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Level of Job Satisfaction and Turnover Intention among Academicians

[1]Yasir Hayat Mughal, [1]Abdul Halim Busari, [1]Mansoor Ahmed Channa,
[1]Rehman Ullah Khan, [2]Zeeshan Ahmad, [3]Muhammad Zulqarnain Safdar
[3]Humaira Naz and [2]Muhammad Umar Khan
[1]Faculty of Cognitive Sciences and Human Development,
Universiti Malaysia Sarawak(Unimas), Malaysia
[2]Gomal University, Dera Ismail Khan, KPK, Pakistan
[3]Abbottabad University of Science and Technology, Abbottabad, KPK, Pakistan

Abstract: The aim of this study is to explain the unique role of motivation and job satisfaction and turnover intention by digging knowledge taken from different theories and models given by the different researchers and the measurement by different indicators. To understand the job satisfaction and turnover intention seems to be fragmented and tangled in many disciplines. To construct meaningful understanding of motivation and job satisfaction and turnover intention various disciplines were reviewed and synthesized were discussed. The aim of this study is to give the deeper understanding of underlying theories of motivationand job satisfaction and turnover intention. The literature that helps conceptualize the job satisfaction, urnover intention, second, the founding pieces of literature that composite the theory and third, the most emerging literature in the job satisfaction and turnover intention are selected to explain the job satisfaction and turnover intention. Based on thorough review of literature new conceptual studdy has been introduced. In both, the literature and organizational literature, the existing theories of job satisfaction and turnover intention can be evaluated to fully capture the distinctive aspects of the satisfaction various theories of satisfaction are encompassed. This extended literature requires empirical testing to identify the dimensions of the job satisfaction and motivation and turnover intention.The extended literature of job satisfaction and turnover will be useful to bring changes in the satisfaction level of the employees and helps the researchers to understand easily the theories of satisfaction and turnover

Key words: Satisfaction, motivation, turnover intention, theories, models

INTRODUCTION

The meaning of motivation is when some needs force the individual to acheive the objectives given to him/her in order to fulfill that needs is motivation. Kreitner *et al.* (1999) for good performance of job motivation is important reason but he motivation includes skills, ability to do work, knowledge, emotions and feelings. If some company want to increase the performance of employees and the company as well the attention must be given to motivate the employees of the company. This will help the company managers to increase the motivation level of employees and in return the performance of company will go up. There are some needs and expectation related to work which are the factors for motivation. These are extrinsic factors and intrinsic factors. Extrinsic factors include salary, promotion, extension of job contract, security, work enviornment, conditions of work and fringe benefits. While intrinsic factors of motivation includes appreciation, rewards, positive recognition. In this study, the the extrinsic factors are used to investigates the job satisfaction of the academician of advance learning universities in KPK.

Job satisfaction: Job satisfaction is how people feel about their job and different aspects of their jobs. In addition, the extent to which employees like their work definition given by Ellikson and Logsdon (2002). Moreover, Job satisfaction as an effective and emotional response towards various aspects of employees works (Schermerhorn, 1984). In the same way, Lawler (1972) define job satisfaction as the sum of job facet satisfaction across all facets of job.

The satisfaction and dissatisfaction of job depends on two things the nature of job and expectation what job supply to an employee. In addition to this, Job

Corresponding Author: Yasir Hayat Mughal, Faculty of Cognitive Sciences and Human Development,
Universiti Malaysia Sarawak (Unimas), Malaysia

satisfaction is a complex phenomena with multi facets, it is influenced by many factors like salary, supervisor, promotion, work, environment and coworker (Fisher and Locke, 1992). Shermerhorn (1984) tells that job satisfaction has different causes like status, supervision, coworker relationship, job content, remuneration, extrinsic rewards, promotion, physical condition of work environment and last organizational climate.

Classification of theories: Survey done on literature tells us that theories of job satisfaction have been categorizes on basis of their natures or in chronological order. There are content and process theories of job satisfaction (Sattar *et al*., 2010c) categorizes theories as content, process and contemporary theories. Another scholar suggests these theories as early and contemporary theoris but the conten and process theories or considered as standard classification (Sattar *et al*., 2010c; Saif *et al*., 2012).

