



Impact Of Motivation Enhancing Practices And Skills Enhancing Practices On Turnover Intentions With The Mediating Role Of Organizational Citizenship Behavior: A Study Of Health Sector In Pakistan

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ABSTRACT- This study is an attempt to examine and incorporate Motivation Enhancing Practices and Skills Enhancing Practices and its relationship with the Turnover Intentions. Moreover, there is a gap to link Motivation Enhancing Practices and Skills Enhancing Practices with the Organizational Citizenship Behaviour and its outcome. Based on Social Exchange Theory, two independent variables (Motivation Enhancing Practices, and Skills Enhancing Practices), one mediating variable (Organizational Citizenship Behaviour), and one dependent variable (Turnover Intentions) are examined in this study. The study was limited to government and private hospitals located in twin cities (Rawalpindi and Islamabad) of Pakistan. Both male and female nursing staff was considered as the population of the study. Nurses are the most important element for healthcare industry and retention of registered nurses is a key concern for health care professionals these days. This study applied SPSS to investigate the hypotheses and the sample size for this study is 370 registered nurses. Stratified random sampling technique is used to collect data. The study found that motivation enhancing practices and skills enhancing practices have significant negative association with turnover intentions. Moreover, it was found that organizational citizenship behaviour partially mediates between motivation enhancing practices and turnover intentions, skill enhancing practices and turnover intentions.

Keywords: Motivation Enhancing Practices, Skills Enhancing Practices, Organizational Citizenship Behaviour, Turnover Intentions.

I. INTRODUCTION

Healthcare sector provides goods and services for the treatments of patients by taking curative and preventive measures. The healthcare system is an organization of people to deliver health sector related services by using the resources to meet the needs of target population. Hospitals were the charitable institutions that are built for the health sector of poor people. According to International Council of Nursing (2010), the profession of nurses has an imbalance of supply and demand in most of the countries. The National Health Sector Retention and RN Staffing Report states that “the average turnover rate in 18.2% which is the highest recorded turnover in health sector for almost a decade.”

According to WHO, the health sector in Pakistan consists of the Private Sector and the Public Sector. The Private Sector of health consists of the number of the private clinics, hospitals, and the diagnostic laboratories which are contributing in the health service of Pakistan. It consists of diverse group of doctors, nurses and pharmacists. According to the Joint Learning Initiative Report (2004) and WHO Report (2006), Pakistan has been categorized in the shortage of human resources among the 57 countries. According to the Economic Survey of Pakistan (2017-2018), the Government of Pakistan is spending 1.12 percent of its GDP on health sector expenditures which shows they are really concerned about the people health. According to the statistics of Economic Survey of Pakistan (2017-18), the total number of registered nurses is 103,777 while in 2008 they were 62,651. The existing ratio of nurses and patients is 01:50 (approximately), PNC ratio is 01:10 in the general areas. According to the statistics of WHO (2006), there is a shortage of nurses around the world. According to the report of Pakistan Human Resource Health Vision (2018-2030), one of serious challenges faced by the country is critical shortage of health workers especially nurses. The facet of employee turnover causes a lot of distress to organizations due to the high cost related

with it. A number of previous researches recognized that motivation is not enough to reduce turnover intentions among employees whereas the main strategy used in today's age by organizations is to retain their employees is by providing monetary incentives and compensation.

Just like motivation, training acts a very important part in bringing about satisfaction and eventually resulting in lower turnover intention. It has become essential for organizations to carry out trainings and means that best fit their environment. Individuals who lack appropriate training can cause the organization more expenditure in the long run (Shah and Beh, 2017; Shah et al., 216). The HRM practices highlight the training needs which in turn create optimistic human behavior and therefore increases individual's performance due to low employee turnover intention.

The service industries in Pakistan need to facilitate employees with the opportunities of training due to rapid changes on these industries so that these employees are adept as per the forthcoming changes, from this it can be observed that training is essential for such firms to survive.

Nurses are the core of the health sector organizations. In this competitive environment, health sector is facing numerous problems of high turnover intentions among nurses. Shortage of nurses remains the challenge worldwide facing by the hospitals (Nosheen et al., 2020). According to World Health Organization, nurses' turnover is a global phenomenon (De Simone et al., 2018). According to The Global Shortage of Registered Nurses (2013), the high turnover of Nurses has become a global issue. Pakistan is suffering from high turnover in health sector (Ashar et al., 2013).

