Universiti Utara Malaysia

WORK ENVIRONMENT, ORGANIZATIONAL COMMITMENT AND INTENTION TO QUIT AMONG NURSES: THE MEDIATING ROLE OF JOB BURNOUT

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DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2017

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Abstrak

Kekurangan jururawat merupakan satu daripada isu utama semua negara yang sedang membangun disebabkan oleh peningkatan niat untuk berhenti di kalangan jururawat. Kajian ini bertujuan untuk menganalisis kesan persekitaran kerja, komitmen organisasi dan niat untuk berhenti di kalangan jururawat psikiatrik di Punjab, Pakistan melalui kelesuan upaya kerja sebagai pengantara. Kaedah kajian tinjauan digunakan dan maklumat diperolehi melalui pengedaran soal selidik kepada jururawat psikiatrik. Seramai 305 responden mengambil bahagian dalam kajian ini melalui persampelan rawak mudah. Persekitaran kerja, komitmen organisasi dan niat untuk berhenti diukur dengan menggunakan *Work Environment Scale* (WES), *Organizational Commitment Scale* (OCS), dan *Intention To Quit Scale* (ITQS), manakala kelesuan upaya kerja diukur dengan menggunakan *Maslach Burnout Inventory Scale* (MBIS). Analisis statistik deskriptif dan inferensi digunakan untuk menganalisis data. Dua puluh lapan hipotesis telah diuji, 13 hipotesis telah diterima dan 15 hipotesis telah ditolak. Keputusan menunjukkan bahawa dari segi persekitaran kerja, terdapat hubungan yang signifikan di antara penglibatan, perpaduan rakan sebaya, tekanan kerja dan niat untuk berhenti. Hubungan yang tidak signifikan didapati antara sokongan penyelia, kejelasan dan keselesaan fizikal. Dari segi komitmen organisasi, terdapat hubungan yang signifikan antara komitmen afektif dan niat untuk berhenti manakala hubungan tidak signifikan ditemui di antara niat untuk berhenti dengan komitmen penerusan dan normatif. Penemuan ini menunjukkan bahawa kelesuan upaya kerja menjadi pengantara hubungan antara penglibatan, perpaduan rakan sebaya, keselesaan fizikal dan niat untuk berhenti di samping menjadi pengantara kepada hubungan di antara komitmen normatif dan niat untuk berhenti. Dapatan kajian ini menyumbang kepada disiplin ilmu dan dapat membantu penggubal dasar dan pihak pengurusan hospital mengurangkan niat untuk berhenti di kalangan jururawat psikiatrik.

Kata kunci: Persekitaran kerja, Komitmen organisasi, Niat untuk berhenti, Kelesuan upaya kerja, Jururawat psikiatrik.

Abstract

The shortage of nurses is one of the crucial issues in developing countries due to increased intention to quit among nurses. The aim of this study was to analyze the relationship between work environment, organizational commitment and intention to quit among psychiatric nurses in Punjab, Pakistan through the mediating role of job burnout. A survey method was utilized and information was gathered by distributing questionnaire to psychiatric nurses. A total of 305 respondents participated in this study via simple random sampling. Work environment, organizational commitment and intention to quit were measured by using the Work Environment Scale (WES), Organizational Commitment Scale (OCS) and Intention To Quit Scale (ITQS), while job burnout was measured by using the Maslach Burnout Inventory Scale (MBIS). Descriptive and inferential statistical analyses were used to analyze the data. Twenty eight hypotheses were tested, thirteen hypotheses were accepted and fifteen were rejected. Results indicated that with regards to work environment, there were significant relationships between involvement, peer cohesion, work pressure and intention to quit. Insignificant relationships were found between supervisors support, clarity and physical comfort. With regards to organizational commitment, there were significant relationships between affective commitment and intention to quit while insignificant relationships were found between intention to quit with continuance and normative commitment. These findings signify that job burnout mediated the relationships between involvement, peer cohesion, physical comfort and intention to quit as well as mediating the relationship between normative commitment and intention to quit. The findings of this study contribute to the body of knowledge and may assist policy makers and hospital management to reduce the intention to quit among psychiatric nurses.

Keywords: Work environment, Organizational commitment, Intention to quit, Job burnout, Psychiatric nurses.

Acknowledgement

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List of Abbreviations

WEI	Involvement
WEP	Peer Cohesion
WES	Supervisors Support
WEPr	Work Pressure
WEC	Clarity
WEPH	Physical Comfort
OCA	Affective Commitment
OCC	Continuance Commitment
OCN	Normative Commitment
ITQ	Intention to Quit
JB	Job Burnout

CHAPTER ONE
INTRODUCTION

"Nursing is more than the sum of its parts. Any health system needs nurses who are intellectually able and emotionally aware and who can combine technical, clinical skills with a deep understanding and ability to care, as one human to another. This is a constant of nursing. It is the base value on which public trust rests and the profession is grounded. As a profession, it is our promise to society". (p.63) (Beasley, 2006).

1.1 Background of the Study

The need for health care and nursing is as strong as it has ever been. In the world, in health sector, nurses are an essential resource and they are central to the delivery of 21st century healthcare (Graffitists, 2000). The role of nurses in the health sector is inevitable and they need to be motivated. According to United kingdom Central Council's report on *health care futures* (Warner, Longley & Gould,1998), in the future decades, nursing will characterize a high degree of scientific rationality and technical competence while retaining its human qualities and continuing to find the time to express them. All medical nurses need to work really hard. As far as their profession is concerned, they not only care for those patients who are ill, but for those who are financially unstable thus giving them extra care. While working in healthcare centers, 24 hours care is provided by nurses to the society`s vulnerable population (Erlen & Sereika, 1997).

The primary job of nurses in health care center is to take care of patients and to provide the best possible support to the ailing people. Those nurses who work in psychiatric

healthcare centers should have sound mental health so that they will be able to provide mental relief to others. It is often observed that they themselves are suffering from depression, work load, anxiety, shortage of sleep and some other issues. Nurses at old age, cannot live independently in their houses and have to adjust themselves with the other members of family. To provide the best quality of services to a nurse, a good environment is required for them. Because of several reasons, the shortage and intention to quit exists among nurses worldwide.

Nurses' intention to quit was found in different countries such as United States (Ingersoll, Olsan, Drew-Cates & Vinney, 2002; Lynn & Redman, 2005) Canada, Taiwan (Chang & Huang, 2006; Liou & Cheng, 2010) and Australia (Parry, 2008). The consistent negative relationship between organizational commitment and nurses' turnover intention was evidenced through these studies (Ingersoll, Olsan, Drew-Cates & Vinney, 2002; Lynn & Redman, 2005; Parry, 2008).

In Japan, nurses wanted to give up their jobs, especially young nurses as they were dissatisfied with the environment of their workplace, having low professional skills and low commitment. In a survey in 1999, twenty-eight percent of nurses were not satisfied with their jobs due to the overload of work and insufficient income. Fifty one percent were merely satisfied and only twenty-one percent were fully satisfied (Shimizu & Jonge, 2009). Suhaime, Mahmud and Hasin (2011) also found intention to quit among nurses working in private and government hospitals in Malaysia.

According to the data provided by World Health Organization, the maximum shortage of nurses is in Asia (Ivković, 2011). Rajan (2013), found that several nurses' intention to quit had changed in actual turnover, and they quit their jobs in a government hospital and joined private hospitals in India.

Different factors contribute to nurse's intention to quit such as poor work environment and lack of organizational commitment. It was found that nurses working in hospitals had the second rate of the lowest satisfaction because of the poor work environment (Castle, 2006). It is considered that when a person has job stress, he/she cannot pay proper attention to the job which can lead to poor performance at the workplace. According to Leiter, Jackson, and Shaughnessy (2009), due to the high turnover rate of nurses worldwide, many developing countries faces shortages of nurses.

During the recent decade, the scanty of nurses have been a serious issue all over the world. Most of the countries which are the members of Organization Economic Co-operation and Development (OECD) are facing nurse's shortage and there is hardly any problem of employment of trained nurses (Flinkman, Leino-kilpi & Salantera, 2010).

Hazell and Kenneth (2010) believes that, nurses faces job-oriented stresses and hence they suffers from burnout while working at their job places. Turnover also cause administrative issues to the hospital where they work. When hospital hires nurses on temporary basis due to shortage of trained nurses, the performance of such hospital gets affected and cost them additional financial lost (Christine, Kovner & Brewer, 2009). It

has been observed that high turnover ratio among the nurse's results in poor quality of health care services (Castle, 2006; Castle & Engberg, 2006).

Kanchanitran (2011) highlighted that, there is an association between job satisfactions, job-related stress and intention to quit. However that relationship also depends on the organizational retention strategies. A variety of work environment factors can affect employees and organizational productivity variables, for example, organizational commitment, absenteeism, turnover, satisfaction and job performance (Leka & Houdmont, 2010).

As far as organizational management is concerned, different organizations in the world are providing a proper work environment with attractive packages in order to sustain the reliability of the nursing staff but still there are many challenges (Sverke, 2008). In a wider perspective, poor work environment not only puts a negative impact on the mind of the nursing staff, but also on the organization where these nurses work. Obviously, different cultures, languages and states have different reasons for burnout (Schaufeli, Bakker, Hoogduin, Schaap & Kladler, 2001; Schutte, Toppinen, Kalimo & Schaufeli, 2000). Holtem, Ritchell, Lee and Eberly (2008), are of the opinion that voluntary turnover on behalf of nurses seems useful to know about the relations between organizational macro strategies and the individual behavior of employee in the organization. When organizations realise the voluntary turnover, they are in better position to link individual experiences within organizational practices of success (Holtem, Ritchell, Lee & Eberly, 2008).

1.2 Problem Statement

The outcome of different studies shows that turnover intentions are a significant predictor of actual turnover (Arnold & Feldman, 1982; Bluedorn, 1982; Griffeth & Hom, 1988; Hom, Caranikis, Walker, Prussia & Griffeth, 1992; Mobley, Griffeth, Hand & Meglino, 1982; Steers & Rhodes, 1977; Steel & Ovalle, 1984; Tett & Meyer, 2006; Griffeth, Hom & Gaertner, 2000; Van, Visit & Steensma, 2004). Worldwide, there is a problem of the shortage of nurses. It is of great worth to understand the reasons why nurses intends to quit their jobs, so that the existing nursing workforce can be kept at the same place for a longer period (Flinkman, Kilpi & Salanterä, 2010; Hayes, Pallas, Duffield, Shamian, Buchan, Hughes & Laschinger, 2006). Although Pakistan is facing shortage of nurses (Hamid, Malik, Kamran & Ramzan, 2014), yet nurses from Pakistan are moving and taking jobs in the Gulf States (Nishtar, 2011). On a similar note Ivković, (2011), highlighted that a big number of nurses have moved to foreign countries such as UK, USA, states of Gulf, Singapore and Malaysia for taking up jobs. An empirical study was conducted in Malaysia as well, which confirmed that organizational commitment of nurses significantly related to intention to quit (Omar, Mohamed Anuar, Majid, Halim & Johari, 2015; Ahmad, & Oranye, 2010; Lee, Bunpitcha, & Ratanawadee, 2011). Nurses in Pakistan are demanding their rights by holding peaceful protests. They are demanding the recruitment of new nurses to reduce their workload (Dawn Newspaper, 2014).

In Pakistan, the shortage of nurses in the hospitals and health-care centers have got worse in the recent years. According to World Health Report of 2006 and report of Joint Learning Initiatives of 2004 based on 57 countries, Pakistan is facing critical workforce

deficiencies although there are around forty-four thousand registered nurses in Pakistan, and there are one hundred and nine nursing schools and colleges. The problem of the shortage of nurses has become a serious issue in Pakistan since comparatively low ratio of nurses to population is found; 1:3,043 as compared to 4:1,000 worldwide (Hamid, Malik, Kamran & Ramzan, 2014).

As far as the intention to quit among nurses in Pakistan is concerned, different factors (work environment, supervisory support, organizational commitment, the level of satisfaction and job burnout) affects the intention to quit. Some studies have revealed that work environment also influences job burnout that further leads to intention to quit in the hospitals among nurses in Pakistan. Hafeez, Khan, Bile, Jooma and Sheikh (2010) suggested that, private healthcare sectors of Pakistan are well established and more organized with appropriate working conditions as compared to the public healthcare sectors. Contrary to this, they also evaluated that the employees in the public healthcare sector face certain issues related to work environment and challenges which affect their job satisfaction and dissatisfaction level that ultimately results in job burnout and intention to quit.

The most important issue responsible for the job burnout among nurses is the shortage of nurses which affects the work environment. Because of this, the available nurses need to work for extra hours which increases the workload of nurses in the hospitals. It was found that a nurse required to attend ten general patients' beds according to the international standards, whereas in Pakistan the nurses needs to attend much more patient's beds comparatively. For instance, in Abbasi Shaheed Hospital the nurses

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requires to attend thirty beds, thus increasing their workload with a heavy responsibility. Therefore, they do not get enough time for rest. A good and healthy work environment leads to retention of nurses but unfortunately they are deprived of such work environment (Khalid, Irfan, Sheikh & Faisal, 2010).

In addition, Habib Akhtar Bahalkani (2011) in a public hospital at Islamabad, Pakistan found that majority of the nurses were not satisfied with their job because of extra workload. Among them, twenty-six percent were highly dissatisfied with their job, while sixty percent were at very low level of satisfaction. The above studies provide a clear picture that nurses are facing (workload, lack of physical comfort and less support) work environment problems in Pakistan. Broman (2005) found that family conflicts, spiritual frailer, workload, lack of supervisory support, stress and clarity of work have strong relationships with job burnout and intention to quit. However none of the studies examines the direct link between intention to quit and work environment among nurses of psychiatric hospitals.

Salahian, Oreizi, Abedi and SoltaniI (2012) identified that job burnout is a kind of the traditional job stress which is positively associated with the intention to quit, lack of job satisfaction and organizational commitment. According to Leiter and Maslach (2009), in intention to quit, the job burnout is an important predictor. The findings on the relationship between job burnout and intention to quit are mixed. There is a relationship between job burnout and intention to quit in previous studies such as by Kim (2009). Weisberg (1994), found that employee`s engagement is predicted through employee's

intention to quit and has a positive relationship with the job burnout. There are few studies that examine the link between job burnout and intention to quit.

On the contrary, Leung and Lee (2006) confirmed that, the three components of job burnout acted differently on intention to quit, with emotional exhaustion as the dominant factor, while the other two components exerted no effect. In the context of direct relationships, the link between work environment and intention to quit, organizational commitment and intention to quit, job burnout and intention to quit have been established in the previous studies.

Maqsood (2011) studied the impact of organizational commitment on job burnout among faculty members in Pakistan. Weisberg (1994) found that employee's engagement is predicted through employee's job burnout positive relationship with intention to quit. Maslach (1984) found that interpersonal contact with supervisors and coworkers and lack of commitment lead to job burnout and intention to quit.

In addition, Savicki and Cooley (1987) highlighted that work environment is associated with job burnout that can lead to turnover. The causes of job burnout and turnover in the organizations can be evaluated easily by the dynamics of the work environment, particularly to diagnose hurdles, appreciate and prioritize in the management of human resource system, for example: in health settings (Kotzer, Koepping & LeDuc, 2006). Work environment has a direct relationship with job burnout (Clarke & Iles, 2000; Stewart, Bing, Gruys & Helford, 2007).

Among the other important factors that have been hypothesized to influence turnover is the construct of organizational commitment as it influences job burnout (Kompier, 2005). According to Lowry (1997), the level of an individual's commitment to collective goals increases with his or her level of involvement in the organization and declines the individual's susceptibility to job burnout. For better functioning of employees, work environment and job burnout become logically accessing variables (Gummer, 2001).

Apart from that, the link between intention to quit, work environment, organizational commitment and job burnout have been studied separately and very limited research investigated the combined nature of the relationship between the four variables. Suazo, Turnley and Mai (2005) suggested that, there is a need to study the relationship between organizational commitment and intention to quit. Malik, Danish and Munir (2011) recommended that, future researcher should work on turnover intention.

Prior studies on intention to quit were conducted in other sectors such as banking (Fakhar, 2014), telecommunication (Ilyas, 2013), nurses of general hospitals (Nantsupawat, Kulnaviktikul & McHugh, 2015) and computer sector (Abdali, 2011). Furthermore, in the light of previous studies, some researchers (Dickinson & Wright 2008; Radcliffe, 2000; Melchior et al., 2003) report that general nursing staff faces less burnout than nurses of the psychiatric department. So, there is a need to work on the nurses of the psychiatric department. The research findings can be different in different cultures (Tayyeb & Riaz, 2004). The study of Rajan (2013) suggested that the future studies should evaluate the nurse's turnover in relation with causes of turnover on a

large sample size from Asian countries, taking a particular specialty, for example, psychiatric nurses.

Different studies were conducted all over the world to see the behavior of the nurses towards their job and the work environment faced by them. Mostly they were conducted in America, Europe and China. Studies were also done in China, Australia, U.K, Canada, Finland and Japan, Germany, Italy, Belgium, Sweden, and Israel (Wetzel, 2012). Rajan (2013) said that the situation demands that studies on causes of turnover should also be made in an Asian country.

