from current restaurant employees and hospitality educators. To ensure content clarity

233 and internal reliability of the scale, an online pilot test was then conducted among 72 restaurant

234 employees with 50 valid responses collected from Sep 20, 2016, to Sep 22, 2016. Internal

235 reliability was determined using Cronbach's Alpha (> .7) (Nunnally, 1970).

236   Data collection for the main study was conducted by an online marketing company to

237 ensure reaching restaurant employees for all four restaurant types: quick service, fast casual,

238 casual dining, and fine dining. To achieve demographic diversity, employees working in

239 different states of the U.S. were targeted to control potential common variance biases (Podsakoff

240 et al., 2003). Each participant was assigned an anonymous randomized code to ensure privacy

241 and increase response rate. Those who participated in the pilot study were excluded, and a

242 geographic IP restriction was used to ensure no devices outside the U.S. could access the

243 questionniare. A two-wave data distribution method controlled for potential common methods

244 biases (Podsakoff et al., 2003). The first data collection period started on Oct 4, 2016, and

245 finished on Oct 19, 2016, and yielded a total of 182 responses. The second data distribution

246 started on Oct 31, 2016, and finished on Nov 2, 2016, with a total of 64 responses.

247   Three prescreening questions and four attention check questions were embedded in the

248   questionnaire to ensure the quality of the data and avoid fraudulent responses. Respondents who

249   completed less than 95% of the questionnaire and participants from any non-traditional

250   restaurants like ice-cream shops or community delis were dropped.

251   *3.2. Measures*

252   The survey instrument for this study had four parts with a total of 53 questions; model

253   constructs were rated on a five-point Likert scale ranging from 1 (*strongly disagree*) to 5

254   (*strongly agree*). Reverse coded questions were used to improve accuracy of measurement.

255   *Organizational-Based Self-Esteem* was assessed using ten items from Pierce et al.'s

256   (1989). Some of the items included "I am taken seriously around here" and "I am a valuable part

257   of this place."

258   *Organizational Commitment* was measured using 21 items adapted from Allen and

259   Meyer's (1990) three-component multi-item scale. The scale has been recognized as the leading

260   model for organizational commitment, combining different components of psychological

261   commitment to form an assessment of overall commitment (Becker, 2005; Mathieu and Zajac,

262   1990; Meyer and Allen, 1991; Mowday et al., 1982, 2013; Weiner and Vardi, 1996). Sample

263   items included "This restaurant has a great deal of personal meaning for me" and "Too much in

264   my life would be disrupted if I decided to leave this restaurant now."

265   *Achievement striving* was assessed using six items from Spence et al.'s (1989) revised

266   Jenkins' Activity Survey. Some items included "My best friends or others who know me well

267   will rate me as very active" and "I often set deadlines or quotas for myself in work or other

268   activities."

269   *Turnover Intention* items were measured using four items developed by Kelloway et al.

270   (1999). Sample items are "I am thinking about leaving this organization." and "I am planning to

271   look for a new job."

272   Participant demographic information (age, gender, and education level) and job-related

273   information (types of restaurant, years in the industry, and job status) were also collected as

274   control variables (Becker et al., 1996). More detailed measurement items can be found in

275   supplement files appendix Table 1.

276   *3.3. Scale validity and purification*

277   Maximum likelihood factor analysis using an oblique (Promax) rotation was conducted

278   on the 43 items within the model construct scales and ensured all constructs loaded together

279   based on eigenvalue greater than 1.0. Items with low communalities (< .4), and significant

280   cross-loadings (> .45; < .5) were dropped to increase accuracy of measurement (Hair et al.,

281   2010).

282   Because of low communalities, two items in the organizational commitment scale were

283   dropped. These included "One of the major reasons I continue to work for this restaurant is that

284   leaving would require considerable personal sacrifice—another restaurant may not match the

285   overall benefits I have here," and "Things were better in the days when people stayed in one

286   company for most of their careers."

