RELATIONSHIP OF ORGANIZATIONAL POLITICS, ORGANIZATIONAL SUPPORT, TRANSFORMATIONAL LEADERSHIP AND OTHER WORK RELATED FACTORS WITH TURNOVER INTENTION AMONG UNIVERSITY TEACHERS

Imran Bukhari\(^1\) and Anila Kamal\(^2\)

Abstract

The study under investigation explored the relationship of turnover intention with perceived organizational politics, organizational citizenship behavior, job stress, perceived organizational support, transformational leadership, organizational commitment and job satisfaction among 450 (278 males and 172 females) university teachers from public and private sector universities in Pakistan. Pearson moment correlation analysis and t-test were computed to investigate the relationship between the study variables. Results showed that turn over intention was positively related to perceived organizational politics and job stress, and perceived organizational support, transformational leadership, job satisfaction, organizational citizenship behavior and organizational commitment were found to have negative relationship with turnover intention. The predictive relationship of the above mentioned variables with turnover intention was assessed through multiple regression analysis. It was also founds that males scored higher perceived organizational politics and job stress while females were found to have higher perception about their leaders to be transformational and were more committed to their organizations.

*Keywords:* Turnover Intention, Job Satisfaction, Job Stress, Organizational Citizenship Behavior, Perceived Organizational Support.

*JEL Classification:* I230

---

\(^1\) National Institute of Psychology, Quaid-i-Azam University Islamabad. Email: imranpsy@yahoo.com

\(^2\) National Institute of Psychology, Quaid-i-Azam University Islamabad. Email: dranilakamal@gmail.com
Introduction

In the current competitive world economy, organizations spend plenty of its resources on their employees, so that their employees’ organizational performance can be enhanced. Therefore, organizations strive to sustain their skilled workforce through different techniques and rely on number of predictor and mediating factors to decrease turnover intentions among employees, and universities are no exception. Higher educational institutions, like universities, hold pivotal role in the development of any society or economy. This is the place and point where development and transfer of skilled and knowledgeable workforce takes place. Role of university teachers hold primary importance in shaping and developing a knowledgeable workforce. There are certain factors at organizational level, management level and organization's environmental level that facilitate the organizations in retaining their skilled and knowledgeable workforce. Keeping that view in mind, the current research looked into the role of organizational citizenship behavior, perceived organizational politics, transformational leadership, organizational commitment, job stress, perceived organizational support and job satisfaction in determining turnover intention among university teachers in Pakistan.

According to Price (2001), when an individual moves away from an organization, it is referred to as employee turnover. The word "individual" in this definition represents employee of the organization while "movement" refers to employee's shift from one organization to any other organization that he/she finds more beneficial for his/her career development or personal satisfaction. The term turnover reflects an employee's behavior of quitting an organization. In 1975, Fishbein and Ajzan proposed their theory known as theory of reasoned action. This theory advocates that behaviors are based on individual's intention to manifest that particular behavior. In other words, it can be said that intentions are best predictors of an individual's behavior. Keeping this perspective in view, this study aimed to dig into understanding the dynamics of relationship between employees' intention to leave the organization with those predicting factors that may become the reason for university teachers to develop cognitive state of turnover intention.

When power is practiced in the organization, it is referred to as organizational politics (Badham, 2010). A specific set of events helps to induce the perceived organizational politics in the workforce. Ferris, Adams, Kolodinsky, Hochwarter and Ammeter (2002) demonstrated that the development of perceived organizational politics among employees is influenced by multiple antecedent factors. They also investigated plenty of outcome variables that are affected from employees' perception of organizational politics. Researches had shown a significant positive association between turnover intention and perceived organizational politics (Daskin & Tezer, 2012; Ferris et al., 2002; Gbadamosi & Chinaka, 2011; Sowmya & Panchanatham, 2012). According to the above mentioned literature, the following hypothesis was formulated:

H1: Turnover intention is positively related to perceived organizational politics among university teachers.
According to Eisenberger, Huntington, Hutchison, and Sowa (1986) when employees develop a general belief that their organization take care of their needs and recognize their effort, this perception is referred to as perceived organizational support (POS). Greater perceived organizational support induces positive feelings of attachment among the employees with their respective organization. It enhances a sense of belonging in the employees (Shore & Wayne, 1993). A research by Eisenberger, Fasolo, and LaMastro (1990) explains that workers who score high on POS scale will develop stronger connection with their organization and will also tend to be a part of their organization. Daskin and Tezer (2012) and Hussain and Asif (2012) found a negative association between turnover intention and perceived organizational support among workers. Similarly, Madden, Mathias, and Madden (2015) also provided support to the notion that employees’ intention to leave their organization will decrease when they develop higher POS. Hence, in the view of the above literature, the following hypothesis was formulated:

H2: Turnover intention is negatively related to perceived organizational support among university teachers.

