

Job Satisfaction and Employee Turnover Intentions of Academic Staff at Private Universities of Lahore, Pakistan

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Abstract: The study intended to determine the influence of Employability factors on employees' turnover intentions with mediating role of overall job satisfaction in private universities of Pakistan. The study used survey method in collection of data and used convenience sampling in regard to collect valid 350 responses from different private universities of Lahore. Structural equation path modeling technique was applied through Partial least Square (PLS) - Smart 2 software to examine the relationship among selected constructs with effectively estimation of measurement model and structural model simultaneously. The outcome of the test shows that all explanatory elements (job security, remuneration, relation with colleague, training seminar and policy administration) except work location have significant effect on employee turnover intentions where as study also demonstrate with evidence of higher R-square value that overall job satisfaction perform a more significant mediating function on the relationship between explanatory variables and dependent variable. In conclusion, Universities get favorable influence on decreasing teacher's turnover intentions through increasing the Overall job satisfaction which further give valuable assistance to human resource managers, policy makers and practitioners by referring them dynamic changes in their employability policies and practices.

Keywords: Employability, Overall Job satisfaction, turnover intentions, Partial Least square.

I. INTRODUCTION

Every organization is constantly trying to find out the ways to retain their effective employees, who are making their contributions towards achieving the goals of the organization. Employee job satisfaction has influence on employee turnover in organisations (Kabungaidze & Mahlatshana, 2013). The organization will be able to retain its employees if the employees are satisfied with their jobs. Dissatisfied employees will have the intentions to leave the organization or will ultimately leave the organization. It means that dissatisfaction on the job increases or will increase the rate of employee turnover intention in organisation.

Satisfied workforce contributes towards achieving the goals of the organization. A lot of research has been done in the field of HR regarding the satisfaction of employees in industrial and service organizations. However, interest in the

work satisfaction of academic staff in higher education has also been increased all over the world since beginning of 1990s (Kusku, 2003). Job satisfaction is highly important in Universities as the effectiveness of the Universities is basically depends on the faculty. So, Universities are interested now to know the factors, which increase the satisfaction of employees in the organizations and will be able to retain the highly qualified academic staff in the organization as the competition in education industry has increased due to increased number of institutions.

In the contemporary era, the issue of employee turnover has gained the greater attention of the higher management in the organizations. Companies are constantly involved in knowing the turnover rate of their employees as, hiring the employees is the costly part of HR process and rehiring is an extra cost which leads to profit minimization. Most Pakistani universities are affected by the menace of turnover because of the growing pressure on the universities to originate the graduates with the aim to coup up the needs of the dynamic changing that are being faced by Pakistani business environment (Zahra et al., 2013). Moreover, the number of highly qualified staff is less and alternative job opportunities available to these highly skilled staff as the number of private institutions/ universities have increased over the past years. In the year of 1980 there were found nineteen universities in Pakistan with two degree awarding institutes. Today ninety universities and twenty seven institutions having the capacity of degree awarding in country. This change has occurred due to the statutory and regulatory changes at the level of Higher Education Commission (HEC) (Zahra et al., 2013). Rise in number of students is a cause to enhance the number of institutions in the country. Enthused by the complicated nature in order to detect the problem of rise in turnover in the universities, this study will focus to develop the understanding of issues of turnover and see what and how the factors of satisfaction influence the turnover intentions of academic staff. This study will be helpful for the administrators as well as educators to recognize the concerned with faculty job satisfaction and their turnover intentions and will try to improve the work related factors which can lead to the faculty members who are satisfied, committed and empowered.

With increased number of private universities coupled with limited number of highly qualified academic staff, many private universities in Pakistan is facing the issue of high turnover. It is important for the administration of private universities to know the factors significant for making the highly qualified teachers satisfied with their job and retain them.

