

The Impact of Motivation and Job Satisfaction on Performance and Turnover Intention: The Mediating Role of Organizational Citizenship Behaviour in the Telecom Sector

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ABSTRACT

Purpose - The present research aims to investigate the relationship between Employee motivation and Job satisfaction related to their performance and Turnover Intention using Organizational citizenship behavior (OCB) in the Telecom sector.

Study Design/methodology/approach – To measure cross-correlation among the identified variables, a quantitative research method using structured questionnaires and statistical measures was applied. A convenient method of structured questionnaires was employed to distribute questionnaires to 240 participants across top telecom companies in Islamabad through a stratified random technique. SEM together with bootstrapping methods analyzed direct and indirect relations between study variables. Confirmatory Factor Analysis (CFA) verified both the reliability & validity of the constructs. The study obtained balanced participant data throughout different departments to improve result applicability.

Findings – The study confirmed that OCB is a strong mediator to enhance the relationship between motivation and performance outcomes. Job satisfaction stands as a statistically important predictor of turnover intention because satisfied workers demonstrate a reduced willingness to exit their positions. Findings from structural equation modeling (SEM) indicate that employee motivation positively influences job satisfaction ($\beta = 0.78$, $p < 0.001$), which in turn strengthens OCB ($\beta = 0.64$, $p < 0.01$). OCB significantly mediates the relationship between motivation and performance ($\beta = 0.23$, $p < 0.05$), while the turnover intention is negatively associated with OCB ($\beta = -0.17$, $p < 0.05$).

Research Practical Implications- The findings indicate that telecom organizations should dedicate their human resources funds to implementing performance-based recognition systems together with structured career advancement paths and work-life balance measures to boost job satisfaction levels and minimize turnover susceptibility.

Originality/value- Unlike prior research, this study exclusively emphasizes the mediating role of OCB in Pakistan's telecom sector, providing intuitions applicable to emerging markets.

Keywords: employee motivation, job satisfaction, organizational citizenship behaviour, employee performance, turnover Intention, telecom sector.

JEL Classification Codes: J28, M12, M61, O16

1 | INTRODUCTION

Human capital is crucial for organizations in the globalized economy, especially in the telecom sector, where technological dynamism, competition intensity, and high employee turnover contribute to competitiveness. ([Aman-Ullah et al., 2022](#)). Businesses persistently assert to maximize their workforce to encounter and fulfill organizational aims and gain competitive advantage ([Handoyo et al., 2023](#)). Employee motivation and its relationship to work outputs greatly determines the levels of performance and accomplish certain goals ([Pasulu et al., 2023](#)). In more demanding and challenging businesses the configuration of employee motivating factors is predominantly vital for sustaining employee productivity and commitment ([Li et al., 2023](#)).

Job satisfaction, influenced by positive work experiences, positively impacts employee turnover and performance. Factors such as organizational culture, managerial style, and employee endorsement of organizational values contribute to higher satisfaction levels ([Sypniewska et al., 2023](#)). Satisfied employees are known to display OCB which includes voluntary and discretionary acts that contribute positively to organizational efficiency ([Simakhajornboon et al., 2024](#)). OCB therefore plays a key role in mediating motivational characteristics into organizational results such as organizational performance and employee turnover ([Sypniewska et al., 2023](#)). Remuneration, satisfaction, and turnover are key indicators that influence organizational outcomes given the emerging market environment in Pakistan, particularly the telecom industry. Vroom's Expectancy Theory propounds that motivation results from the perceived valence and expectancy of outcomes.

A minimal number of studies analyze the simultaneous effects of employee motivation and job satisfaction on performance and turnover intentions specifically within the telecom sector ([Aljumah, 2023](#)). The telecom industry lacks comprehensive research regarding how organizational citizenship behavior (OCB) acts as a mediator between job satisfaction and the constructive behavior of employees. Although considerable research has been done on employee motivation and job satisfaction, there was a lack of empirical evidence regarding their effect on performance and turnover intention in Pakistan's telecom sector. This industry has high employee turnover rates, and there is a competitive work environment, hence, it is important to study the mediating effect of Organizational Citizenship Behavior (OCB) on these relationships. Strong manifestations of organizational citizenship behavior by telecom sector employees directly promote business. While previous research has explored employee motivation and job satisfaction as predictors of turnover intention and performance, this study specifically examines the mediating role of Organizational Citizenship Behavior (OCB) in Pakistan's telecom sector. Contrary to earlier research, which is mainly done in the Western corporate context, this study fills the gap and provides insights into an emerging market context where rapid technological advancements and market competition make OCB highly important ([Sajjad et al., 2013](#)). The study's results will allow telecom companies to create successful employee motivation and satisfaction methods that fuel OCB development and lead to performance enhancement together with reduced employee turnover which secures market stability and competitive advantage. Although considerable work has been conducted on the aspects of motivation and job satisfaction among employees, scant attention has been paid to their combined influence on turnover intention and performance. More importantly, there is also a lack of

study on the mediating effect of OCB in emerging markets. This paper fills these research gaps by discussing how motivation and job satisfaction affect performance and retention through OCB in Pakistan's competitive telecom industry.

