EFFECT OF FAMILY-FRIENDLY PRACTICES ON EMPLOYEES' INTENTION TO QUIT: THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Turnover intention has become one of the most serious issues in organizations around the world. Hence, most organizations encourage family-friendly practices (FFPs) to retain employees and to reduce high turnover risk. A plethora of research has confirmed FFPs as a fruitful predictor of turnover intention. However, what is not yet known is whether FFPs directly influence turnover intention or indirectly through organizational citizenship behavior (OCB). To fill the gap, the present study examined the effect of FFPs on employees' intention to quit. On top of that, the mediating role of OCB in the purported link was also examined. Data were collected from 338 health sector employees using a structured questionnaire. The results of the

structural equation modeling using AMOS indicated a significant negative relationship between FFPs and employees' intention to quit. Moreover, OCB negatively influences employees' intention to quit and partially mediates the path between family-friendly practices and intention to quit. Based on theoretical and empirical evidence, this study advances existing knowledge and further understanding of organizational work practices. This study recommends that organizations should encourage FFPs to mitigate turnover rate among employees.

Keywords: Family-friendly practices, organizational citizenship behavior, intention to quit, health sector.

INTRODUCTION

In today's era, human capital is considered the sole irreplaceable asset for organizations (Liao et al., 2009). Dias et al. (2018) and Fatoni et al. (2018) elaborated on the importance of employees in organizations and stated that those having positive behavioral intentions bring positive change in their organizations. They are among the most significant resources in the 5Ms of management which include: human capital, money, machinery, materials, and methods (Chawla & Tripathi, 2015). All of these Ms are the factors of production for firms. However, due to its control over other resources, human capital is the most significant for an organization. It plays an essential role in nurturing and facilitating organizations in efficient and effective utilization of other resources (Ali & Ahmed, 2009). This attribute makes human capital the most important factor of production. This efficiency is enhanced through innovative utilization of other resources, where the stock of individual tacit knowledge is of paramount importance for organizations (Seidler-de Alwis & Hartmann, 2008).When an employee leaves the organization, it signals an alarming situation to the organization to develop a strong management system to retain the knowledge possessed by its employees, particularly those employees who have intention to leave the organization.

Employees' turnover intention is considered one of the major issues faced by organizations (Burris et al., 2008), because of the lack of knowledge to accommodate the employees so that they can stay on at

the workplace. To lessen employee turnover intentions, organizations are enthusiastically involved in providing their employees with employee-friendly work environments to foster their productivity and commitment. These working arrangements are perceived by the employees as family supportive practices (Campaniço Cavaleiro et al., 2019). Generally, these arrangements are enforced through effective job designs, which involves flexibility in timing, working hours, working days and leave of absence (Chen et al., 2018). These arrangements are coupled with other family support practices, which include the provision of family- related facilities at the workplace, such as day-care nurseries for single parents, children educational support programs and compensatory leave to support their dependents (Garg & Rani, 2014). Other kinds of FFPs include for instance, parental leave practices that include providing health care facilities to employees' parents, short leave, and unpaid leave to help employees in fulfilling their family responsibilities (Goñi-Legaz & Ollo-López, 2016). Organizations which provide health facilities and other financial support programs to employees for their parents are found to have a positive influence on employee productivity (Kopp, 2013). These practices and facilities have turned out to be beneficial for organizations as the productivity of employees and the organizations' competitive capacity are expanded (Kanten et al., 2015).

Pakistan has faced several issues in its health sector such as scarcity of nursing staff, dissatisfied staff and an increase in their propensity to leave (Khowaja et al., 2019; Khalid & Nawab, 2018). A study incorporating issues in the health sector of Pakistan identified nurses' high intention to leave their workplace (Khalid & Nawab, 2018). The health sector has been facing disruptions due to its management practices, which should be aligned to benefit its employees, to increase employment opportunities and to retain its present employees (Malik & Nicholson, 2020). A study targeting nurses of the health sector in Pakistan found that the nurses expected a work-friendly environment at their workplace (Safdar et al., 2020). The Pakistan Bureau of Statistics (2019) also identified some reasons behind employees' intention to quit which included: flexible work environment, dependents' care facilities, time and place flexibility which showed the need for FFPs as a remedial measure to retain the workforce in the long-run (Pakistan Bureau of Statistics, 2019). These practices have lessened work-family conflicts, thus enabling employees to work for the benefit of the organization (Malik et al., 2020).

In a recent survey of the Pakistan service sector including the health sector, around 78 percent of employees are looking for other organizations that have employee-friendly work policies (Yusufzai, 2018). Due to financial disruption, the Pakistan health sector is unable to meet these expenses (Khalid & Ali, 2020); these could be managed by providing them with non-financial benefits in the form of relaxation at work. Earlier studies on employee intention to quit identified that, organizational FFPs have a negative influence on their employees' intention to quit (Abbasi, 2015; Aguinis et al., 2013; Allen, 2001; Bjørk et al., 2007; Chang & Jo, 2019; Danish et al., 2019; DeConinck, 2011; Fuller & Hirsh, 2019a; Jafari et al., 2013; Mehrez & Bakri, 2018; Nelson et al., 2017; Paillé et al., 2010; Sousa-Poza & Sousa-Poza, 2007; Rodwell et al., 2014). The relationship between organization citizenship behavior and turnover intention has been studied by many researchers (Chen et al., 1998; Gyamfi et al., 2019; Lee & Allen, 2002; Raharjo et al., 2019; Zhou & Zhang, 2011). However, there is scant research which examined the mediating role of OCB between FFPs and employees' intention to quit. To fill this research gap, the present study explored the importance of providing FFPs to employees as a remedial measure to reduce the employees' job quitting intention, along with the presence of OCB to find that these practices need to be supported by employees' extra-ordinary work behavior to influence their job quitting intentions. Therefore, the present study contributes to existing knowledge by examining the importance of organizational work practices which reduces the risk of employee turnover, particularly, the significant role of OCB of employees towards lessening their intention to leave (Ardiansyah & Afandi, 2019).