On the basis of the above discussion, it is argued that job burnout mediates the relation between work environment and intention to quit as well as organizational commitment and intention to quit. As a mediator job burnout signifies a generative mechanism of independent variables, work environment and organizational commitment through a focal that are able to influence a dependent variable of interest which is an intention to quit (Baron & Kenny, 1986). Because the relationship between work environment and intention to quit as well as organizational commitment and intention to quit can happen through job burnout, this gives an explanation of 'why'' and ''how'' a cause-and-effect happens (Baron & Kenny 1986; Frazier et al., 2004). In other words, work environment, organizational commitment may cause job burnout and job burnout as mediator can cause the intention to quit.

Thus the sequential relationship of work-related stress, job burnout, organizational commitment, and other organizational outcomes specified by these studies seems to

point to the fact that both job burnout and organizational commitment can be studied as dependent variables as well as mediating variables (Chuo, 2003). Leiter and Maslach, (2009) found that, job burnout is considered as an important predictor of intention to quit of nurses and also that job burnout mediated the outcome of effects of workplace factors on intention to quit. Moreover, Leiter and Maslach (2009), also found that when it came to the mediating effects of job burnout on intention to quit, job burnout had the most effect and carried the most weight. As discussed above the link between work environment and job burnout, the organizational commitment and job burnout and the interplay between work environment and organizational commitment have been established in the literature. However, these links have been studied separately and very limited research investigated the combined relationship between the four variables. There are less studies regarding job burnout that can affect the relationship between work environment, organizational commitment and intention to quit and whether this relationship is strong. Thus, this study will provide a chance to gain a better understanding of the whole interplay process with the mediating role of job burnout.

1.3 Research Questions

On the basis of the problem statement, several questions arises which are as follows:

1. What is the level of work environment, organizational commitment, intention to quit and job burnout among psychiatric nurses in Pakistan?

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2. What is the effect of work environment dimensions (involvement, peer cohesion, supervisor's support, work pressure, clarity and physical comfort) on intention to quit and job burnout among psychiatric nurses in Pakistan?

3. Are there any effects of organizational commitment dimensions (affective commitment, continuance commitment and normative commitment) on intention to quit and job burnout among psychiatric nurses in Pakistan?

4. What is the effect of job burnout on intention to quit among psychiatric nurses in Pakistan?

5. Are there any mediating effects of job burnout on the relationship between work environment (dimensions) and intention to quit and also between organizational commitment (dimensions) and intention to quit among psychiatric nurses in Pakistan?

1.4 Research Objectives

The general objective of this study is to investigate the problems of job burnout and its relationship with work environments, organizational commitment and intention to quit. The specific objectives are as follows:

1. To analyses the level of work environment, organizational commitment, intention to quit and job burnout among psychiatric nurses in Pakistan.

2. To examine the effect of work environment dimensions (involvement, peer cohesion, supervisor's support, work pressure, clarity and physical comfort) on intention to quit and job burnout among psychiatric nurses in Pakistan.

3. To determine the effect of organizational commitment dimensions (affective commitment, continuance commitment and normative commitment) on intention to quit and job burnout among psychiatric nurses in Pakistan.

4. To investigate the effect of job burnout on the intention to quit among psychiatric nurses in Pakistan.

5. To analyze the mediating effects of job burnout on the relationship between work environment (dimensions) and intention to quit and also between organizational commitment (dimensions) and intention to quit among psychiatric nurses in Pakistan.

1.5 Significance of the Study

The primary goal of the current research is to investigate the relationship between work environment, organizational commitment, intention to quit and job burnout in psychiatric hospitals of Pakistan. The research is believed to have both theoretical and practical significance. In other words, the study is expected to contribute to the whole body of research in the field of hospitals and health care centers that would lead to reducing intention to quit among nurses, particularly the intention to quit and job burnout among nurses working in psychiatric hospitals.

Simultaneously, the study is also expected to contribute to the Pakistani psychiatric hospitals, as the study is expected to generate some recommendations that can be taken into consideration by these hospitals which would, in turn, contribute to reducing nurse's intention to quit and eventually turnover to improve the services provided by these hospitals to the Pakistani nurses. The following sections address the theoretical and

practical significance of the present research. The research literature surveyed through many articles identified that most of the research has been conducted on the causes and consequences of job burnout among employees in western countries by ignoring the context of developing countries (James & James, 1989; Moos, 1994; Newman, 1977).

The research work which was done in the western cultural environment, though very useful, may not be suitable for cross-cultural conditions especially in Pakistan and other developing countries due to socio-political, legal and economic conditions of developing nations. Thus the present study is supposed to give cross-cultural information on different constructs and it may further update interrelationship of these constructs and also the way these constructs influence job burnout and intention to quit.

1.5.1 Theoretical Significance

The literature on the subject has not been validated in a cross-cultural context where most of the research on the area was conducted in western context while emerging countries were left with little research. Thus little knowledge is available about emerging countries which is desperately required to catch up with the developed countries (Ostroff's, 1993). Therefore, this study provides a cross-cultural research setting where an emerging country, namely Pakistan is the focus of the study. Therefore, the current study acts as a bridge between what has been done in this study area and what ought to be done in a conservative environment where work environment and organizational commitment correlate much differently. It will, therefore, come in handy in providing the much-needed knowledge about the relationship between work environment,

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organizational commitment and job burnout as witnessed in Asia (Yousefy & Ghassemi, 2006; Lambert, Lambert & Ito, 2004).

Moreover, the links between work environment, organizational commitment and intention to quit with job burnout have been studied separately and are very limited. Moreover, the researcher could not find any study that shows the relationship between organizational commitment and job burnout. Thus, the current research provides a chance to gain a better understanding of the whole process between work environment, organizational commitment and intention to quit through inserting the job burnout as a mediating variable. Hence, this research has significance by providing interplay among the variables through inserting the mediating role of job burnout.

1.5.2 Practical Significance

It has been mentioned earlier that the nurses in Pakistani psychiatric hospitals are suffering from job burnout that leads to a turnover in terms of their work environment and poor quality of services provided to them (Hafeez et al., 2010). It is hoped that this study would be useful in aiding practitioners and policy makers to reduce nurse's intention to quit and turnover and to develop work environment and organizational commitment of Ministry of Health, Pakistan and World Health Organization by controlling job turnover. This can be done by responding to the recommendations that the study has generated in terms of the most influential factors that affect intention to quit.

Furthermore, this study contributed to the understanding of intention to quit and how work environment, organizational commitment and job burnout and other factors influence intention to quit. The findings of the present research will help the management to understand and accommodate work settings of a worker that will help female nurses in a special context and will reduce turnover.

Moreover, when sufficient number of satisfied nurses will be available in government hospitals they will be able to provide better psychiatric care to the patients and can lead to improve the health care system. Such improved care can provide more stable individuals to society. Moreover, financial losses such as recruitment, training and other administrative costs caused due to premature quitting of job by nurses can be saved by reduced burnout. Thus, on the whole country can be benefitted socially and economically.

1.6 Operational Definition of Concepts /Variables

In this study, a number of research variables are investigated. These variables include the independent variables of the work environment and organizational commitment, the dependent variable of intention to quit and the mediating variable of job burnout. The following section addresses the operational definitions of these variables.

1.6.1 Work Environment

The work environment available for the nurse's works as operating social environment and shows the psychosocial characteristics of the environment. Work environment also

tells about personal growth in a setting. It further highlights the system maintenance and change domain that reveals the amount of structure and openness to change (Moos, 1994). The construct of work environment was measured by Work Environment Scale (WES) of (Moos, 1994). The six dimensions are elaborated as below:

Involvement: Involvement shows the commitment of employees towards their job.

Peer Cohesion: It gives the people an idea about the support and friendship towards one another.

Supervisor Support: It shows the support of the management towards employees as well as the support of the employee towards one another.

Work Pressure: It defines as high work demands and time pressure that affects the job.

Clarity: It depends on the extent at which the expectations of employees of their daily routine and the rules and polices communication in a way.

Physical Comfort: It shows the extent to which the physical surroundings affect and contribute to a pleasant working environment.

1.6.2 Organizational Commitment

Commitment is a type of psychological state, which is characterized by the relationship between workers and the organization. It is implemented to make a decision whether to continue membership with the organization (Meyer & Allen, 1991).

Meyer and Allen (1991) opine that the effective commitment gives attachment to the organization and develops a sense of unity and shares a value that leads to developing a relationship between employee and employee. The continuance part shows a cost of leaving the organization. The third normative, last component develops socialization experiences and the obligations of not leaving an environment. The organizational commitment was measured by Organizational Commitment Scale (OCS) of (Meyer & Allen, 1993). It consists of three dimensions.

Affective commitment: It shows a worker`s emotional attachment to that organization where he/she works. If the affective commitment is high, it means that the worker has no significant discontentment in living there. She/he will stay there due to the degree of attachment to the organization.

Continuance commitment: It shows a sense of responsibility in the best interest of the organization where a worker is employed. She/ he feel that leaving the job may bring problems for the organization. If the degree of continuance commitment is higher, the worker will not think about leaving the organization and will always think of staying there. Besides this idea of causing any kind of loss to the organization, the type of commitment may make him feel that leaving his job may lead to an unacceptable length of unemployment. He may also be afraid of losing his status and credibility if he leaves a well-respected organization such as a top law firm or research company.

Normative commitment: It is more related to the ethics and the sense of values. This type of commitment shows the degree of obligation to the organization or a belief that

working with the organization is socially or morally right. So it makes him believe that he should stay there.

1.6.3 Intention to Quit

Intention to quit discuss about workers thinking to leave his/her present job and to look for some other job elsewhere (Purani & Sahadev, 2008). Zurn, Dolea and Stilwell (2005) studied the behavior of the novice nurses that they intend to quit the job and leave the organization when they find dissatisfaction with the job, the poor support from the leader in the organization and due to the problems in the management. Intention to Quit Scale (ITQS) proposed by Mobley, Horner and Hollingsworth (1978) was used for this study to measure intention to quit.

1.6.4 Job Burnout

Job burnout refers to a specific exhibition of strain which is related to the nature and conditions of job and is thought to be a specific "*psychological pressure caused by unrelieved work stress*" (Posig & Kickul, 2003).

According to Powell (2007) burnout means a state of exhaustion where a person is cynical about the importance of his/her work and is suspicious about his/her capabilities to do it. This definition highlights three important aspects of a man`s state of mind: emotional exhaustion, depersonalization and personal accomplishment performance. Powell (2007) believes that these characteristics occur in the same order as is given above. Emotional exhaustion is supposed to come first and it further takes to cynicism

after a span of time. If such situation keeps on, it results in a decline in the performance of a worker as an outcome of the burnout cycle. In this study, the scale of Maslach, Jackson and Leiter, (1996) which is called as Maslach Burnout Inventory (MBI) was used to measure job burnout. The three dimensions are elaborated as below:

Emotional Exhaustion: It is a state of an employee`s mind when he/she loses the interest and feels that he/she may not give anything more to do with the job. He/she feels pessimism and observes that he/she has nothing left to be added to that work.

Depersonalization: During this state of mind an employee wants to stay away from the job. He/she feels scanty of emotional resources and becomes increasingly cynical about the worth of his/her work. In such situation, the worker tries to ignore the positive aspects of his work and persistently thinks about the negative aspects only.

Personal Accomplishment: This phase occurs as a result of exhaustion and cynicism. When a worker faces this situation, he/she feels that he/she is no longer effective in that job and it brings down his/her performance.

1.7 Theoretical Framework

The theoretical framework is the foundation on which the entire research is based. It identifies the network of relationships among the variables considered important to the study of given problem. The aim of the present study was to investigate the relationship between work environment, organizational commitment and intention to quit of nurses of psychiatric hospitals through the mediating variable of job burnout. In this study, the

researcher investigated the relationship between work environment, organizational commitment and job burnout. In addition, an investigation of the relationship between job burnout and intention to quit was carried out. Finally, research investigated job burnout as a mediator in the relationship between work environment, organizational commitment and intention to quit.

In the current research, the two constructs of work environment and organizational commitment constituted the independent variables of the study. On the other hand, the construct of intention to quit constituted the dependent variable of the study. Finally, the job burnout constituted the mediating link between the independent and dependent variables. Price and Mueller's (1981) causal model of turnover has been introduced and addressed by many researchers that discuss the relationship between work environment, organizational commitment, intention to quit and job burnout. Thus, the present study is grounded on a proposed theoretical framework where the relationships between the different variables are shown in the following figure (figure 1.1) which represents the overall research framework of the current study.

Independent Variables

Work environment:

- Involvement
- Peer cohesion
- Supervisor's support
- Work pressure
- Clarity
- Physical comfort

Organizational commitment:

- Affective **commitment**
- Continuance **commitment**
- Nominative **commitment**

Mediator

Job Burnout

Dependent Variable

Intention to Quit

Note: ——→ Direct Effects

·········▶ Mediating Effets
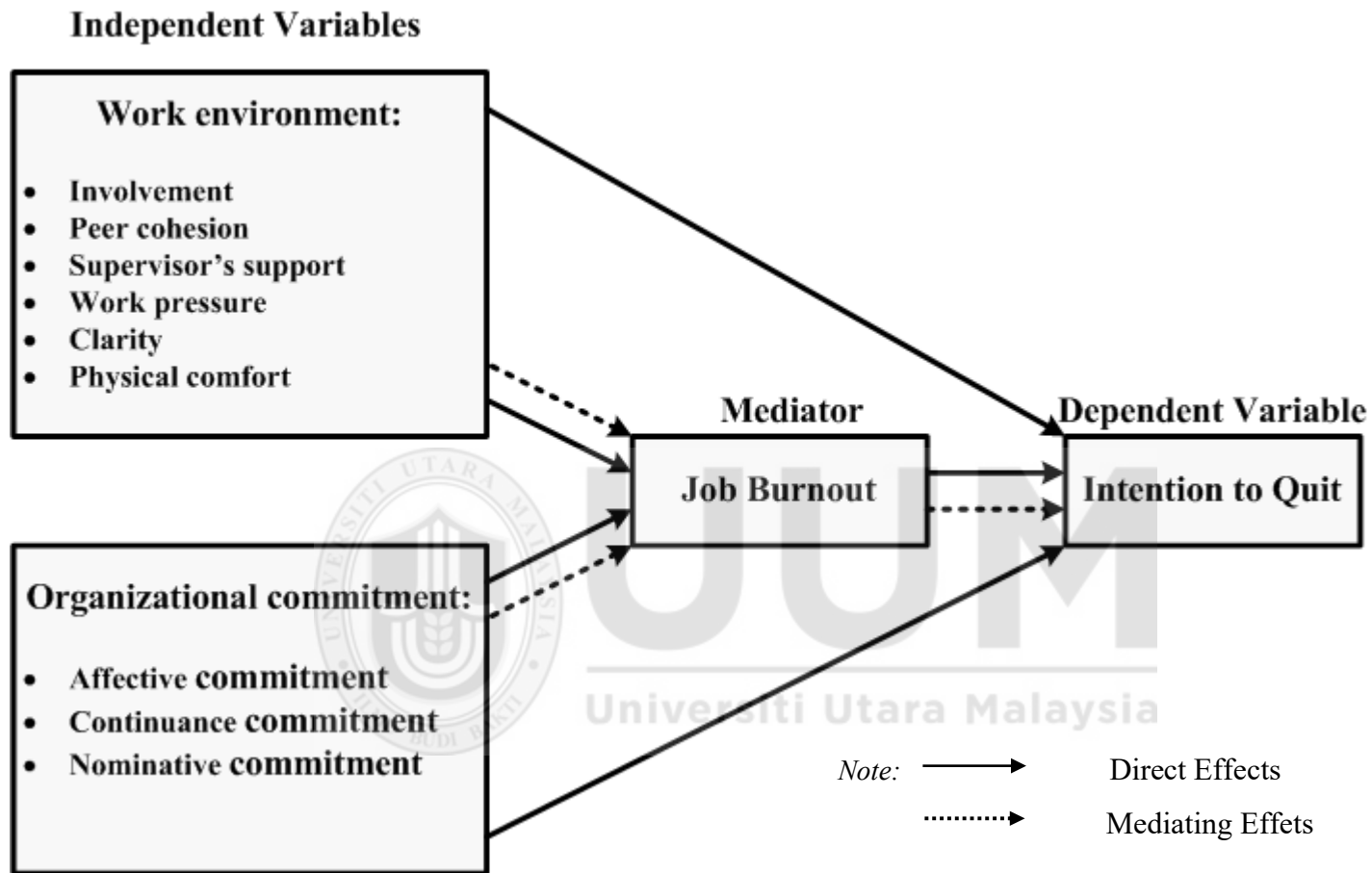
Figure 1.1. Research framework of the study

1.8 Summary

This chapter begins with a general background in which an overview about what led to conducting the current study was introduced. The chapter then presented the problem statement and the gaps in the literature the study is attempting to fill. Research questions and objectives were then presented in detail. The chapter then introduced the significance of the research which was divided into theoretical/academic significance and practical significance. The chapter was concluded with operational definitions of variables and research framework that would help in understanding the nature of the current study. The next chapter will provide the review of existing literature in regards to variables used in this study.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter bears a broad review of the previous studies concerning the relationship and influence of different factors on intention to quit. The concept of intention to quit has been established as an important psychological issue in the previous research made in the field of human psychology. The relevant factors to intention to quit have been an area of interest for many researchers. The measurement and evaluation of the intention to quit have got a capacious space in the previous studies. However, this chapter will describe the different issues related to intention to quit which have been found in the previous research briefly. This chapter has been divided into three sections. The first section discusses definition and concepts, dimensions and previous studies on work environment, organizational commitment, intention to quit and job burnout. The second section deals with the underpinning theory while the third section explains hypotheses development.

