

Citizenship pressure effect on turnover intention in the Egyptian Banking Sector

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Keywords

Citizenship pressure, Turnover intention, Banking sector, Employee behavior, Organizational strategies, Egyptian banking sector

Abstract

Employee turnover, particularly among employees exhibiting helpful behaviors beyond their job duties, is a pressing issue in the Egyptian banking sector. As the value of organizational citizenship behaviors is increasingly acknowledged, managers may be unconsciously pressure employees to exhibit them. This paper explores the under-explored effect of citizenship pressure on employee turnover intention within the Egyptian banking sector. Although turnover intention has been extensively researched, the specific effect of citizenship pressure stays understudied. To address this gap, the researchers surveyed 384 employees and utilized Structural Equation Modeling (SEM) to analyze the data. The research findings reveal a significant positive effect of citizenship pressure on all turnover intention dimensions. This means that employees experiencing higher citizenship pressure are more likely to consider leaving. It is recommended that organizations spread awareness of this relationship among the human resources department, executives, and all managerial levels in the banking sector of Egypt. Organizations striving for improved turnover intention must recognize signs of citizenship pressure among their employees and providing necessary support.

Introduction

Recognizing that employees are the cornerstone of organizational success is indispensable for any organization aiming to gain a competitive advantage across industries (Bailey & Albassami, 2016). Both scholars and practitioners increasingly perceive human capital as the organization's most important asset; nonetheless, retention of skilled personnel poses a significant challenge for organizations (Boswell, Ren, & Hinrichs, 2008). Notably, the issue of turnover intention stands out as a persistent concern, particularly within the Egyptian banking sector.

Employees augment their value as they engage in behaviors fostering organizational success, such as assisting colleagues or going beyond job duties; such behaviors are known as Organizational Citizenship Behaviors (OCB). Employees exhibiting such behaviors amplify the imperative for their retention (Albrecht, Breidahl, & Marty, 2018). As practitioners have started realizing the tremendous number of positive OCB outcomes, they have become keener on pushing employees to show OCB. Citizenship Pressure burdens employees, increasing their stress levels, dissatisfaction with their job, and potentially, their desire to quit.

Organizations should understand the factors that contribute to turnover intention to take action to eliminate them. Organizational behavior literature shows that job dissatisfaction, stress levels, and perceived lack of organizational support are among the elements that lead to increased turnover intention (Lazzari, Alvarez, & Ruggieri, 2022). Despite the growing scholarly interest in turnover intention and citizenship pressure separately, a noteworthy gap persists in understanding the specific relationship between these constructs, particularly within the unique Egyptian banking sector. Therefore, this paper examines the effect of citizenship pressure on turnover intention in the banking sector in Egypt.

Literature Review

The promotion of OCBs has extensive positive effects in the workplace. Fostering voluntary contributions through organizational norms and values creates an environment beneficial for enhancing workplace morale and cooperation (Organ, 2006). This positive environment extends its impact to

heightened productivity, attributed to improved teamwork (Podsakoff, Scott, Paine, & Bachrach, 2000). Podsakoff et al. (2000) further suggest that the promotion and recognition of OCBs contribute to establishing a positive organizational culture characterized by innovation and cooperation. These favorable outcomes collectively contribute to a thriving organization (Organ, 2006). Realizing such benefits can lead managers and HR professionals to demand OCBs and pressure employees to go above and beyond their job duties.

Citizenship pressure is defined as "the degree to which employees perceive that they are expected to engage in OCB by others in the organization" (Bolino, Hsiung, & Harvey, 2015). It appears in various forms, where employees identify expectations outside their formal job responsibilities as compulsory to present themselves as valuable organizational members. For example, employees may feel forced to take on extra tasks or responsibilities, even when their existing job duties already leave them with insufficient time (Bolino et al., 2010, 2015). Such pressure to exhibit citizenship behaviors is not without its potential drawbacks. Citizenship pressure poses important concerns for HR professionals due to its potential negative impacts on employees' mental well-being, motivation, and performance (Magee et al., 2017).