This study contributes theoretically to the social exchange theory by extending the work of previous researchers (e.g. Caillier, 2013; Dasgupta et al., 2013; Farid et al., 2019; Gyekye & Haybatollahi, 2012; Mo & Shi, 2017; Newman et al., 2019; Reza Zeinabadi, 2013; Uddin et al., 2019; Walumbwa et al., 2011). According to the social exchange theory, while organizations provide their employees with a supportive working environment, they perceive it favorable and respond to the organization by exhibiting positive behavior and attitude (De Roeck & Maon, 2018). This positive behavior or work attitude can be in the form of employees with OCB and the intention to stay with the organization (Dasgupta et al., 2013; Gyekye

& Haybatollahi, 2012). This study theoretically infers the benefit of facilitating employees in exchange for their long-term commitment in the form of intention to remain at the workplace and in the short-term, these facilitations will enhance the employees' citizenship behavior. Among the policy implications of this study include: to incorporate these FFPs in the policy structure of organizations, to avoid employee turnover and to retain the most satisfied and committed employees which are manifested in their work behavior. Moreover, it will be an attractive policy for potential employees, if hiring advertisements also mention flexible work practices.

This research fills the gap in previous studies in which OCB as a mediator was not discussed with variables similar to the current study. Hence, this study contributes to the research literature and knowledge enhancement to organizations regarding the provision of benefits to employees and to benefit from them in the form of OCB and their positive intention to stay with the organization. Therefore, the objectives of the study are to explore the effect of FFPs on employees' intention to quit, to investigate the relationship between FFPs and OCB, to examine the influence of OCB on intention to quit, and to explore the mediating role of OCB in the relationship between FFPs and intention to quit.

LITERATURE REVIEW

Intention to Quit

An employee's intention to quit is an employee's intended readiness with consideration to leaving the organization in the future (Umamaheswari & Krishnan, 2016), which is different from the actual turnover. However, it reduces the employee's involvement and hence affects his performance manifold. The actual turnover is accounted for by an employee's detachment from the workplace (Demir et al., 2012). Turnover is the consequence of one's continuous dissatisfaction with his or her job (Paşaoğlu, 2015). This study defines an employee's intention to quit as, a voluntary decision to think about leaving a current job. Once this occurs, the employee's involvement in work and his productivity deteriorates. Considering the employee's behavior, there are numerous behaviors which an organization should

focus on such as employee satisfaction (Masroor & Fakir, 2010), productivity (Ibrar & Khan, 2015), trust (Rodwell & Ellershaw, 2016), commitment (Demir et al., 2012), effort (Beauregard, 2011), motivation (Halcomb & Ashley, 2017), employee engagement (Tymon et al., 2010), employee burnout (Hayyat et al., 2017), employee leave of absence (Jou et al., 2013), absenteeism (Salman et al., 2016) preceding to employee turnover intention (Taamneh et al., 2018). Among the above-mentioned employee outcomes, intention to quit is the strongest predictor of the organization's output in terms of employee context, which can potentially affect organizational productivity (Caillier, 2013; Paillé et al., 2010; Rodwell et al., 2014; Sajjad et al., 2013; Sousa-Poza & Sousa-Poza, 2007).

Employee's intention to leave the organization has different and diverse antecedents in different studies. There can be idiosyncratic reasons for the particular employee to leave the workplace considering the overall circumstances and attitude towards work. For instance, an organization's climate which focuses on the developmental activities of its employees, experiences less turnover (Spell et al., 2014). An organization which supports employees in their work can derive positive work outcome from them (Awee et al., 2020). This support can be in the form of flexibility and relaxation at work. The practice of organizations in providing compensation to employees play a significant role in predicting their positive work behavior (Wombacher & Felfe, 2017), leader-member exchange relationship, and job satisfaction also play an important role (Holtom et al., 2018). Finally, organizational culture is also a reason for employees' intention either to stay or leave their workplace, but the quitting decision is made after comparing all other alternatives, particularly, the working culture of the organization (Egan et al., 2004). All these and many other studies found several reasons for the employee's intention to stay or leave the organization, meanwhile enhancing the scope of the employee's quitting intentions. This study utilized FFPs to give employees a supportive work environment by providing several kinds of facilities and relaxation at work.

Family-Friendly Practices

In the current decade, a friendly work environment has accelerated across the world in different organizations and has become an essential

focus of researchers (Garg & Agrawal, 2020). A balanced work environment has a considerable contribution to the social approaches of the lives of employees by enhancing the quality of their lives and reducing turnover intention (Lu et al., 2018). Social support related to the work environment enables employees to amalgamate their family and work-life efficiently and motivates them to perform their work competently (Ronda et al., 2016). Construed by many researchers, flexibilities not only allows employees some form of relaxation in deadlines but also financially supports them (Garg & Agrawal, 2020). These flexibilities also help to provide them with a stable work and family environment (Moreira et al., 2019). The family-supportive facilities for married employees, particularly the provision of maternity leave and leave on newborn infants, help employees to keep a balance between work and family life; these kind of flexibilities lessen their workplace stress and enhance productivity (López Bohle et al., 2017). Organizational practice of providing a family-friendly environment has a significant role in securing desirable employee attitude such as OCB and lessening intention to quit (Lee et al., 2019).

There are several kinds of FFPs in different regions, cultures, workplace sectors, and religions, depending upon demand and importance. For instance, in a study of seven European Union (EU) countries, substantial practices like work in different shifts, flexibility in working hours, flexibility in annual working hours were found to be effective (Berkery et al., 2017). Another study by Brence and Sloka (2010), described the identification of flexible or shortened working hours depending upon the economic situation of the country. Different work environments have different flexibility requirements such as, in SMEs, flexible timing helps to reduce employee absenteeism and turnover (Whyman & Petrescu, 2015). While in the health sector, supportive work environment helps to gain employee's positive work outcome (Islam et al., 2018). Escot et al. (2012) elaborated on several kinds of FFPs that are considered in this study which are: unpaid leave, day-off facility, short working day and parental childcare facilities.

