



PAKISTAN'S PUBLIC HEALTH SECTOR DOCTORS, NURSES, AND OTHER MEDICAL STAFF'S PERFORMANCE AND TURNOVER INTENTIONS

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Abstract

Pakistan's public health sector is essential for rural healthcare. The industry has struggled to retain physicians, nurses, and paramedics due to their high intention to leave. In Pakistan's public health sector, doctors, nurses, and paramedical personnel performance and intention to leave are affected by career shock, stress, commitment, and development. A quantitative survey questionnaire was used to capture data from physicians, nurses, and paramedics working in public health. The regression study examined career factors and the performance and intention to leave of Doctors, Nurses, and Paramedical staff. The performance of physicians, nurses, and paramedical staff is hindered by career shock and tension, whereas career dedication and advancement are advantageous. In addition, the studies indicate that career shock and stress increase the intention to leave among doctors, nurses, and paramedical professionals, whereas career commitment and development decrease this intention. The study demonstrates that Pakistani public health organizations manage career aspects to enhance the performance of Doctors, Nurses, and Paramedical personnel and reduce their intention to leave. To retain and enhance high-performing physicians, nurses, and paramedics, organizations must provide professional development, reduce career shock and stress, and encourage career dedication. This study contributes to our understanding of career determinants, public health worker performance, and intention to leave developing nations. The study suggests how Pakistani public health organizations can manage career aspects in order to enhance the performance of Doctors, Nurses, and Paramedical personnel and decrease their intention to leave.

Keywords: Turnover intentions, Economical crisis, Job performance, Medical Staff

Introduction

The dependent variable of the study pertains to the voluntary turnover rates observed among physicians, nurses, and other medical professionals. This variable is examined in relation to two factors: job contentment and organizational culture. This study establishes a correlation between workplace factors and increases in productivity. While the specific elements that contribute to increased productivity in the workplace are not explicitly mentioned, the focus of the research appears to revolve around the impact of these factors on the work output and job satisfaction of medical professionals. Performance of doctors, nurses, and paramedical staff has a direct and indirect impact on voluntary turnover rates (Hebles et al., 2022). The data suggests a potential association between the quality of treatment delivered by healthcare professionals, such as doctors, nurses, and paramedical workers, and their voluntary attrition from their respective roles (Mushtaque et al., 2021). A potential inverse relationship could exist between employee turnover and the level of work performance exhibited by medical professionals, including physicians, nurses, and paramedical employees. Based on the findings, it can be inferred that employees, encompassing doctors, nurses, and other medical professionals, exhibit higher levels of commitment towards their work and the organization when they derive satisfaction from their workplace experience. The dependent variable (DV) will examine the relationship between employee happiness in the workplace and voluntary turnover among medical professionals (Jia et al., 2022). The significance of fostering a healthy work environment for medical professionals is underscored by the prevailing culture inside the organization. The cultivation of a pleasant and welcoming work atmosphere has the potential to decrease voluntary turnover rates among medical professionals. Therefore, the dependent variable (DV) can be examined to assess the influence of corporate culture on attrition or decision-making (Sarfraz et al., 2023).

Research has demonstrated that the presence of happiness in the workplace has a positive impact on various aspects, such as productivity, employee loyalty, and business outcomes. This effect has been observed across different professions, including doctors, nurses, and other medical personnel. There exists a positive correlation between happiness experienced in the workplace and the level of contentment individuals derive from their occupation (Lin et al., 2023). The study conducted by researchers examined the impact of workplace factors on productivity, morale, and turnover rates within the medical profession. The presence of productivity-enhancing attributes within the workplace is a topic of investigation, although it is not explicitly outlined. The primary objective of this study is to elucidate the manner in which these factors impact the efficacy and longevity of healthcare practitioners in the domains of medicine and nursing (Ahmed et al., 2023).

