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Turnover intention linking compulsory citizenship behaviours to social loafing in nurses: A mediation analysis

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Abstract

Aims: To propose a theoretical model of social loafing behaviours and to examine the effects of compulsory citizenship behaviours and turnover intention on nurses' social loafing behaviour.

Method: This cross-sectional study included 264 nurses working in public hospitals in Istanbul, Turkey. The data were gathered by using a snowball sampling method and analysed using descriptive statistical analyses, *F* test, *t* test, Pearson's correlation analysis and multiple and hierarchical linear regression analyses.

Results: Results indicated that compulsory citizenship behaviours were positively associated with turnover intention and social loafing. Turnover intention fully mediated the relationship between compulsory citizenship behaviours and social loafing.

Conclusion: Nurses who exhibit compulsory citizenship behaviours have developed turnover intentions to conserve their well-being, which led to social loafing as a resource recovery tactic.

Implications for Nursing Management: Training should be provided for managers and nurses to raise awareness about the possible negative effects of compulsory citizenship behaviours. To manage social loafing and turnover intention, effective and proactive solution-oriented strategies should be implemented.

KEYWORDS

compulsory citizenship behaviours, nurses, nursing, social loafing, turnover intention

1 | INTRODUCTION

Organizational citizenship behaviours (OCBs) defined by Organ (1988) as 'work-related behaviors that are discretionary, not related to the formal organizational reward system, and, in the aggregate, promote the effective functioning of the organization' (Moorman, 1991, p. 845). Although studies of OCBs are numerous in the literature (Yildiz, 2019), little is known about the disadvantages of these behaviours' dark side, compulsory citizenship behaviours (Vigoda-Gadot, 2006). Past research has shown that compulsory citizenship behaviours are harmful to individuals and organizations (Ahmadian et al., 2017; He et al., 2018; Unaldi Baydin et al., 2020; Vigoda-Gadot, 2006; Xia & Yadan, 2018). Despite the importance that this concept might have, especially for nurses as health care professionals, very few studies have focused on determining its antecedents and consequences (Harmanci Seren & Unaldi Baydın, 2017; Unaldi Baydin et al., 2020; Yildiz & Ayaz Arda, 2018; Yildiz & Yildiz, 2016). This study's primary motivation is to fill this gap by investigating the consequences of compulsory citizenship behaviours, namely turnover intention and social loafing behaviours.

Initially, voluntary, positive organizational behaviours can come to be considered a part of employee performance due to pressure from managers and supervisors and such behaviours are now considered part of employees' task performance

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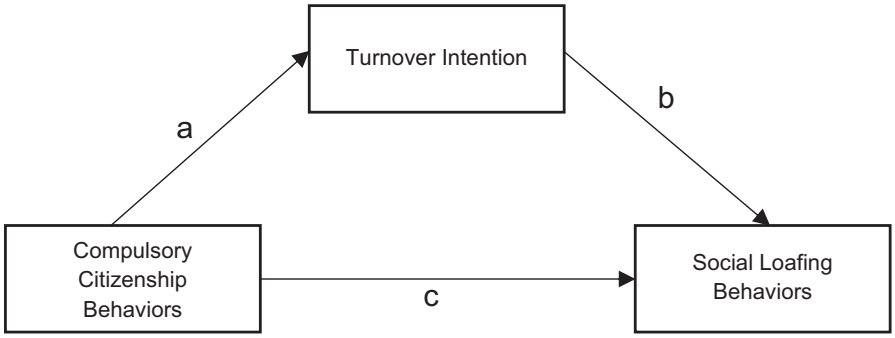


FIGURE 1 Conceptual model

(Vigoda-Gadot, 2006). This type of pressure leads to demotivation, poor team coordination and higher levels of negligent behaviours that are associated with social loafing (Vigoda-Gadot, 2007). Social loafing has a diminishing effect on group performance in contrast to individual performance (Ying et al., 2014) and is defined as 'the reduction in motivation and effort when individuals work collectively compared with when they work individually' (Karau & Williams, 1993, p. 681). Social loafing is a team-based phenomenon that the nursing profession employs a teamwork approach, which requires common objectives and collective responsibility for successful outcomes (Shih & Susanto, 2017).

