

## **Impact of HR Practices on Organizational Citizenship Behavior and Turnover Intentions**

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### **Abstract**

*In 21<sup>st</sup> century, human resource is major and most valuable asset of organization. Human resource is one of the major tool for organization that will help to achieve competitive advantage in the age of competition. Without a good human resource, companies cannot establish a good team of professional for their jobs. Great human asset should have such qualities as high satisfaction with their employments, high responsibility towards the organization, high inspiration to serve general society and solid aims to work for the association eagerly and dependably. Organization can upgrade inside capacities to manage present or future difficulties to be looked by an organization through great Human Resource practices. Human Resource Practices is a hierarchical capacity assume a critical part in overseeing workforce through it proactive approach in lessening disparities and also to draw in, create, hold and propel workforces. In that capacity, when organization energizes value and decency, their representatives is anticipated to wind up more dedicated in their activity & job. In the field of HRM, employee turnover is a major problem. Employee turnover is a cause for concern when the best and efficient employees intend to switch towards another organization, and there may be something that organization could do to retain those employees. Most of the Telecom sector in Pakistan faces a serious problem of high employee turnover. Now employees are considered as a main source to achievement of competitive advantage and organizations should give more focus in order to compete in the market with competitors. Organizations higher performance will depend on their incomparable employees; employees would not only adequately perform their required job but exert efforts that are beyond necessities. Employee turnover expectation is the huge reason that gives guidance to hold the specific conduct. This investigation is investigating the effect of HR practices on representative turnover and OCB in Telecom part of Pakistan that is Warid and Mobilink. This exploration will add to the group of writing relating HR practices and effect of HR practices on representative turnover and OCB, in hypothetical casing work will depict the measurements of HR practices for estimation worker turnover*

*aims and OCB. The examination will clarify of how HR rehearses influences worker maintenance and OCB in telecom associations of Pakistan. The investigation will inspect through experimental discoveries in which including descriptive examinations, and regression for finding the effect of HR hones on representative turnover and OCB. Data will be collected using standardized questionnaire administered. Data collected from the sample size of one hundred and fifty people. In this study one hundred and fifty questionnaires were distributed only eighty was returned included in sample size in which forty employees and forty supervisors are included from both the company.*

**Keywords:** *Human Resource Management, Human Resource Practices, Turnover intentions, Recruitment and Selection, Training and Development, Compensation and Benefits, Performance Appraisal, Organizational Citizenship behavior*

## **1. Introduction**

In the present time of rivalry, human resources (HR) are considered as a significant resource of association and essential apparatus to accomplish upper hand over the opponents. Great laborers ought to have such traits as high fulfillment with their occupations, high obligation towards the affiliation, high motivation to serve individuals all in all and strong intends to work for the affiliation enthusiastically and steadfastly (Sangmook, 2004). Companies can overhaul inside abilities to oversee present or future challenges to be looked by a relationship through great HR practices. Extraordinary HR practices goad people working in the organization. Human Resource Management (HRM) practices are essentially the hierarchical exercises coordinated to control the HR and guaranteeing that these assets are being utilized towards the accomplishment of authoritative objectives (Wright and Snell, 1991). In the field of HRM, representative turnover is a noteworthy issue.

Employees who feel that the present job is not suitable for them and they don't have a place with the association will in the end clear out. Waters & Roach (2006) argued that the thought made by workers in leaving their employments is a standout amongst the most dependable and huge indicator of genuine turnover. The turnover aim prompts genuine turnover (Griffeth, Gaertner, & Hom, 2000). Actual turnover ought to be of high worry to the association since high expenses will be caused because of end, ad, enlistment, choice, and re-contracting (Abbasi, Hollman, & Hayes, 2008). Therefore, several of HRM practices will be used to determine that how those practices can influence employees' choice in leaving their occupations in this exploration. The vast majority of the ventures in administrations segment of Pakistan have come to the development period of its product life cycle, confronting serious rivalry (Kashif, Khan, and Rafi, 2011). To be Successful in this aggressive world, associations must to be practically beneficial as well as to have steadfast and skilled workers also. Successful associations have individuals who go beyond their formal job duties and are prepared to commit their additional time and vitality to the work. This is known as "Organizational Citizenship Behavior" (OCB).