Extreme citizenship pressures can lead to employee frustration, especially with perceptions of their employer prioritizing organizational needs over their own well-being. This situation can result in exhaustion and decreased engagement among employees, as they struggle to sustain the needed energy and motivation for their tasks (Pooja, De Clercq, & Belausteguigoitia, 2016). Moreover, research stresses the damaging effects of these pressures on employees. For instance, pressures to engage in extensive OCBs can lead to burnout and reduced job satisfaction, as employees may feel their efforts are unappreciated or taken for granted (Bolino et al., 2015). This perception can decrease morale and commitment, eventually impacting organizational performance and retention rates.

Turnover, both voluntary and involuntary, is a critical aspect of organizational dynamics, with turnover intention serving as a sign of actual turnover. Turnover intention is defined as one's behavioral attitude to withdraw from the organization (Dalessio et al., 1986); it has been consistently identified as a strong predictor of voluntary turnover (Hendrix et al., 1999). Lee (2008) conceptualizes turnover intention as an individual's subjective perception of the inclination to quit the current job for alternative opportunities. Turnover intention encompasses several key dimensions that reflect employees' likelihood to leave their current jobs. The possibility of quitting a current job includes perceptions of job dissatisfaction, limited career growth opportunities, and negative work experiences, which contribute to employees actively considering alternative employment options (Lee & Mitchell, 1994; Bluedorn, 1982). Another dimension is motivation to find other jobs, which reflects employees' intrinsic or extrinsic drive to seek better career prospects, improved job satisfaction, or financial incentives (Steel & Konig, 2006; Hom et al., 2012). High motivation to find other jobs prompts individuals to engage in job search behaviors and explore external opportunities, potentially leading to turnover if favorable alternatives are identified (Tett & Meyer, 1993). Finally, obtaining external work opportunities plays a pivotal role in turnover intention, as employees assess the availability and attractiveness of job prospects outside their current organization.

Gachter et al. (2013) have examined the relationship between specific workplace factors, including Physical and Psychological Strain, Trauma, and Workload. When employees are constantly pressured to go above and beyond their statutory job duties, it can lead to feelings of overload, which can intensify job stress (Liu, Fu, Pervaiz, & Qi, 2021). In other words, citizenship pressure is harmful, as it can raise occupational stress. A study by Huai-Liang Liang et al. (2022) found that compulsory citizenship behavior can lead to negative outcomes such as work-family conflict. This suggests that employees experiencing high citizenship pressure are more likely to consider quitting their current jobs. Therefore, this research tests the following hypotheses:

H1: Citizenship pressure has a positive significant effect on turnover intention.

H1a: Citizenship pressure has a positive significant effect on the possibility of quitting a current job.

H1b: Citizenship pressure has a positive significant effect on motivation to find other jobs.

H1c: Citizenship pressure has a positive significant effect on considering the external possibility of work.

Methodology

In this study, researchers seek to understand the effect of citizenship pressure on turnover intention among employees. To achieve this, a representative sample of 384 participants was selected using a simple

random sampling technique. The survey consisted of 23 items divided into two sections. The first section, measuring citizenship pressure (8 items), was adapted from Bolino & Harvey (2015) and assessed the pressure employees experience to go above and beyond their formal job requirements. The second section, measuring turnover intention (15 items), was adapted from Bothma & Roodt (2013) and explored employees' thoughts and intentions regarding leaving their current organization.

Once collected, the data is analyzed using SPSS v25 software. A variety of statistical techniques are employed to gain a comprehensive understanding of the relationship between the two variables. First, descriptive statistics presented in Tables 1 and 2 summarize the data for both citizenship pressure and turnover intention. This includes measures like weighted averages, standard deviations, and coefficients of variation, providing insights into the characteristics of the sample. Next, Cronbach's alpha coefficient, presented in Table 3, is calculated to assess the questionnaire's internal consistency and reliability. Additionally, Pearson correlation coefficients are utilized to examine the strength and direction of any relationships between the variables, likely presented in tables following Table 3. Finally, by employing these various techniques, the research aimed to gain a clear picture of how citizenship pressure influences employees' thoughts about leaving their organization.