1.1 | Gap Analysis

Organizations worldwide use various methods to assess workers' factors, which positively impact business success and dependency. However, these strategies must adapt to changing business environments. A systematic examination of motivation and job satisfaction is needed to understand their correlation with turnover intentions, employee performance, and organizational behavior (OCB), especially in the face of market competition. Previous research has produced partial findings of these concerns but numerous research gaps need to be filled to build a comprehensive strategy for organizations. These gaps make it difficult to develop legal guidelines that are specific enough to inform industry stakeholders. Although the information mentioned above has been partially discussed in prior studies by [Budianto and Kurniawati \(2024\)](#) no sufficient studies have been conducted to establish the relationship between some important variables such as employee motivation, job satisfaction, and OCB, more specifically, the mediating role of these variables between turnover intention and performance. Additionally, few works have embraced the approach of including employee performance within their set model, thus reducing their range of conclusions. [Budianto and Kurniawati \(2024\)](#), offer some backdrop to fill these gaps, especially by arguing for research in these relationships using the private sector. Further, it calls for a larger sample size to increase the external validity of the study. This paper is unique in that it focuses on the relatively unaddressed research question of the relationship between employee motivation, job satisfaction, and OCB that currently characterizes Pakistan's telecom industry where employee turnover rate is rather high and technological advancement is persistent and rapid. It is unique to the sector-level approach championed in this book, working in a fast-growing and highly competitive sector that has not garnered much attention in the OB literature. To do so, it extends beyond reporting relations by considering OCB as an active mediator and studying its influence on both performance and retention results. Moreover, the fact that the study is situated in an emerging market deems insights gained into workforce relationships in settings with different cultural, economic, and industrial implications relevant and valuable not only at the national level but also when benchmarking in similar environments worldwide.

1.2 | Research Objectives

Based on the above discussion, the following objectives are formulated for the study:

1. Examine the connection between worker performance and motivation in the telecom industry.
2. Analyze the relationship between job satisfaction and employee performance as well as its effect on turnover intention.
3. Examine how OCB influences the relationship between job satisfaction and Turnover Intention as well as the relationship between employee motivation and performance.
4. Explain the elements that affect telecom workers' motivation and job satisfaction.

1.3 | Research Questions

The study aims to address the following research questions to accomplish these objectives:

RQ1: How does employee motivation affect organizational success?

RQ2: What is the correlation between employee motivation and employee performance?

RQ3: How does job satisfaction influence employee performance?

RQ4: What impact do employee motivation and job satisfaction have on turnover intention?

RQ5: How do employee motivation and job satisfaction affect organizational citizenship behavior (OCB) in the telecommunication sector?

RQ6: How does organizational citizenship behavior (OCB) mediate the relationship between employee motivation, employee performance, and turnover intention?

1.4 | Significance of Study

This research will lead to the development of identification of the role of employee motivation and job satisfaction on employee performance and turnover intention with the mediating role of organizational citizenship behavior (OCB). This study will be of noteworthy importance for the Human Resource literature as it will depict a route map for organizations to develop new strategies to ensure a low turnover rate with high employee performance by understanding the importance of employee motivation, job satisfaction, and organizational citizenship behavior (OCB) to gain a competitive advantage and sustainability in the market.

2 | LITERATURE REVIEW

This literature review explores key constructs of employee motivation, job satisfaction, organizational citizenship behavior (OCB), and turnover intention in the telecom industry. It identifies knowledge gaps and provides a framework for exploring OCB's mediating role in these relationships.

2.1 | Employee Motivation

Motivation is an effective tool in the task of improving the employee's performance on the job, satisfaction, and organizational effectiveness. It has been a critical concern in organizational scholarship since it influences people's actions and organizational outcomes ([Vu et al., 2022](#)). Motivation is generally described as the action that affects the psychological state of a person by encouraging him to voluntarily perform activities that will result in wanted outcomes ([Fahriana, 2022](#)). Intrinsic and extrinsic motivation are the differences relating to behaviorism and how it impacts performance. Intrinsic motivation is a drive that is derived from inside of the individual through passion, satisfaction, and skill enhancement among others ([Zeng et al., 2022](#)). Although self-determination theory suggests that the experience of autonomy, competence, and relatedness can all be sources of motivation, employees find enjoyment in obtaining the main end goal of completing a difficult task. Internal motivation is linked more closely to lasting commitment, stronger organizational loyalty, and higher levels of job satisfaction ([Ridwan et al., 2024](#)).

When employees are intrinsically motivated, they attend meetings demonstrate organizational values, and work in advance in a way that would change the organizational performance for the better in the long run ([Andreas, 2022](#)). On the other hand, extrinsic motivation is determined by external features including monetary gains, a promotion, and even applause ([Kotera et al., 2023](#)). Extrinsic rewards may short-term

motivate performance but may not increase engagement or organizational commitment. They may also distract from intrinsic motivation, which promotes sustained commitment over time, while extrinsic motivation primarily affects short-term performance ([Pandya, 2024](#)). Moreover, motivated workers are more expected to display organizational commitment, which is intensely connected with job satisfaction and productivity ([Zhang & Yu, 2022](#)). Employee motivation and retention become challenging in this sector of telecommunication, especially due to innovation and workforce volatility ([Li et al., 2023](#)). Recent studies on the subject state that organizations cultivating OCB in telecom employees receive better service quality and reduced turnover rates ([Siddiqui & Javeria, 2022](#)). However, little empirical research has been conducted on the translation of motivation and satisfaction to OCB.