Numerous analysts have directed various of inquires about to comprehend the significant determinants of turnover and developed some regulatory repercussions to manage the high turnover rate (Tuzun, 2007). Mustapha, Ahmad, Ali, Idris (2011) argued that an important area of the HR advancement is the turnover of employees that should be analyzed thoroughly as it will cause unfavorable effects on organizations. Employee turnover is a cause for concern when the best and efficient

employees intend to switch towards another organization, and there may be something that organization could do to retain those employees. Most of the Telecom sector in Pakistan faces a serious problem of high employee turnover. Considering the previous studies, we decided to check the relationship between HR practices and intentions to quit in the Warid and Telenor companies. By conducting this research, will make and attempt to find the effectiveness of HR practices and investigate the impact of HR practices on Turnover intention and employees' organizational citizenship behavior (OCB). To understand the importance of this study, the circumstances surrounding the employee's and turnover must be examined, the impact of turnover on organizations; the impact of OCB Individual and on Organization, and how OCB can be enhanced by HR practices.

### **1.1 Research Objectives**

- To look at the effect of HR practices on OCB
- To examine the role of HR practices (independent variable) as determinant of OCB (dependent variable).
- Explain employee's intent to quit based upon HR practices.
- To decide the connection between fundamental HR practices (independent variable) and turnover expectations (dependent variable).

## **2. Literature Review**

### **2.1 Human Resource Practices**

HRM practices is an arrangement of arranged methodologies and strategies through these approaches and practices association guarantee that human capital is proficiently and successfully adding to the achievement of hierarchical destinations (Anthony, Kacmar, and Perrewe, 2002; Mondy and Noe, 2005). HRM practices assume a key part in pulling in, rousing, fulfilling and holding workers (Noe, 2008). HR practices worries with administration exercises identifying with interest in staffing, execution administration, preparing and advancement, remuneration and benefits, representative connection, health, safety and wellbeing (Noe, 2008). Becker & Gerhart (1996) conducted a study and gathered data from Seven hundred and forty companies and stated that organizations which were actualizing the best possible HRM practices created ideal execution when contrasted with those which needs in usage of HRM practices. These practices and activities are including recruitment and selection, compensation management, training and development, performance appraisal, communication, employee empowerment, job security, job design, employee security, reduced status discrepancy and obstacles, motivation, and certain others (Murphy & Murrmann, 2009; Redman & Matthews, 1998; Hayes & Ninemeier, 2009). Wan, Kok, & Hong (2002) investigated the impact of HR practices on organization productivity and he found that HR practices in an organization has significant positive impact on organization productivity. Katou and Budhwar (2010) investigated that organizational performance is emphatically associated with choice through legitimacy situated thorough process, execution based remuneration, preparing and advancement of representatives to make them apt, fair execution assessment and worker inspiration, Bhatti, Nawab, & Akbar (2011) has discovered the immediate commitment has impact on Organization duty has noteworthy and positive effect among Banking Sector Employees of U.S.A and Pakistan

### **2.2 Turnover Intentions**

The best predictor of actual turnover behavior is intent to quit (Tett & Meyer, 1993; Steel & Ovalle, 1984; Mowday, Koberg, & McArthur, 1984). Intention to quit is estimated probability of individual that at some point near in future employee

