Factors affecting employees' turnover intentions: A case study of Hazara Region Universities in Pakistan

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Abstract

Present study is focused to find out the relationship among job stressor, workload, workplace environment and employee turnover intentions among universities' employees. The study is conducted for the Hazara region by focusing on three Universities namely COMSATS University Abbottabad, Hazara University Mansehra and The University of Haripur. Random sample of 147 employees from universities was selected with a response rate of 73.5%. Regression analysis is used for empirical analysis of data using SPSS 21 software. Results reveal that employee turnover intentions are positively related with job stressor and workload. While no relationship was found with workplace environment.

Keywords: Stress, organization, turnover, workload

1. Introduction

Stress at work is a pretty new modern lifestyle phenomenon. Over the last few years, the nature of work has undergone drastic changes and it is still changing at a rapid speed. It has now become a common feature, and tension has to be faced by individuals from virtually every walk of life. About every career has been difficult, ranging from a designer to a physician, or a flight instructor to a sales executive, and tension obviously contributes to quitting the job. Stress exists in every organization, either big or small, and makes workplaces and organizations so complicated; stress at work has a significant effect on employee efficiency, and organizations seek to cope with this scenario [1]. Researchers understand that workplace tension in the world has cost billions of dollars to coordinate. Job tension costs approximately $200 billion annually for American industry, £63 billion for the UK and $15 billion for Australia. This is the expenditure, higher levels of absenteeism, attrition and poorer efficiency in health care. The cost is felt in terms of poor productivity, decreased benefit, high job turnover rates and recruitment and preparation expenses for replacement workers [2]-[3]. There is a continuing issue of the leadership to sustain their workforce.

In this respect, recent studies will assist organizations to find the connection between work tension and intentions of workforce turnover. Employers nowadays empirically study the challenges of stress control that take to disappointment and extreme attrition intentions that inevitably impact corporate strategies and goals. The fundamental objectives of the research are how stress influences employee behavior and the effects of elevated stress that tend him towards the goal of turnover. With little managerial consideration for solution, there was a higher degree of tension, thereby reducing employee performance, staking corporate prestige and loss of professional workers. These

conditions call for urgent attention from the management of the company to employ appropriate stress management practices to raise the degree of employee retention and decrease the intention of their attrition. This research has played an important part in coping with depression and staff turnover challenges for management and for the company. The effect of stressors on the purpose of turnover is examined in this analysis. Through this study, all the observations were statistically interpreted and applied to the population. Stress occurs in any organization, whether large or small, because of which the workplaces and organizations have become so complex; stress in the workplace has major consequences on the job performance of the employee and the organizations strive to deal with this scenario [4]. Researchers understand that workplace tension in the world has cost billions to coordinate. Job tension costs an estimated $200 billion annually for American industry, £63 billion for the United Kingdom and $15 billion for Australia. This is the expense, higher rates of absenteeism, attrition, and poorer efficiency in health care. The cost is perceived in terms of poor efficiency, decreased benefit, high turnover rates for workers and recruitment and training costs for substitute employees. There is a continuing issue of the leadership to sustain their workforce. In this respect, recent studies will assist organizations to find the connection between work tension and intentions of workforce turnover. Many public sector organizations are now focused on initiatives aimed at improving employee happiness.

While much is understood about the system or structure of job satisfaction in private sector companies, little is known about how facets of the workplace environment of the government sector, and their resulting effect on significant characteristics of the employment of employees, can influence job satisfaction of employees. Two elements make up the work environment: task characteristics and work context. Job characteristics explain how elements of the role or task duties of an employee lead to essential mental conditions, such as the importance of work, which influence the attitude, progression, and employee development. Job background factors, but at the other hand, refer to organizational environment features, such as the incentive structures, objectives, or degree of formalization of the organization, in which the individual is required to fulfil his or her duties. The variables related to the worker and, thus, more readily affected by the company that help to shape employee workplace satisfaction are the job attributes and the job context combined.