Organizational Citizenship Behaviour

Organizational citizenship behavior (OCB) is an employee's informal, subjective, and relatively unrewarded contribution to the organization. OCB, predominantly, is a behavioral outcome in favor and betterment

of an organization to enhance its output capacity and productivity (Vipraprastha et al., 2018). It increases the employee's concern for the organization through enhanced involvement in the betterment of the organization (Wombacher & Felfe, 2017). This behavior is not elucidated in the job specifications of the employee but will be considered as a radical and fringe service of the employee by the organization and remains an implicit expectation of the organization. It is a positive behavior of an employee that is pragmatic and not linked to the job description (Mo & Shi, 2017). OCB is an individual's approach to work for the betterment of an organization without anticipation of any benefit or rewards (Kirk, 2014), which is purely driven by his internal desire to make the organization more productive and his commitment to stay longer with it. It is an antecedent of an employee's satisfaction and commitment (Vipraprastha et al., 2018). An employee's optional behavior that is not an organizational compulsion, is socially and psychologically rewarding. However, in the absence of this behavior, both the employee and the organization suffer in the long run (Allen et al., 2013; Howell & Hall-Merenda, 1999; Küskü, 2003). This activity is not supported by any rule or regulation, rather the result of a normative commitment which is always expected and often rewarded by an organization either through monetary or non-monetary rewards (Robertson & Barling, 2014). It includes civic behavior, knowledge dissemination, employee continuance, and helping others (Shanker, 2018).

In terms of its association with other organization's characteristics and factors, OCB is considered as one of the antecedents and outcomes identified to enhance organizational performance (Munawir et al., 2019). It helps to increase employees' commitment and their turnover intentions are reduced (Gyamfi et al., 2019). Employee engagement is found to be a good predictor of employee citizenship behavior (Lam et al., 2009). Employee commitment has been found to be a strong predictor of OCB (Fatoni et al., 2018), while OCB has a positive impact on employee performance (Islam et al., 2013). Stress caused by an unethical environment can cause reluctance to an employee's OCB (Khalique et al., 2018). An organization's friendly and flexible practices can help employees to perform well and in the manner of citizenship behavior (Mansour & Tremblay, 2018), which is mainly due to the reciprocation rule as posited by the social exchange theory.

Theoretical Framework

Social exchange theory is the most relevant theory to study employee's behavior and attitude in reciprocating to organizational favorable activities (Gyekye & Haybatollahi, 2012). This study draws on the theoretical foundations of the social exchange theory that provides the fact of the exchange of services in a relationship, that is either personal or professional. However, this association is more rigid and objective in an organizational setup, where most of the activities are recorded and are often visible to both parties in the exchange relationship. It includes for instance, expectation and treatment from the organization and the resultant behavior and attitude of the employees. These attitudes are recorded through continuous observation by the organization in the form of performance appraisal systems, while from the organization's perspective the treatment given to employees are always recorded by the human resource office in the form of financial and non-financial incentives provided to employees. In the context of this study, the non-financial aspects of organizational practices include the implementation of employee-friendly practices which creates a level of motivation and satisfaction among employees. In exchange for these benefits, employees will try to contribute to the organization, positively, which may also include their citizenship behavior towards the organization (Caillier, 2016). This theory relates to the variables of the study in this context that is by offering employees with work-friendly practices, this may enhance their satisfaction and commitment to the organization. In exchange, the employees work in accordance with the goals and objectives of the organization, hence, reducing negative behaviors such as dissatisfaction, low commitment, and intention to leave.

This study is supported by the social exchange theory in the organizational setup by examining the antecedents of employees' intention to leave or their retention. In this scenario, when organizations provide FFPs and facilitate employees at work, it enables them to stay loyal and committed (Ke & Deng, 2018). These practices especially for female employees are helpful for postnatal provisions and discharging other maternal responsibilities (Seston et al., 2009), which enhance their willingness to stay on. Organizations facilitating employees at work and in their personal lives reduce their intention to quit (Eisenberger et al., 2002), alleviate employees' stress and

provide them psychological satisfaction, thereby, negatively affecting their turnover. Moreover, these satisfied and stress-free employees are more intent on staying committed to their workplace (Darus et al., 2016). A friendly environment decreases turnover by resolving complaints of overwork, stress or time flexibility (Saranani, 2015), hence fulfilling the demands of the employees.

Hypotheses Development and Research Model

Family-Friendly Practices and Intention to Quit

FFPs such as, flexible working hours, work from home and part-time work practices are found to be positively related to employee job satisfaction, thereby, reducing workplace conflicts and negative intentions (Cohenmiller et al., 2019; Ke & Deng, 2018; Krishnan & Loon, 2018; Lin et al., 2019; Schooreel & Verbruggen, 2016; Sheppard, 2016; Whyman & Petrescu, 2015). Employee-friendly policies are recognized as enhancing employee motivation, loyalty and commitment towards the workplace, thereby, lessening their turnover intentions (Palomaa et al., 2016; Taamneh et al., 2018; Yao et al., 2019). Organizations with a lack of policy structure that is in favor of employees face a high rate of employee turnover (Ajmal et al., 2010), while FFPs enhance employee loyalty and commitment (Niehoff et al., 2001). These practices motivate employees to stay loyal and committed to the workplace (Hollup, 2012). FFPs help to foster employees' positive intentions at the workplace such as, OCB and reduce their job quitting intentions (Chen et al., 2018; Shauman et al., 2018; Vieira et al., 2018; Yasir & Majid, 2019). Therefore, a negative relationship has been found between FFPs provided by organizations and the resultant turnover intentions of employees after employing these practices. Hence, the first hypothesis is as follows:

H_1 : Family-friendly practices negatively affect employees' intention to quit.

