Abstract

This study focuses on striving for achievement as an important antecedent forming Organizational-Based Self-Esteem (OBSE) and the relationship between achievement striving and turnover intention in the hospitality industry. More specifically, employees with higher achievement striving traits show a stronger negative correlation between OBSE and turnover intention, through organizational commitment. An online survey was distributed to restaurant employees; 160 valid responses were analyzed. An analytic framework based on confirmatory factor analysis and logic regression was used to examine the hypotheses. The results show that organizational commitment fully mediated the relationship between OBSE and turnover intention, and higher levels of individual achievement striving significantly modified the conditional indirect relationship. The results showed that the mediation model and achievement striving strength accounted for 15.7% of the variance in turnover intention at the 50th, 75th, and 90th level and was most effective for low OBSE employees. Theoretical implications and future research are included.

Keywords: Organizational-based self-esteem, Turnover intention, Achievement striving, Trait activation
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 $r = -0.17$ and $-0.49$ (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
relationships between OBSE and turnover intention is still perplexing because of the suppression effect, where the magnitude of the relationship between the independent and dependent variable becomes larger when a third variable is included (Shrout and Bolger, 2002).

Previous studies have revealed that the level of OBSE varies based on individual empowerment cognition, personality, and levels of organizational commitment (Bowen and Lawler, 1992; Hom et al., 2012; Lapinte et al., 2011; Spreitzer, 1995). Empowerment cognition involves the perceived ability to control, be responsible for, and make decisions on work outcomes (Spreitzer, 1995). An important personality trait for empowerment cognition is achievement striving, defined as a continuous attempt to achieve and accomplish personal and professional goals (Friedman and Ulmer, 1984). When employees who have an achievement striving personality think they are empowered, they do have higher levels of commitment and self-esteem to perform job-related tasks (Lee et al., 1993; Schaubroeck and Williams, 1993). For example, Hom et al. (2012) proposed the Proximal Motivational State, which describes the appropriate triggering effect to form an intention that is compatible with the motivational state at the time. Although hospitality researchers have explored different motivational conditions, all have found different effects of mediation and moderation among different personal resources, organizational commitment, and job-related outcomes (Garg and Dhar, 2014; Jung and Yoon, 2016; Karatepe, 2014, 2015; Karatepe et al., 2014; Terglav, Ruzzier and Kase, 2016; Tian et al., 2014; Xu et al., 2014). Few studies have attempted simultaneous analysis of these variables (Preacher et al., 2007) to address the suppression effect and further advance research in the area.

Recently, researchers have begun to investigate the impact of personality on the psychological well-being of employees (Jung and Yoon, 2016; Li et al., 2016; Vassou et al., 2017). Psychological well-being can be an important antecedent of employee turnover intention.
However, the restaurant industry suffers from an average turnover rate that increased from 66.7% in 2014 to 72.1% in 2015 compared to a national average turnover rate of 45.9% in 2015 (Department of Labor, 2016; National Restaurant Association [NRA], 2016). Each time an employee turns over, it costs restaurant operators nearly $5,900 per employee (Jaffee, 2016; Tracey and Hinkin, 2006). Moreover, psychological exhaustion or burnout, the opposite of psychological well-being, causes low OBSE and less organizational commitment, contributing to poor employee self-efficacy and productivity as well as turnover (Dickerson, 2009; Jauhari, 2006; Lu et al., 2016). Conversely, higher levels of psychological well-being create increased employee morale, less emotional exhaustion, and enhanced professional efficacy and productivity, thus reducing turnover (Han et al., 2016; Hancock et al., 2013; Hinkin and Tracey, 2000; Jaffee, 2016; NRA, 2016; Lu and Gursoy, 2016). However, studies of relationship between OBSE and voluntary turnover behavior within the hospitality industry are lacking (Lee et al., 2016).

Despite the heavily investigated mediation and moderation effect of personality and organizational commitment within the broader business management literature, Meyer and Maltin (2010) reported conflicting evidence of the moderation effect of employee commitment on employee well-being and turnover-related behaviors. Most research within the existing management literature has focused on either student samples (Wu and Norman, 2006; Wheeler et al., 2014) or samples limited to a single profession (Albdour and Altarawneh, 2014; Morin et al., 2011). The theoretical and practical implications of employee commitment research could be strengthened by including participants of a variety of professions (Lee et al., 2000; Marin et al., 2010). Few studies within the hospitality literature explore the moderation effect of achievement striving on employee well-being and turnover-related behaviors. Of those studies, the findings
about the conditions of mediation and moderation remain unclear. Thus, our study should help specify which moderation and mediation conditions of employee commitment affect the relationships between employee well-being and turnover-related behaviors (Hancock et al., 2013; Morin et al., 2015).

