

Can Employee Turnover Intentions Be Averted? Evaluation of Role of Job Satisfaction on the Relationship of Leader Member Exchange Dimensions and Employee Turnover Intentions

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Abstract: Most studies on leader-member exchange theory vis-a-vis employees turnover intentions were carried out in western environment, no or a little empirical research work in this area has been carried out in Pakistani work environment. Education sector, its employees and leaders have never drawn the attention of the researchers to be tested empirically to see what practical relationships exists between employees and leaders. This research is an effort to evaluate these relationships especially in the higher education institutions being operational in public sector in Faisalabad (Pakistan) region. The facets of the study has duality in nature to evaluate if the turnover intentions of an employee can be averted by study the LMX dimensions impact on turnover intention? The other part encompasses to evaluating the job satisfaction impact on the employee intentions to quit a particular organization. Population of this research includes all the universities of public sector of Pakistan but the researchers adopt convenience sampling by focusing on public sector universities of Faisalabad region only. A detailed questionnaire incorporated with necessary statements related to the elements of LMX Model, characteristics of job satisfaction and parameters of turnover intentions was floated to 300 employees and a total of 200 responses received through successive follow up. SPSS data analysis tools have been applied to carryout detailed analysis and expression of data into results. Correlation and regression analyses techniques have been applied which resulted the regression coefficient as ($\Delta R^2 = 0.030$). The findings based on this regression coefficient value satisfy us to exhibit the positivity of job satisfaction intervention in averting turnover intentions of employees under best LMX relationship.

Key words: LMX theory, LMX dimensions, job satisfaction, leadership, Turnover Intentions (TOI), Pakistan

INTRODUCTION

Faisalabad is the third largest city of Pakistan in terms of population which is about 100.6 mln. (2015) and has 5856 km² area. In this city, there are fully functional campuses based three public sector universities (offering PhD degree programs also) and one private sector university. There are also a good number of sub campuses of various private sector universities as well as sub campuses of professional degree awarding institutes. In addition to this, there are also facilities for online and distance learning education provided by both private and public sector universities.

The education sector entirely depends on qualified teachers, outstanding researchers and experienced technical and administrative staff. Despite many other reasons, the conditions of rising demand and scarcity of availability of qualified personnel in higher education sector in Pakistan has created the high turnover tendency

in the universities (Zahra *et al.*, 2013). Pakistan universities academia and qualified personnel out flux has been alarming in past (Ali *et al.*, 2015). Employee turnover is indeed replacing an existing employee with a new one which is obviously a cost intensive issue for the organizations. A leader best objective relations with its employees may avert this tendency and may help in retaining the qualified personnel in teaching workplace (Zahra *et al.*, 2013). Having intentions to leave a workplace is just the beginning and the competitive environment vis-a-vis performance stress equally gives rise to these intentions. Measuring and numerically expressing this tendency of turnover and intentions to turnover in relation with leadership role to avert such situation has attracted various researchers in past. Vecchio and Norris (1996), Gerstner and Day (1997) carried out these studies differently but reached to the similar conclusion that positive leader member relationship and employees turnover were inversely correlated.