In Asian context, our research will contribute in health sector within twin cities (Rawalpindi and Islamabad) of Pakistan. The health sector falls in service sector. In Pakistan, the health sector is the most prominent sector so this research contributes in the literature by fulfilling the gap by observing the motivation and turnover intentions with the effect of any possible mediator, mentioned by Iftikhar et al., (2016). Theoretical contribution of this study is to investigate the dispersed scholastic work on motivation enhancing practices, skills enhancing practices, turnover intentions and organization citizenship behavior as a mediating variable into one framework.

Therefore, this study investigate direct relationship between Motivation Enhancing Practices and Skills Enhancing Practices on employee's turnover intentions. The study will also examine the Organizational Citizenship Behavior as mediator between Motivation Enhancing Practices and Skills Enhancing Practices on employee's turnover intentions.

II. LITERATURE REVIEW

2.1 Motivation Enhancing Practices

Motivation allows an individual to act in a way to achieve an organization's objectives. Motivation leads to increase in employee performance and productivity (Shah and Beh, 2016). According to Ryan and Deci (2000), motivated employees are more self-driven in comparison to the less motivated employees, thus, they show more commitment towards their jobs (Guay et. al, 2000). Motivation enhancing practices facilitates in directing the efforts of employee to achieve goals and objectives of an organization (Shah and Beh, 2016; Shah et al., 2016; Shah et al., 2017). According to James L. Perry (2000), there is a need of more research on motivation for further clarification of concepts of employees in the workplace. Kaye, & Sutton, (1985) identified the factors of motivation i.e. wages, salary, insurance and retirement plans, which are the most successful factors to retain employees. He investigated these benefits for employees to reduce turnover for service sector. Motivation enhancing practices contributes to bring creativity, and also motivate employees behavior to perform well during the job (Gardener et al., 2011; Shah and Beh, 2016) concept of these practices includes: Employee Recognition, Salary and Perks, Performance Feedback, Opportunities for Advancement and Development, Job Security and Workload Practices which enhances the motivation. Degree of Job security is to provide secure and stable employment to employees in workplace (Herzberg, 1968). As long as employees' feels appreciated from their supervisors and their work is being valued, they feel motivated and try to perform better in their work environment (Roberts, 2005). According to Jayaweera (2015), management should take some measures to promote motivation enhancing practices among their workers. According to Danish, R. Q., & Usman, A. (2010), most significant factor which affects the motivation of employees are payment, promotion, working condition, rewards and recognition it have a positive impact in motivation that reduce turnover intentions by increasing the performance. All these motivation enhancing practices help employees to perform better during their work which also helps in increasing productivity of an organization. All these motivation enhancing practices are devised for decreasing turnover intentions.

H1: Motivation enhancing practices have a significantly negative relationship with the turnover intentions

2.2 Skills Enhancing Practices

Numerous hypothetical and observational investigations have upheld the view that human capital is basic authoritative resource for any organization since it offers the most crucial component of achieving a competitive advantage (Barney, 1991). The present aggressive conditions of competitors drive companies to excel in order to retain their market position and competitive advantage however the general population who are instrumental in empowering their organizations to accomplish their objectives are as yet being ignored (Kanter, 2006).

Workforce training in all organizations has become the core of modern management (Purcell and Hutchinson, 2007). Therefore alongside with Human resource activities such as selection, recruitment and remuneration, organizational skill enhancing practices is turning into an integral component of HR management activities. Tanova and Nadiri (2005) states that training is a standout amongst the most essential elements for making the organization strategy hence for achieving fruitful future of HR and organizational planning, training is of utmost importance. Skills enhancing practices or commonly known as training has for long been renowned and has therefore has caught the attention of many research scholars (Claydon, 2004). Due to extensive research varying definitions for training have evolved. Training has been defined by Forgacs (2009) as means of conveying skills and enhancing the performance of the workforce through designed and well planned activities. Training is also described by Armstrong (1977) as the transmission of knowledge and skills to those who are of short of awareness and change in behavior over time through experience. According to Jun et al., (2006), skills enhancing practices tend to increase the skills and knowledge needed for valuable progress hence through training practices an organizations workforce can experience a sense of self assurance and reflect positive feelings towards their organizations.