permanently leave the organization (Vandenberg & Nelson, 1999). Intention is characterized as to "do unmistakable things or activity with a particular disposition, or with means, reason, or plan in the individual heart (Chang and Chang , 2008). Turnover intention is defining as a mental decision intervening between an individual's attitude about a job and the stay or leave choice and that can be considered as an immediate originator to stay or to leave (Fox & Fallon, 2003). Studies led by a few scientists found the outcome that there were sure connections exist between turnover goals and real turnover (Miller, Katerberg and Hulin 1979; Mobley, Griffith, Hand and Meglino 1979; Arnold and Feldman 1982; Steel and Ovalle 1984). Seston, Hassel, Ferguson and Hann (2009) investigated the impact of job satisfaction on turnover intention and gathered the data from 32181 UK pharmacists. They used satisfaction scale and regression technique to find the results. They concluded that HRM practices were best predictors for job satisfaction and turnover intention. Organization commitment can be used to predict the turnover intentions (Parasuraman, 1982). Earlier inquires about demonstrated that expectations to stop are subjective by absence of responsibility (Firth, J, Moore, and Loquet, 2004). Samad (1995) examined the relationship of occupation trademark, work satisfaction and turnover intention and characterize the impact of statistic factors portions of human populaces divided by age or sex or pay and so on. HR practices expresses those workers are assets of the business. HR is mix of methodologies, practices and structures that effect delegates' lead, auras and execution (Neo, Hollenback, Gerhart, and Wright, 2008). HR practices are seen as "the present endowments and energies of people who are shown to a relationship as potential supporters of the advancement and affirmation of the affiliation's focal objective, vision, framework and destinations" (Jackson and Schuler, 2000). There are different conceivable purposes behind turnover; in some cases, the reasons are related to the HR practices of the association and these can be overseen. These incorporate such things as poor selection process, non-aggressive remuneration, high worry amid work, working condition, poor execution assessment process, poor fit between the worker and the activity, deficient preparing and improvement, poor interchanges, and other association rehearses (Mushrush, 2002).

### **2.3 Recruitment and Selection**

It is the way toward scanning for potential workers and propelling and motivating them to apply for occupations in an association (Edwin and Flippo, 1980). This incorporates two between associated forms, enlistment is the way toward making a pool of capable individuals to apply for work to an association while determination is the procedure by which particular devices are utilized to choose the most reasonable candidates for work (Bratton and Gild, 2003). The target of both recruitment and selection activities is to enlist the opportune individuals for right occupation as despondent and disappointed staff will probably leave the association which would prompt higher turnover (Cameron, Miller, & Frew, 2010). Caldwell, Chatman and O'Reilly (1990) research conclude that high level of commitment can be achieved through proper recruitment and selection process. The relationship between recruitment and selection and organizational commitment was investigated. They gathered the data from 291 employees of 45firms and found that rigorous recruitment and careful selection process resulted in high level of organizational commitment (Whitener E. , 2001). Profound quality to the candidates, even in danger of losing the possibly important representative, may make an impression of genuineness (Meyer and Allen, 1997). Recruitment and selection classifies into three steps: defining

requirement, attracting candidates and selecting candidates (Armstrong, 2001). The better the recruitment and selection strategy of an organization, the better the outcome, and satisfied, loyal and committed employees can be retained through effective recruitment and selection process (Rioux & Bernthal, 1999).

#### **2.4 Training and Development**

Training is the formal and profitable contrast in lead through recognizing which occurs because of direction, bearing, change organized association" (Armstrong, 2001). Training and development are the formal exercises actualized by an association to enable representatives to obtain the abilities and experience expected to perform present or future employments (Mondy and Noe, 2005). Through training organizational performance increases, employee retention and satisfaction increases, and commitment of employee increase (Lashley, 2002). Chiang et al. (2005) discovered that training positively affected occupation satisfaction and therefore diminish the employee turnover intentions in hotel industry (Chiang, Back, & Canter, 2005). Govaerts et al. (2011) expressed that if administration executes a compelling learning and workplace than skilled and capable representatives will remain with a similar organization.

Study was led by Tannenbaum, Mathieu, Salas, and Cannon-Bowers (1991) surveying the dedication of U.S. Naval Training Command initiates, they found that hierarchical duty expanded after training. They additionally found that the more the coveted training is given, the more the representative committed and they that there was a solid positive connection amongst dedication and worker's inspiration for committed (Tannenbaum, Mathieu, Salas, and Cannon-Bowers, 1991). Training not only develops the competencies of employees but also develop capabilities of employees to be able to meet organizations' goals and objectives and to be able to acquire new skills, abilities and knowledge to perform their jobs at higher level. Employees, who perceive their training being more helpful for their job, will be more satisfied with their jobs and willing to stay in organization than those employees who get no training (Rowden & Conine, 2005).