The impact of healthcare professionals, including doctors, nurses, and paramedics, on voluntary turnover rates can be observed through many mechanisms. The immediate consequence of voluntary turnover, specifically in the form of unforeseen departures, is evident. There are several characteristics of the work environment that have been found to foster and enhance productivity. In the event of an adverse occurrence, there is a potential for a decrease in morale, output, and efficiency. The levels of job satisfaction among doctors, nurses, and EMTs are contingent upon the prevailing organizational culture inside their respective workplaces (Naburi et al., 2017). The establishment of behavioral standards within a corporate setting is influenced by the collective values, principles, and behaviors exhibited by its workforce. Ensuring the provision of accommodations for the mental health of minority medical professionals is of utmost importance. Annually, a specific proportion of a company's medical personnel will depart and then be substituted. In order to ensure the ongoing growth and proficiency of its healthcare workforce, a firm necessitates the presence of doctors, nurses, and emergency medical technicians (EMTs) who actively engage in continuous learning and skill development (Chen et al., 2022). There exist multiple strategies that the business might employ to enhance the productivity and job satisfaction of its medical personnel.

The enhancement of workplace happiness has been found to positively impact various aspects of organizational performance, including increased efficiency, enhanced employee loyalty (particularly among medical professionals such as doctors, nurses, and other medical workers), and improved bottom-line outcomes. The productivity of doctors, nurses, and paramedics was found to be highly influenced by their level of professional commitment and aspiration for career advancement (Juhdi et al., 2013). A survey was conducted among healthcare professionals in Pakistan, encompassing doctors, nurses, and emergency medical technicians (EMTs), to ascertain their primary sources of job satisfaction. Both Islamabad and Rawalpindi are each represented by their respective medical personnel. Significant correlations were observed between professional shock and subsequent career success, employee loyalty, job satisfaction, and decision to leave the medical industry. The dependent variable (DV) in this study is likely to be voluntary staff turnover or the intentions of medical staff to leave the organization. This study examines the correlation between workplace happiness and job satisfaction, as well as its association with business culture and employee turnover rates or intentions (Urrutia Pereira et al., 2021).

The efficacy of the career proactiveness strategy extends to both urban and rural contexts, exerting an influence on both individuals' intention and commitment to turnover. The research findings demonstrated that the relationship between turnover intention at Time 1 and commitment was positively influenced by career proactiveness. When levels of both proactivity and career commitment are low, there is a positive correlation between Time 2 performance and internal networking and job embedding. According to Chan and Ao (2018) it was found that assertiveness did not diminish the positive relationship between professional devotion and turnover at Time 2.

The high turnover rate among medical professionals can be attributed to various factors, including stress, dedication, growth, and unforeseen circumstances. The recognition of doctors' social significance has been heightened due to enduring changes in macro-level factors such as career shocks and career advancement. In a study conducted by Suárez-Albanchez et al. (2022), the impact of stress factors in the nursing profession on turnover intention among newly employed nurses in Chinese hospitals was examined. The findings revealed that the social significance of the hospital played a significant role in the decision-making process of healthcare workers when selecting their workplace. Enhancing the career aspects of clinicians facilitates their prospects for professional advancement, fosters mutual growth between medical facilities and clinicians, enables the professional and personal development of clinicians, and contributes to the long-term growth of hospitals. Moreover, this technology has the potential to assist medical professionals in navigating challenges encountered throughout their professional journeys. Individuals are more inclined to exert maximum effort when they experience a sense of belonging and perceive themselves as being respected. The findings of this study lay the foundation for the medical personnel at the hospital to continue delivering exceptional healthcare services to the surrounding community (Ali Jadoo et al., 2015).

The degree of dedication exhibited by medical professionals may be influenced by their aspirations for career progression within the organization. There is a positive correlation between employee appreciation and employee retention. If the conventional concept of a profession continues to exist, an individual's allegiance to their employer will be contingent upon their level of satisfaction with their team membership. Medical personnel, such as doctors, nurses, and EMTs, are more inclined to maintain long-term employment with the organization they have joined if they derive satisfaction from their work experiences and perceive opportunities for career advancement inside the company. The main concern at hand is to the dependability of the aforementioned series of occurrences (Takase, 2010). The objective of this study is to examine the determinants that impact the professional achievement and retention of healthcare practitioners employed within the public health sector of Pakistan. This study examines the phenomenon of employee turnover and retention within the context

of medical staff. The significance of professional development, job satisfaction, and overall career success cannot be overstated.

