

Job satisfaction, organizational commitment and other factors' impact on turnover intention of private employees: An empirical evidence from education sector of Pakistan

Yamna Waqas Khan¹, Masood Hassan², Tariq Jalees³ and Muhammad AsadUllah⁴

¹ Lecturer, Institute of Business Management (IoBM), Karachi; ✉ yamna.khan@iobm.edu.pk

² PhD Scholar, Institute of Business Management (IoBM), Karachi; ✉ masoodhassan1@hotmail.com

³ Associate Professor, PAF KIET, Karachi; ✉ tariquej2004@yahoo.com

⁴ Lecturer, Institute of Business Management (IoBM), Karachi; ✉ m.asadullah@iobm.edu.pk

ABSTRACT

Background: Turnover intention of employees is related to the level of dissatisfaction that they experience due to various reasons and may lead to resignation and leaving of the organization which may negatively impact the company due to decreased productivity, low profitability, financial loss and lower market rating of the organization Ensuring.

Objectives: The purpose of this study is to find out how the constructs; Organizational Commitment, Job Satisfaction, HR policies & Organizational Growth impact the turnover intention of employees in Education sector of Pakistani market.

Methods: Pre-established constructs have been used with reliabilities and distributed among 160 respondents who are currently employed in Pakistan. The construct used is tested through Descriptive Analysis. Further the output related to the impact of these factors has been analyzed through Simple Linear Regression Analysis.

Results: The findings revealed that job satisfaction level, organizational commitment, HR Policies, and organizational growth have a significant impact on the turnover intention of employees. F-test (goodness-of-Fit test) has been used to test the significance of the hypotheses, used in this study.

Conclusions: This study can be continued by adding other variables to understand the intention of employees for turnover in Pakistan.

ARTICLE HISTORY

Received: 28 Nov 2020

Accepted: 31 Dec 2020

Published: 331 Dec 2020

KEYWORDS

Turnover intention;
Job satisfaction;
employees;
organizational
commitment;
education Sector;
Pakistan

1. INTRODUCTION

The purpose of all successful companies is to retain talented people within organization because it is mandatory for the company's performance and development. Organizations, therefore strive to create a safe and positive work atmosphere such that workers remain organizationally empowered and loyal (Hausknecht et al., 2009). However, workers' attitudes and what they expect from their work and employer, play an important role in deciding their feedback and productivity level. This is also of enormous concern to organizations, since if they do not feel aligned with their respective organization's vision and purpose, it will lead to resignation or work change. Many researches has previously been carried out to recognize employees' precedents of sales intent (Griffeth et al., 2000). This has proven to be the most influential factor in decision-making on sales. It is therefore important to analyze the intention of staff to turnover and the factors leading to it (Attiah & AbouDahab, 2017). Furthermore, this

*CONTACT

Masood Hassan ✉ masoodhassan1@hotmail.com



© Authors. 2020. This is an open access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>), which allows unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

analysis has focused on four major HRM determinants: work satisfaction, corporate engagement, corporate growth and HR policies to understand their effect, and the relationship to intention to sell.

In literature, [Locke \(1997\)](#) proposed such a model of satisfaction-commitment which shows the positive correlation between job satisfaction and organizational commitment. This was extracted from various models that reflect a relationship between the intent to sell turnover and basic determinants from HRM. Initially developed by [Tett and Meyer \(1993\)](#), the model states that the satisfaction of the workforce is first created and then the latter is developed engagement in the company. Several other longitudinal studies have stressed the significance and joint impact of work satisfaction and organizational engagement in assessing turnover intent ([Phetkaew, 2015](#)). In another research, it has been shown that certain dimensions of employment satisfaction need to be tested in order to minimize turnover in organizations ([Limyothin & Trichun, 2012](#)).

The research focuses on the intentions of turnover, organization, work satisfaction and other variables that occur or could emerge as a consequence of the merger between the organizations. It also generates feelings of confusion and/or insecurity in employees that leads to poor morale, complaints and related negatives through fusions and changes of organizations in their diversities. These all have a potential impact on the satisfaction of workers, company and turnover ([Burnes, 1996](#)). This paper would, therefore, investigate the effects of work satisfaction, organization's involvement and other factors on the turnover intention of employees from the Pakistan's private education sector.

1.1 Turnover intention & turnover rate in organizations

In any organization, the department of Human Resources plays the central and most important role in the business. This is because, HR department has the responsibility to recruit and manage the human assets of the company. For any organization to be successful, loyal and dedicated employees are the key assets. They are a source of development for the organization in competitive market. Therefore, HR department faces this great challenge of recruiting and retaining talented employees, and to reduce the turnover rate in the organization ([Chen, 2010](#)).

High turnover is associated with increased cost of hiring and waste of effort and time of recruiters as well. This results in low productivity, and in having a bad impact on the brand image of the company ([Chen, 2010](#)). In today's highly competitive business environment, companies fight to gain a competitive advantage, over their competitors. Therefore, it has become responsibility of the employer to provide a good working environment to employee so that they remain satisfied and productive in the work environment. The topic of turnover has been given prime attention by the researchers and scholars in past, as employee retention is considered to be an important initiative that contributes positively towards the growth, profitability and development of business organizations ([Raikes & Vernier, 2004](#)).

1.2 Theoretical grounding

The conceptual framework consists of four independent variables and one dependent variable, which is depicted in the model as shown below. The independent variables are job satisfaction, organizational commitment, HR Policy & organizational growth. The dependent variable is turnover intention of employees. Hypotheses have been developed to show the relationship of independent and dependent variables, which are supported by literature and theoretical background taken from previous studies.