#### **2.5 Compensation and Benefits**

Compensation is characterized as the aggregate financial and non-monetary rewards payable to employees as an end-result of their administrations or services (Mondy and Noe, 2005). Compensation and benefits comprise of all type of pay, rewards, bonuses, commissions, leaves, recognition programs, flexible work hours and medicinal protection (Sherman and Snell, 1998). These benefits have been make worker more dedicated and faithful to organization and result in a solid relationship amongst's benefits and turnover (Shaw, Delery, Jenkins, and Gupta, 1998). The extrinsic and intrinsic rewards are normally made on the estimation of occupation, level of worker commitments, endeavors and performance (Milkovich and Newman, 2005). Compensation incorporates all the extraneous rewards that worker get against their activity or job incorporate compensation, any impetuses or rewards and any other benefits.

Tahir (2008) analyzed the the intrinsic and extrinsic remuneration instrument in the banking sector of Pakistan and characterized that compensation have coordinate positive connection with motivation; enhance worker spirit and maintenance, representative commitment and profitability. What's more, research the effect of inborn components (work itself, vocation advancement, strengthening, designation) in motivation process. The discoveries demonstrate that worker's performance and

inspiration motivation with remuneration intrinsic and extrinsic (money related, non-financial) factors.

### **2.6 Performance Appraisal**

The performance appraisal is a formal, sorted out framework that assesses occupations interrelated practices of representatives and their commitments to the association and that is wanted to deal with the association's HR (Andrews, 2009). Performance appraisal is a technique used to perceive measure, assess, enhance, energize and compensate representatives for their execution (Mondy and Noe, 2005). An activity that association seeks after to enhance employees' fitness (competence), appropriate rewards and enhance execution is known as performance appraisal (Fletcher, 2001). Performance appraisal is additionally a motivation framework for imparting performance desire appraisals of the capability of representatives and perceives the requirement for improvement (Kusluvan, 2003). The greater part of the organizations considered performance appraisal is a helpful procedure that can bolster the organization to recognize the potential in workers and furthermore to assess representatives' performance, which is essential for organization's prosperity (Lau, Wong, and Eggleton, 2008).

Performance appraisal isn't just an imperative method to assess workers' activity performance, however it can likewise be utilized to energize and inspire representatives (Anthony, Kacmar, and Perrewe, 2002). Slocombe and Bluedorn (1999) research the connection between performance assessment and three unique components of organizational commitment among utilized business graduates and found that there was a noteworthy connection between the performance evaluation and authoritative responsibility. Erdogan (2002) found that representatives are plausible to see the appraisal procedure as reasonable, if performance is precisely evaluated against the performance principles and reasonable moves are made as per the confirmations of evaluation than workers have more expectations to remain with organization.

### **2.7 Organizational Citizenship behavior**

Organizational citizenship behavior (OCB) shows the employee inclination and willingness to go above and beyond the given roles when they have been assigned. OCB are not explicitly or directly familiar with a prescribed rewards system, individual behavior is discretionary. The discretionary behavior is not part of the job description, the behavior is employee personal choice and omission of this behavior is not generally taken as punishment (Organ D., 1988). Dyne (1995) defined the OCB with the more extensive build of "extra-role behavior" (ERB), and characterized as "conduct which benefits the association as well as is planned to benefit the company, which is optional and which goes past existing part desires. The behaviors which are desired by an organization from employee but these behaviors are not mentioned in job description and employees are not bound to perform these behaviors but these behaviors improve the organization performance (Turnipsee & G, 1996). OCB in collective contributes to organizational effectiveness by improving the social and psychological environment that supports task performance. It can also improve the efficiency of the organization through its association with efficiency of process, customer satisfaction, organization financial performance and increase in revenues (Organ, Podsakoff, & MacKenzie, 2006).