Research Objectives:

The major objective of this study is to investigate the impact of different factors on employees’ turnover intentions with regards to job satisfaction, while the sub objectives of this research are:

1. to investigate the remuneration, work environment, supervisory good relations, training and other factors influence the satisfaction level of academic staff at private universities in Pakistan
2. To find out the impact of job satisfaction on the turnover intentions
3. To propose a suitable solution for private universities to administer the best management policies to avoid the unpleasant effects of turnover

II. LITERATURE REVIEW

Turnover is becoming a serious but rigid issue (Zahra et al., 2013).. Despite it has become a serious and major problem are being faced by the organizations in Asia, very few organizations seems interested to resolve the problem and limited studies are found regarding the topic, in particular, studies using a comprehensive set of variables are rare (Khatri & Fern, 2001).In most of the studies, researchers have found negative relationship between job satisfaction and turnover intentions. Researchers have identified a set of variables which affect the job satisfaction and in turn, have an effect on turnover intentions. In this concern Mbah & Ikemefuna (2012) conducted a research in Nigeria. They used primary data collected using questionnaire and personal interviews. Four major hypothesis were tested at 0.05 level of significance and

found job satisfaction specifically reduces employee turnover intentions.

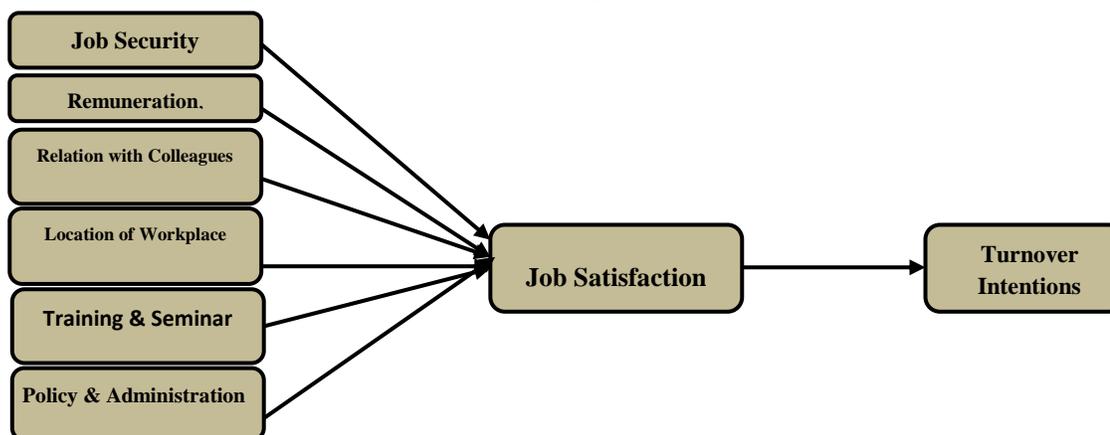
Similarly, in the context of Pakistan, Bushra(2012) conducted a research to find the impact of women’s job satisfaction on their turnover intentions in education sector. she collected the data throughquestionnaires from two different colleges. she used t-tests and a series of ANOVA tests to verify the study hypothesis. She also found negative relationship between job satisfaction and employee turnover intentions.Noordin & Jusoff (2009) also studied the job satisfaction of staff of a public sector university in the contxt of Malaysia. They used 7-items general satisfaction scale in survey. The identified that different factors have significant impact on the level of job satisfaction. As it is found that Satisfaction is positively correlated with commitment and performance, and commitment also correlated with performance of faculty members of private sector universities in Pakistan. And committed employees mean less turnover intention. On the contrary dissatisfied employees are less motivated. And less motivated employees seek for other job opportunities. Moreover, less motivated and dissatisfied employees give poor performance and ultimately the organizational goal is not achieved(Mawoli & Babandako, 2011).

There is no doubt that organizational climate or working condition is one of the predictor of job satisfaction. The role which is played in job satisfaction of employees by organization affects it’s productivity. Data was collected through questionnaire and the results showed that there is significant relationship between the two variables(Adenike., 2011). Kraut (1975) and Mobley, Horner& Hollingsworth (1978) also reported significant correlations between pay satisfaction and intention to quit but notbetween pay satisfaction and turnover.