Family-Friendly Practices and Organizational Citizenship Behavior

Social exchange theory has indicated that analogous to societal relationships in communal setups, organizational setups are also governed by the same principles of reciprocation. Organizations

devise human resource practices to please employees so that they can be more productive, thereby taking care of employees' objectives while focusing on their organizational objective of productivity. Organizations which take care of their employees and support them with flexibilities at work intensify employees' OCB which enhances employee satisfaction, commitment, productivity, which are ultimately reflected in organizational productivity (Ronda et al., 2016). Organizations with less friendly policies have employees with low-performance results and a lack of citizenship behavior in them (Gao & He, 2017). Therefore, flexible practices have a positive impact on OCB, as they enhance employees' citizenship behavior. Practices favorable to employees help them to strengthen their OCB which plays a positive role in enhancing not only employee performance by giving identity that is helpful to others, but also increases organizational competitive advantage by being more productive. Previous literature regarding FFPs with OCB found these relationships to be positive (Demirkiran et al., 2016; Gao & He, 2017; Mo & Shi, 2017; Mohammad et al., 2016; Rita et al., 2016; Tosti-Kharas et al., 2017).

Similarly, work flexibilities have different effects on employees and on the organization itself. For instance, flexible working hours are beneficial for employees, and from the employer's point of view, this practice reduces turnover and enhances productivity and citizenship behavior of employees (Berkery et al., 2017). Organizations providing flexibility in their culture, induces a sense of OCB in their employees and a greater effect on employee loyalty and commitment towards their obligations, thereby, reducing their intention to leave (Husain & Husain, 2016). In the health sector, employees with direct contact to people in the form of patients are also required to have a discretionary attitude akin to citizenship behavior, which can only be achieved by facilitating employees with workplace flexibilities (Mahooti et al., 2018). FFPs are also found to positively impact employees' extraordinary work behavior (Ke & Deng, 2018); thus, revealing a positive influence on employees' citizenship behavior (Hai et al., 2020; Reizer et al., 2020; Yu et al., 2018). Drawing on these assertions the next hypothesis is as follows:

H_2 : Family-friendly practices positively influence employees' organizational citizenship behavior.

Organizational Citizenship Behavior and Intention to Quit

Employees' helping behavior is one of the predictors of their intended behavior (Paillé & Grima, 2011). Employees' supportive behavior with colleagues is the manifestation of their positive behavior and attitude towards organizations. As organizations do not represent buildings only, rather the social interactions between employees constitute the overall environment of organizations. Therefore, this behavior must be reflected in employees' inter-relationships with other co-workers. Employees who exhibit positive behavior towards their colleagues are found to be more associated and keener to help organizations. Employees behave positively if they are satisfied with their jobs (Paillé, 2010). Work satisfaction leads employees towards citizenship behavior complemented with less intention to leave, therefore, showing a negative relationship. OCB portrays employee's psychological attachment towards the organization (Burris et al., 2008), this attachment indicates their future concern with their workplace. Employees who are more willing to work with organizations are found to be more intent on staying (Lam et al., 2009).

OCB is the discretionary behavior of employees who intend to work in favor of the workplace and staying loyal to people and the organization (Danish et al., 2019). It helps to support employees in enhancing their job satisfaction and lowering their quitting intentions (Germeys et al., 2019). Considering OCB in employees, they should be physically and psychologically satisfied with the work environment which can only be possible by facilitating them at work (Sheppard, 2016). OCB influences an employee's intention to stay committed to the workplace (Gyamfi et al., 2019). Employees with OCB work without expecting benefit in return and follow organizational norms that result in a high level of commitment towards the organization (Shanker, 2018). Hence, there is a need to develop a strong correlation between OCB and long-term commitment that result in employees' intention to stay. When employees perceive their organization to be supportive and caring, they also provide extra support in exchange (Katou & Budhwar, 2015), therefore, indicating a positive relationship between an organizational supportive environment with OCB. The above study suggests the value of OCB in terms of predicting employees' intentions, hence, the relationship between the variables is hypothesized as follows:

H_3 : Organizational citizenship behavior has a negative impact on employees' intention to quit.

Mediating Role of Organizational Citizenship Behavior

OCB influences employees' intention to stay committed to the workplace, employees work without any expectations of getting benefit, observes organizational work practices and norms resulting in a high level of commitment towards the organization (Shanker, 2018). Organization work practices in favor of employees, enhance their citizenship behavior (Lam et al., 2009) and probably enhance effectiveness in their work (Yaniv et al., 2010). Thereby, motivating employees to stay committed and reducing their intention to quit (García-Cabrera & García-Soto, 2011). Hence, this builds a strong correlation between OCB and long-term commitment resulting in employee retention (Kirk, 2014). Studies identifying positive relationships between organizational supportive environment with OCB, found that employees perceived their organizations to be conscious and caring, resulting in them providing extra support (Saoula et al., 2016) with positive, reciprocal behavioral outcomes.

FFPs facilitate employees and help them to cope with work-family conflicts increasing citizenship behavior and lessening turnover intentions (Germeys et al., 2019). OCB helps to explain the relationship between variables by acting as mediator. Studies have identified the positive mediating role of citizenship behavior as a bridge to enhance the civic behavior of employees by having organizational supportive policies (Lee, 2019). Various studies have also studied the mediating effects of OCB to delineate the association between independent and dependent variables (Danish et al., 2019; Shin et al., 2019; Umamaheswari & Krishnan, 2016). In considering the mediating role of OCB in the relationship between FFPs and employee intention to quit, several studies employed the OCB as a mediator, but few studied the combination of FFPs with intention to quit using OCB as mediator. Drawing on these results, as expected there is a similar relationship between FFPs, OCB and the intention to quit which holds in the context of Pakistan and in other settings as shown in various studies (Anvari et al., 2017; Fatoni et al., 2018; Hermawati & Mas, 2017; Zhou & Zhang, 2011). Therefore, the last hypothesis of this study is as follows:

H_4: Organizational citizenship behavior mediates the relationship between family-friendly practices and employees' intention to quit.