### **2.8 HR Practices and Organization Citizenship Behavior**

Prior researches have investigated the influence of HR practices on different type of employee's behavior. In past researches the researcher have checked the effect of HR

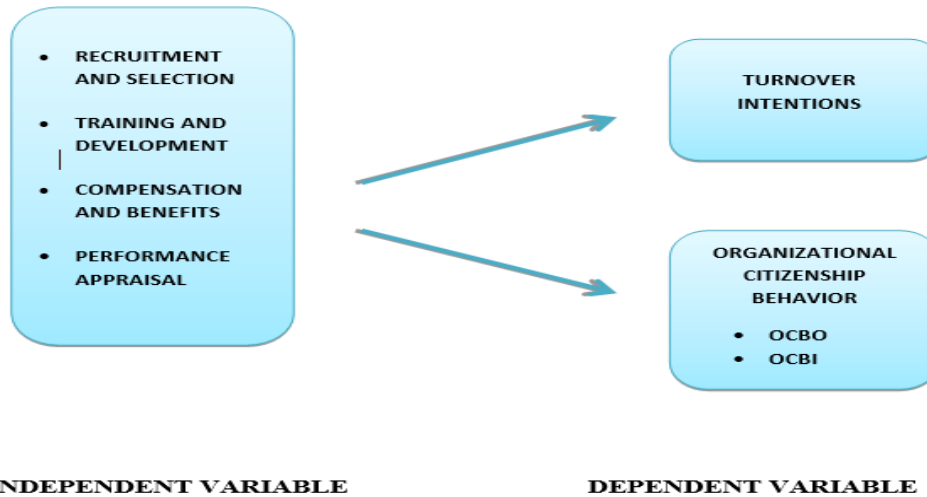
practices on employee behavior such as employee productivity, employee satisfaction, employee commitment, employee efficiency toward organization which result in high performance (Rogg, Schmidt, Shull, & Schmitt, 2001). Ayub (2008) contemplated the effect of organization responsibility on turnover intentions of workers of Askari bank of Pakistan. He perceived the HR practices used to expand worker's retention and build organization citizenship behavior. The discoveries demonstrate that HR hones increment representative retention and construct citizenship behavior through association governmental issues, input framework, independence, objective clearness and supervisory relationship, hierarchical responsibility are noteworthy factor to diminish turnover intentions. Benjamin (2012) was conducted a research in banking sector and investigated the relationship between Human resource development climate, OCB and turnover intentions. The results show that the human resource development practices has a significant relationship with OCB and voluntarily turnover intentions. And OCB has no significant relationship with voluntarily turnover intentions.

Hemdi and Othman (2014) examine the relationship between optional HR practices and OCBs (OCBO and OCBI), with the mediating impacts of psychological contract satisfaction. The discoveries demonstrate that optional HR hones, especially (training and development, performance management, and participation and Involvement) have critical positive relationship with either OCBO or OCBI. Additionally, psychological contract satisfaction was an essentially perform mediating part between discretionary HR practices and OCBs. Pare and Tremblay (2000) inspected the part of human resource practices on individual responsibility, organization citizenship behavior and turnover intentions in information technology field. The discovering demonstrates that the most significant elements of HR practices, compensation and transaction conditions which influence straightforwardly on responsibility, citizenship behavior and turnover intention. The level of responsibility is labeled as challenge stressors and has direct relation with OCB (Tufail, Anum., Shahzad, & Jehangir, 2018).

## **2.9 Theoretical Framework**

### **2.9.1 Conceptual framework**

In figure 1 the conceptual framework of this research is described. The framework shows that turnover intentions and organizational citizenship behavior is influenced by four dimensions of HR practices. The dimensions of HR practices are, Recruitment and Selection, Training and development, Compensation and Benefits and Performance Appraisal. This conceptual framework is intended to test the hypothesis and to find the impact of independent variables (recruitment and selection, training and development, compensation and benefits, performance appraisal) on dependent variables (turnover intentions and OCB).



