



Mediating Role of Work Engagement in the Relationship between Job Satisfaction and Turnover Intention: An empirical evidence from Hospitals in Lahore, Pakistan

Dr. Rizwan Qaiser Danish¹, Amna Gohar², Dr. Ashfaq Ahmad³, Saba Shaukat⁴

Abstract

The basic purpose of this research is to examine the relationship between job satisfaction and turnover intention in the presence of mediating variable of work engagement in hospitals of Lahore, Pakistan. Data was collected through self-administered questionnaire which was distributed among public and private hospital nurses holding positions of nurse or head nurse. The sample size was 270. SPSS and AMOS software was used for demographic and inferential analysis. Results conclude that job satisfaction with determinants of JS (pay, promotion, nature of job etc.) have negative relationship with turnover intention. Results also showed that work engagement has partial mediating role in the relationship of job satisfaction and turnover intention. This study mainly focused on service sector (hospitals) in Lahore. So the results are limited to only service sector which narrow down its generalizability. Current study is cross sectional and longitudinal study is recommended to generalize results. The survey data was collected from nurses of one city that is Lahore it required to do similar research on other cities of Punjab. Various studies in literature have explored relationships among different variables of organizational behavior rather than explaining any other mechanism; they have focused much on their relationships but less on mediating relationship of work engagement.

Keywords: *Job Satisfaction, Turnover Intention, Work Engagement*

1. Introduction

The growing share of service sector in advanced countries has established new methods in creating competitive advantage within the transfer of a high level of quality service (Reichel, & Ginsburg 2014). The significance of service workforce is the highest asset that is undeniable because in the absence of quality staff, service industry cannot fulfill the demands of their patients/ customers and stakeholders (Stafford & Michel, 2014). “A happy worker is a productive worker” (Balser, et al. 2008). In the words of Robbins, et al., (2004) “Job satisfaction

¹ Hailey College of Commerce, University of the Punjab, Lahore, Pakistan, rdanish2000@yahoo.co.uk

² Department of Business Management Sciences Lahore Garrison University, Lahore, Pakistan

³ University of Sargodha, Sargodha, Pakistan

⁴ Administrative Sciences, University of the Punjab Lahore, saba_shaukat52@yahoo.com



is an employee's general attitude towards his or her job and the difference between the amount of reward workers receive and the amount they believe they should receive". Job Satisfaction makes the work force efficient and effective and is a good indicator of performance (Igbaria & Guimares, 1993).

A person who has high level of satisfaction has encouraging approach about his job, however, the person who has low level of satisfaction holds negative approach towards his job. Employee's value perception regarding satisfaction can assist top decision makers build and create such environment that aid them to achieve great level of worker satisfaction (Ikemefuna, 2012). Satisfaction or dis-satisfaction on job is one element that contributes to the workers intention to remain or to leave their job (Moore, 2002); on the other hand, it is essential for both groups; management and employees to investigate those factors that play a mediating role between job stress and intention to leave. Employee Turnover as defined by Hom & Griffeth (1995), are "voluntary terminations of members from organizations". Shaw, Delery and Gupta (1998) indicated that voluntary turnover, or intention to leave refer to decision of a worker to leave the organization, while involuntary turnover refers to the decision of boss to end the employment relationship and also include retirement, death, layoffs and dismissals (Price & Mueller, 1981).

Today organizations need those employees who are energetic, dedicated and engaged towards their duties. They believe that their employees should take initiatives, show great responsibility for their own specialized skills and committed with organization's standards. Work engagement is "a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli & Bakker, 2002). Vigor denotes to higher degree of mental flexibility, enthusiasm to devote intension in work and ability to countenance challenges; dedication indicate to strappingly concerned with work, having sense of inspiration and pride ; absorptions refers to fully concentrated and happy while doing work, as time passes quickly, that person face difficulty to detach himself from working. Work engagement is connected with individual's behaviors, attitudes and intention (Saks, 2006).

1.1 Health Sector

The health sector is under-researched area in Pakistan and needs to be investigated by conducting research on different areas of occupational stress, organizational behavior, and in many more. Turnover intention is a worldwide problem in Malaysia rate of quitting employees was 9.3% in 2009 and it was increased up to 18.3% in 2010 financial service sectors, the conditions was worse 13% to 15% annually in banking sector in 2013 because of its heavy workload and strict time limits (Abdullah & Safizul, 2016). High rate of intention to quit in the commercial banks greatly impacts the productivity, quality and profitability because of the lack of knowledge, skill and expertise in the field. Rate of intention to quit also a serious issue in Pakistan, 39.2% to 40.8% turnover is recorded in Cloth Company from 2005 to 2009 (Kafeel & Khaliq, 2015). While in health sector there is no difference in rate of intention to quit, 20 to 25% (2012) nurses quit annually (Aalam & Mohammad, 2009). When nursing staff has different mental or physical issues regarding their job they automatically intent to leave. Intention to quit is a significant cause of reducing productivity in private and public sector both (Ying Hui Wang, 2008).

1.2 Pakistani Context

In any country's economy, health sector plays a vital role. Economic Survey of Pakistan (2007) has mentioned that "a healthy population is not only valued in its own right, but it also raises the human capital of a country, ultimately they would positively contribute to the economic and social development". A healthy labor can enhance not only his productivity but also increase economic development of the country. If a labor is not healthy, it will cover many problems, not disease only but also many others like: isolation, hunger, powerlessness, insecurity, and exclusion. The basic right of every native in any country is health (Neelum Punjani, 2014). Unfortunately, residents of Pakistan have poor in their health rights. 0.42% of total GDP is spending by Pakistan on health sector (Economic Survey 2015).