One moderated mediation model has been developed (Edwards and Lambert, 2007; Muller et al., 2005; Preachers et al., 2007) that jointly examines organizational commitment as the mediating mechanism and achievement striving traits as the moderator, to enhance the validity and precision of the Organizational Commitment Theory for stable personality traits (Pierce et al., 1989; Pierce & Gardner, 2004). The purpose of our study was to determine if achievement striving moderates the mediating effect of organizational commitment on the relationship between OBSE and turnover intentions and if the negative relationship between OBSE and turnover intention through organizational commitment is stronger for employees with higher achievement striving traits.

2. Literature review

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

For many, work and career are an important part in defining who they are, in their experience, and in their relationships with others. Work and career affect physical well-being and psychological functioning (Diener, 1984; Ryff, 1989). The work environment often generates perceptions of self-competence or incompetence, which are often referred to as OBSE. Derived from Coopersmith’s (1967) conceptualization of global self-esteem, OBSE is a domain-specific facet of self-esteem. People develop domain-specific facets of self-esteem in many of life’s roles (parent, child, student, employee, etc.), which when aggregated, form
individual global self-esteem (Rosenberg et al., 1995). Individuals with high OBSE perceive themselves as trusted, valued, and contributing members of an organization. In addition, evidence shows that workplace well-being is shaped by intra-organizational forces and the employee’s disposition (Brough et al., 2009; Danna and Griffin, 1999). One strong intra-organizational force is organizational commitment, the focus on work and organizational conditions that promotes work-related attitudinal, motivational, and behavioral effects (Judge and Bono, 2001; Meyer et al., 2004). Organizational conditions that promote feeling personally competent show the relationship between disposition and work-related behavior, which supports an examination of personality traits of OBSE and employee turnover intention.

Tharenou and Harker (1982, 1984) suggested that employees want to do well, which is among the most consistent correlates of individual assessments of work competence and perceptions of self-worth. Organizational members who believe they are important and contributing to the organization often develop organizational-specific self-esteem, considered a positive intra-organizational force that reduces turnover intention and voluntary turnover (Meyer et al., 2004; Pierce and Gardner, 2004). Specifically, effectively performing a job helps to maintain high self-perceptions among employees, whereas performing a job poorly allows individuals with low self-esteem to maintain their negative self-perceptions (Judge and Bono, 2001; Tett and Guterman, 2010). Existing business literature supports a negative relationship between OBSE and voluntary turnover behavior (Arshadi and Damiri, 2013; Gardner and Pierce, 2001; Lapointe et al., 2011).

\[ H_1: \text{Employee OBSE negatively predicts employee's turnover intention.} \]
2.2. The mediating role of organizational commitment

Organizational commitment refers to an employee’s psychological attachment to an organization (Meyer and Allen, 1991; Meyer and Herscovitch, 2001). According to Meyer and Maltin (2010), the key to higher levels of commitment is to satisfy the basic psychological needs of employees. High commitment can be achieved by motivating employees who are predisposed to motivation but ultimately depends on creating work content that affords satisfaction and contributes to positive work esteem (Meyer and Maltin). Moreover, individuals with high levels of OBSE hold positive images of themselves, thus bolstering their commitment to the organization (Bowling et al., 2010; Gardner and Pierce, 2016). Previous meta-analysis combining data from 24 studies of OBSE found employees with high OBSE were strongly influenced to commit to their places of employment (Bowling et al., 2010). Kostova et al. (1997) found that OBSE partly mediates the relationship between the perception of level of influence in an organization and employee organizational commitment. Therefore, successful work-related experience that boosts self-esteem and bonding (i.e., positive organizational commitment) strengthens the relationship between employees and organization, thus leading to positive work-related outcomes and the potential for reducing turnover (Gardner and Pierce, 2016; Meyer, 2013).