Subsequently, the relationship and its findings were also substantiated by Griffeth *et al.* (2000). Morrow (2005) establishes that that strength of leader member relationship is to reduce actual turnover or to mitigate turnover intention in the subjects. Subsequently, Ansari *et al.* (2007) studied it further and reached to the same conclusion as confirmed later on in the subsequent research by Jordan and Troth (2011). However, the elements which particularly influence these relationships, a number of past studies are in place which lead to the development of LMX theory which was also substantiated and strengthened by various following studies (Liden *et al.*, 1997). This theory is altogether different from other theories as it provides for supportive arguments to understand how interpersonal relationships of supervisor and subordinate can influence turnover intentions and actual turnover (Gaertner, 1999; Morrow, 2005). LMX theory elucidates that when followers and leader develop a mature relationship that surely affects the turnover and it focuses on the dyadic relationship instead of organizational group relationship. Past studies have carried over this conceptual understanding of the theory and have established a negative association between best leader member relations and employee turnover decisions, i.e., the better support from the leader can reduce the quitting intention of the employees and vice versa (Dienesch and Liden, 1986; Gerstner and Day, 1997; Griffeth *et al.*, 2000; Dunegan *et al.*, 2002). Similarly Luneberg (2010) establishes that low quality leader and follower relationship lead to resentment among followers. LMX theory has measured essentially work-related exchanges between a leader and members. Means, these exchanges are primarily based on merely work-oriented activities such as efforts toward the job-related constructive work. However, Liden *et al.* (1997) have illustrated that LMX does not absolutely take into consideration only work-oriented elements as underlined by other researchers such as Graen and Scandura (1987) and later on Graen and Bien (1995) but it may also incorporate “exchanges” in social context. This means that quality of leader member relationship is not only taking work related constructs into consideration but also account for the social setting relations of the leaders and followers. Dienesch and Liden (1986), Liden and Maslyn (1998) have developed four elements of LMX relationships including contribution (willingness of the follower to perform work beyond ones specified work design), affect (a loving and affection relationship), loyalty (commitment, reciprocity in mutual performance of task and duties) and professional respect (taking care of professional skills and competencies). Later on, Liden and

Maslyn (1998) furthered the LMX research by establishing the validity of the elements and provided measures for these constructs.

Job satisfaction is the ultimate desire of the employer to achieve in the employees by providing essential care, greater easiness in the work environment and motivational work performance rewards which eventually satisfy employees psychological settings (Locke, 1976) that triggers the employee to compare his or her work performance with his own rewards and the work performance and resultant rewards of others. Spector (1997) correlates this phenomenon to be oscillating on an emotional scale and defines it to be the extent of likeness of the job. Degree of job satisfaction may vary with the handling of the leaders to members (Dansereau *et al.*, 1975) as leaders create in and out groups among the members. A leader may establish a high-quality in group to ease out informal communication with a few members from within the followers whereas there is an out group which reserves to only formal communications. High Quality leader member exchange relation results in various significant outcomes such as job satisfaction (Graen *et al.*, 1982a; Schyns and Croon, 2006), reduced turnover (Graen *et al.*, 1982a). So, the leader-member exchange relationship is extremely important. Researchers have also shown that those who remained working for poor bosses, experienced low quality exchange relationship; consequently they have less job satisfaction, lesser commitment as well as elevated psychological stress (Tepper, 2000; Tepper *et al.*, 2007).

Turnover intentions are ones willingness to permanently withdraw or quit the employing institution for personal or organizational reasons or both (Hellman, 1997). Subordinates have strong quality relationships with immediate supervisors can have a feel of job satisfaction which eventually averts the turnover intention (Spreitzer *et al.*, 2010). Researchers have consistently studied the phenomena specifically for organizational reasons. Intent to turnover is the usualy a result of employees confrontation at workplace which must be avoided as much as possible because as it may result in extra costs (Schyns *et al.*, 2007). LMX dimensions on turnover intentions by keeping the role of job satisfaction as intervening is yet to be explored specifically in Pakistan work environment. In this research, we have made an effort to study these relationships.

Literature review

LMX theory: Historically the LMX theory has its roots linked with Vertical Dyad Linkage Theory (VLD) which