1.3 Job Satisfaction & Turnover Intention

By viewing the literature, a lot of research work was found related to the topic of turnover intention. Also, the relationship of turnover intention and job satisfaction of employees has also been studied. Most of the scholars, found that a negative relationship exists between the two variables (e.g., [Arnold & Feldman,](#)

1982; Bluedorn, 1982; Cotton & Tuttle, 1986; Mobley, 1982; Price, 1977). It is stressed by many researchers, that job satisfaction plays a key role in the productivity of the employees of an organization (Silva, 2006). Also, researchers found that a significant relationship exists between job satisfaction, turnover intention and rate of absenteeism in a company (Chye & Boo 2004; Lee & Liu, 2007). If we try to define the term 'job satisfaction', it can be defined as a sense of achievement that a person feels at his workplace. It can be derived through his environment; peers, supervisor and job related tasks (Saeed et al., 2014).

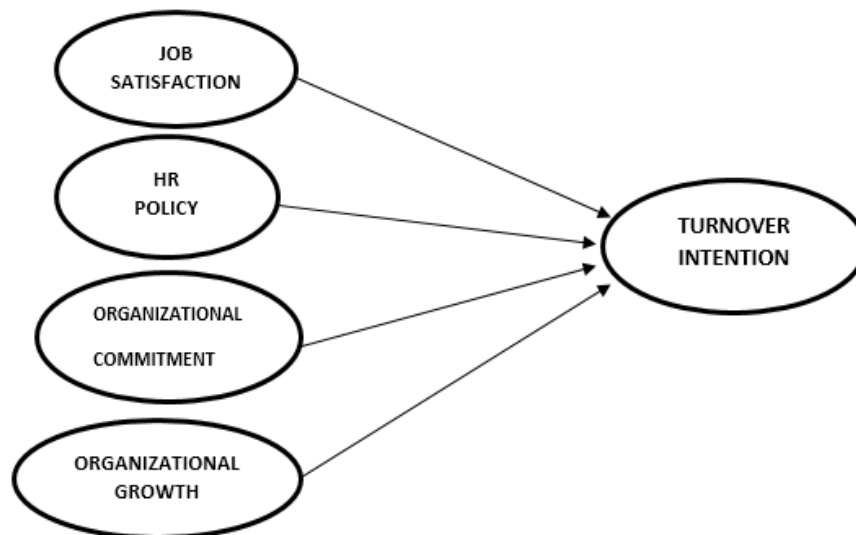


Figure 1 Conceptual Framework

According to Chen (2010), job satisfaction level of employees depends on many factors such as job role, level of authority and freedom one has, attitude of supervisors, social relationships with peers and colleagues and level of support at the workplace. Job satisfaction can be seen as the level of happiness and contentment that one feels when he/she is given value at workplace. According to Spector (1997), the topic of job satisfaction, comes under the domain of organizational psychology and it is more of a work environment related topic. There also exists a correlation between turnover intention and job satisfaction (Spector, 1997). Further evidence was found through literature, according to Mobley (1977), a negative relation exists between the above mentioned variables.

When the researchers studied the reasons for job dissatisfaction and why employees consider leaving the organization, they found out that it is because they compare the benefits and other job related factors with that of their peers and friends (Susskind et al., 2007). This can be one of the reasons for creation of dissatisfaction that leads to turnover, but there can be many other reasons a swell (Saeed et al., 2014).

Many definitions of job satisfaction have been developed by prominent scholars who studied the effects and relationship of job satisfaction with that of turnover intention of employees in past (Saeed et al., 2014). Dessler (1978) was one such prominent scholar who defined it as, "degree of needs satisfaction that is derived from and/or experienced on the job" (Valenzi & Dessler, 1978). Inability of the need satisfaction leads to dissatisfaction that ultimately results in resigning or switching to another organization.

Another scholar, Robin (1989) propose a different version of job satisfaction. In his opinion, job satisfaction is attitude of the individual at his workplace and it depends highly on the rewards he/she gets from their jobs and rewards that they perceive should have been given to them. If the given rewards

exceed or meet their expectations, then it will result in creating job satisfaction. Whereas, the opposite of the above situation will tend to create job dissatisfaction among employees (Deery & Shaw, 1999).

When employees feel they are well taken care of by their employer, they get satisfied and it leads to high level of work performance that eventually contributes towards the financial growth and profitability of the organization (Mbah & Ikemefuna, 2012). This study aims to understand the outcomes of job satisfaction on turnover intention in the educational sector of Pakistan. By laying emphasis on this factor, one can understand how to increase the positive outcomes of it and what impact does this have on the overall performance of the organization due to reduction in turnover rate of employees (Mbah & Ikemefuna, 2012). Through investigation of the perception of employees at work place about the factors that affect their decision to stay at a particular role in a company or switch, the researchers can give suggestions on how to create a better work environment. Also, the researchers aim to help the employees for achievement in high level of job satisfaction, by understanding their perception and opinions related to their job roles and responsibilities at work places (Mbah & Ikemefuna, 2012).

1.4 Organizational commitment & turnover intention

Organizational loyalty is characterized as the emotions of a person in general for the company he works for. It is not incorrect for workers to claim that it contributes to the development of a psychological link between the employee and the organization. This relies on perceived care and the esteem by the boss holds to him/her. This enables him to decide how much and how long the effort, energy and input he should invest into the company (Mowday et al., 1982). For many decades, the impacts of organizational involvement have been highly focused and researchers have studied the subject in depth both within academia as well as in industry as a way to achieve a high level of performance & rehabilitation (Mowday et al., 1982).