Research objective

The research objectives for this study are:

1. The present study aims to assess the correlation between the phenomenon of career shock and its implications on the trajectory of career development.
2. The primary objective of this investigation is to establish the ramifications of career stress on the process of career development.
3. This inquiry endeavors to determine the influence exerted by career commitment on the course of career development.
4. The focal point of this research is to underscore the effects of career shock and career commitment on the performance and turnover intentions of medical professionals, encompassing Doctors, Nurses, and Paramedical staff.
5. The subsequent intention is to demonstrate the influence of career development on the performance and turnover intention of healthcare practitioners, including Doctors, Nurses, and Paramedical staff.

Research Methodology

Research Design

The research design entails the implementation of a quantitative study aimed at examining the various factors that influence the performance and turnover intention of healthcare professionals, including Doctors, Nurses, and Paramedical workers, within the public health sector of Pakistan. The proposed research technique entails employing a cross-sectional survey to examine the relationship between career-related traits, performance, and turnover intention among healthcare professionals.

Data Collection

Data collection was conducted by administering an online questionnaire to the participants. The utilization of closed-ended questions enables the evaluation of several career-related dimensions, including but not limited to career shock, development, commitment, and stress. Performance was assessed using a performance ratings scale, while turnover intention was evaluated based on the possibility of employees leaving their current positions.

Sampling Technique

Sampling is an essential aspect of this study, and a random sampling methodology employed to guarantee the selection of participants from diverse public hospitals in a manner that is both representative and unbiased. Nevertheless, when faced with problems, it may be necessary to employ alternate sampling methods such as purposive or snowball sampling.

Statistical Analysis

This study examines a range of career indicators, including healthcare professionals' performance and turnover intention, as crucial factors for measurement. The process of data analysis was involve the utilization of both descriptive and inferential statistics. Descriptive statistics serve to succinctly summarize the key tendencies and variability of the data. Inferential statistics, such as correlation and regression analyses, are employed to investigate the associations between variables.

Ethical Consideration

Ethical issues play a crucial role in any academic or professional endeavor. The utmost importance is placed on informed permission, privacy, protection from harm, fairness, and cultural sensitivity. It is imperative that the design of the study conforms to established ethical norms and receives approval from an institutional review board.

Results

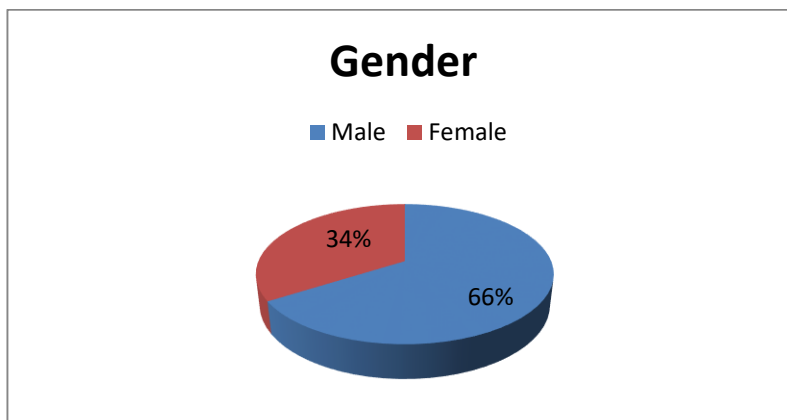


Figure 01 Gender representation from the sample

The present study (figure 01) involved the participation of 150 individuals, with 66% identifying as male and 34% identifying as female. The data was obtained from medical personnel working in both the public and private sectors.