was presented in mid-seventies and successive research and evaluation refined it further. Graen and Bien (1995) updated it by stressing upon reciprocity of the relationship. The followers copy the leader in order to create enhanced mutual relationship internally. Both theoretically and practically it has been established and observed that the leaders are the corner stone of developing particular relationship with their employees. Even these relationships vary employee to employee and leader to leader and from nature of job to job. Lunenburg (2010) in his findings of studying leader-followers relations observes that these relationships are different in nature and some follower enjoy a good relationship whereas some have a low quality relationship. LMX theory explains the work-related exchanges between the employee and the leader and these work-related exchange relationship may be considered objectively "good" if exhibiting highest level of affection and subjectively considered "bad" if exposing lack of loyalty as well as low respect (Morrow, 2005). A high LMX relationship exhibits trust, loyalty and desirable behaviors which persuade the employees to exert for extraordinary task accomplishments whereas, a low LMX relationship limits the employees to perform job in such a manner which is characterized by their job description and without striving for extra work (Brower *et al.*, 2000). The latest version of LMX theory strengthens the conceptual exhibition of good quality relationship which leads to develop good, workable and trustful teams (Graen and Canedo, 2016). Moreover, the LMX theory has been a subject of interest to study relationships in western culture (Vatanen, 2003) and only a limited number of research exposures to apply LMX theory have been carried out in non-western cultures. Various researchers have carried out similar research studies in non-western countries such as in Japan (Wakabayashi and Graen, 1984), in China by Hui *et al.* (1999) and in India, Jordan and Saudi Arabia by Pillai *et al.* (1999). The results were not found different rather these augmented the past studies. The exercise of LMX Model and the framework which was applied in a non-Western environment supports the argument that the exchange theory is valuable for studying leader-member exchange relations within the Pakistan.

LMX dimensions: A number of researchers in the past studies have adopted a single dimensional measure of LMX theory till (Dienesch and Liden, 1986) and various later researchers constantly worked on the dimensions and have presented the four dimensional measure of Leader-Member Exchange (LMX) which are Affect dimension, contribution dimension, loyalty dimension and

professional respect dimension (Liden and Maslyn, 1998). We also endeavor in our research to study these dimensions in Pakistani work environment.

Affect: In literal meaning it is referred as a disposition of leaders kindness, professional favor, opportunity creating behavior towards a particular person and reward disbursal conduct towards a particular person. This tendency might have acquired by the individual through his or her extraordinary performance. Dienesch and Liden (1986) exhibit this conduct to be mutually dyadic among various group members. This theoretical exposition demarcates the work related affective relations with the social interactive relations. These mutual interactions can result into high quality relationship which results in positive feelings and positive affective responses which exhibit highest trust and emotional support for their supervisors (Dansereau *et al.*, 1975) and subsequently this conceptual argument was strengthened (Dienesch and Liden, 1986). Whereas, the bleak side of the interactions can have low-quality relationships which turn out to have negative emotions in support of supervisors reflecting the lack of trust and emotional support. In organizational setting, positive emotions play a key role in prolonging job tenure as well as performance of the employees. If an employee has clear mind to accept new challenges related to his or work is reckoned as satisfied (Cranny *et al.*, 1992). Sullivan highlights that supervisors collaborative and supportive conduct in interacting with the subordinates directly influence their job related outcomes. Likewise, Hecht (1978) substantiated that affective response results in communication satisfaction in the employee.

Loyalty: Loyalty is a feeling of affection and devotedness between people. In organizational terms, this refers to degree to which leader and followers complement formal interests and objectives (Liden and Maslyn, 1998). This is altogether an exhibit of feeling and it implies the obligated feelings of the individuals to persist in a relationship. Conceptually loyalty implies emotional component of morality and goes beyond mere support (Coughlan, 2005). Perceived employer loyalty thus implies a feeling of unconditional support and a feeling of assurance that the organization is backing you up. In the study (Liden and Maslyn, 1998) has found a positive association between loyalty with job satisfaction. Loyalty implies trust, strong positive emotions and making sacrifices to facilitate others (Moreland and Levine, 2002). Loyalty is in effect the feel and confidence of the follower in the leader that the leader will come to employee rescue in difficulty situations. The base of loyalty is the mutual trust established in dyadic relationship through information

sharing, contributing to highly interdependent tasks and delegating tasks by the leader to the followers (Brower *et al.*, 2000).