RESEARCH FRAMEWORK

Figure 1 depicts the research framework. In this study, it is proposed that FFP has a negative and significant influence on intention to quit. It is also purported that the relationship is mediated by OCB.

Figure 1

Research Framework
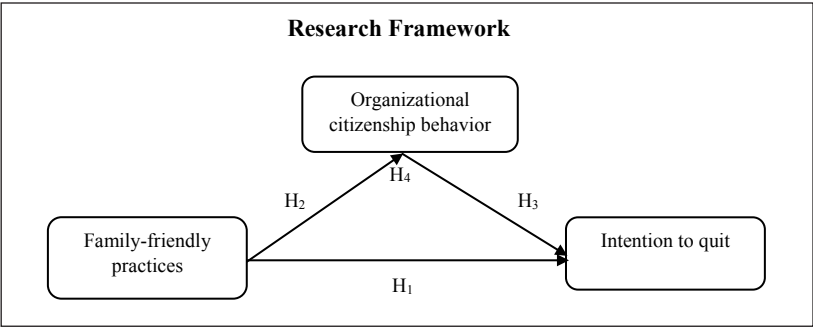
METHODOLOGY

Research Design

Drawing on the social exchange theory and using a deductive approach for examining the relationship between the FFPs, OCB and intention to quit, data from nurses was gathered using a self-administered questionnaire. The questionnaire was divided into two sections; the first section was on demographics in which respondents were asked about their age, gender, education, etc. In the second section, the respondents were asked about FFPs, their OCB, and their intention to quit their job. Pilot testing was conducted on a small sample size and exploratory factor analysis (EFA) was performed to ensure comprehension of the respondents and validity of the instrument used in the study.

Pilot Testing

It is an early stage or preliminary assessment to quantify the feasibility and reliability of research in behavioral sciences (Van Teijlingen et al.,

2001). It is an assessment of the main idea for research, data analysis methods and techniques. The present study conducted pilot testing by distributing 60 questionnaires to nurses to verify the model of the study. Among the 60 questionnaires distributed, 46 were valid. According to Saunders et al. (2013), the minimum size for pilot testing should be 10. The items were found to be reliable in which the Cronbach's alpha values were 0.92, 0.87, and 0.85 for FFPs, OCB, and intention to quit, respectively. All the values were within the acceptable criteria which were greater than 0.7 (Bacon et al., 1995).

Table 1

Cronbach's Alpha

Variable	Item	Cronbach's Alpha (α)
Family-friendly practices	7	0.92
Organizational citizenship behaviour	8	0.87
Intention to quit	5	0.85

Content Validity

Content validity verifies the content coverage of the instrument that it is supposed to measure (Tuckman & Harper, 2012). To verify the content, the questionnaire was sent to five experts from the field of human resource management. After reviewing the instrument, they excluded the following items; for FFPs the excluded items were, *'I am satisfied with my whole day at work'*, and *'I am satisfied with the allowed holidays and leave'*. The excluded items from the OCB questionnaire were: *'I attend functions that are not required but that help the organizational image'*, *'I use to defend the organization, when other employees criticize it'*, and *'I demonstrate concern about the image of my organization'*. Experts also advised to exclude one of the items from intention to quit which was, *'I am thinking about quitting'*.

Exploratory Factor Analysis

For exploring the fitness of data with the model, Kaiser-Meyer-Olkin (KMO) and Bartlett's test were conducted. The KMO value for the present study was 0.837, within the acceptable range as identified by

Kaiser 1974 (as cited in Revelle, 2018) as meritoriously acceptable and considered a good value. Table 2 shows the values of Bartlett's Test that is 0.00 and within the significant level, i.e. less than 0.05 (Miao et al., 2020; Tobias & Carlson, 1969). The KMO table shows the chi-square value, that is the divergence of noted values from expected values (Norton, 1945). The chi-square value is compared to the P-value which should be under 0.05, here at 0.00, the chi-square value is 6774.79 within the significant level.

Table 2

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)		0.837
Bartlett's Test of Sphericity	Approx. Chi-Square	6774.79
	Df	210
	Sig.	0.000

Measures

The dependent variable for the study is employee intention to quit. It is a personal choice of an employee's intention to leave the organization (Mobley et al., 1978). Employee's intention to quit was measured by adapting a 3-item scale developed by Chen et al. (1998) and a 2-item scale by Singh et al. (1996). The sample questions presented to the respondents were *'I often think of leaving my organization'* and *'It is very possible that I will look for a new job next year'.* Therefore, the operational definition of intention to quit is the employee's voluntary and purposeful intention to leave an organization due to psychological and organizational factors. FFPs were measured by adapting a 7-item scale developed by Escot et al. (2012). The sample questions posed to the respondents were: *'I am satisfied with the facility in my firm for requesting days off for family reasons', 'I am satisfied with my firm in providing unpaid leave',* and *'I am satisfied with the facility in my firm for requesting shorter working day(s) for family reasons'.* Hence, FFPs are defined as organizational practices intended to facilitate employees at work and in their personal lives by providing flexible working hours, paid leave, and dependent care programs. Organization Citizenship Behavior (OCB) is an employee's voluntary and redundant attitude towards the organization without

any expectation of reward or threat of being punished; in this way the employee contributes positively towards the organization (Singh et al., 1996). OCB was measured by taking an 8-item scale developed by Lee and Allen (2002). The sample items included *'I use to help others who have been absent', 'I willingly give my time to help others who have work-related problems'* and *'I adjust my work schedule to accommodate other employees' requests for time off'*. OCB is defined as employees' accommodating attitude towards their colleagues and the organization regardless of the employee's job description.