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

In the essence of above written literature, the theoretical framework for this study can be developed as below:

Fig.1: Theoretical Framework



Saba & Iqbal (2013) conducted research to explore various factors that can affect job satisfaction of faculty at universities. They analysed the data by using simple means and found that job security got the highest mean score, which means that job security increases the job satisfaction. Various studies have shown that work environment plays an important role in the conditions and employees' decision of staying with or leaving the organization.

Saeed et al. (2014) found that working environment plays an important role in employees satisfaction. Saba (2011) also found that working conditions is a factor that influences the job satisfaction level of the teachers. Previous studies also revealed that if organizations which better compensate their employees, employees' satisfaction with the job increase. In this sense Nawab & Bhatti (2011) conducted the research to see the influence of employee compensation on organizational commitment and job satisfaction in the context of Pakistan. Their research reveals that employees in Pakistani settings have greater job satisfaction if they are being compensated well. Grace & Khalsa (2003) at Massachusetts higher education institution also identified salary packages as the most important job satisfaction factors. Elton Mayo found that interaction within the group is the biggest satisfier. Many studies show that the relationship with colleagues and co-workers is the strongest determinant of job satisfaction and good is the relation with colleagues, higher is the job satisfaction (Sonmezer & Eryaman, 2008). Keeping in mind the results of previous studies, few of the the studies mentioned above, the current study hypothesized that, Hagedorn (1994) investigated a causal model by taking the sample of faculty working at different cadres and results indicated that co-workers support, working hours and salary affect the satisfaction level.

Bushra (2012) also found in her study that flexible working hours increase the satisfaction of employees at work. Moreover, she found that workplace location has a positive a significant relationship with job satisfaction. It is also found that Increase in freedom level and flexibility in work of academicians would lead to greater job satisfaction (Benderv and Heywood, 2006). In the same perspective Sonmezer and Eryaman (2008) identified that Salary, administrative-employee relationship, security and creativity are the main factors amongst education sector employees that determine job satisfaction.

Previous studies show that highly satisfied employees are less likely to leave the organization. Kabungaidze & Mahlatshana (2013) conducted research in this perspective and found that if employees are satisfied with the remuneration they would have little intent to leave the organization. Ahmad & Riaz (2011) also studies the affect of different factors of job satisfaction on turnover intentions of doctors. He also found the negative relationship of employee satisfaction and employee turnover intentions. On the basis of these studies we may hypothesized

Hypothesis 1: *There is significant impact of job security, remuneration, and relationship with colleagues, location of workplace, training seminars, and policy administration on job Satisfaction*

Hypothesis 2: *There is significant impact of job security, remuneration, and relationship with colleagues, location of workplace, training seminars, and policy administration on low turnover intention with mediation of overall job satisfaction (OJS)*

III. RESEARCH METHODOLOGY

Research Design and Data Collection:

In this study research paradigm known as Positivism included Quantitative and deductive approach were used (Mouton 2001) for this primary data was collected through Survey method by using adapted questionnaire in order to collect responses from academic staff of different universities held privately in Lahore, Pakistan.

Established Questionnaires contains of two parts. The first section collected the data regarding respond demographics and second part contains research questions regarding each construct item which needed to test the hypothesis predicted in the study. Responses on each questions were obtained through the Five Likert Scale (1= strongly disagree and 5= strongly agree).

Unit of Analysis:

Large number of universities staff (Private and Commercial) are working in from different sectors and backgrounds. From these Academic staff only those were selected for this present research that belongs to Private Universities located in Lahore region only. Further from those academic staff only faculty members are part of this study as in economic contributor's list academic sector lies on top numbers.

Sampling Scheme and Sample Size

For sampling, convenience sampling technique was used (Farrokhi et al., 2012). 400 questionnaire were scatter among the faculty members of private sector universities located in Lahore region in order to collect data. From these 400 questionnaires 367 were return and only 351 were found completely filled therefore the response rate was 87.75% recorded in data analysis.

Measurement of Variables

A five Likert scale survey questionnaire used in the study was developed from previous research studies conducted in other countries and sector. Final questionnaire contains two section, first section have demographic related questions whereas the second half of the questionnaire based on research questions or items used to measure the selected exogenous and endogenous variables in order to check the scheduled hypothesis referred in Fig.1.