Content theories: Individual's needs corresponding drives, expected goals and rewards as well as priorities of individuals are mainly focused in content theories. List are prepared by researchers on individual physical, psychological and social needs and almost all researchers agreed and categorizes them into primary secondary and high level employee requirements which have been fulfilled to motivate employees or been satisfied (Sattar *et al*., 2010a-c).

Process theories: Process Theories are found on the research about how motivation takes place? Like, the word expectancy from cognitive theory has dominant status with in the process theories of job satisfaction. These theories found that how the needs and goals are achieved cognitively.

Maslow hierarchy of needs: The first theory started the study of motivation/satisfaction in organizational setup in the hierarchy of needs setup (Weihrich and Koontz, 2003). Abraham Maslow assume the motivational needs of individual needs. In the form of hierarchy. He said that once the level of needs have been satisfied the next higher level of motivation has been activated to motivate or satisfy the employees. Maslow gave five level of needs of an individual physical, safety, social, esteem/ achievement and self actualization needs. This theory was the first theory of motivation and laid foundation for other researchers to find the problems of job satisfaction but almost all theories have been suggested but begin with this theory.

Herzberg's two factor theory (1959): He interviewed 200 engineers and accountants and applied critical incident method to collect the data on basis of two questions Q1 when did you feel good about your job? Q2 when did you feel bad about your job? Analyzing the results he found that there are some factors of motivation and some or dissatisfiers he called hygiene factors. These factors are company policy, administration, supervision, salary, interpersonal relations, supervisors, working conditions (Herzberg *et al*., 1959).

Theory of Needs-Acheivement theory (McCelelland theory 1961): McCelelland and associates tested and found that some people are preferring personal achievement than rewards. They want to effort and struggle more than before and prefers challenging jobs and called high achievers. The main focus of this theory is on achievement motive so called acheiement theory but it is based on power, affiliation and achievement motives (Robbins, 2005).

Existence Relatedness and Growth Theory: Alderfer (1969) examined Maslow's theory and relate it with practical research by regrouping the maslow's hierarchy of need into three classes, existence, relatedness and growth ERG theory. His classification absorbs maslow's clases in existence (psysociological and security) relatedness (social and needs) growth (self actualization).

Process theories

Expectancy model (Porter/Lawler model) 1968: Porter and Lawler very efficiently explains and discussed the problem of job satisfaction. They explained that effort does'nt leads to performance unless it is moderated by abilities and traits and role perception of individual employee. They also explains that satisfaction is not dependent on performance unless it is affected by rewards prospect (Weihrich and Koontz, 2003). This model tells us that there are several cognitive factors that affects the motivation.

Vroom's Expectancy theory (1964): Researcher tells us that people are motivated to work if they know that goal is worthy and they can achieve the goal (Weihrich and Koontz, 2003). His theory is based on three variables valance, expectancy and instrumentality.

Goal Setting theory (Locke, 1968): Edwin Locke argues that intentions are the major source of satisfaction. Some specific goals leads to high performance. Almost, all studies argued that after testing goal setting theory that challenging jobs and feedback work as motivator factor (Robbins, 2005).

Equity theory: This theory tells us that employees comapre their rewards with their coworkers if they found their rewards fair then the situation of equity prevails (Robbins, 2005). These rewards increased the satisfaction and motivation among employees if these are fair.

Job characteristics theory (Hackman Oldham, 1975-76): This theory tells us that how the employees show their personality and their role different in the organization the authors of this theory 1980 claimed that redesigning of job strategies have been eefected by many moderators. According to authors of the theory they argued that if job is clear to employees than it will help organizations to have motivated employees and help them to retain good employees.

Attributes of job satisfaction: All researchers stop at to one thing that behaviour of job satisfaction are same like compensation, promotion, supervision, work, work environment and co-workers (Robbins, 1998). this a few researchers agreed on some different qualities of policies of satisfaction of organization, progression and opportunities (Saari and Judge, 2004).

Literature show that dissatisfaction from job dimesion is responsible to effect overall satisfaction. It is a very complicated phnomena comprised of different variables. If one is satisfied with some aspects of job then that indivdual will be dissatisfied with other aspects of job (Ghazali *et al*., 2007). Our main focus why we are giving more importance and attention to job satisfaction is that it has significant effect on employee's behaviour like absenteeism, turnover intention, performance (Butt *et al*., 2007).