Nurses are vitally important in ensuring a sustainable health service. Since their well-being affects both themselves and their patients, creating a low-stress work environment should be a high priority, particularly after seeing the effects of the ongoing COVID-19 pandemic on health professionals' mental health. A relaxed environment is particularly important because forcing employees to perform tasks external to their job description is associated with low job satisfaction (Golparvar & Taleb, 2016), which leads to productivity loss (Cummings et al., 2018), silence (He et al., 2019) and turnover intention (Xia & Yadan, 2018). Turnover intention is defined as 'a conscious and deliberate wilfulness to leave the organization' (Tett & Meyer, 1993, p. 262). In this respect, nurses' turnover intention could be seen as one of the negative consequences of compulsory citizenship behaviours that represents a significant threat to a health care system's sustainability.

In Turkey, the level of OCBs in nurses is high (Altuntas & Baykal, 2010). Interestingly, a recent study by Unaldi Baydin et al. (2020) found that among nurses in Turkey, the level of compulsory citizenship behaviours is also high, meaning that in hospitals nurses voluntarily fulfil unofficial duties beyond their formal job responsibilities. However, after a while, they may be pressured by their managers and/or colleagues to perform these duties not willingly. In other words, managers or colleagues may abuse these positive organizational behaviours (Unaldi Baydin et al., 2020). For example, managers may ask nurses to work late to complete an ongoing task. Nurses may volunteer to do this work to make their managers' work easier, but if those voluntary extra-role behaviours come to be expected, then the nurses' voluntary behaviours are being abused by others. In other words, if external pressure is applied to perform OCBs, then OCBs cease to be voluntary and become compulsory citizenship behaviours.

Compulsory citizenship behaviours are particularly important in Turkey, where power distance is high, and individualism is low (Hofstede, 2020). According to Hofstede's (2020) classification, in contrast to Western countries, Turkey has a highly collectivistic culture, with managers playing a 'father figure' role in the workplace, exhibiting a high degree of willingness to exercise their power over employees performing routine work activities. Turkish managers can also make demands beyond formal job descriptions. Additionally, because long-term orientation is low (Hofstede, 2020), managers in Turkey prefer to maintain time-honoured traditions and norms and view societal change with suspicion. Taken together, this hierarchical relationship makes employees reluctant to question their managers' directives, and managers, on the other hand, may feel more entitled to make discretionary requests.

In light of the above, Social Cognitive Career and Conservation of Resources Theories were used as two complementary lenses to shed light on the relationship between the variables of interest. This paper's originality lies in the fact that the current literature mainly focuses on the positive impact of compulsory citizenship behaviours on turnover intention. However, when it comes to what might be done when nurses do not want to leave their work, the question remains unanswered. Therefore, to our knowledge, this is the first study assessing the model (see Figure 1) empirically among nurses.

2 | THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

The conservation of resources theory (Hobfoll, 1989) is a useful lens through which to identify social loafing antecedents. The theory states that individuals strive to retain their resources when they experience stress from the threat of the loss of resources. A recent study showed that one of the consequences of compulsory citizenship behaviours is job stress, and individuals who work in stressed or negative workplace environments are also more prone to displaying social loafing (Unaldi Baydin et al., 2020). Other stressors that increase social loafing are low levels of organizational justice (Etemadi et al., 2015) and job insecurity (Akgunduz & Eryilmaz, 2018).

One way for employees to avoid stress and strain is to work hard but with less-intensive work periods (Gilbreath & Montesino, 2006). However, given that humans are social beings and not machine parts, it would not be realistic to expect maximum performance to

be sustained during overtime. In the context of the conservation of resources theory, social loafing may be seen as an attempt for employees to conserve and recover individual resources by lowering work performance. For example, if managers force nurses, who demonstrate substantial social loafing, to perform compulsory citizenship behaviours to compensate for decreased productivity, their resources could be expended. As a result, they may be unable to perform routine work tasks because of a lack of energy. Supporting this notion, Ahmadian et al. (2017) found a positive relationship between compulsory citizenship behaviours and burnout. Given the negative theme of compulsory citizenship behaviours, one might predict that nurses' significant stressors reduce their energy sources and that, as a result, they exhibit social loafing in order to conserve their energy resources. In light of the above and in line with the conservation of resources theory, the first research hypothesis is as follows:

Hypothesis 1: Compulsory citizenship behaviours are positively associated with social loafing.