Mowday et al. (1982) believe that there are 3 factors that influence the level of organizational commitment of employees. The three main factors, as suggested by Mowday et al. (1982) are:

- a. Organizational acceptance (affective commitment)
- b. Willingness to give more input than expected (continuance commitment)
- c. Desire to remain a part of an organization in the long run (normative commitment)

The disparity between these various kinds of dedication has been clarified by Mowday et al. (1982). The key distinction between affective loyalty and continuing engagement is that the latter represents the degree to which the worker has personal links with the organization. While the latter is; Continuance refers to the logical aspect of measuring the perceived costs which the person should bear in order to leave the organization (Mowday et al., 1982).

Normative may be described by identifying an employee's presumed duty to his organization and therefore to continue in the organization as a strong ethical competence. However, according to experts, affective participation has been seen to have the most promising effects and they believe it is granted prime importance because affective involvement has a negative association with staff morale and is often favourably associated with worker efficiency and job satisfaction levels (Allen & Meyer, 2000).

The results and implications of workers' degree of organization's participation have previously been illustrated. As long as organization is concerned, engagement is closely linked to the understanding and confidence of the workers, the self-esteem of the company and the way it handles them and scholars have thoroughly sought to suggest strategies for increasing employees' engagement in the organization (Allen & Meyer, 2000). The bigger the organization, the lower the turnover intention and vice versa is the degree of employee involvement (Lee & Bruvold, 2003).

If workers are not happy with the business for a multitude of factors and if the boss feels that the well-being of his or her workforce is not a priority and instead reflects on the profit/financial success of the company, it will contribute to demotivation and low levels of organizational engagement which would inevitably result in attrition (Mowday et al., 1982).

1.5 Organizational Growth & Turnover Intention

Growth is the reason companies strive and work hard in order to expand their business and attain increased financial position in the market. Every organization sets a vision to become a big name in the near future and to grow in terms of size, profit and revenue (Boggs, 2004). Not just this, but it is more of a necessity for every business to be there in the market, so that they can survive the increased labor cost and other expenses and remain operational in the market. That is why every company have to grow at least to some extent on annual basis in order to survive in the competitive market (Boggs, 2004).

When talking about small businesses, organizational growth acts as a key contributor towards the provision of benefits to small businesses. These benefits include increase in power and efficiency of the business from economies of scale, enhanced sustainability to withstand fluctuations of the market, value addition to the image/goodwill of the company, increased financial revenue, satisfied employees and labors and many more.

It is seen that businesses whether small or big, desire organizational growth and make strategies for long- term as well as short term plans to achieve it. This is because organizational growth is considered to be the most reliable indicator for organizational success and high profitability and also leads to lower turnover rate (Boggs, 2004).

Through literature, it is known that for different organizations, organizational growth has different meanings. A company may have different scales or parameters to gauge its growth. It is understood that the primary reason of existence for every business is to generate profit but for some companies; profit, shareholder's wealth and financial revenue may only be the relevant parameters to gauge the success and growth of its business. This may lead to dissatisfied employees and work force, which will lead towards high turnover intention among the employees (Boggs, 2004).

On the other hand, there are successful companies who have achieved a global ranking to be the best employers in the global market and have high organizational growth. They are those which align organizational growth with the growth and development of its human assets. They use the win-win strategy of making such polices that employees feel like partners-in-the-business and in return utilize their skills & competencies to benefit the organization (Boggs, 2004).

1.6 HR policies and Turnover Intention

HR management is an integral part of the process of strategic human resource management. The key tasks of HR are to develop such policies which contribute positively towards the development & growth of both organization and its employees. Therefore, HRM policies and practices have a significant impact on the performance level of company's Human workforce. This has also been a topic of great interest on industrial and organizational Psychology (Broderick & Boudreau, 1991; Freeman & Kleiner, 1990; Jones & Wright, 1992)

Literature proposes a lot of conceptual arguments but the crux of all the concepts and different perspectives of scholars is that HR policies & practices if formulated correctly can contribute positively towards creation of a sustained work environment. Also proper implementation of these policies is equally necessary so that any discrepancy related to HR-related decisions is removed and there are no hurdles in the ways of career growth and development of employees (Broderick & Boudreau, 1991).

HR department is the backbone of any organization. This is because they are given the task to hire, recruit, and fire and retain employees through the implementation of right HR policies. Through recruiting procedure, the HR department has the responsibility of filtering out the people who are right fit for the company. But the real challenge comes afterwards. After hiring, human resource department is held in charge of providing formal and informal training to their new recruits, including basic skills training, coaching, and mentoring and on the job training so that employees feel that the company is investing in their growth and development. It comes under the prime responsibilities of Human Resource Department to focus on the development of company's human work force and they are being held accountable for it (Huselid, 1995).

It is important to note that even the highly skilled and efficient employees can get demotivated if they feel that organization is not investing in their growth or if HR policies are as such that do not focus on the rights of employees (Huselid, 1995). However, if we see it in other context, HRM practices if favourable, can contribute greatly in boosting the level of motivation in employees. This will lead to high levels of productivity, positive work culture, and positive feedback for the company's management. Now the question arises, how HRM practices can lead towards the production of high levels of motivation. Here, the most commonly used technique is performance appraisals which has been found to be really effective if done justly and with transparency. Through performance appraisal technique, performance of individuals and work teams is being analyzed which is then utilized to take decisions regarding the allocation of incentives & compensation. Also, on the basis of information and employee data which is being collected, internal promotion decisions are being taken through a systematic approach. These focus on the merit of employees, their performance on daily basis, how they collaborate with others when working in teams or when working alone on a project (Bluedorn, 1982).