Employers now objectively examine the challenges of stress control that lead to frustration and high attrition intentions that inevitably impact corporate strategies and goals. The basic objectives of the research are how stress influences the actions of the worker and the effects of increased stress that tends him towards the goal of turnover. With little managerial consideration for solution, there was a higher degree of tension, thereby reducing employee efficiency, staking corporate prestige and loss of professional workers. These conditions call on executive managers to urgently think about employing appropriate stress management strategies to improve the level of employee satisfaction. This research has played a key role in coping with depression and staff turnover challenges for management and for the company. The effect of stressors on the purpose of turnover is examined in this analysis. Through this study, all the observations were statistically interpreted and applied to the population.

1.1 Job Stress: Stress is a word everyone seems to be acquainted with; The period of anxiety and tension has been related to as contemporary days, and it is exceedingly difficult to explain. There are many interpretations in the books, and the term is often used to describe symptoms of exhaustion, distress and difficulty in coping. Nevertheless, [5] has described stress as a circumstance that would cause a person to diverge from basic functioning due to a change in the emotional or functional state (i.e. disturb or improve), so that the entity is compelled to act differently'. Job overload has a significant influence on work exhaustion, creating a number of diseases eventually. Common Stress comprises three scales with their effects assessing general stress, mental stress and social stress.

1.2 Symptoms of Stress*:* In a particular way, stress can affect everybody; there are many variables that are typical stress signs. An individual can face stress problems both physical and psychological, such as migraine, more recurrent cold or flu, trouble sleeping, general anxiety, blurry thinking, irritation, and libido [6]. The sustained outcome of the response to stress is that the immunity of the body is reduced, and blood pressure is elevated, which may add to high blood pressure and headaches that are essential. The adrenal gland may fail, resulting in fatigue and muscles sense faint; digestive problems with a thirst for sweet, sugary foods; nausea; and sleep disorders.

1.3 Causes of Stress: Ten forces have been used by various research results as a predicate of stress. This would include (Overabundance, Role Conflicts, Role Ambiguity, People's Obligation, Ability to participate, Economic Insecurity, Lack of Communication, Rapid Technical Change, Being Creative, Career Growth); Overburden: Increased work or work beyond one's ability [7], Role Conflict: Role Due to limited information on rights, authority and responsibilities to fulfil one's role [8], Role Ambiguity: Managers or staff place multiple requirements on the individual (Caplan [9]. People's obligation: obligation for public well-being, job safety and capacity building; involvement: the severity to which decision - making relevant to someone's job are influenced [10]. Economic insecurity: economic insecurity of staff [11]; lack of reviews: lack of work performance knowledge [12]; maintaining up with rapid technical change: attempting to keep up with fast developments in the area of data processing; being in a creative role: having to carry about organizational transformation [13]; professional development: effect of dissimilarity of status (Mano 2004]; let down determination.

1.4 Turnover Intention*:* One of the new research methods in the workplace attrition literature seems to be to concentrate on the reasons of employee decisions to remain or leave. Turnover, as per [14], refers generally to the departure of an individual from the company. Contrary, the purpose of turnover is defined as intentional and determined desire to leave the company. One of the new research methods in the literature on workplace attrition has been to concentrate on the reasons of employee decisions to remain or leave. As per [14], turnover It usually refers to the dismissal of an employee from the organization. Contrary, a concerted and persistent desire to leave the company is described as the intent of turnover. Although there is a lack of standardized way to realize the whole employee turnover procedure, a broad range of considerations is observed helpful in identifying employee turnover. Aspects such as workplace contact, climate, task assigned, compensation and reward earned on the career turnover factors. If the task obtained is too much and they need to reach the dates at the same time, the employee would be dissatisfied.

1.5 Stress and Turnover Intention*:* Job stressors also lead to the turnover of staff. This creates confusion as to what our job must be. It could be the result of ignoring what is expected, how the expectations are met, and whether the employee thinks that the task should be distinct. Insufficient knowledge about how to properly conduct the task, unclear expectations of coworkers and administrators, extensive work stresses, and lack of agreement on job duties or roles may lead staff who are less committed to their organizations and less content with their roles and careers, experience tension, and eventually demonstrate an intention to drop the company. Lack of job stability and difference between employees' status and the same level often create tension that may contribute to their decision to leave the company.