287   Five items in the organization-based self-esteem scale were dropped for significant cross-

288   loadings: "There is faith in me around here," "I am trusted around there," "I am helpful around

289   here," "I am efficient around here," and "I am cooperative around here," . Two items of

290   achievement striving were dropped for significant cross-loading: "Compared with my coworkers,

291   the amount of work I put forth is much more," and "Compared with other workers, I approach

292   work in general much more seriously".

293   Once changes were complete, the final questionnaire included 33 items and had a Kaiser-

294   Meyer-Olkin value of .84, with significant Bartlett's test of Sphericity ($p < .001$) indicating

295   sufficient correlations among selected variables (Hair et al., 2010; Worthington and Whittaker,

296   2006).

297   *3.4. Data analysis*

298   Statistical analyses were conducted using IBM SPSS Statistics 21.0 and SPSS AMOS 21

299   (IBM-SPSS Inc, Armonk, NY). Missing data were replaced using the Hot Deck Imputation

300   Procedure (Myers, 2011). Age, gender, and job position were used as anchor variables in the

301   Hot Deck Imputation. Confirmatory factor analyses were used to establish the psychometric

302   properties of the study scales. The goodness-of-fit of the structural regression models was

303   evaluated using the comparative fit index (CFI) and Tucker-Lewis Index (TLI) with values of

304   0.90 to 0.95 as indicators of a good fit (Hu and Bentler, 1999).

305   The hypothesized moderated mediation model was tested using the PROCESS macro

306   developed for SPSS (Hayes, 2016). Because of restrictions in degrees of freedom, as determined

307   by the number of observed indicators and the sample size, a latent variable approach was deemed

308   not appropriate for testing moderated mediation. As an alternative, PROCESS uses an ordinary

309   least square (OLS) or logistic regression-based path analytical framework to estimate indirect

310   effects in both unmoderated and moderated mediation models with a single or multiple mediators

311   and moderators (Hayes, 2016). Bootstrap estimation methods were applied for inferences on

312   indirect effects in both unmoderated and moderated mediation models. In small samples, the t-

313   distribution used by an OLS-regression procedure is more appropriate for deriving p-values for

314 regression coefficients (Hayes, 2016).

315

316 **4. Results**

317 *4.1. Sample profile*

318   The final data set had 160 valid responses. The sample size satisfied a post hoc sample

319 size analysis based on fixed model linear regression with five predictors with power set at (1-β

320 > .99), alpha ($p < 0.001$), and a medium effect size ($d > 0.5$) (Faul et al., 2007). Participants ($N =$

321 160) were approximately equally distributed between males and females with a mean age of 33.3

322 years. Most participants were single (44.4%) with some college credits (no degree) (47.5%), and

323 most of the participants (31.3%) were employed in fast food restaurants full-time (71.3%). The

324 profiles of participants are in Table 1.

325 <div align="center">**Table 1**</div>
326 **Profile of respondents ($N =160$)**

	n	%		*n*	%
Gender			*Position*		
Male	79	49.4	Full time	114	71.3
Female	80	50.0	Part time	43	26.9
Age			*Restaurant type*		
18 - 20	5	3.1	Fast food	50	31.3
21 - 30	83	51.9	Fast casual	35	21.9
31 - 40	37	23.1	Casual dining	50	31.3
41 - 50	14	8.8	Fine dining	25	15.6
51 - 60	15	9.4	*Years working in restaurant*		
> 60	5	3.1	Less than 1 year	18	11.3
Marital Status			2 years	18	11.3
Single	71	44.4	3 years	24	15.0
Married	62	38.8	4 years	16	10.0
Widowed	4	2.5	5 years	20	12.5
Divorced/ Separated	22	13.8	6 years	15	9.4
Education			7 years	6	3.8
Some high school	3	1.9	8 years	10	6.3
High school graduate	21	13.1	9 years	2	1.3
Some college credits	76	47.5	10 years	4	2.5
Bachelor's degree	48	30.0	More than 10 years	27	16.9
Graduate degree	11	6.9			

327   Note: Responses may not equal 100% due to non-response to a question.

328

329   *4.2. Descriptive results and reliability check*

330   The construct means, standard deviations, Cronbach's alpha, and inter-correlations for all

331   constructs are in Table 2. Results showed four factors with Eigenvalues over 1, explaining

332   58.4% of the variance with good reliability scores (all greater than 0.7) (Nunnally, 1970).