Another significant issue in nursing is turnover intention, particularly problematic because of the persistent and growing need for health care. The turnover intention process consists of three components: psychological, cognitive and behavioural (Takase, 2010). Pressure from managers is associated with job stress (Unaldi Baydin et al., 2020) and job stress negatively affects cognitive ability (Park & Kim, 2013), psychological well-being (Lee & Kim, 2012) and behaviours (Mojoyinola, 2008). In nursing settings, turnover intention is also strongly associated with pressure from managers (Hayes et al., 2012) and poor relationships with supervisors or colleagues (Robison & Pillemer, 2007). Similarly, compulsory citizenship behaviours are a result of managerial pressure (Vigoda-Gadot, 2007). Given the stress-related similarity of compulsory citizenship behaviours and turnover intention, one could predict that, based on the conservation of resources theory, nurses will have a higher turnover intention as a reaction to being expected to perform usually voluntary duties as a part of their job and to protect their energy resources.

However, if there is already substantial turnover intention present in the workplace, work will not be done well (Elci et al., 2018), and optimal care may not be provided to patients. Accordingly, to overcome this problem, managers may force nurses with high turnover intentions to exhibit compulsory citizenship behaviours. Given that compulsory citizenship behaviours are stress drivers (Unaldi Baydin et al., 2020) and stress consumes employees' energy resources (Sonnentag, 2003), sustaining such a health care system is not realistic. Therefore, compulsory citizenship behaviours may be seen as one of the determinants of turnover intention. Accordingly, the second research hypothesis is as follows:

Hypothesis 2: Compulsory citizenship behaviours are positively associated with turnover intention.

In certain circumstances, the behavioural process of turnover intention may end not in an exit but with social loafing. For example, Dysvik and Kuvaas (2010) have stated that turnover intention diminishes intrinsic motivation, and a low level of motivation leads individuals to exert less effort (Hafiza et al., 2011) and to engage in social loafing (Luo et al., 2013). Whereas turnover intention reflects an active reaction to dissatisfaction with the current situation (Van Dyne & LePine, 1998), social loafing represents a passive and behavioural reaction being negligent in nature (Farrell, 1983). The reasons behind this passive reaction could stem from economic and internal factors such as job insecurity (Akgunduz & Eryilmaz, 2018; Yildiz et al., 2017). Accordingly, a high unemployment rate may be a stressor for nurses because it gives the perception that the labour market is insecure. On the other hand, if there is substantial social loafing already in existence, work will not be done well, and optimal care may not be provided to patients. Right at this point, if managers force nurses to compensate for this productivity loss, which may exacerbate an existing turnover intention level, resulting in nurses leaving the organization. Consequently, the health system and patient care services may become inoperative. Accordingly, the third research hypothesis is as follows:

Hypothesis 3: Turnover intention is positively associated with social loafing.

As a further perspective, the social cognitive career theory (Lent et al., 2002), derived from social cognitive theory (Bandura, 1996), is a second useful way of understanding how compulsory citizenship behaviours indirectly affect social loafing via turnover intention (Chang et al., 2019). According to social cognitive career theory, staying at an organization or leaving it is mostly associated with career decisions, which are often determined by internal (Ispir et al., 2019) or external factors (Lent et al., 2002). One such external factor is the pressure from managers to perform compulsory citizenship behaviours, which, as previously mentioned, increases nurses' stress levels (Unaldi Baydin et al., 2020). As stress also consumes nurses' energy, nurses may develop turnover intentions as a solution to protect their resources. However, because the nursing profession is human-oriented and has few opportunities for employment in the labour market, career moves are not easy. Accordingly, nurses may express their reactions to dissatisfaction in a passive manner, namely social loafing. In this respect, nurses' turnover intentions might be seen as an important career decision (Chang et al., 2019). Because turnover intention is a significant career choice stemming from career concern (Ispir et al., 2019) and social loafing is an intentional low-performance outcome, being forced to perform compulsory citizenship behaviours would lead to increased turnover intention and subsequent social loafing by nurses. Based on social cognitive career and conservation of resources theories, our fourth research hypothesis is as follows:

Hypothesis 4: Turnover intention mediates the positive correlation between compulsory citizenship behaviours and social loafing.