1.6 Work Overload and Turnover Intention: The workload measures the amount of work that an individual is assigned to perform. The positive association between workload, tension and turnover intentions has been supported by a number of researchers. [15] also observed that stress can perform an arbitration panel part between workload and turnover intentions in important relationships among workload, stress and, turnover.

1.7 Working Environment and Turnover Intention: One of the increased turnover causes in the workplace is the corporate working climate that would not please the employee, like workplace contact, political environment, peers and manager behavior Unfavorable and poor workplace environments was cited as a key explanation for workers' high turnover intentions. A important effect on the intent to quit through environments was the consistency of oversight. Little guidance and less help from the boss has significant degree of stress and attrition that will lead to fulfilling the mission.

Employee tension and their intention to sell have long been big problems for bosses. Studies also sought to address the issue of whatever characterizes the desire of workers to quit by studying potential backgrounds of the plans of people to leave. [16] find that work-associated stress involvement; the number of variables that contribute to work-associated stress (also known as stressors) cause workers quit the organization. Insufficient information about in what manner to do the work properly, ambiguous peer and employer expectations, extensive task stresses, and deficiency of contract on job roles or responsibilities can lead workers to sense less attached and less content with their engagement and professions, less devoted to the organizations, experience tension, and finally demonstrate an inclination to quit the company. Lack of job protection and variation between workers rank at the similar stage often create tension that could contribute to their decision to leave the company. A supportive association between workload, pressure and turnover intent is supported by several researchers.

2. Literature Review

Employee attrition is defined as a situation in which, for several reasons, staff quit the corporation and therefore have a negative influence on the company in terms of net expenses and the opportunity to disperse the least required capital. As workers leave the organization, this will influence not just the organization, as well as the workforce within. Employee attrition has been a major problem for researchers, economists, and executives because of its depressing effects. Age, gender, marriage, educational levels, and decades of working in the company are the explanations for person redundancy intentions [17]. Earlier reports have shown that, relative to male workers, the rate of female employee turnover is larger. It may be related to the responsibility of women to give births and take care of the home. This is also a pressing concern that needs to be addressed with immediately.

While people work for a long time in groups or jobs, they feel exhausted and prefer to leave the workplace. "Workers with young, beginner and high levels of education often have less levels of job and career satisfaction and lower loyalty towards the organization, according to [17], "These pessimistic behaviors are correlated with the purpose of attrition. Person capacity is one of the main variables of turnover intent. If employee have good capability, or not core skilled in their jobs and cannot totally develop them in the company, they are vulnerable to turnover intention [18]. Individual accountability is often a reason for workers above the age of 30 to consider quitting the company. We will research this as the greater the burden of individuals in the household (such as employees are the single parent or mother, or their compensation is the primary source, etc.) the lower the probability of their attrition [19].

In short, by the law of other variables, these all-particular considerations specifically influence the purpose of turnover, or implicitly affect them. The interpersonal interaction between the multiple organizations has a major effect on the purpose of employee turnover. If there are several divisions or small communities in an organization or a department with complex interpersonal relationships, employees may find it difficult to deal with the relationship with superiors and managers, or employees invest a number of money on working or department relationships, they are rather likely to leave the job [20].

Opportunities for preparation and learning would also have major impacts on workers remaining in the organization. They will not develop their talents and abilities if the organization does not allow them the ability to practice. In other words, it is more unlikely that workers can have self-realization so that they will not begin to expand in the industry. Consequently, workers may prefer to leave the job [21]. [22] identified a contrary influence on the firm's low training cost, resulting in poor work results and increased employee turnover rates. In another hand, certain organizations that have effective educational packages for the learning and skill growth of their workers attain a high-performance ratio and help reduce employee turnover levels. Employees can also have more devotion to their jobs and complete motivation to continue in the organization. One of the essential consequences of attrition, though, is the rise in expenses related to the induction and preparation of new workers. It takes money for organizations to call for interviews and recruit applicants. In comparison, it is an inefficient process for qualified employees to rarely expend time and commit to revenue-generating programs unless they have instruction.