333

Table 2

Descriptive, bivariate correlations, factor structure, and reliability

Constructs	N	Mean	SD	1	2	3	4	5
1. OBSE	160	3.91	.83	-	.443***	.379***	-.306***	.858***
2. OgC	160	3.11	.71		-	.260**	-.362***	.413***
3. AS	160	3.96	.73			-	.006	.773***
4. ToI	160	3.15	1.20				-	-.238**
5. OBSE X AS	160	15.70	4.88					-
Cronbach's Alpha				.887	.886	.784	.924	
Eigenvalue				2.133	14.132	1.335	4.086	
Explained variance				5.427	39.618	2.915	10.442	

Note: OBSE = Organizational Based Self-esteem; OgC = Organizational Commitment; AS = Achievement Striving; ToI = Turnover Intention; *a* = Cronbach's Alpha; Gender 1= Male, 2 = Female; Years = Years working in the restaurant

Note: each items rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

***$p < .001$; **$p < .01$; and *$p < .05$ (two-tailed test).

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342   *4.3. Common methods bias*

343   Correlational marker technique with common latent factor was used to investigate

344   potential common method variance among with the study variables (Podsakoff et al., 2003). The

345   Chi-square difference test comparied constraint model with marker variable (χ^2[473] = 672.972,

346    $p < 0.0001$) with the unconstraint model (χ^2[333] = 517.415, $p < 0.0001$), and the results

347   indicated no significant differences between two models ($\Delta\chi^2$[140] = 155.56, $p = 0.174$).

348   Additional Harman's single-factor test shown all study items in a fixed one-factor

349   unrotated factor analysis explained a total variance of 27.4%. Therefore, both of the findings

350   provided no indication of common method variance (Podsakoff et al., 2003).
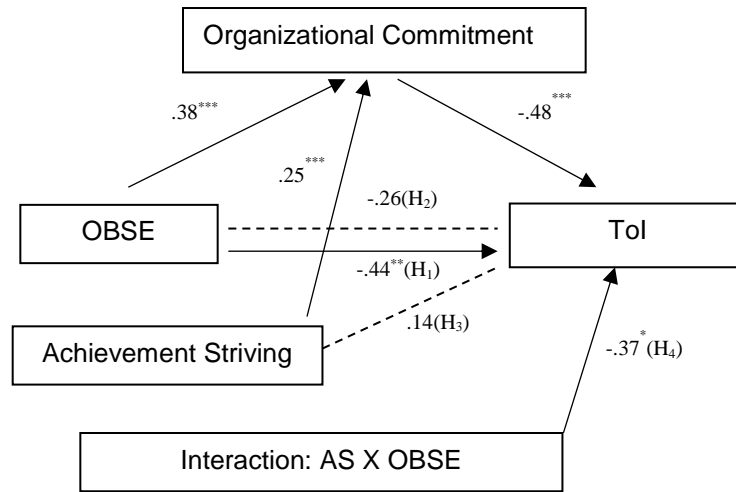
351   *4.4. Confirmatory factor analysis (CFA)*

352   Before using the various scales for regression analyses, a confirmatory factor analysis

353   was conducted using covariance matrix and maximum likelihood estimation to assess the

354   discriminant validity of the substantive constructs measured in this study. Results of the

355   proposed six-factor structure (Affective, continuous, and normative commitment, OBSE,

356   achievement striving, and turnover intention) demonstrated good fit with the data (χ^2[477] =

357   753.61, χ^2/df = 1.58, GFI = .80, CFI = .91, PCFI = .82, and RMSEA = .06) (Hu and Bentler,

358   1999). The significance of the coefficients of the paths between the predictors and the dependent

359   variables were then examined, and the path coefficient and error variance were fixed (Hair et al.,

360   1998). Convergent and discriminant validity for all the constructs were also assessed using

361   Composite Reliability (CR > 0.7), Average Variance Extracted (AVE > 0.45), Maximum Shared

362   Variance (MSV < AVE), Average Shared Variance (ASV < AVE), and square root of AVE greater

363   than inter-construct correlations (Hair et al., 2010; Malhotra and Dash, 2011). Taken together,

364   the evidence supports the convergent and discriminant validity of the measurement model.