Salary/pay: There is less empirical proof in past studies available that compensation of workers is capable to effect the job satisfaction of workers (Bassett, 1994), he likewise asserted that workers getting tremendous pay rates are additionally observed to be disappointed with the occupations in light of the fact that the explanation for that was that they were not content with the way of their work. Study was led in United Kingdom on teachers of college by Oshagbemi (2000), he discovered a staistical important connection between pay , rank of workers and level of satisfaction was eastablished. Brainard (2005) led a study and identified a low relationship between pay compensates and work satifaction. It is everywhere throughout the world that workers contrast their inputs and rewards and their companions and they consider their compensation as indicator of their significance to that organization in which they are working that they are so critical to the organization (Net *et al*., 2004).

Supporting this another researcher Du *et al*. (2010) he asserted that if organizations have great compensation structure then it will give the organization a decent reaction as far as vast number of candidates amid recruitment and selection, increase organizational commitment and this is a sign that how essential are the workers for that organization and that association urge its workers to put more physical endeavours to organizations. Boles *et al*. (2007) established the positive direct relationship between pay and organizational commitment. One study in pakistan on teachers asserted that educators are getting pay rates yet the after some time compensations are not given to teachers on time it makes stress among teachers (Rasheed *et al*., 2010).

Job work: People like extreme and competetive employments keeping in mind the end goal to test their potential, information and capabilities so they ought to allow to test these abilities, else they will feel demotivation, dissatisfaction and disappointment (Naval and Srivastave, 2004). job ought to be attractive and in light of the fact that life of worker's and their satisfaction from job rely on upon it (Tsigilis and Grammatikopoulos, 2006). Job give us lot of reasons on the off chance that we consider monetary reason than it produces merchandise and administrations for group which are of good significance and in its arrival workers are offered compensation to address their needs (Beach, 1980). It is evident that work is very important in people life. So, the enviornment of work should be so satisfying. There are empirical proof that satisfaction with work also effects the other attributes of work also like absenteeism, intention to quit, performance, production employee's well being (Sattar *et al*., 2010a, b). Work is very important in almost all employees especially in academician's life it is very important in making and breaking organizational behaviour (Saif-ud-Din *et al*., 2010).

Employees like that job which gave them competetive work and chance to test their skills and abilities, their work should be appraised, they should be given new tasks, so if organizations give good work and challenging job and tasks they will easily retain their employees (Chughtai and Zafar, 2006).

A study was carried out by Malik *et al*. (2010) claimed that in pakistani teachers lot of activities are given to teachers like student affairs rather engaging them in teaching they show less level comittment in their work. Most of teachers left teaching profession because they did not receive support from their departments heads and they give them extra administrative responsibilities and work overload (Rasheed *et al*., 2010).

Supervison: Lot of empirical evidences are availble in lietrature that proof that there is positive relation between supervision and job satisfaction. Supervisor is that person who has so important role in motivating the employees and give them help and guidance in work also he has to support them morally to increase the morale of employees (Robbins, 2005; Ramsey, 1997).

So, many complaints has been received by employees and one of the major complaint found was supervisor's attitude and if supervisor attitude is gud it has effect on job satisfaction (Sherman and Bohlander, 1992; Graham and Messner, 1998). In addition to this, one researcher claimed that supervisor attitude can develop the trust among employees if his behaviour is good researcher also claimed that trust have significant relation with job satisfaction (Wech, 2002).

A lot of evidences available that those supervisors who behave in democratic management style their employees are founded more satisfied with them (Naval and Srivastava, 2004; Packard and Kauppi, 1999). There is study conducted in pakistan among higher education institution teachers and founded that one of the good predictor for organizational comittment is satisfaction from your supervisor (Chughtai and Zafar, 2006).