In other terms, it is the duty of seasoned employers to train inexperienced hires so that they are less capable of focusing on their usual job responsibilities. In a small company, new hires would have to be taught by the owner himself. Furthermore, high turnover will result in the cumulative effects of the negatives, causing an organization to earn less profit. Whatever leads to cost increases or productivity decreases, income will significantly reduce profit. The Harvard Business School offers justification for this and can obtain smaller profit margins as firms experience greater turnover. In order to reach sustainability, it sometimes takes weeks or even months for a new corporation to raise unpredictable costs as a result of high turnover and to launch a new project to make a profit. In the last fifty years, thirty-nine cases were evaluated as work satisfaction and it was observed that all but four trials indicated detrimental relationships. In comparison, assume that work satisfaction is one of the employee turnover predictors [23]. A few studies suggest that joint factors are the primary determinants of work satisfaction, workplace engagement and staff attrition expectations in Modern research approaches [24].

A separate research indicates that these lower levels of employee satisfaction and workplace participation are correlated with higher attrition rates. However, [25] notes that "in organizations where jobs are not standardized and processes for transferring information to new members does not exist, turnover may occur more." Employees are expected to leave the company for financial purposes. The economy has been used by [26] to estimate workforce turnover in the industry. Any social and economic considerations like the degree of economic growth, the status of the labour market, the nature of jobs, work openings, the industry of real estate, transport and connectivity, housing, schooling and medical services, living costs, standard of living, etc. all have an effect on employee turnover intentions. Economic prosperity, short supply of corporate workers, increased job conditions would add to the intention for turnover. The aim of workforce attrition is influenced by the design of the company.

The biggest intention to leave is for employees in government entities, the second is for employees in private organizations, and the final is for employees in international sponsored organizations. In particular, the increased turnover intention rate, more than that of the average, is greater for these three forms of business enterprise. Transportation, accommodation, education and health care services are adversely correlated to the turnover of staff to a certain degree. In the conditions of high living costs, the probability of staff turnover would decline in order to make a living. In search of a decent quality of life, workers are likely to be selected to abandon the present job to get the chance of high-paid jobs. Experts have also said that an organization's general organizational atmosphere impacts the attrition of staff. The most critical thing here, though, is the confidence and esteem of the top management. They will remain in the company if companies appreciate workers, handle them with dignity and offer salaries, incentives and benefits that corpse respect and care.

In other terms, workers enjoy an atmosphere in which contact is open, management is present, managers are responsive and valued, and guidance is consistent and recognized. Furthermore, one

of the key factors which may lead to attrition is a lack of appreciation. As an icing on the cake for employee satisfaction, companies must have a lot of sincere gratitude and acknowledgment. Otherwise, it is possible the workers will tend to resign. In addition to the discussion of executive attrition, several scholars have described employee engagement hypotheses as an important subject of inquiry. Employee engagement is an attempt by an organization to retain a workplace atmosphere that allows existing workers to continue with the company. It will be a major challenge for companies to maintain professional workers in the view of an ever-growing rate of workforce attrition at international and national levels. Literature has shown predominantly that the preservation of valuable jobs or functional personnel may play a crucial role in an organization's existence.

This may also have a negative impact on production and profitability. All analysts believe that the retention practices of employers are directed at meeting the diverse needs of employees to increase their work satisfaction and reduce the considerable costs associated with recruiting and educating new employees. By maintaining hard-working and skilled staff, it is vital for a company to preserve its corporate competitive edge. Managers must also consider the distinction between a productive worker and an employee who does not add well to the company in order to establish suitable methods for maintaining future workers. This technique will vary from generous incentive incentives to staff participation in any aspect of the organization's working. Previous research findings have found that variables such as competitive pay, a pleasant work atmosphere, strong social interactions and career stability are the major driving factors in organizations that can maintain them. The theory of two variables suggested by [27] is an interesting theory that describes what satisfies or disappoints workers and thus considered as an essential retention structure for employees.