### 2.9.2 Hypothesis:

*H<sub>1</sub>: There is a negative significant relationship between recruitment and selection and turnover intentions.*

*H<sub>2</sub>: There is a negative significant relationship between training and development and turnover intentions.*

*H<sub>3</sub>: There is a negative significant relationship between compensation and benefits and turnover intentions.*

*H<sub>4</sub>: There is a negative significant relationship between performance appraisal and turnover intentions.*

*H<sub>5</sub>: There is a positive significant relationship between recruitment and selection and OCB.*

*H<sub>6</sub>: There is a positive significant relationship between training and development and OCB.*

*H<sub>7</sub>: There is a positive significant relationship between compensation and benefits and OCB.*

*H<sub>8</sub>: There is a positive significant relationship between performance appraisal and OCB.*

## 3. Data Collection and Samples

### 3.1 Research design

Primary data was collected by using questionnaire. The well-established and standard questionnaires were used in survey. The questionnaire consisted of 14 questions of independent variable (HR practices) in which 4 questions on Recruitment and Selection, 3 questions on Training and Development, 3 questions on Compensation and Benefits, 4 questions on Performance Appraisal were used. For dependent variable 17 questions includes 4 questions on Turnover Intention and 13 questions on OCB were used. The telecom sector has been chosen for data collection.

### 3.2 Data Analysis

By using SPSS linear regression was run to investigate the relationship between a dependent variable HR practices (Recruitment and Selection, Training and development, Compensation and Benefits and Performance Appraisal) with two independent variables (Turnover Intentions and OCB).

**3.3 Population and Sample**

Data will be collected using standardized questionnaire administered. Data collected from the sample size of 150 people.

**3.4 Respondent Response Rate**

150 questionnaires were distributed only 80 was returned included in sample size in which 40 employees and 40 supervisors are included from both the company One hundred and fifty questionnaires were distributed just 80 was returned incorporated into test measure in which 40employees and 40 supervisors are incorporated from both the organization

**4. Results and Analysis**

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 <sup>a</sup>	.892	.889	.05512

Predictors: (Constant), RnS

The regression results revealed that r is .899 that is representing a strong relationship between recruitment and selection and OCB and R Square is .892 which means that 89.2% variation in OCB is because of recruitment and selection.

**Table 2: Coefficients**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.344	.182		1.893	.066
	RnS	.908	.051	.944	17.719	.000

Dependent Variable: OCB

There is significant relationship between Recruitment and selection and OCB. The results show strong positive Shows relationship as well. The significant level of recruitment and selection is 0.00 which less than 0.05 which shows the significance relationship.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 <sup>a</sup>	.415	.399	.12833

Predictors: (Constant), TnD

The r between training and development and OCB is 0.644. This shows a positive significant relationship. The R Square is 0.415, reveals that 41.5% of the variation in the OCB can be justified by training and development.

**Table 4: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.577	.383		4.118	.000
	TnD	.570	.110	.644	5.188	.000

Dependent Variable: OCB

There is positive significant relationship between training and development and OCB. The significant level of training and development is 0.00 which less than 0.05 which shows the significance relationship.

**Table 5: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.327 <sup>a</sup>	.107	.083	.15852

Predictors: (Constant), CnB

The r between compensation and benefits and OCB is .327 though it indicates the positive significant relationship between compensation and benefits and OCB but shoes low value. R Square is .107 which shows that 10.7% variation in OCB due to compensation and benefits.

**Table 6: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.843	.338		8.414	.000
	CnB	.206	.097	.327	2.133	.039

Dependent Variable: OCB

There is positive significant relationship between compensation and benefits and OCB. The significant level of compensation and benefit is 0.039 which less than 0.05 which shows the significance relationship.

**Table 7: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.417 <sup>a</sup>	.174	.152	.15243

Predictors: (Constant), PA

The r between performance appraisal and OCB is .417 this shows a positive significant relationship. The R Square is .174 reveals that 17.4% of the variation in the OCB can be justified by performance appraisal.

**Table 8: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.974	.209		14.235	.000
	PA	.153	.054	.417	2.831	.007

Dependent Variable: OCB

There is positive significant relationship between performance appraisal and OCB. The significant level of performance appraisal is 0.007 which less than 0.05 which shows the significance relationship

**Table 9: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.350 <sup>a</sup>	.123	.099	.72158

Predictors: (Constant), RnS

**Table 10: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	7.995	2.380		3.359	.002
	RnS	-1.545	.671	-.350	-2.303	.027

Dependent Variable: TI

There is negative significant relationship between Recruitment and selection and turnover intention. The significant level of recruitment and selection is 0.27 which less than 0.05 which shows the significance relationship.