Nurses are the key elements in the hospitals, they can considerably influence on the quality of treatment, care provided and patient results in the hospitals. If they have a favorable environment to work, satisfied job and having a commitment with hospital then they will happy to remain there and don't want to switch.



Objectives of the current research have been written below

- To find the relationship between job satisfaction, and Turnover intention
- To investigate the role of work engagement as mediator between Job Satisfaction and Turnover Intention

2. Literature Review

In every organization employees are considered as most essential assets that can serve as engine for providing sustainable services to the clients. In health sector of Pakistan, there is a shortage of professionals (Bushra,2012). Job satisfaction is an important and widespread variable for the researchers in social studies (Luthans, 2005). JS has been used as major contributing factor that can influence the productivity of employees in the organization (Bushra, 2012). The general attitude of an employee towards his/her job is also called as JS (Rezaiean et el, 2010). It is a common belief that a satisfied employee is more like to show positive attitude for work, high performance and want to stay in the work settings (Robbins et al; 2010).

Different researchers and theorists from different regions have been trying to develop and explore various theories and factor on JS, it includes Maslow theory of need, ERG throy, Herzberg theory etc. Maslow (1943) argued that needs effects human behavior until it is satisfied. Hierarchy needs of Maslow (1943) include psychological, safety, social, self-esteem and self-actualization needs. These needs can be organized on the roots of their significance to the individual. One of them need if satisfied at once, it will not contribute as motivator and individual will shift to fulfill next need in the hierarchy (Luthans,2010). ERG theory is an extension to Maslow (1943) hierarchy of need theory and is developed by Aldefer (1972). ERG theory based on three human dimensions name as Existence, Relatedness and Growth, that is short form of Maslow (1943) theory of five levels. Needs of existence includes physical or basic requirements for survival like food, water, salary, shelter etc. Relatedness includes social needs such as love, attachments and relation with family, friends and colleagues. Growth need includes similar to Maslow (1943) need of self-esteem and self-actualization such self- productivity and self-growth.

In 1957, Fredrick Herzberg proposed two factor theories. This theory is also called as “the Motivator Hygiene Theory” and it was published in the book of Herzberg (1959) under title of

“the motivation to work”. He conducted a study on engineers and accountant in Pittsburgh in (1957) having the purpose was to investigate those factors which satisfy or dis-satisfy worker from their job and labeled those factors as motivator and hygiene factors. Motivator includes recognition, achievements and responsibility while hygiene factors include pay, supervision, bonus, colleague’s behavior, job security and policies.

Past studies have pinpoints some basic determinants that enhance level of satisfaction. It includes: Pay/ salary, promotion, coworker relation, supervisor relation, nature of work, etc. (Robbins, 2005).

2.1 Determinants of JS include

2.1.1 Salary

Salary is the primary requirement of an employee and they always look for remuneration or compensation (Rast & Touran, 2012). It means pay is always a vital element for the staff but not an indicator of their satisfaction. Pay is not the final dimension of JS, high salary from the organization not means the high level of satisfaction in the workers, since there is many other causes that lead employee towards dissatisfaction such as, work over load, boring environment, overtime, and rigid environment (Lee Yean, 2011).

2.1.2 Promotion

Promotion is also a sort of determinant for job satisfaction (Shah, 2015). With respect to the chances of improvements, one needs to grow and progress by fulfilling responsibilities and participation diligently in given tasks (Herzberg, 1974). Mallow theory of need (1943) indicated that after fulfilling the basic needs, worker begin to follow high level needs. Promotion is the choice of most workers and means staffs get chances to develop in their career; surely it is appreciation of the present work. Supervisor’s and co-worker’s support: Besides salary, supervisor’s satisfaction is another important factor to evaluate JS of employees (Sang Lee, 2011). According to Gagnon (2004), supervisor’s support is the level of satisfaction which employee feels that he has a support of his supervisor. A supervisor is the front line leader who is responsible for the supervision of their workers (Heery & Noon, 2001). Co-workers’ satisfaction is the level of social belongingness and professional cooperation in the organization. According



to Mccalister (2003), manager's support and coworker's support considerably impact the job stress and JS in negative way. Working Environment: Environment has a significant impact on satisfaction of workers and production of goods (Shah, 2015). Researchers showed that JS has much dependence on working atmosphere rather than other qualities, for satisfaction of employees, employer has to provide better working environment (Tell, 2007). Poor working environment leads to dissatisfaction (Tsigilis, 2006).

2.2 Work Engagement

Worker's psychological association with their job has gained a lot of importance in service industry of 21st century (Bakker & Leiter,2010). Today's institutes needs employees who are not psychological connected with their work but also willing to invest their energies in their work roles, those who are proactive and highly committed with the organization. In short, organization needs staffs who are engaged in their work (Bakker & Leiter, 2010). Engaged staff positively contribute towards institute's success. Many researchers have indicated as organization having engaged personnel are financially stronger than organizations have disengaged employees (Cascio & Boudreau, 2011). Theories of engagement includes Need Satisfying approach (NSA), social exchange theory, AS model etc.

2.2.1 Need Approach

Employees are satisfied and display engagement when three psychological needs or desires are completed: (1) psychological safety, (2) meaningfulness and (3) availability (Kahn, 1990). Psychosomatic safety includes ability to show and employ own self without fear, panic of negative results. This need is largely influenced by community environment through management style, interpersonal connections, social traditions and group dynamics. Meaningfulness includes the sense of receiving rewards of the job role performance by the individual. This desire has an influence by role performance, nature of profession and job qualities or characteristics. Lastly, availability includes feeling of availability of enough mental or physical resources to connect one-self with the work.