Findings and Results

Descriptive Statistics

To indicate the direction of opinions on the questionnaire items and the degree of homogeneity of these opinions, the weighted arithmetic average is calculated for all items on the questionnaire. Each answer is assigned a value based on the 5-point Likert scale ordinal values. The Likert scale is a five-point scale that allows individuals to express their level of agreement or disagreement with a statement. It is a type of response scale where responders specify their level of agreement with a statement, typically using five points: (1) Totally disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Totally agree."

Items	Std. Deviation	Variance	Mean	Rank
How often have you considered leaving your job?	1.313	1.725	3.44	3
How often do you dream about getting another job that will better suit your personal needs?	1.251	1.565	3.70	1
How likely are you to accept another job at the same compensation level should it be offered to you?	1.334	1.781	3.16	5
How often do you look forward to another day at work?	1.265	1.601	3.23	4
How often do you think about starting your own business?	1.336	1.784	3.63	2
Possibility of quitting a current job	-	-	3.43	(2)
How satisfying is your job in fulfilling your personal needs?	1.241	1.54	3.27	6
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	1.255	1.576	3.53	3
How often are your personal values at work compromised?	1.318	1.736	3.23	7
To what extent do responsibilities prevent you from quitting your job?	1.273	1.621	3.73	1
To what extent do the benefits associated with your current job prevent you from quitting your job?	1.274	1.622	3.39	5
How frequently are you emotionally agitated when arriving home after work?	1.286	1.654	3.47	4
To what extent does your current job have a negative effect on your personal well-being?	1.315	1.729	3.23	7
To what extent does the "fear of the unknown" prevent you from quitting?	1.306	1.706	3.68	2

Motivation to find other jobs	-	-	3.44	(1)
How frequently do you scan the newspapers in search of alternative job opportunities?	1.377	1.895	3.19	2
How frequently do you scan the internet in search of alternative job opportunities?	1.354	1.833	3.43	1
External possibility of work	-	-	3.31	(3)

Source: based on Spss v25 output

Table 1: Descriptive statistics for Turnover intention dimension

The results of Table 1 show employees' attitudes toward leaving their jobs. On average, employees agreed (with scores around 3.7) with statements indicating their desire for a job that better suits their needs (Possibility of quitting) and their perception that their current responsibilities make it difficult to leave (Motivation to find other jobs). They also agreed (with a score around 3.4) with a statement regarding searching for other jobs online (External possibility of work). Overall, employees appear more motivated to find new jobs (highest average score) than actively considering quitting their current job (second highest score), with actively searching for new jobs being the least common (lowest score).

Items	Std. Deviation	Variance	Mean	Rank
I feel a lot of pressure to go the extra mile by doing a lot of things that , technically, I don't have to do.	1.239	1.536	3.400	7
In this organization, the people who are seen as "team players" are the ones who do significantly more than what is technically required of them.	1.225	1.500	3.640	2
There is a lot of pressure to take on additional responsibilities and volunteer for extra assignments in this organization.	1.179	1.391	3.440	6
Simply doing your formally-prescribed job duties is not enough to be seen as a good employee in this organization.	1.296	1.681	3.470	4
My coworkers often go "above and beyond" the call of duty ,and there is a lot of pressure for me to do so as well.	1.263	1.596	3.210	8
Management expects employees to "voluntarily" take on extra duties and responsibilities that aren't technically required as a part of their job.	1.264	1.598	3.510	3
Just doing your job these days is not enough – there is a lot of pressure to go above and beyond the bare minimum.	1.196	1.430	3.650	1
I feel a lot of pressure to work beyond my formally-prescribed duties for the good of the organization.	1.279	1.637	3.450	5

Source: based on Spss v25 output

Table 2: Descriptive statistics for Citizenship Pressure items

The survey results show that employees generally agreed (score of 3.65) with the statement about feeling pressure to exceed expectations at work (Citizenship Pressure). This statement ranked highest among those related to this dimension. Interestingly, there was very close agreement (score of 3.64) with the statement about associating teamwork with going above and beyond job duties. This statement ranked last within the Citizenship Pressure dimension, suggesting a slight nuance in employee perceptions. While they agree pressure exists, they might not fully associate it with the specific behavior of being seen as a "team player."