Promotion: Promotion is found the second important attribute of job satisfaction and have positive influence on job satisfaction (Tsigilis and Grammatikopoulos, 2006; Elikson and Lodgson, 2002). Is is also noted taht in government sector government give limited chances for promotion and its difficult for government to reatin the competent emloyees (David and Wesson, 2001). If promotion policy will be good then it will increase more comittment among employees (Naval and Srivastava, 2004). Good promotion policies increase the social status of the employee's, personal growth and more responsibilities. It increase the level of satisfaction and also involvment and comittment (Naval and Srivastava, 2004). Butt *et al.* (2007) founded that those employees are found to be more satisfied in their career who are promoted on their best performance base while those employees who are promoted on the basis of seniority are less satisfied with their jobs.

Work enviornment: One of the important attributes of productivity and satisfaction are conditions of the organization which include physical appearance, cleanliness, new equipment, good enviornment these all factors attract the employees and motivate them to perform well (Beach, 1980; Chughtai and Zafar, 2006). Most of the studies done in pakistan on universities teachers founded that most of teachers does not want to tell about work enviornment (Rasheed *et al*., 2010) and due to developing new universities in the private sectors teachers are moving to new universities so public universities are facing problems to retain th talented employees (Chughtai and Zafar, 2006).

Co-worker: If there is open communication in the organization it increase the belongingness and which in result increase the satisfaction (Naval and Srivastava, 2004). One other study in Pakistan showed that teachers leave the university when they found problems with their coworkers. In pakistan, it was founded that teachers of private sectors are postive with their profession because of some factors there is no political grouping, informal enviornment (Rahman and Parveen, 2006). Rasheed *et al.* (2010) founded that open communication between management and coworkers lead towards the good enviornment and job satisfaction.

Job satisfaction in Pakistan: Number of specialists are doing examination on job satisfaction in Pakistan with a specific end goal to discover and investigate the components influencing job satisfaction of advanced education institutions of Pakistan by utilizing the survey and interviews. Amjad *et al.* (2015) directed the study in private university advanced education institution of Pakistan and established that satisfaction from job as mediator has positive and significant relationship with TI, TP, CP and work place friendship. They further reasoned that advanced education instituitions of Pakistan are not influenced by the less organizational commitment and low job satisfaction, yet this sort of issues in Pakistan will prompt the financial and non monetary issues will convey the organizations to the high turnover rates. Than, all things considered this will influence the showing characteristics of the teachers and they won't have the capacity to convey what they should.

Noor *et al.* (2015) has led study in abbotabad on job satisfaction and employment advancement in private sector workers, his outcomes recognized that phd personnel staff was more satisfied than the non phd staff and show more satisfaction. Extra, it was likewise established that government workers were more satisfied than the private sector teachers. They have established that employment advancement and progression is postively related with the job satisfaction in Pakistan.

Khan *et al.* (2015) has investigated the effect of work related issues on job satisfaction, they additionally established that organizatioanl comittment and job satisfaction has influence on the turnover intention of the

workers in khyber pakhtoon khwa province of pakistan. Khan *et al*. (2015) in his study and established that there is difference in government and private sector work satisfaction, their advantages and perks, their training and development yet it was additionally found that there is significant connection with colleagues, supervisor, appraisal and evaluation of performance and nature of the work.

Khan and Jan (2015) conducted an a study and found the relationship between job satisfaction and organizational commitment of the nursing profession. He found that the majority of the respondents were midly happy and satisfied and there was no devotion it implies they will switch work at whatever point they locate any alternate.

Ibrar *et al*. (2015), has directed study in Pakistan keeping in order to explore the relations between pay and job satisfaction, he established that there is critical relationships between's job satisfaction and privatization of the organization, furthermore work satisfaction has huge connection with dependent variable.

Fatima *et al*. (2015) done study in non government organization and schools in punjab, the data gathered was primary and gathered from 90 workers working in NGOs and schools they established that there is important relationship between predictor and crieterion besides likewise it was noticed that workers were observed to be more satisfied than the females.

Malik *et al*. (2010) done a study in islambad and rawalpindi advanced education instituitions teachers and observed that male respondent are more satisfied than the female tecahers and as the age expands the satisfaction level increase furthermore with the increment in th elevel of capability it additionally builds the general job satisfaction.