2.1 Voluntary and involuntary turnover

Although workers leaving the work of an organization, turnover intention is recorded as [28]. The employee's action is put aside. Another description is given by [29], suggesting that an occasion of voluntary turnover or a disposal indicates the intention of an employee to leave an organization, while a case of involuntary turnover or a disposal reflects the decision of an employer to end the working arrangement. Voluntary attrition may be caused by not achieving work satisfaction, job tension, as well as finding a better job at another company, a disagreement with a boss, or personal problems such as staying at home and offering the family adequate attention. Therefore, focusing on benefits such as alternatives when claiming to have voluntary turnover is important. However, it is possible to predict voluntary attrition and, in exchange, to handle it. Involuntary turnover is described as "... an example of involuntary turnover or a departure" that "represents the choice of an employer to cancel the employment agreement." Retirement, death and firing require forced turnover. Employee turnover is considered involuntary when departing the workplace to take better care of a family member who is chronically ill or to follow a partner to a distant area. Employees thus have no influence of the job and wish to resign).

2.2 Avoidable and unavoidable turnover

Preventable turnover has been defined as one company to avoid workers more efficiently and effectively by hiring, reviewing and encouraging them. Therefore, every company entity wants to check whether voluntary turnover has been adequately dealt with. Such clarification is also needed, and this will contribute to the requisite measures to increase the retention of employees. The attrition problem is psychosomatic, administrative and costly. To grasp the path of turnover overall, there is presently no traditional model. A selection of factors are used to determine the causes of staff attrition. It involves personal averaging, considerations relevant to job material, working climate, and external factoring.

It has reported that "Inevitable turnover arises from life choices that extend beyond the control of an employer, such as a choice to switch to a new place or a spouse's job transfer." Nearly eighty percent of attrition, though, is due to recruitment errors, and some of these errors can be avoided. When recruiting and reviewing prospective hires, companies ought to take some steps.

2.3 Burnout and Turnover Intention
To relate to a condition found by human service employees who had to cope with emotionally taxing people, the word burnout was coined. The bulk of burnout research so far have been focused on the conceptual framework of burnout. There are 3 parts to their concept of burnout: mental fatigue (thoughts of being overstretched and drained of emotionally and physically resources), depersonalization or negativity (negative or unnecessarily distant reactions to different facets of the job), and decreased personal success (feelings of ineffectiveness and a short of accomplishment at work). Burnout is a central partial mediator between persistent career stressors and separate attitudinal effects, as per theoretical burnout models. Among such findings is turnover aim, which has been experimentally endorsed by many researchers as a primary outcome of burnout (

2.4 Antecedents to Burnout and Turnover Intention
Most of the work stress research has explored task stress, job autonomy, and social encouragement as working factors related to burnout and turnover intentions. The background on these principles is summed up below.

2.5 Role Stress
Work stress is an exceedingly popular characteristic of everyday life. Study in this sector has recently seen rapid improvement due to the growing influence of psychosocial tension at work on wellbeing and economic failure. Workplace tension has been a common concern for human resources administrators in recent times. A foundational concept in stress theory is that stressors may have adverse effects on human wellbeing and organizational outcomes in the work world, such as task stress, loss of influence and low social support, and the combination of such factors. Work stress is conceptualized from a physiological approach as a stressful psychological condition arising from a complex relationship between the person and their workplace. Job stress is an individual response to the mentally and psychologically threatening aspects of the job. Employees with elevated workplace stress levels are more likely to be obese, unhappy, less creative, and less secure at work. Their companies are much less likely in a dynamic environment to survive. Job stress may come from a number of causes and affect individuals in various ways.
Individuals who considered work stress as necessary for the organization and its workers formulated a detrimental association between job stress and accomplishment. It is defined that job output as cumulative estimated benefit over a typical amount of time for the organization of discrete actions that a person performs. For several years, turnover intent has been a key problem for leadership but it is now a big issue for organizations. Turnover as deliberate willfulness in another company to explore other options. Job work stress affects workplace productivity of workers, that in turn contributes to poor morale and the intentions to quit the job. There are several scientists who have discovered that the greater the amount of tension, the greater the employee's intent to leave would be. Organization-

based self-esteem is an internal variable that can moderate the interaction between work tension and its performance (OBSE).