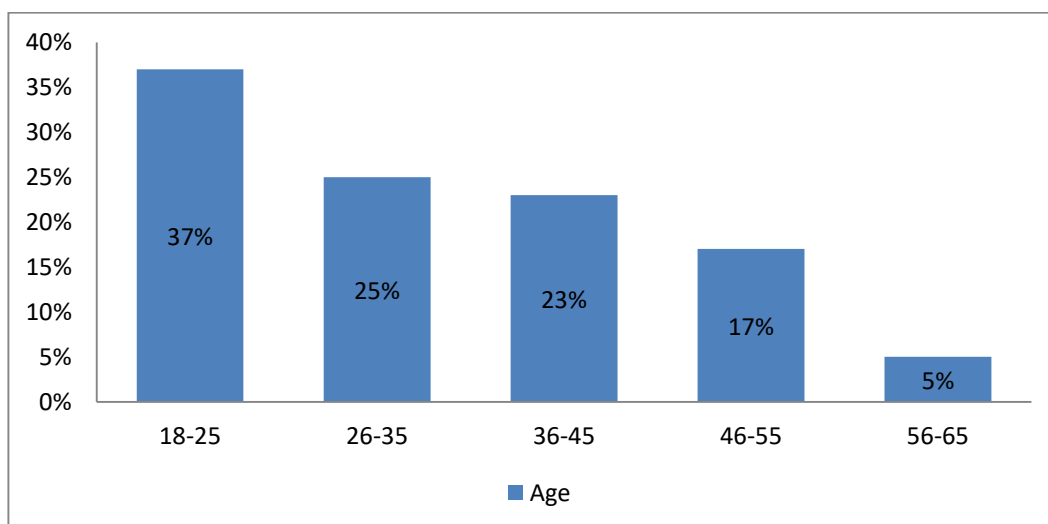


Figure 02 depicts the participant's age information

The present investigation involved the participation of medical personnel ranging in age from 18 to 65, with a majority (37%) falling within the 18-25 age bracket. The figure 02 displays the distribution of participant age as a percentage.

Table 01 Correlation Matrix for Career Factors, Doctors, Nurses and Paramedical staff Performance, and Turnover Intention

Variables	Career Shock	Career Stress	Career Commitment	Career Development	Doctors, Nurses and Paramedical staffs performance	Career shock	Turnover Intention
Career Shock	1	0.63*	-0.54*	0.43*	-0.06	-0.13	0.23*
Career Stress		1	-0.55*	0.39*	-0.11	-0.21*	0.17*
Career Commitment			1	-0.56*	0.24*	0.18*	-0.36*
Career Development				1	0.51*	0.52*	-0.33*
Doctors, Nurses and Paramedical staffs performance					1	0.65*	-0.22*

A positive link was seen between career advancement and the overall effectiveness of the personnel. This finding implies that the enhancement of career prospects for medical professionals, including doctors, nurses, and paramedical workers, leads to an increase in production. This discovery provides evidence for the significance of career development in enhancing motivation and engagement within the healthcare profession. The second finding unveiled a noteworthy association between the phenomenon known as "career shock" and a decline in output. This suggests that abrupt transitions in professional paths can result in diminished effectiveness among medical practitioners, including doctors, nurses, and paramedical personnel. This highlights the necessity for organizations to offer sufficient assistance and resources to aid in their adaptation to such unexpected disruptions.

Moreover, a robust positive link was observed between the level of commitment to one's work and individual success. This finding suggests that individuals who have a strong dedication to their professions and the overall success of their organization are more likely to exhibit higher levels of performance. This underscores the importance of cultivating career commitment through effective leadership, job design, and organizational culture.

An additional noteworthy discovery pertained to the negative correlation between career shock and the intention to maintain employment within the organization. This finding indicates that healthcare professionals who encounter career shocks are more inclined to resign from their professions. This highlights the significance of proactive career shock management and the provision of support to persons who are impacted.

Furthermore, it has been found that there is a substantial correlation between job-related stress and the propensity of healthcare professionals to actively pursue alternative employment opportunities. Individuals experiencing significant levels of occupational stress are more likely to exhibit a greater propensity to pursue alternative work opportunities. The aforementioned findings highlight the significance of implementing efficient job design, stress management initiatives, and supportive organizational policies as means to mitigate workplace stress.