Many researchers define skills enhancing practices as training, selection and choice testing that influence the sort and level of the information, aptitudes, and capacities of the organizations workers either by carrying aptitudes into organization, or building up abilities of current representatives (Bailey and Weal, 1993; Delery, 1998; Batt et al., 2002; Shah and Beh, 2017; Shah et al., 2021).

H2: Skills enhancing practices have a significantly negative relationship with the turnover intentions.

2.3 Turnover Intentions

In this competitive world, it is very important to maintain best employees in their organization as it is critical for organizations to maintain them because of strong global competition (Chandrashekhara, 2006). Turnover intention is a tendency to quit or leave an organization voluntarily and involuntarily or move from one company to another.

It focuses on employees firing who shows lower performance during their jobs (Price, 1989). According to Abbasi and Hollman, (2000), employee turnover is costly and it is harmful for any organization. Organization bears costs in the form of hiring new employees, selection and training. Every organization is facing with indirect costs, direct costs and replacement costs while switching into other organization. According to Tett and Mayer (1993), turnover intention the idea of leaving a job and searching for another job. According to Peterson (2004), Shah et al., 2018; Khan et al., 2014; Ton and Huckman (2008), Khan et al., 2020; Shah and Beh, (2017), and Nosheen et al., (2020), Shah and Beh, (2016), employee's turnover is the main interest of the managers, practitioners, academicians and professionals due to its damaging effect on the organizations.

2.4 Organizational Citizenship Behavior

Dennis Organ (1988) has been regarded as the father of OCB. Barnard (1938) and Katz (1964) were the researchers who stressed on the role of "extra role behaviors" when mentioning the fact that when employees try to contribute more efforts in achievement of organizational objectives, they display extra role behaviors. In the earlier times, Katz (1964) recognized the role of OCB in terms of effectiveness in the organizations. In the coming times, Organ (1988) recognized their work and developed the multi-dimensional construct of OCB. Organ explained this in terms of the behavior that employees of an organization exhibit towards their organization or towards the other employees in a way that is formal and not directly stated in their job descriptions. It is the behavior not known by the organization in terms of any reward but contributes in the efficiency of an organization.

According to Williams and Anderson (1991), OCB was further classified into two types. One is OCB-Organization (OCB-O) in which employees focus their behavior towards the organization including civic virtue, sportsmanship, and conscientiousness. The other is OCB-Individual (OCB-I) in which employee

focuses their behavior towards individuals and employees which includes the dimensions of courtesy and altruism. OCB-O includes behaviors benefits the organization and OCB-I includes behaviors benefits individuals and indirectly contribute towards organization. OCB is defined as a voluntary helping behavior that is discretionary and promotes effective functioning without expecting any direct recognition and rewards from the organizations (Shah et al., 2021). Nursing is a profession that interacts with patients and it requires good communication and team work. In this perspective, OCB is a behavior towards helping and sharing information, responsibility and motivation within the organization. . According to Ashfaq and Saifud (2016), the nurses, who do not show this kind of behaviors, are inclined towards negative behavior which results in conflicts causing dissatisfaction eventually cause intentions to quit their jobs. In the health sector, nursing professionals should show high OCB in order to ensure quality and efficient services. Their performance and motivation reduces turnover intentions. Muhammad et al. (2011) suggested in context of Social Exchange Theory to improve employees OCB and Employees feel motivated, satisfied and work efficiently.

H3: OCB mediates the relationship between motivation enhancing practices and turnover intentions.

H4: OCB mediates the relationship between skills enhancing practices and turnover intentions.

2.5 Theoretical Foundation

The famous organizational behavior theory, known as the Social Exchange Theory, was proposed by Blau (1964) but Homans (1958) basically laid the foundation of this theory and mentioned that to study the individual's behavior, there has to be considered certain economic factors. Crapanzano and Mitchell (2005) had emphasized that social exchange relationship has been considered as one of the important building blocks of developing better and stronger relationships between people working in groups or interacting in a social environment.