18

365   *4.5. Mediation hypothesis test*

366   According to Baron and Kenny (1986), four conditions are necessary to establish

367   mediation: (a) the independent and mediating variables should be significantly related; (b) the

368   independent and dependent variables should be significantly related; (c) the mediator and

369   dependent variable should be significantly related; and (d) the relationship between the

370   independent variable and dependent variable must be nonsignificant or weaker when the

371   mediator is added. Results indicated that OBSE was a significant predictor of overall

372   organizational commitment ($b = .38$, $SE = .06$, $p < .001$), overall organizational commitment was

373   a significant predictor of turnover intention, ($b = -.62$, $SE = .13$, $p < .001$), and OBSE was a

374   significant predictor of turnover intention, ($b = -.44$, $SE = .11$, $p < .001$). Thus, result supported

375   hypothesis 1, employee OBSE negatively predicts turnover intention. Thus, restaurant

376   employees with high levels of OBSE engage in fewer withdrawal behaviors (quitting, absence,

377   tardiness) than those with lower-levels of OBSE. These results support the basic needs outlined

378   by Baron and Kenny (1986) for mediation hypothesis. OBSE was no longer a significant

379   predictor of satisfaction after controlling for the mediator ($b = -.26$, $SE = .15$, $p = .09$), so

380   organizational commitment is considered as a full mediator. OBSE accounted for 15.7% of the

381   variance in turnover intention using the mediator compared with only 9% of the variance without

382   mediation. The conditional indirect effect was tested using a bootstrap estimation approach with

383   5,000 resamples (Shrout and Bolger, 2002). Results indicated the indirect coefficient was

384   significant ($b = -.15$, $SE = .06$, 95% $CI = .-.334, -.066$). Therefore, hypothesis 2 is supported.

385   Turnover intention was associated with lower scores (by .33 points) as mediated by

386   organizational commitment. The results on mediation testing are graphically displayed in Figure

387   1.

Fig. 1. Study model: Full organizational commitment mediation model with moderation interactions of achievement striving and OBSE ($N = 160$)

```
                    ┌─────────────────────────────┐
                    │  Organizational Commitment  │
                    └─────────────────────────────┘
           .38***        ↗   ↑                -.48***
                   .25***                         ↘
  ┌──────────┐                 -.26(H₂)      ┌──────────┐
  │   OBSE   │ - - - - - - - - - - - - - - ->│   ToI    │
  └──────────┘        -.44**(H₁)              └──────────┘
                                     .14(H₃)
  ┌─────────────────────┐                        ↑
  │ Achievement Striving│                   -.37*(H₄)
  └─────────────────────┘
              ┌──────────────────────────┐
              │  Interaction: AS X OBSE  │
              └──────────────────────────┘
```

390

Note: AS = Achievement Striving; OBSE = Organizational-Based Self-Esteem; ToI = Turnover Intention
***$p < .001$; **$p < .01$; and *$p < .05$ (two-tailed test).

## 4.6. Analyses of the moderated mediation model

The mediation analysis provided evidence that OBSE had a negative indirect effect on turnover intention through organizational commitment, when OBSE was associated with lower achievement striving traits, which in turn was related to higher levels of turnover intention. When OBSE showed low achievement striving traits, organizational commitment did not seem to mediate relationships between OBSE and turnover intention. This indicated that lower achievement striving traits indicated a weaker relationship between OBSE and turnover intention and organizational commitment had a weaker influence on turnover intention.

Moderation analysis shows that OBSE's effect on turnover intention depended on the level of achievement striving, with OBSE having a stronger effect among those with higher level achievement striving traits. Figure 2 shows the moderating effect of achievement striving on turnover intention. Thus, result supported the hypothesis 3.