Job satisfaction in advance countries: There is a great deal of examination on clarifying the employment fulfillment of workers in diverse associations of the created nations. Case in point, in New Zealand, Clark-Rayner and Harcourt (2000) considered the determinants of turnover. The authoritative disposition of the general population part (Municipal Government Employees, USA) has been reported by Ellickson and Logsdon (2002). Grebner *et al*. (2003) amassed statistical data points about the occupation satisfaction and working conditions in Switzerland. Hiroyuki, etc., concentrated on (in Japan) the connections in the middle of spirit and job satisfaction.

Noteworthy, contrasts were additionally found among Greek academicians with respect to pay and their quick administrator conduct (Tsigilis and Grammatikopoulos, 2006). Further, they have uncovered that poor working conditions adversely influence work satisfaction. It was likewise found by Platsidou and Diamantopoulou (2009) that Greek advanced education employees were "tolerably fulfilled" with their occupation. They uncover that occupation fulfillment was critical 'negative impact' identified with particular issue evaluations like reliance of colleges on the state and political gatherings. Further, they surveyed that more fulfilled employees were less genuine in tackling the advanced education issues contrasted with their less fulfilled companions.

Showing and examination assignments are likewise adding to the satisfaction and disappointment of the colleges instructors. There are different elements also, including association, age, locus of control, responsibility, push and adapting systems, part in choice making, procedural equity, race, training and enthusiastic depletion. Generally, work fulfillment has been dealt with from utilitarian reason: increment in profit ability and responsibility and lessen the non-appearance and turnover (Ellickson and Logsdon, 2002; Eliason, 2006).

Job satisfaction in under developed countries: Dissimilar to cutting edge expresses, the developing nations are confronting diverse issues with reference to measuring, examining and finishing up exploration on employment fulfillment. All the creating states are trying full scale endeavors to comprehend and purpose issues of employment fulfillment in both open and private associations. Case in point, in Nigeria scientists have investigated 'employment fulfillment, burnout, and workplaces' (Aguna *et al*., 1997); indicators of Job fulfillment in broad daylight division (Sokoya, 2000) and connections between occupation fulfillment, work inspiration, and responsibility (Tella *et al*., 2007).

Bas and Ardic (2002) have reported that Turkey academicians were essentially diverse perspectives about the numerous parts of employment. This was additionally upheld by Kusku (2003) by indicating critical contrasts between the Turkey scholastic and regulatory staff.

Santhapparaj and Alam (2005) in Malaysia, have recognized that showing and examination bolster, advancement opportunities, great workplace and other incidental advantages is emphatically related with the academicians' employment fulfillment. In Egypt, it was found that pay have no noteworthy effect on educators' employment fulfillment. Additionally, scholastics with higher scholastic capabilities are less fulfilled than those with low scholarly fullfillments (Abd-el-Fattah, 2010).

People in general area assumes the main part in the creating nations like Pakistan concerning adding to

monetary advancement (Mulinge, 2000). People in general workers are basically reported as lower in employment fulfillment and authoritative duty when contrasted with private part. Not with standing, all cross-division similar studies have concentrated on work settings in industrialized nations while creating states are staying understudied (Sokoya, 2000). An assorted qualities of variables have been discovered basic in the determination of occupation fulfillment including educated choices, open interchanges, emotions increased in value, work mixed bag and adaptability and preparing offices. A scientist reports that low pay and unreasonable advancement approach make negative occupation fulfillment and there is an inconsequential relationship of age and administration with employment fulfillment (Asadi *et al*., 2008).

Turnover intention: Price (2001) deined turnover as "movement of employees around the border of organization". There are lot of other words researchers used for turnover as layoff, quit, discharge, exit, mobility, migression (Morrell *et al*., 2001). Morrell *et al*. (2001) said that turnover has three types or characteristics voluntary, avoidability and functionality. Voluntairess got so much attention of the researchers and it means when employees leave the organization and its related with job satisfaction. It also argued that when there is high rate of voluntary turnover it effect the organization's effectiveness (Price, 2001). Voluntary turnover meanz when employee leave the organization in form of resignation or retirement (Morrell *et al*., 2001). While involuntary turnover means that when organization lay off or terminate or death of the employee (Price, 1997).