2.6 Theoretical Framework

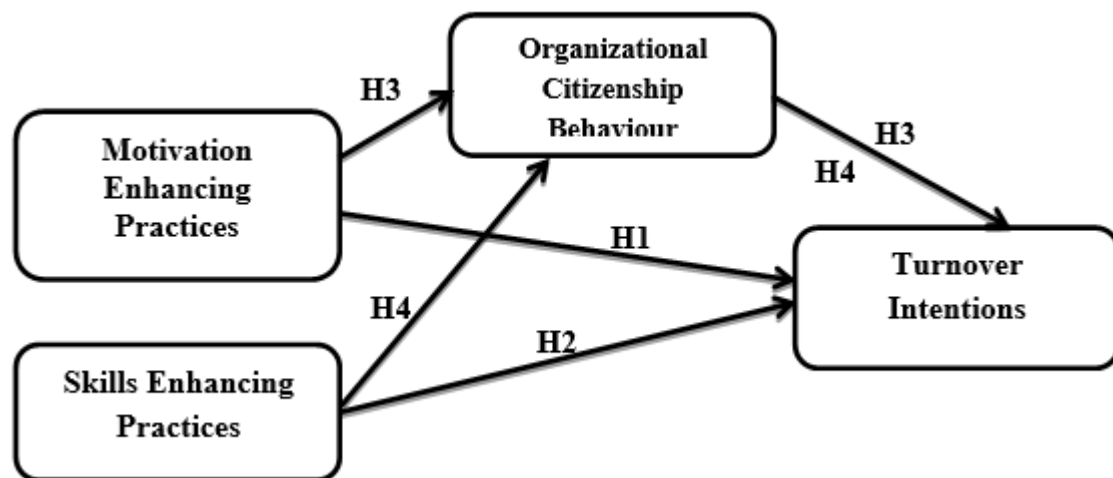


Figure 1: Theoretical framework

Explanation of framework

This study uses a quantitative approach to measure relationship between motivation enhancing practices and skills enhancing practices on employee turnover intentions with the mediating role of organizational citizenship behavior

III. METHODOLOGY

The population is Registered Nurses working in the Government and Private hospitals of twin cities (Rawalpindi and Islamabad) of Pakistan. Pakistan National Council (PNC) is the regulatory body who registered nurses. The total number of approved hospitals in twin cities (Rawalpindi and Islamabad) of Pakistan is 30, out of which 19 are Government hospitals whereas 11 are Private hospitals. estimated total population of registered nurses working in hospitals at twin cities are 6,772. From them, 4693 registered nurses work in Government hospitals of twin cities i.e. 69% of 6772 while 2079 registered nurses work in private hospitals of twin cities i.e. 31% of 6772. Sample size has been selected according to the Krejcie and

Morgan (1970) table. Population of this study is 6772 and it falls in the slab of 364 sample size. This study considered 370 registered nurses as a sample size because this study considered total nurses working in twin cities (Rawalpindi and Islamabad) of Pakistan. Unit of analysis for this study is nurses including staff as well as head nurses both male and female.

3.1 Data Collection Instrument

Motivation Enhancing Practices (MEP) consists of thirty five (35) items and adopted from Tremblay et al. (1997), Gardner et al, (2011), Lawrence & Jordan (2009), Spector & Jex, (1998), Akhtar, et.al, (2008), Isaksson, Hellgren, & Pettersson, (1998).

Skills Enhancing Practices (SEP) consists of twenty three (23) items and adopted from Caplan et al., (1980), House's (1998), Akhtar et al., (2008), Gardner et al., (2011), (Kuvaas, 2008), Wick and Leon (1993), Tremblay et al. (1997),.

Organizational Citizenship Behavior (OCB) is measured with the help of fourteen (14) items and adopted from And OCB was measured with eight items scale adapted from Saks (2006) this scale was originally developed by Lee and Allen (2002) which was also used by William and Anderson (1991).

The measurement of turnover intentions is performed through scale consisting of four items adopted from Farh et al., (1998). All the variables were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

IV. DATA ANALYSIS

For the overall scale, the Cronbach Alpha was used to ensure the reliability. Following are the reliability test results. Which is above the nech mark and ensure the overall scale reliability (Hair et al., 2009) and shows the internal consistency at higher level.