A robust negative association was established between the level of commitment to one's work and the probability of future voluntary departure or involuntary termination. Individuals that demonstrate a strong commitment to their jobs and the organization are much less inclined to voluntarily terminate their employment. Promoting a sustained dedication to one's profession can be a successful strategy in mitigating employee turnover.

Collectively, these findings offer compelling evidence that occupational characteristics have a substantial influence on the productivity and turnover intention of healthcare workers within the public health sector in Pakistan. Organizations have the potential to enhance their outcomes by acknowledging and effectively addressing these variables through the implementation of strategies such as fostering career development, mitigating career shocks and stress, and bolstering career commitment. Turnover intention pertains to the goal of healthcare workers to depart from their present position or company. The phenomenon under consideration is subject to the influence of multiple elements, encompassing career development, career stress, career shocks, career commitment, and performance. Let us go into the manner in which these aspects are interconnected with the intention to leave one's employment.

Career shocks refer to unforeseen occurrences that interrupt the trajectory of an individual's career. Negative shocks, such as demotions, have been found to have a positive association with turnover intention, whilst positive shocks, such as promotions, have been seen to have a negative association with turnover intention. Career-related stress, which can be attributed to several causes such as excessive workload, has been found to have a negative impact on job satisfaction and an increased likelihood of turnover. The level of dedication to one's career has been found to have a negative relationship with turnover intention, indicating that those who are more committed to their careers are less likely to have intentions of leaving their current employment. Conversely, the absence of possibilities for career advancement has been shown to have a positive association with turnover intention, suggesting that individuals who perceive a lack of such opportunities are more inclined to consider leaving their current job. The performance of healthcare professionals, including doctors, nurses, and paramedical staff, has a significant impact on job satisfaction, career commitment, and

turnover intention. The process of mitigating turnover intention entails the implementation of strategies such as fostering career advancement opportunities, effectively controlling stress levels, acknowledging and rewarding exemplary performance, and bolstering individuals' commitment to their professional paths.

Discussion

The results of the Likert scale survey reveal that career shock, career stress, career dedication, and career development have a significant influence on the performance of public health employees in Pakistan and their intention to leave their current employment. In the beginning, the findings of the research indicate that career shock had a detrimental impact on the performance of medical professionals such as doctors, nurses, and other paramedical staff. In addition, the findings of the study indicate that their resolve to quit the organization strengthened as a direct result of the event in question. According to the findings, abrupt shifts in the professional conditions of medical professionals like doctors, nurses, and paramedical staff, such as changes in their job responsibilities or relocation, might have a negative impact on their productivity and motivation. As a direct result of this, the presence of these elements contributes to an increased likelihood of the individual's voluntary resignation from the company. It is vital that organizations give their employees with the appropriate resources in order for them to properly handle any unforeseen problems that may arise in the course of their career paths.

Empirical research demonstrates that exposure to professional stress has a negative effect on output levels and increases the likelihood that an individual will voluntarily leave their current position. This is in addition to the fact that exposure to professional stress is associated with an increased risk of cardiovascular disease. This study demonstrates that elevated levels of occupational stress, which include factors such as overwhelming workloads, job insecurity, and insufficient remuneration, may have a detrimental impact on productivity and contribute to a greater propensity among medical professionals, including doctors, nurses, and paramedical personnel, to seek alternative employment opportunities. It is vital for businesses to give doctors, nurses, and paramedical workers with a decent working atmosphere that is egalitarian and flexible in order to reduce the amount of stress experienced by these individuals and to improve their overall well-being.

Thirdly, it was demonstrated that a commitment to one's work has a favorable influence on the performance of medical professionals such as doctors, nurses, and paramedics, while also lowering the likelihood that the individual will leave their current position. Healthcare professionals, such as doctors, nurses, and paramedical employees, who exhibit a strong dedication to their responsibilities and the overall success of the organization are less likely to resign and more likely to give their greatest effort. This holds true regardless of the position the individual plays within the business. Because of this, it is absolutely necessary for businesses to have a corporate culture that encourages the retention of medical professionals such as doctors, nurses, and other paramedical workers. This can be accomplished through the provision of extensive training and educational opportunities, the outlining of clear pathways for career growth, and the public recognition of their contributions and accomplishments in their fields.