2.2.2 SET (Social Exchange Theory)

SET argues about repayment rules. In the organizations relationships develop over long time of trust, commitment and loyalty as well as involvement of all parties in social exchange or reciprocity rules (Kahn, 1990). For instance, when an employee receives specific resources or benefits from his firm (e.g. salary, bonus, recognition, and promotion) he feels grateful to act in response and repay to the firm. In turn employees can pay back to their organization in the form of engagement (Saks, 2006).

2.2.3 Affective Shift Model

This Model is based on the belief that negative and positive affect both have significant purpose for engagement (Schafuli, 2013). Practically, it is observed that engagement of employees shines and dims as an individual moves from one task to another, having shift in time and ups and downs in different events throughout the day (Demerouti et al., 2010).

2.3 Turnover Intention (TI)

In order to accomplish organizational objectives, organizational HR department is facing problems of retentions of employees in organization. On the other side, workers also look for secure and safe place to work. If they don't find safe and secure job placement, they may want to leave that organization (Arslan, 2014).). Employee TI refers to a person who is thinking and considering himself to leave the job (Firth , 2004). Intention is a word which is main element that leads to actual leaving job attitude (Salahudin, 2009). Theories include theory of social exchange, human capital, matching theory etc.

2.3.1 Social Exchange Theory

This theory is may be traced from Thibaut & Kelly, Blau, (2005) and it is based on concept that social attitude is the outcome of social exchange process and it will reduce cost and maximize profits. Exchange benefits can be in material or non-material things like sign of approval and respect (Homan, 1961). This theory indicates that people consider social relationship is a potential rewards for them. A person who is honest and give potential to the organization will expect to more reward from the employer, similarly, an employee receives much reward from the employer or organization that employee has to give back the same amount of attentiveness or commitment to the organization (Farmer , 1999). People will dismiss or continue a relationship



until compensation received or paid. This theory of social exchange is based on reciprocity principal where privileges given by one and repaid by another (Dr. Bruno, 2008).

2.3.2 Human Capital Theory

The concept of human resources was developed by Adam Smith, but generally developed by Gary Becker (1964). The idea/concept of this theory claims that all job roles & work is not equal in quality & efficiency of employees can be improved by investing on them (Becker, 1993). Giving training and education to the employees is most significant type of investment in Human Capital. Well educated as well as well-trained employees can earn above average. Education related to intention to quit and training for specified field can enhance the economic value of organization and overall country's economy (Becker, 1993). There are two forms of investment for human capital: On-Job Training and Education (Poza, 2007). On-job training is related to enhance the employee's efficiency by giving new skills and improving previous ones in the organization and education is the "institution specializing in the training of production" such as schools and university (Becker, 1993).

2.3.3 Matching Theory

Matching theory indicates that workers struggle for those positions which match with their competence and relate with the appropriate salary, also they want to do those activities which enhance their profits (Poza, 2002). The generosity of a "match" discloses during service relationship. Thus, new employees gain experience and when they have lack of information regarding their job and that job do not match with their ability then job movement will be the correct decision to rectify failures (Henneber, 2002).

2.3.4 Why People Leave?

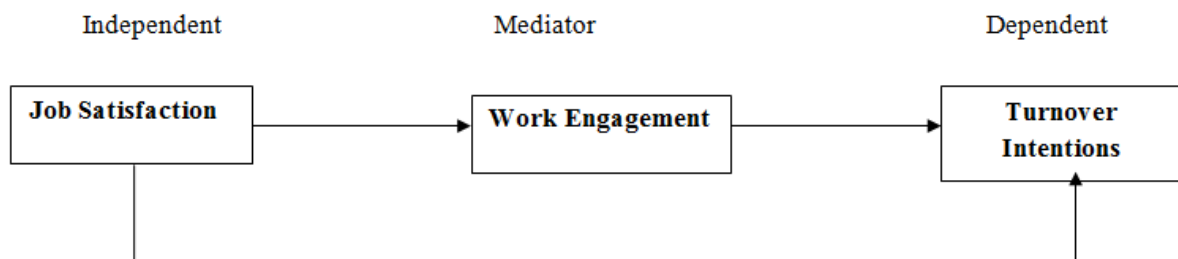
Holtom & Lee (2001) suggested some factors due to these an employee want to quit. Human resource is considered a precious asset for any organization. To retain this precious asset, organization should take necessary steps. Holtom & Lee (2001) explained reasons that why a person want to quit such as individual risk, want to learn new things but no opportunities, rude behavior of supervisor and colleagues, less promotion and unwanted work roles. Branham (2005) also explained various reasons that why an individual leave the job. Those reasons include lack

of training and feedback, no promotional opportunities, low reward, overwork, and absence of trust and less chances to grow.

2.3.5 Nurses Intention to Quit

Health sector is facing high rate of turnover of nursing staff that effects patient care and ultimately reduce quality of hospitals (Chu, 2006). Nursing staff in hospitals begins and ends their jobs because of several reasons and not any single solution is there to retain them in hospitals for longer time period (Naz, 2014). Pakistan is also facing shortage of nursing staff because of low salary, low morale, work overload, overtime, harassment and lack of job security (Khowja, 2012). Several Studies showed that commitment with the hospitals have moderate connection with satisfaction level and reduction in turnover intention (Boyle, 2003). Those nursing staff that are engaged and committed with their hospitals their turnover rate is low as compare to un-satisfied nurses (Noguer, 2006).

Figure 1. Conceptual Framework



2.4 Hypothesis

H1: There is a relationship between Job Satisfaction and Turnover intention

H2: There is a relationship between Job Satisfaction and Work Engagement.

H3: Work Engagement will mediate the relationship between Job satisfaction and Turnover intention.