Organizational self-esteem (OBSE) is characterized as the extent to which a consumer thinks that he or she is competent, essential and worthy of work. Person with greater OBSE view themselves as members of an organization who are confident, respected, and contributing. In the present review, therefore, we decided to discuss this notion. Our aim was to explore the relationship between work tension and the intention of attrition and job results with respect to the mediating position of organizational self-esteem (OBSE).

Thorough analyses of burnout research have consistently concluded that when they experience elevated levels of task-related tension, which is defined by the high role ambiguity, role ambiguity, and role burden of a worker, social workers are further probable to feel burnt out. Studies repeatedly demonstrate that the level of mental fatigue of a worker is significantly determined by the extent and severity of tension in the workplace. In addition to burnout, job tension among human service employees has also been related to turnover intentions. Thus the, role tension, defined as great amounts of role dispute, role uncertainty and role conflict, is predicted to be progressively related to burnout and, also the aim of social workers to turnover.

2.6 Job Autonomy

The definition of job autonomy is viewed as a worker's level of control over his as well as her own imminent planning and tasks. Connections in the literature between perceived work control and the psychological effects of employees have been extensively explored. The loss of job autonomy decreases personal achievement, according to several methodological papers and creates a depersonalized approach among employees. Furthermore, study indicates that burnout is exacerbated by human experiences of loss of work power and absence of decision-making participation. Role autonomy was shown to be linked to employee turnover intentions. The meta-analysis of Spector (1986) on the influence of employee autonomy found that higher apparent autonomy lowered the risk of an employee leaving his or her employment. Job autonomy is also likely to be adversely correlated with burnout as well as the aim of social workers to market.

2.7 Social Support

In formal and informal relations, social support may usually be characterized as positive connections or transfers of services between individuals. Social reinforcement has been described as a working order in the sense of workplace settings that decreases the negative impact of job-related stress. Evidence indicates that perceived social encouragement in the workplace lowers the risk of job burnout and turnover intent. Thus the, perceived social support is predicted to be negatively correlated with the aim of burnout and attrition amongst social workers.

2.8 Interacting Effects Between Role Stress, Job Autonomy, and Social Support

The literature has extensively explored the relationship results between task tension, work autonomy, and social protection in forecasting job stresses. The Job Demand-Control (JDC) suggest that the greatest risk for psychiatric condition is for employees who are in job situations that integrate high demands, limited control, and low assistance. However, through changing conditions in the workplace, the risk of psychological discomfort may be minimized. The burnout model of work demands-resources (JD-R) indicates that job

independence and social reinforcement balance the interaction between position tension and burnout. While several experiments have already shown that social support and workplace autonomy offer a bridge between job tension and burnout, less attention has been given to the interactive impact of working environments in forecasting the intention to sell. It is widely accepted that positive working environments help employees contend with workplace pressures and thereby make employees more committed to their new company. This existing research hypothesizes that social workers suffer higher levels of burnout and attrition intent when job stress is high and when work autonomy and social support are reduced when implementing the JDCS model of stress.

3. Materials and Methods

3.1 Type of research
It is a quantitative study. The data was collected using structured questionnaire adopted from past studies.

3.2 Data collection sources
In this study we collected both primary and secondary data. To build the information base and literature, first secondary data was gathered. Then primary data was collected using structured questionnaire adopted from past studies.

3.3 Data collection tool
Structured questionnaire adopted from past studies. Job stress was measured using 8 item scale, work overload was measured using 6 items and employee turnover intentions was measured using 6 items.