2.2 Work Environment

In the context of organizational behavior, Lewin (1951) conducted a study in an organizational setting and highlighted the concept of work environment. His study gives a function between behavior and environment which describes the behavior as a function of some portion of environment or environment $B = f(E)$. Work environment can be

infected by setting of behavior or in other words; it can be called a social system of people and physical objects that are directed and affected by behavioral rules (Lewin, 1951).

It describes the human activities which form the behavior of the people living in that environment (Barker, 1965). In earlier studies, scholars such as Guion, (1973), Hellreigel and Slocum, (1974), James and Jones, (1974) and Litwin and Stringer, (1968) said, that understandable interpretation of organizational characteristics and an observable set of organizational conditions are displayed by the participants.

Hellriegel and Slocum (1974) believe, that there is a great difference between the understandable characteristics of work environment of one organization and the others and this difference can affect the behavior of the members of every organization. During the 1970s, especially in the later part of the decade, the researchers had found various dimensions or indicators which might reflect the concept of work environment. Parker, Baltes, Young, Huff, Altmann and Lacost, (2003), had a meta-analytic review to find out the terminologies that were being used in the place of work environment. They found that organizational climate, working conditions, organizational culture and psychological climate were the major terms being used in the place of work environment.

In discussing work environment, Flarey, (1991) argues that work environment is different from organizational culture. Owens (1998), gives the individual explanation of all the major words in the terminology of this factor and assumed, culture as behavioral

norms, assumptions and beliefs of organizations and believes that environment means the understandings or perceptions of those people in an organization that express those norms, assumption and beliefs. If taken in the context of an organization, the concept of work environment is expressed in many ways. Robbins and Coulter (1999), considered this term as a face that puts an impact on the performance of the organization and he also gave distinction between employees general and specific environment.

This definition mainly takes the external issues which are outside the organization but they can put an impact on the general environment of the organization such as political conditions, socio-cultural influences, globalization issues, economic factors and technological factors. While talking about specific environment, they opined that they are directly linked to the achievement of the organization goals. Deer (1980), describes work environment as the individual understanding of the daily work environment of the organization. Work environment contains psychological and social characteristics of work settings. Moos and Billings (1991), for example, interpersonal communication and employee's attitude towards their job tasks.

James, James and Ashe (1990), called it a psychological environment which can be observed through individual's cognitive appraisal of that organizational environment where he/she is engaged and it can also tell about individual's importance and the concept of work environment. James and James, (1989), James and Sells, (1981) and Ostroff, (1993), argued that previous literature takes the construct of work environment as a multi-dimensional one. Schneider (2000), referred construct of work to safety

climate and also refers it as a competitive work environment (Fletcher & Nusbaum, 2010; Fletcher, Major & Davis, 2008).

Dimensionality of work environment that covers responsibility, risk, reward, structure, identity, support, warmth, conflict and stands has been explored by Litwin and Stringer (1968). James and James (1989) opine that there are four dimensions of work environment (1) workgroup characteristics and processes, that means work group esprit, cooperation and work group cooperation (2) interfaces between individuals and subsystems or organizations, which means equity of reward system, fairness and role ambiguity (3) perceptual indicators of job attributes such as job challenge or job autonomy and (4) characteristics of leader and leadership processes, which means leader work facilitation, leader consideration and support.

In a psychosocial work environment, there are eight-factor models which are leadership faculties and sport, job challenge, job variety, job importance, organizational concern and identification, role conflict and work group cooperation and friendliness (James & Sells 1981). Work environment has three facets which consist affective climate, instrumental and cognitive perceptions; they are further distributed in twelve dimensions (Ostroff's, 1993).

This taxonomy gives the description of affective facet that includes interpersonal and social links with workers possessing four subsequent dimensions like social rewards, warmth, cooperation and participation. In the same way, cognitive facet gives those

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dimensions which originally linked with interest in work activities and intrinsic rewards. Instrumental relates is the third facts which are linked with involvement.

Instrumental facet covers the dimensions of hierarchy, achievement, structure and extrinsic rewards. There are six-factor models of work environment which contain clarity, recognition, self-expression, management support, challenge and contribution (Brown & Leigh 1996). Moos (1986), who has made his work in the research on work environment opines that each setting for a worker is like a style or a work climate and it can put an impact on both the employee and the management. Work environment means a general observation of the characteristics of a particular environment or an event.

There are some earlier studies on different issues like organizational structure, physical feathers (Damanpour, 1991), collective attributes of members, policies and procedures (Moos, 1986), demands and varying takes (Wilkes, Stammerjohn & Lalich, 1981) and the values of organizations (Ashforth, 1985). These researchers explain the characteristics and the potential determinants of work environment in an organizational context. An empirical framework proposed by Newman (1977), highlights that personal characteristics of an individual provides a foundation to the reference for perceptual processes and can help in evaluating an individual's work environment.

It can also help in observing attitudes in the notion of an individual's environment which is associated with behavioral intentions, work motivation, performance, turnover and absenteeism. In order to understand the influence of perception in work environment, Moos (1986) gives his view about work environment from Gestalt's perspective:

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individuals put effort to arrange specific perceptions into comprehends able patterns. They are based on cognitive maps or schemas which are the outcome of a constructive process which interprets new information under the previous experience.

Moos (1986), argues that such schemes help out in arranging or processing this information in a way that it changes the organizational factors that bring in individual's mood observes and behavior. If it is compared to the functional perspective, a worker wants more information about environment where the workers respond properly and gain home stasis. The cognitive appraisal must be grounded on correct information of environmental characteristics and it must not be based on idiosyncratic personal factors.

Keeping these needs in mind, individuals give partial attention to specific aspects of their work environment. The definitions above show that work environment occupied a significant place in the performance of the worker and it consists of multiple facets which can decrease or increase the work performance. The theoretical basis of the construct and the research question dealing with the relationship between work environment and the outcome of a worker are further explained.

2.2.1 Dimensions of Work Environment

In this study, work environment was measured by taking Moos (1994), work environment scale under six types of dimensions namely involvement, peer cohesion, supervisor's support, work pressure, clarity and physical comfort. The work environment scale Moos, (1994), and Insel and Moos (1974) is also used extensively in

different organizations and settings, for example, industrial settings, service oriented organizations, academic settings and also to study different aspects of health care sector. His believes that this measure can evaluate the differences in environments and also the differences among the working people.

This measure also identified that in work milieu, participants (employees) are observers and distinctively qualified to assess it. This measure appraises following dimensions of work environment which include clarity, work pressure, supervisory support, peer cohesion, involvement and physical comfort. Fisher and Fraser (1983, 1991), on a sample of teachers, depicts internal consistences ranging from .60 to .84 those are very similar to original scale of normative sample of work environment (Moos, 1994). Maqsood (2011) adapted the work environment scale Moos (1994) and check its link with faculty member's job burnout and organizational commitment. According to Maqssod (2011), work environment scale Moos, (1994), is the most suitable scale in Asian culture setting.

Institutional attributes regarding work environments can be evaluated by various measures those are supposed to have a group agreement or consensus since it is a formal measurement of environment for psychological properties (Betz & Walsh, 1994). For example, Newman's (1977) has developed a measure which is called Perceived Work Environment which evaluates the work environment from eleven different dimensions like task characteristics, performance-reward relationship, employee work motivation, co-worker relations, supervisory style, equipment and arrangement of people, decision

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making policy, employ competence, pressure to produce, work space and job responsibility or importance.

There are some other multi-facets measures, out of which psychological climate inventory by Gavin and Howe (1975) take only six factors to measure them. There are some other multi-facets measures, out of which, Gavin and Howe (1975) said, psychological climate inventory take only six factors to measure them. These factors include managerial trust and consideration rewards, clarity, the spirit of challenge, structure, hindrance structure and risk. The Michigan Organizational Assessment, Camman, Fichman, Jenkins and Klesh (1983), measures various factors attached to work like, openness communication, supervisor- subordinate communication and consideration, group cohesion, orientation, role conflict, role clarity, role overload, work group clarity, problem solving, decision centralization and supervisor goal setting.

Measurement of work environment shows that the employees face different aspects of their mental condition and performance. This measure covers ten different aspects of work which include managerial control, innovation, clarity and physical comfort. The internal consistencies of subscales are observed while having a sample of 60-to-84 teachers (Fisher & Fraser, 1983, 1991) and this sample seems quite identical to the original work environment scale normative sample (Moos, 1994).

2.2.2 Previous Studies on Work Environment

It has been evidenced that hectic hospital work surroundings are linked with nurse job burnout (Maslach, 2001). Psychiatric nurses symbolize the leading specialized group providing attention to persons with mental disease in general hospital situations. It is identified that these nurses face anxiety and that they are susceptible to job burnout. Under such settings, their patients are more expected to have slowly aftermaths because of unsuitable working atmosphere (Fagin, Brown, Bartlett, Leary & Carson, 2008).

Job surroundings not only disturbs the nurse's routine but, occasionally, it has an influence on the plan to leave the job that is reported not worthy for caster of real turnover. Rajan, (2013), has established the notion of undue workload for left over staff, postponement in everyday unchanging events relocation of the patient to operation theatre, ICU and wards, underprivileged patient gratification and protests from patients (as newly joined staffs take lengthy time to handle with usual procedures) are chief in fluently factors of turnover of nurses in private hospitals.

The poor environment influence the nurse's turnover in their jobs. The nurses are facing hectic workload and lots of other difficulties that upset nurses, patient contentment and presentation of the hospitals. Nurse's night shift work and family clashes are also related with nurses' intent to leave their job. A succession of variables like job contentment, commitment, authorization and work capacity play an important role to make midway pathway between the job environment and turnover intention. Fascinatingly, the prospect structures of the job market and physical relief have been known as important

causes of nurses' turnover purposes (DiMattio, Roe-Prior & Carpenter, 2010; Lane, Mathews & Preshold 1988; Widerszal-Bazyl, Radkiewicz, Hasselhorn, Conway & Heijden, 2008).

In a US cross-sectional study, Andrews and Wan (2009) and in a Canadian cross-sectional study, Jourdain and Chenevert (2010) found that poor health position and a reduced amount of physical security measures for nurses were associated with nurses' intention to quit the job. The overall results pointed out that poor health at ultimately fore told the once more settled intent to leave the job; this effect was severe in Italian nurses. The additional investigation exhibited in Italy found that effect of psychosocial work stress on health was very heavy demonstrating the intervening result of health between job environment and nurses' intention to quit their jobs (Bennett, 2000; MacKinnon, Fairchild & Fritz, 2007).

Work environment have impact on different sectors of banking, institutions, companies, hospitals and telecommunication and in other organization. Cultures, habits, level of communication, behavioral factors and geographical factors have an impact on the organizational work environment. Consequences of poor work environment lead to burnout, poor commitment, poor performance, health and turnover. The Korean elementary school teachers have been found facing burnout which is related to the work environment that also includes the problems with supervisory and peer support (Kim, Lee & Kim, 2009) role ambiguity, group pressure among Indian engineering collage male teachers (Pandey & Tripathi, 2001) the nurses related to teaching hospitals

(Goldenberg & Waddel, 1990) and also the factor of role overload which emerges through time limitation among the nursing educators (Fong, 1993).

There are numerous facets attached to different work environment such as: high work pressure (Brown & Pranger, 1992; Turnipseed, 1994) low work pressure (Brown & Pranger, 1992) the factor of social sport (Hochwälder, 2007) and the very important factor of support from supervisors (Boyas & Wind, 2010) and the co-workers (Turnipseed, 1994).

However, the previous findings are not consistent with work environment and job burnout. Although it is commonly found in the literature and research, Dick (1986) found work load does not have any impact on burnout. The relationship factor at some working environment seems to be a significant factor which does a lot in the development of the feelings of depersonalization and emotional exhaustion (Leiter & Maslach, 1988). According to Escribà-Agüir, Martín-Beena and Pérez-Hoyos (2006), factor of relationship dynamics like the cooperation between a worker and supervisors, the worker and his co-workers puts a negative impact on emotional exhaustion.

The emotional health of employees is associated with a high work pressure, stress on innovation and orientation of task (Chan & Huak, 2004). Adali Priami, Evagelou, Mouglia, Ifantiand and Alevizopoulos (2003), observed that workplaces lay stress on involvement and clarity of workers and they encourage the worker to the better personal accomplishment and it will give less emotional exhaustion.

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Robinson, Roth, Keim, Levenson, Flentje and Bashor (1991), also observed living relationship between the depersonalization and personal accomplishment with the prominent facets of work pressure, involvement and task orientation. There have been some contradictory outcomes of the research studies as well that show some negative relationship between work environment and job burnout. Salgado and Munir (2005), did an important study in an effort to see and investigate Moos's work environment model in the academic conditions. His study was confined to few colleges and universities as the study was delimited in scope and he had a small size sample and study design. To observe the factor of job burnout among teachers, there is an unpublished research work of Basir (2006), though it has been criticized by the critics due to the limited sample and using a local scale.

2.3 Organizational Commitment

Organizational commitment is considered a key factor in the human resource management paradigm (McKenna, 2000). Organizational commitment is associated with many factors of job behavior like job satisfaction and turnover (Cooper-Hakim & Viswesvaran, 2005), employee's performance (Herscovitch & Meyer, 2002), counterproductive behavior (Dalal, 2005), organizational citizenship behaviors (Riketta, 2002) and organizational wellbeing (Guion, 1973).

Becker (1960), discussed that earlier researchers focused on this commitment and is related with behavior. Commitment to work can be observed through different aspects of organization, union, occupation, career, work ethic, job environment and other relevant

variables (Cooper-Hakim & Viswesvaran, 2005) and they are taken as domain-specific construct in the conceptualizing commitment (Meyer, Allen & Smith, 1993; Ellemers, Gilder & Heuevl, 1998).

The definition of commitment is totally different from the process or criterion to measure it (Meyer & Allen, 1991; Morrow, 1993; Mowday, Porter & Steers, 1982). Commonly, it is considered the approach and behavior of the worker towards the system or organization where he works (Grusky, 1966). The researcher considering the term of commitment as side bet or investments (Becker 1960).

Through commitment, a worker arranges the investment in different ways and forms like pensions, organization specific skills, status and the tenure of his work. However, these side bets maintain his affiliation with the organization for a future span of time. Some researchers such as Salanick (1977) and Scholl (1981), relate this commitment to the outcome of those behavioral acts where he kept himself engaged.

Porter (1974) opines that commitment is the outcome of three factors: (1) the desire of individual to remain with the organization (2) acceptance of organizational values and goals and (3) willingness to help the organization to achieve its goals. This definition shows the comparative behavior of the goals of the individual and the goals of the organization where he is engaged or employed.

This concept was also supported by Buchanan (1974), who defines the organizational commitment as the degree of attachment of a worker towards the aims and goals of the

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organization and this is above the instrumental value of it. All of the above-mentioned definitions show that the commitment of workers means his psychological attachment to that organization (Armstrong, 1996). The only thing where those definitions differ is the difference in the procedure how this psychological attachment develops in the worker (Mitchell, 1979).

Meyer and Herscovitch's (2001), argue that commitment is somewhat different from the other existing concepts, for example, motivation, morale and general attitude. Commitment seems to have the upper hand in the comparison of commitment and the exchange-based forms of motivation and it shows that the commitment can be influential even in the absence of extrinsic motivation.

Reilly and Orsak (1991), argued that commitment develops gradually through the career of the employee and it changes with the prevailing conditions. Miner (1992), believes that some individual factors such as values, personality and beliefs and the characteristics of organization correlate and cause the development of commitment and with the passage of time spent in the organization, this commitment associated with employee's work experiences like supervision, pay, work group, job and organization. The work involvement increase and brings a long-term commitment to the organization (Morrow, 2011).

The meta-analytic research of Cooper-Hakim and Viswesvaran (2005), necessarily involves the organizational commitment. They believe that a common psychological construct involves in commitment (calculative, continuance and union commitment). In

the research conducted in education settings, it is observed that organizational commitment depends on upon the empowerment (Bogler & Somech, 2004; Finegan, 2000) and the personal factors like their awareness of their own failures, (Joffres & Haughey, 2001) their prestige amongst the teachers of elementary and high school (Shaw & Reyes, 1992), role of teachers and self-satisfaction (Singh & Billinsgley, 1998), job satisfaction and their level of success in their job (Kushman, 1992) and also their knowledge about library arrangement (Karim & Noor, 2006).

2.3.1 Dimensions of Organizational Commitment

In this study organizational commitment was measured by taking the organizational commitment scale of Allen and Meyer (1990). Allen's (1990) explained organizational commitment under three dimensions affective, continuance and normative basis of commitment.