H4: There is relationship between Work Engagement and Turnover Intention



3. Research Methodology:

3.1 Sample

This study conducted in Lahore public and private hospitals having sample size of 270 using response to item theory of Tanaka (1987) under sampling technique of stratified random sampling. Whole population is divided into two ‘strata’s’ public and private, first who are working in public and second who are working in private hospitals.

3.2 Instrument and Data

The current study used adapted survey questionnaire as an instrument to collect data from respondents. The questionnaire has consisted on five parts. The 1st part is consisted upon demographics of the respondent’s e.g. Gender, Age, Marital status, hospital, job term, and status in the hospital. Five point “Likert Scale” is used in the questionnaire 1 for strongly disagree to 5 for strongly agree. 2nd part contains six items of job satisfaction adapted from Xiang studies, 3rd part includes six items of turnover intention adapted from (Cammann et al., 1979., Chen et al ., 1998) and last part includes six items of work engagement adapted from (Schaufeli and Bakker, 2003) named as UWES (Utrecht Work Engagement Scale).

For data analysis, Statistical Package for Social Sciences (SPSS) software is used to analyze demographics, reliability of data, correlation and regression analysis will run with the help of instrument. AMOS (Analysis of Moment Structures) is used for mediation analysis and examination of model fitness by Confirmatory Factor Analysis (CFA) & Structural Equation Model (SEM).

3.3 Data Analysis and Discussion

Various analysis techniques have been applied to know the relationship of work engagement, job satisfaction and turnover intention among nurses in Lahore hospitals. Statistical tools such as Descriptive statistics, reliability cronbach alpha, correlation analysis and SEM have been applied through SPSS and AMOS.

The research was conducted on nurses in public and private hospitals in Lahore having sample size of 270 that consist of 100% female staff. According to age group of respondents, it indicates that major set of the respondents is round about 36.7 % under the ages of 20-29 years having 99 respondents. 28 respondents 10.4% is among the age of 30-39 years, 26 respondents 9.6% is among the age of 20 or less , 13 respondents 4.8% among the age of 40-49 years & lowest respondents are 5 having 1.9% under the age group of 50-59 years. Marital status includes; out of 270 respondents 64.1% were single and 35.9% were married. The percentage of unmarried to married respondents was significantly high. According to category of hospitals, it indicates that 136 respondents having 50.4% works in public sector is showing majority whereas 134 respondents having 49.6% works in private sector in Lahore. Job experience includes, that out of 270 respondents 34.4% were in tenure of 3-5 years having 93 nurses, 19.3% were in 1-2 years with 52 respondents, 13.9% were the respondents having experience of more than 10 years with 37 strength, and 11.9% were in tenure of 2-3 years or 5-10 years and 8.9% nurses having less than one years' experience. According to designation of respondent, It indicates that majority of 220 (81.5%) respondents have position of nurse while 50 (18.5%) respondents work as head nurses in the hospitals.

Table: 1 Demographic Profile

Variable	F	(%)	Variable	F	(%)
Gender			Job Tenure		
Female	270	100	Less than one year	24	8.9
			1-2	52	19.3
			2-3	32	11.9
			3-5	93	34.4
			5-10	32	11.9
			More than 10	37	13.7
Age			Job Designation		
20 or less	26	9.6	Nurse	220	81.5
20-24	99	36.7	Head Nurse	50	18.5
25-29	99	36.7			



30-39	28	10.4			
40-49	13	4.8			
50-59	5	1.9			
Marital Status			Hospital		
Married	97	35.9	Public	136	50.4
Un-Married	173	64.1	Private	134	49.6

Mean value of work engagement is 2.747 and standard deviation is 0.356. The TI Value of SD of is .847 and means value is 2.55. The JS value of mean is 1.916 and SD value is .387. To investigate the relationship among variables Pearson correlation analysis has been applied. The below table also indicates internal reliability of the complete instrument, it shows that questionnaire have fulfilled its acceptable level of reliability. The Cronbach's alpha of WE, TI and JS, are 0.709, 0.765, and 0.708 respectively. Values of all variables are above the minimum requirement of Cronbach's alpha, so all these variables are researchable.