3.4 Subjects and participants
Data were collected from employees working in the universities of Hazara region. There are currently four universities operating in the region: Abbottabad University of Science and Technology, COMSATS University Islamabad, Abbottabad Campus, Hazara University Mansehra, and The University of Haripur.
There are total of employees working at Abbottabad University of Science and Technology are 120, at COMSATS University Islamabad, Abbottabad Campus are 700, at Hazara University are 1100 and at The University of Haripur are 450. This makes a total population of 2370 employees. Thus, the desired sample sized was determined using online sample size calculator to be 131 with 90 % confidence interval and 7% margin for error (Rasosoft, 2004). To achieve desired sample size, initially 200 questionnaires were administered.
Given the limited resources of time and cost, researcher followed the convenience sampling strategy to collect data.

3.5 Fieldwork
Researcher personally visited the potential respondents and requested for participation. This way higher response rate was achieved. Total of 200 questionnaires were personally administered by the researcher while 147 were returned in usable form. Total response rate was 73.5 percent.

3.6 Data analyses

The collected data was analyzed using SPSS 21 and following techniques were applied.

1. Descriptive statistics
2. Correlation
3. Regression

4. Results and Discussions

Following sections discuss the analysis of demographics data on age, gender, position, and marital status of the respondents who participated in the study.

4.1 Demographics

As far as age is concerned, most respondents were young within the age bracket of 28 years old or less with the percentage of 67.3. While 27.9 percent were in the age of 29-39. Since the universities are still in their early years of inception, most of the staff working there is young.

Table1: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	28 or less	99	67.3	67.3	67.3
	29-39	41	27.9	27.9	95.2
	40 and above	7	4.8	4.8	100.0
	Total	147	100.0	100.0	

In terms of gender more than seventy percent of respondents were male. These findings are in general an evidence that majority of workforce at universities still comprise male employees.

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	44	29.9	29.9	29.9
	Male	103	70.1	70.1	100.0
	Total	147	100.0	100.0	

In previous investigations on job stress, data about marital status were also collected. For the present study, majority of respondents were single. Since university faculty members usually prefer to pursue PhD, they tend to delay their marriages. That is why majority of respondents were single.

Table 3: Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	40	27.2	27.2	27.2
	Single	107	72.8	72.8	100.0
	Total	147	100.0	100.0	

As far as position is concerned, one hundred and twenty-six were working as faculty member while 21 among the sample were working on administrative posts.

Table 4: Position

		Frequency	Percent	Valid Percent	Cumulative Percent
	Teaching	126	85.7	85.7	85.7
Valid	Administration	21	14.3	14.3	100.0
	Total	147	100.0	100.0	

4.3 Reliability analysis

To ensure that scale used in consistent, a reliability test was conducted. Reliability analysis of each scale is discussed below.

4.3.1 Job stress

Reliability analysis of job stress was performed using Cronbach alpha. Total of eight items were used to measure job stress and the value achieved was .838. Since the values are above .7(which is acceptable in social sciences), the data were considered reliable for further analysis.

Table 5: Reliability Statistics

Cronbach's Alpha	N of Items
.838	8

4.3.2 Work overload

Total of six items were used to measure work overload and the value achieved was .773. Since the values are above .7(which is acceptable in social sciences), the data were considered reliable for further analysis.

Table 6: Reliability Statistics

Cronbach's Alpha	N of Items
.773	6

4.3.3 Work environment

Total of six items were used to measure work environment and the value achieved was .875. Since the values are above .7(which is acceptable in social sciences), the data were considered reliable for further analysis.

Table 7: Reliability Statistics

Cronbach's Alpha	N of Items
.875	6

4.3.4 Turnover intentions

Finally, six items were used to measure work overload and the value achieved was .747. Since the values are above .7(which is acceptable in social sciences), the data were considered reliable for further analysis.

Table 8: Reliability Statistics

Cronbach's Alpha	N of Items
.747	6

4.4 Correlations

To test the strength and direction of association among variables, correlations were performed. The correlations between job stress (JS) and turnover intention is .335. Since the value is above .3 and its positive, it indicates moderate positive correlation between the two. Similarly, the correlation between work overload and turnover intentions is .315. Since the value is above .3 and its positive, it indicates moderate positive correlation between the two. Finally, correlations between work environment and turnover intentions is .068. Since the value is below .3 and its positive, it indicates weak positive correlation between the two.