Sampling

Data was collected based on convenience sampling in which, the respondents were selected according to convenience and availability (Lavrakas, 2008). The present study opted for the convenience sampling technique due to time constraints and unavailability of respondents. Therefore, the data was collected from four cities of Pakistan namely, Lahore, Faisalabad, Islamabad, and Multan. 450 questionnaires were equally distributed among the hospitals of these cities. Among those 450 distributed questionnaires, a total of 380 responses were collected. In the data cleaning phase, 42 questionnaires were found to be incomplete. Hence, a total of 338 responses were considered usable for analysis with a 70.41% response rate that was considered satisfactory in primary data (Hair et al., 2010). A minimum sample of 300 is an appropriate sample for quantitative research (Ahmed & Masud, 2014). According to Hair et al. (2011), for each variable at least 10 observations are required for a sample to be acceptable. Therefore, the sample size taken for this study was in the appropriate range and acceptable with the criteria defined by previous researchers (Ahmed & Mehedi Masud, 2014; Hair et al., 2011).

The description of the sample is provided in Table 3. It is necessary to gather demographics information as a record of the participants and to describe them according to their age, gender, education and so on, depending upon the research criteria. Age and work experience were also inclusively involved because of the study of individuals at the workplace. The majority were female, aged below 25 years, single, bachelor's degree holders, with a job experience of two years or less and worked in the private sector.

Table 3

Demographic Profile of Respondents

Demographics Description		Frequency	Percentage
Gender	Male	86	25.4
	Female	252	74.6
Age	Below 25 years	147	43.5
	25–30 years	103	30.5
	31–40 years	66	19.5
	41–50 years	16	4.7
	51 years and above	6	1.8
Marital Status	Single	188	55.6
	Married	156	44.4
Religion	Muslim	338	100.0
Education	High school	26	7.7
	Diploma	92	27.2
	Bachelor degree	180	53.3
	Masters degree	40	11.8
Experience	2 years and below	152	45.0
	3–5 years	93	27.5
	6–10 years	71	21.0
	11–15 years	10	3.0
	16 years and above	12	3.6
Sector	Government	144	42.6
	Semi-government	31	9.2
	Private	163	48.2
Locality	Urban	306	90.5
	Rural	22	9.5
N = 338			

Common Method Variance

Common method variance occurs when data is collected from a single source (Fuller et al., 2016). For instance, in the current study as data

was collected through the questionnaire survey it can cause common method variance in the results. For the purpose of identifying the issue of common method variance in the model, Harman test was utilized (Aguirre-Urreta & Hu, 2019). After running the Harman single factor analysis test, the variance of the first factor was found to be 36 percent. The value obtained to find common method variance in the model identified within acceptable criteria is for instance, 50 percent (Podsakoff & Organ, 1986). Therefore, the presence of shared value that was less than 50 percent showed that there was no common method variance in the model.

Descriptive Statistics

Table 4

Descriptive Statistics of Data

					Descriptive Statistics		
	Mean	Std. Deviation	Skewness	Kurtosis	FFPs	OCB IQ	
FFPs	3.4591	.55572	-.611	-.237	1		
OCB	3.7064	.33816	-.171	.591	.445**	1	
IQ	3.6923	.52566	-.812	1.809	-.396**	-.366**	1

Note. FFPs= Family friendly practices. OCB= organization citizenship behavior. IQ= intention to quit. $*p < .05$. $**p < .01$. $***p < .001$.

Descriptive statistics was conducted to calculate the mean, standard deviation, skewness, kurtosis, and correlation for examining the normality of the data. The results in Table 4 indicated that OCB had the highest mean value of 3.70 and FFP had the lowest mean value of 3.4591. Moreover, the table also shows the correlation between the variables and the results provide initial support for the hypotheses, as it identified the presence of a relationship between the variables. OCB had a positive significant relationship with FFP ($r = 0.445$, $p < 0.05$), and a negative correlation with IQ ($r = -0.366$, $p < 0.05$). Moreover, IQ had a negative relationship with FFP ($r = -0.396$, $p < 0.05$). Moreover, the skewness and kurtosis values of all the variables were within the prescribed criteria, ±2.58 (Hair et al., 2010). The results also confirmed that there was no multicollinearity issue in the data, as none of the values obtained was above 0.80 (Jalali et al., 2014).

Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) was conducted for the sample and data. The measurement model was assessed in terms of goodness fit index (GFI), adjusted goodness of fit (AGFI), comparative fit index (CFI), Tucker Lewis index (TLI), root mean square residual (RMR), and root mean square error of approximation (RMSEA). The results showed that the data had a good fit to the model, such as RMR=0.020, RMSEA=0.082, CFI= 0.945, GFI=0.880, AGFI=0.844, and TLI=0.935 as recommended by Hair et al. (2011).

Table 5

Measurement Model of Research

	Estimate	Cronbach's Alpha	AVE	√AVE	CR
FFP	0.79	0.81	0.658	0.811	0.931
FFP	0.78				
FFP	0.95				
FFP	0.76				
FFP	0.82				
FFP	0.72				
FFP	0.83				
OCB	0.89	0.80	0.657	0.811	0.938
OCB	0.86				
OCB	0.87				
OCB	0.82				
OCB	0.66				
OCB	0.97				
OCB	0.69				
OCB	0.65				
IQ	0.85	0.85	0.729	0.854	0.931
IQ	0.89				
IQ	0.93				
IQ	0.82				
IQ	0.78				

Moreover, as shown in Table 5, the results revealed that the AVEs of the constructs were greater than 0.50 indicating construct convergent validity, the squared root of the AVEs was also greater than their intercorrelation and established the constructs' discriminant validity as recommended by Campbell and Fiske (1959). Likewise, all items loaded on their respective factors significantly (p < .01), which demonstrated discriminant validity, reliability, and convergent validity.