As per concept of affective commitment the quality and nature of work experiences has a positive effect on emotional attachment of the employees. Identification refers to employees approach unity with his/her organization. Feeling of attachment and loyalty in organizational setting develops as persons shared common values with group members. The strength of an individual's tendency for working continuously is referred to as the continuance commitment. Whereas normative commitment indicates an individual's sense of obligation for the organization where he/she was committed to an organization on bases of a sense of duty (Mathieu & Zajac, 1990).

Allen and Meyer (1990), proved that continuance and affective dimensions of organizational commitment were quite different from each other. However, they believed that affective and normative components have a little difference but still the antecedents of the affective commitment show a close relationship with both affective and normative commitment.

Reichers (1985) opines that the commitment depends on intra-personal approaches of attitude. It needs to be measured. Morrow (1993) suggests more than 25 constructs or measures that reveal the importance of measuring this construct. Whitener and Walz (1993) believe that the work of Meyer and Allen (1991) stands as a milestone in the measurement of commitment. Allen and Meyer (1998) observed the outcome of this construct through 40 samples and they favored the use of organizational commitment questionnaire. While measuring the commitment in organizations, the questionnaire of organizational commitment has been extensively used (Jaros, 2007).

Karim and Noor (2006) studied commitment while using the sample of academic librarians and they have given theoretical support to measure affective and continuance commitment. Different studies Meyer, Stanley, Herscovitch and Topolnytsky (2002) indicates that scale of continuance commitment depends on two further sub-dimensions which are high personal sacrifice and low job alternatives. Continuance commitment indicates perceived cost referring to its basic source (Wasti, 2002). Numerous researchers provide empirical support to show that the components of measuring commitment can be differentiated easily (Karim & Noor, 2006; McGee & Ford, 1987).

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2.3.2 Previous Studies on Organizational Commitment

Investigators reviewing the organizational commitment recognized various potential indicators that affected workers' affection to their organizations. Yang Wu, Chang and Chien (2011) showed that, the most investigated experiences of organizational commitment were organizational funding, job contentment and job participation. Additionally, academics identified forerunners to organizational commitment, such as faith in top supervision, top management communication, high participation work performance (Mahajan, Bishop & Scott, 2012), organizational aims, job safety (Johnson, Chang & Yang, 2010; Klein 2012; Meyer, 2004), ecological factors, leadership (Meyer, 2004), transformational leadership, authorization and technical justice (Park & Rainey, 2007).

Furthermore, researchers observed demographic reasons such as age, sex, schooling and contract as impacts on organizational commitment (Natarajan & Nagar, 2011; Reichers, 1985). In a study of the effect of contract and professional arrangement on organizational commitment comprising 220 managers conducted by Natarajan and Nagar (2011), managers with more long tenure showed higher sentimental and positive commitment than those with short time job duration in their service. Although Natarajan and Nagar's (2011), results recommended that tenure could be used to foresee worker's commitment, Johnson, Chang and Yang (2010) makes implicit that conclusions of the research meant at supporting other demographic factors as precursors to commitment are depressing.

Subsequently, the above-mentioned backgrounds which might impact the employees' commitment to institutions during dismissals, managing these previous circumstances may serve organizational stakeholders to regulate organizational commitment and diminish turnover purposes. Morrow (2011) anticipated that bosses might be capable of deploying altitudes of employee commitment by firstly, recognizing the roots and secondly performing to regulate commitment among personnel. One insinuation of actual managing factors such as organizational funding, alleged job safety, work atmosphere, institutional principles and ritual impartiality during layoffs when turnover is usually high that executives may be competent to impact employees to quit the intention of leaving their job. Monitoring the impression of the experiences of organizational commitment may help controllers to cope the influence of the numerous imports of organizational achievement. Jackson and Leiter's Model (1996) observed that, poor work environment and organizational commitment lead to job burnout. March and Simon (1958), presented causal model of turnover theory that the work environment can lead to intention to quit the job.

On the other hand, DeConinck and Bachmann (2011), conducted a study and identified that marketing manager's intentions to quit a job had been affected by the organizational commitment. Moreover, his study concluded that marketing managers had a lower level of intention to leave the job when the level of organizational commitment was higher. Their study pointed out that when there is a high level of commitment it can lead to lower level of intention to quit. A study was conducted by Hussain and Asif (2012) in telecom sector's employees to investigate the effect of perceived organizational support

and organizational commitment over the turnover intention. They hypothesized that commitment is inversely associated with intention to quit. They further said that when there is a high level of commitment in employees their intention to leave is low.

The impact of organizational climate on intention to leave, job satisfaction and job commitment was measured by Jyoti (2013), having a factor wise influence of job satisfaction and organizational climate over the intention to leave and job commitment. Apart from that, according to Jyoti (2013) job commitment, organizational climate and job satisfaction are inversely associated with intention to leave. It is considered that more organizational commitment leads to a reduction of intention to leave the job. Till now, it is quite fair to conclude that in intention to quit there is a significant impact of organizational commitment as it is supported by the existing literature.

Organizational commitment is considered a key factor in the human resource management paradigm (McKenna, 2000). According to DeConinck and Bachmann (2011) if there is a high level of organizational commitment it will lead to the low level of intention to quit the job in managers. Organizational commitment is associated with many factors of job behavior like job satisfaction and turnover (Cooper-Hakim & Viswesvaran, 2005), employee's performance (Herscovitch & Meyer, 2002), counterproductive behavior (Dalal, 2005), organizational citizenship behaviors (Riketta, 2002) and organizational wellbeing (Guion, 1973).

Kennedy (2006) observes a significant effect between organizational commitment and intention to quit. In North Carolina USA, 70 workers at child welfare centers were

observed. The three components model of employee commitment was applied to see the effect of their commitments with the organization and the intention to leave. The research showed that only affective commitment has an impact on intention to leave. It was found that all three components were not applicable in the child welfare area to predict intention to quit.

2.4 Intention to Quit

Turnover intentions, intent to turnover, anticipated turnover and intent to quit are various situation conditions that are interchanged and often used (Berry, 2010; De Milt, Fitzpatrick & McNulty, 2011). Johnson (1995) says, a person holding on to a position in the organization, but a still desire to quit the organization is described as intent to turnover. Price (2001) clarifies intention to quit in terms of commitment to the organization regarding organization commitment that is depicted as the degree to which the employee keeps on to remain a part of the organization. Hinshaw, Smeltzer and Alwood (1987) states that expected turnover in conditions of the employee's knowledge of terminating employment voluntarily.

Meyers and Allen (1984) explained turnover intent as an employee's intention to terminate employment with his or her employer. Mowday, Porter and Steers (1982) characterized turnover purpose as an employee's intention of leaving his or her employer. The turnover intent is the (subjective) possibility that an individual will change his or her employment within a certain period (Sousa-Poza & Henneberger, 2002). For the reasons of this study, turnover intentions are characterized focused

around (Hinshaw & Alwood's, 1984) definitions as an employee's consciousness of voluntarily terminating service.

Understanding and identifying the intention to quit is important due to various reasons, not the least of which has the potential for creating interventions to keep away from actual job turnover. According to Mor, Barak, Nissly and Levin (2001) nursing homes needs to pay a common expense in the shape of training and recruitment. Moreover, turnover also impacts the care quality. Costs related to substitution, recruitment costs and new contract preparing costs of the new contract (Karsh, Booske & Sainfort, 2005). Mor Barak, Nissly and Levin (2001) said, that there are indirect and direct costs connected during the job quit move. Apart of that, there are some indirect costs such as administration time spent on assuming and searching for new staff. They highlights that other costs may reduce the morale of staff and increased workload on remaining staff.

Intention to quit was not defined in the earlier models but in 1977, Mobley developed the Mobley intermediate linkages model (Mobley, 1982). Mobley, Horner and Hollingsworth (1978) developed intention to quit scale that consists of three items. The scale of Horner and Hollingsworth (1978) of intention to quit was used in this study.

2.4.1 Previous Studies on Intention to Quit

An organization has to be focused on the employees in order to have a competitive advantage over their competitors. Nowadays a major challenge in organizations is to retain their workforce as they directly or indirectly cause immense cost on an

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organization. It is considered that employees are a big asset to an organization, therefore, their retention is of paramount importance and turnover rate needs to be reduced. Various antecedents that effect the employee's intention to quit are reviewed in this section.

Bandhanpreet, Kaur, Mohindru and Pankaj (2013) argue that, the intention to leave is an intricate phenomenon that rests on many aspects. Numerous studies on worker turnover performance point to that age, sex, contract, designation, skill, recompense, schooling, nature of service are analysts of turnover intentions of the workforce in an association. As in a study regarding the merchandising industry, it was also originated that subsequent variables besides the demographic factors such as gratification with salary and management, organizational commitment and technical honesty, are connected to turnover intentions. Nevertheless, to halt worker intention to quit organizations may have to take tactical steps to decrease the turnover intentions of the personnel. In order to require an economic advantage over the other organizations, the turnover has to be reduced by taking steps advantageous for the employees that may lead to rising in their commitment level.

Beecroft, Dorey and Wenten (2008) investigated the difficulties faced by the recently employed graduate nurses and detected that they have to face many obstacles in the commencement of their job. Cho, Laschinger and Wong (2006) also appreciate the work of Beecroft, Dorey and Wenten (2008) and pointed out that sixty-six percent of beginner nurses face high workload and tension because they see their job settings insecure.

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Beecroft, Dorey and Wenten (2008) provide statistics that 33% of new nurses want to resign their job because of patients workloads on them or they have to nurse patients in large numbers.

Bowles and Candela (2005) perceived that, thirty percent of the newly recruited nurse's a in the first year band on their jobs and fifty-seven per cent changes their job during two years. These remarks display that there is a prodigious necessity of enhancement in the management of the health care units to guard and sustain the nurses at the same place. The prospect of the nurse's rest on the enactment of their leader who can call for the better working environment for them. This way these leaders can create an attraction for nurses to join their job (Bowles & Candela, 2005).

Nursing concerning recruitment and resignation have substantial aftermath to the healthcare stakeholders related to the quality of carefulness and patients' health (Dall, Chen, Seifert, Maddox & Hogan, 2009; Kane, Shamliyan, Mueller, Duval & Wilt, 2007; Twigg, Duffield, Thompson & Rapley, 2010). At the perilous stretch of scarcity of nurses around the world, this reality is of importance to comprehend the grounds why nurses intend to resign the profession (ITQ) in order to retain the standing nursing personnel (Flinkman, Leino-Kilpi & Salanterä, 2010; Hayes, O'Brien-Pallas & Duffield, 2006). Hence, a literature review was carried out to draw a real picture. Different studies have been conducted all over the world to perceive the conduct of the nurses regarding their job and the work bad environment confronted by them. Most of them were conducted in America, Europe and China. So the situation stresses that such

enterprises should also be launched to investigate the conditions in Asian countries like Pakistan.

Nyamubarwa (2013) investigates the turnover intentions of qualified librarians in Zimbabwe and stems the fact the labour market in Zimbabwe is considered as a high ratio of employee turnover and growing low levels employment safety. Educational libraries like any other companies have consequently found themselves lacking in providing suitable facilities comprising sufficiently rewarding their employees and resignation of the employees with no option except to rejoin their employers as a source of income. An e-questionnaire was conducted purposely to aiming sixty-five educational librarians in ten public and three private universities across Zimbabwe. Supplementary data was collected by aiming six senior librarians for interviews to triangulate the data gathered via the e-questionnaires. Wages and facilities of service, job performance, career development, work surroundings, job gratification, managerial style, promotional prospects and employee commitment were recognized as the factors seminal in turnover intents of academic librarians in Zimbabwe.

Lambert and Hogan (2009) and Mitchell (2001) believe that, it is challenging to attain the contact to persons who have already left their employments, why did they, in fact, resign. Therefore, the study about the intention to quit jobs is more meaningful than actual turnover. Lastly, the employees who are thoughtful leaving their jobs might still be convinced to stay lest it would be too late to amend the work environment for those who have previously left service. Callier (2011), detects another side of the work

backgrounds that influence employee's turnover intentions and their participation. The job setting has also been acknowledged by many academics as a seminal factor in determining turnover intentions in institutions (Mitchell, 2001).

Malik, Danish and Munir (2011) discover the mean value of flexible work backgrounds that is 3.5 which is near to 4 indicates that employees are content with flexible work environment in employee's leaving intention and disparity among reactions is sixty and consistency of this variable is 74 % while association between flexible work surroundings and employee's turnover intention is .028 which is highly unimportant. Author debates that the relationship is correlational and cross-sectional in nature while the generalize ability of this study is very wide-ranging and should be piloted in the form of longitudinal and more numerical checks should be applied for more actual inquiry. They also highlighted that cooperative conduct and its impression of employees on employees turnover intention could be considered as the future guiding principle to explain intercommunication ratio of supervisors and personnel and their supplementary influence on the intention to leave the job. Managerial principles aim direction and enactment are forecast by Joo and Park (2010), as job pleasure while career contentment is a noticeable forecaster of the organizational pledge and organizational pledge is the interpreter of employee's turnover intentions. Job contentment is understood to be the stronger forecaster of turnover intention (Martin, 2008).

Turnover intentions can mostly upset the commitment level of the other workforces (Azlin Natasha & Armizi, 2008). It can also be settled through the accessible works that

there are substantial associations between turnover intention and demographic variables such as age, educational status and it was established that age, job position and experience are negatively significantly interrelated with turnover intentions (Gurpreet & Randhawa, 2007). There are evidence that workers who face more job load have more intention to leave the job (Bashir, Shahid, Zill-e-Huma & Haider, 2012).

Mohammed, Gerry and Clark (2012) observe in their study, the significant relationship between intent to resign job and demographic indicators of gender, age, matrimonial position, dependent kids, qualification, job tenure, managerial duration, status tenure and monthly salary. Regarding the nurses, in this study, this notion is also indicated that low satisfaction is linked with their excellence of lifestyle and an extraordinary turnover intention. There is a noteworthy link between standard of work life and nurses' intention to quit their job. Maintaining a healthy work life for nurses is critical to developing their worth of work life, upsurge retention, improve enactment and efficiency and endorse secure nursing carefulness.

Bashir, Shahid, Zill-e-Huma and Haider (2012) resolve that, job consummation is meaningfully and adversely connected with the intention to resign the job. Also, job burden has momentous aging correlation to turnover intention. It has been demonstrated that the employees who face more job load have more plans to quit a job.

Al Arkoubi, Bishop and Scott (2011) discover some elements of leaving employments. They suggested a model theorizing the actuality of connections between honesty and gratitude and job satisfaction. The later along with a commitment perceived in this

model as adversely interconnected to the intent to resign the job. Not only these two factors lead to turnover intention, but there are also lots of other reasons that can lead to intention to quit the service.

Tremblay (2011) and Bandhanpreet et al. (2013) think that, there is no dissimilarity in generation Y and X nurses regarding their observations of nursing milieu and their intention to quit their post or the occupation. There is opposite link between age and turnover intentions. These result qualities the point that mature nurses have better job satisfaction and the governmental commitment as compared to younger colleagues. Away from age variances the real work surroundings also affect the turnover intentions of the nurses.

Bandhanpreet et al. (2013), also reinforce the work of Sims, Ruppel, and Zeidler (2016) who discovers that, having the prospect of charge and autonomy to develop one's own work undertakings may inspire the sense of recognition and affection to work environment that in turn can lessen the turnover intention. The study also displays the significance of intrinsic motivation to encourage emotional attachment and that the affective commitment/ emotional attachment fully confirm the association between intrinsic motivation and intention to abandon the occupation. This implies that staffs intrinsically driven towards their job possess a sense of self-actualization and affection to their institution that in turn is adversely interconnected to turnover intention.

Randhawa and Gurpreet (2007) settle that, there are noteworthy correlations amid turnover intention and demographic variables such as oldness, qualification, designation

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and it was originated that oldness, designation and knowledge are negatively effective and significantly linked with turnover intentions. This displays that the intents of an individual to leave the association is greatly subjective by age, designation and experience of the individual. The negative parallels tell considerably that with increasing age, experiences and status in an organization decrease the intentions to quit a job.

2.5 Job Burnout

Burnout is defined as a serious mental health hazard which occurs in the workplace of a person (Pretty, McCarthy & Catano, 1992). In the organizations, work is related to human services; burnout occurs due to the emotionally charged contacts with those who are the services (Van Dierendonck & Buunk, 2001). Wilber and Specht, (1994) argued that, due to organizational demands, interaction with clients may pose personal vulnerabilities and improper support.

The impacts of job burnout are observed on both the organization and the employee, for example, it can affect organizational commitment (Jones, Flynn & Kelloway, 1995). It can also affect job satisfaction intention to leave (Lee & Ashforth, 1996) and it can also bring changes in performance outcomes (Halbesleben & Bowler, 2007).

Bradley, Parr and Lan (2003) originally introduced the term burnout in a paper that he published on probation officers (Cooper, Dewe & O'Driscoll, 2001). It was further explained in 1974 that burnout reveals the emotional and physical depletion among the human service employees and it is caused by the conditions prevailing in an

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environment of work (Freudenberger, 1974). Job burnout is significantly varied from the normal stress (Sulsky & Smith, 2005). It also differentiates with other relevant issues like dissatisfaction, depression, conflict, tension, pressure and especially differs with stress (Densten, 2001).