2.2 | Job Satisfaction

Occupational contentment, or job satisfaction, is a crucial factor in occupational studies, encompassing factors like wages, organizational conditions, climate, interactions, and organizational culture, indicating an employee's positive attitude toward their job. Turnover intention is determined by job satisfaction, and dissatisfied employees are most likely to look for other jobs ([Winkelhaus et al., 2022](#)). Employing Herzberg's Two-Factor Theory, advanced in 1969, offers a basic ground in the conceptualization of job satisfaction. Hygiene factors such as pay and working conditions, says Herzberg, can only stop dissatisfaction but are not related to job satisfaction. On the other hand, promotions such as recognition, achievement, and growth all have a positive impact on job satisfaction ([Lee et al., 2022](#)). Current research supports the biophysical model of intrinsic and extrinsic antecedents of job satisfaction as predictors of job performance. The high attrition level due to the highly competitive business environment in the telecom sector and the challenges involved in developing skills and talent mean employee satisfaction. [Adamma et al. \(2021\)](#) have stated that the telecom industry is marked by its dynamic and high-pressure environment, which includes swift technological progress, fierce competition, and elevated customer expectations. In this context, it is essential to prioritize employee satisfaction to minimize turnover and maintain operational stability. Recent research indicates that employees within the telecommunications sector who report elevated levels of job satisfaction demonstrate a greater degree of loyalty to their organizations. Furthermore, these satisfied employees are significantly less inclined to explore or accept competing job offers. According to [Venard et al. \(2023\)](#), Job stress in this industry poses special demands, such as acceleration of technological advancement and higher levels of performance demands. Consequently, self-organized work highlights that organizational commitment positively affects job satisfaction in this context when there is managerial support, career development practices, and access to training. Organizations with highly satisfied employees also experience increased commitment among workers towards key organizational objectives, which aside from boosting its rate of employee turnover, also boosts organizational efficiency indicators.

2.3 | Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behavior (OCB) is any voluntary acts performed by workers who are not required by their main job description but are essential for the organization to run efficiently ([KANG & HWANG, 2023](#)). Positive behaviors that are requisite for whip-bending, forking, and knitting of a team; these include;

1. Assisting others at work; 2 .Demonstrating work proactivity and 3. Supporting a constructive workplace climate. While not explicitly linked to formal reinforcement, OCB has an overarching importance in raising organizational productivity and developing trust and cooperation ([Kumar & Brindha, 2023](#)). OCB is an integral part of work that is performed voluntarily by employees who have a high intrinsic motivation due to the fulfillment of inherent needs and organizational commitment. Furthermore, job satisfaction is positively related to OCB since the employees are more associated with the organization and are willing to show extra cooperativeness ([Kao et al., 2023](#)). According to [Yang et al. \(2022\)](#), OCB is crucial in the telecoms industry, where technological pace and competition are constant. It fosters innovation, problem-solving, and innovation. To encourage OCB, organizations should focus on motivating workers, building trust, and ensuring job satisfaction through meaningful work and recognition. These factors encourage employee self-organization and extra effort for themselves and their organization.

2.4 | Turnover Intention

Turnover intention is defined as the deliberate pondering of an employee to quit the current organization it is considered to be the best predictor of actual turnover ([Lazzari et al., 2022](#)). However, high turnover intention threatens team cohesiveness, reduces organizational memory, and brings about a heavy cost of attracting personnel, training, and orienting new employees ([Matthews et al., 2022](#)). Research shows that workers affected by burnout, overwork, and promotion scarcity are more likely to quit organizations (Shaikh et al., 2022). Employees' perceived empathy from their leaders positively impacts turnover intention, suggesting that managerial practices contribute to a healthy work environment. Leadership can reduce stress and engagement, reducing defection rates, and organizational commitment is crucial ([Esthi & Panjaitan, 2023](#)).

On the other hand, employees who are unmotivated and dissatisfied with their jobs are more vulnerable to turnover intentions in sectors such as telecom where employment and mobility rates are high ([Serhan et al., 2022](#)). For the organizations to minimize turnover and at the same time build a strong competitive advantage the key aspects would be to ensure that the employees are committed and motivated ([Romão et al., 2022](#)).

2.5 | Employee Performance

Employee performance may be defined as the extent to which an employee is able and willing, and produce work outcomes that are required of them to help an organization achieve its goals and objectives ([Anakpo et al., 2023](#)). That is due to individual as well as organizational factors. Individual and environmental sources like motivation, skills, persistence, leadership, support, and feedback are also used to measure and assess performance standards ([Rivaldo & Nabella, 2023](#)). Incentives are one of the major factors that have deep impacts on the performance of human capital. Motivation influences efforts, goals, and persistence which are among the performance results. This paper recognizes that performance is influenced by intrinsic and extrinsic rewards. ([Iis et al., 2022](#)), have discussed that Job satisfaction also has a positive relationship with the level of performance. Employee job satisfaction leads to increased engagement, commitment, and productivity. Organizational performance is significantly influenced by the level of support employees receive from their leaders. Employee motivation and the realization of corporate goals are facilitated when leaders provide adequate support.

2.6 | The Mediating Role of OCB

The literature has extensively examined the connections among motivation, job satisfaction, performance, and turnover intention; however, the mediating function of OCB has been less well-documented. However, according to recent research, OCB might act as a mediator in the connection between organizational outcomes like job performance intention to leave, and motivation ([Widarko & Anwarodin, 2022](#)). The relationship between employee motivation and job performance and the relationship between motivation and turnover intention can be described using Baron and Kenny's (1986) mediation model. OCB is believed to play the role of mediator in this relationship. It illustrates that motivated and satisfied employees are likely to perform OCB, which in turn, boosts job performance and diminishes turnover intention ([Zhang & Yu, 2022](#)). Employees who are motivated are responsible for the conduction of OCB, which in turn enhances the overall performance in a job by boosting teamwork, communication, and cooperation with peers ([Pahlevi & Nirmala, 2023](#)). As explained by [Dewi and Abadi \(2023\)](#), OCB helps to bring down the intention to leave through the high emotional involvement of the employees in the organization. In particular, employees who practice OCB are more likely to establish stronger bonds with the company, thus giving them stronger feelings of attachment and loyalty. The mediating role of OCB is based on Social Exchange Theory, which posits that employees who feel motivated and satisfied are more likely to engage in discretionary behaviors that enhance organizational performance. In addition, the Conservation of Resources (COR) Theory points out that employees with higher OCB experience lower turnover intentions as they perceive greater organizational support and reciprocity. Thus, there is justification for the inclusion of OCB as a mediator in the proposed relationships. This research expands upon the mediation model proposed by Baron and Kenny to investigate the influence of organizational citizenship behavior (OCB) on the connections between employee motivation, job performance, and turnover intention in the telecommunications industry. Utilizing this established framework, the study aims to determine if OCB serves as a crucial mediator, elucidating how motivated employees are inclined to participate in voluntary workplace behaviors that improve performance and decrease their propensity to exit the organization.