Contribution: Contribution refers to the employees job performance when one responds beyond the formal employment contract. Indeed, the contribution is the ultimate goal of the leader to expect as a result of affect and loyalty dimensions from LMX relationships. If social exchanges are associated with high contribution by subordinates towards job, this determines the best relationship between leader and member, but in situations when leader-member come forward with socially bad expositions then employee are unable to perform beyond formal employment contract (Lee, 2005). As far as LMX relationship quality is concerned, members secure rewards and other benefits from their supervisors in objective relationships and the leader demands performance beyond formal contracts (Liden and Graen, 1980). Contrary to it is the living on to the defined rewards and resultantly is merely the formal performance.

Professional respect: To carry out the psychological needs of their employees as well as professional needs, supervisors treat their subordinates with respect and show them care as well. Consequently, subordinate experiences a feeling of self-fulfillment and mutual obligation so responds back to the supervisor in a positive way. Subordinate accomplish his or her work-related assignments with relatively more interest and devotion and reciprocate with greater strength when feels obliged (Saks, 2006).

Job satisfaction: Job satisfaction is a type of psychological variable that is most commonly observed in relation with turnover intentions (Lee, 2005). Researchers have studied many factors behind employees intended turnover decisions to leave the organization permanently, however job dissatisfaction is the most frequently identified and important factor behind turnover. Job dissatisfaction indirectly affects turnover but directly associated with intent to turnover (Price and Mueller, 1981). In addition, researchers investigated that satisfaction at all levels regarding work, supervision, salary, work environment and overall job satisfaction negatively relates to turnover (Cotton and Tuttle, 1986).

Turnover intentions: Turnover is indeed the withdrawal of the individual from the organization. One may be leaving the organization for many reasons. But the process begins with the development of intentions to finally leave. This is the eventual fate of an employee in

the series of reaching at the final action of quitting the organization (Mobley *et al.*, 1978). Turnover is the termination of ones employment contract with a certain organization (Tett and Meyer, 1993). Although, many researchers yielded some strong positive relationships between the LMX four dimensions on job satisfaction vis-a-vis concluding an inverse relationship of LMX dimensions on employee turnover intentions. However, the research on the areas of mediating role to be taken by job satisfaction on inverting turnover tendencies by applying on a direct relationship of LXM dimensions on quitting intention has yet to be studied specifically in a non-western environment.

The mediator: job satisfaction: Job satisfaction as a conceptual and empirical study has drawn the attention of behavioral scientist about five decades ago and research abounds with the factors, determinants and outcomes of job satisfaction. It is an outcome phenomenon and the construct measures the level of contentment. The researchers Turnover intentions have also been studied in correlation with job satisfaction. In theories of planned behaviors (Ajzen, 1991) highlights a negatively correlated relationship of job satisfaction with the actual turnover and explains that the employees job quitting intentions are lesser intensive in a work satisfaction situation. Job satisfaction has been found a predominant factor to estimate the turnover intentions of the employees (Dick *et al.*, 2004) and predicts quitting intentions of the employees (Lee *et al.*, 2008). Significant contribution to determine elements of job satisfaction has been made by Liden and Maslyn (1998) and explored the three elements such as affect, loyalty and professional respect which contribute to it. Contribution as a determinant was not accepted as the unique variance in satisfaction with the leader and these element existed independently in the relationship. In a recent research conducted in Turkey to investigate the LMX theory and mediating role of job satisfaction on employee loyalty found a positive mediating role of job satisfaction. In another investigative research (Mardanov *et al.*, 2007) identified LMX dimensions relation with Job satisfaction as positive. Liden and Maslyn (1998) and Mardanov *et al.* (2007) in similar studies determined strong positive relationship of LMX dimensions with job satisfaction and also identified that work stress was moderately affecting the relationship. Their work has greater contribution due to the fact that increase of work stress significantly increases loyalty and contribution, i.e., the other two dimensions of LMX. Many a researchers have carried out similar studies independently and suggested that higher level of job