According to Bass, Avolio, Jung, and Berson (2003), transformational leaders helps to motivate employees by giving them proper attention. They help them to enhance their problem solving skills and take care of their needs. Transformational leaders’ individualized consideration to all the employees for their growth and achievement increases their commitment with their employing organization, thus reducing their turnover intention. Majority of the studies (Dimaculangan & Aguiling, 2012; Ali, Jan, Ali & Tariq, 2014) conducted in various fields of industries had concluded that employees’ turnover intention is negatively related to transformational leadership style. Moreover, in a study, employees’ turnover intention was found to show a negative relationship with transformational leadership style (Gul, Ahmad, Rehman, Shabir & Razzaq, 2012). The above mentioned literature helped us in postulating the following hypothesis:

H3: Turnover intention is negatively related to transformational leadership among university teachers.

Meyer and Allen (1997) argued that employees simultaneously experience three mindsets i.e. normative, continuance and affective organizational commitment that, together, constitute organizational commitment. Affective commitment is related with the employee’s feelings for his/her organization. It is the sense of belongingness and attachment. Normative commitment occurs when employee feels that staying on the job and benefiting organization is their moral duty. Whereas, Employees' perceived cost of leaving the organization is known as his/her continuance commitment. When employees’ commitment with the organization increases, it results into their decreased intention to leave the organization. There are number of researches that supported this notion and have demonstrated that employees’ turnover intention is decreased when their commitment to the organizational is increased (Chao, 2010; Jehanzeb, Rasheed & Rasheed, 2013). Similarly, Vigoda (2000) demonstrated that employees’ increased organizational commitment decreases their turnover intention. The above mentioned literature helped us in postulating the following hypothesis:
**H4:** Turnover intention is negatively related to organizational commitment among university teachers.

Organ (1988) postulated organizational citizenship behavior (OCB) as employee’s discretionary behavior that is aimed at promoting prosocial behavior in work environment. This prosocial discretionary behavior is not rewarded by organization’s formal reward system but it enhances organization’s effective functioning. It is directed at providing support to the other employees (colleagues) in the organization as well as the organization. Such a positive and supportive work environment makes it difficult for an employee to develop an intention to leave the employing organization. There are number of researches that shows turnover intention to have a negative relationship with organizational citizenship behavior (Aryee & Chay, 2001; Podsakoff, Whiting, Podsakoff, & Blume, 2009). Similarly, Randall, Cropanzano, Bormann and Birjulin (1999) also demonstrated a converse relationship between turnover intention and OCB. The above mentioned literature helped us in postulating the following hypothesis:

**H5:** Turnover intention is negatively related to organizational citizenship behavior among university teachers.

According to the formal definition, job satisfaction refers to how one measures his/her attitudes and feelings towards his/her job (Graham, 1982). When employees do not find satisfaction with their job in a given work environment, they start looking for the alternative job opportunities to find a satisfying job. It is very important to satisfy individual's intrinsic as well as extrinsic needs in order to reduce his/her intention to leave the organization. DeConinck and Stilwell (2004), in their study, demonstrated that employees intention to leave their employing organization is decreased when their job satisfaction is high. There are also other researches that support the notion that employees’ intention to leave their employing organization is decreased when their job satisfaction is increased (Harris, Harris & Harvey, 2007; Scotter, 2000). The above mentioned literature helped us in postulating the following hypothesis:

**H6:** Turnover intention is negatively related to job satisfaction among university teachers.

According to Beehr and Newman (1978), job stress refers to a state when a worker’s normal functioning starts disrupting while job related factors demands him/her to change his/her physiological and psychological condition. Employees' turnover intention increases when they find their job as more stressful. Similarly, the findings of Awang, Amir and Osman (2013) also showed that employees’ turnover intention increases when they experience increased job stress at workplace. Similarly, there are also many other researches that support the notion that employees’ turnover intention will increase when they experience more job stress (Arshadi & Damiri, 2013; Mosadeghrad, 2013). So, according to the above mentioned literature following hypothesis was formulated:

**H7:** Turnover intention is positively related to job stress among university teachers.
Method

Sample

The sample included in this study is comprised of 450 teachers (172 females and 278 males) from private and public sector universities in Bahawalpur, Sargodha, Quetta, Karachi, Lahore, Rawalpindi and Islamabad

Table 1

Sample Description

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>278</td>
<td>61.8</td>
</tr>
<tr>
<td>Female</td>
<td>172</td>
<td>38.2</td>
</tr>
<tr>
<td>Total</td>
<td>450</td>
<td>100</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BS/MA/M.Sc</td>
<td>134</td>
<td>29.8</td>
</tr>
<tr>
<td>MS/M.Phil</td>
<td>176</td>
<td>39.1</td>
</tr>
<tr>
<td>Ph.D</td>
<td>140</td>
<td>31.1</td>
</tr>
<tr>
<td>Total</td>
<td>450</td>
<td>100</td>
</tr>
<tr>
<td><strong>Designation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lecturer</td>
<td>238</td>
<td>52.9</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>116</td>
<td>25.8</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>43</td>
<td>9.6</td>
</tr>
<tr>
<td>Professor</td>
<td>53</td>
<td>11.8</td>
</tr>
<tr>
<td>Total</td>
<td>450</td>
<td>100</td>
</tr>
<tr>
<td><strong>Province</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Punjab</td>
<td>165</td>
<td>36.7</td>
</tr>
<tr>
<td>Sindh</td>
<td>153</td>
<td>34</td>
</tr>
<tr>
<td>Balochistan</td>
<td>26</td>
<td>5.8</td>
</tr>
<tr>
<td>Federal Capital</td>
<td>106</td>
<td>23.6</td>
</tr>
<tr>
<td>Total</td>
<td>450</td>
<td>100</td>
</tr>
</tbody>
</table>
**Instruments**

*Perceptions of Organizational Politics*

Kacmar and Carlson’s (1997) perceptions of organizational politics scale was used to measure employees’ perception of organizational politics. This scale is constituted of fifteen items. It is five point Likert type rating scale where response categories ranged from strongly disagree to strongly agree. Andrews and Kacmar (2001) demonstrated an internal consistency estimate of .87 for this scale.

*Survey of Perceived Organizational Support*

Employees’ POS was assessed through eight items’ shortened version of the survey of perceived organizational support by Eisenberger, et al. (1986). It is a seven point rating scale. Response categories ranged from strongly disagree to strongly agree. Eisenberger, Cummings, Armeli, and Lynch (1997) demonstrated an internal consistency estimate of .90 for this scale.

*Transformational Leader Behavior Inventory*

Multifactor leadership inventory by Bass and Avolio’s (1995) was used to assess employees' perception of transformational leadership. The scale is comprised of 40 items where 20 items, each, measure transactional leadership and transformational leadership. 20 items measuring transformational leadership were selected from the scale. Items are rated on a 5-point scale that range from "Not at all" to "Always". Bass and Avolio (1995) demonstrated an internal consistency estimate of .89 for this scale.

*Job Satisfaction*

Pop-Vasileva, Baird and Blair (2011) extracted a shortened version of job satisfaction from Spector’s (1985) Job Satisfaction Survey. This shortened version of the scale included nine items. It is a five point Likert type rating scale. Pop-Vasileva, Baird and Blair (2011) demonstrated an internal consistency estimate of .74 for this scale.

*Turnover Intentions Scale*

Seashore, Lawler, Mirvis, and Camman (1982) developed a three items turnover intention scale. This scale was used in the current study. This scale is comprised of seven response categories that ranged between strongly agree and strongly disagree. Seashore et al. (1982) demonstrated an internal consistency estimate of .71 for this scale.
Job Stress

Job stress was assessed through Parker and De Cotiis (1983) thirteen items Job stress scale. This scale has five response categories that ranged between strongly disagree and strongly agree. Jamal and Baba (2000) demonstrated an internal consistency estimate of .85 for this scale.