Table 9: Correlations

	JS	WO	WE	TI
JS	1			
WO	.651**	1		
WE	-.158	.028	1	
TI	.335**	.315**	.068	1

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

4.5 Regression analysis

It was proposed in H1 that job stress has a positive impact on turnover intentions. By looking at the table, it can be observed that the relationship is significant (.000) and the beta value is .312. Hence the relationship has been supported by data analysis. And it can be interpreted as for every unit change in job stress, the value of turnover intentions will increase by .312.

It was proposed in H2 that work overload has a positive impact on turnover intentions. It can be observed that the relationship is significant (.000) and the beta value is .283. Hence the relationship has been supported by data analysis. And it can be interpreted as for every unit change in work overload, the value of turnover intentions will increase by .283. Finally, the relationship between work environment and turnover intentions is not significant (.412). Thus, H3 is not supported.

Table 10: Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.948	.178		10.954	.000
	Job stress	.312	.073	.335	4.286	.000
	Work overload	.283	.071	.315	3.994	.000
	Work environment	.061	.075	.068	.823	.412

a. Dependent Variable: Turnover intentions

4.6 Mean scores of different factors
The following table shows the means, standard deviations, maximum and minimum values obtained for the factors included in the study. For the sample of 147, Job stress has a means score of 2.30 with a standard deviation of .82. Similarly, the mean score for work overload and work environment were 2.66 and 3.71 respectively. Finally, the mean values for turnover intentions were 2.67 with a standard deviation of .77.

Table 11: Mean scores of different factors

	N	Minimum	Maximum	Mean	Std. Deviation
Job Stress	147	1.00	4.75	2.30	.82
Work Overload	147	1.00	4.67	2.66	.85
Work Environment	147	1.00	4.83	3.71	.85
Turnover Intentions	147	1.17	4.67	2.67	.77
Valid N (listwise)	147				

5. Conclusion

Findings demonstrate that the intentions of employee turnover are absolutely related to job stressors. Job stress is a negative workplace phenomenon, it seriously undermines the ability of employees to perform well, forcing them to look for other job options. If organizations are likely to continue their knowledge assets, the job stressors must be reduced by inculcating positive environment at workplace.

The workload, that is positively linked to the intentions of employee turnover, may be another main factor. A reasonable workload is the institution's win-win situation, study provides the empirical scientific proof that when they are over burden, employees think to quit the workplace. However, if employee is overburdened, he or she will think of switching to other better job options.

Contrary to existing beliefs, this study did not find the effect of work environment on turnover intentions. Usually, poor work environment makes employee feel less good about their jobs, ultimately making them to think other options. In the present study, lack of significant relationship could be the fact that data were collected from universities which are relatively new, still lacking proper infrastructure. Thus, employees are still unaware of the work environment as prerequisite for performance. This is primarily because individuals in Pakistan are out of employment. There are very few tempting prospects available. Day by day, the level of unemployment and poverty is rising. Even though they are not adequately compensated, people are forced to undertake some kind of work to make their living. They have no choice but to embrace whatever they are asked to do at their place of employment. They have no choice but to embrace whatever they are asked to do at their place of employment.

Results depict that employee turnover intentions are positively related to job stressors. The results of the study showed that one of the key variables affecting the turnover intentions of workers is work stress. Employees think about leaving a company because of undue strain and nervous stress. Job stress is a negative workplace phenomenon, it seriously undermines the ability of employees to perform well, forcing them to look for other job

options. If organizations are willing to retain their intellectual capital they must reduce the job stressors by inculcating a positive environment at the workplace.

A rational workload is a win-win situation for the organization, the study provides the empirical evidence that employee thinks to leave the job when they are overburden. However, if the employee is overburdened, he or she will think of switching to other better job options. Another aspect that may make workers worry about remaining with the company or leaving is job overload. A balanced and comfortable workload would aid in the retention of staff and eventually decreased turnover intentions.

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