Table 1: Reliability Statistics of Motivation Enhancing Practices

Variable's Name	No. of Items	Cronbach's Alpha
Motivation Enhancing Practices	35	0.870
Skills Enhancing Practices	23	0.880
Organizational Citizenship Behavior	14	0.812
Turnover Intentions	4	0.704

In this study, numerous statistical tools were used e.g. mean, variance, standard deviation, minimum, maximum, range etc. All these descriptive are mentioned in Table 4.3. For gender, hospital, education, experience and age, the range values are 1.00, 1.00, 2.00, 2.00 and 3.00 respectively. For MEP, SEP, OCB, and TI, the range values are 2.74, 2.83, 1.93, and 3.50 respectively.

For gender, hospital, education, experience and age, the minimum values are 1.00, 1.00, 1.00, 1.00 and 1.00 respectively and maximum values are 2.00, 2.00, 3.00, 4.00 and 4.00 respectively. For MEP, SEP, OCB and TI, the minimum values are 1.69, 1.78, 2.07, and 1.00 respectively and the maximum values are 4.43, 4.61, 4.00, and 4.50 respectively.

For gender, hospital, education, experience and age, the Mean values are 1.132, 1.478, 1.246, 1.568, and 1.197 respectively. As regard to MEP, SEP, OCB and TI, the Mean values are 3.616, 3.570, 3.341, and 2.415 respectively.

For gender, hospital, education, experience and age, the values of Standard Deviation are 0.339, 0.500, 0.557, 0.773 and 0.495 respectively. For MEP, SEP, OCB, and TI, the values of Standard Deviation are 0.801, 0.797, 0.563, and 0.966 respectively.

For gender, hospital, education, experience, and age, the Variance values are 0.115, 0.250, 0.311, 0.598, and 0.246 respectively. The value of Variance for MEP is 0.642, SEP is 0.635, OCB is 0.317, and TI is 0.934.

4.1 Skewness and Kurtosis

Acceptable range for the Skewness and the Kurtosis is between -2 to +2. The Skewness and the Kurtosis are mentioned in Table 4.4. The Skewness for MEP is -1.418, SEP is -0.990, OCB is

-1.358, and TI is 0.878 which all are in acceptable range. Kurtosis for MEP is 0.378, SEP is -0.120, OCB is 0.636 and TI is -0.321, which are also in acceptable range.

Table 2: Descriptive Statistics

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
MEPT	370	-1.418	.127	.378	.253
SEPT	370	-.990	.127	-.120	.253
OCBT	370	-1.358	.127	.636	.253
TIT	370	.878	.127	-.321	.253
Valid N (list wise)	370				

4.2 Correlation

Table 4.5.1 shows the correlation among all the variables. MEP has moderate, negative and significant association with the TI intentions as $r = -0.358$ (Ratner, 2009), $p = 0.000$ (Sellke et al., 2001). SEP has moderate, negative and significant correlation with the TI as $r = -0.343$ (Ratner, 2009) and $p = 0.000$ (Sellke et al., 2001) which has consistency with previous findings. As mediator, OCB is investigated with other variables. It is revealed that OCB has weak, negative and significant association with TI as $r = -0.297$ (Ratner, 2009), $p = 0.000$ (Sellke et al., 2001). Upon examining OCB with MEP, a strong, positive and significant relationship is found among them as $r = 0.795$ (Ratner, 2009), $p = 0.000$ (Sellke et al., 2001). SEP has strong, positive and significant relationship with OCB as $r = 0.815$ (Ratner, 2009), $p = 0.000$ (Sellke et al., 2001). From the correlations among all variables, it is confirmed that all variables are significantly associated with each other.