Antecedents of intention to quit/turnover: Lot of models have been developed and introduced by many researchers in the literature on turnover availble (Mobley, 1977; Lee and Mitchell, 1994). The models of turnover divide the antecedents of turnover into three types: 1) individual, employee 2) work related and economic. Recent researchers are trying to develope multidicipline approach model (Hom and Kinicki, 2001). Research on turnover claimed that there is positive and direct relation between job dissatisfaction and turnover (Hom and Kinicki, 2001).

Mobley (1977) introduced a model on turnover and he claimed that there is direct relation between job dissatisfaction and turnover an he also claimed that there are some linkages which play role of intermediary between job dissatisfaction decision to leave. His model consist of number of dissatisfaction steps thinking to leave, then search the new source of job, actively looking and searching for new job then making caomparison between current job and new job, then make intention to stay or leave and quit or retention. Mobley model (1977)'s got so much popularity because of its theoratical and practical relevance.

Theories of turnover intention

Social Exchange theory: This theory was developed on the basis of an idea given that social behavior is the out come of exchange behaviour and the purpose of this is to increase the benfit and lower down or cutt the cost. Here the exchange meanz that material and non material goods like symbol or prestide (Homans, 1974). This theory argued that all people are bound in a social relationships link with some rewards and risks from each other. People who give much rewards will expect to receive the same from others and people who receives more rewards are under pressure to give the same to others. And when the peolpe compare their inputs and outputs or giving and receiving if cost is more than rewards then they break the relationships (Farmer and Fedor, 1999).

Human Capital theory: Becker (1996) introduced that theory in 1964. He claimed all work is not equal and that the efficiency of employee's will be increase if organization invest in them. He also claimed that if organization invest in employees education and training its more important in human capital. Learning increase the income of employees. The more the education of individual the more the level of income.

Search theory: Stigler (1961) analysed a work that how to get inforamation for investment from buyer and seller point of view. Morrell *et al*. (2001) those individuals who are looking for alternate job chances they they need reservation price due to lack of knowledge for labor market variables. Reservation price is that price or salary at which employee think to accept or reject the job offered to them in face of little other information from the labor market.

Equilibrium theory: Barnard (1938) claimed that inputs and sacrifices of individual are less then the inducments he get than in this situation individual will leave the organization. He also claimed that if there is balance between burden and satisfaction then the output will be continuity.

Exit Voice theory: This theory was given by Hirschman (1970). He said that dissatisfaction is occuring due to some things occuring bad in the organizations during work. We all know that when we meet our coworkers we

Table 1: Summary of theories

Human requirements (needs)	Human behavior (mediated by thepersonal, job-related, environmental andorganizational characteristics) (effort and performance)	Rewards for human behavior (reward)	Fulfilledrequirement(satisfaction)
Physical, cognitive and social needs (Hierarchy of needs Maslow 1943/54; Two-Factor theory Herzberg in 1959; ERG theory Alderfer in 1969; Achievement theory McClelland in 1961	Personal characteristics (Theory X and Y McGregor in 1960; Expectancy theory Vroom in 1963; Porter and Lawler model in 1968; Attribution theory; Control theory Scott and Snell in 1992). Job Characteristics theory Hackman and Oldham. Environmental characteristics (Hawthorne studies mayo). Organizational/management characteristics (Reinforcement theory Skinner in 1953/69; Goal setting theory Locke in 1968; Control theory Scott and Snell in 1992; Agency theory Hill and Jones in1992)	Intrinsic and extrinsic rewards (Scientific management Taylor in 1911;Porter and Lawler model in 1968; Reinforcement theory Skinner in 1953/69; Perceived Equity theory Adams in 1963)	If satisfied, the worker is likely to repeat the same behavior. If dissatisfied, the worker is more likely to discontinue the same behavior (16 theories)

talk about the bad things going on in the organization. Normally, that situation occurs in unsatisfied workers. Due to communication gap the problems can not reach to the management. There are two possibilities that unsatisfied workers think that if they talk to superviosrs about the problem, one the cost of changing the situation is huge as compared to the reward they get. If he talk to supervisor and try to change the situation is called voice and if he try or leave the orgnaization is called exit.