Quantitative Data Analysis:

Partial Least square- Structural equation modelling technique (PLS-SEM) was applied to calculate path models relationship among the selected constructs or variables used in the study. Partial least square (PLS) algorithm modelling very less restrictive toward data distributional condition because it doesn't required normally distributed data (Vinzie et al., 2010; Suronto et al. 2013). Smart PLS 2 software is used as it effectively estimates measurement model and structural model simultaneously (Ringle et al, 2005).

Measurement model, gauges the relationship between exogenous and endogenous variables through the use of Path-modelling algorithm, also ensures that only reliable and valid construct measures or items were used in the model

to determine the association among the dependent and independent variables in overall conceptual model (Hulland, 1999). Further path coefficients and Co-efficient of determination (R-square) were identified through Structural model.

IV. RESULTS AND FINDINGS

Table 1 shows that 350 respondents used in the study, majority of teachers working in academic sectors are males as 64.3% were male and 35.7% were female. Majority of participants belongs to 25-35 years age group (50%). 192 respondents from 350 having M.Phil./MS degrees. Lastly it is noticed that majority of the respondents have experience of less than 1 year and 1-3 years (39.4% and 38.9%) respectively.

Table.1 Demographic Analysis

VARIABLES	CATEGORIES	FREQUENCIES	PERCENTAGE (%)
AGE	Less than 25 yrs	92	26.3
	25-35 Years	175	50.0
	36-45 Years	79	22.6
	More than 45 Years	4	1.1
GENDER	Male	225	64.3
	Female	125	35.7
EDUCATION	Graduation	61	17.4
	Masters	60	17.1
	M.Phil./MS	192	54.9
	Doctorate	37	10.6
EXPERIENCE	Less than 1 year	138	39.4
	1-3 years	136	38.9
	4-7 years	51	14.6
	More than 7 years	25	7.1

Source: Researcher's calculations.

Reliability & Validity Measurement Model

Convergent validity specifies that each item of the construct should share high proportion of variance (Suronto et al. 2013). Table 2 in the analysis determine the convergent validity and reliability of items along with their constructs by displaying the items wise factor loading values, Cronbach's

alpha values, Composite reliability and Average Variance Extracted (AVE) to determine the. Whereas composite reliability and Average Variance Extracted was measured through the formula $\frac{\sum \text{factor loading}^2}{\sum \text{factor loading}^2 + \sum \text{error term variance}}$

Table 2 Measurement Model Results

MODEL CONSTRUCT	MEASUREMENT ITEMS	LOADING VALUE	CRONBACH'S ALPHA	COMPOSITE RELIABILITY	AVE
JOB SECURITY	JS1	0.561	0.7156	0.7117	0.5606
	JS2	0.813			
	JS4	0.630			
REMUNERATION	R1	0.898	0.6623	0.9120	0.7750
	R2	0.893			
	R3	0.851			
RELATION WITH COLLEAGUES	RC1	0.738	0.6612	0.8099	0.5870
	RC2	0.792			
	RC4	0.767			
LOCATION	L1	0.832	0.7107	0.8755	0.6665
	L3	0.801			

TRAINING & SEMINAR	TS1	0.805	0.7682	0.8494	0.5545	
	TS2	0.542				
	TS3	0.826				
	TS5	0.771				
	PA2	0.957	0.9262	0.9640	0.9305	
POLICY & ADMINISTRATION	PA3	0.972				
	OJS1	0.628	0.7076	0.8036	0.5088	
OVERALL JOB SATISFACTION	OJS2	0.573				
	OJS3	0.778				
	OJS5	0.684				
	OJS6	0.575				
	OJS8	0.572				
	TURNOVER INTENTION	TI1	0.594	0.8620	0.8881	0.5017
		TI2	0.689			
TI3		0.571				
TI4		0.658				
TI5		0.530				
TI6		0.779				
TI7		0.536				
TI8		0.612				
TI9		0.571				
TI10		0.699				
TI11		0.578				
TI12		0.733				

Source: Researcher’s calculations.