Table 3: Correlations

		MEPT	SEPT	OCBT	TIT
MEPT	Pearson Correlation	1	.831**	.795**	-.358**
	Sig. (2-tailed)		.000	.000	.000
	N	370	370	370	370
SEPT	Pearson Correlation	.831**	1	.815**	-.343**
	Sig. (2-tailed)	.000		.000	.000
	N	370	370	370	370
OCBT	Pearson Correlation	.795**	.815**	1	-.297**
	Sig. (2-tailed)	.000	.000		.000
	N	370	370	370	370
TIT	Pearson Correlation	-.358**	-.343**	-.297**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	370	370	370	370

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

4.3 Regression

Findings of the model summary, mentioned in Table 4.6.1, presented value of R square = 0.168 in model 1 which indicated 16.8% variance in TI is explained by MEP. In model 2, an increase in the value of R square=0.291 is observed. It indicated that 29.1% variance in TI in explained by MEP when OCB involved as a mediator.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358 ^a	.168	.126	.90372
2	.362 ^b	.291	.126	.90354

- a. Predictors: (Constant), MEPT
- b. Predictors: (Constant), MEPT, OCBT

ANOVA table indicated an association between MEP and TI as table 4.6.2. In model 1 there is a significant relationship between PEM and TI as $p=0.000$. Model 2 indicated a significant relationship between MEP and TI after mediation of OCB as it indicated $p=0.000$.

Table 5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.142	1	44.142	54.049	.000 ^b
	Residual	300.551	368	.817		
	Total	344.693	369			
2	Regression	45.080	2	22.540	27.609	.000 ^c
	Residual	299.613	367	.816		
	Total	344.693	369			

- a. Dependent Variable: TIT
- b. Predictors: (Constant), MEPT
- c. Predictors: (Constant), MEPT, OCBT

Table 4.6.3 indicated standardized coefficients and significance level. The Coefficient Table indicated that there is moderate, significant negative relationship between PEM and TI as $\beta = -0.358$, $p=0.000$ in model 1, thus, Hypothesis 1 is accepted. In model 2, it is found that OCB acted as a partial mediator between MEP and TI. Direct relationship between MEP and TI is weak, significant and negative i.e. $\beta = -0.263$, $p=0.000$. It indicated that OCB influenced TI indirectly, weakly, negatively and significantly i.e. $\beta = -0.117$, $p=0.000$. Result indicated that value of β coefficient reduced from -0.358 to -0.263. According to Baron and Kenny (1986), it is partial mediation. So findings indicated that MEP has significant and negative association with TI. Furthermore, association between MEP and TI is significant when OCB acted as a partial mediator, thus, Hypothesis 2 is accepted.

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.976	.218		18.279	.000
	MEPT	-.432	.059	-.358		
2	(Constant)	3.762	.295		12.734	.000
	MEPT	-.558	.132	-.263		
	OCBT	.201	.188	-.117		

- a. Dependent Variable: TIT

According to the findings of table 4.6.4, model 1 indicated the value of R square= 0.317 which indicated 31.7% variance in TI is explained by SEP. Model 2 indicated an increase in R square value= 0.499 which indicated 49.9% variance in TI is explained by SEP in the presence of OCB as a mediator.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.343 ^a	.317	.115	.90925
2	.345 ^b	.499	.114	.90966

- a. Predictors: (Constant), SEPT
- b. Predictors: (Constant), SEPT, OCBT

ANOVA Table at 4.6.5 indicated a relationship between SEP and TI. SEP and TI has significant association with each other in model 1 as $p=0.000$. Model 2 displayed a significant association between SEP and TI when OCB acted as a mediator as it indicated $p=0.000$.

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.457	1	40.457	48.936	.000 ^b
	Residual	304.236	368	.827		
	Total	344.693	369			
2	Regression	41.008	2	20.504	24.779	.000 ^c
	Residual	303.686	367	.827		
	Total	344.693	369			

a. Dependent Variable: TIT

b. Predictors: (Constant), SEPT

c. Predictors: (Constant), SEPT, OCBT

Coefficient Table at 4.6.6 indicated a moderate, significant and negative association between SEP and TI because $\beta = -0.543$, $p = 0.000$ in model 1, thus, Hypothesis 3 is accepted. In model 2, it is found that SEP and TI are mediated by OCB. Direct relationship between SEP and TI is moderate, significant and negative after mediation $\beta = -0.433$, $p = 0.000$. OCB impacted TI indirectly, weakly, significantly and negatively $\beta = -0.199$, $p = 0.000$. Results indicated that value of β coefficient reduced from -0.543 to -0.433. According to Baron and Kenny (1986), it is partial mediation because the direct association between SEP and TI is significant and indirect association still remain significant between OCB and TI. Results of this study indicated a significant, direct and negative association between SEP and TI. Furthermore, relationship between SEP and TI is still significant in the presence of OCB as a partial mediator, thus, Hypothesis 4 is accepted.