According to Broderick and Boudreau (1991), HRM Practices and policies have a direct impact on the motivation level of employees and it affects the employee performance by having an immense influence on their skill sets and productivity levels. This is because, we as individuals want to be well taken care of, in exchange of our hard work and efforts. This is the key to a productive organizational culture, which employers need to learn that in order to get value from employees so employer needs to make them feel valued first. The evidence from past researches helps to conclude that HRM policies have a direct and positive impact on the employees' performance and inverse relation with turnover intention of employees (Broderick & Boudreau, 1991). Therefore, following hypotheses has been developed.

1.7 Hypothesis Development

Based on above literature, following hypotheses have been formulated:

- H1: Job satisfaction has an impact on turnover intention of employees.
- H2: Organizational commitment has an impact on turnover Intention of employees
- H3: Organizational growth has an impact on turnover Intention of employees
- H4: HR Policy has an impact on turnover Intention of employees

2. METHODS

2.1 Study design

This study used survey research design.

2.2 Setting

This study focuses on turnover intention of employees in private education sector of Pakistan. The aim is to check whether the independent variables have an impact on dependent variable. The purpose is to

understand their perspective about turnover intention and how is it being impacted by different organizational factors.

2.3 Participants

For this study, the participants were employees of the selected universities in Pakistan.

2.4 Sample design

For this study, 160 employees were taken as a sample size, who are working in different universities of Pakistani education sector and part of administration or academia sector either contractual or permanent. Ten universities were chosen for this purpose while names of employees/universities were kept confidential due to ethical consent with employees (see appendix). The sampling type is convenience sampling, and the sampling technique is linear regression. Data of 160 participants found appropriate for the preliminary research while we used linear regression model as it has been used before by Muijs (2010). Used sample size justified as per the standard rule of thumb by Myers & Myers (1990).

2.5 Scales and measures

The survey was based on Likert 7-point scale. The questionnaire included two sections, where the first section is demographics including 5-items. The second section included 26 questions in total related to dependent and independent variables. This questionnaire has been adapted from Masemola (2011).

2.6 Data analysis methods

After gathering data from respondents, it was coded and run on SPSS for testing normality and validity of that data. Hypotheses were tested individually, through simple linear regression analysis for checking the overall impact of independent variables on dependent variable. In addition, F-test (goodness-of-Fit test) has been used for checking the significance of the hypotheses, used in this study.

3. RESULTS

3.1 Descriptive statistics

Skewness and Kurtosis was used to determine univariate normality. Descriptive statistics are shown below in Table 1.

Table 1 Descriptive statistics

Construct	Mean	Std. Dev	Sk.	Kr.
JS_T	4.73	1.32	-.59	-.37
OC_T	4.35	0.97	-.29	.44
OG_T	4.44	1.31	-.27	-.56
HP_T	4.08	1.31	-.14	-.26
TI_T	4.71	1.32	-.49	-.42

Table 1 shows that Job Satisfaction (M= 4.73, SD= 1.32) has the highest Skewness (-.59) followed by Turnover Intention (M=4.71, SD=1.32), Organizational Commitment (M= 4.35, SD= 0.97), Organizational Growth (M=4.44, SD= 1.31) and HR Policy (M=4.08, SD=1.31). On the other hand, the highest Kurtosis 0.56 is for Organizational growth (M=4.44, SD= 1.31), and the lowest kurtosis 0.26 is of HR Policy (M=4.08, SD=1.31). All the Skewness and Kurtosis values are within the desired range; therefore, it can be inferred that the constructs do not violate the conditions for univariate normality (Bryman & Bell, 2015).

3.2 Reliability Analysis

Cronbach's Alpha was used to determine internal consistency of all the variables. Results of reliability analysis were shown in Table 2.

Table 2 Reliability Analysis

	Alpha	Mean	Std. Deviation
Job Satisfaction	0.88	4.73	1.32
Org. Commitment	0.65	4.35	0.97
Org. Growth	0.87	4.44	1.31
HR Policy	0.80	4.08	1.31
Turnover Intention	0.78	4.71	1.32

Table 2 reflects that reliability of Job satisfaction ($\alpha=0.88$ $M=4.73$, $SD=1.32$) is highest, followed very closely by organizational growth ($\alpha=0.87$, $M=4.44$, $SD=1.31$), HR Policy ($\alpha=0.80$, $M=4.08$, $SD=1.31$), Turnover Intention ($\alpha=0.78$, $M=4.71$, $SD=1.32$) and Organizational Commitment ($\alpha=0.65$, $M=4.35$, $SD=0.97$). All the calculated values of Cronbach's Alpha are greater than 0.60 which confirms the internal consistency of the constructs, which have been depicted & tested in the study (Bryman & Bell, 2015).

3.3 Bivariate Correlation

To examine multi-collinearity, distinctiveness and uniqueness of the adopted constructs, Bivariate Correlations Analysis has been carried out. Table 3 shows the results of Bi-variate correlations.