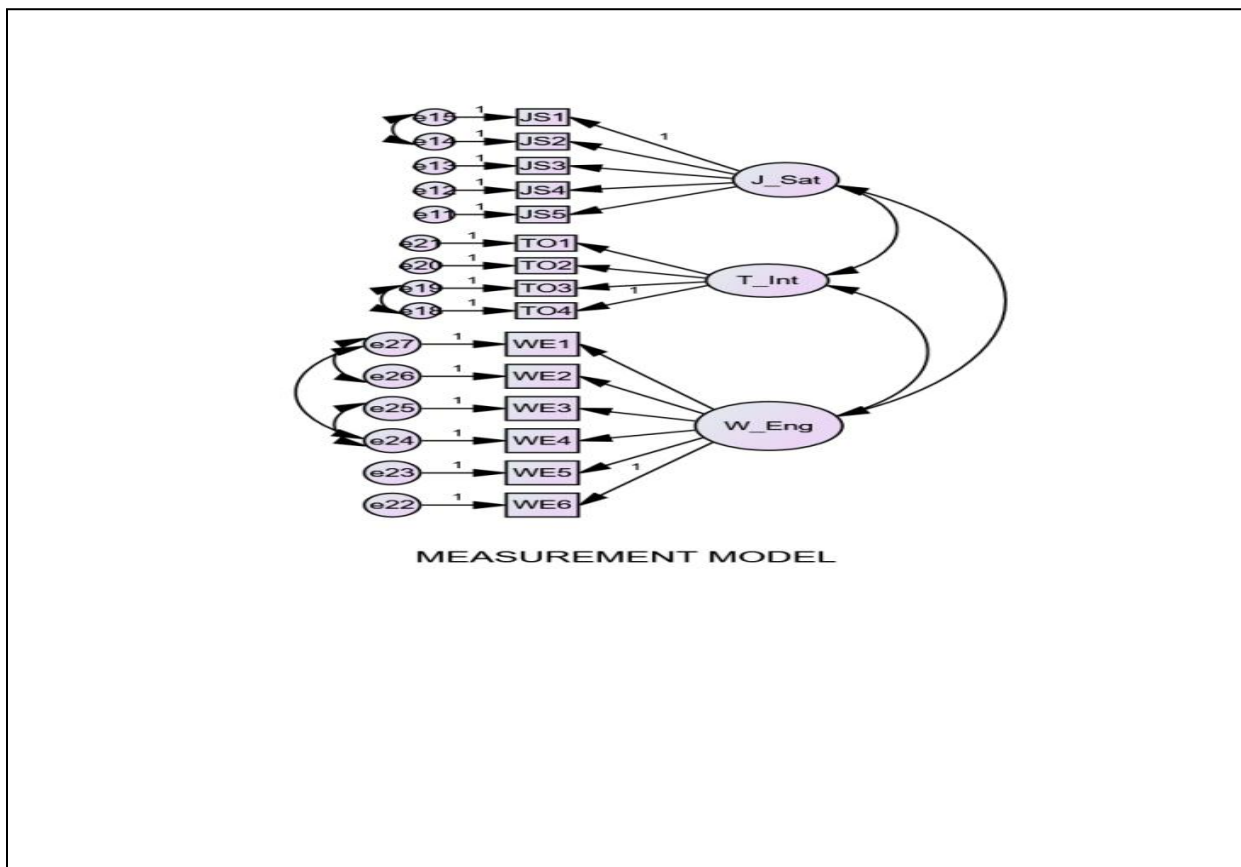
Table 2. Descriptive, Reliability and Correlation Analysis

Variable	Mean	SD	Cronbach alpha	WE	TI	JS
Work Engagement	2.747	0.35629	0.709	1		
Turnover Intention	2.55	0.84737	0.765	.109	1	
Job Satisfaction	1.91	0.98796	0.708	.431**	-.312**	1

3.1 Measurement Model

This model used to measure the association or link between measured/considered variables with latent variable and Latent variables extort from observed variables. The purpose of measurement model is to check the conformity of factor structure & separate the measure validity. After drawing model, decide its parameters and also assess model fitness. Factor loading in this model is considered significant at the value of $p < .001$ and in significant value is $p > .001$. If factor lading is in-significant then model confirmation is not possible. Model can be modify through indices of

modification and well developed and well-structured model can be trimmed or improved. CMIN or DF is used to correct sample size, DF is (degree of freedom) and CMIN is chi square. Value of CMIN or DF is acceptable >5 and depicts good near to 1. For CFI value ranges 0 to 1 showing good fitness, Hu and Bentler, (1999) indicated good model fitness in 0.90. GFI ranges 0 to 1 and good fitness at >0.90 and same is for GFI (Sharma, 2005). RMSEA (Root mean square error of approximation) value is good at 0.08 and shows mediocre from 0.08to 0.10 (Maccallum, 1996).The value of RMR (Root Mean Square Residual) is considered adequate at > 0.10 (less than 0.10).



The below table explains the fitness summary of Model (Measurement Model). The model is good fit as CMIN/DF is 1.79, GFI= .902, AGFI = .871, CFI = .909, RMSEA = .071, TLI = .890 and PCLOSE was .222.



Table 3. Model Fitness summary of measurement model

Goodness Indices	Measurement Model	Threshold	
CMIN/DF	1.79	< 5	
GFI	0.902	>= to .9	
AGFI	0.871	>= to .9	
CFI	0.909	>= to .9	
RMSEA	.054	< 0.08	
RMR	.071	Close to zero	
PCLOSE	.222	> 0.05	

3.2 Structural Equation Model (SEM)

To calculate and analyze the data SEM (Structural Equation Model) was used in AMOS 22.0. SE model used to check conceptual and theoretical model based on numerical value. Structural equation model is a multivariate numerical investigation technique which is adopted to evaluate structural relationships. SEM generally, includes MM (Measurement Model) with one or more than one observed variables and SRM (Structural Regression Model) which connect latent variables together.