Fig. 2. The moderating effect of achievement striving on OBSE and turnover intention with
organizational commitment (*N* = 160)
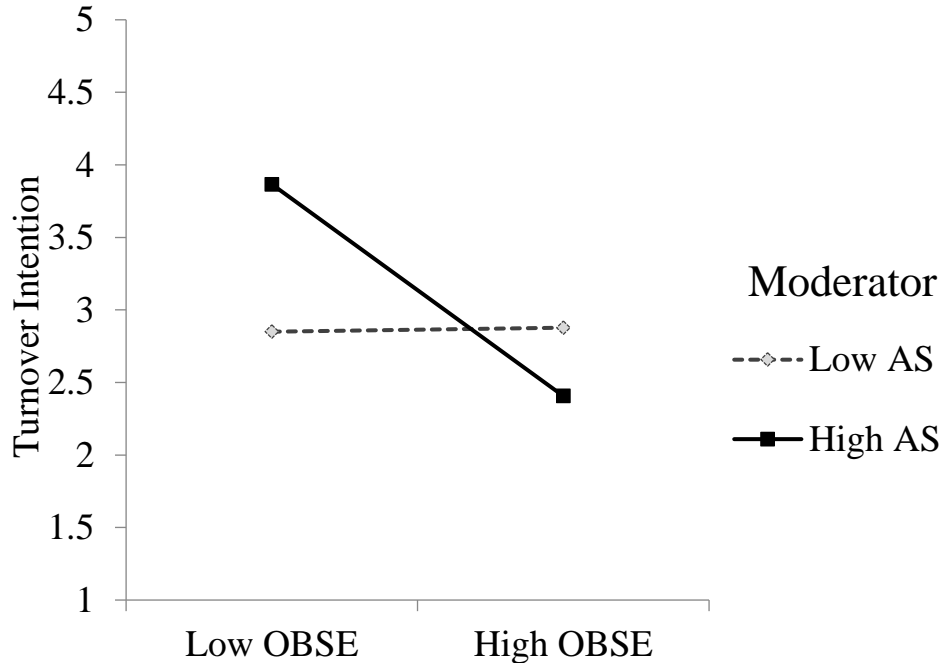
Note: AS = Achievement Striving; OBSE = Organizational-Based Self-Esteem
***$p < .001$; **$p < .01$; and *$p < .05$ (two-tailed test).

Putting these two findings together shows that mediation is moderated; the indirect effect

of OBSE on turnover intention through organizational commitment depended on levels of

achievement striving traits. In such a situation, Preacher et al. (2007) recommends estimating

conditional indirect effects and testing, using a bootstrap confidence interval, whether these

indirect effects differ from zero at specific values of a moderator of practical or theoretical

interest or relevance. Therefore, we calculated bootstrap confidence intervals with 5,000

resamples to determine the values of the moderator (i.e., achievement striving) at which the

conditional indirect effect was significant. As Table 3 shows, the indirect association between

achievement striving and OBSE through organizational commitment was significant for the 50th,

75th, and 90th percentile of the moderator. Thus, the results supported hypothesis 4 and indicated

424 that achievement striving has moderate the indirect effect of OBSE on turnover intention

425 (through organization comment). Specifically, organizational commitment has mediated

426 relationships when level of achievement striving is high but not when it is low.

427 **Table 3**

428 **Conditional indirect effect of organizational commitment on OBSE through turnover**
429 **intention with achievement striving as a moderator. ($N =160$; Bootstrap resamples =**
430 **5000, Unstandardized coefficients).**

Predictor	b	SE	95% SE
Mediator variable model (DV = OgC)			
OBSE	.376***	.074	.231, .522
Dependent variable model (DV = Turnover Intention)			
OgC	-.562***	.141	-.842, -.283
OBSE	-.358**	.112	-.580, -.137
AS	.979	.139	-.139, .412
OBSE * AS	-2.53*	.147	-.662, -.081
Conditional direct effect at different values of the moderator			
Values of the moderator	b	Bootstrapped SE	95% BCa CI
10th percentile	-.002	.199	-.394, .390
25th percentile	-.188	.143	-.471, .095
50th percentile	-.374**	.111	-.593, -.155
75th percentile	-.560***	.122	-.802, -.318
90th percentile	-.653***	.143	-.935, -.371
Index of moderated mediation	-.212***	.068	-.357, -.094