3 | METHODS

3.1 | Study design and aims

This cross-sectional and descriptive study aims to (1) investigate the direct effects of compulsory citizenship behaviours and turnover

intention on social loafing and (2) examine the indirect impact of compulsory citizenship behaviours on social loafing via turnover intention using the Conservation of Resources and Social Cognitive Career Theories.

3.2 | Participants and procedure

Participants were recruited by snowball sampling. The first reason to choose this non-probability sampling method is that nurses have various responsibilities, including patient care, education and research. A second reason is that the COVID-19 pandemic has made it difficult to contact nurses. Third, nurses who might be expected to exhibit compulsory citizenship behaviours may misrepresent their actual situation because of the fear of managerial or peer' pressure. In the first stage, we contacted nurses with personal networks, explained the research aims to them and provided a link to access an online survey. They then contacted other nurses to take part in this study. In order to identify nurses who might be exposed to perform compulsory citizenship behaviours, in the online survey, we asked participants to provide the email addresses of colleagues.

The inclusion criteria of this study were (1) working in a public hospital, (2) having a bachelor's degree or higher, (3) sharing tasks with colleagues and (4) having worked in their current unit for at least 1 year. The study population consisted of staff nurses working in public hospitals in Istanbul. According to the Turkish Statistical Institute, 19,622 nurses work in public hospitals in Istanbul (TUIK, 2020).

The researchers contacted 376 nurses. In total, 300 of those who met the inclusion criteria completed and returned the surveys. After calculating the Mahalanobis distance (Penny, 1996), 36 surveys were determined to be outliers and excluded from the study. A total of 264 valid surveys were analysed (response rate of 264/376 = 70.2%). G*Power (3.1.9.7) software was used to test sample adequacy; the G*Power score was 99.6, indicating that the study sample size was adequate (Faul et al., 2009).

3.3 | Ethical approval

Ethical approval was obtained from the Istanbul Bilgi University's Committee on Ethics in Research on Humans (decision no.: 2020-40073-64).

3.4 | Data collection

Data were collected in June–July 2020 using an online survey platform. Participants completed a survey that included Likert-type scales. The survey had four sections and a total of 20 items. In the first section, gender, age, marital status, education and job tenure were measured as socio-demographic variables. The other sections each used a different scale namely compulsory citizenship behaviours, turnover intention and social loafing measured with a 5-point Likert-type scale. The following scales were used in sections two to four:

- *Compulsory Citizenship Behaviours scale*: This scale has one dimension and five items. It was developed by Vigoda-Gadot (2007) and adapted into Turkish by Harmanci Seren and Unaldi Baydın (2017). A sample item of the scale is 'In my hospital, managers put pressure on nurses to engage in extra-role work activities that go beyond their formal job tasks'.
- *Social Loafing scale*: This scale includes one dimension and four items; it was developed by Price et al. (2006) and translated to Turkish by Gizlier (2018). A sample item of the scale is 'I loafed by not doing my share of the tasks'.
- *Turnover Intention scale*: This scale has three items and was developed by Mobley et al. (1979) and adapted into Turkish by Yildiz et al. (2019). A sample item of the scale is 'I plan on leaving this organization very soon'.

Cronbach's (1951) alpha values of compulsory citizenship behaviours, social loafing and turnover intention were $\alpha = 0.88$, $\alpha = 0.90$ and $\alpha = 0.93$, respectively.

3.5 | Statistical analysis

IBM SPSS Statistics 25 software was used for the data analyses. The number, percentage, mean and standard deviation were used as descriptive statistics. One-way ANOVA and *t* tests were used to compare mean scores according to the demographics of the participants. Depending on the comparisons, marital status and job tenure were included in the hierarchical regression analysis as control variables. The Pearson correlation test was used to determine the relationships between variables. Multiple and hierarchical linear regression analyses were performed for multivariate analysis.