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.898	.217		17.947	.000
	SEPT	-.415	.059	-.543	-6.995	.000
2	(Constant)	3.722	.306		12.163	.000
	SEPT	-.525	.147	-.433	-3.571	.000
	OCBT	.170	.208	-.199	.816	.000

a. Dependent Variable: TIT

V. CONCLUSIONS AND DISCUSSION

The aim of this study was to investigate direct and indirect relationship between MEP and SEP with TI in the presence of OCB as a mediating variable among registered nurses in health sector of twin cities (Rawalpindi and Islamabad) of Pakistan. The present study fills the research gap and it is the expansion of previous studies where framework of this study is formed through the extensive literature review of different studies.

In literature review, there are different reasons of high turnover intentions including demographic factors, job satisfaction and wages (Kankaanranta & Rissanen, 2008). The HR practitioners and the top management should focus on MEP, the SEP to reduce the TI among the registered nurses. Review of literature indicated that increase in MEP leads to decrease in the turnover intentions (Ayub irfan, 2008; Shah et al., 2013; Shah et al., 2021; Shah et al., 2020). According to them, the TI increases due to lack of MEP. Literature also supported the association between SEP and TI (Jun et al, 2006). According to them, the TI increases due to lack of SEP.

Regression analysis indicated 16.8% variance in TI is explained by MEP while $\beta = -.358$ and $p = 0.000$ described that MEP significantly, moderately, and negatively predicted TI. Results also supported acceptance of Hypothesis 1. It revealed moderate, significant and negative relationship between the MEP and the TI. Coefficient value -0.358 indicated that change of one unit in MEP lead to 0.358 unit change in TI. In the light of findings of this study, MEP is one of the most important variables which predict TI among the most of registered nurses. Literature also showed relation among these variables in other different industries (McElligott et al., 2009; Spector et al, 1999).

Regression analysis indicated 29.1% variance in TI is explained by MEP when OCB mediated relationship. This indicated an increase in value of R square from 16.8% to 29.1% when OCB acted role as mediator. $\beta = -.263$ and $p = 0.000$ indicated that direct, weak, significant and negative association between MEP and TI. While $\beta = -.117$ and $p = 0.000$ reflected that the OCB has indirect, weak, significant and negative impact on TI. The result reflected reduction in the value of β from $-.263$ to $-.117$. The result further indicated that direct effect between MEP and TI is weak, negative, and significant whereas indirect effect between OCB and TI is still remained weak, negative, and significant, which is partial mediation. As per Baron and Kenny (1986) approach it is partial mediation. The result also indicated that OCB played mediating role between MEP and TI. Thus, the findings of this study confirmed Hypothesis 3. The earlier studies of Williams and Anderson (1991) and Daly, Owyahosseini and Alloughani (2014) also provided support for these findings.

Regression analysis, indicated 31.7% variance in TI, is described by the SEP and $\beta = -.543$, $p = 0.000$ indicated that the SEP has significantly, moderately, and negatively impacted the TI. The results of this study have confirmed acceptance of the Hypothesis 2. It indicated significant, strong, and negative association between the SEP and the TI. Coefficient value $-.543$ indicated that change of one unit in the SEP bring 0.543 unit change in the TI. On the basis of results, the SEP is very important variable of this study which predicts TI among the nurses of health sector. It also indicated that increase in the SEP has decreased the TI. Results of the current study are also consistent with earlier studies of Jun et al. (2006), Chuang et al., (2013) and Subramony (2009).