The results showed satisfactory values for convergent validity (average variance extracted) and discriminant validity above the acceptable values i.e., (p>0.5) and (p>0.70) respectively under the acceptable range as suggested by Hair et al. (2010) and Hu and Bentler (1999). Similarly, internal consistency was confirmed through composite reliability (CR) as the values obtained were above 0.70 (Nunnally & Bernstein, 1994). Cronbach α was executed for testing the reliability of the factors that provided the acceptable range (above 0.70).
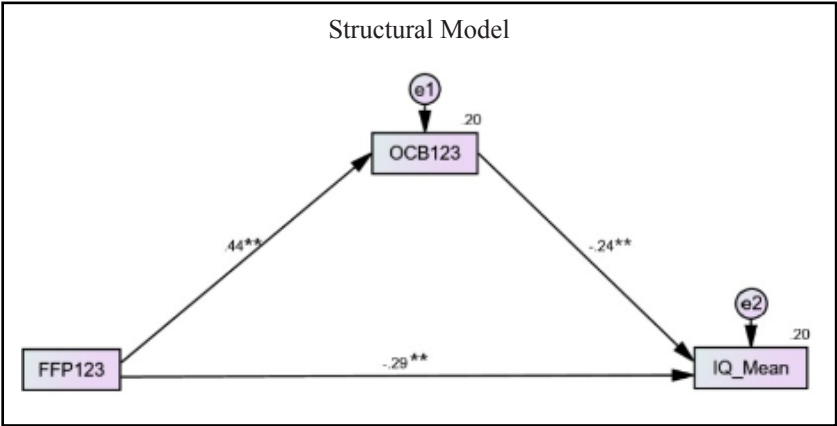
Structural Equation Modeling

Structural Equation Modeling (SEM) estimates the causal paths between the independent, mediator and dependent variables (Becker et al., 2012). The purpose behind the utilization of the SEM instead of the regression model, is to follow the contemporary paradigms of research whereby researchers in organizational studies used SEM in their recent studies (Anwar & Shah, 2020; Aziz et al., 2020; Garrido et al., 2020; Memon et al., 2020). SEM is also found to be compatible in quantitative studies concerning human resource management (Ringle et al., 2020). Control variables are also utilized in some SEM models to improve results (Nielsen & Raswant, 2018), but in this study, control variables were excluded because of insignificant results after adding them to the model.

Structural equation modeling was utilized to examine the mediating effect of organization citizenship behavior between family-friendly practices and intention to quit. The values provided in Table 6 showed that FFPs was negatively related to intention to quit (β = -0.29, *p* >0.05) and OCB was also negatively related to intention to quit (β = -0.237, *p*>0.05) thus, indicating a negative direct relationship between the variables.

Figure 2

Structural Model

Structural Model

Note. *p < .05. **p < .01. ***p < .001.

Table 6

Structural Equation Modeling Showing Direct, Indirect, and Total Influence of Variables

	Direct influence	Indirect Influence	Total Influence
FFP → IQ	-0.29***	-0.106***	-0.396***
OCB → IQ	-0.237***		-0.237***
FFP → OCB	0.445***		0.445***

Note. FFP= Family friendly practices. OCB= organizational citizenship behavior. IQ= intention to quit. *p < .05. **p < .01. ***p < .001.

Despite this, there was a positive relationship between FFPs and organization citizenship behavior ($\beta = 0.445$, p >0.05). Hence, H_1, H_2 and H_3 were accepted. The results also confirmed that OCB mediated the path between FFPs and intention to quit ($\beta = -0.106$, p >0.05). OCB partially mediated the relationship because of the presence of a significant direct relationship between FFPs and intention to quit. In partial mediation, along with the mediating effect, there was the presence of a direct relationship between an independent and dependent

variable (Rucker et al., 2011). Therefore, H_4 was also accepted and revealed a partial mediation effect between family-friendly practices and intention to quit. Moreover, the r-square value obtained in the analysis showed that the proportion of variance explained by family-friendly practices and OCB on the dependent variable's intention to quit was 20 percent.

Summary of Hypotheses Results

Table 7

Hypothesis Statements with Results

	Hypothesis Statement	Result
H_1:	Family-friendly practices negatively affect employees' intention to quit.	Accepted
H_2:	Family-friendly practices positively influence employees' organizational citizenship behavior.	Accepted
H_3:	Organizational citizenship behavior has a negative impact on employees' intention to quit.	Accepted
H_4:	Organizational citizenship behavior mediates the relationship between family-friendly practices and employees' intention to quit.	Accepted

DISCUSSION

The results from structural equation modeling showed that FFPs has negatively impacted intention to quit of the nurses of the health sector in Pakistan. The findings of this study are aligned with the study of Mansour and Tremblay (2018a) who found that the FFPs played a significant role in obtaining desirable work outcomes from employees. The findings are also aligned with the study of Fuller and Hirsh (2019) that identified that the presence of flexibility at work has helped to reduce nurses' intention to leave their workplace. The absence of these facilities is the reason behind the high quitting intentions of nurses in the health sector of Pakistan. Therefore, from the findings it has been analyzed that Pakistan's health sector has been facing high turnover and shortage of nurses due to the poor implementation of employee-favorable practices. This is the main cause of the high turnover along with the high quitting intentions of the current staff. If the Pakistan

health sector provides its nurses with short leave, flexible working hours, off-days, paid leave, and parental leave, these will lower their intention to quit from the current workplace.

The results also showed that FFPs has positively influenced the OCB among nurses of Pakistan's health sector. Findings are also aligned with previous studies for instance, organization practices which caused fatigue and stress to its workers, resulting in a lowering of their citizenship behavior (Psychogios et al., 2019). Likewise, as in the present study, the population of nurses has been found to put in extraordinary work when they were asked about the provision of FFPs. The results have been perceived to be relevant with the previous study in which the use of organizational flexible practices increased extra-role behavior, as the individuals fulfilled tasks in favor of the workplace despite not being included in their job description (Moore, 2020). This is similar to the current scenario, when the nurses were asked about their extra-role behavior, as they were already overburdened due to lack of staff and well-structured policies of the hospitals. Other studies are also aligned with the present study which explored the positive effect of FFPs on employee's citizenship behavior (Gajendran & Harrison, 2007; Lu et al., 2018; Taamneh et al., 2018; Xie et al., 2017). The results also relate to the literature by indicating that if nurses in the health sector of Pakistan were provided with a supportive working environment, their citizenship behavior would increase.