Table 3 Bivariate Correlations

	JS_T	OC_T	OG_T	HP_T	TI_T
JS_T	1				
OC_T	.756**	1			
OG_T	.735**	.739**	1		
HP_T	.602**	.675**	.740**	1	
TI_T	.980**	.748**	.740**	.607**	1

** Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows that the correlation ($r=0.980$) was highest between Turnover Intention and Job Satisfaction. On the other hand, the lowest correlation ($r=0.602$) was between HR Policy and Job Satisfaction. Since each of the relationships ranged between .60 to .98, therefore it confirms that the constructs have no issue of uniqueness, distinctiveness and multi-collinearity (Bryman & Bell, 2015).

3.4 Exploratory Factor Analysis

Exploratory factor analysis was carried out through Varimax Rota on to ascertain the theoretical relationships of the indicator variables with the constructs. Table 4 shows the results of the data.

Table 4 Results of Exploratory Factor Analysis

	KMO1	BST2	VE3	Items
JS	.843	550.336	57.65	7
OC	.790	350.685	44.87	7
OG	.857	365.593	66.62	5
HP	.672	155.459	71.22	3
TI	.726	179.391	60.38	4

1. Kaiser-Mayer-Olkin Test, 2. Bartle 's Sphericity Test ($P<0.05$), 3. Variance Explained

K.M.O for all the constructs is greater than 0.6 and the Bartlett's, test of Sphericity for all the constructs were significant at the 5% level of significance. Additionally, the total variance explained is at least 0.45 confirming the theoretical relationships of the indicator variables and constructs (Bryman & Bell, 2015).

3.5 Construct Validity

Construct validity was ascertained through convergent and discriminate validity analyses (Kline, 2010) which are discussed in the following sections:

3.6 Convergent Validity

Convergent validity measures the convergence of each item in relation to the construct. Table 5 shows the summarized results.

Table 5 Convergent

	Mean	Std. Dev	VE1	Reliability
Job Satisfaction	4.73	1.32	57.65	0.88
Org. Commitment	4.35	0.97	44.87	0.65
Org. Growth	4.44	1.31	66.62	0.87
HR Policy	4.08	1.31	71.22	0.80
Turnover Intention	4.71	1.32	60.38	0.78

1. Variance Explained

Table 5 shows that the reliability of each construct was greater or equal to .65 and variance explained ranges from 0.45 to 0.75. The analysis confirms that the construct fulfills the requirement of convergent validity (Bryman & Bell, 2015).

3.7 Discriminant validity

Uniqueness and distinctiveness of the adopted constructs was examined through discriminant validity analysis. The results are summarized in Table 6.

Table 6 Discriminant Validity

	JS_T	OC_T	OG_T	HP_T	TI_T
JS_T	1.32				
OC_T	0.57	0.97			
OG_T	0.54	0.55	1.31		
HP_T	0.36	0.46	0.55	1.31	
TI_T	0.96	0.56	0.55	0.37	1.32

Since the square root of variance-explained (diagonal line) is greater than the square of each pair of correlation, it confirms that the data fulfills the requirement of discriminant validity.

3.8 Simple Linear Regression Analysis

The effect of independent variables on the dependent variable was investigated through Simple Linear Regression Analysis which was done to check the individual effect of each independent variable on the dependent variable. The results are presented in below tables for each independent variable.

Table 7 Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	Beta	Std. Error	Beta	t	Sig.
(Constant)	.081	.078		1.030	.305
JS_T	.980	.016	.980	61.499	.000

Dependent variable: Turnover intention ($R^2 = .961$, $F(1, 154) = 3782.1$, $P < 0.05$)

Hypothesis 1

The results show that job satisfaction has 96.1% of the variance toward turnover intention of employees. ($R^2 = .961$, $F(1, 154) = 3782.1$, $P < 0.05$). This shows that job satisfaction has the highest significant impact on Turnover intention of employees

Hypothesis 2

The results show that Organizational Commitment has 56 % of the variance toward turnover intention of employees ($R^2 = .560$, $F(1, 154) = 194.86$, $P < 0.05$). This shows that Organizational Commitment has a significant impact on turnover intention of employees but the variance percentage shows that this independent variable has strongest influence, after Job Satisfaction, on Turnover intention.

Table 8 Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	Beta	Std. Error	Beta	t	Sig.
(Constant)	.267	.326		.817	.415
OC_T	1.023	.073	.748	13.959	.000

Dependent variable: Turnover Intention ($R^2 = .560$, $F(1, 154) = 194.86$, $P < 0.05$)

Hypothesis 3

The results show that Organizational growth has 54.7 % of the variance toward turnover intention of employees ($R^2 = .547$, $F(1, 154) = 184.66$, $P < 0.05$). This shows that Organizational growth has a significant impact on turnover intention of employees but the variance percentage shows that influence is not very strong on the dependent variable; turnover intention.

Table 9 Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	Beta	Std. Error	Beta	t	Sig.
(Constant)	1.400	.254		5.508	.000
OG_T	.746	.055	.740	13.589	.000

Dependent variable: Turnover Intention ($R^2 = .547$, $F(1, 154) = 184.66$, $P < 0.05$)

Hypothesis 4

The results show that HR Policy has 36.9 % of the variance toward turnover intention of Intention ($R^2 = .369$, $F(1, 154) = 89.427$, $P < 0.05$). This shows that HR Policy has statistically a significant positive effect on Turnover intention of employees but the variance percentage shows that it has a weak influence on the dependent variable i.e., turnover intention.