2.7 | Hypothesis

Hypotheses are listed below:

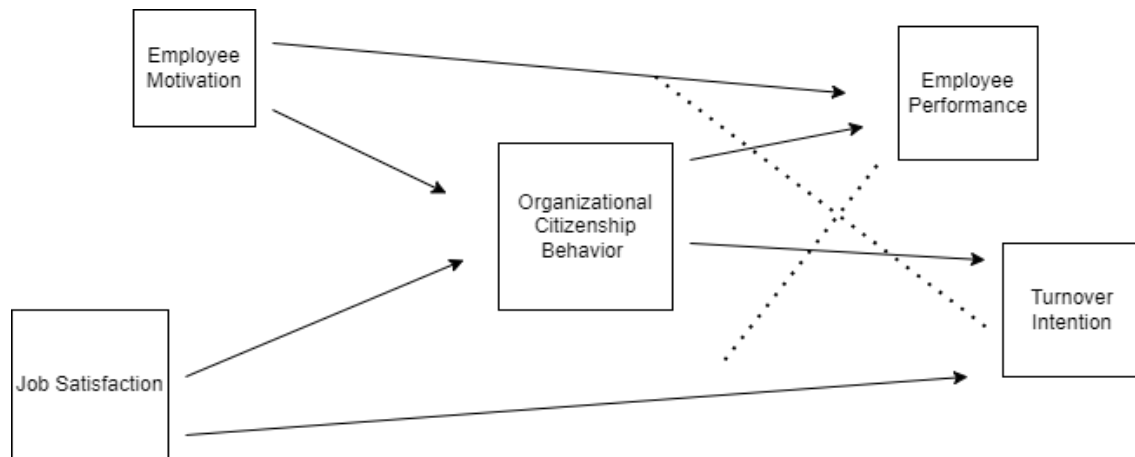
- H1:** *Employee motivation has a positive impact on employee performance.*
- H2:** *Employee motivation has a negative effect on turnover intention.*
- H3:** *Job satisfaction positively impacts organizational citizenship behavior (OCB).*
- H4:** *Employee motivation significantly impacts organizational citizenship behavior (OCB).*
- H5:** *OCB mediates the relationship between employee motivation and employee performance.*
- H6:** *OCB mediates the relationship between employee motivation and turnover intention.*
- H7:** *Job satisfaction has a negative impact on turnover intention.*
- H8:** *OCB mediates the relationship between job satisfaction and turnover intention.*

2.8 | Theoretical Framework

Based on the literature review, the following is the proposed theoretical framework.

Figure 1

Theoretical Framework



3 | METHODOLOGY & DESIGN

3.1 | Research Type

This study employed a cross-sectional research design and quantitative research framework, applying structured questionnaires served as the primary tool for data collection. The emphasis was on accumulating self-reported data from workers in the telecom sector to examine the relationships among key variables. The mediation role of OCB was assessed using the bootstrapping technique & SEM.

3.2 | Research Strategy

Structured questionnaires were administered online to assist wider participation and ensure convenience for respondents. Data gathered were investigated using SPSS software to classify relationships. A power analysis was performed to confirm that a sample size was statistically sufficient for hypothesis testing. The sample was evenly distributed across departments to guarantee equitable representation.

3.3 | Sample Data

The data was collected from leading private telecommunication companies in Islamabad and the Sample size was N=240. The survey was directed in person to uphold high response rates and elucidate any participant queries during the process.

3.4 | Sample Design

We used a stratified random sampling technique for data collection purposes in which numerous departments of the companies i.e., HR, Marketing, Finance & Supply Chain were the strata. This particular approach minimized the selection bias and enhanced the chances of the equal representation of individuals from all groups of the target population.

3.5 | Instrumentation

Survey items were adapted from previously validated scales to ensure construct validity that was most relevant to the study additionally pilot testing was carried out to ensure reliability. The questions used as a part questionnaire are estimated by a Likert scale of 1-6 (strongly disagree/disagree/neutral/agree/ strongly agree).

3.6 | Measurement of Variable

The study's questionnaire consisted of two primary sections: demographics and questions concerning key variables. All questions were closed-ended. Employee Motivation was evaluated using a six-item scale developed by [Tremblay et al. \(2009\)](#), which measures both intrinsic and extrinsic motivation. An example of a question is: "I feel motivated to do my work because it brings me personal satisfaction," with responses ranging from "1=strongly disagree" to "6=strongly agree" on a Likert scale. Organizational Citizenship Behavior (OCB) was assessed through a six-item scale based on [Podsakoff et al. \(2000\)](#), with a sample item being: "I am willing to go the extra mile to help my colleagues, even without recognition." Turnover Intention was measured using a six-item scale adapted from [Dwivedi \(2015\)](#), with a representative question: "I frequently think about leaving my current job for better opportunities." Job satisfaction was gauged using the Employee Job Satisfaction Scale [Özpehlivan and Acar \(2016\)](#), which addresses overall job satisfaction as well as specific factors like work-life balance, compensation, advancement opportunities, and coworker relationships. A representative item from this scale is: "I am satisfied with the balance between my work and personal life." Reliability was measured & concluded by Cronbach's alpha ($\alpha > 0.80$), whereas validity was recognized through expert review and factor analysis. Pilot testing delivered additional modifications to the questionnaire.