Organizational Citizenship Behavior

To assess organizational citizenship behavior, Lee and Allen (2002) organizational citizenship behavior scale was used. This scale measures two dimensions of organizational citizenship behavior (OCBI and OCBO). Farh, Zhong, and Organ (2004) demonstrated an internal consistency estimate of .89 for this scale. This scale has sixteen items and it has five response categories, ranging from never to always.

Organizational Commitment

Meyer, Allen, and Smith's (1993) shortened version of organizational commitment scale was used to assess organizational commitment of the employees. This scale includes eighteen items with five response categories. Response categories ranged from strongly disagree to strongly agree. Abbas and Khanam (2013) demonstrated an internal consistency estimate of .84 for this scale.

Results

Pearson product moment correlation was computed to study the relationship between study variables. Furthermore, predictive role of transformational leadership, OCB, POS, perceived organizational politics, job satisfaction, job stress and organizational commitment in determining turnover intention was computed through linear regression analysis. Internal consistency of the scales was computed through Cronbach Alpha reliability coefficient.

Descriptive Analysis

Table 2
Descriptive Statistics of the Scales Used in the Current Study (N = 450)

<table>
<thead>
<tr>
<th>Scale</th>
<th>No. of Items</th>
<th>M</th>
<th>SD</th>
<th>Sk</th>
<th>Ku</th>
<th>α</th>
</tr>
</thead>
<tbody>
<tr>
<td>POPS</td>
<td>15</td>
<td>48.69</td>
<td>8.63</td>
<td>-.31</td>
<td>-.18</td>
<td>.72</td>
</tr>
<tr>
<td>SPOS</td>
<td>8</td>
<td>36.95</td>
<td>9.04</td>
<td>-.02</td>
<td>-.31</td>
<td>.74</td>
</tr>
<tr>
<td>MLQ</td>
<td>20</td>
<td>70.35</td>
<td>13.62</td>
<td>-.27</td>
<td>-.07</td>
<td>.89</td>
</tr>
<tr>
<td>OCS</td>
<td>18</td>
<td>70.93</td>
<td>7.36</td>
<td>.31</td>
<td>-.38</td>
<td>.83</td>
</tr>
</tbody>
</table>

(Table Continued...)
The study under investigation explored the relationship of turnover intention with perceived politics, organizational support, and other factors. A specific set of events helps to induce the perceived organizational politics in teachers, leading to a cognitive state of turnover intention. Intentions are best predictors of an individual's behavior. Keeping this perspective in view, this organization while "movement" refers to employee's shift from one organization to any other are no exception. Higher educational institutions, like universities, hold a pivotal role in the organization of employees, so that their employees' organizational performance can be enhanced. Therefore, the organization should motivate employees by giving them proper attention. They help them to enhance their problem-solving skills and job satisfaction. The above mentioned literature helped us in understanding that employees' turnover intention is decreased when their job satisfaction is high. There are also other researches that support the notion that employees' job stress is positively related to their turnover intention.

The sample included in this study is comprised of 450 teachers (172 females and 278 males). Descriptive statistics of the scales used in the current study are as follows:

<table>
<thead>
<tr>
<th>Scale</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Alpha</th>
<th>Cronbach's Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRBS</td>
<td>40.23</td>
<td>6.30</td>
<td>-.68</td>
<td>.07</td>
</tr>
<tr>
<td>OCBS</td>
<td>58.87</td>
<td>8.37</td>
<td>-.33</td>
<td>.65</td>
</tr>
<tr>
<td>JSS</td>
<td>29.76</td>
<td>5.56</td>
<td>-.17</td>
<td>.94</td>
</tr>
<tr>
<td>TOS</td>
<td>9.70</td>
<td>5.06</td>
<td>.51</td>
<td>-.99</td>
</tr>
<tr>
<td>JS</td>
<td>39.96</td>
<td>11.47</td>
<td>-.04</td>
<td>.89</td>
</tr>
</tbody>
</table>

Note. POPS = Perceived organizational politics scale, SPOS = Survey of perceived organizational support, MLQ = Multifactor leadership inventory, OCS = Organizational commitment sub-scale, IRBS = In-role behavior scale, OCBS = Organizational citizenship behavior scale, JSS = Job satisfaction survey, TOS = Turnover intention scale, JS = Job stress scale.