Note: Some observable items of constructs including JS3, RC3,L2,TS4,PA1,OJS4 and OJS7 were deleted from the initial model analysis because of its factor loading value lower than 0.5. (P< 0.05)

The Cronbach’s alpha value as per the requirement of PLS-SEM should be greater than 0.700 (Surienty et al. 2013). Table 2 clearly shows that reliability of all items used to measure the constructs ranges from 0.7107-0.9262 which were higher than required limit (Surienty et al. 2013). Further, the actuality of convergent validity measured through average

variance extracted values also higher than the required limit 0.5 (Yap et al., 2012), as in current study it ranges from 0.5071 to 0.9305. Composite reliability of all constructs are higher than 0.7 shown as (JS= 0.7117, R=0.9120, RC=0.8099, L= 0.8755, TS= 0.8494 PA= 0.9640, OJS= 0.8036 and TI=0.8881).

Table 3. Discriminant validity

	JS	L	OJS	P&A	RC	R	T&S	TI
JOB SECURITY (JS)	0.7487							
LOCATION (L)	0.4591	0.8164						
OVERALL JOB SATISFACTION (OJS)	0.4135	0.4576	0.7133					
POLICY & ADMINISTRATION (P&A)	0.0044	-0.0260	0.5513	0.9646				
RELATION WITH COLEOGUE (RC)	0.1758	-0.0602	0.2703	0.1677	0.7662			
REMUNERATION (R}	0.1777	-0.4548	-0.1442	0.0159	0.3221	0.8689		
TRAINING & SEMINAR (T&S)	0.1341	0.0020	0.6332	0.8234	0.2393	0.0483	0.7446	
TURNOVER INTENTION (TI)	0.6104	0.4285	0.8119	0.2086	0.3320	-0.0442	0.4347	0.7083

Source: Researcher’s calculations.

Discriminant variability leading to the intensity that how far one item is dissimilar to other item in a single construct measuring (Surienty et al., 2013). According to Hair F., et al. (2010) discriminant variability of each construct should be less than the square root value of AVE (Average

Variability Extracted) of that constructs. Therefore table 3 openly revealed that all square root values of AVE were greater than their correlation values and leading to sufficient discriminant loading values. According to the table 2 and 3

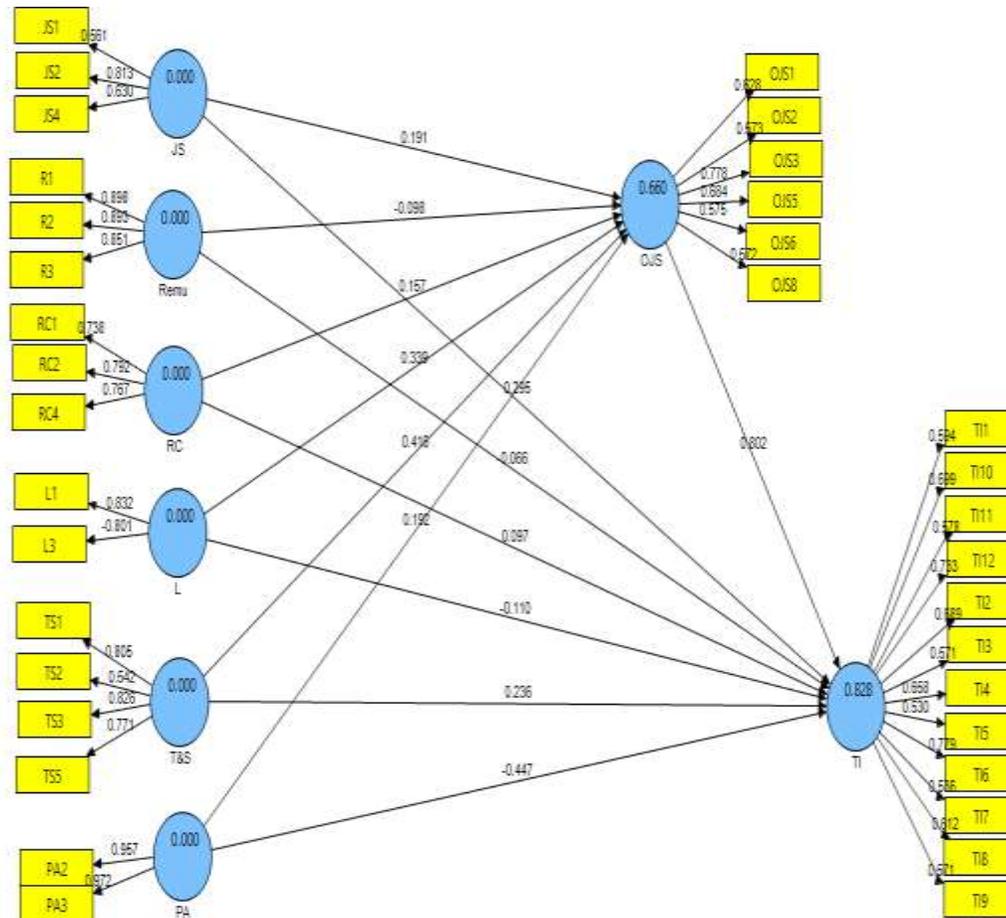
results all the items and variables used were strongly valid and reliable.