The degree to which an employee commits to an organization is associated with decreased levels of turnover intention. Employee commitment has long been of interest to both academics and hospitality managers because of the implications for employee retention (Kim et al., 2005; Kim and Brymer, 2011; Tett and Meyer, 1993). Kang et al. (2015) conducted a study of hospitality employees, reporting that committed employees do not leave their place of employment. Kim et al. (2016) found a similar relationship among casino employees. Meyer
(2014) explicitly noted that the future of commitment research should focus on the importance of human motivation and personality, specifically integrating the Organizational Commitment Theory with relative reactions to situational contents for an evidence-based model of human motivation and encouraging more advanced analytic procedures to identify moderation and mediation (Kam et al., 2013; Meyer et al., 2013).

\[ H_2: \text{Organizational commitment will mediate the effect of OBSE on turnover intention.} \]

2.3. The moderating role of achievement striving

One important personality trait for restaurant employees is achievement striving (Bluen et al., 1990; Choi et al., 2014). Achievement striving is a common trait for those with a Type A personality (characterized as an individual who is more competitive, outgoing, ambitious, impatient, and/or aggressive). Type A personalities are consistently more committed to their organizations and are less likely to turnover (Caplan and Jones, 1975; Lee et al., 1993; Schaubroeck and Williams, 1993; Staw and Ross, 1987). In literature on the Type A personality, in facing stress and challenge, a Type A individual with achievement striving traits often outperforms those who do not possess these traits (Aziz et al., 2007; Bluen et al., 1990; Feather and Volkmer, 1991). Worsfold (1989) suggested that hospitality managers are more assertive, self-assured, and independent minded compared to managers in other professions. These characteristics closely resemble the profile of an individual with an achievement striving personality (Friedman and Rosenman, 1974; Matthews, 1985). Moreover, individuals with achievement striving personalities tend to join organizations that reward competitive individual effort, to take work and life seriously, and to be hard-driving (Spence et al., 1987; Turban and Keon, 1993). High levels of achievement striving in an employee provides stronger motivation, more satisfaction and commitment, better workgroup cohesion, more feelings of personal
success, less stress, and less turnover (Schneider, 1987; Weiner, 1994). Thus, we suggest achievement striving is relevant to OBSE and thus the strength of any job-related behavior.

\[ H_3: \text{Achievement striving will moderate the relationship between OBSE and turnover intention; the relationship will be stronger when achievement striving traits are higher}. \]

2.4. Trait Activation Theory and moderated mediation

According to the Trait Activation Theory (Tett and Guterman, 2000), personality traits are consistent within an individual and distinctly different from others in some identifiable way. The principle of trait activation formalizes the trait-situation relationship; the behavioral expression of a trait entails situational stimuli that arouse expression of that trait (Kenrick and Funder, 1988). Furthermore, personality traits are responses to trait-relevant situational content at multiple levels (Tett and Burnnett, 2003). Barrick and Mount’s (1991) examined 25 trait-performance combinations and found that 11 out of 25 combinations accounted for 75% or more of the variance in job performance, and 17 combinations accounted for more than 50% of the variance. Another study, conducted by Tett and Guterman (2000), found that in 50 scenarios that compared correlations between traits and their relevant situation strength. The study with 250 trait-situation combinations concluded that trait expression as intent depended on the relevance of the situation to the target trait. Basically, the situation was the prime mover in expressing personality traits. Despite investigating all trait-situation correlations, our focus was stable traits that predispose employee to react predictably if the trait is thematically connected to a specific organizational theme. Meyer et al. (2010) further explain this conceptualization by summarizing the literature on situational strength as it has been operationalized into four distinct organizational themes: (1) affective supervisory instructions: the extent to which work
instructions are available and easy to understand; (2) the extent to which work content is similar across organization areas (normative influences); (3) limits to individual freedom of decision and action as imposed externally (constraints of company policies and procedures); and (4) important positive or negative outcomes tied to particular work behaviors (turnover outcomes; Bouckenooghe et al., 2013).

The dimensions of organizational commitment (affective, normative, and continuous commitment) reflect the situational strength of multi-level operationalization and form distinct themes in measurements of trait-activation and performance (Meyer et al., 2010; Meyer et al., 2013; Tett et al., 2013). These distinct theme conditions are consistent with existing understandings on the Trait Activation Theory (Christiansen and Tett, 2008; Tett et al., 2013) and the Organizational Commitment Theory (Chen et al., 2016; Judge and Ilies, 2002; Kam et al., 2013; Meyer et al., 2013; Meyer and Maltin, 2010).