The concept of burnout means a specific exhibition of strain which is related to the nature and conditions of job and is thought to be a specific psychological pressure caused by unrelieved work stress (Posig & Kickul, 2003). It refers to the psychological issues like cynicism, physical illness, psychosomatic complaints, a know-it-all attitude, absenteeism, inflexibility, negativism, (Freudenberger, 1974a, 1974b). It is agreed among the researchers that burnout is considered a negative attitude or behavior which relates due to excessive professional demands or stress of work (Maslach & Jackson, 1984). It mostly occurs with a person due to the stress of work in an uncomfortable condition and too much demand from the organization. This psychological state occurs due to a psychological syndrome of emotional exhaustion or draft, depersonalization on the part of others and lack of satisfaction in personal accomplishment.

The study on environmental assessment has tried to bring out an active relationship between job burnout and caregiver-client and it is considered that burnout might be the result of too much contact with the people having complex needs (Adali et al., 2003; Chan & Huak, 2004; Salyers & Bond, 2001).

Those workers who are engaged in human services have more chances to fall victim to job burnout (Schaufeli, 2003). There are the teacher as well who are affected by it

(Peeters & Rutte, 2005), nurses who are working is such conditions (Haque & Khan, 2001; Hochwater, Zellars, Perrewé, Hoffman & Ford, 2004) and also physicians (Van Dierendonck, Schaufeli & Buunk, 2001), salesmen at business centers (Sand & Miyazaki, 2000) and psychologists working at schools (Mills & Huebner, 1998).

Researchers in education began to probe into the issues of the causes, prevalence and intensity of job burnout among the teachers during early 1980s, (Golembiewski, Scherb & Munzenrider, 1994; Sahu & Misra, 1996). In the recent years, more emphasis has been put on observing work environment issues in educational institutions and among the teaching faculties, for example, comparison of the teachers at different levels like elementary and secondary or even up to higher levels. It has been observed that the degree of emotional exhaustion and depersonalization is higher among the elementary school teachers and it put a wrong impression on their involvement in teaching and introducing innovation in their teaching methodology and bringing themselves more in the class management (Yavuz, 2009).

The indicators of burnout have been found among the teachers who are working at school of the deaf and the dumb children (Khan, 2000). The respondents of the research of burnout have been mostly the school counselors (Wilkerson, 2009) the Chinese school teachers (Luk, Chan, Cheong & Ko, 2010) the librarians in the academic institutions (Sheesley, 2001) the Pakistani teachers working in the institutions of higher education (Basir, 2006) the teachers of universities in china (Zhong,You, Gan, Zhang, Lu & Wang, 2009) university professors (Otero-López, Mariño & Bolaño, 2008). There

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are some other studies on burnout and thy show more involvement of primary and high school teachers (Moghadam & Tabatabaei, 2006) and the pre-service preschool teachers (Kabadayi, 2010).

These studies highlighted that in contrast groups, common denominator of job burnout are often observed. Issues regarding the competence of teachers and disruptive classroom behavior of student are relevant to behavior of predicted depersonalization and also the problems of lack of personal accomplishment among the teachers are also associated with burnout (Ever, Tomic & Brouwers, 2004). Maslach and her colleagues Maslach, Jackson and Leiter (1996) are of the view that there are three major components of job burnout that are depersonalization, emotional exhaustion and the personal accomplishment. Cordes and Ddougherty (1993) are also in favor of three dimensions of job burnout.

Emotional exhaustion which is the first of these components, reflects the draining or depletion of emotional resources (Van Dierendonck, Garssen & Visser, 2005) which occurs due to excessive emotional and psychological demands (Lee & Ashforth, 1993) and the compassion fatigue which prevents an employee from giving care and support to his clients (McShane & Glinow, 2003). Almost all researchers of this psychological issue are of the view that it result in physical, mental and emotional exhaustion (Edelwich & Brodsky, 1980; Pines, Aronson & Kafry, 1988).

Such physical exhaustion of a person can be revealed through chronic fatigue, low energy, accident-proneness, weakness and increase susceptibility to illness, weariness,

nausea, frequent headaches, muscle tension, somatic complaints and alternations in weight and eating habits increased frequency of illness (Golembiewski, Minzenrider & Stevenson, 1986). In some way, emotional exhaustion is revealed through the feelings of entrapment, distress, helplessness, hopelessness and depression and it can also emerge in the form of coping ability decreased, substance abuse incessant crying and marital problems (Jackson & Maslach, 1982).

Mental exhaustion can also be observed through negative attitudes towards life and work in general. Such attitude indices can manifest in the form of tardiness, leaving work early, clock watching, avoiding absenteeism, stereotyping clients, client contact, turnover of employees, in detached manner discussing clients, stance by the book (rigid) in clients problematic situations, taking long breaks and the decision to quit one's job (Maslach, 1982a, 1982b; Pines & Kafry, 1988).

The second components of job burnout is depersonalization which is considered as a coping mechanism (Cordes & Dougherty, 1993) and it possesses the characteristics of distant attitude people on job and works (Maslach & Leiter, 2008). Akram (2003) observed that, detached concerns of average levels of the clients might be regarded as appropriate. In few cases it may be necessary for the effective performance in some profession, but this detachment looks an extra bit with lesser concern when a staff member finds the feelings of callousness and cynicism and reports upon it.

The reduced personal accomplishment is the third components of burnout and occurs when a person feels a declined or diminished competency in himself/herself and has

developed the least hope for success in that profession (McShane & Glinow, 2003). With the result, a person depreciates his/her contribution in the performance or completion of a job and even goes to accept the lack of self-esteem and the person feels pessimism which further depresses him/her in the application of the possessed potential (Hamann & Gordon, 2000). Substantial empirical evidence highlights the worth of the relevant elements of burnout, for example, low personal accomplishment, depersonalization and emotional exhaustion (Bakker, Schaufeli, Sixma, Bosveld & Van Dierendonck, 2000).

In this study, job burnout was measured by adopting Maslach Burnout Inventory Scale. This scale is developed by Maslach, Jackson and Leiter (1996). In almost 90% studies of burnout, Maslach Burnout Inventory is used (Schaufeli & Enzman, 1998). This measure mostly takes three factors of burnout, namely depersonalization, emotional exhaustion and personal accomplishment. The primary focus of measuring burnout depends on the individual's own report of the level of burnout. Maslach Burnout Inventory is considered most important and it is frequently used measure (Maslach, Jackson & Leiter, 1996) and Job Burnout Index (Pines, Aronson & Kafry, 1988). The researchers mostly use both of these job burnout measures.

The most widely applied measure of Maslach Burnout Inventory is considered psychometrically sound measure (Lindblom, Linton, Fedeli & Bryngelsson, 2006). Although Maslach Burnout Inventory is widely applicable and acceptable measure, yet critics often question its construct validity. Exploratory factor analysis of Maslach

Burnout Inventory favors the construct validity, convergent validity and discriminate validity of this measure (Cordes & Dougherty, 1993).

Some other substantial studies done with the inventory have been favored by researchers using the sample of Kokkinos (2006). Some scholars such as Iwanicki and Schwab (1981) and Powers and Gose (1986) highlighted three-factor structure and claims that Maslach Burnout Inventory measures have four factors while some other research works (Kalliath et al., 2000) favor this opinion that Maslach Burnout Inventory can measure only two factors.

Densten (2001) believes that, Maslach Burnout Inventory can measure five factors of burnout. On the concept of job burnout Friedman (1995) proposed a self-report questionnaire that can measure the following four factors of job burnout such as aloofness, self-dissatisfaction, exhaustion and depreciation. The element of exhaustion and aloofness express internal and external weariness simultaneously while self-dissatisfaction and depreciation simultaneously express internal and external discontent. These outcomes are almost identical to the Maslach Burnout Inventory measure of job burnout with three important measures.

2.5.1 Previous Studies on Job Burnout

There are numerous causes that impact intention to leave job and job burnout. Bandhanpreet et al. (2013) debate that, Villanueva and Djurkovic (2009) find that job contentment and commitment to the institution partially build the relationship between

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working stress and intention to leave. Firth and Moore (2011) reveal that, the intention to quit a job were extremely predisposed by job frustration, want of pledge to the organization and burnout. They also witness that societal care from administrators reduced their burnout emotions and this outcome, indirectly reduced their turnover intentions. Wunder, Dougherty and Welsh (2001) in their investigation discover that on the contentment of job of the bosses job stress has a bad and direct effect, which can lead to reduced organizational commitment which can further lead to intention to quit and ultimately to resignation from the job.

The significant question of job improvement or low level of independence, in some way, the issue of lucidity of role (Turnipseed, 1994), novelty task orientation and physical ease (Constable & Russell, 1986) and all of the above said aspects are measured through resilient analysts of burnout. Byrne (1994) divide these causes into the stronger and the weaker forecasters and they consider job load, role encounter and co-worker backing as strong predictors of burnout.

Though it is frequently found in writings and investigations Dick (1986) found that work load does not influence the burnout. The element of the correlation at some working situations seems to be a major factor which influences the progress of the spirits of depersonalization and emotional fatigue (Leiter & Maslach, 1988).

Robinson (1991) observed high work pressure and low work pressure which are considered to be problematic issues that predict emotional exhaustion. Different work environment contains different facets such as co-workers support, role clarity and

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workload that sometimes bring big changes in emotional exhaustion and depersonalization (Levert, Lucas & Ortlepp, 2000). The degree of physical comfort attached to work is also associated with depersonalization (Salyers & Bond, 2001). Depersonalization is considered to be negatively related to co-worker cohesion, involvement and managerial control (Adali et al., 2003).

A long term study done by Goddard, O'Brien and Goddard (2006) observed that, the high work pressure cooperating less involvement of innovation could bring an increase in depersonalization and emotional exhaustion and if it continues for a period of two years, it can bring decrease in the sense of personal accomplishment. Role clarity also puts significant impacts of personal accomplishment (Levert, Lucas & Ortlepp, 2000). His observation had some variations due to the difference of cultures, but he found that depersonalization and emotional exhaustion were associated with task orientation, innovation, high work pressure and low supervisory support.

Kalimo (1999) describes that, the important factor for success in some profession lies somewhere in the human mind. He relates this observation to health care department. He believes that a person reaches burnout situation when there is much intensity of work and he is committed to his/her job. This improved intensity or commitment puts more stress on individual's emotional resources and it also affects his ability to build interaction with others.

The interpersonal and emotional demands on a worker who is employed in some health care center or some other human service providing department are considered job

stressors and factors of burnout (Jenkins & Maslach, 1994). Interpersonal demands mostly arise in people oriented and human service providing departments or professions and in such organization services or care is needed and provided under emotionally charged situations.

If a person falls victim to burnout, he shows the signs of quick temper become ever, emotional and often is easily frustrated (Freudenberger, 1974). He believes that those workers who are very committed and dedicated to their work fall victim to burnout. Lowry (1997), thinks that if a worker in very much involved in the organization, his degree of commitment would be higher accordingly and this attachment decreases their chances of developing burnout.

Lee and Ashforth's (1996) meta-analytic research of the categories of burnout that has a main concern with the relationship between burnout and organizational commitment among physicians. Here burnout has been associated particularly with job stress which is again a significant factor in this context (Leiter & Maslach, 1988; Cordes & Dougherty, 1993).

Dollard, Winefield and Jonge (2000) believe that, job demand-control theory favors this idea that burnout originates from organizational factors and it is distinct to an individual's personality characteristics. They further opine that in a situation where on individual faces high job demands and there is an absence of proper job sport, it is inevitable that a person faces high levels of depersonalization and emotional exhaustion.

According to job Demands-Resources Model, Demerouti, Bakker, Jonge, Janssen and Schaufeli (2001) explain job demands infected those social, physical and organizational factors of the job which demand sustained mental or physical vigor and effort. So they cause some psychological and physiological costs too. Demands contain time pressure and workload while resources mean the supervisory support and rewards of various kinds. Demerouti, et al. (2001) think that job resources are considered to be the social, physical, psychological and organizational issues of job which assists a worker in achieving his/her goals.

These resources can further bring down job demands to a level where it is easy to cope with the psychological and physiological costs. They can also provide assistance and enhance personal growth and development.

Hobfoll (1989) believes that, the act of copying consumes the related resources and creates inadequacy. He further describes in his conservation of resources theory of stress that burnout results due to the extra bit of consumption of such resources and it create extreme deficiency of these resources. In such a start of affairs, the workers find him/her incapable to bring in vigor and resources so as to meet the job demands and hence he/she finds it difficult to face the results.

In such a critical situation the individual resorts to a defensive strategy and out of his pessimism, he falls a victim of depersonalization. The conservation of resources theory of stress provides a theoretical framework to the relationship between the three dimensions of burnout and specifically studies the correlation of coping resources and

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job demands with these three dimensions of burnout (Leiter & Maslach, 1988). Lee and Ashforth (1993) believe that, there is a leaving relationship between the depersonalization and emotional exhaustion and they affirm that these are the correlates of (Hobfoll's 1989) theory.

However, personal accomplishment and the correlates of Hobfoll's theory did not possess a strong relationship between each other. Lee and Ashforth (1996) claimed that most of the burnout models were based on (Hobfoll's 1989) conservation of resources theory. Lee and Ashforth (1993) also proved that, the empirical evidence on burnout was partial in range and limited in the area of impact.

Lee and Ashforth (1993) probed into the findings of the previous researchers and observed three major impacts on burnout of an employee and they further divided them into six categories: support and development opportunities, job stressors, frequency and intensity format, reinforcement contingencies and behavioral and attitudinal outcomes.

Burnout results in a specific exhibition of strain that is related to the nature and conditions of the job and is thought to be a specific psychological pressure caused by unrelieved work stress (Posig & Kickul, 2004). It is agreed among the researchers that burnout is considered a negative attitude or behavior which relates due to excessive professional demands or stress of work (Maslach & Jackson, 1984). It mostly occurs with a person due to stress of work in an uncomfortable condition and too much demand from the organization.

This psychological state occurs due to a psychological syndrome of emotional exhaustion, depersonalization on the part of others and lack of satisfaction in personal accomplishment. Those workers who are engaged in human services have more chances to fall victim to burnout (Schaufeli, 2003). They are the teacher as well who are affected by it (Fejgin, Ephraty & Ben-Sira, 1995; Greenglass, Fiksenbaum & Burke, 1994), nurses who are working in such conditions (Hochwater et al., 2004; Koniarek & Dudek, 1996) and also physicians (Barnett, Gareis & Brennan, 1999; Van Dierendonck, Schaufeli & Buunk, 2001), salesmen at business centers (Sand & Miyazaki, 2000) and psychologists working at schools (Mills & Huebner, 1998; Sandoval, 1993).

2.6 Overall Conclusion on Previous Studies

Several previous studies have established a direct link between the intention to quit with such variables as work environment, organizational commitment and burnout. The researcher, however, has not observed the complete spectrum of relationships between them described in any earlier study. Maqsood (2011) studied the impact of organizational commitment and work environment on job burnout among faculty members in Pakistan. Weisberg (1994), studying the predictability of employee's engagement, found that employee's job burnout has a positive relationship with the intention to quit.

Tett and Meyer (2006) in a meta-analysis study, examined the relationship between the three types of organizational commitment, namely affective, continuance and normative with different work-related behaviors. They found that all three were negatively

associated with turnover intentions. Generation X nurses experience more symptoms of job burnout when compared to Baby Boomer generation nurses and that this contributes to high intention to quit proves to be significant (Leiter, Jackson & Shaughnessy, 2009). Maslach (1988) found that, the interpersonal contact with supervisors and coworkers and lack of commitment lead to job burnout and intention to quit.

The findings on the relationship between job burnout and intention to quit are mixed. Leung and Lee (2006) confirmed that, job burnout acted differently on intention to quit. Emotional exhaustion is the dominant factor, while the other two components exerted no effect on intention to quit. On the contrary, Kim (2002) and Weisberg (1994) when studying the predictability of an employee's engagement through intention to quit, report that it has a positive relationship with job burnout. Studies that examine the link between job burnout and intention to quit are limited. Lee and Ashforth's (1996) examined the relationship between burnout and organizational commitment among physicians. They found burnout to be the principal determinant.

Baron and Kenny (1986) suggest the presence of a third variable that can strengthen and or weaken the relationship between independent variable and the dependent variable. Aguinis and Gottfredson (2013) defined it as a relationship between two variables that depends on upon the value of a third variable. In other words, the relationship between organizational commitment, work environment and intention to quit is provisional upon the level of job burnout. Job burnout can, therefore,be proposed as a mediating between organizational commitment, work environment and intention to quit. DeConinck and

Bachmann (2011), when examined the effect of organizational commitment on individual's intention to quit highlighted that when there is a high level of organizational commitment, this can lead to low level of intention to quit among the managers. Lowry (1997) maintains that if a worker is deeply involved in the organization, his degree of commitment will be higher accordingly. He upholds the opinion that this attachment decreases their chances of developing burnout.