PLS-SEM Path Analysis:

PLS path modelling estimation of present study presented in figure 2 below which demonstrate the inner model association among the variables, and coefficient of determination. Figure 2 also revealed that for the endogenous latent variable “Turnover Intention” with mediation of “Overall job satisfaction have the coefficient of determination

R^2 value is 0.828 which means by keeping all other factor constant 82.8% variation in turn over intention was because of all these six selected independent variables (Job security, remuneration, relation with Colleagues, Location, Training & seminar, Policy & administration) and (Overall Job satisfaction) as mediating variable. While by keeping constant all other factor, selected six independent variables joint bring 66 % variation in Overall Job satisfaction as Coefficient of determination value R^2 0.660 for latent variable Job satisfaction.

Fig. 2: Results PLS-SEM Path Analysis



Source: Smart PLS calculation

Hypothesis Testing:

Table 4 Results Hypothesis Testing

RELATIONSHIPS HYPOTHESIS	SAMPLE MEAN	PATH COEFFICIENTS	STANDARD ERROR	T- STATISTICS	SUPPORTED
JOB SECURITY -> JOB SATISFACTION	0.1951	0.191	0.0474	4.0282	☺
REMUNERATION -> JOB SATISFACTION	-0.0955	-0.098	0.0624	1.9644	☺

RELATION WITH COLLEAGUE -> JOB SATISFACTION	0.1611	0.157	0.0376	4.1698	☞
LOCATION -> JOB SATISFACTION	0.0709	0.339	0.3404	0.9959	☒
TRAINING SEMINAR -> JOB SATISFACTION	0.4021	0.416	0.0560	7.4311	☞
POLICY & ADMIN -> JOB SATISFACTION	0.1977	0.192	0.0658	2.9198	☞
JOB SECURITY -> TURNOVER INTENTION	0.4425	0.295	0.0607	7.3737	☞
REMUNERATION -> TURNOVER INTENTION	-0.1369	-0.066	0.0489	2.9604	☞
RELATION WITH COLLEAGUE -> TURNOVER INTENTION	0.2233	-0.097	0.0436	5.1043	☞
LOCATION -> TURNOVER INTENTION	0.0437	-0.110	0.1713	0.9443	☒
TRAINING SEMINAR -> TURNOVER INTENTION	0.5569	0.236	0.0657	8.6571	☞
POLICY & ADMIN -> TURNOVER INTENTION	-0.2853	-0.447	0.0542	5.3978	☞
JOB SATISFACTION -> TURNOVER INTENTION	0.8043	0.802	0.0603	13.3068	☞

Source: Researcher's calculations.