4 | RESULTS

4.1 | Participant characteristics

Sample characteristics and a comparison of the mean scores of participants' compulsory citizenship behaviours, turnover intention and social loafing scores are presented in Table 1.

When socio-demographic variables were analysed according to scale results, there was a significant difference in turnover intention according to marital status ($p < .01$), with higher turnover intention among single nurses than married nurses. Nurses with 6–10 years of job tenure had significantly higher scores for compulsory citizenship behaviours than did those in the other two groups ($p < .001$).

TABLE 1 Comparison of compulsory citizenship behaviours, turnover intention and social loafing mean scores

Variable	Groups	*n*	CCBs *M* (*SD*)	TI *M* (*SD*)	SL *M* (*SD*)
Age	20–29[a]	121	2.59 (0.999)	2.28 (1.92)	1.52 (0.712)
	30–39[b]	108	2.49 (1.072)	2.10 (1.48)	1.40 (0.484)
	40+[c]	35	2.27 (0.984)	1.87 (1.140)	1.47 (0.775)
		Test and *p* values	$F = 1.33$ $p = .265$	$F = 2.122$ $p = .122$	$F = 1.002$ $p = .368$
Gender	Male	46	2.47 (1.085)	2.01 (0.971)	1.38 (0.513)
	Female	218	2.51 (1.019)	2.18 (1.108)	1.48 (0.661)
		Test and *p* values	$t = -0.260$ $p = .795$	$t = -0.985$ $p = .326$	$t = -1.032$ $p = .303$
Marital status	Single	125	2.60 (0.989)	2.34 (1.043)	1.49 (0.645)
	Married	139	2.42 (1.06)	1.98 (1.099)	1.44 (0.634)
		Test and *p* values	$t = 1.496$ $p = .136$	$t = 2.711$ $p = .007^{**}$	$t = 0.56$ $p = .576$
Education	Undergraduate	193	2.43 (0.98)	2.13 (1.062)	1.49 (0.687)
	Postgraduate	71	2.7 (1.135)	2.22 (1.151)	1.39 (0.479)
		Test and *p* values	$t = -1.773$ $p = .79$	$t = -0.569$ $p = .57$	$t = 1.094$ $p = .275$
Job tenure	1–5 years[a]	170	2.4 (0.961)a	2.23 (1.148)	1.47 (0.573)
	6–10 years[b]	57	2.97 (1.129) b	2.14 (0.927)	1.41 (0.579)
	10+ years[c]	37	2.26 (0.977) c	1.83 (0.976)	1.54 (0.951)
		Test and *p* values	$F = 8.263$ $p = .000^{***}$; a, c < b	$F = 2.040$ $p = .132$	$F = 0.422$ $p = .656$

Abbreviations: CCBs, compulsory citizenship behaviours; SL, social loafing; TI, turnover intention.

[a]Age (a = 20-29, b = 30-39, c = 40+).

[b]Job Tenure (a = 1–5 years, b = 6–10 years, c = 10+ years).

$^{**}p < .01$.

$^{***}p < .001$.

TABLE 2 Descriptive statistics and Pearson correlations among the study variables

Variables	Mean	*SD*	CCBs	TI	SL
1. CCBs	2.51	1.03	(0.91)		
2. TI	2.16	1.086	0.472^{**}	(0.90)	
3. SL	1.47	0.639	0.140^{*}	0.208^{**}	(0.91)

Note: Cronbach's alpha reliability coefficients are presented in parentheses.

Abbreviations: CCBs: compulsory citizenship behaviours; SL, social loafing; TI, turnover intention.

$^{*}p < .05$.

$^{**}p < .01$.

4.2 | Descriptive statistics of major variables

All correlations involving social loafing were significant and positive, with the highest correlation seen with turnover intention. Specifically, Pearson correlation analysis showed that the correlation results were as follows: compulsory citizenship behaviours—social loafing ($r = .14$, $p < .05$), compulsory citizenship behaviours—turnover intention ($r = .47$, $p < .01$) and turnover intention—social loafing ($r = .21$, $p < .01$) (see Table 2).