satisfaction helps in diminishing level of turnover intentions, i.e., a direct negative correlation between the two (Mowday *et al.*, 1982; Schappe, 1998; Tett and Meyer, 1993; Gonzalez and Garazo, 2006). Earlier Cotton and Tuttle (1986) studied the same relationship and drawn the same conclusion. Other studies which merely consider the job satisfaction as an outcome of the monetary rewards are also available in literature. Thus, studies show and establish the validity of the relationship that job satisfaction may have a mediating effect upon the relationship among different dimensions of LMX and turnover intentions.

Leader follower relationship is of twofold and demand reciprocity. A positive relationship means a quality of work, i.e., increased level of trust, higher degree of independence in task performance, a role in brain storming and decision making process and increased delegation which leads to reduce the turn over intentions of the followers. However, a negative association compromises the performance of both. Follower restricts itself to formal communication and ultimately to formally defined rewards whereas, the leader is cognitively bound to lack trust of performance from the employee especially if extraordinary tasks are to be performed. Usually this situation turns to give rise to follower turnover intentions. Fewer studies have estimated the correlation among various LMX dimensions in order to see how these dimensions have some impact on employee turnover intentions. The determining factor of turnover intentions seems to be the level of leader and follower relationship (Dienesch and Liden, 1986) which, if positive then it promotes positive feelings about the job and work, thereby reduced turnovers, and if negative then promotes negative feelings and responses toward supervisor as well as organization due to the fact that the follower receives lower trust, emotional support and other benefits (Brown *et al.*, 2005). Eventually, these feelings if continued for long time and become persistent, generate an affective or emotional force for quitting the existing organization and promote thinking to quit the organization (Morrow, 2005). The quality of LMX relationships also begins with the behavior of the leader who might have applied certain tests to strengthen the feeling of trust and mutual understanding in the followers (Mayer *et al.*, 1995). Thus, high quality LMX relationship helps retaining employees within the organization while poor LMX relationship propels voluntary turnover (Morrow, 2005).

The conceptual model: In this model we have considered to evaluate LMX dimensions relationship with turnover intentions by keeping job satisfaction as a moderation factor. We would like to see how each dimension has an

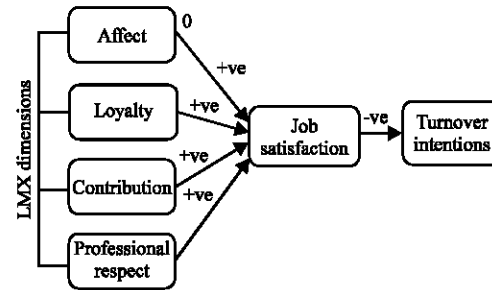


Fig. 1: The conceptual model

impact on turnover intentions respectively. Similarly we will also examine the mediating influence of job satisfaction in this model. Given the discussion of the previous sections, we have developed the following research hypotheses (Fig. 1) that:

- H₁: LMX dimensions and job satisfaction are positively correlated
- H₂: Job Satisfaction has a negative association with employee turnover intentions
- H₃: Employee turnover intentions have negative association with LMX dimensions
- H₄: Under the negatively correlated relation of LMX dimensions with employee turnover intentions, job satisfaction plays the role as a mediator

MATERIALS AND METHODS

Sample and data collection procedure: The teaching faculty of selected public sector universities of Faisalabad region was selected to obtain responses through a pre-established and validated questionnaire. All university teachers of these universities formed population in our research and we have adopted convenience sampling to select the respondents. We have distributed 300 questionnaires to the faculty members including the faculty who were on administrative positions and obtained 200 responses. As questionnaires were distributed physically to the respondents, so in a few cases call reminders were given to get the responses.