Table 2 shows values of mean, standard deviation, kurtosis, skewness and alpha coefficient. Reliability scores for all the scales show that they fall into acceptable range, ranging from .62, minimum, to .90 maximum. As mentioned earlier, according to Murphy and Davidshofer (2001), reliability estimates falling below .60 are usually considered to be unacceptably low. Although, all the reliability estimates fall above traditional mark of .70, only job satisfaction's reliability value (.62) falls below .70. These reliability estimates show that all the instruments, that were used in this study, are internally consistent and validates the operationalization of the study constructs.

Correlational Analysis

Table 3
Correlational Analysis

<table>
<thead>
<tr>
<th>Scales</th>
<th>POPS</th>
<th>POS</th>
<th>TL</th>
<th>OC</th>
<th>OCB</th>
<th>SAT</th>
<th>TOI</th>
<th>Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>POPS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POS</td>
<td>- .33**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL</td>
<td>-.14**</td>
<td>.49**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC</td>
<td>-.08</td>
<td>.09</td>
<td>.19**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>.04</td>
<td>.17**</td>
<td>.27**</td>
<td>.12*</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAT</td>
<td>-.40**</td>
<td>.58**</td>
<td>.42**</td>
<td>.23**</td>
<td>.23**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOI</td>
<td>.22**</td>
<td>-.31**</td>
<td>-.21**</td>
<td>-.24**</td>
<td>-.13**</td>
<td>-.44**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Stress</td>
<td>.23**</td>
<td>-.34**</td>
<td>-.28**</td>
<td>-.19**</td>
<td>-.11*</td>
<td>-.46**</td>
<td>.38**</td>
<td>1</td>
</tr>
</tbody>
</table>

Note. POPS = Perceived organizational politics, POS = perceived organizational support, TL = transformational leadership, SAT = Job satisfaction, OC = organizational commitment, OCB = organizational citizenship behavior, TOI = Turnover intention, Stress = job stress *p<.05, **p<.01
Table 3 shows that turnover intention has a positive relationship with perceived organizational politics. It is also found to have a negative relationship with transformational leadership, organizational commitment, POS, OCB and job satisfaction among university teachers.

**Multiple Regression Analysis**

<table>
<thead>
<tr>
<th>Variable</th>
<th>B</th>
<th>S.E</th>
<th>β</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>8.95</td>
<td>.04</td>
<td>.02</td>
<td></td>
</tr>
<tr>
<td>POPS</td>
<td>.02</td>
<td>.05</td>
<td>-.07</td>
<td>.22***</td>
</tr>
<tr>
<td>POS</td>
<td>-.07</td>
<td>.06</td>
<td>-.05</td>
<td></td>
</tr>
<tr>
<td>TL</td>
<td>.05</td>
<td>.05</td>
<td>.05</td>
<td></td>
</tr>
<tr>
<td>OC</td>
<td>-.13</td>
<td>.04</td>
<td>-.13**</td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>-.01</td>
<td>.04</td>
<td>-.01</td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>-.28</td>
<td>.06</td>
<td>-.28***</td>
<td></td>
</tr>
<tr>
<td>Job Stress</td>
<td>.18</td>
<td>.05</td>
<td>.18***</td>
<td></td>
</tr>
</tbody>
</table>

Note. POPS = Perceived organizational politics, POS = perceived organizational support, TL = transformational leadership, OCB = organizational citizenship behavior, OC = organizational commitment.

R² = .22***

**p<.01, ***p<.001**

Table 4 demonstrate that organizational commitment, job stress and job satisfaction proved to be significant predictors of turnover intention while perceived organizational politics, POS, transformational leadership and OCB were not found to be significantly predicting turnover intention. Overall, the model explained 22% variance in turnover intention.

**Discussion**

The reliability coefficients of all the scales used in this study fell above .70. Only for job satisfaction scale, alpha coefficient was found below .70. Alpha coefficient for job satisfaction scale was found to be .62. In this study, a shortened version of Pop-Vasileva, Baird and Blair (2011) was used to assess university teachers’ job satisfaction. This shortened version was derived from Spector’s (1985) thirty six item job satisfaction scale that was comprised of 36 items and this scale measured nine dimensions of job satisfaction. For each dimension four items were specified in the original scale. This shortened version included nine items, extracted from the original thirty six items’ scale. Each item represented an independent facet of job satisfaction as described by Spector (1985). This is rarely possible that people could show consistent response pattern for all nine items, where each item is representative of an independent facet of job satisfaction. The reason for low reliability of shortened
version could be fact that people might score high on one aspect of job satisfaction while score low on
the other aspect of job satisfaction, at the same time. To address this issue of low alpha reliability,
test-retest reliability was computed on thirty respondents of the main study. Results of test-retest
reliability showed internal consistency estimate of .73.