Regression analysis indicated that 49.9% variance in TI is described by the SEP in the mediating role of OCB. It indicated that value of R square increased from 31.7% to 49.9% when OCB acted its mediating role. $\beta = -.433$, $p = 0.000$ indicated significant, moderate, direct, and negative association among SEP and TI. $\beta = -.199$, $p = 0.000$ displayed has OCB has an indirect, significant, moderate, and negative relationship with TI. The result indicated that value of β is reduced from $-.543$ to $-.433$. The result also indicated that the direct effect among the SEP and the TI is moderate, significant and negative and indirect effect among the OCB and the TI is weak, negative, and significant, thus, it is partial mediation. The approach of Baron and Kenny (1986) states that "it is partial mediation when direct association between the independent and the dependent variable is significant, and indirect effect between the mediating variable and the dependent variable still continue significant". The results described that the OCB acted as partial mediator among the SEP and the TI. Thus, the findings of this study confirmed the Hypothesis 4. The results of this study are also supported by the earlier studies (Bailey, & Weal, 1993; Batt, 2002).

In the light of results, it is evident that MEP has a significant and negative association with the TI. SEP has also significant and negative influence on TI. The results further concluded that the OCB partially mediated relationship between the MEP and TI, and SEP and TI. Thus, all the hypotheses of this study are approved. The top management and the HR practitioners should focus on the MEP and the SEP among registered nurses in health sector of twin cities (Rawalpindi and Islamabad) of Pakistan so that they will show more OCB and their turnover intentions will be reduced.

5.1 Implications of the study

5.1.1 Theoretical Implications

Through extensive review of relevant literature, the framework of current study is developed. The literature suggests that MEP and SEP are directly and indirectly association with the TI with the mediating role of OCB. The current study also confirmed that all the variables of this study are directly or indirectly associated with each other. The study suggested that the MEP and the SEP are significantly and negatively influencing TI among the nurses of healthcare sector working in twin cities (Rawalpindi and Islamabad). OCB partially mediated relationship between MEP and TI, SEP and TI. In this study, social exchange theory was taken as a foundation for this study. This study also confirmed and extended social exchange theory and also suggested that through MEP, the TI among nurses will be reduced. In the same way, nurses with SEP will prefer to stay at the job rather to quit that job. This study confirmed that MEP and SEP increase OCB and OCB decreases nurses' turnover intentions. Current study reported and combined all variables in one framework. This study is a great contribution to existing body of knowledge and literature.

5.1.2 Practical Implications

The health sector play vital role in the society. With the passage of time, people need sufficient health and medical facilities. Due to continuous turnover of nurses, the health sector is facing difficulties to retain the

professionally qualified and competent nurses. The current study is very useful for health sector as well as for all the practitioners working in health sector of Pakistan.

The top management and the HR practitioners should focus on the importance of retention of nurses in health sector of Pakistan. The findings of current study are also beneficial for them to reduce the turnover intentions among nurses. They should acknowledge the importance of MEP and SEP in organizations. These variables have not only direct but also indirect impact on TI through OCB. In order to ensure the retention of nurses, the top management and the HR practitioners should ensure MEP among nurses as increase in MEP decreases TI in nurses. Likewise, the top management and the HR practitioners should also give due focus to SEP among the registered nurses because SEP predicts nurses' TI. The increased level of SEP also decreases TI in nurses. The top management should incorporate MEP and SEP practices and practices to control nurses' TI through OCB among the registered nurses in health sector of twin cities (Rawalpindi and Islamabad) of Pakistan.

5.1.3 Limitations of the Study

This study also has some limitations but these limitations can come up as a unique way for future research. For the current study, only registered nurses of health sector are taken as population. Findings of this study can not be implemented on other parts of health sector e.g. doctors, administration etc. As health sector is taken as population in present study so findings of this study cannot be implemented on other industries. Moreover, the sample size does not represent the overall population of Pakistan. Due to shortage of time and resources, cross sectional study design is used to collect data. This study used questionnaire method for data collection.

5.1.4 Future Recommendations

On the basis of findings of this study, there are few proposed key recommendations for future studies by the researchers. One of the recommendation is that other employees working in health sector may be taken as population in order to investigate TI with the same research framework e.g. laboratory staff, technicians, midwives, and doctors etc. It is also recommended that with the same research framework, future studies may be conducted in the different sectors e.g. tourism, banking and insurance, education, hoteling, and manufacturing sectors. The researchers in future studies should take a larger sample size among the target population. The study also suggested for future study that data should be collected from all the cities of Pakistan for more solid results. The current study is also recommended for replication in other cities of Pakistan as well as in other countries having distinct demographic characteristics and distinct geographic regions.

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