Measures

LMX dimensions: LMX is a multidimensional 12 item scale developed by Liden and Maslyn (1998)'s and this 12 item LMX-MDM scale we have applied to measure all dimensions of LMX by combining into one factor in order to assess the relationship of subordinate with his or her immediate supervisor but in this research each of its

dimensions was examined separately instead of combining into one factor. Likert-type 5-point scale we have considered appropriate to apply in this research to collect responses, range of the scale falls between scores 1-5 where 1 denoted the strong negative value and 5 marked as highly positive response and similarly, a three items scale was applied to see the impact of each of the following dimensions of LMX separately.

Affect: In order to measure the affect dimension, we have used a simple construct related to leader and follower to seeking if leader has kindness and favour for the follower. ($M = 3.15$, $SD = 1.35$, $\alpha = 0.92$).

Loyalty: In order to see the loyalty of the follower, we have used straight forward sentences as the supervisor defends me in cases of committing genuine mistake. ($M = 3.22$, $SD = 1.39$, $\alpha = 0.95$).

Contribution: It is the most complex determinant to measure especially if the construct of questions is not appropriate. Keeping in view this sensitivity, we have applied the simplest form of sentences like asking if they are ready to work harder and beyond the formally defined roles. ($M = 3.20$, $SD = 1.25$, $\alpha = 0.91$).

Professional respect: The research clearly specifies that the authority is always subject to acceptance by the subjects and the most significant element in making the authority to be objectively respected acquires through demonstrable skill set and knowledge application. So, in order to measure the respect for knowledge and competence of the leader, we have also designed simplest form of sentences vide which naively asked as if the follower respects the knowledge and competence of the supervisor ($M = 3.12$, $SD = 1.38$, $\alpha = 0.92$).

Job satisfaction: Likert-type 5-point scale we have applied as stated in the previous paragraphs and taken six elements measurement from the scale of job satisfaction developed by Macdonald and MacIntyr (1997). It is more appropriate for the employees falling within the age bracket of 25-60. Employees having age below 25 have a propensity to feel lower job satisfaction and those having 60 and over normally tend to have higher job satisfaction. ($M = 3.28$, $SD = 1.43$, $\alpha = 0.98$)

Turnover intentions: In order to measure this variable, we also applied the same Likert-type 5-point scale as well as applied three items from (Cammann *et al.*, 1979) valid scale

to assess the variable of turnover intention. This scale is asking the simple questions to the employee to show if they are thinking to quit the organization. Many researchers rely on turnover intentions rather than actual turnover because it is relatively difficult to measure; actual turnover strongly correlate with these intentions (Hulin, 1991) ($M = 2.84$, $SD = 1.54$, $\alpha = 0.95$).

Control variables: In the earlier discussion that is based on the past research show evidently the inverse association of LMX exchanges on the employee intentions to quitting the job but the other demographic variables which if are present and persistently posing pressure to the employee, the relationship may become irrelevant. In a study Griffeth *et al.* (2000) these demographic element were controlled to see the real relationships. Similar studies later on confirmed the impact of demographic variable on the leader member relationship (Harris *et al.*, 2005). These variables may include gender, duration of the exchange relationship, job contract, nationality of a leader or a member etc. In order to avoid potential impacts of these variables on our dependent variables, current research has controlled all these confounding variables.

RESULTS AND DISCUSSION

Regression analysis is the most commonly applied tool in this type of research to examine the movement of dependent variables if increase or decrease given the in the values of independent variables. How to apply, obtain results and correctly exhibit the explanation of results, past research provides with a guideline and we have followed the same in explaining the results.

Table 1 Cronbach's alpha is a great statistical measure to determine reliability of various constructs being used in the questionnaire as well as determining the internal consistency simultaneously. The value of Cronbach's alpha if approaching from 0 to 1 is highly desirable and in our research, it appeared as 0.683 which shows internal consistency of the six items taken in the research.