431 *Note*: OBSE = Organizational Based Self-esteem; OgC = Organizational commitment; AS =
432   Achievement striving; BCa CI = adjusted bootstrap confidence intervals
433 ***$p < .001$; **$p < .01$; and *$p < .05$.
434

435   To determine whether these conditional and indirect relationships were influenced by

436 control variables, the analyses were repeated with age, gender, managerial position, and years in

437 the industry as covariates (Becker et al., 1996). Although the indirect and conditional

438 relationships were somewhat attenuated, these additional findings provided more support for

439 significant unconditional indirect ($b = -.212$; 95% BCa CI $= -.357, -.094$) and conditional indirect

440 associations ($b = –.56$; 95% BCa CI $= -.802, -.318$).

5. Discussion

441

442   The study adopted Preacher et al.'s (2008) estimation of conditional indirect effects to

443   examine an integrated moderated mediation model and test moderated mediation hypotheses.

444   Our findings, using data from restaurant employees, contribute to existing knowledge in three

445   ways. First, the results offered support for the hypothesis that organizational commitment

446   mediated the relationship between OBSE and turnover intention. In conjunction with Meyer's

447   (2014) review, our study has broadened the current understanding of turnover intention by using

448   the mediation model to show that organizational commitment mediates the effect of OBSE on

449   turnover intention and that the relationship between employee OBSE and turnover intention

450   becomes indirect when employees show psychological commitment to their employer.

451   Second, the results offered support for the hypothesis that achievement striving

452   moderated the relationship between OBSE and turnover intention. This finding provides

453   empirical evidence of Meyer and Maltin's (2014) concern about the considerable inconsistency

454   about the moderation effect in the relationship between employee well-being and turnover

455   related behaviors. This study demonstrated that achievement striving, a specific personality

456   construct relevant to a supportive situation, accounted for the impact of employee OBSE on

457   turnover intention, specifically that the relationship is stronger when achievement striving is

458   higher. As in the Trait Activation Theory (Tett and Burnett, 2003), our study results revealed

459   operationalization of achievement striving and its systematic conditions to form situation

460   affected behaviors.

461   Finally, the analyses of integrated moderated mediation demonstrate general support for

462   the hypothesis that achievement striving traits moderate the indirect effect of OBSE on turnover

463   intention (through organizational commitment), specifically that organizational commitment

464 mediates these relationships when situational trait relevance is high. Our results demonstrated

465 the generalized effect of full commitment on employee OBSE. The results address the missing

466 role of context in the Trait Activation Theory, especially between the operationalized

467 organizational commitment condition and specific achievement striving traits.

468   In combination with the Trait Activation Theory, this study shows that high levels of

469 achievement striving bolstered the relationships among OBSE, organizational commitment, and

470 turnover intention through a link between achievement striving traits and individual OBSE.

471 Therefore, we have extended the understanding that employees with strong achievement striving

472 traits have a positive impact on OBSE and motivation level (e.g., Gardner and Pierce, 2016;

473 Pierce and Gardner, 2004; Yang et al., 2016). Notably, achievement striving affects work

474 behavior more strongly at the 50th, 75th, and 90th percentiles. Therefore, higher levels of

475 achievement striving (> 50%) significantly improved evidence of mediation. Overall, our results

476 provided more empirical evidence for future discussions of proximal motivation mediators (Hom

477 et al., 2012) in organizational content.

478 *5.1. Theoretical implications*

479   Many studies have focused on turnover intention among hospitality employees (e.g., Tsui

480 et al., 2013; Yang et al., 2016). Fewer studies have discussed how to promote OBSE with

481 hospitality employee (Jung and Yoon, 2015; Karatepe, 2014; Suan and Nasurdin, 2014). The

482 discussion about OBSE within the restaurant industry is rare. Especially, the proximal

483 motivational mediators and conditional effects, moderated mediation or mediated moderation,

484 remain ambiguous for the relationship among OBSE, employee personality, strength of

485 condition, and turnover intention. In this study, we identified the full mediation effect of

486 organizational commitment between employee work related self-esteem and turnover intention.