In the analysis of Pakistan's health sector, OCB has been found to negatively impact the nurses' intention to quit. Results of this has shown that when nurses were asked about their extra-role behavior at work to analyze their OCB, they were expected to be committed to their workplace instead of leaving. Nevertheless, in the current scenario, the lack of OCB has been found to be the reason for their intention to quit. The result of the study is aligned with the previous literature in which there was a negative relationship between OCB and intention to quit.

According to Nazarian et al. (2020), OCB increases an employee's tendency to work more than the assigned duties. Further studies in the health sector have also found that OCB negatively influenced the nurses' intention to quit. The studies indicated that when nurses

worked beyond their duties, they had higher intention to stay with the organization and OCB was one of the antecedents to predict their intention to stay or leave (Farmer & Kali, 2016; Hameed Al-ali et al., 2019; Shanker, 2018).

The results have also identified the presence of the mediating role of OCB in the relationship between FFPs and nurses' intention to quit. The survey of the present study has explored the absence of OCB among the nurses of Pakistan's health sector, due to the lack of proper policies in favor of the nurses. The absence of FFPs led to the nurses' intention to leave their workplace. The results of this study is related to early literature where researchers investigated the importance of OCB in enhancing employees' commitment to their workplace (Chan & Ao, 2019; Fatoni et al., 2018).

The results are also consistent with other studies that emphasized the importance of OCB to foster a more significant relationship (Anvari et al., 2017). In most instances, it is reported that nurses who are burdened with work and are provided with less supportive management are more likely to experience low self-esteem and motivation. Lack of these aspects in them had led to higher intention to quit working in the hospitals. In the current scenario of Pakistan's health sector, enhancing the nurses' OCB is an effective measure that should be induced to reduce their intention to quit the workplace. Therefore, FFPs such as flexibilities at work, balanced working hours, unpaid leave, and other medical benefits can be provided to them.

Theoretical and Practical Implications

Theoretically, this study contributes to the literature as it is focused on the theoretical aspects of the social exchange theory to explore the behavioral interpretations of employees. These behavioral outcomes include OCB and nurses' intention to quit in Pakistan's health sector, as the theory suggests, the exchange of services for the sake of mutual benefit of the organization and its employees (Cropanzano & Mitchell, 2005). Likewise, in the current study FFPs help to reduce employees' turnover intentions. Therefore, FFPs induced in this study has created an employee-friendly work environment in the health sector. These FFPs have been found to add effectiveness by making the organization and its employees more productive and prosperous

(Bae & Yang, 2017). The issues related to the nurses' high intention to quit the health sector can only be resolved by having these practices which benefit the nurses and the sector itself.

Secondly, this study contributes to knowledge against the argument of financial extortion with the provision of FFPs such as flexibilities at work. The study highlights the value of these practices which contributes more than the costs associated with job quit, as the health sector suffers both financially or otherwise. Additionally, failure to provide a conducive and friendly environment that eventually force nurses to leave their work could potentially be a source of another cost, i.e., the hiring of new staff. Costs associated with the hiring of new staff includes, financing advertisement cost, planning for interview, engaging staff as interviewers, along with training newly inducted nurses. All these activities take time and money. Moreover, one of the major reasons of retaining employees is to keep organizational tacit knowledge i.e., nurses who have been working for long, or even more than a year learn the policies and procedures of the workplace, which is relatively less difficult than training new nurses. Thereby, to avoid these costs, the health sector should formulate policies to keep those nurses who are assets for the sector.

This study will help health organizations to be cognizant of practices which are viable and beneficial for nurses. By taking advantage of this, the nurses will in turn provide benefits to the workplace, in the short and long term. Their current and prospective behavior can be shaped if certain flexibilities and facilities are provided to them. Moreover, this study will introduce these practices as an essential part of the organizational policies in the health sector of Pakistan, to be implemented in retaining nurses and in lessening their intention to quit. FFPs such as, flexibility and support in work and family life will help the health sector not only to retain staff nurses but also to enhance their citizenship behavior. In this way, nurses with a sense of self-satisfaction will work in favor of the health sector and its productivity.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This study only considered nurses while other employees of the sector were not considered. In future research, other medical and para-

medical staff can be selected to identify issues in the health sector. This study targeted only the health sector even though other service sectors can also be considered in future studies. One of the limitations of this study is the nature of data collection, i.e., cross-sectional data. Future studies can be longitudinal to observe post-implementation effects. The problem is that it is difficult to conceptualize and test a causal relationship through cross-sectional data. However, the temporal antecedence of independent variables has made it feasible to test for causality. In this case, the FFPs are already in place before citizenship behavior is developed, therefore, it is safe to claim causality between independent and dependent variables, when the dependent variable is the resultant effect of an independent variable. Another limitation of this study is that the effectiveness of each practice on the nurses is not identified individually. In future studies, the influence of each individual practice could be examined. This study intended to investigate nurses' intention to quit, however, their direct turnover was not identified, which can be pursued in future studies. Future research can also be conducted by taking different variables such as, the relationship between FFPs and nurses' satisfaction or commitment. Moreover, religion can also be studied which is a part of an individual's norms.

CONCLUSION

The current study provides experimental evidence through the utilization of structural equation modeling which has indicated that the application of FFPs in the health sector helps to reduce nurses' intention to leave their workplace. Moreover, the findings also elaborated the importance of OCB as partially mediating the relationship between FFPs and intention to quit. Therefore, it has been found that the path between FFPs and intention to quit is workable but the presence of OCB in nurses add more value to the relationship. OCB also impacts intention to quit in a way so as to enable health organizations to assess nurses based on their behavior; as it is positive behavioral attitude which reflects the satisfaction and sense of happiness of employees at their workplace. Therefore, the results have identified that providing the nurses with good working conditions, including the provision of flexible working hours, telecommuting, parental leave, dependent education, or health-care services can enhance their loyalty towards the organization including their high-level work performance which in turn help maintain the organization's competitive edge.

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