3.2.1 Why SE Model is used?

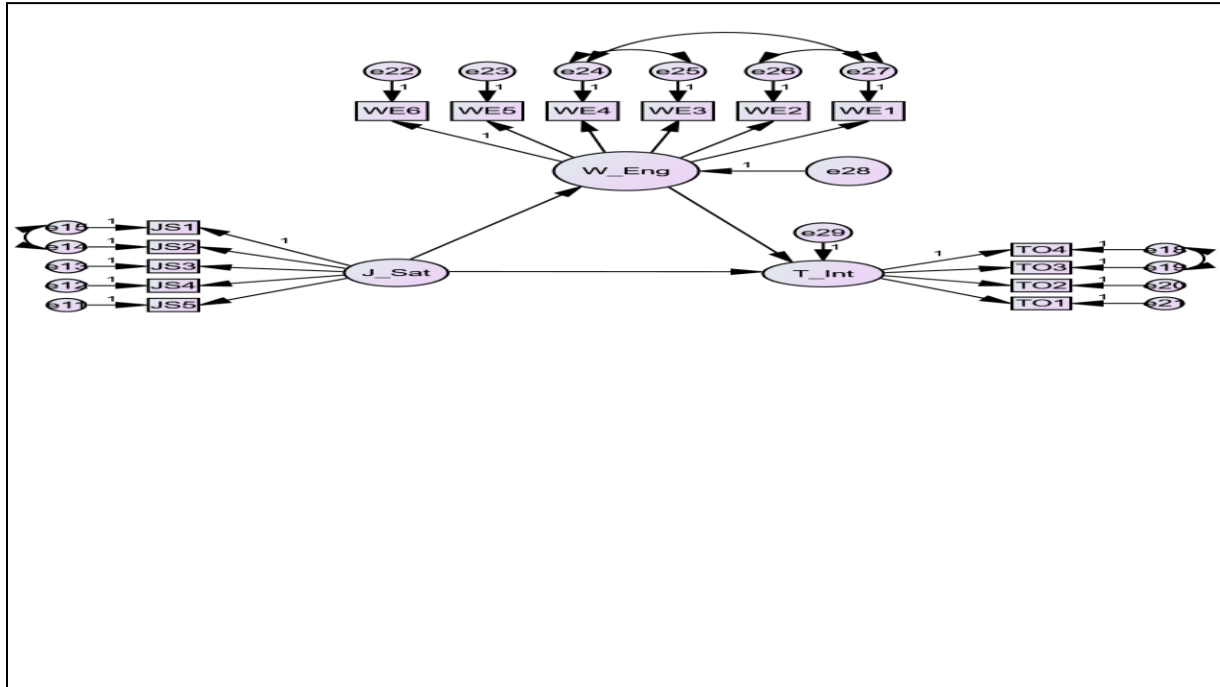
Structural Equation Model is broadly adopted by social studies students because of its capability to separate observational error via measuring latent variables (Hancock and Gregory, 2015). Many researchers use SE model to design covariance or correlation among variables. This model also used to assess the multiple & interconnected dependence in only one analysis. It also used to assess the nature of the relationship among variables involved in study.

3.3 Importance of SEM

SEM is mostly preferred to use as it evaluates the multiple and interrelated dependence in a single step. If there is more than one dependent, independent, and mediating variable in model, SE Model analysis is very suitable & useful technique to test hypothesis. SEM can perform

overall tests of model fitness and individual parameters. Relationship between variables is represented by path diagram, through square and rectangle measured variables are displayed and latent variables are shown by circles or ovals.

Figure 2. SEM



The model fitness summary of Structural Equation Model (SEM) is below. The summary indicates that it fulfills the acceptable range of good fit model. The value of GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index) were in acceptable range and values are greater or equal to 0.90. The values of RMSEA & RMR were near to 0 & less than 0.05 that considered as very good model.

Altogether, the model was in acceptable range as in given in threshold. CMIN/DF 1.973, GFI .909, AGFI .878, CFI .907, RMSEA .060, RMR .068, and PCLOSE .055 accordingly.

Table 4. SEM model fitness summary

Goodness Indices	SEM Analysis	Threshold
CMIN/DF	1.973	< 5
GFI	.909	>= .9



AGFI	.878	$\geq .9$
CFI	.907	$\geq .9$
RMSEA	.060	< 0.08
RMR	.068	Close to zero
PCLOSE	.055	> 0.05

3.4 Mediation Analysis

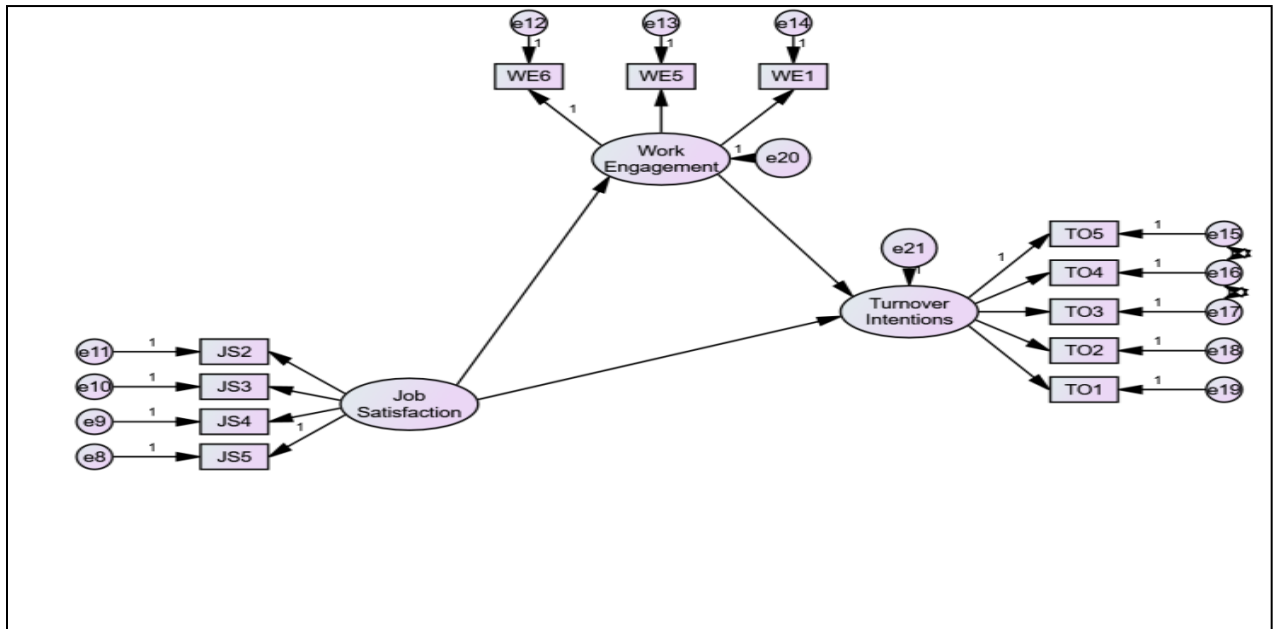
In SEM, mediation analysis was executed through bootstrapping. Bootstrapping is a resembling method that constructs a sampling distribution to estimate standards errors, accurate parameter's estimates stability and create confidence intervals. (Barbara M. Byrne, 2010, Changya Hu, 2010) It has much importance for mediation analysis. In mediation analysis, it confirms mediation effect due to accuracy in confidence interval. For the purpose to test mediation analysis in SE model via bootstrapping and obtained direct, indirect & total hypothesized model effect. Bollen & Stine Bootstraps N=2000 having value of 95% (Bias Corrected Confidence Interval Method).