4.3 | Hypothesis testing

Baron and Kenny's (1986) approach was followed to test the simple mediation effect. First, the effect of compulsory citizenship behaviours on social loafing was statistically significant and positive ($\beta = 0.140$, $t = 2.28$, $p < .05$, 95% CI [−0.08–0.14]) (see Table 3). Thus, the first hypothesis was supported. As seen in Table 4 and Figure 1, the positive effect of compulsory citizenship behaviours on turnover intention (Path a) was statistically significant ($\beta = 0.47$, $t = 8.66$, $p < .001$, 95% CI [0.39–0.61), providing evidence for the second hypothesis. The positive effect of turnover

TABLE 3 Multiple linear regression of factors associated with social loafing

Dependent variable: Social loafing						
Variables	***B***	**Std. Error**	**Beta**	***t***	**95% CI**	***p***
Marital status[a]	−0.055	0.082	−0.043	−0.674	(−0.217, 0.107)	.501
Tenure[b]	0.027	0.056	0.031	0.486	(−0.084, 0.139)	.627
CCBs	0.087	0.038	0.140	2.283	(0.012, 0.161)	.023*
TI	0.122	0.036	0.208	3.436	(0.052, 0.192)	.001**
F	3.192					
R^2	0.047					
adj-R^2	0.032					
p value	.014					

Abbreviations: CCBs, compulsory citizenship behaviours; SL, social loafing; TI, turnover intention.

[a]Marital status (1 = single 2 = married).

[b]Tenure (1 = 1–5 years, 2 = 6–10 years, 3 = 10+ years).

*$p < .05$.

**$p < .01$.

TABLE 4 Simple linear regression: The effect of compulsory citizenship behaviours on turnover intention

Dependent variable: Turnover intention						
Variables	***B***	**Std. Error**	**Beta**	***t***	**95% CI**	***p***
CCBs	0.498	0.057	0.472	8.663	(0.385, 0.611)	.000***
F	75.039					
R^2	0.22					
adj-R^2	0.22					
*p*value	.000***					

Abbreviation: CCBs, compulsory citizenship behaviours.

*$p < .05$.

**$p < .01$.

intention on social loafing (path b) was also statistically significant ($\beta = 0.21$, $t = 3.44$, $p < .01$, 95% CI [0.05–0.19]) and supported the third hypothesis (see Table 3).

Although compulsory citizenship behaviours had a significant positive effect on social loafing (in step 2), when paths a and b were controlled (see Table 5), the effect of compulsory citizenship behaviours on social loafing (in step 3, Path c) was no longer significant ($\beta = 0.05$, $t = 0.69$, $p > .05$, 95% CI [−0.06 to 0.11]). As seen in Table 5, turnover intention fully mediated the relationship between compulsory citizenship behaviours and social loafing. The Sobel (1982) test result showed that the indirect effect was statistically significant ($z = 2.52$, $p < .01$).

4.4 | Possibility of alternative models

To test the robustness of the mediation analysis, an alternative mediation model was also tested in which turnover intention was the independent variable, compulsory citizenship behaviour was used as a mediator variable, and social loafing was used as the dependent variable. The result of this alternative mediation analysis showed that in Step 1, turnover intention significantly and positively affected social loafing ($\beta = 0.21$, $t = 3.44$, $p < .001$, 95% CI [0.52–0.19]) and, in Step 2, turnover intention significantly and positively affected social loafing ($\beta = 0.18$, $t = 2.66$, $p < .01$, 95% CI [0.28–0.19]). However, the effect of compulsory citizenship behaviours on social loafing behaviour was found not to be significant ($\beta = 0.05$, $t = 0.78$, $p > .05$, 95% CI [−0.51 to 0.12]). These results indicate that the alternative mediation model is not significant, while the theoretical model still keeps its theoretical and empirical robustness.