Table 2 This is a correlation analysis of the variables being used in the research. Usually, the correlation analysis describes the movement of the one variable in relation with other variables. This analysis also

Table 1: Reliability Statistics

Vasriables	Values
Number of items	6.000
Cronbach's alpha	0.653

Table 2: Correlations, Median and SD

Parameters	Affect	Loyalty	Contribution	Professional respect	Job satisfaction	Turnover intentions	Median	SD
Affect	1.000	-	-	-	-	-	3.1550	1.35093
Loyalty	0.937	1.000	-	-	-	-	3.2258	1.39130
Contribution	0.931	0.946	1.000	-	-	-	3.2054	1.25532
Professional respect	0.950	0.955	0.948	1.000	-	-	3.1297	1.38587
Job satisfaction	0.956	0.956	0.958	0.968	1.000	-	3.2800	1.43894
Turnover intentions	-0.934	-0.935	-0.942	-0.940	-0.973	1.000	2.8428	1.54549

Correlation is significant at the 0.01 level (2-tailed), n=200

Table 3: Regression analysis-step 1

Models	Unstandardized coefficients		Standardized coefficients		Sig.
	B	SE	β	t-values	
Constant	6.467	0.088	-	73.175	0.000
Affect	-0.297	0.081	-0.260	-3.675	0.000
Loyalty	-0.190	0.087	-0.171	-2.187	0.030
Contribution	-0.434	0.090	-0.352	-4.841	0.000
Professional respect	-0.218	0.096	-0.196	-2.267	0.024

Dependent variable: turnover intentions

determines statistically value based relationship of independent and dependent variables. The results of our research clearly depict and allow us to take the liberty to conclude that our independent variables have significant positive correlation with the mediator and a negative correlation with the dependent variable. The values of the Table 2 support our hypotheses (H_1 - H_3) and also these values are in line with the earlier studies.

Table 3 shows that we have applied regression analysis which predicts dependency of one variable with other variable by keeping certain defined variables as constants. We have carried out this analysis in three steps keeping in view of the hypotheses. In Table 3, you can see a hierarchical regression analysis values have successfully predicted the dependency of turnover intention on LMX dimensions variables along with the constant variable as job satisfaction (the mediator variable). The R^2 values in this relation have appeared to be 96 and 91% for the mediator and independent variable respectively. Here you see, the beta value is negative with each variable of LMX dimensions at a significance level of 1% which clearly shows negative association of turnover.

Table 4 likewise Table 3, regression analysis has been applied to evaluate if job satisfaction has some or no dependency on establish LMX dimensions by keeping turnover intentions as a constant. Here the values of Beta have been found positive which highlights a positive relationship with LMX dimensions and job satisfaction. This table also has values of regression analysis but here LMX dimension was kept constant and dependency of

Table 4: Regression analysis-step 1

Models	Unstandardized coefficients		Standardized coefficients		Sig.
	B	SE	β	t-values	
Constant	-0.123	0.057	-	-2.172	0.031
Affect	0.252	0.052	0.237	4.858	0.000
Loyalty	0.155	0.056	0.149	2.766	0.006
Contribution	0.305	0.058	0.266	5.292	0.000
Professional respect	0.362	0.062	0.348	5.845	0.000

Dependent variable: job satisfaction

Table 5: Regression analysis-step 3

Models	Unstandardized coefficients		Standardized coefficients		Sig.
	B	SE	β	t-values	
Constant	6.271	0.063	-	99.639	0.000
Job satisfaction	-1.045	0.018	-0.973	-59.457	0.000