Although previous literature reflects how measuring personality traits can be used to predict job performance under certain conditions (e.g., Barrick & Mount, 1991; Hough, 1992; Salgado, 1997; Tett, Jackson, & Rothstein, 1991), a systematic consideration of how personality traits and situation affect behavior is lacking. The direct application of trait-situation relevance of this study would serve as a foundation for further research into (a) identifying cues associated with the expression of particular traits; (b) trait-related cognitive sensitivity and skills mediating between perception of situation and actual performance; (c) individual differences in situation perception; (d) the conditions that affect the transparency of trait-relevant cues; and (e) the effects of competing trait-relevant cues on trait expression (Christiansen and Tett, 2008; Tett and Burnett, 2003; Tett et al., 2013).

$H_4$: Achievement striving traits will moderate the indirect effect of OBSE on turnover
intention (through organizational commitment), such that organizational commitment will mediate relationships when trait-situation relevance is high but not when it is low.

3. Methodology

3.1. Sample and data collection

Before the pilot test, face validity was ensured using an expert panel with four members drawn from current restaurant employees and hospitality educators. To ensure content clarity and internal reliability of the scale, an online pilot test was then conducted among 72 restaurant employees with 50 valid responses collected from Sep 20, 2016, to Sep 22, 2016. Internal reliability was determined using Cronbach’s Alpha (> .7) (Nunnally, 1970).

Data collection for the main study was conducted by an online marketing company to ensure reaching restaurant employees for all four restaurant types: quick service, fast casual, casual dining, and fine dining. To achieve demographic diversity, employees working in different states of the U.S. were targeted to control potential common variance biases (Podsakoff et al., 2003). Each participant was assigned an anonymous randomized code to ensure privacy and increase response rate. Those who participated in the pilot study were excluded, and a geographic IP restriction was used to ensure no devices outside the U.S. could access the questionnaire. A two-wave data distribution method controlled for potential common methods biases (Podsakoff et al., 2003). The first data collection period started on Oct 4, 2016, and finished on Oct 19, 2016, and yielded a total of 182 responses. The second data distribution started on Oct 31, 2016, and finished on Nov 2, 2016, with a total of 64 responses.
Three prescreening questions and four attention check questions were embedded in the questionnaire to ensure the quality of the data and avoid fraudulent responses. Respondents who completed less than 95% of the questionnaire and participants from any non-traditional restaurants like ice-cream shops or community delis were dropped.

3.2. Measures

The survey instrument for this study had four parts with a total of 53 questions; model constructs were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Reverse coded questions were used to improve accuracy of measurement.

Organizational-Based Self-Esteem was assessed using ten items from Pierce et al.’s (1989). Some of the items included “I am taken seriously around here” and “I am a valuable part of this place.”

Organizational Commitment was measured using 21 items adapted from Allen and Meyer’s (1990) three-component multi-item scale. The scale has been recognized as the leading model for organizational commitment, combining different components of psychological commitment to form an assessment of overall commitment (Becker, 2005; Mathieu and Zajac, 1990; Meyer and Allen, 1991; Mowday et al., 1982, 2013; Weiner and Vardi, 1996). Sample items included “This restaurant has a great deal of personal meaning for me” and “Too much in my life would be disrupted if I decided to leave this restaurant now.”

Achievement striving was assessed using six items from Spence et al.’s (1989) revised Jenkins’ Activity Survey. Some items included “My best friends or others who know me well will rate me as very active” and “I often set deadlines or quotas for myself in work or other activities.”
Turnover Intention items were measured using four items developed by Kelloway et al. (1999). Sample items are “I am thinking about leaving this organization.” and “I am planning to look for a new job.”

Participant demographic information (age, gender, and education level) and job-related information (types of restaurant, years in the industry, and job status) were also collected as control variables (Becker et al., 1996). More detailed measurement items can be found in supplement files appendix Table 1.

3.3. Scale validity and purification

Maximum likelihood factor analysis using an oblique (Promax) rotation was conducted on the 43 items within the model construct scales and ensured all constructs loaded together based on eigenvalue greater than 1.0. Items with low communalities (< .4), and significant cross-loadings (> .45; < .5) were dropped to increase accuracy of measurement (Hair et al., 2010).

Because of low communalities, two items in the organizational commitment scale were dropped. These included “One of the major reasons I continue to work for this restaurant is that leaving would require considerable personal sacrifice—another restaurant may not match the overall benefits I have here,” and “Things were better in the days when people stayed in one company for most of their careers.”

Five items in the organization-based self-esteem scale were dropped for significant cross-loadings: “There is faith in me around here,” “I am trusted around there,” “I am helpful around here,” “I am efficient around here,” and “I am cooperative around here.” Two items of achievement striving were dropped for significant cross-loading: “Compared with my coworkers,
the amount of work I put forth is much more,” and “Compared with other workers, I approach work in general much more seriously”.