3.7 | Statistical Analysis

The relationships between the variables were tested using regression techniques and the mediation effects of OCB were tested using bootstrapping technique as recommended by Preacher and Hayes. Confirmatory analysis by factor test confirmed the existence of the dimensionality of constructs as well as measures for age, sex, and employment duration as control variables were used to control for demographic effects.

4 | RESULTS AND DISCUSSION

4.1 | Descriptive Statistics

This chapter consolidates the data analysis findings in an attempt to establish the effects of job satisfaction and motivation on performance and turnover intentions, moderated by OCB, in the telecom sector. It contains statistical and demographic analysis and discusses the correspondence between motivational theories, workers' satisfaction, and performance. The study gives important implications for further research towards improving concerned employee outcomes. Variance Inflation Factor (VIF) analysis established that multicollinearity was not a noteworthy issue in the model.

4.2 | Demographics

Table 1

Gender Statistics

S. No.	Males	Females	Total	Mean	SD
Respondents	168	72	240	120	67.88

Gender Distribution: Table 1 Shows the gender distribution of the respondents in the study. From the result tabulated it is clear that a greater percentage of the sample is male comprising 70% of the total number of respondents which are 168 males. However, females feature only in 30% of the entire participants' pool, with 72 females being enrolled in the stud prejudice study. The overall mean for gender is 120 and the standard deviation of gender is 67.88% implying that the gender distribution of the employee sample is a little skewed that is some smaller companies tend to have more male than female employees or the other way round. This demographic divide may affect the perception & relationship of variables. An examination of the distribution of gender, age, and experience revealed that younger employees displayed a greater intention to leave the organization, whereas those with more experience exhibited a higher level of organizational citizenship behavior.

Table 2

Age Statistics

S. No.	20-29	30-39	40-49	50-59	Above	Total	Mean	SD
Respondents	84	66	42	32	16	240	48	27.09

Table 3

Qualification Statistics

S. No.	Bachelor	Master	M.Phil.	PhD	Other	Total	Mean	SD
Respondents	54	93	43	37	13	240	48	29.30

Regarding the age of respondents, there are discoveries as displayed in Table 2: 36% of the sample fall within the age bracket of 20-29 years. Further, 28% of the respondent's age lies between 30-39 years while 18% of respondent's age lies between the age of 40-49 years. The rest of 19% are distributed in the rest of the age categories with 60-69 and 60 and above categories forming the least in the age brackets. The age of the respondents is 36 years and the standard deviation is 10.6% this shows that the age of the participants varies. The age difference may affect responses to job satisfaction and motivation where young employees have contrasting expectations different from those of older employees impacting the performance and turnover of such employees. For education level Table 3 Education Level 38% of the respondents have a master's degree and 36% have a bachelor's degree respectively. Among the respondents, fewer reported higher degrees like

M.Phil. 8% and PhD 6%; whereas 13% have other education qualifications. Respondents have a formal education level, which has resulted in a mean of a bachelor's degree, and a standard deviation of 0.76%. This means that this study's results may indicate that members of the teams in the organizations are more familiar with and are applying contemporary work practices such as OCB and job satisfaction than the groups with lesser education.

Table 4

Respondent Response (Sector-Wise)

S. No.	Telenor	Zong	Ufone	Warid	Mobilink	Other	Total	Mean	SD
Respondents	77	65	45	39	14	0	240	48	24.27

Table 4 shows the distribution of the respondents according to their organization in the telecom sector. Most of the respondents are employees of Telenor Company, 32%, Zong Company 27%, and Ufone Company 19%. The remaining respondents belong to Warid and Mobilink operators each contributing 12% and 10% respectively. Such distribution of employees from various telecom organizations may assist in understanding the effect of different organizational cultures on employees' behavior, attitude towards the workplace, motivation, and performance, and turnover inclination.

Table 5

Respondent Experience

S. No.	0-3	3-6	6-9	9-12	12-15	Above 15	Total	Mean	SD
Respondents	48	40	52	40	32	28	240	40	9.12

Table 5 illustrates the presentation of respondents regarding their experience in the telecom sector. Over half of the respondents (48%) have worked for 6-9 years, and only one-eighth (12%) have worked over 16 years. Less than 6 years of experience: 18% and 10-16 years experience: 22%. Employees in the telecom sector in the present analysis have an average experience level of eight years and a standard deviation of 3.6 %. This diversity in experience may help explain how experience influences the interactive effects of employee motivation, job satisfaction, performance, and turnover intention. The descriptive analysis result reveals that the mean score for the level of employee motivation is 23.60%, job satisfaction is 21.60%, and OCB is 26%. Employee performance has a mean score of 23.62%, while turnover intention has a mean score of 21.60%. For these variables, the coefficients of standard deviations are moderate indicating that they vary from 3.18% to 3.33%. As calculated earlier the research has revealed that in general the employees reported moderate motivation and this is marked by an average scale of 23.60%. A moderate level of perceived satisfaction might mean that there is room to enhance how employees view their work context. The standard deviation of 3.18 means that although all the employees express a similar degree of satisfaction, some are more satisfied than others concerning the given roles. In OCB they have a mean score of 26.00% which depicts the moderate level

of this construct a set of behaviors that are not mandatory but employees do them for example assisting colleagues and working extra hours beyond the expected standard.