3.5 Bootstrap Procedure Benefit

Bootstrap allows scholars to evaluate the constancy of parameters estimates. Bootstrap can also be applied when large sample size assumptions and multivariate normality cannot hold. If there is a measurement error in variables then the importance of mediation effect is probable to be miscalculated. This can be resolved through SEM.

The diagram below is showing mediation analysis. In which JS (job satisfaction) is an independent variable, TI (Turnover intention) is dependent variable and WE (work engagement) is a mediating variable.

Figure 3. Mediation



The values of fitness parameters give acceptable and satisfactory level of fitness in the above table. Value of CMIN/DF 1.296 is under the acceptable range in threshold less than 5. Similarly, GFI is .963, AGFI is .941, CFI is .980, RMSEA is 0.033, RMR is 0.050 and PCLOSE is 0.895. All values of fitness are under the acceptable range of threshold.

Table 4. Mediation Summary

Goodness Indices	Mediation Analysis	Threshold
CMIN/DF	1.296	<5 (Less than)
GFI	.963	>= .9 (More or equal)
AGFI	.941	>= .9 (More or equal)
CFI	.980	>= .9 (More or equal)
RMSEA	.033	< 0.08 (Less than)
RMR	.050	Close to zero
PCLOSE	.895	>0.05 (Greater than)



The below table consists of hypothesis on mediation (H3: Work engagement will mediate the relationship between job satisfaction & turnover intention), direct effect between dependent & independent variables, indirect effect in the presence of mediator and finally record its result on mediation.

At first in direct beta independent and dependent variables are documented and evaluated its level of significance from their P value (-0.15**). Later, direct effect is evaluated in the presence of mediating variable and their significance also recorded through P value (-0.349**). Indirect effect also analyzed in the same way. To conclude the above effects observed mediation is recorded.

Direct effect between dependent and independent variable is significant and also significant in the presence of mediating variable. Indirect effect of JS towards TI is also significant. In other words direct effect with mediation and without mediation, moreover, in indirect effects of all variables are significant. So, it is observed that there is partial mediation of WE between JS and TI.

Table 5. WE Mediation between JS and TI

Hypothesis	Direct Beta W/O Medi	Direct Beta W/ Medi	Indirect Beta	Observed Mediation
JS → WE → TI	-0.15 (**)	-0.349 (**)	0.075(**)	Partial

4. Conclusion

The aim of this study is to examine that if there is any mediating relationship of work engagement with JS & TI. Nursing staff of public and private hospitals in Lahore are the core stakeholders that were chosen for the current study. Why this group of staff has chosen for the study, the reason is in previous studies there is less research has been done on nursing staff. Nurses are supposed to be very important and major key elements that can influence the quality of hospitals. Health sector was chosen for the current study as it important and prominent sector that plays a vital role in Pakistan's economy. There are three variables used in this study, JS (Job Satisfaction), TI (Turnover Intention) and WE (Work Engagement). Job satisfaction through 6 items scale, work engagement through 6 items scale and turnover intention through 6 items scale.

Three hypotheses have consisted upon relationship of independent variables with dependent and mediating variables. To examine the relationship among variables, Correlation analysis have performed in SPSS .22. To investigate effect of one variable on another SEM analysis has performed in AMOS .22. To assess the mediation of WE with JS and TI, bootstrapping in AMOS. 22 have been used for Mediation analysis. Hypotheses one indicates negative and significant relationship of job satisfaction with turnover intention. Similarly, JS has positive & significant relationship with work engagement. The mediation analysis also did using these two variables with WE. The mediation analysis showed that mediating relationship of WE exist with JS and TI.

The current study and its findings have numerous practical and theoretical implications. Furthermore, the study findings will also help managers to control intention to quit, how they can satisfy and engage their employees in wok setting. The study also has some limitations as sampling technique, data collection method, sample size, population, and selected sector could be change as well as target city. Future research can be done on the basis of these limitations. It is suggested to future scholars to do research considering other sectors and cities as well to generalize study results. Furthermore, future researchers are recommended to take in mediating variable other than work engagement as well as other variable to examine nurse's behavior. Some former sampling method and study location can be used in upcoming researches.

References

- Arsalan Khan (2014). Organizational Cynicism and Employee Turnover Intention: Evidence from Banking Sector in Pakistan. *Pakistan Journal of Commerce and Social Sciences*, 8(1), 30-41.
- Bakker, A.B., & Leiter, M.P. (Eds.) (2010). Work engagement: A handbook of essential theory and research. *New York: Psychology Press*.
- Barber, N., Goodman, R. J., & Goh, B. K. (2010). Restaurant consumers repeat patronage: a service quality concern. *International Journal of Hospitality Management*, 30(2), 329-336.