Table 10 Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	Beta	Std. Error	Beta	t	Sig.
(Constant)	2.214	.278		7.973	.000
HP_T	.612	.065	.607	9.457	.000

Dependent variable: Turnover Intention ($R^2 = .369$, $F(1, 154) = 89.427$, $P < 0.05$)

4. DISCUSSION

The results as shown in Table 7 indicate that job satisfaction has the significant positive impact on Turnover intention of employees. The prior literature indicates that a significant relationship exists between job satisfaction, turnover intention and rate of absenteeism in a company (Chye & Boo 2004; Lee & Liu, 2007). In another study, it was found that there exists a correlation between turnover intention and job satisfaction (Spector, 1997). Further evidence was found through literature, where according to Mobley (1982), a negative relation exists between the above mentioned variables (Mobley, 1982).

The results as shown in table 8 indicate that organizational commitment has the significant positive impact on turnover intention of employees. Past researches indicate an inverse relation of organizational commitment and turnover intention. This means that the higher the level of organizational commitment of employees in a certain organization, the lower will be their intention to leave or switch job (Koch & Steers, 1978; Lee & Bruvold, 2003). According to Mowday et al. (1982), organizational commitment can be negatively impacted due to varying reasons that may lead to dissatisfaction among employees and thus lead to an increase in the turnover intention. Therefore, it was found through his study that a strong relationship exists between the two variables (Mowday et al., 1982).

The results as presented in Table 9 suggests that organizational growth has a significant positive impact on turnover intention of employees. Through literature, profound evidence is found in favor of organizational growth, which is considered to be one of the most reliable indicator to measure organizational productivity, profitability and turnover rate (Boggs, 2004). This research study suggests that there exists a strong relationship between organizational growth and employee turnover intention (Boggs, 2004). Another study states that the impact of organizational growth on turnover intention depends on the definition & meaning of organization growth that a company has (Park & Shaw, 2013). For some, the focus is entirely on increasing the profitability and shareholder wealth of a company, while others align their organization growth with the development, and growth of their human work force. Therefore, the more a company is inclined towards the holistic growth of organization, while taking into consideration the interest of employees as well, the lower will be the turnover intention of employees, and vice versa (Park & Shaw, 2013).

The results in table 10 indicate that HR Policy has statistically a significant positive effect on turnover intention of employees. Past studies on the topic, include works of Huselid (1995), who conducted a research on the links between HR policies and firm performance. Research done on sample of approximate one thousand firms indicate that HR policies and practices have a statistically significant impact on turnover intention and productivity of employees (Huselid, 1995). Through literature, profound evidence is found that supports the hypothesis related to Impact of HR policies & practices on turnover intention. Lot of conceptual argument can be found through different studies, but the conclusion of all is that correct formulation and implementation of HR policies in an organization contribute positively towards employee productivity & performance. Moreover, a study suggests that proper implementation of HR policies and management practices lead to removal of discrepancy & work politics which will then impact the turnover intention of employees in the organizations (Becker & Gerhart, 1996).

4.1 Limitations of the study

This research was carried out in big city Karachi of Pakistan only due to shortage of time and resources. Survey was conducted using convenience sampling technique where the condition was that participants should be employed in any one of the ten universities/institutes of Pakistan, as mentioned in the questionnaire form. The participants had adequate knowledge of the terminologies which had been used in the study, to serve the purpose of research. The research focused on both genders, who belonged to different age and income groups. Future studies can be carried out, in other cities of Pakistan as well so that more comprehensive data can be gathered.

5. CONCLUSION

This research has been carried out to understand the reasons for turnover intention of employees that leads to an increase in turnover rate in Pakistan. The purpose is to understand the causes which lead to demotivation among employees and contribute towards the formation of strong turnover intention. In order to overcome this issue, impact of four key HRM determinants namely, Job Satisfaction, Organizational Commitment, Organizational growth and HR Policy have been considered to measure their impact on turnover intention of employees working in Pakistan industry. This research aims to find out the reasons, and how these key independent variables be utilized in a positive fashion to improve employee productivity, leading to a reduction in turnover intention & actual turnover rate in education sector of Pakistan.

The research is supported by profound evidence taken from literature. In previous studies, impact of single or few of these HRM determinants have been measured in countries other than Pakistan. In this study, the impact of each variable on turnover intention along with combined impact has been investigated.

Results indicate that all independent variables have a significant impact on turnover intention. Hence all the proposed hypotheses are accepted, as proved by statistical analysis through SPSS. However, Job satisfaction has the highest significant impact on Turnover intention, which is followed by Organizational Commitment, Organizational growth and HR Policy respectively.

This study aims to benefit education sector of Pakistan, by offering the analysis that may help them to improve their management practices and to reduce the turnover rate. It offers to do so, by understanding the perspective of employees on turnover intention and major reasons that contribute towards it.

As results show that all independent variables have a significant impact on turnover intention, therefore it is recommended that organizations should place a substantial emphasis on these major HR determinants and formulate policies in favor of employees and help them in their career growth & development.

5.1 Implications for further research

Additional determinants of human resource management should be used in order to see if they affect employee sales intention. The main goal of research will be to make a meaningful contribution. Management should take into account the recommendations made by workers to enhance their work satisfaction, organizational participation, and other variables in order to reduce the intention to make revenue. The findings also suggest that a more comprehensive climate survey should be carried out by the organization. This helps to identify the current status quo, to check how it happened and why and when to change it. In order to assess the happiness, engagement and goal of the workers, an environment survey should often take place. It would also discuss aspects such as feelings and perceptions of employees about the organizing structure. Structures, procedures and processes for human resources and any other problems which may be accurate or viewed as challenges. Unhappiness

at work can also be minimized by attracting employees who are least prone to unhappiness and by assessing how significant every possible reward is in improving an organization's job satisfaction.