Note: ☞ = Supported

☒ = Not Supported

Table 4 explains the inner model association among the variables being studied in order to determine the predicted hypothesis. In table 4 beta coefficient values shows the direction and magnitude of the association between variables, beta coefficient value of relationship with job satisfaction are (0.191, -0.098, 0.157, 0.339, 0.416 and 0.192 respectively) which means remuneration has negative direct effect on job satisfaction, by changing one unit in remuneration it brought 0.098 unit fall in job satisfaction, while Job security, training seminar, policy administration, relation with colleagues and location have positive direct effect on job satisfaction, by changing one unit change in Job security, training seminar, policy administration, relation with colleagues and location will brought 0.191, 0.416, 0.192, 0.157 and 0.339 unit increase in job satisfaction. Beta coefficient values of endogenous variables in relation with low turnover intentions are (0.259, -0.066, -0.097, -0.110, 0.236, -0.447 and 0.802 respectively) that explains that remuneration, relation with colleagues, location and policy administration has negative relation with low turnover intention while all other have positive. One unit change in each independent variable (job security and training seminar) brought 0.295 and 0.236 unit improvement in low turnover intention and 0.066, 0.097, 0.110, 0.447 unit decrease in low turnover intention respectively. Similarly Job satisfaction have positive effect on low turnover intention as coefficient value shows that one unit increase in job satisfaction will improve the low turnover intention among academic staff by 0.802 units.

T- statistic value used to determine the significance of the relationship therefore Table 4 revealed that in relationship with job satisfaction all independent variables (job security, remuneration, relation with colleague, training seminar and policy administration) have significant effect as t-

statistic value of each such relation (4.028, 1.964, 4.169, 7.431 and 2.919 respectively) is greater than 1.96 at 5% confidence interval other than location that has value is equal to 0.996. In relationship with low turnover intention independent variables ((job security, remuneration, relation with colleague, training seminar and policy administration) are significantly associated as t-statistic values of such relations (7.373, 2.960, 5.103, 8.657 and 5.397) are greater than 1.96 at 5 % confidence interval. While other independent variable location is not significant as t-statistic value (0.9443) is less than required limit 1.96 Similarly Job satisfaction have significant impact on turn over intention as t-statistic value is 13.307 quite higher from the tabulated t- value 1.96.

In structural model it is evident that hypothesis 1 of the study is partially accepted and supported because from all selected independents variables only location, training seminar and policy administration significantly direct effect on employee low intention to leave the organization. While the other primary hypothesis predicted in the study are fully accepted in which mediation role of overall job satisfaction determine. After introducing the mediating effect of overall job satisfaction all independent variables become significant and certainly changed to some extent but the value of R² is increased up to 82.8% which means that after the mediation 81.0 % variation in dependent variable occurred due to independent variable

V. CONCLUSIONS AND RECOMMENDATIONS

The study's aim was to assess the impact of different factors of job satisfaction on employees' turnover intentions in private universities in Pakistan. Research has been conducted using quantitative method. Validity and reliability tests were conducted to study using SPSS and

PLS. From the findings of study, we can conclude if staff is satisfied with their jobs, they would love to stay with the university hence the quality of teaching will also be improved. In private universities, employees do not have specifically defined pay scale structures. So, majority of the staff in sample was not satisfied with their salaries and wanted to leave their job because they were not being paid a market competitive salary. Some of the staff wanted to leave the job only because working hours not flexible in private universities turnover is usually high because job is not secure. Due to this reason, quality of education is also affected. Faculty was mostly satisfied with the location. Relationship with colleagues is also a factor of satisfaction. Some of the staff declared that they are not satisfied with job only because their colleagues are true politicians and due to this reason they want to leave the job. However, majority of the staff said that they would not leave their job just because they are not invited for trainings and seminars.

Limitation of study and Future Research

The research was conducted only in the context of Lahore. There are many private universities in the other cities of Pakistan. Future researcher can be done with the same relationship and same model in other cities of Pakistan for further validating the relationship among all variables. Time was also a constraint due to which large sample was not studied. So, future researcher can choose a larger sample in private universities. Qualitative analysis can also be added in this study in order to know some other variables by taking interviews, video or audio.

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