5 | DISCUSSION

This study's findings revealed significant associations between turnover intention and the demographic variables of marital status and nursing tenure. Single nurses were more likely to indicate turnover intention than were married nurses. This result is consistent with past studies (Carbery et al., 2003; Hwang & Chang, 2008). Because most of our sample consisted of women, the result could also be seen as a gender-related issue. Supporting this notion, Griffeth et al. (2000) emphasized that women, especially married

TABLE 5 Results of hierarchical regression analyses: mediation effect of turnover intention

Dependent variable: Social loafing						
	Step 1		Step 2		Step 3	
Variables	Beta	*p*	Beta	*p*	Beta	*p*
Marital status[a]	−0.043	.501	−0.028	.664	−0.011	.863
Tenure[b]	0.031	.627	0.021	.743	0.042	.507
CCBs			0.136	.028*	0.048	.489 n.s.
TI					0.188	.008**
F	5.2125					
R^2	0.02					
p value	.023					
Indirect effect and significance using normal distribution						
	Effect		***SE***		***z***	***p***
Sobel	0.05		0.021		2.5261	.012*

Abbreviations: CCBs, compulsory citizenship behaviours; n.s., non-significant; SL, social loafing; TI, turnover intention.

[a]Marital status (1 = single 2 = married).

[b]Tenure (1 = 1–5 years, 2 = 6–10 years, 3 = 10+ years).

n.s. : non significant.

*$p < .05$.

**$p < .01$.

nurses, have different responsibilities from men such as childcare, which demands regular household chores in addition to their work life. Additionally, because married nurses have more family concerns, such as moving their families to a different location, they have to consider their family members when deciding to develop turnover intentions (Tai et al., 1998). Also, nurses who have never been married were younger than their married colleagues in this study; one might have fewer stress management skills regarding their workplace or life when faced with difficulties (Almalki et al., 2012).

Nurses with 6–10 years of job tenure had significantly higher scores for compulsory citizenship behaviours than those of with 1–5 years and 10+ years of job tenure. A potential explanation for this result is that nurses with short job tenure were younger than their tenured colleagues. In this respect, nurses without tenure may be less prone to tolerating pressure from their managers or others. Moreover, it could be argued that nurses with many years of work experience may develop a commitment to their organization, colleagues, work environment and work style. Therefore, such nurses may fail to distinguish between in-role and out-role duties.

The levels of compulsory citizenship behaviours, social loafing and turnover intention were found to be low. The low level of compulsory citizenship behaviours can be attributed to various factors, such as excessive workload, a badly designed job description, negligent behaviours of peers, discretionary behaviours of managers, managerial pressure to get things done and cultural characteristics. Given that the nurses who participated in this study worked in public hospitals, some may not have reported their real thoughts because of social desirability bias and cultural characteristics. For example, since Turkey is high in collectivism, nurses may see the reporting of these behaviours as external whistleblowing, which are viewed as a threat to organizational unity (Alpkan et al., 2020; Brody et al., 1998). Supporting this notion Earley (1989) emphasized that collectivist cultures, key dynamics of which are cooperation and working with others, are not prone to social loafing. These suggest that the actual level of turnover intention may be even higher in Turkish nurses. Consequently, nurses may be afraid to appear to have avoided responsibility.

Our results indicate that an increase in compulsory citizenship behaviours is positively related to turnover intention and social loafing, in line with conservation of resources theory. These results are consistent with results from earlier studies (Ahmadian et al., 2017; Xia & Yadan, 2018). Despite the positive association between turnover intention, social loafing and compulsory citizenship behaviours, in general turnover intention is often hidden until employees decide to leave the organization (Luo et al., 2013). Moreover, given that most participants in our study had 1- to 5-year job tenure, concealing turnover intention may be seen as easier than adopting social loafing by the nurses, who might fear the consequences of a lack of conformity in their current workplace. In addition, as previously mentioned, nurses who exhibit compulsory citizenship behaviours may develop turnover intentions because of job stress (Unaldi Baydin et al., 2020) that stems from pressure from their managers or peers. In other words, on the basis of conservation of resources theory, they may use turnover intention as an escape tool to protect their positive resources, such as their well-being and psychological, emotional or psychical health.