In the context of location, there have been some ignored or discarded issues concerning the present issue of intention to quit. Firstly, most of the studies have been made in the western countries and few in other countries (twelve reports were from the USA, twelve from China (including 5 from Mainland, 5 from Taiwan, 2 from India and 2 from Macao), seven from the UK, five from Canada, four from Australia, three from Finland, two from Japan and one from Germany, Italy, Belgium, Sweden and Israel. Nine reports involved in multinational data were from the European Nurses' Early Exit (NEXT) study which conducted in ten European countries (Belgium, Finland, France, Germany, Great Britain, Italy, the Netherlands, Poland and Sweden) (Hasselhorn, 2005) on intention to quit among the employees in the developing countries which has not been analyzed (James & James, 1989; James, James & Ashe, 1990; Ostroff's, 1993).

The findings of the researchers conducted in the western countries may not be generalized to the cross-cultural settings like Pakistan, with reference to the health care services giving and receiving in the psychiatric hospitals. The major reason being that there are socio-political, legal and economic conditions in different regimes of the world

differ significantly. There is hardly any mention of studying such behaviors in the conditions of Pakistani perspective especially the intention to quit amongst the psychiatric nurses working in the psychiatric hospital of Pakistan.

In the context of sector, it could be seen that most of these studies on intention to quit were conducted in other sectors such as banking (Mangi & Ikhtiar Ali Ghumro, 2012; Ashar, 2013; Bushra, 2011; Fakhar, 2014; Jhatial, Riaz, Khaled & Mahmud, 2011; Munir, 2013), telecommunication (Ilyas, 2013; Sajjad, Ghazanfar & Ramzan, 2013), tourism (Chang, 2008), police sector (Dotun, Nneka & Akinlolu, 2013, Jam, Sheikh, Iqbal, Zaidi & Anis, 2011), small medium enterprise (Abdullah, Uli & Tari, 2008), smoking (Chang, Taegoo, Gyehee & Seung, 2012; Merakou, Tsikrika, Thireos, Theodoridis & Barbouni, 2011; Schoretsaniti et al., 2014), call center (Abdul Lateef, Mokhtar & Yusoff, 2014), education industry (Ofili, Okwen & Ongey, 2009; Saqib, Irfan, Shadi & Naseem, 2014; Shah , Zainab, Shakil & Khalid, 2010; Guan, Sun, Hou, Zhao, Luan & Fan 2014), nurses of general hospitals (Nantsupaw, Apiradee, Nantsupawat, Kulnaviktikul & McHugh, 2014) Computer sector, (Abdali, 2011).

There should be a study on pre-limited nature in Pakistan, specifically in organizational psychology. Literature reveals major samples are from the west. This is more prominent when validity of work domains related to cultural context constructs are examined (Tayyeb & Riaz, 2004). However, the intention to quit among nurses working specifically, in psychiatric hospitals are left with limited research. Furthermore, in the light of previous studies, some researchers reports that general nursing staff faces less

job burnout than psychiatric nurses (Dickinson & Wright, 2008; Radcliffe, 2000; Melchior, Schergaut & Pichler, 2003). So, there is a need to work on the psychiatric nurses.

2.7 Underpinning Model

Based on the analysis of the literature on causes of intention to quit, a dominant perspective can be identified: based on Price and Mueller's (1981) causal model of turnover. The causal model of turnover explains that work environment, organizational commitment and job burnout have effects on intention to quit and ultimately, nurse's turnover.

2.7.1 Causal Model of Turnover

Price and Mueller's (1981) Causal model of turnover is a leading approach being used to elaborate decision of nurses to voluntarily leave their jobs and explains that the perception and understanding of equal treatment at their work place and the nature of job. Organizational commitment, job satisfaction, work environment, power, status, attitude autonomy, opportunity leads to intention to quit and later intention to quit change in actual behavior and employee turnover. In an extension of Price and Mueller's (1981) causal model of turnover, Lake (1998) integrated the profession-specific variable of job burnout as Predictor of nurses' intentions to quit.

In detail, Price and Mueller's (1981) model integrated 11 determinants (opportunity, utilization, participation, instrumental communication, integration, pay, work

environment, promotional opportunity, professionalism, generalized training, kinship responsibility) mentioned in earlier studies from psychology, sociology and economics which are related to variation in turnover of voluntary employees (Holtom et al., 2008; Irvine & Evans, 1995). This model has additional variables, job satisfaction, intent to leave and commitment that is hypothesized here to intervene between the determinants and turnover. The integrated 11 determinants are considered as an important theoretical breakthrough of casual model of turnover which was hypothesized as the mediator among the organizational commitment on turnover intention and actual behavior of turnover or voluntary turnover.

Findings of causal model intent to leave and dimension of commitment was found to have the largest total impact on turnover. This supports the contention of Porter and his colleagues who have argued that commitment is more important than job satisfaction. Opportunity, pay, training, has both direct and indirect effects on turnover through commitment. Job satisfaction was found to serve as an important mediating variable between the other 11 determinants and turnover. The results for job satisfaction support the work of Mobley and his colleagues (1977, 1979), who have explicitly postulated an indirect impact of job satisfaction on turnover through intention to leave and organizational commitment. The remaining determinants either had total effects too small to be meaningful (pay, kinship responsibility, reutilization, instrumental communication, promotional opportunity, work environment and participation) or had no total effects at all (integration, and professionalism).

In causal model of Price and Mueller's (1981), distal predictors includes the workplace perception of fair treatment and jobs nature. At stage one, predictors describe the work environment and work nature and hypothesized to affect the job satisfaction. In result, employee's job satisfaction can affect the person's commitment towards his/her organization. The level to which a person is satisfied with the job and committed towards his/her organization will affect the intention to quit the job. The model also discusses that intention to leave is an intervening variable between job satisfaction and turnover. The organizational commitment is significantly and negatively related to intention to leave and turnover.

In the causal model of turnover layoffs, dismissals, retirements and deaths are not included because these kinds of variables are in involuntary intention to quit that leads to an involuntary turnover. In this context, transfers and promotion, because they take place within organizational boundaries are not considered to be voluntary leaving. To simplify the presentation turnover henceforth was substituted for voluntary leaving.

Price and Mueller model of turnover has numerous refinements proposed by different researchers (Curry, Price & McCloskey 1985; Weisman, Alexander & Chase 1981; Alexander, 1988; Alexander, Lichtenstein, Oh & Ullman, 1998; Bloom, Alexander & Flatts, 1988; Lake 1998; & Liou, 2009). More recent revision is carried out by Brewer and Kovner's in price's model of 2001 (Kovner, Brewer, Greene, & Fairchild, 2009). Moreover, Curry, Wakefield, Price, Mueller and McCloskey (1985) included few determinant variable namely work unit size, centralization and role overload to assess

their impact on the moderating variable of intention to quit, organizational commitment and job satisfaction.

Alexander and colleagues (1988) conducted a series of studies to examine how power, autonmomy and status can effect on job satisfaction and then a turnover. Lake (1998) joined the profession-specific variables of clinical autonomy and job burnout as predictors in relation to intention to resign of nurses. When the employees feel job burnout, then they decide to leave their jobs. A study was carried out by Brewer and Kovner (2009) to enhance understanding regarding household income, family responsibilities and job opportunities with experiences in an environment of work which can affect newly recruited nurses in the decision to leave their job or stay.

To conclude, causal model of turnover of Price and Mueller's (1981) explains that, organizational commitment and work environment can influence the employee's intention to leave the job. As Lake (1998) joined the profession-specific variables of clinical autonomy and job burnout as predictors in relation to intent to quit of nurses he also highlighted that there is a high job turnover among the nurses who are experiencing job burnout in their work environment.

2.8 Hypotheses Development

There are numerous variables that are related to intention to quit, but the most significant factors pointed out by different researchers are work environment, organizational

commitment and job burnout. The degrees of their relationships vary from each other and it is also found that different fields of work indicate different outcomes.

2.8.1 Effect of Work Environment (dimensions) on Intension to Quit

According to Benjamin, Yeoh, Lim and Syuhaily (2010) individuals in their job positions who experience stress due to workload are likely to have more job dissatisfaction and they are not much attached to their particular organizations. The result supported the findings of a study conducted by Noraani et al. (2010) which highlighted that, individual who works under intense work environment are likely to have more turnover intention as compared to the individuals who work under comparatively less intense work environment.

The above mentioned result is similar to findings of prior studies Carr, et al. (2003), Parker, et al. (2003) and Langkamer, et al. (2008) who highlighted that when individuals think that their workplace is not good for their personal wellbeing then they tend to have low commitment and involvement in work. Moreover, their performance is reduced and intention to quit and search of new opportunities increases among the employees.

Employees in Nigerian banks who works in marketing department's faces various occupational stresses such as timeline pressure, job security and excessive workload. Therefore, individual's lack of ability to adapt or cope with high work pressure environment can lead to intention to quit. Thus, such individual can be attracted to any job opportunity which has poor working conditions. Such scenario can result in loss of

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skilled and trained employees which can affect the organization's effectiveness and quality of service (Balogun et al., 2012). Therefore, the following hypotheses are framed:

Work Environment and Intention to Quit

H1: Involvement has an effect on the intention to quit.

H2: Peer cohesion has an effect on the intention to quit.

H3: Supervisor support has an effect on the intention to quit.

H4: Work pressure has an effect on the intention to quit.

H5: Clarity has an effect on the intention to quit.

H6: Physical comfort has an effect on the intention to quit.

2.8.2 Effect of Work Environment (dimensions) on Job Burnout

Broman (2005) found that, peer support has a significant impact on avoiding the intention to quit. The researcher also found the significant impact of spiritual frailer, lack of supervisory support, workload, family conflicts, stress, and clarity of work on intention to quit and burnout. Insel and Moos (1974) believe that, the present work environment and the workers thinking about this are very important for comprehending the development of the behavior of the workers or the employees. Cherniss (1980) claims that, the nature of work settings can bring negative changes in the mood or

behavior of the worker to a great extent. Leiter and Maslach (1988), emphasis on this view that the interpersonal behavior of the worker with his supervisor and the other co-workers can be a strong factor which may lead to burnout.

They also claimed that lack of support and absence of encouragement could also increase the level of burnout in the worker. Antecedents of job burnout in the environment of an organization (Maslach, Schaufeli & Leiter, 2001) are linked with psychosocial work environment (Pretty, McCarthy & Catano, 1992), access to resources of the organization (Shirom, 2003) and social support available to the worker (Dick, 1992; Fong, 1993). This review shows that most of the critics and psychologist have agreed that there is an impact of work environment on burnout (Dorman, 2003; Escribà-Agüir et al., 2006; Hochwälder, 2007; Jaffe, 1995; Langballe, Innstrand, Aasland & Falkum, 2011).

However, there is mix finding on the relationship between work environment and burnout. Dick (1986) found, workload does not impact on burnout. The factor of relationship at some working environment seems to be a significant factor which does a lot in the development of the feelings of depersonalization and emotional exhaustion (Leiter & Maslach, 1988). A long term study was done by Goddard, O'Brien and Goddard (2006) found in their empirical study that the high work pressure cooperating less involvement of innovation can bring an increase in depersonalization and emotional exhaustion and if it continues for a period of two years, it can bring decrease in the sense of personal accomplishment.

Peltier and Boyd (1997) found a significant impact of organizational commitment on burnout, they believe that two reasons enhance the importance of those physicians who have a good degree of involvement and commitment to their organization. The first reason being that it is quite difficult and time taking to replace a physician. Approximately, it takes 526 hours for recruiting a physician to fill the post and it has also been estimated that an unstaffed post of a physician gives revenue shortfall to the organization from $250,000 to $2 million. The second reason is that the quality of care and patient- physician relationship is also affected by the change of physician. Based on the above discussion the following hypotheses are framed:

Work Environment and Job Burnout

H7: Involvement has an effect on the job burnout.

H8: Peer cohesion has an effect on the job burnout.

H9: Supervisor support has an effect on the job burnout.

H110: Work pressure has an effect on the job burnout.

H11: Clarity has an effect on the job burnout.

H12: Physical comfort has an effect on the job burnout.

2.8.3 Effect of Organizational Commitment (dimensions) on Intention to Quit

Maheshwari and Maheshwari (2012) conducted a study, on faculty members and determined the few factor affecting at organizational level, attitudes and organizational commitment which are considered to be reason for creation of individual's intention to leave. Maheshwari and Maheshwari (2012) found as organizational commitment increases, turnover intention decreases suggesting an inverse relationship. Hussain and Asif (2012) found that, the significant impact of organizational commitment and perceived organizational support on the turnover intention of telecom employees by hypothesizing construct variable organizational commitment inversely related to turnover intentions. The results supported the hypotheses indicating higher employee organizational commitment; lessen intention to leave the behavior (Hussain & Asif, 2012).

Thus Jyoti (2013) found the impact of organizational climate on job satisfaction, job commitment and intention to leave applying factor-wise effect of organizational climate and job satisfaction on job commitment and intention to leave. Kennedy (2006) observes a significant impact of organizational commitment on intention to leave. The work environment has positive impact on intention to quit, if the work environments is good the employee will less intend to quit their job and they will be more committed (DiMattio, Roe-Prior & Carpenter, 2010; Lane, Mathews & Preshold, 1988; Widerszal-Bazyl, Radkiewicz, Hasselhorn, Conway & Heijden, 2008).

Kalimo (1999) found that, excessive bit of work intensity and commitment to the organization affects the degree of turnover intentions. Jenkins and Maslach (1994), Freudenberger (1974) and Lowry (1997) also favor the same idea in their studies as did (Kalimo, 1999) gave in his research related to study the impact of commitment on turnover intentions. The pre-going discussion the need for further research on the issues of turnover intentions and commitment. The following hypotheses are framed:

Organizational Commitment and Intention to Quit

H13: Affective commitment has an effect on the intention to quit.

H14: Continuance commitment has an effect on the intention to quit.

H15: Normative commitment has an effect on the intention to quit.

2.8.4 Effect of Organizational Commitment (dimensions) on Job Burnout

A study on hospital employees reflected that less level of organizational commitment had influenced the job burnout of the employees (Kalliath, O'Driscoll, & Gillespie, 2000).

In societies of collective cultures, commitment towards organization can influence the job commitment since employees have the sense of commitment and belonging to his/her organization (Tan & Akhtar, 1998). A high rate of burnout has been seen in the nursing profession as this profession is a labour intensive, high risk and high pressure work environment. The relationship among two variables is comparatively clear.

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However the relation among the three variable conducted by Aiken, Clarke, Sloane, Sochalski and Busse et al. (2001) in five countries highlighted that there is severe job burnout phenomenon in the profession of nursing. Among the countries surveyed the job burnout in nursing profession found that 40% of nurses suffer burnout.

There are numerous studies which support the relationship between job burnout and organizational commitment for example King and Sethi highlighted that in the relationship between job burnout and stress the organizational commitment has a moderating role (King & Sethi, 1997). It is considered that when tenure, age, work perceptions, and organizational level of employees in China were controlled, there was a significant job burnout among experienced employees due to organizational commitment (Tan & Akhtar, 1998). Wright and Hobfoll (2004) further pointed out that organizational commitment has an impact on all dimension related to job burnout.

Meyer and Topolnytsky (2002) conducted a meta-analysis and appraised that the relationships of all types of commitment (affective, continuance and normative) in various work related behaviors. Meyer et al. (2002) highlighted that, there is a negative association of organizational commitment and intention to quit. Moreover, another recommendation given by Meyer et al. (2002) was to understand the in-depth influence of culture in examining the organizational commitment.

Nonetheless, most of the earlier studies have been conducted using a cross-sectional research design which means dimensions of burnout and personality were examined simultaneously, that may result in higher correlation. Apart from this, various studies

looked into burnout relationship with attitude to work, job involvement, work satisfaction and commitment towards organization. According to Stinglhamber, Bentein and Vandenberghe (2002) organizational commitment can define as the degree to which an individual identifies herself or himself with the organization and the organizational goals. A considerable empirical support has been received by the model of organizational commitment affective commitment (value-based), continuance commitment (based on an assessment of costs and benefits) and normative commitment (obligation-based), (Meyer, Allen & Smith, 1993). Organizational commitment reduces the negative impact of stress on burnout and also work as a protective tool for negative health results (Schmidt, 2007).

In a study, Maslach Burnout Inventory was used by Güneş, Bayraktaroğlu and Kutanis (2009) and identified that there is negative relation among organizational commitment of employees and levels of job burnout. Marmaya et al. (2011) in a study analyzed all type of commitment on 50 employees in regards to job burnout and found that only one dimension namely affective commitment significantly affects the job burnout.

According to Chuo (2003) and Basami, Chizari, and Abbasi (2013) the relationship between job burnout and organizational commitment can improve the productive work environment. Therefore, the following hypotheses are framed:

Organizational Commitment and Job Burnout

H16: Affective commitment has an effect on the job burnout.

H17: Continuance commitment has an effect on the job burnout.

H18: Normative commitment has an effect on the job burnout.

2.8.5 Effects of Job Burnout on Intention to Quit

Along with the theories and ideas of Maslach and colleagues, on the issue of burnout, Pines and Aronson (1988) suggested that, this state of mind is infecting emotional, mental and physical exhaustion (Pines & Aronson, 1988). They opine that physical exhaustion occurs due to weakness, low energy and chronic fatigue. They think that emotional exhaustion results from the negative behavior of the work towards his work which effect on intention to quit.