Once changes were complete, the final questionnaire included 33 items and had a Kaiser-Meyer-Olkin value of .84, with significant Bartlett’s test of Sphericity ($p < .001$) indicating sufficient correlations among selected variables (Hair et al., 2010; Worthington and Whittaker, 2006).

3.4. Data analysis

Statistical analyses were conducted using IBM SPSS Statistics 21.0 and SPSS AMOS 21 (IBM-SPSS Inc, Armonk, NY). Missing data were replaced using the Hot Deck Imputation Procedure (Myers, 2011). Age, gender, and job position were used as anchor variables in the Hot Deck Imputation. Confirmatory factor analyses were used to establish the psychometric properties of the study scales. The goodness-of-fit of the structural regression models was evaluated using the comparative fit index (CFI) and Tucker-Lewis Index (TLI) with values of 0.90 to 0.95 as indicators of a good fit (Hu and Bentler, 1999).

The hypothesized moderated mediation model was tested using the PROCESS macro developed for SPSS (Hayes, 2016). Because of restrictions in degrees of freedom, as determined by the number of observed indicators and the sample size, a latent variable approach was deemed not appropriate for testing moderated mediation. As an alternative, PROCESS uses an ordinary least square (OLS) or logistic regression-based path analytical framework to estimate indirect effects in both unmoderated and moderated mediation models with a single or multiple mediators and moderators (Hayes, 2016). Bootstrap estimation methods were applied for inferences on indirect effects in both unmoderated and moderated mediation models. In small samples, the t-distribution used by an OLS-regression procedure is more appropriate for deriving p-values for
regression coefficients (Hayes, 2016).

4. Results

4.1. Sample profile

The final data set had 160 valid responses. The sample size satisfied a post hoc sample size analysis based on fixed model linear regression with five predictors with power set at \((1-\beta > .99)\), alpha \((p < 0.001)\), and a medium effect size \((d > 0.5)\) (Faul et al., 2007). Participants \((N = 160)\) were approximately equally distributed between males and females with a mean age of 33.3 years. Most participants were single (44.4%) with some college credits (no degree) (47.5%), and most of the participants (31.3%) were employed in fast food restaurants full-time (71.3%). The profiles of participants are in Table 1.

<p>| Table 1 |</p>
<table>
<thead>
<tr>
<th>Profile of respondents ((N = 160))</th>
</tr>
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<tbody>
<tr>
<td><strong>Gender</strong></td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td><strong>Age</strong></td>
</tr>
<tr>
<td>18 - 20</td>
</tr>
<tr>
<td>21 - 30</td>
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<tr>
<td>31 - 40</td>
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<tr>
<td>41 - 50</td>
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<td>51 - 60</td>
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<tr>
<td>&gt; 60</td>
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<tr>
<td><strong>Marital Status</strong></td>
</tr>
<tr>
<td>Single</td>
</tr>
<tr>
<td>Married</td>
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<tr>
<td>Widowed</td>
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<tr>
<td>Divorced/ Separated</td>
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<tr>
<td><strong>Education</strong></td>
</tr>
<tr>
<td>Some high school</td>
</tr>
<tr>
<td>High school graduate</td>
</tr>
<tr>
<td>Some college credits</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
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<tr>
<td>Graduate degree</td>
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4.2. Descriptive results and reliability check

The construct means, standard deviations, Cronbach’s alpha, and inter-correlations for all constructs are in Table 2. Results showed four factors with Eigenvalues over 1, explaining 58.4% of the variance with good reliability scores (all greater than 0.7) (Nunnally, 1970).
### Table 2

Descriptive, bivariate correlations, factor structure, and reliability

<table>
<thead>
<tr>
<th>Constructs</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. OBSE</td>
<td>160</td>
<td>3.91</td>
<td>.83</td>
<td>-</td>
<td>.443***</td>
<td>.379***</td>
<td>-.306***</td>
<td>.858***</td>
</tr>
<tr>
<td>2. OgC</td>
<td>160</td>
<td>3.11</td>
<td>.71</td>
<td>-</td>
<td>.260**</td>
<td>-.362***</td>
<td>.413***</td>
<td></td>
</tr>
<tr>
<td>3. AS</td>
<td>160</td>
<td>3.96</td>
<td>.73</td>
<td>-</td>
<td>-</td>
<td>.006</td>
<td>.773***</td>
<td></td>
</tr>
<tr>
<td>4. ToI</td>
<td>160</td>
<td>3.15</td>
<td>1.20</td>
<td>-</td>
<td>-</td>
<td>-.238**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. OBSE X AS</td>
<td>160</td>
<td>15.70</td>
<td>4.88</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
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</tr>
</tbody>
</table>