- Berson, Y.Oreg & Dvir, T. (2008). CEO values, organizational culture and firm outcomes. *Journal of Organizational Behavior*, 29(5), 615-33.
- Bushra, A. (2012). Job Satisfaction and Women's Turnover Intentions in Pakistan's Public Universities. *The Lahore Journal of Business*, 59-77.
- Cammann, C., Fichman, M., Jenkins, D. & Klesh, J. (1979). The Michigan Organizational Assessment Questionnaire. *Unpublished Manuscript, University of Michigan, Ann*
- Schaufeli, W.B. & B.P. (2003). An overview of 25 years of research and theorizing. *The handbook of work and health psychology*, 2, 282-424.
- Chen, Z. X. & Francesco, A. M. (2006). Employee Demography, Organizational Commitment, and Turnover Intentions in China: Do Culture Differences Matter? *Human Relations*, 50, 701-726
- Chu, C.-I., Hsu, H.-M., Price, J.L., Lee, J.-Y., (2003). Job satisfaction of hospital nurses: an empirical test of a causal model in Taiwan. *International Nursing Review* 50, 176-182.
- Cronbach, L. J., & Meehl, P. E. (1955). Construct validity in psychological tests. *Psychological Bulletin*, 52, 281-302.
- E. Demerouti, A.B. Bakker & W.B. Schaufeli (2010). Working in the sky: A diary study on work engagement among flight attendants. *Journal of Occupational Health Psychology*, 13, 345-56.
- Economic Survey of Pakistan (2007). Health and Nutrition.
- Economic Survey of Pakistan (2015). Health and Nutrition.
- Firth, D.J.Mellor, K.A. Moore & C.Loquet, (2004). How can managers reduce employees intention to quit. *Journal of Manage.Psychol.*, 19, 170-187.
- Herzberg, F., Mausner, B. (1959). The Motivation to Work, second ed. *Wiley, NewYork*.
- Hocshchild, A.R. (1983) The Management Heart. Berkeley, CA . The University of California Press.

- Holtom, B.C., Mitchell, T.R., Lee, T.W. & Inderrieden, E.J. (2001). Shocks as causes of turnover: What they are and how organizations can manage them. *Human Resource Management, 44*, 337–352.
- Hom, P.W. & Griffeth, R.W. (1998). Employee Turnover, SouthWestern College. *Cincinnati, Ohio*.
- Homans, G. (1961). Social Behavior: Its Elementary Forms. *New York: Harcourt*.
- Hu & Bentler. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling, 6(1)*, 1-55.
- Igbaria, M., & Greenhaus, J.H. (1992). Determinants of MIS employees' turnover intentions: a structural equation model. *Communications of the ACM, 35 (2)*, 35-49.
- Kahn, W. A. (1993). Caring for the caregivers: Patterns of organizational caregiving. *Administrative Science Quarterly, 38*, 539-563
- Khowaja, K, Merchant, RJ & Hirani, D (2012). Registered nurses' perceptions of work satisfaction at a tertiary care university hospital. *Journal of Nursing Management, 13 (1)*, 32-39.
- Lee Yean & Choi (2011). Relationship Between Leadership style, Job Satisfaction and Employee Turnover Intention: A literature Review. *Research Journal of Business Management 5 (3)*.
- Maslow, A., (1954). Motivation and Personality. *Harper and Row, New York*.
- Moore, K. (2002). Hospital restructuring: Impact on nurses mediated by social support and a perception of challenge. *Journal of Health and Human Services Administration, 23(4)*, 490-517.
- Naz Sumara & Gul (2014) Moderating Role of Organizational Commitment between Communication Satisfaction and Turnover Intentions Among Nurses. *Pakistan Journal of Psychological Research, 29(1)*, 39-52.



- Neelum Punjani (2014). Health sector of Pakistan and Nurses role in this sector. *Tribune Pakistan*.
- Poza, A. & Henneberger, F. (2007). Analyzing job mobility with job turnover intentions: An international comparative study. Research Institute for Labour Economics and Labour Law, 82, University of St. Gallen.
- Price, J.L., Mueller, C.W., (1981). Professional Turnover: The Case for Nurses. Iowa State University Press, Ames (Cited in Cavanagh, S., 1990. Predictors of nursing staff turnover. *Journal of Advanced Nursing* 15, 373–380.
- Reichel, Arie, & Ginsburg, Limor (2014). “Emotional labor in the hospitality industry: The influence of contextual factors.” *International Journal of Hospitality Management* 37, 150-158.
- Rezaiean, A., M.E. Givi, H.E. & M.B. Nasrabadi, (2010).The relationship between organizational justice and organizational citizenship behaviors: The mediating role of organizational commitment, satisfaction and trust. *Research Journal of Business Management*. 4, 112.
- Robbins, S. P. & Coulter, M. (2005). Management. Pearson Education. India: *Dorling Kindersley Publishing Inc.*
- Saks, A, (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Salahudin, S.N., Bahrain , M.M (2009). Occupational content and turnover intention: A case study of small and medium enterprises. *Proc.Int.CONf. Human Capital.*, 31:63
- Schaufeli, W.B., Salanova, M., González-Romá, V & Bakker, A.B. (2002).The measurement of engagement and burnout: A two sample confirmatory factor analytical Approach. *Journal of Happiness Studies*, 3, 71-92.
- Schaufeli, W.B. (2013). What is engagement? Employee Engagement in Theory and Practice. *London: Routledge.*

Shaw, JD, Delery, JE, Jenkins, GD & Gupta, N. (1998). An organization-level, analysis of voluntary and involuntary turnover. *Academy of Management Journal*, 41 (3), 511- 523.

Shah Haider (2015). Relationship of Job Satisfaction and Turnover Intention of Private Secondary School Teachers . *Mediterranean Journal of Social Sciences*, 6(4).

Ying-Hui Wange (2008). Turnover factors revisited: A longitudinal study of Taiwan-based staff nurses. *International Journal of Nursing Studies*, 45, 277–285.