Confirmatory Factor Analysis

The reliability of the results aims to ensure consistent outcomes when applied repeatedly. This consistency becomes apparent when the researcher replicates the measurements and achieves identical results. The Cronbach's Alpha coefficient is utilized to assess the questionnaire's stability, with credibility and stability being critical factors that significantly influence the importance and generalizability of the research findings. Table 3 illustrates the results of the Cronbach's Alpha test.

Study Dimensions	Cronbach's alpha	validity test
Independent variable: Citizenship Pressure	0.858	0.926
Dependent variable: Turnover intention	0.864	0.930
Possibility of quitting a current job	0.700	0.837
Motivation to find other jobs	0.788	0.888
External possibility of work	0.700	0.837
Total	0.912	0.955

Source: based on Spss v25 output

Table 3: Result of alpha Cronbach's coefficient Test

This study ensures the quality of its data by using a reliable and valid questionnaire. Reliability, as measured by Cronbach's alpha, is high for both the overall questionnaire (0.912) and its individual sections (ranging from 0.7 to 0.864), indicating consistent measurement. Validity, assessed by coefficient scores (ranging from 0.837 to 0.930), confirms that the questionnaire measures what it is intended to measure. Furthermore, the data imply strong internal consistency, indicating that questions within each section focus on a single concept, likely verified through a statistical technique such as the Pearson correlation coefficient. Overall, these analyses demonstrate the questionnaire's effectiveness in capturing the necessary data for the study.

Pearson Correlation coefficients

The Pearson correlation coefficient is utilized to measure the relationship between the total score for the study dimension and the questions designed to assess that dimension.

motivation to find other jobs		possibility of quitting a current job		external possibility of work	
Items	R	Items	r	Items	R
m1	.454**	P1	.684**	e1	.876**
m2	.664**	P2	.696**	e2	.871**
m3	.561**	P3	.734**		
m4	.635**	P4	.585**		
m5	.661**	P5	.640**		
m6	.736**				
m7	.716**				
m8	.644**				

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

Source: based on SPSS v25 output

Table 4: Internal consistency results for Turnover intention dimension

The internal consistency results in Table 4 indicate that the value of the Pearson correlation coefficient for the motivation to find other jobs dimension ranges between 0.454 and 0.736, and the values of the Pearson correlation coefficient between the items of the possibility of quitting a current job dimension and the total score of the dimension range between 0.585 and 0.734. Additionally, the values of the Pearson correlation coefficient between the items of the external possibility of work dimension and the total score of the dimension range between 0.871 and 0.876, These coefficients are statistically significant at a significance level of less than 1%, which indicates that the dimensions of the Turnover intention variable have great internal consistency, demonstrating the clarity of the paragraphs of these dimensions.

Items	R
CP2	.642**
CP3	.721**
CP4	.729**
CP5	.684**
CP6	.741**
CP7	.713**
CP8	.713**