*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).
4.3. Common methods bias

Correlational marker technique with common latent factor was used to investigate potential common method variance among with the study variables (Podsakoff et al., 2003). The Chi-square difference test compared constraint model with marker variable ($\chi^2[473] = 672.972$, $p < 0.0001$) with the unconstraint model ($\chi^2[333] = 517.415$, $p < 0.0001$), and the results indicated no significant differences between two models ($\Delta\chi^2[140] = 155.56$, $p = 0.174$).

Additional Harman’s single-factor test shown all study items in a fixed one-factor unrotated factor analysis explained a total variance of 27.4%. Therefore, both of the findings provided no indication of common method variance (Podsakoff et al., 2003).

4.4. Confirmatory factor analysis (CFA)

Before using the various scales for regression analyses, a confirmatory factor analysis was conducted using covariance matrix and maximum likelihood estimation to assess the discriminant validity of the substantive constructs measured in this study. Results of the proposed six-factor structure (Affective, continuous, and normative commitment, OBSE, achievement striving, and turnover intention) demonstrated good fit with the data ($\chi^2[477] = 753.61$, $\chi^2/df = 1.58$, GFI = .80, CFI = .91, PCFI = .82, and RMSEA = .06) (Hu and Bentler, 1999). The significance of the coefficients of the paths between the predictors and the dependent variables were then examined, and the path coefficient and error variance were fixed (Hair et al., 1998). Convergent and discriminant validity for all the constructs were also assessed using Composite Reliability (CR > 0.7), Average Variance Extracted (AVE > 0.45), Maximum Shared Variance (MSV < AVE), Average Shared Variance (ASV < AVE), and square root of AVE greater than inter-construct correlations (Hair et al., 2010; Malhotra and Dash, 2011). Taken together, the evidence supports the convergent and discriminant validity of the measurement model.
4.5. Mediation hypothesis test

According to Baron and Kenny (1986), four conditions are necessary to establish mediation: (a) the independent and mediating variables should be significantly related; (b) the independent and dependent variables should be significantly related; (c) the mediator and dependent variable should be significantly related; and (d) the relationship between the independent variable and dependent variable must be nonsignificant or weaker when the mediator is added. Results indicated that OBSE was a significant predictor of overall organizational commitment \((b = .38, SE = .06, p < .001)\), overall organizational commitment was a significant predictor of turnover intention, \((b = -.62, SE = .13, p < .001)\), and OBSE was a significant predictor of turnover intention, \((b = -.44, SE = .11, p < .001)\). Thus, result supported hypothesis 1, employee OBSE negatively predicts turnover intention. Thus, restaurant employees with high levels of OBSE engage in fewer withdrawal behaviors (quitting, absence, tardiness) than those with lower-levels of OBSE. These results support the basic needs outlined by Baron and Kenny (1986) for mediation hypothesis. OBSE was no longer a significant predictor of satisfaction after controlling for the mediator \((b = -.26, SE = .15, p = .09)\), so organizational commitment is considered as a full mediator. OBSE accounted for 15.7% of the variance in turnover intention using the mediator compared with only 9% of the variance without mediation. The conditional indirect effect was tested using a bootstrap estimation approach with 5,000 resamples (Shrout and Bolger, 2002). Results indicated the indirect coefficient was significant \((b = -.15, SE = .06, 95\% \, CI = -.334, -.066)\). Therefore, hypothesis 2 is supported. Turnover intention was associated with lower scores (by .33 points) as mediated by organizational commitment. The results on mediation testing are graphically displayed in Figure 1.
Fig. 1. Study model: Full organizational commitment mediation model with moderation
interactions of achievement striving and OBSE (N = 160)

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
that achievement striving has moderate the indirect effect of OBSE on turnover intention (through organization comment). Specifically, organizational commitment has mediated relationships when level of achievement striving is high but not when it is low.