487   Moreover, our model narrowed down which facets of OBSE affected the mediation model and

488   identified what achievement striving strength levels moderated the indirect effect in the

489   mediation model. Study findings extend our understanding of how specific traits and job

490   situation are related to one another in the Organizational Commitment Theory (Aziz et al., 2007;

491   Lee et al., 2016; Lu et al., 2016). Employee well-being and turnover intention is affected by

492   achievement striving personality traits, which are important conditional moderators of OBSE and

493   turnover behavior.

494   *5.2. Practical implications*

495   Managers in the hospitality industry often must cope with employee tardiness,

496   absenteeism, and turnover, all of which are highly disruptive and expensive for managers and the

497   organization (Jaffee, 2016; Tracey and Hinkin, 2006). Employees suffering from low levels of

498   OBSE often avoid participating out of a fear of failure, thus shirking their opportunities for

499   success, and further eroding their sense of self-worth. Our research argues that high levels of

500   achievement striving at work can motivate employees, boosting their OBSE when organizational

501   conditions are favorable. Our results show that restaurant employees with high levels of OBSE

502   engage in fewer withdrawal behaviors (quitting, absence, tardiness) than their low-level OBSE

503   counterparts. Managers who provide employees with more guidance on expressing and adopting

504   achievement striving traits may see some improvement in less desirable behaviors. Previous

505   research has linked workplace self-esteem to workplace wellbeing (Brough et al., 2009; Danna

506   and Griffin, 1999). Managers can provide employees with enriched work that are meaningful

507   and challenging, provide praise when they have done well, and give constructive criticism if

508   necessary. Meanwhile, organizations can reduce turnover intention and voluntary turnover by

509   providing relevant training programs that can help employees develop knowledge and skills that

510   help them succeed at jobs, thus boosting their OBSE (Pierce and Gardner, 2004). Our results

511   indicate that good organizations have employees with high OBSE, high organizational bonding,

512   and high level of achievement striving. Practically, managers can help employees adopt an

513   achievement striving mentality to achieve their work-related goals and satisfaction. These

514   mentalities offer clear courses of action for organizations and managers to increase employee

515   self-esteem. For example, managers can place a greater emphasis on employee attitude by

516   showing stronger motivation towards the current goal, emphasizing the function of tasks within

517   the larger organization, provide feedback of better workgroup cohesion, and more feelings of

518   personal success. Encouraging and maintain high levels of self-esteem among employees

519   ultimately help the organization reduce turnover intentions. An analogy could be maintaining a

520   campfire by first adding shavings, then kindling, and then wood until the fire burns hot:

521   managers help employees use habitual striving behavior by coaching them, starting small and

522   gradually working toward higher work-based self-esteem level while achieving larger

523   organizational goals.

524

525   *5.3. Limitations and future research*

526   This study has several limitations that must be acknowledged. First, the data were

527   collected with small sample size using only English-language survey, which may not fully reflect

528   the demographic and sociographic population of restaurant employees in the United States.

529   Future research should include replication studies to verify and confirm our results using a larger

530   sample size with a variety of minority groups. The online survey used self-reported data in a

531   cross-sectional design, although we controlled for common method biases through statistics and

532   procedure remedies, there could be potentially common latent variables present among all

533   restaurant employees. Our findings are specific only to restaurant operations. Generalization of

534   the results to other occupations should be approached with caution. Future research could focus

535   on cross-occupation comparisons to form more broadly useful models. Hospitality

536   administration is multi-national in nature, so comparing the existing model across cultures could

537   identify the boundary conditions of the model constructs and lead to a more generalizable

538   understanding of the theory. Although the literature suggests that achievement striving is a

539   personality trait predominantly related with Type A behaviors (Feather and Volkmer, 1991), it

540   is conceivable that other personality traits could potentially mediate between OBSE and

541   turnover behavior. Shortcomings in recent meta-analysis and parsimonious taxonomy within

542   the hospitality literature means our study is constrained by the constructs in the literature that

543   limit the potential for generalizability. Finally, although authors adopted procedures to control

544   common methods biases, given the cross-sectional nature of this study, study results should be

545   interpreted with caution.

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