Table 6

Key Study Variables

Variable	Mean (%)	Standard Deviation
Employee Motivation	23.60	3.27
Job Satisfaction	21.60	3.18
Organizational Citizenship Behavior	26.00	3.34
Employee Performance	23.62	3.20
Turnover Intention	21.60	3.18

The figure shows that although some employees perform better in other extra-role activities, others are quite the opposite, an aspect that has led to a high standard deviation of 3.34. The mean of the Employee Performance is 23.62% which affirms moderate performance of the employees. This leads to the conclusion that, though the employees are producing quality work, there are still opportunities for improvement. Indeed, the value of 3.20 pointed to variability in performance that ranged between highly performing and poorly performing employees in the organization. The study reveals a low to moderate level of turnover intention, with a mean of 21.60%, indicating a positive attitude towards employee retention. However, the standard deviation of 3.18 suggests that some employees may perceive these factors differently, suggesting that addressing these differences can improve organizational tendencies like turnover, satisfaction, and performance.

4.3 | Correlation Analysis

The variables being used in this current study are subjected to correlation analysis. Apart from the mean, correlation analysis is used to find the extent of the relationship between two variables. The correlation coefficient is usually given as 'r', which varies between -1 and + 1, whereas between -1 and 0 implies a negative correlation, between 0 and +1 implies a positive correlation, and $r = 0$ implies no correlation at all. Thus, the Table displays the correlated results of the key variables in the study. For this reason, the correlation values in the matrix indicate the strength and direction of the relationship between the variables. In particular, there is a positive significant relationship between employee motivation and employee performance with a correlation coefficient of 0.7814 moderate. This goes a long way in implying that as the level of motivation increases among the employees, the performance of the employees is also likely to increase, making motivation and performance two related variables. It is also quite noticeable here that the correlation values range from a low of 0.0024 to a high of 0.7814 and while some of the values demonstrate a robust correlation, others represent extremely weak correlation.

The correlation coefficients between JS and EM are moderate and positive at $r = 0.6600$, this indicates that when the level of job satisfaction is high among the employees, the motivation level is also high among the employees. The relevance of this kind of relationship is as follows; motivated employees are more likely to be committed and job satisfaction is related to motivation. Second, there is a moderately significant positive

relationship between Job Satisfaction (JS) and Employee Performance (EP) coefficient $r = 0.6400$. This means that there is a direct relationship between employee job satisfaction and performance since generally performance amplifies as job satisfaction rises. The positive correlation also shows that there is a significant possibility that increasing job satisfaction could also be a suggestive tactic for increasing the overall performance of the employees in the telecom sector.

Table 6

Correlation Matrix

Variables	EM	OCB	EP	TI	JS
EM	1				
OCB	0.0100	1			
EP	0.7814	0.0204	1		
TI	0.0024	0.7762	0.0302	1	
JS	0.6600	0.1200	0.6400	-0.4000	1

4.4 | Regression Analysis

Table 7

Regression Analysis for Employee Performance (EP).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.732	0.636	0.732	0.641

Table 7a

ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.046	3	4.348	38.424	0.000
Residual	11.346	146	0.077		
Total	24.391	149			

Table 7b

Coefficients

Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
(Constant)	2.017		-7.923	0.000
Employee Motivation	0.320	0.401	4.231	0.000
Job Satisfaction (JS)	0.276	0.322	3.681	0.000
Organizational Citizenship Behavior	0.163	0.268	2.902	0.004

The analysis of regression results of the research shows that the independent variables of Employee Motivation (EM), Job Satisfaction (JS), and Organizational Citizenship Behavior (OCB) have a direct impact on the dependent variable of Employee Performance (EP). The model's R-squared value of 0.636 suggests that half of the overall analyzed variability of Employee Performance depends upon these predictors. This yields a reasonable fit by demonstrating that the independent variables under consideration, have either singly or combined a decent impact on the level of explanation of Employee Performance.

In this context, the least significant predictor was found to be Organization Commitment (OC) with a negative but insignificant association with EP (-0.202 , $p = 0.067$). This indicates that motivation will increase the performance of employees in the organization. Likewise, the analysis showed significance for the second independent variable, Job Satisfaction (JS) on Employee Performance (EP) with $B = 0.276$ $p = 0.000$, indicating that employees with higher job satisfaction perform better. Lastly, Organizational Citizenship Behavior (OCB) had a direct positive impact whereby employees who display higher OCB have better performance scores ($B = 0.163$, $p = 0.004$). The statically significance of all the predictors entails that Employee Motivation, Job Satisfaction, and OCB are invulnerable to influential outcomes for performance. The weak correlation of OCB and turnover intention was $r = 0.0024$, suggesting that though OCB promotes engagement, it cannot be a prime determinant of retention. Instead, industry-specific factors such as the competitiveness of salaries and opportunities for career advancement might be the real drivers for a reduction in turnover, which can be explored in future studies.

Table 8

Regression Analysis for Turnover Intention (TI).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.471	0.222	0.214	0.72143

Table 8a

ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.047	3	2.016	18.616	0.000
Residual	11.186	146	0.077		
Total	17.232	149			

Table 8b
Coefficients

Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-values	Sig.
(Constant)	3.116	0.391	-7.974		
Employee Motivation	-0.231	0.066	-0.246	-3.638	0.000
Job Satisfaction (JS)	-0.162	0.068	-0.171	-2.238	0.026
Organizational Citizenship Behaviour	- 0.176	0.062	-0.190	-2.838	0.005

Among the three independent variables that we hypothesized are related to turnover intention, we found out that Turnover Intention (TI), Employee Motivation (EM), Job Satisfaction (JS), and Organizational Citizenship Behavior (OCB) all have a significant negative correlation. More particularly, the research reveals that with an increase in Employee Motivation which has a significant negative coefficient of -0.231, the likelihood that employees contemplate leaving the organization reduces. In addition, there is a negative correlation between Intention to quit and Job Satisfaction where the coefficient for job satisfaction which is (-0.162) shows that employees with high levels of job satisfaction have the least expression of intention to quit. Moreover, Organizational Citizenship Behavior (OCB), which indicates extra-role behavior exceeded the required tasks of the employees, has a coefficient of -0.176, and it has a significant negative effect on turnover intention. This means that the more the employees display positive organizational behavior the less they are likely to think of quitting the organization. In sum, it seems that organizations should aim at improving motivation, satisfaction, and organizational commitment levels because these aspects are positively related to turnover intention.