### Table 3

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

<table>
<thead>
<tr>
<th>Predictor</th>
<th>b</th>
<th>SE</th>
<th>95% SE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mediator variable model (DV = OgC)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OBSE</td>
<td>.376***</td>
<td>.074</td>
<td>.231, .522</td>
</tr>
<tr>
<td><strong>Dependent variable model (DV = Turnover Intention)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OgC</td>
<td>-.562****</td>
<td>.141</td>
<td>-.842, -.283</td>
</tr>
<tr>
<td>OBSE</td>
<td>-.358**</td>
<td>.112</td>
<td>-.580, -.137</td>
</tr>
<tr>
<td>AS</td>
<td>.979</td>
<td>.139</td>
<td>-.139, .412</td>
</tr>
<tr>
<td>OBSE * AS</td>
<td>-2.53*</td>
<td>.147</td>
<td>-.662, -.081</td>
</tr>
</tbody>
</table>

**Conditional direct effect at different values of the moderator**

<table>
<thead>
<tr>
<th>Values of the moderator</th>
<th>b</th>
<th>Bootstrapped SE</th>
<th>95% BCa CI</th>
</tr>
</thead>
<tbody>
<tr>
<td>10th percentile</td>
<td>-.002</td>
<td>.199</td>
<td>-.394, .390</td>
</tr>
<tr>
<td>25th percentile</td>
<td>-.188</td>
<td>.143</td>
<td>-.471, .095</td>
</tr>
<tr>
<td>50th percentile</td>
<td>-.374**</td>
<td>.111</td>
<td>-.593, -.155</td>
</tr>
<tr>
<td>75th percentile</td>
<td>-.560***</td>
<td>.122</td>
<td>-.802, -.318</td>
</tr>
<tr>
<td>90th percentile</td>
<td>-.653***</td>
<td>.143</td>
<td>-.935, -.371</td>
</tr>
</tbody>
</table>

**Index of moderated mediation** = -.212*** .068 95% BCa CI = -.357, -.094

**Note:** OBSE = Organizational Based Self-esteem; OgC = Organizational commitment; AS = Achievement striving; BCa CI = adjusted bootstrap confidence intervals

***p < .001; **p < .01; and *p < .05.

To determine whether these conditional and indirect relationships were influenced by control variables, the analyses were repeated with age, gender, managerial position, and years in the industry as covariates (Becker et al., 1996). Although the indirect and conditional relationships were somewhat attenuated, these additional findings provided more support for significant unconditional indirect *(b = -.212; 95% BCa CI = -.357, -.094)* and conditional indirect associations *(b = −.56; 95% BCa CI = -.802, -.318).*
The study adopted Preacher et al.'s (2008) estimation of conditional indirect effects to examine an integrated moderated mediation model and test moderated mediation hypotheses. Our findings, using data from restaurant employees, contribute to existing knowledge in three ways. First, the results offered support for the hypothesis that organizational commitment mediated the relationship between OBSE and turnover intention. In conjunction with Meyer’s (2014) review, our study has broadened the current understanding of turnover intention by using the mediation model to show that organizational commitment mediates the effect of OBSE on turnover intention and that the relationship between employee OBSE and turnover intention becomes indirect when employees show psychological commitment to their employer.

Second, the results offered support for the hypothesis that achievement striving moderated the relationship between OBSE and turnover intention. This finding provides empirical evidence of Meyer and Maltin’s (2014) concern about the considerable inconsistency about the moderation effect in the relationship between employee well-being and turnover related behaviors. This study demonstrated that achievement striving, a specific personality construct relevant to a supportive situation, accounted for the impact of employee OBSE on turnover intention, specifically that the relationship is stronger when achievement striving is higher. As in the Trait Activation Theory (Tett and Burnett, 2003), our study results revealed operationalization of achievement striving and its systematic conditions to form situation affected behaviors.

Finally, the analyses of integrated moderated mediation demonstrate general support for the hypothesis that achievement striving traits moderate the indirect effect of OBSE on turnover intention (through organizational commitment), specifically that organizational commitment
mediates these relationships when situational trait relevance is high. Our results demonstrated the generalized effect of full commitment on employee OBSE. The results address the missing role of context in the Trait Activation Theory, especially between the operationalized organizational commitment condition and specific achievement striving traits.

In combination with the Trait Activation Theory, this study shows that high levels of achievement striving bolstered the relationships among OBSE, organizational commitment, and turnover intention through a link between achievement striving traits and individual OBSE. Therefore, we have extended the understanding that employees with strong achievement striving traits have a positive impact on OBSE and motivation level (e.g., Gardner and Pierce, 2016; Pierce and Gardner, 2004; Yang et al., 2016). Notably, achievement striving affects work behavior more strongly at the 50th, 75th, and 90th percentiles. Therefore, higher levels of achievement striving (> 50%) significantly improved evidence of mediation. Overall, our results provided more empirical evidence for future discussions of proximal motivation mediators (Hom et al., 2012) in organizational content.