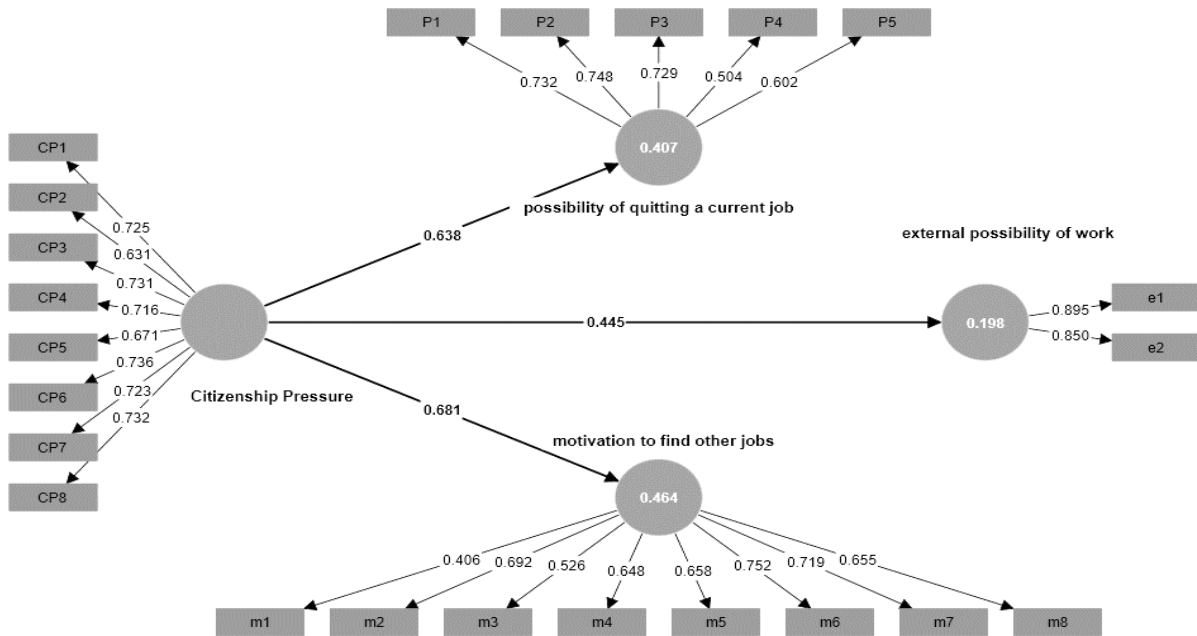
** Correlation is significant at the 0.01 level (2-tailed).

Source: based on SPSS v25 output

Table 5: Internal consistency results for Citizenship Pressure dimension

Also, Table 5 indicates that the value of the Pearson correlation coefficient for the Citizenship Pressure dimension ranges between 0.642 and 0.742, These coefficients are statistically significant at a significance level of less than 1%, which indicates that the Citizenship Pressure dimensions have great internal consistency, demonstrating the clarity of the paragraphs of these dimensions.

Path analysis test



Source: from smart-pls v4 output. Figure 1: Path analysis for sub- hypotheses

Figure 1 shows the results of testing the study hypotheses. The path analysis test was conducted on the Smart-pls v4 program with the aim of determining the direction of the relationship between the study variables.

It is clear from the results of the path analysis that there is a positive effect of Citizenship pressure on the dependent variable possibility of quitting a current job with a value of 0.638. There is also a positive impact of Citizenship pressure on motivation to find other jobs with a value of 0.681. Additionally, there is a positive effect of Citizenship pressure on considering the external possibility of work with a value of 0.445. The results of the following table show the Path coefficients.

	R-square	R-square adjusted
external possibility of work	0.198	0.196
motivation to find other jobs	0.464	0.462
possibility of quitting a current job	0.407	0.406

Source: from smart-pls v4 output.

Table 6: R-square Result for sub- hypotheses

The adjusted coefficient of determination R² is 0.198 for the effect of Citizenship pressure on the external possibility of work. This means that Citizenship pressure explains 19.8% of the variation in the external possibility of work. Additionally, Citizenship pressure explains 46.4% of the variation in motivation to find other jobs. Moreover, Citizenship pressure explains 40.7% of the variation in the possibility of quitting a current job.

	Estimated model
SRMR	0.071
NFI	1.373

Source: from smart-pls v4 output.

Table 7: Model fit for sub- hypotheses

The goodness of fit measure is ascertained as per Henseler and Sarstedt (2013). The standardized root mean square residual (SRMR) is 0.071 which is well below the threshold limit of 0.8. Thus, the model is an overall good fit.

	VIF
CP1	1.683
CP2	1.408
CP3	1.696
CP4	1.674
CP5	1.544
CP6	1.813
CP7	1.766
CP8	1.662
P1	1.337
P2	1.386
P3	1.419
P4	1.167
P5	1.192
e1	1.382
e2	1.382
m1	1.133
m2	1.453
m3	1.252
m4	1.437
m5	1.495
m6	1.756
m7	1.765
m8	1.511

Source: from smart-pls v4 output.