Job Matching theory: This theory was given and introduced by Jovanovic and Jacob (1979), he said that turnover intention exist when employees does not receive the full information of job before starting the job. If they came to knew about the new information they will start thinking to quit and find a new job. If that existing job meet their expectations then they will stay other wise they will quit.

Summary of literature: Table 1 explains the summary of all the above theories and their explanation according to the coronological order. It was adopted from Saif *et al.* (2012). It will guide the readers to understand the above mentioned theories easily.

MATERIALS AND METHODS

The literature that helps conceptualize the job satisfaction, turnover intention, second, the founding pieces of literature that composite the theory and third, the most emerging literature in the job satisfaction and turnover intention are selected to explain the job satisfaction and turnover intention. Based on thorough review of literature new paper has been introduced. Secondly, the SPSS 21 version is ised to make the data base in SPSS and descriptive statistics is used for the results and analysis to explain the job satisfaction and turnover intention of the academicians of higher education. The 502 filled questionnaire are collected back for this study. The pearson correlation moment and multiple regression is ised to see how much variance job satisfaction show up on the turnover intention.

Analysis of item summaries job satisfaction: This part covers the results of Job Descriptive Index scale (JDI) which tries to solve satifaction from pay, promotion, supervision, work, enviornment, co-workers. In order to prove the hypotheses the mean frequencies ,percentage, standard deviations on job satisfactionfrom the scale adopted from the holtums. One question on satisfaction, one questions for salary, one for job security, one for supervisor, one for work, one for enviornment and one for co-workers. This part consists of questions and their frequencies and percentages every question was measured on five likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree), mean scores and standard deviation for questions.

Job satisfaction can be describes as “emotional state of a person towards his/her job is called job satisfaction” (Table 2). HEIs teachers across seven questionsthe mean score was recorded from 2.9861-3.8307 (SD between 1.22589 and 1.34732) . Question qa2 ‘ my colleagues are great to work with’ recorded a highest mean (3.8307) accompanied by question qa1 ‘i am satisfied with my job’ which has recorded mean 3.7948. Strong questions and their frequencies response for the question ‘Agree’ this shows that HEI teachers consider their jobs were showing characteristics of being motivation/motivating. Items shows that teachers have tendency to answers all the items with high percentage (range from 19.9-43.0) on ‘agree’ response. Item qa2 ‘my colleagues are great to work with’ shows the highest percentage 43.0% on ‘agree’ item . The first two itmes shows low response on stongly disagree and disagree. The overall image on questions relating to HEI teahcers is related with their jobs. Results are shown in Table 2.

Turnover intention: The voluntary or involuntary resignation from the work or job is called turnover. Results are presented below Table 3. HEI teachers three items the mean range from 2.5398-2.9084 (standard deviation from 1.21263-1.35937). Item qb3 has more mean

Table 2: Item summaries job satisfaction

Job satisfaction	SD 1	D 2	N 3	Ag 4	SA 5	Mean	SD
QA1 I am satisfied with my job	6.4	6.4	17.3	41.2	28.7	3.7948	1.11769
QA2 My colleagues are great to work with	5.4	4.6	19.3	43.0	27.7	3.8307	1.05404
QA3 I can get along nicely with my supervisors	6.2	7.8	20.5	35.5	30.1	3.7550	1.14678
QA4 The job security is high in orgnization	13.3	12.9	27.3	19.9	26.5	3.3327	1.34732
QA5 I am glad to work at this company	4.6	8.4	22.9	41.2	22.9	3.6952	1.05570
QA6 I am satisfied with salary	11.4	17.7	23.1	30.7	17.1	3.2450	1.25164
QA7 My work is stressful	14.5	20.9	27.1	26.3	11.2	2.9861	1.22589

Table 3: Item summaries turnover intention

Turnover intention	SD	D	N	A	SA	Mean	SD
QB1 I think a lot about leave the organization	25.5	24.7	25.9	18.1	5.8	2.5398	1.21263
QB2 I am actively searching alternative to the organisation	20.5	28.3	18.7	25.1	7.4	2.7052	1.25124
QB3 When i can i leave orgnisation	21.3	18.7	22.3	23.1	14.5	2.9084	1.35937

Table 4: Correlation results

Correlations

Parameters	Job satisfaction	Turnover intention
Jobsatisfaction		
Pearson correlation	1	
Sig. (2-tailed)		
N	502	
Turnover intention		
Pearson correlation	-0.400**	1
Sig. (2-tailed)	0.000	
N	502	502

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

score 2.9084 and item qb2 with mean of 2.7052. Questionnaires frequencies shows the very good percentages for disagree option response highest percentage for qb2 question 28.3%. Items shows teachers have tendency to answer all items with percentage (range from 5.8-28.3%). The first three items shows high percentage as compared to last two they show low percentage. Results are sown in Table 3.