5.1. Theoretical implications

Many studies have focused on turnover intention among hospitality employees (e.g., Tsui et al., 2013; Yang et al., 2016). Fewer studies have discussed how to promote OBSE with hospitality employee (Jung and Yoon, 2015; Karatepe, 2014; Suan and Nasurdin, 2014). The discussion about OBSE within the restaurant industry is rare. Especially, the proximal motivational mediators and conditional effects, moderated mediation or mediated moderation, remain ambiguous for the relationship among OBSE, employee personality, strength of condition, and turnover intention. In this study, we identified the full mediation effect of organizational commitment between employee work related self-esteem and turnover intention.
Moreover, our model narrowed down which facets of OBSE affected the mediation model and identified what achievement striving strength levels moderated the indirect effect in the mediation model. Study findings extend our understanding of how specific traits and job situation are related to one another in the Organizational Commitment Theory (Aziz et al., 2007; Lee et al., 2016; Lu et al., 2016). Employee well-being and turnover intention is affected by achievement striving personality traits, which are important conditional moderators of OBSE and turnover behavior.

5.2. Practical implications

Managers in the hospitality industry often must cope with employee tardiness, absenteeism, and turnover, all of which are highly disruptive and expensive for managers and the organization (Jaffee, 2016; Tracey and Hinkin, 2006). Employees suffering from low levels of OBSE often avoid participating out of a fear of failure, thus shirking their opportunities for success, and further eroding their sense of self-worth. Our research argues that high levels of achievement striving at work can motivate employees, boosting their OBSE when organizational conditions are favorable. Our results show that restaurant employees with high levels of OBSE engage in fewer withdrawal behaviors (quitting, absence, tardiness) than their low-level OBSE counterparts. Managers who provide employees with more guidance on expressing and adopting achievement striving traits may see some improvement in less desirable behaviors. Previous research has linked workplace self-esteem to workplace wellbeing (Brough et al., 2009; Danna and Griffin, 1999). Managers can provide employees with enriched work that are meaningful and challenging, provide praise when they have done well, and give constructive criticism if necessary. Meanwhile, organizations can reduce turnover intention and voluntary turnover by providing relevant training programs that can help employees develop knowledge and skills that
help them succeed at jobs, thus boosting their OBSE (Pierce and Gardner, 2004). Our results indicate that good organizations have employees with high OBSE, high organizational bonding, and high level of achievement striving. Practically, managers can help employees adopt an achievement striving mentality to achieve their work-related goals and satisfaction. These mentalities offer clear courses of action for organizations and managers to increase employee self-esteem. For example, managers can place a greater emphasis on employee attitude by showing stronger motivation towards the current goal, emphasizing the function of tasks within the larger organization, provide feedback of better workgroup cohesion, and more feelings of personal success. Encouraging and maintain high levels of self-esteem among employees ultimately help the organization reduce turnover intentions. An analogy could be maintaining a campfire by first adding shavings, then kindling, and then wood until the fire burns hot: managers help employees use habitual striving behavior by coaching them, starting small and gradually working toward higher work-based self-esteem level while achieving larger organizational goals.

5.3. Limitations and future research

This study has several limitations that must be acknowledged. First, the data were collected with small sample size using only English-language survey, which may not fully reflect the demographic and sociographic population of restaurant employees in the United States. Future research should include replication studies to verify and confirm our results using a larger sample size with a variety of minority groups. The online survey used self-reported data in a cross-sectional design, although we controlled for common method biases through statistics and procedure remedies, there could be potentially common latent variables present among all
restaurant employees. Our findings are specific only to restaurant operations. Generalization of the results to other occupations should be approached with caution. Future research could focus on cross-occupation comparisons to form more broadly useful models. 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. Although the literature suggests that achievement striving is a personality trait predominantly related with Type A behaviors (Feather and Volkmer, 1991), it is conceivable that other personality traits could potentially mediate between OBSE and turnover behavior. Shortcomings in recent meta-analysis and parsimonious taxonomy within the hospitality literature means our study is constrained by the constructs in the literature that limit the potential for generalizability. Finally, although authors adopted procedures to control common methods biases, given the cross-sectional nature of this study, study results should be interpreted with caution.

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