Conservation theory gives a solid ground to know about the onset of volunteer burnout and also tells about the association of burnout and intention to quit. This theory gives comprehensive information about work stress and also tells how people try to get, protect or built that they consider valuable and they also try to have those resources with which they can withstand or overcome the events of stress and the dangers of their lives. According to the conservation of resources theory, if there is a demand on the caregiver, his resources are consumed rapidly and it results into burnout. When a person works for the welfare of the state and does job on a volunteer basis, it becomes comparatively more difficult for him to take a decision of leaving the organization and going away from those people who are recipients of services.

However, if there is some support available from the people who are also in the same situation of burnout, it may prevent them from leaving the job (Moreno-Jimenez & Hidalgo Villodres, 2010). Besides them, the others workers can easily leave the job if they face too much stress and it is agreeably possible for them to face break-up (Weisberg & Sagie, 1999).

If a volunteer faces burnout, he will plan to leave the organization provided that he has faced intense situation (Ross, Greenfield & Bennett, 1999). It does not always occur that a worker who faces burnout must leave his job or the organization. It can also happen that after facing burnout, he may face more conflicts and bring tension in his individual life and family life, which can bring further drainage to his energy and other resources and in the end he may decide to quit (Kulik, 2006). Burnout is a key mediator of the relationship between chronic job stressors and various attitudinal outcomes. Among these outcomes is the turnover intention, which has been empirically supported as a key outcome of burnout by several studies (Harrington, Bean, Pintello & Mathews, 2005; Huang, Chuang & Lin, 2003). In the light of the above discussion the following hypotheses are developed:

Job Burnout and Intention to Quit

H19: Job burnout has an effect on the intention to quit.

2.8.6 Mediating Impact of Job Burnout between Work Environment (Dimensions) and Intention to Quit

Rajan (2013) has established the notion of undue workload for left over staff, postponement in everyday unchanging events (relocation of the patient to operation theatre, ICU and wards), underprivileged patient gratification and protests from patients (as newly joined staffs take lengthy time to handle with usual procedures) are chief in fluently factors of turnover of nurses in private hospitals. A succession of variables like job contentment, commitment, authorization and work capacity play an important role to make midway pathway between the job environment and turnover intention. Fascinatingly, the prospect structures of the job market and physical relief have been known as important causes of nurses' turnover purposes (DiMattio, Roe-Prior & Carpenter, 2010; Lane, Mathews & Preshold 1988; Widerszal-Bazyl, Radkiewicz, Hasselhorn, Conway & Heijden, 2008).

In a US cross-sectional study, Andrews and Wan (2009) and in a Canadian cross-sectional study, Jourdain and Chenevert (2010) found that, poor health position and a reduced amount of physical security measures for nurses were associated with nurses' intention to quit the job. The overall results pointed out that poor health will ultimately cause intent to leave the job and this effect was severe among Italian nurses. The additional investigation exhibited in Italy that the effect of psychosocial work stress on health was very heavy demonstrating the intervening result of health between job

environment and nurses' intention to quit their jobs (Bennett, 2000; MacKinnon, Fairchild & Fritz, 2007).

Workplace stress is a common reason why employees leave their jobs Firth et al. (2007) and Hayes et al. (2006) and burnout is a well-known response to workplace stress which has been linked to job turnover in numerous studies (Laschinger, Leiter, Day, & Gilin, 2009; Schaufeli & Buunk, 2003).

Recent research has pinpointed the effects of work environment characteristics as a source of stress that can lead to job burnout. Evidence was given for the relationship between work environment as a source of stressors and burnout (Goddard, O'Brien & Goddard, 2006). These studies have covered a wide range of human service occupations including; teachers, nurses, physical therapists and doctors (Maslach, Schaufeli, & Leiter, 2001). Broman (2005) found that, peer support has a significant impact on avoiding the intention to quit. The researcher also found the significant impact of spiritual frailer, lack of supervisory support, workload, family conflicts, stress and clarity of work on intention to quit and burnout.

It has been evidenced that hectic hospital work surroundings are linked with nurse job burnout (Maslach, 2001).

In their study, Fradelos et al. (2014) identified job burnout as one of the major reason for developing intention to quit. The study, of Leiter and Maslach, (2009) found job burnout dimensions have an independent contribution towards intention to quit. The study, of

Yun, Ilhong, Eui and James (2015) found that stress causes job burnout and job burnout causes turnover intent. In their study, Lazaro et al. (2004) found support for a linkage between burnout and job withdrawal behaviors, one of which is labor turnover. Thus the sequential relationship of work-related stress, burnout, organizational commitment, and other organizational outcomes specified by these studies seems to point to the fact that both burnout and organizational commitment can be studied as dependent variables as well as mediating variables (Chuo, 2003). Moreover, they further suggested that in order to describe the process of job burnout, they need to be included in the study simultaneously along with work environment. Leiter and Maslach (2009), found that burnout was a predictor of nurse turnover intention and also that burnout mediated the outcome of effects of workplace factors on turnover intentions Leiter and Maslach (2009) also found that when it came to the mediating effects of job burnout on turnover intention, job burnout had the most effect and carried the most weight.

On the basis discussion above in the literature, it is argued that job burnout mediates the relation between work environment and intention to quit. Baron and Kenny (1986) observed that, a mediator variable (job burnout) is a generative mechanism wherein the focal independent variable (work environment) impacts the dependent variable of interest (intention to quit). Mediation conveniently carries out when a significant link among predictor and criterion variables is seen. A mediator variable job burnout is considered as so if it develops an indirect effect through which the focal independent variable work environment influences the criterion variable under study (Baron & Kenny, 1986). In other words, work environment is presumed to cause job burnout and

in turn job burnout as a mediator cause the intention to quit. As mentioned above, the relationship between work environment and intention to quit may occur through job burnout this give explanation of 'why'' and ''how'' a cause-and-effect happens (Baron & Kenny 1986; Frazier et al*., 2004*).

Job Burnout, Work Environment and Intention to Quit

H20: Job burnout mediates the relationship between involvement and intention to quit.

H21: Job burnout mediates the relationship between peer cohesion and intention to quit.

H22: Job burnout mediates the relationship between supervisor support and intention to quit.

H23: Job burnout mediates the relationship between work pressure and intention to quit.

H24: Job burnout mediates the relationship between clarity and intention to quit.

H25: Job burnout mediates the relationship between physical comfort and intention to quit.

2.8.7 Mediating Impact of Job Burnout between Organizational Commitment (Dimensions) and Intention to Quit

A study was conducted by faculty members and determined the few factor affecting at the organizational level, attitudes and organizational commitment which are considered to be reason for creation of individual's intention to leave (Maheshwari & Maheshwari,

2012). According to Maheshwari and Maheshwari (2012) there is an inverse relationship between organizational commitment and turnover intention thus when commitment is on increase, then turnover intention would be on decrease. A study conducted in telecom sector by Hussain and Asif (2012) identified that, there is a significant effect of perceived organization support and organizational commitment can support the employee's turnover intention. DeConinck and Bachmann (2011) conducted a study and identified that marketing manager's intentions to quit a job had been affected by the organizational commitment. Jyoti (2013) found the impact of organizational climate on job satisfaction, job commitment and intention to leave applying factor-wise effect of organizational climate and job satisfaction on job commitment and intention to leave. Kennedy (2006) observes a significant relationship between organizational commitment and intention to quit.

Researchers have identified job burnout and organizational commitment as important factors affecting the turnover intentions of various health care workers including occupational therapists, nurses and physicians (Scanlan & Still, 2013; Zhang & Feng, 2011; Al-Hussami, Darawad, Saleh, & Hayajneh, 2014). Thus, burnout and organizational commitment are two closely associated issues that impact retention rates and many other organizational outcome variables. It is generally agreed that high burnout and low organizational commitment result in low staff morale, poor performance, tardiness and absenteeism, high turnover rate, disruption of services, shortage of quality care and other management and compliance problems (Leiter, Clark & Dump, 1994; Maslach, 1988; Mowday, Porter & Steers, 1982). In their study,

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Garland, Lambert, Hogan, Kim and Kelley (2014) examined, the associations between forms of organizational commitment and job burnout. The study, also found affective and continuance commitments had statistically significant relationships with job burnout. Several studies reported that efforts to increase employee's organizational commitment can reduce stress and burnout (Getahun, Sims & Hummer, 2008; Somers, 2009).

According to Fradelos et al. (2014), one of the major reason to quit is due to job burnout. However, since then, a great deal of research has been done to study the prevalence of job burnout in health care workers as well as the relationship between job burnout and intention to quit among health care workers.

The study of Leiter and Maslach (2009) suggested that, three dimensions of job burnout have independent contribution towards intention to quit. Empirical findings were found stress that regarding causes job burnout and job burnout causes turnover intent (Yun, Ilhong, Eui & James, 2015). Lazaro et al. (2004) found support for a linkage between burnout and job withdrawal behaviors, one of which is labor turnover. The study of Yun, Ilhong, Eui and James (2015) found stress causes job burnout and job burnout causes turnover intent, thus, the sequential relationship of work-related stress, burnout, organizational commitment, and other organizational outcomes specified by these studies seems to point to the fact that both burnout and organizational commitment can be studied as dependent variables as well as mediating variables (Chuo, 2003). Moreover, they further suggested that in order to describe the process of job burnout,

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they need to be included in the study simultaneously. The further understanding of the relationship between organizational commitment and burnout is theoretically important due to the influence of an employee's willingness to leave or stay with an organization. Leiter and Maslach (2009), found that burnout was a predictor of nurse turnover intention and also that burnout mediated the outcome of effects of workplace factors on turnover intentions he also found that, when it came to the mediating effects of job burnout on turnover intention, job burnout had the most effect and carried the most weight.

On the basis of the above discussion in the literature, it is argued that job burnout mediates the relation between organizational commitment and intention to quit. As a mediator job burnout signifies a generative mechanism of independent variable organizational commitment through which a focal is able to influence a dependent variable of interest intention to quit (Baron & Kenny, 1986). Because the relationship between organizational commitment and intention to quit can happen through job burnout, this gives an explanation of 'why'' and ''how'' a cause-and-effect happens (Baron & Kenny 1986; Frazier et al*.,* 2004). In other words, organizational commitment may cause job burnout and in job burnout as mediator cause the intention to quit.

Job Burnout, Organizational Commitment and Intention to Quit

H26: Job burnout mediates the relationship between affective commitment and intention to quit.

H27: Job burnout mediates the relationship between continuance commitment and intention to quit.

H28: Job burnout mediates the relationship between normative commitment and intention to quit.

2.9 Summary

In this chapter, concepts and previous studies on work environment, organizational commitment, intention to quit and job burnout have been discussed. In section two, the model of Price and Mueller's (1981) is discussed to indicate the relationship between work environment, organizational commitment, intention to quit and job burnout. Price and Mueller's (1981), causal model of turnover observed that poor work environment and organizational commitment lead to intention to quit and job burnout which shows that there is a relation between work environment, organizational commitment, intention to quit and job burnout. Section three discusses the hypotheses development in the light of previous studies and (Price & Mueller's 1981) causal model of turnover.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This study examines the intention to quit among nurses in psychiatric hospitals in Punjab, Pakistan. An approach to accomplish this objective is through investigating the relationship between work environment and organizational commitment, as these factors have been hypothesized to have a relationship with intention to quit among nurses. This examination was helped out through the mediating variable of job burnout as they have been hypothesized to be solid determinants for intention to quit.

In addition, this chapter proceeds with population and sampling explanation with elaboration on instruments that were utilized. The chapter concludes with a detailed explanation of the analysis techniques used.

3.2 Research Design

The research design is a structure of research which demonstrates the key elements of the research, for example, data collection measures, sample and data analysis technique. The present study is grounded in a research design that incorporates one part of research methodology, specifically quantitative research technique. The quantitative study used a set of questionnaires for collection of data on the variables of the study, namely work environment, organizational commitment, intention to quit and job burnout. In fulfilling the research objectives, this empirical study investigated the relationship between work

environment, organizational commitment and intention to quit among nurses of the psychiatric hospitals. Thomason (1999) explained, that the object of research is to determine how things are and how they can be. Research is likewise a disciplined inquiry approach to the study of the problems (Gay & Airasian, 2003). Along with these lines, research ought to be a careful and systematic method for solving problems (Tuckman, 1999).

Quantitative methodology is used for systematic and empirical investigation of quantitative phenomena and properties as well as the relationship between variables. It uses quantitative measures and is favored in an empirical study for testing hypotheses. The objective of quantitative research is to create and employ mathematical models, speculations and hypotheses relating to a phenomenon. The majority of the past studies identified with these research variables have utilized the quantitative systems (Kaplan & Norton, 2006, Mafini, 2013; Van Loon, 2013). Thus, the present study embraced a quantitative research technique to collect the data.

3.3 Population and Sample

Zikmund, Babin, Carr and Griffin (2012) contended that, the sample selected for any research ought to be representative of the entire population and that this representativeness of samples relies upon two major issues, specifically the sampling design and the sample size. Therefore, by utilizing a proper sample design and size, researchers can guarantee that the sample subjects are not selected by extremes; but are really representative of the qualities of the population (Creswell, 2009).

In order to ensure that the sample is representative of the entire population of the study, the sampling technique that is utilized as a part of this research is the simple random sampling technique. Simple random techniques are viewed as the most well-known techniques in sampling procedures in which every part of the population has an equal and independent chance of being selected (Fraenkel & Wallen, 2000).

The population for this study constitutes the nurses who work in the psychiatric hospitals which are placed and situated in Punjab, Pakistan. The Punjab province having population of more than 115 million which is 61% of the total population of Pakistan and demographic information is the representative of whole Pakistan in characteristics (Economic survey 2014-15). The province of Punjab is the largest province of Pakistan with 23 teaching hospitals and 34 district head quarter hospitals with psychiatric ward as per ministry of health Punjab website (http://health.punjab.gov.pk/). Considering the time constraint and resources limitation for this research and the large area of Pakistan, this study was limited to Punjab province only. The total population of nurses in a psychiatric hospitals is 13,643 (World Health Organization, 2009). The sample size for this study was based on Morgan table which suggested that sample size of 306 is sufficient for the population of 1500 psychiatric nurses in Punjab (Morgan, 1960). Therefore, the researcher distributed 600 questionnaires to nurses of the 10 psychiatric hospitals, they were randomly selected from Punjab, Pakistan.

3.3.1 Data Collection and Sampling Technique

The data for this study was collected by using questionnaires that were self-administered to the nurses, who works in the psychiatric hospitals in Punjab, Pakistan. The main object for choosing the quantitative method with cross-sectional correlational survey design was to achieve the degree of generalization of the results.

The cross-sectional method provided the data which consist of various opinions, attitudes and trends in the quantitative description of the population through the study of the sample. Survey is also helpful to examine the causal relationships between variables (Leedy & Ormrod, 2001). Primary data collecting approach did not requires a visual or other objective perception of the information sought (Cohen, Manion & Morrison, 2011). Further, in survey research, a higher number of respondents can enhance the allowance of model testing using multivariate statistical tools. This was supported by numerous prior studies using structural equation modeling as a statistical tool (Hair et al., 2010; Tabachnick & Fidell, 2007).

Thus, with the survey design, statistical tools were used to test the relationship between the work environment, organizational commitment, intention to quit and job burnout. This design approach offered a reliable standard for the research. The measurement (in proper scales) can gauge fine differences between responses given by the participants. The resulting reliable gauging scale was the basis for providing precise estimates of the association between variables (Cohen et al., 2011).

There are a total of 57 hospitals in Punjab as per ministry of health Punjab, website (http://health.punjab.gov.pk/), in which nurses are working in the psychiatry department. The entire list of 57 hospitals was entered in SPSS and then a random number list was generated to select the hospitals for the study. From 13 hospital selected, 10 hospitals agreed to be the part of the study.

According to information received from hospitals, there were 1496 nurses working in the 10 hospitals that agreed to participate in the study. The researcher distributed proportionately the number of the questionnaire in each hospital as per the number of nurses working in the hospitals. The questionnaire was distributed among the nurses with the following ratio: for the hospitals having nurse's population between 50-100 nurses, questionnaires were 25, for population of 100 to 200 nurses, 75 questionnaire, for population of 200 to 300 nurses, 125 questionnaire, for the population of 300 to 400, the number of questionnaire were 175 and for the population above 500, the number of questionnaire were 225. In total 600 questionnaire were distributed among the participant out of which 358 questionnaire were received and 305 questionnaire were found useable for the study as depicted in Table 3.1.

Table 3.1

Sample Study Response Rate

Over all of Population (nurses) Pakistan	Population size (according to Morgan)	Samples size (according to Morgan)	General Psychiatric Hospitals	Total Nurses	Questionnaire distributed to total Nurses percentage (%)	Returned	Usable questionnaires	Rate (%)
13643	**1500**	**306**	**BBSH**	165	30%	40	32	64%
			PIMH	505	39%	119	90	60%
			JH	101	50%	35	33	66%
			SGRH	134	37%	34	32	40%
			SHL	106	47%	32	30	60%
			MHL	147	34%	37	35	70%
			GHL	108	46%	30	28	56%
			AHF	106	47%	40	35	70%
			NHM	64	39%	23	17	43%
			BVH	56	44%	18	13	43%
13643	**1500**	**306**	**10**	**1492**	**40%**	**358**	**305**	**51%**

Note: BBSH: Benazir Bhutto; PIMH: Punjab Institute of Mental Health; JH: Jinnah; SGRH: Sir Ganga Ram; SHL: Shaikh Zayed; MHL: Mayo; GHL: General; AHF: Allied; NHM: Nishtar and BVH: Bahaval Victorial Hospitals.