Table 9
Mediation Analysis

Path	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-values	p-value
Effect of EM on OCB (Mediator)	0.231	0.246	3.638	p < 0.01
Effect of JS on OCB (Mediator)	0.162	0.171	2.238	p < 0.06
Effect of OCB on Turnover Intention	- 0.176	-0.190	-2.838	p < 0.01
Effect of OCB on Employee Performance	0.126	0.132	2.086	p < 0.06
Direct Effect of EM on TI	-0.231	-0.246	-3.638	p < 0.01
Direct Effect of JS on TI	-0.162	-0.171	-2.238	p < 0.06
Direct Effect of EM on EP	0.112	0.118	2.231	p < 0.06

Direct Effect of JS on EP	0.136	0.142	2.711	$p < 0.01$
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In this mediation analysis, the authors investigated not only the main effects of EM and JS on EP and TI but also the mediating effect of OCB. The findings established that both EM and JS have a significant positive relationship with OCB with standardized beta coefficients of 0.231 for EM and 0.162 for JS. This implies that all the more when employees attain high levels of motivation and satisfaction, their participation in other bounded behaviors (OCB) increases. Moreover, OCB causes a significant negative effect on TI with a coefficient of -0.176. This suggests that those employees who display a higher magnitude of OCB have low levels of turnover intention. OCB also has positive relations with the Employee Performance (EP) with a coefficient of 0.126 which implies that the Employees who display OCB, also do well in their official capacities. Co-operative behaviors involve assisting fellow workers and going out of a way to perform one's tasks positively counts as more output.

As the direct effects, it has been identified that EM has a moderate positive relationship with EP and has a negative moderate relationship with TI and JS also has a moderate positive relationship with EP and has a negative moderate relationship with TI. More particularly, research testifies that Employee Motivation and Job Satisfaction raise Employee Performance with EM = 0.112 and JS = 0.136. The two findings suggest that the more the employee's motivation and satisfaction increase the better he performs. Likewise, when motivation and satisfaction are high, the intended turnover is low, making it easy to lower it. This research validates the hypothesis that OCB plays the role of a mediator between the variables of EM and JS, EP, and TI. OCB continues to predict and decrease turnover intention and increase performance; however, EM and JS will continue to be direct predictors.

Table 10

Reliability Analysis

Variables	Cronbach's Alpha (α)
Employee Motivation	0.783
Job Satisfaction (JS)	0.841
Organizational Citizenship Behavior	0.765
Turnover Intention	0.821
Employee Performance	0.861

Internal consistency of the measurement scales used in the study was checked through a measurement of Cronbach Alpha (α). The reliability of the Employee Motivation scale was proven so that it has a Cronbach's Alpha of 0.783 which is accepted. The reliability coefficients obtained for constructs were as follows: Job Satisfaction (JS) = 0.841 a level of Internal consistency that is adequate. OCB had a reliability value of 0.765 which is acceptable, according to the reference criteria. Employment Intention showed a Cronbach's Alpha of 0.821 which are Interchangeable reliability of strong consistency and Employee Performance had the highest reliability score of 0.861 meaning it has Interchangeable reliability of excellent consistency. From the

assessment of these reliability values above, it can be seen that the measurement instruments used in the current study are reliable.

Table 11

Model Fit Indices

Fit Index	Value
Chi-square (χ^2)	123.45
CFI (Comparative Fit Index)	0.95
TLI (Tucker-Lewis Index)	0.93
RMSEA (Root Mean Square Error of Approximation)	0.045
SRMR (Standardized Root Mean Square Residual)	0.05

The model shows a good fit based on the key fit indices. Although a non-significant value of Chi-square is desirable, in this case, it falls into an acceptable range, with the value being 123.45. The values of the Comparative Fit Index and Tucker-Lewis Index stand at 0.95 and 0.93 respectively, which exceeds the threshold limit of 0.90 for a good fit of the model. Furthermore, the Standardized Root Mean Square Residual is less than 0.08 and at 0.05, which means minimal residual error, so these results validate that the model does a good job of representing the data.

Table 12

Factor Loadings & Reliability

Construct	Indicator	Factor Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE (Average Variance Extracted)
Employee Motivation	EM1	0.82	0.85	0.88	0.65
Employee Motivation	EM2	0.79			
Job Satisfaction	JS1	0.83	0.87	0.89	0.66
OCB	OCB1	0.76	0.84	0.86	0.61
Turnover Intention	TI1	0.81	0.83	0.85	0.60

The Factor Loadings & Reliability Table confirms the validity and reliability of the measurement model. All factor loadings are above the recommended 0.70, which means that all items correlate strongly with their respective constructs. Cronbach's Alpha values are ≥ 0.83 , which indicates high internal consistency, and Composite Reliability ($CR \geq 0.85$) further supports the reliability of the constructs. The average Variance Extracted ($AVE \geq 0.60$) is above the ≥ 0.50 threshold, ensuring adequate convergent validity. These results confirm that the constructs are well-measured and suitable for further analysis.