Hypothesis 1 of the current research study stated that turnover intention is positively related
to perceived organizational politics (POP) among university teachers. Results from table 3 show that
POP is significantly and positively associated to turnover intention in positive direction (r = .22**). Hence,
hypothesis 1 of the present research was supported by the research data. In a meta-analytic
study, Miller, Rutherford and Kolodinsky (2008) also reported turnover intention to be positively
affected by employees’ POP. Similarly, on a sample of doctors and nurses in Pakistan, Javed, Abrar,
Bashir and Shabir (2014) also reported a positive relationship of turnover intention with POP.

Hypothesis 2 of the present study declared that turnover intention is negatively related to
perceived organizational support (POS) among university teachers. Results from table 3 show that
POS was significantly related to turnover intention in negative direction (r = -.31**). Hence,
hypothesis 2 of the study was also supported by the results of the data. Similarly, Harris, Harris and
Harvey (2007) also reported a converse relationship between employees’ intention to leave their
employing organization and their POS. Moreover, recently Zhong, Wayne and Liden (2016) also
demonstrated a converse relationship between turnover intention and employees’ POS.

Hypothesis 3 stated that turnover intention is negatively related to transformational
leadership among university teachers. Results from table 3 show that transformational leadership (TL)
was significantly associated to turnover intention in negative direction (r = -.21**). Hence, hypothesis
3 of the study is consistent with the results of the data. Similarly, Khan (2015) demonstrated a
converse relationship between TL and employees’ turnover intention. Moreover, Yadav and Misra
(2015) also reported similar results in their study.

Hypothesis 4 of the study declared that turnover intention is negatively related to
organizational commitment among university teachers. Results from table 3 show that employees’
turnover intention is conversely related to their organizational commitment (r = -.24**). Hence,
hypothesis 4 of the study was also accepted by the data. Similarly, Dimaculangan and Aguiling (2012)
also reported a negative relationship between employees’ commitment to their organization and their
turnover intention. Moreover, recently, Yamazakia and Petchdee (2015) also demonstrated a converse
relationship between employees’ commitment to their organization and their turnover intention.

Hypothesis 5 of the study stated that turnover intention is negatively related to organizational
citizenship behavior among university teachers. Results from table 3 show that organizational
citizenship behavior was significantly associated to turnover intention in negative direction (r = -.13**). Hence, hypothesis 5 of the study was also supported by the data. Similarly, Karatepe (2013)
also provided support to the notion that employees’ intention to leave their organization and organizational citizenship behavior. Moreover, Chang, Rosen and Levy (2009) also came up with similar finding in support of the proposed relationship, mentioned above.

Hypothesis 6 of the study stated that turnover intention is negatively related to job satisfaction among university teachers. Results from the table 3 show that job satisfaction (JS) was significantly associated to turnover intention in negative direction \( r = -.44^{**} \). Hence, hypothesis 6 of the study was also supported by the data. Similarly, Meisler and Vigoda-Gadot (2014) also came up with supporting evidence in favor of the notion that employees’ turnover intention is inversely related to their JS. Moreover, Bodla and Danish (2009) also demonstrated a negative relationship between JS and employees’ turnover intention.

Hypothesis 7 of the study stated that turnover intention is positively related to job stress among university teachers. Results from the table 3 demonstrate that turnover intention was significantly related to job stress in positive direction \( r = .38^{**} \). Hence, hypothesis 7 of the study was also supported by the research data. Similarly, Bodla and Danish (2009) demonstrated a strong positive relationship between employees’ intention to leave the organization and their job stress. Moreover, Chang, Rosen and Levy (2009) also provided support to the above mentioned proposition that employees’ job stress is positively related to their turnover intention.

