

**IMPACT OF MOTIVATION ENHANCING PRACTICES
AND SKILLS ENHANCING PRACTICES ON TURNOVER
INTENSIONS WITH THE MEDIATING ROLE OF
ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY
OF HEALTH SECTOR IN TWIN CITIES (ISLAMABAD AND
RAWALPINDI) OF PAKISTAN**



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**A thesis submitted in fulfillment of the
requirements for the award of the degree of
Master of Philosophy (Management Sciences)**

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DEDICATION

To my Respected Father (Mr. Bahadar Shah),
and
Beloved Mother (Mrs. Sherin Bahadar, Late)
(May Her Soul Rest in Peace)

For all their love and support to put me through the best education possible, I appreciate their sacrifices and I would have not been to get to this stage without them. I love and respect them more than I can ever express. In short, they are my entire universe.

TABLE OF CONTENTS

ABSTRACT.....	xi
CHAPTER 1: INTRODUCTION.....	1
1.1 Background to Research Study	1
1.2 Problem Statement	4
1.3 Research Objectives	6
1.4 Research Questions	6
1.5 Research Gap.....	7
1.6 Scope of the Study.....	8
1.7 Contribution of the Study.....	8
1.8 Limitation of the Study	9
CHAPTER 2: LITERATURE REVIEW.....	10
2.1 Definitions of Terms and Concepts.....	10
2.1.1 Motivation Enhancing Practices	10
2.1.2 Skills Enhancing Practices	13
2.1.3 Turnover Intentions	14
2.1.4 Organizational Citizenship Behavior:.....	15
2.2 Summary of the Hypothesis	17
2.3 Theory (Social Exchange Theory)	18
2.4 Theoretical Framework.....	19
CHAPTER 3: RESEARCH METHODOLOGY	21
3.1 Research Design.....	21
3.2 Measures.....	21
3.3 Data Analysis	22
3.4 Population.....	22
3.5 Sampling.....	23
3.6 Unit of Analysis	23
3.7 Data Collection.....	23

CHAPTER 4: DATA ANALYSIS	24
4.1 Reliability Analysis	24
4.1.1 Motivation Enhancing Practices	24
4.1.2 Skills Enhancing Practices.....	25
4.1.3 Organizationla Citizenship Behavior	25
4.1.4 Turnover Intentions.....	26
4.2 Frequency Tables	26
4.2.1 Gender.....	26
4.2.2 Categories of Hospitals	26
4.2.3 Education Level	27
4.2.4 Experience.....	27
4.2.5 Age.....	28
4.3 Districptive Statistics.....	28
4.4 Skewness and Kurtosis.....	29
4.5 Correlation.....	30
4.6 Regression	31
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS	34
5.1 Discussion and Findings.....	34
5.2 Conclusions of the Study.....	36
5.3 Limitations of the Study	37
5.4 Future Recommendations.....	37
5.5 Implications for Practice	38
5.5.1 Theoratical Implications	38
5.5.2 Practical Implications.....	38
REFERENCES.....	40
Appendix-I (List of PMC Approved Hospitals for Practice).....	59
Appendix-II (QUESTIONNAIRE).....	60
Appendix-III (Turnitin Originality Report).....	65

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. The first objective of this study is to investigate the impact of Motivation Enhancing Practices on Turnover Intentions. The second objective of the study is to investigate the impact of Skills Enhancing Practices on Turnover Intentions. The third objective of the study is to analyse the mediating role of Organizational Citizenship Behaviour between Motivation Enhancing Practices and Turnover Intentions. The fourth objective of the study is to analyse the mediating role of Organizational Citizenship Behaviour between Skills Enhancing Practices and Turnover Intentions.

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 (Statistical Package for Social Sciences) technique to investigate the direct relationship of Motivation Enhancing Practices and Skills Enhancing Practices and indirect impact through Organizational Citizenship Behaviour on Turnover Intentions. 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.

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