Correlation results: The pearson correlation moment and two tailed is used for getting results. The sample size taken was 502 respondents, i.e., N = 502. Yamane (1967) formula for sampling is used. The Pearson moment correlation, i.e., r = -0.400, p<0.001 is recorded weak negative but significant relationship between job satisfaction and turnover intention of the lecturers in Khyber Pakhtoon Khwa Province. The negative sign shows the direction of the relationship. It means that when the job satisfaction of lecturers is high than the turnover intention will be low. When, the job satisfaction will be low than the turnover intention will be high (Table 4).

RESULTS AND DISCUSSION

Gegression results: Simple linear regression is used. For lecturers concerning job satisfaction and turnover intention, job satisfaction shows variance, i.e., $R^2 = 0.160$, it means that 16% variance shown by job satisfaction over turnover intention. The model fit is recorded fit and significant in ANOVA Table 5, i.e., F = 95.036, p<0.001.

Table 5: Model summary regression results

Model summary

Model	R	R^2	Adjusted R^2	S.E of the estimate
1	0.400[a]	0.160	0.158	2.96616

[a]: predictors: (constant); job satisfactionb. Dependent variable: turnover intention

Table 6: ANOVA results model fit

ANOVA[a]

Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	836.138	1	836.138	95.036	0.000b
Residual	4399.051	500	8.798		
Total	5235.189	501			

[a]: dependent variable, turnover intention, b: predictors: (constant), job satisfaction

Standard regression coefficient Beta, i.e., β = -0.400, p<0.001 is also significant. The multicollinearity is found with in the limits. So, all the assumtions of the regressions are met so there is no violation of any regression assumptions (Table 5-7).

Synthesiszing the diversity of theories: There are lot of theories and models availble in the literature which explain the job satisfaction and motivation, all models and theories are not perfect but have some critics also on them but they all contribute some thing to knowledge in fields of motivation and satisfaction.

Discussion job satisfaction: The objective of the study is to investigate the level of job satisfaction and turnover intention of the academicians of advance learning universities in Pakistan. The descriptive statistics os used to get the results which includes the frequencies, percentages and mean and standard deviations. It is found that mean score of job satisfaction and its all seven facets is recorded in the range of 2.9861-3.8307, this means that job satisfaction of the academicians is at moderate level with five point Likert scale. The meaning of the

Table 7: Multicollinearity results regression analysis coefficients[a]

	Unstandardized coefficients		Standardized coefficients			Collinearity statistics	
Model 1	B	S.E	β	t	Sig.	Tolerance	VIF
Constant	14.460	0.660		21.898	0.000		
Job satisfaction	-0.256	0.026	-0.400	-9.749	0.000	1.000	1.000

[a]Dependent variable: turnover intention

moderate level of the job satisfaction is that the academicians are not fully satisfied with their job. On the other hand, the turnover intention mean score is recorded in the range of the 2.5398-2.9084. This means that academicians neither want to leave the organizations nor they want to stay in the organizations. However, these findings also indicates that some academicians in the future may be leave the organizations because of their low job satisfactions (Alam and Mohammad, 2010). From the results, it is also clear that academicians are very happy with relationship with coworkers. The mean score of colleagues is recorded highest M = 3.8307, followed by the satisfaction M = 3.7948 and supervisior/supervision M = 3.7550. It means that academicians are getting enough support and guidance from their supervisors and they are happy with their supervisors. It is also found that academicians are not happy with the job security or promotion opportunities and salary and work, the means core of these variables is recorded very low.

CONCLUSION

This conceptual literature integrates many theories and models. The foundational theories identified in this study also open up new research ideas for scholars using mix methods approaches.

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