Table 8: Collinearity statistics for sub- hypotheses

The results of the variance inflation factor test for the variables in the study model as a whole show that the VIF values range from 1.133 to 1.766, all of which are less than 10. This indicates that the path analysis model is free from collinearity.

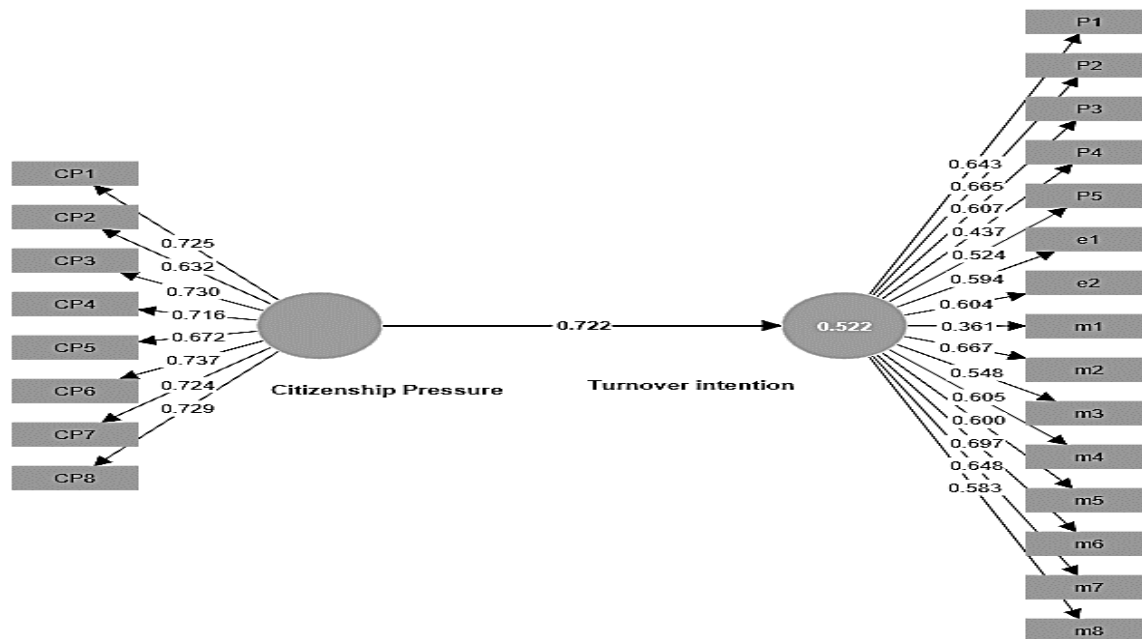
	Coefficients	Standard deviation	T statistics	P values
Citizenship Pressure -> possibility of quitting a current job	0.638	0.030	21.059	0.000
Citizenship Pressure -> motivation to find other jobs	0.681	0.029	23.344	0.000
Citizenship Pressure -> external possibility of work	0.445	0.043	10.261	0.000

Source: from smart-pls v4 output.

Table 9: Path coefficients for sub- hypotheses

Statistical analyses support the hypothesized positive relationship between citizenship pressure and turnover intention. The t-tests revealed significant positive relationships between citizenship pressure and all three dimensions of turnover intention: possibility of quitting a current job, motivation to find other jobs, and external possibility of work (t-values > 10.261, p-values < 0.005). This indicates that as citizenship

pressure increases, so do employees' thoughts about leaving the organization. Furthermore, the regression analysis confirms a positive and statistically significant effect of citizenship pressure on overall turnover intention ($\beta = 0.722$, p -value < 0.005). This suggests that increased pressure to engage in citizenship behaviors is associated with a greater likelihood of employees considering leaving the organization. The model also explains a substantial portion (52%) of the variance in turnover intention, highlighting the significant role of citizenship pressure in influencing employee thoughts about departure.