DECLARATIONS

Acknowledgement: The authors acknowledge the peer reviewers for their valuable suggestions which enhanced the quality of research.

Author contributions: Yamna Waqas Khan designed the study, collected data, conducted analysis and wrote the article. Masood Hassan conducted review literature, collected data, conducted analysis, wrote conclusion, implications of the study and performed formatting of references. Dr. Tariq Jalees contributed in data analysis and formatting of the article. Muhammad Abdullah role was in data collection and proofreading of the article.

Funding: This research received no external funding.

Conflicts of interest: The authors declare no conflict of interest.

Ethical considerations: Unanimity of the respondents were ensured to safeguard their privacy.

Cite this article as;

Khan, Y. W., Hassan, M., Jalees, T., & AsadUllah, M. (2020). Job satisfaction, organizational commitment and other factors' impact on turnover intention of private employees: An empirical evidence from education sector of Pakistan. *Journal of Geography and Social Sciences*, 2(2), 200-215.

REFERENCES

- Allen, N. J., & Meyer, J. P. (2000). Construct validation in organizational behavior research: The case of organizational commitment. In *Problems and solutions in human assessment* (pp. 285-314): Springer.
- Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of applied psychology*, 67(3), 350.
- Attiah, N. G. E.-H., & AbouDahab, A. (2017). Investigating the factors affecting employee's turnover intentions in the Educational Sector. *The Business and Management Review*, 8(5), 1-9.
- Becker, B., & Gerhart, B. (1996). The Impact of Human Resource Management on Organizational Performance: Progress and Prospects. *The Academy of Management Journal*, 779-801.
- Bluedorn, A. C. (1982). A unified model of turnover from organizations. *Human relations*, 35(2), 135-153.
- Boggs, R. L. (2004). Honored Feathers of Wisdom: Attributes for Personal and Organizational Growth. *iUniverse*.
- Broderick, R., & Boudreau, J. W. (1991). The evolution of computer use in human resource management: Interviews with ten leaders. *Human Resource Management*, 30(4), 485-508.
- Bryman, A., & Bell, E. (2015). *Business research methods*: Oxford University Press, USA.
- Burnes, B. (1996). No such thing as... a "one best way" to manage organizational change. *Management decision*.
- Chen, Y.-C. (2010). Structural Investigation of the Relationship between Working Satisfaction and Employee Turnover. *The Journal of Human Resource and Adult Learning*.
- Chye, K. H., & Boo, E. f. H. (2004). Organisational ethics and employee satisfaction and commitment. *Management decision*, 677--693.
- Cotton, John L, & Tuttle, J. M. (1986). Employee turnover: A meta-analysis and review with implications for research. *Academy of management Review*, 55-70.
- Deery, M. A., & Shaw, R. N. (1999). An investigation of the relationship between employee turnover and organizational culture. *Journal of Hospitality & Tourism Research*, 387-400.
- Dessler, G. (1978). *Personnel management: Modern concepts and techniques*. Prentice Hall of Canada Ltd.
- Freeman, R. B., & Kleiner, M. M. (1990). Employer behavior in the face of union organizing drives. *ILR Review*, 43(4), 351-365.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of management*, 26(3), 463-488.
- Hausknecht, J. P., Rodda, J., & Howard, M. J. (2009). Targeted Employee Retention: Performance Based And Job-Related Differences In Reported Reasons For Staying. *Wiley InterScience*, 269– 288.

- Huselid, M. A. (1995). The Impact Of Human Resource Management Practices On Turnover, Productivity, And Corporate Financial Performance. *Academy of Management journal*, 635-872.
- Jones, G. R., & Wright, P. M. (1992). An economic approach to conceptualizing the utility of human resource management practices. *Research in personnel and human resources management*, 10, 271-299.
- Kline, R. B. (2010). Promise and pitfalls of structural equation modeling in gifted research. In B. Thompson & R. F. Subotnik (Eds.), *Methodologies for conducting research on giftedness* (pp. 147–169). Washington, DC: American Psychological Association.
- Koch, J. L., & Steers, R. M. (1978). Job attachment, satisfaction, and turnover among public sector employees. *Journal of vocational behavior*, 12(1), 119-128.
- Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 14(6), 981-1000.
- Lee, H. W., & Liu, C. H. (2007). An examination of factors affecting repatriates' turnover intentions. *International Journal of manpower*.
- Limyothin, P., & Trichun, C. (2012). The structural equation model of factors influencing the hotel staff in Thailand's intention to quit. *International Journal of Human Resource Studies*, 2(3), 22.
- Locke, E. A. (1997). The motivation to work: What we know. *Advances in motivation and achievement*, 10(2), 375-412.
- Masemola, S. E. (2011). *Employee turnover intentions, organisational commitment and job satisfaction in a post-merger tertiary institution: the case of the University of Limpopo*. University of Limpopo (Turfloop Campus),
- Mbah, S. E., & Ikemefuna, C. O. (2012). Job Satisfaction and Employees' Turnover Intentions in total Nigeria plc. in Lagos state. *International Journal of Humanities and Social Science*, 275-287.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of applied psychology*, 62(2), 237.
- Mobley, W. H. (1982). *Employee turnover, causes, consequences, and control*: Addison-Wesley.
- Mowday, R. T., Porter, L. W., & Steers, R. (1982). Organizational linkages: The psychology of commitment, absenteeism, and turnover. In: San Diego, CA: Academic Press.
- Muijs, D. (2010). *Doing quantitative research in education with SPSS*: Sage.
- Park, T.-Y., & Shaw, J. D. (2013). Turnover Rates and Organizational Performance: A Meta-Analysis. *Journal of applied psychology*, 268–309
- Phetkaew, C. (2015). *Influence of leadership behavior, organizational culture and organizational commitment on employee turnover intention*. Universiti Utara Malaysia,
- Price, J. L. (1977). *The study of turnover*: Iowa State Press.
- Raikes, L., & Vernier, J.-F. (2004). *Rewarding and retaining key talent: are you ready for the recovery?*
- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The relationship of Turnover intention with job satisfaction, job performance, Leader member exchange, Emotional intelligence and organizational commitment. *International Journal of Learning & Development*, 242-256.
- Silva, P. (2006). Effects of disposition on hospitality employee job satisfaction and commitment. *International Journal of Contemporary Hospitality Management*, 317-328.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*: Sage publications.
- Susskind, A. M., Kacmar, K. M., & Borchgrevink, C. P. (2007). How organizational standards and coworker support improve restaurant service. *Cornell Hotel and Restaurant Administration Quarterly*, 370-379.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel psychology*, 46(2), 259-293.
- Valenzi, E., & Dessler, G. (1978). Relationships of leader behavior, subordinate role ambiguity and subordinate job satisfaction. *Academy of Management journal*, 21(4), 671-678.