Dependent variable: turnover intentions

Table 6: Regression analysis-step 4

Models	Unstandardized coefficients		Standardized coefficients		Sig.
	B	SE	β	t-values	
Constant	6.467	0.088	-	73.175	0.000
Affect	-0.297	0.081	-0.260	-3.675	0.000
Loyalty	-0.190	0.087	-0.171	-2.187	0.030
Contribution	-0.434	0.090	-0.352	-4.841	0.000
Professional respect	-0.218	0.096	-0.196	-2.267	0.024
Constant	6.350	0.071	-	89.222	0.000
Affect	-0.058	0.068	-0.051	-0.855	0.394
Loyalty	-0.044	0.071	-0.040	-0.622	0.534
Contribution	-0.145	0.076	-0.118	-1.906	0.058
Professional respect	0.124	0.083	0.111	1.493	0.137
Job satisfaction	-0.947	0.089	-0.881	-10.674	0.000

Dependent variable: turnover intentions

dependent variable on mediating variable was calculated (Table 5). Turnover intentions has been taken as a dependant variable in this analysis and the negative value of Beta (-0.973) clearly highlights the negative association of job satisfaction with turnover intentions. Table 6 shows the results indicate that influence of all the independent variables on turnover intention becomes less or insignificant when the effect of mediator is controlled. Hence, study hypothesis H_4 is fully supported as ($R^2 = 0.030$). Table 7 and 8 present the summary of result.

Table 7: Model summary

Models	R	R ²	Adjusted R ²	SE of the estimate	Change statistics				
					R ² change	F change	df1	df2	Sig. F change
1	0.958 ^a	0.919	0.917	0.44544	0.919	550.145	4	195	0.000
2	0.974 ^b	0.949	0.947	0.35446	0.030	113.943	1	194	0.000

Predictors: (constant), professional respect, contribution, affect, loyalty; predictors: (constant), professional respect, contribution, affect, loyalty, job satisfaction

Table 8: ANOVA^a

Model	Sum of S	df	Mean S	F-values	Sig.
Regression	436.628	4	109.157	550.145	0.000 ^b
Residual	38.691	195	0.198		
Total	475.319	199			
Regression	450.944	5	90.189	717.817	0.000 ^c
Residual	24.375	194	0.126		
Total	475.319	199			

^aDependent variable: turnover intentions, ^bPredictors: (constant), professional respect, contribution, affect, loyalty; ^cPredictors: (constant), professional respect, contribution, affect, loyalty, job satisfaction

CONCLUSION

Quitting a job is the right of the employee. Each and every employee is independent to make such decisions. Why should an employee quit a job? Obvious reason can be the job dissatisfaction which is usually a result of one or all of the following factors; job unfitness, work stress, strange social relations, economic disparity, inability to be competitive etc. or attractive offers from foreign employers. These may be having triggering effect if the work environment belongs to struggling economies. Pakistan is also among those third world countries which fulfill the qualified manpower need of gulf countries specifically and the developed countries need generally. Gulf countries attract qualified personnel by offering higher savings due to non-taxation environment whereas; developed countries attract qualified personnel through their immigration offers. A recent study which takes into discussion and evaluation of the data of qualified personnel out flux from Pakistan during 1975 to 2012 identifies that economic misery adds to the migration of qualified personnel and qualified people quit for better future. In our research, we have identified the quality of LMX relationship enhances job satisfaction and reduces turnover intentions. We recommend the policy makers to develop such policies which promote more mutual interaction and task interdependence so as leaders and followers may be able to develop good quality relationships. Likewise, comprehensive training and development programs are the need of time to be implemented in the universities of Pakistan to enable learning for the leaders to be the leaders for the followers. Conducive work environment which promotes trust, mutual understanding, learning for better results and leading for the achievements is must to avert actual

turnovers. The leaders in the universities must be vigilant in assessing the intrinsic and extrinsic satisfaction of the followers to minimize turnover intentions.

The relationships as highlighted in the hypotheses have been tested statistically and the resultant values have supported the findings of past research. Indeed, our findings fully support the arguments to have acceptance of our hypotheses. In view of these findings, we also recommend to have another study with wider scope and incorporating a large group from education sector specifically in Pakistan in order to substantiate these results as well as providing an empirical research literature for the researchers.

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