**Table 11: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.404 <sup>a</sup>	.163	.141	.70478

Predictors: (Constant), TnD

**Table 12: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	8.231	2.103		3.913	.000
	TnD	-1.640	.603	-.404	-2.719	.010

Dependent Variable: TI

There is negative significant relationship between training and development and turnover intention. The significant level of training and development is 0.01 which less than 0.05 which shows the significance relationship

**Table 13: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.221 <sup>a</sup>	.049	.024	.75133

Predictors: (Constant), CnB

**Table 14: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	4.746	1.601		2.963	.000
	CnB	-.638	.457	-.221	-1.395	.031

Dependent Variable: TI

There is negative significant relationship between compensation and benefits and turnover intention. The significant level of compensation and benefits is 0.031 which less than 0.05 which shows the significance relationship

**Table 15: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.397 <sup>a</sup>	.158	.136	.70695

Predictors: (Constant), PA

**Table 16: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.087	.969		5.249	.000
	PA	-.669	.251	-.397	-2.668	.011

Dependent Variable: TI

There is negative significant relationship between performance appraisal and turnover intention. The significant level of performance appraisal is 0.011 which less than 0.05 which shows the significance relationship. The results of HR practices and turnover intention revealed that, Recruitment and Selection ( $r = .350$ ,  $R\text{ Square} = .123$ ), Training and development ( $r = .404$ ,  $R\text{ Square} = .163$ ), Compensation and Benefits ( $r = .221$ ,  $R\text{ Square} = .049$ ), Performance Appraisal ( $r = .397$ ,  $R\text{ Square} = .0158$ ) have significant relationship with turnover intentions. Coefficients of independent variables shows that Recruitment and Selection ( $\beta = -.350$ ,  $\text{Sig.} = .027$ ), Training and development ( $\beta = -.404$ ,  $\text{Sig.} = .010$ ), Compensation and Benefits ( $\beta = -.221$ ,  $\text{Sig.} = .031$ ), Performance Appraisal ( $\beta = -.397$ ,  $\text{Sig.} = .011$ ) have negative significant impact on dependent variable turnover intentions at substantial significance level. The results show acceptance of hypothesis 5, 6, 7, 8.

##### 5. Discussion and Conclusion

The main themes of this study to study the impact of all human Resource practices on turnover intentions and OCB. To examine this effect, the data was collected from two independent samples from two companies (Warid and Zong). Generally speaking, the Pattern of results demonstrates that there is a connection between HR practices and turnover intention and OCB. Human resource practices had a positive significant relationship with OCB and a negative significant relationship with turnover intentions. The results highlight the importance of HR practices in organization All these Human resource practices are much important in respect to employees as well as for organization. These practices are normally done by the association for their representatives. HR practices are noteworthy on the grounds that a successful practice could give an upper hand to an organization. The target for this examination was to recognize the effect of HR practices on turnover intentions and OCB of the workers of Warid and Zong Company.

Every one of the four HR practices were found to have an association with turnover goals and OCB, this demonstrates HR practices can impact the representatives' turnover aims and work in their present occupations and have positive effect on OCB this expansion the worker responsibility towards their employments and organization. Consequently, the more satisfied the workers are with the practices executed, the lower the representative turnover goal and higher the OCB. It is additionally sensible to contend that representatives who were happy with the practices offered by the business have a negative turnover intention and positive company citizenship conduct to keep working and eventually stay in that specific organization. The examination comes about, which are predictable with earlier discoveries, give more grounded prove that HR practices ought to be very much overseen in light of the fact that workers would give higher responsibility and commitment and lower turnover intentions and higher OCB.

### 5.1 Limitation of studies

This research has some limitations, firstly the sample size for research was 80. The sample size for this research is too small, that's the reason outcome was not accurate. By increasing sample size, it will bring more accurate results. Secondly, this research is limited to the two telecom companies (Warid and Zong) in Pakistan. The entire questionnaire was distributed to the employees of Warid and Zong Company in Pakistan. The final results are not able to represent the whole population of Telecom sector.

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