Appendix

QUESTIONNAIRE			
This is purely an academic survey. while the responses will be kept confidential. Name of your university or you will not be publicizing at any cost.			
Q1. Age			
<input type="checkbox"/> 21-30	<input type="checkbox"/> 31-40	<input type="checkbox"/> 41-50	<input type="checkbox"/> 51 and above
Q2. Qualification			
<input type="checkbox"/> Up to Intermediate	<input type="checkbox"/> Upto Graduation	<input type="checkbox"/> Post-graduation	<input type="checkbox"/> M.S/M.Phil.
<input type="checkbox"/> Doctoral			
Q3. Gender			
<input type="checkbox"/> Male	<input type="checkbox"/> Female		
Q4. Monthly income			
<input type="checkbox"/> 20k-35k	<input type="checkbox"/> 36k-50k	<input type="checkbox"/> 51k-65k	<input type="checkbox"/> 66k-80k
<input type="checkbox"/> 81-99k	<input type="checkbox"/> 100k and above		
Q5. Profession			
<input type="checkbox"/> Sales/retail	<input type="checkbox"/> Banking	<input type="checkbox"/> Engineering	<input type="checkbox"/> Medicine
<input type="checkbox"/> Academic	<input type="checkbox"/> Other		

Please circle one number per statement to indicate your view towards the statements below, where **1 means least level of agreement and 7 means highest level of agreement**

Code	Constructs							
		Job Satisfaction						
		L						H
JS1	I get the chance to do different things from time to time	1	2	3	4	5	6	7
JS2	I am happy the way my boss handles his/her workers	1	2	3	4	5	6	7
JS3	I feel my supervisor has great decision-making skills	1	2	3	4	5	6	7
JS4	I get chance to do something that makes use of my abilities	1	2	3	4	5	6	7
JS5	I am satisfied with the pay and the amount of work I do	1	2	3	4	5	6	7
JS6	I have the freedom to make decisions regarding my work	1	2	3	4	5	6	7
JS7	Overall, I am satisfied with my current Job	1	2	3	4	5	6	7
Organisational Commitment								
OC1	I do not feel any obligation to remain with my current employer	1	2	3	4	5	6	7
OC2	I would be very happy to spend the rest of my career with this department	1	2	3	4	5	6	7
OC3	Even if it were to my advantage, I do not feel it is right to leave my organization now	1	2	3	4	5	6	7
OC4	I really feel as if this department's problems are my own	1	2	3	4	5	6	7
OC5	I do not feel a strong sense of "belonging" to my department	1	2	3	4	5	6	7
OC6	This organization deserves my loyalty	1	2	3	4	5	6	7
OC7	This department has a great deal of personal meaning for me	1	2	3	4	5	6	7
Organizational Growth		1	2	3	4	5	6	7

OG1	I have good chance for advancement in this job	1	2	3	4	5	6	7
OG2	The benefits associated with my current job prevents me from quitting	1	2	3	4	5	6	7
OG3	my job provides me steady employment	1	2	3	4	5	6	7
OG4	My Organization lays emphasis on alignment of employees' goals/vision with that of the organization	1	2	3	4	5	6	7
OG5	My Organization focuses on its own growth as well as of its employees	1	2	3	4	5	6	7
Hr Policy								
HP1	My current job policies have a negative effect on my personal well-being	1	2	3	4	5	6	7
HP2	the benefits associated with my current job prevents me from quitting	1	2	3	4	5	6	7
HP3	I am likely to accept another job at the same compensation level should it be offered to me	1	2	3	4	5	6	7
HP4	I feel that the working conditions according to HR policies of organization are in favor of employees	1	2	3	4	5	6	7
HP5	I am satisfied by the way the institution's policies are put into practice	1	2	3	4	5	6	7
Turnover Intention								
TI1	I have a strong intention to leave the organization due to dissatisfaction with the company's management practices	1	2	3	4	5	6	7
TI2	I am likely to look for a new job within the next 12 months	1	2	3	4	5	6	7
TI3	I frequently search the internet in search of alternative job opportunities	1	2	3	4	5	6	7
TI4	I intend to leave the current organization as it doesn't offer me opportunities for career development	1	2	3	4	5	6	7