Source: based on SPSS v25 output

Figure 2: Path analysis results for the main hypothesis.

Discussion and Conclusion

The statistical analyses show strong support for the hypothesized positive effect of citizenship pressure on turnover intention. Particularly, the t -tests revealed a significant positive effect of citizenship pressure on all three dimensions of turnover intention, namely: possibility of quitting a current job, motivation to find other jobs, and external possibility of work (t -values > 10.261 , p -values < 0.005). These findings indicate that as citizenship pressure increases, so do employees' tendencies to leave the organization. Additionally, the regression analysis confirms these results ($\beta = 0.722$, p -value < 0.005). It is worth noting that the model describes 52% of the variance in turnover intention, highlighting the significant role of citizenship pressure in influencing intentions to leave.

These findings align with Qureshi et al. (2013), who demonstrate a positive relationship between increased workload, stress, and turnover intention among employees. Their research emphasized that higher work demands or pressures lead to greater consideration of leaving jobs. Similarly, Imran et al. (2020) found that employees facing high stress levels from workload or role expectations were prone to consider alternative job opportunities or leaving. Moreover, Salama et al. (2022a) investigated job burnout and turnover intentions among banking sector employees, indicating that job burnout aggravated by work stress and role overload provoked employees to actively seek other career prospects. This supports the current research findings that employees try to find other jobs and external job search more when they experience citizenship pressure.

Improving turnover rates requires joint effort across several parties in the organization to provide resources and support for increasing retention rates and reducing stress associated with citizenship behaviors. First, the Human Resources (HR) department can play a vital role in reducing turnover intention by addressing citizenship pressure. They can design and implement employee assistance programs (EAPs) and other support initiatives to manage workload and pressure. HR can offer resources such as counseling

services (Salama, Helal, & El Safty, 2022a), stress management workshops, and flexible work arrangements to lighten the demands of citizenship behaviors. Additionally, HR can develop policies that promote a healthy work-life balance (Rainayee, 2013), ensure equitable workload distribution, and foster a supportive organizational culture. The department is also responsible for spreading knowledge, through training sessions, about the negative consequences of citizenship pressure among managers and supervisors.

Second, direct supervisors and managers are crucial in recognizing signs of pressure among their team members and providing necessary support. They should encourage open communication (Salama et al., 2022b), create environments where employees feel safe voicing concerns without fear of retaliation, and implement systems to recognize and reward employees based on their contributions and responsibilities (Imran et al., 2020).

Third, health and wellness committees play a significant role in managing stress and pressure among employees. They can implement wellness programs that include mental health resources (Rainayee, 2013), seminars on time management (Qureshi et al., 2013), and frequent employee surveys to measure stress levels (Salama et al., 2022b).

Fourth, CEOs and senior managers are responsible for fostering a culture that values employee well-being and secures the required resources to help employees perform well without additional requirements or pressure. They can also implement a holistic approach to well-being to actively eliminate stressors (Imran et al., 2020).

In summary, discussing insights from both this paper and previous research emphasizes the harmful effect of citizenship pressure on turnover intention. Consequently, managers should highlight strategies that handle workload, identify role expectations, and help employees in handling additional job demands. HR departments can apply different techniques to improve employee retention and well-being ensuring organizational performance.

Limitations and directions for future research

This paper realizes some limitations that necessitate careful consideration to accurately interpret its findings. Firstly, the reliance on a self-administered survey for data collection imposes potential response bias (Albrecht, Braidahl, & Marty, 2018). Secondly, the research geographic focus is limited to Cairo, which may restrict the applicability of the findings to the broader Egyptian banking sector.

Moreover, given the sizable effect of cultural contexts on employee perceptions, future studies could improve understanding by investigating the relationship between citizenship pressure and turnover intention across different countries. This comparative approach could offer valuable insights into how cultural factors influence organizational dynamics. Finally, to deepen our comprehension of such relationships, it is recommended that future research includes mediating and moderating variables such as workload, job stress, leadership styles, organizational culture, and national culture. This could provide a full picture of the nature of this relationship.

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