This study also found that nurses' level of compulsory citizenship behaviours is related to their social loafing level; nurses displayed more social loafing as their compulsory citizenship behaviour scores increased. Although, to our knowledge, no previous studies have investigated the positive correlation between compulsory citizenship behaviours and social loafing in nurses, similar results have been reported in different professions that indicated that low-level justice perception leads to low-level justice-related satisfaction, low-level commitment, turnover intention and subsequent social loafing (Luo et al., 2013). Similarly, inadequate support from co-workers and job insecurity operate as stressors to drive turnover intention and social loafing (Akgunduz & Eryilmaz, 2018). A recent propositional study emphasized that specific leadership styles, such as transformational leadership, may create a supportive organizational milieu and may have a diminishing effect on social loafing (Ayaz Arda & Yildiz, 2019). As understood from these studies, employees are exposed to stress factors, and these factors encourage employees to develop turnover intentions. Taken together, compulsory citizenship behaviours may disrupt nurses' commitment and facilitate turnover intention. Furthermore, because a low level of commitment is associated with social loafing (Sesen et al., 2014), nurses may experience turnover intention or their turnover intention may increase, and they may feel the need to exhibit social loafing as a tool to protect their resources.

Finally, our results supported the claim that turnover intention fully mediates the effect of compulsory citizenship behaviours on social loafing. With regard to the full mediator effect of turnover intention, it could be argued that compulsory citizenship behaviours have a strong indirect effect on social loafing behaviour. McAllister (2003) contends that the nursing profession has evolved into a more solution-oriented structure as a requirement of the age we are in. Given the nursing profession's solution-focused nature, nurses who are exposed to compulsory citizenship behaviours may develop turnover intentions to protect their resources. However, to maintain patients' well-being and satisfy their professional ethics, they may prefer to continue their career in the same hospital by exhibiting social loafing behaviours.

5.1 | Limitations and suggestions for future research

This study has several limitations. Since the cross-sectional design did not allow us to assess causality, testing the model in a longitudinal setting might be meaningful. Additionally, the indirect effect relationship of compulsory citizenship behaviours to social loafing may suggest a causal hypothesis but does not demonstrate causality.

We also observed low levels of key study variables despite the snowball sampling method. This may stem from social desirability bias (Chung & Monroe, 2003). We recommend that future researchers include social desirability as a control variable in the model.

The generalizability of our findings is also limited because of the small sample size and sample characteristics. Therefore, we recommend additional investigations to test the model with more generalizable samples (e.g., different positions and job tenures but similar weights, an equal level of male participants and private hospital nurses). As mentioned above, employment opportunities may affect an individual's career decisions about staying or leaving. Therefore, further research might test this as a moderator or control variable. Additionally, because compulsory citizenship behaviours are associated with managers' repressive behaviours, further researches could test the role of leader-member exchange and the effects of specific leadership styles on compulsory citizenship behaviours such as ethical leadership and servant leadership (Yildiz & Yildiz, 2016). Lastly, since job tenure was associated with compulsory citizenship behaviours, and marital status was associated with turnover intention, subsequent research should test these demographic variables' role as moderators with simple or more complex moderated mediation models.

6 | CONCLUSION

This study offers a novel contribution to the nursing literature regarding the potential effects of compulsory citizenship behaviours, which are positively associated with social loafing and turnover intention. Moreover, it provides evidence of a sequence where compulsory citizenship behaviours lead to turnover intention followed by social loafing.

7 | IMPLICATIONS FOR NURSING MANAGEMENT

Past research has focused on the direct relationships between the three key variables in this study. In contrast to the results of previous research, our results provide a holistic view of these variables in the same model. Second, although social loafing is a common problem in nursing, a field with team-based work nature, little research has been published on this issue (Etemadi et al., 2015). Third, despite their popularity in the current literature (Unaldi Baydin et al., 2020), compulsory citizenship behaviours have been overlooked in the nursing setting. By bringing together three key variables, this work fills a significant gap in understanding involuntary behaviours' extensions.

This work provides information on managing nurses. Nurse managers will be aware of compulsory citizenship behaviours and their negative consequences. Furthermore, the study may contribute to creating a safer work environment in which productivity is improved and the costs related to turnover, social loafing and absenteeism are reduced.

In addition, this study builds on the existing literature by examining the importance of compulsory citizenship behaviours. It offers a theoretical lens for understanding Turkish nurses' courses of action. The job descriptions of nurses should be clearly defined and communicated by their managers and organizations. Workload, managerial and organizational pressure should be minimized to prevent nurses from exhibiting turnover intention and subsequent social loafing.

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