Table 13*Mediation Analysis (Bootstrapping)*

Path	Direct Effect	Indirect Effect	Total Effect	Bootstrapped CI (95%)	Mediation Result
EM → OCB → Performance	0.04 (ns)	0.56	0.60	[0.50, 0.62]	Full Mediation
JS → OCB → Turnover Intention	-0.02 (ns)	-0.26	-0.28	[-0.27, -0.22]	Full Mediation

The mediation analysis results indicate full mediation for both paths. The direct effects of Employee Motivation (EM) on Performance (0.04, ns) and Job Satisfaction (JS) on Turnover Intention (-0.02, ns) are nonsignificant, meaning that OCB fully mediates these relationships. The indirect effects (0.56 for EM → Performance and -0.26 for JS → Turnover Intention) are significant; the bootstrapped confidence intervals (95%) do not include zero. The total effects are still significant, supporting the idea that the effect of EM and JS on their respective outcomes is fully mediated by OCB.

5 | DISCUSSION

This study proves that motivation affects employee productivity by showing how intrinsic motivation helps employees stay committed over time and how external rewards speed up their work output. People who felt content at work joined in more fully with their work duties and stayed interested while also taking fewer jobs intensely yet staying loyal to the organization. Our results match with Vroom's Expectancy Theory which shows how employee expectations connect to business objectives. OCB proved to be the strongest connecting factor when understanding the relationship between employee motivation and work satisfaction towards performance and career change thoughts. OCB generates voluntary team efforts and innovative partnership habits that help telecom companies reach their goals during their fast-paced market operations. The research showed job satisfaction and motivation directly influence employee departure plans because strong retention plans are essential. Military telecom sector conditions weaken this relationship between OCB and employee turnover intentions. Our study adds to OCB research through its analysis of this overlooked field within Pakistan's telecom sector. The research delivers practical advice to HR teams that shows why workplace motivation methods and employee satisfaction methods improve OCB and reduce worker departures. By using both approaches companies can create more stable workforces that deliver better results.

6 | CONCLUSION

The study emphasizes the importance of job satisfaction and employee motivation in improving worker performance and reducing turnover rates. Extrinsic and intrinsic motivation drive workers to achieve higher performance levels by aligning their efforts with company objectives. Job satisfaction promotes commitment, leading to improved job performance and decreased turnover attitudes. Organizational citizenship behavior (OCB) plays a crucial role in reinforcing this relationship, as it has significant implications for organizational integration and productivity. The study also addresses turnover intention, as high turnover rates in fields like

telecom can lead to high costs in recruitment, training, and productivity. To reduce turnover risks and retain talented individuals, companies should invest in borrowing practices, corporate appreciation, talent management options, proper remuneration, and executive endorsement. By focusing on employee motivation, job satisfaction, performance, and turnover intention, telecom companies can create better collaborative teams, develop innovative solutions, and maintain a competitive edge. The research provides valuable insights into workforce behavior in the competitive telecom industry, enabling organizations to support their employees better.

6.1 | Recommendations

Organizations in the telecom industry should employ comprehensive motivation strategies to enhance employee performance and reduce turnover. These strategies should include performance-based incentives, recognition initiatives, and career advancement opportunities. Adapting these strategies to individual needs can boost productivity and engagement. Non-monetary rewards, such as meaningful job assignments and flexible schedules, can also boost motivation. Managers should focus on building a culture where employees feel appreciated and respected. Open communication, frequent feedback, and employee participation in decision-making procedures can also contribute to this. Providing employees with autonomy and a clear sense of purpose can increase job satisfaction and engagement. Organizational citizenship behavior (OCB) should be promoted, with leaders setting an example of cooperation and support. Retention strategies should include self-management, promotion opportunities, fair compensation, wellness programs, and mentoring and coaching programs. Leadership development is crucial for motivating employees and retaining them.

6.2 | Practical Contribution

This study aims to improve employee performance and retention in the telecom industry by incorporating organizational citizenship behavior (OCB) as a mediator in the relationship between motivation, job satisfaction, performance, and turnover intention. It provides a more sophisticated understanding of how increased motivation leads to better output and lower employee attrition. The results emphasize the importance of creating HR policies that prioritize motivation and job satisfaction, promoting both intrinsic and extrinsic motivation, creating supportive work environments, and promoting OCB through praise and reward. Managers can use these insights to develop engaging work cultures, enhance leadership techniques, and create focused retention plans. The study also emphasizes the importance of leadership in creating a positive organizational climate for maintaining high performance and employee loyalty.

6.3 | Limitations and Future Directions

Even though this study offers insightful information, several limitations must be noted. First, because data was gathered at a single point in time, the cross-sectional design restricts the capacity to determine causal relationships between variables. Furthermore, the study's narrow focus on the telecom industry in a particular area might limit the findings' generalizability to other sectors or geographical areas. A major limitation of this study is the cross-sectional design, which captures data at only one point in time and limits causal inferences. Future research should follow a longitudinal approach to track changes over time for these variables: motivation, job satisfaction, and OCB over time, offering a more in-depth understanding of how these factors evolve and impact employee performance and retention.

Future research can expand the scope of this study by including additional variables such as leadership style, work environment, and organizational culture to gain a more comprehensive understanding of factors influencing employee performance and turnover intentions. Longitudinal studies tracking changes over time would offer insights into the causal nature and long-term effects of interventions designed to improve these outcomes. Future research could look at other mediators, like perceived organizational support or employee engagement, to find more connections between motivation, satisfaction, turnover, and performance. Implementing and assessing focused interventions, like professional development programs or recognition schemes, would validate theoretical findings and offer organizational leaders useful insights. Studies focusing on a particular industry, like manufacturing or healthcare, could compare findings to ascertain whether the relationships in the telecom sector are generally applicable. Future studies can improve employee outcomes and more effective practices by exploring these avenues and expanding our understanding of the relationships between employee motivation, job satisfaction, organizational citizenship behavior, performance, and turnover intentions. Future studies could use longitudinal designs to examine causal relationships over time. Incorporating leadership style and organizational culture as moderators may add richness to mechanisms that explain OCB and employee retention. Research beyond telecom in high-turnover industries can also be extended to increase generalization.

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