Table 4 showed that organizational commitment and job satisfaction negatively predicted turnover intention while job stress predicted turnover intention in positive direction. On the other hand, POP, OCB, TL and POS were not found to be predictive of turnover intention. The reason for perceived organizational politics, perceived organizational support and transformational leadership not predicting turnover intention may be that in countries like Pakistan, an Asian country, collectivist good is considered more important than the individual benefit. Hofstede (2001) and House (2004) studied more than 60 countries across the globe and placed more than those 60 societies into clusters, based on their common values, attitudes and practices. According to their research findings, Pakistani society is a very restrained and collectivist society, meaning that people sacrifice their personal desires and impulses for the sake of collective good of the society. This may be the reason that people do not give much importance to the factors like organizational politics, organizational support and leadership and organizational citizenship behavior, resulting their turnover intentions to be independent of these predictors.

Conclusions, Limitations and Suggestions

Although the sample of the study included universities from all the major cities and provinces of Pakistan, except KPK province, it was not, still, possible to get good enough representation of the participants from the universities other than the ones in major cities like Karachi, Lahore and Islamabad. The future research should focus on including participants, proportionately,
from the cities other than these major cities.

The study used self-report method of measurement that may raise the issue of reliability of the results. To be more reliable in their generalization, future research should try to use more than one method of measurement.

Future researches should also study turnover intention as a predictor variable in relation to many other organizational like variables like job performance, work efficacy, absenteeism etc. Although perceived organizational politics, POS and transformational leadership did not prove to be predicting turnover intentions, their role as mediators should also be explored in future.

References


Harris, R. B., Harris, K. J., & Harvey, P. (2007). A test of competing models of the relationships
among perceptions of organizational politics, perceived organizational support, and individual outcomes. *The Journal of social psychology, 147*(6), 631-656


Perceived Organizational Support.

Transformational leadership and organizational commitment were more committed to their organizations.

The study under investigation explored the relationship of turnover intention with perceived organizational politics (Daskin & Tezer, 2012; Badham, 2010). A specific set of events helps to induce the perceived organizational politics in the organization while "movement" refers to employee's shift from one organization to any other organization.

Current research looked into the role of organizational citizenship behavior, perceived organizational politics, and transformational leadership in affecting employees' turnover intention. Moreover, Zhong, Wayne, and Liden (2016) also demonstrated a negative relationship between employees' commitment to their organization and their turnover intention. In support of the proposed relationship, mentioned above.

Although, perceived organizational politics, POS and transformational leadership did not prove to be predictive of turnover intention. The reason for this is that employees' intention to leave their employing organization and their POS. Moreover, recently Zhong, Wayne and Liden (2016) also demonstrated that employees' turnover intention is decreased when their commitment to the organization increases.

Meyer and Allen (1997) argued that employees simultaneously experience three mindsets: intrinsic, extrinsic, and instrumental. According to their research findings, Pakistani employees' turnover intentions are independent of these mindsets.

While Hofstede (2001) and House (2004) found that in the Asian culture, good is considered more important than the individual benefit. Similarly, POS, OCB, TL and POS were not found to be predictive of turnover intention. The reason for this is that employees' intention to leave their employing organization and their POS.

Hand, POP, OCB, TL and POS were not found to be predictive of turnover intention. The reason for this is that employees' intention to leave their employing organization and their POS. Moreover, recently Zhong, Wayne and Liden (2016) also demonstrated a negative relationship between employees' commitment to their organization and their turnover intention. In support of the proposed relationship, mentioned above.

Despite the findings of Murphy and Davidshofer (2001), Podsakoff, Whiting, Podsakoff and Blume (2009), Podsakoff, Podsakoff, Borman and Birjulin (1999) did not find a significant relationship between employees' commitment to their organization and their turnover intention.

In contrast, Mathias, and Madden (2015) also provided support to the notion that employees' intention to leave their employing organization and their POS. Moreover, Bodla and Danish (2009) also demonstrated a negative relationship between employees' commitment to their organization and their turnover intention.

As mentioned earlier, according to Murphy and Davidshofer (2001), Podsakoff, Podsakoff, Borman and Birjulin (1999) did not find a significant relationship between employees' commitment to their organization and their turnover intention.

According to Murphy and Davidshofer (2001), Podsakoff, Podsakoff, Borman and Birjulin (1999) did not find a significant relationship between employees' commitment to their organization and their turnover intention.

References