According to the findings of the study, professional advancement has a significant bearing on the level of performance as well as the intention to quit among medical professionals working in Pakistan's public health system, including physicians, nurses, and paramedical staff. The findings of this study provide significant insights for policymakers and corporate executives regarding the efficient management of career elements in order to promote the happiness, satisfaction, and retention of healthcare professionals, including doctors, nurses, and paramedical staff. This study was conducted in order to better understand the factors that contribute to the retention of healthcare professionals. Beyond the factors that have been recognized as having a substantial influence, it is essential to keep in mind that there may be additional variables that can impact the performance and turnover intent of doctors, nurses, and paramedical staff. It is essential to keep in mind that there may be additional variables that might impact these factors. The corporate culture, the leadership style,

and the presence of work-life balance programs can all have an effect on the attitudes and actions of healthcare professionals, such as doctors, nurses, and paramedical employees. These professionals' thoughts and behaviors can be influenced by a variety of factors.

It is essential to recognize that the findings of the study are contextually restricted to the public health sector in Pakistan, and that their transferability to other contexts may be restricted to a certain extent. Additional study is required to validate these findings and investigate the extent to which these characteristics are generalizable across a variety of contexts.

Recommendation

The subsequent suggestions are formulated based on the preceding discourse in order to tackle career-related elements that affect the performance and intention to leave of healthcare practitioners in Pakistan's public healthcare industry.

1. It is imperative for the public health sector to provide avenues for career growth, such as training programs, workshops, and mentorship initiatives, in order to foster the enhancement of skills and knowledge among professionals. This has the potential to enhance job performance and mitigate the risk of employee turnover.
2. Enhance the alignment between individuals and their surrounding environments. It is imperative to establish a robust congruence between the ideals upheld by an organization and the personal career aspirations of individuals. The objective is to align professionals with roles that are congruent with their abilities and interests, while fostering a constructive work environment that promotes increased levels of engagement and job satisfaction.
3. One potential strategy to enhance the availability of career resources is to implement measures aimed at increasing access. Provide access to various resources such as coaching, mentorship, and career counseling services. This tool assists professionals in recognizing potential areas for improvement, making well-informed decisions on their careers, and subsequently enhancing their motivation while decreasing their intents to leave their current positions.
4. Facilitate the inclusion of professionals in the process of career planning, provide comprehensive information regarding available opportunities, and allow individuals to make choices that align with their personal aspirations. The cultivation of autonomy in making career decisions has been shown to enhance individuals' motivation and commitment.
5. It is imperative to consistently evaluate the demands placed on employees in their jobs, such as workload and stress levels, and ensure that appropriate resources are made available to them, including assistance, feedback, and opportunities for career advancement. This facilitates professionals in effectively addressing issues, mitigating fatigue, and minimizing the likelihood of attrition.

Conclusion

It was seen that the implementation of career development initiatives has a beneficial impact on the performance of medical professionals, such as doctors, nurses, and paramedical personnel, while also moderating their tendency to seek alternative work possibilities. This was the conclusion reached after noting that career development initiatives had a favorable impact on performance. The research that has been presented indicates that providing training, mentoring, and coaching to medical professionals, such as doctors, nurses, and paramedical personnel, can have a beneficial impact on their productivity and reduce the likelihood that they would voluntarily leave the organization in the near future. This can be a significant benefit to the company. As a consequence of this, it is recommended that businesses set aside cash for the purpose of investing in educational and training programs that aim to improve the abilities and expertise of their medical professionals, such as doctors, nurses, and other paramedical employees. It is possible that these individuals may be able to effectively contribute to the organization's goals if they do so, while simultaneously fostering personal growth and professional development within their respective disciplines.

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