3.4 Research Instrument

This study used cross-sectional survey technique in which questionnaire was used as an instrument. There are a few techniques of a survey such as mail survey and self-administered survey. The mail survey was not considered suitable to conduct in Pakistan; as home address data is not accessible and mail service is not provided to home address. This study adopted a self-administered survey method in which

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questionnaire was given out to respondents for further response. The following section elaborates the instrument used for this study.

3.5 Measurements

Measurement is one of the key processes in the research method. It is the process of observing and recording the data that are collected for the research. In the present study, there are a number of dependent, independent and mediating variables. The dependent variable is the intention to quit while independent variables includes the two variables work environment and organizational commitment, and last but not least the mediating variable is job burnout. The measurements were employed to measure the variables in the study as shown in the Table 3.2.

Table 3.2

Measurement Components

Construct	Number of items	Type of variable	Source
Work Environment	54	Independent variable	Moos (1994)
Organizational Commitment	22	Independent variable	Meyer and Allen (1993)
Job Burnout	22	mediating variable	Maslach, Jackson and Leiter, (1996)
Intention to Quit	3	Dependent variable	Mobley, Horner and Hollingsworth (1978)

3.5.1 Work Environment

To measure the work environment in this study, the scale of Moos (1994) was adapted. It has 54 items. This scale is a renowned scale for measurement of perception of

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employees regarding work environment and psychosocial properties or institutional attributes. This 54 items questionnaire is based on the 6 dimensions namely involvement, peer cohesion, supervisors support, work pressure, clarity and physical comfort (each dimension has 9 items). Questionnaire proposed by Moos (1994) helps in seeking information on the environment of work in hospitals with the perspective of nursing staff working in psychiatric hospitals. Items of the scale are scored on a 5 point Liker Scale with 5=strongly agree to 1= strongly disagree. Thus, the 54-item questionnaire was used to elicit information on six dimensions. For the work environment, the possible total score range is from 54-270. The higher score for work environment reflects good overall work environment whereas low score reflects poor work environment. The detail is given in Table 3.3.
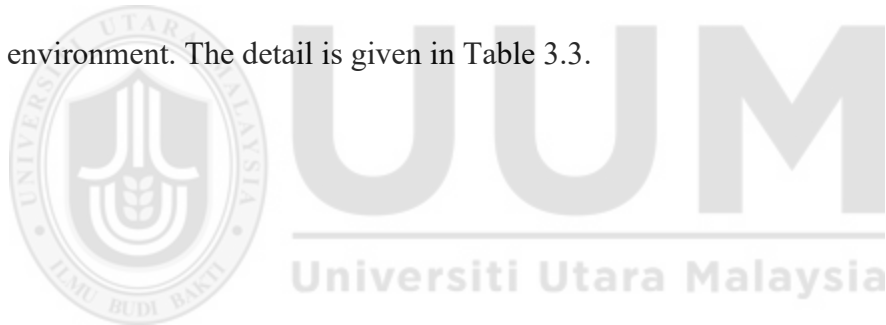
Table 3.3

Dimensions of Work Environment

Dimensions of Work Environment	Items	Assigned Scores	Possible Score Range
Involvement	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Peer cohesion	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Supervisors support	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Work pressure	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Clarity	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Physical comfort	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Total	54		54- 270

3.5.2 Organizational Commitment

In the present study, organizational commitment was measured by utilizing the scale of Meyer and Allen (1993). This scale has 22 items. The questionnaire seeks information on the organizational commitment in hospitals with the perspective of nursing staff working in psychiatric hospitals. The scale which consist of 22 items is based on three dimensions including affective, continuance and normative commitment. These items are scored by 5 point Likert Scale with 5=strongly agree to 1=strongly disagree. Thus, the 22-item questionnaire were used to elicit information on three dimensions. For organizational commitment possible total score range is from 22-110. The higher score for organizational commitment reflects good overall commitment whereas low score reflects poor commitment. The detail is given in Table 3.4.

Table 3.4

Dimensions of Organizational Commitment

Dimensions of Organizational Commitment	Items	Assigned scores	Possible Score Range
Affective Commitment	9	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	9-15 (low) 16-20 (Moderate) 21-45 (High)
Continuance Commitment	7	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	7-10 (low) 11-22 (Moderate) 23-35 (High)
Normative Commitment	6	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	6-9 (low) 10-20 (Moderate) 21-30 (High)
Total	22		22 - 110

3.5.3 Intention to Quit

In the present study, intention to quit was measured by the scale of Mobley, Horner and Hollingsworth (1978). This scale has 3 items based on intention to quit. This scale helps in seeking information on the nurse's intention to quit in psychiatric departments in hospitals. These items are scored by 5 point Likert Scale with 5=strongly agree to 1=strongly disagree. This construct is most commonly used for measuring the intention to quit in many studies in the world (Marom & Koslowsky, 2013; Ang, Bartramb, Nicola McNeil, Leggat & Stanton 2013; Alam & Muhammad, 2010) and in Pakistan (Iqbal, Ehsan, Rizwan & Noreen, 2014; Tayyab, 2007). The possible score range is from 3-15. The higher score for intention to quit reflects high intention to quit whereas low score reflects low intention to quit from the job. The detail is given in Table 3.5.

Table 3.5

Intention to Quit

Construct	Item	Assigned scores	Possible Score Range
Intention to Quit	3	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	3-5 (low) 6-10 (Moderate) 11-15 (High)
Total	3		3-15

3.5.4 Job Burnout

In the present study, in order to measure the job burnout, a scale of Maslach, Jackson and Leiter (1996) was used. The scale has 22 items. In the assessment of occupational job burnout, 90% studies used this Maslach Burnout Inventory (Schaufeli & Enzman,

1998). According to Posig and Kickul, (2003) this inventory is most acceptable in measuring job burnout. Moreover, Lindblom, Linton, Fedeli and Bryngelsson (2006) identified it as a psychometrically sound measure.

This scale helps in seeking information on the nurse's intention to quit in psychiatric departments in the hospitals. These items are scored by 5 point Likert Scale with 5=strongly agree to 1=strongly disagree. Thus, the 22-item questionnaire were used to elicit information on job burnout. For job burnout the possible total score range is from 22-110. The higher score for job burnout reflects a high degree of job burnout whereas low score reflects the low degree of job burnout. The detail is given in Table 3.6.

Table 3.6

Job Burnout

Dimensions of Job Burnout	Items	Assigned scores	Possible Score Range
Job Burnout	22	5= strongly agree 4= Agree 3= Neutral 2 = Disagree 1= Strongly disagree	22-35 (low) 36-70 (Moderate) 71-110 (High)
Total	22		22-110

3.6 Data Collection Procedures

The data for this study was collected by using questionnaire which was administered to the nurses in psychiatric hospitals. In this context, the researcher had meeting with the human resources managers of each of the randomly selected psychiatric hospitals and assessed list of the nurses' and later respondents were selected randomly. To preserve the integrity of the responses, completed questionnaire were kept in sealed envelopes till

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the time of data analysis. All survey questionnaires were personally distributed and collected to ensure timely return of data from those who choose to participate. Adaption of this method resulted into better return rates.

The researcher together with the help of the enumerators handled the distribution of the questionnaire. The questionnaire were distributed according to the simple random technique stated earlier. Apart from that, the enumerators were briefed and informed about the nature of the research and its objectives. The process of data collection completed in 3 months. After completion of data collection from targeted population, the data collected was later keyed in into the Statistical Package for Social Sciences (SPSS) for data analysis.

3.7 Validity of the Instrument

3.7.1 Content Validity

The content validity measures the adequacy with which a particular domain of content has been sampled (Nunnally, 1978). Items for the variables utilized within this study were adapted and focus around the literature on organizational psychology. All the items are designed according to the definition of the constructs and also the related findings of the current literature. Also, the measurements were looked by two scholars (academicians) and two experts (specialist/nurses). Their remarks were gathered, evaluated and used to verify the appropriateness and comprehensiveness of the

questionnaire. In this way the measurements utilized within this study was considered to have content validity.

3.7.2 Construct Validity

Construct validity is said to be necessary for ensuring overall validity. As such, in order to evaluate the construct validity, factor analysis was conducted in this study using principal components method in the SPSS. Factor analysis aims to identify the items explaining same construct. As the sample size for pilot study was comparatively smaller, this study resorted to examining factor analysis on each construct separately in line with studies of researchers like Ahire, Golhar, and Waller (1996), and Al-Swidi (2012).

3.8 Pilot Study

The purpose of conducting the pilot study is to have a small scale version or trial run, done in preparation for the major study (Polit, Beck, & Hungler 2001). However, a pilot study can also be pre-testing or 'trying out' of a particular research instrument (Baker, 1994). The major advantage of conducting a pilot study is that it can give advance warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are inappropriate or too complicated. De Vaus (1993) said, "*Do not take the risk*" Pilot test first. Therefore a pilot study was conducted to test the reliability of the instrument used in the research. A total of 40 nurses from one specially chosen psychiatric hospitals participated in the pilot study.

The result of the pilot study showed that all the construct in the questionnaire have reliability from 0.706 to 0.861, which is above the 0.70, indicating that the instrument is reliable for conducting further study. A Cronbach's alpha value of 0.7 was regarded as an acceptable value. If the value of alpha is closer to one, it shows the higher reliability of the instrument and indicates higher inter-item consistency. The detail is given in Table 3.7.

Table 3.7

Reliability Statistics of Variables

Variable	Cronbach's Alpha	No of Items
Intention to Quit	.861	3
involvement	.850	9
Peer Cohesion	.706	9
Supervisors Support	.819	9
Work Pressure	.733	9
Clarity	.835	9
Physical Comfort	.843	9
Affective Commitment	.792	9
Continuance Commitment	.731	7
Normative Commitment	.714	6
Job Burnout	.843	22

3.9 Ethical Considerations

Participation was voluntary. This was made clear to all participants of this study and was informed prior to completing the questionnaire. Every participant was given the opportunity to review and sign an informed consent form, prior to participating in the study. Individuals who might not desire to take part in the study were asked to return the questionnaire and thus had no further obligations to the study.

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To encourage honest response, the participants were guaranteed confidentiality of their responses. Participants were informed of the confidentiality agreement prior to their voluntary participation in the study. A portion of the statement of informed consent covers issues dealing with confidentiality of responses. Each participant had the opportunity to review and sign this consent form prior to participating in the study. This statement informs the subjects that they were free to participate or not to participate, to withdraw from participation at any time during the administration. Their anonymity was guaranteed, and their individual responses were in no way be reflected in the final thesis or returned to the administration of the organization at any given time.

3.10 Data Analysis

For the purpose of analyzing the data of the present study, Partial Least Squares (PLS) was utilised to constitute the analysis technique of the collected data.

3.10.1 Partial Least Squares (PLS) Technique

PLS-SEM technique is termed as a second generation structural equation modeling (Wold, 1982). The comparatively newly used technique works well with structural equation models that contain latent variables and a series of cause-and-effect connection (Gustafsson & Johnson, 2004). The PLS-SEM analysis technique is a good and flexible tool for the statistical model building as well as prediction (Ringle, Wende, & Will, 2005). Specifically, the PLS technique was applied in this research work because of these given reasons.

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Firstly, structural equations models have been shown to be superior models that perform estimations better than regressions for assessing mediation (Brown, 1997; Iacobucci, Saldanha, & Deng, 2007; Mattanah, Hancock, & Brand 2004; Preacher & Hayes, 2004). It has also been reported that PLS-SEM accounts for measurement error and can provide more accurate estimates of mediating effects (Chin, 1998a). Secondly, PLS path modeling becomes more appropriate for real world applications and it is more advantageous to use when models are complex (Fornell & Bookstein, 1982; Hulland, 1999). The soft modeling assumptions of PLS technique (i.e., ability to flexibly develop and validate complex models) gives it the advantage of estimating large complex models (Akter et al., 2011). The current study examined the relationships among four variables which are work environment, organizational commitment, job burnout and intention to quit, within the structural model and therefore employing PLS-SEM techniques was suitable for better estimation.

Thirdly, data in social sciences are known to have normality problem (Osborne, 2010). According to Chin (1998a) data is not required to be normal and PLS can handle non-normal data in a better way in PLS path modelling. In order to avoid any problem related to normality, PLS path modelling was used in this study. Fourthly, PLS-SEM also provides more valid and meaningful results as compare to other analysis methods. In other methods, results are often not very clear and sometimes warrants separate analyses (Bollen, 1989). Chin, Marcolin and Newsted (2003) said that, for complex models such as constructs with hierarchical structure, moderating and mediating impacts

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PLS path modelling is more appropriate. PLS is considered as a more famous alternative to SEM methods such as LISREL (Hair et al., 2010).

This model is employed in the beginning stage of the development of a theoretical framework to validate and assess exploratory models. Moreover, it is more suitable for conducting the predication-orientated research in which researcher is being helped by the methodology to concentrate more on the explaining the endogenous constructs. Lastly, PLS path modelling can be used in both reflective and formative measurement models.

3.10.2 Convergent Validity of the Measurements

Convergent validity is exhibited when all the measures of a certain construct correlate and 'stick' together in terms of the concept they reflect (Hair et al., 2006). To establish convergent validity, many criteria like the factor loadings, composite reliability (CR) and average variance extracted (AVE) were used simultaneously, as proposed by Hair et al. (2010). In items' loading, individual item loadings greater than 0.7 are considered appropriate (Fornell & Larcker, 1981). Hair et al. (2010) said that, items with loading more than 0.5 can also be acceptable in multivariate analysis. They also pointed out that convergent validity is a composite reliability that indicates the level or degree to which set of items are consistent to the latent construct. In such context 0.7 is a recommended value (Fornell & Larcker, 1981; Hair et al., 2010).

Values of average variance extracted can be examined to confirm the outer model's convergent validity. The average variance extracted (AVE) reflects the average of the variance extracted among a set of items relatively to the variance shared with the measurement errors. More specifically, AVE measures the variance captured by the indicators in relation to the variance assignable to the measurement errors. If the AVE values are at least 0.5, this suggests these set of items has an adequate convergence in measuring the concern construct (Barclay et al., 1995).

3.10.3 Discriminant Validity of the Measures

Establishment of discriminant validity is important in order to verify the construct validity of the outer model. Before testing the hypotheses through path analysis, this step is considered compulsory. In a construct, the degree to which items are different from each other is shown by measurements of discriminant validity. Primarily, it ensures that items do not overlap in different constructs. When the discriminant validity is established, it suggests that there exists shared variance among every construct. Moreover, the measures needs to be greater than variance shared among distinct construct (Compeau, Higgins & Huff 1999).

In this study, the discriminant validity of the measures was verified by employing the method of Fornell and Larcker (1981). The square root of average variance extracted (AVE) for all the constructs were placed at the diagonal elements of the correlation matrix. The discriminate validity of the outer model was verified as the diagonal elements were high when compared with another element of column and row.

3.10.4 Goodness of Fit (GoF) of the Model

PLS (SEM) has one measure for goodness of fit which is opposed to the approach of Covariance-based Structural Equation Modelling (CBSEM). According to Tenenhaus et al. (2005), a global fit measure for PLS path modelling is average R^2 for endogenous constructs and the geometric mean of average communality. Therefore, GoF measure is responsible for variance extracted out of both inner and outer models. To support the validity of PLS the model value of GoF was assessed on the guidelines set up provided by Wetzels, Odekerken-Schroder and Van Oppen (2009) as depicted in the formula given below:

$$\text{GoF} \sqrt{(\overline{(R^{\wedge}2)} \times \overline{(\text{AVE})})}$$

3.10.5 The Prediction Relevance of the Model

It is well known that R^2 of the endogenous variable accounts for the variance of a specific variable that is described with the help of predictor variables. The magnitude of the R^2 of the endogenous variables was considered as an indicator of the predictive power of the model. Moreover, the sample reuse technique was implemented as developed by Stone (1975) and Geisser (1975) to verify the predictive validity of the model. Wold (1982) discussed that the sample's reuse technique to fit just fine using the PLS modeling approach (Götz, Liehr-Gobbers, & Krafft, 2011).

Particularly, the predictive relevance of the model can be determined by the Stone–Geisser non-parametric test (Chin, 1998; Fornell & Cha, 1994; Geisser, 1975; Stone,

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1975). This can be done with the help of blindfolding techniques embedded in Smart-PLS 2.0 package. Blindfolding procedure is designed to remove some of the data and to handle them as missing values to estimate the parameters. The estimated parameters are then used to reconstruct the raw data that are assumed previously missing. Accordingly, the blindfolding procedure produces general cross-validating metrics Q^2. Generally, there are different forms of Q^2 that can be acquired based on the form of the desired prediction. A cross-validated communality Q^2 is obtained when the data points are predicted using the underlying latent variable scores, whereas, if the prediction of the data points is obtained by the latent variables that predict the block in question, then a cross-validated redundancy Q^2 is the output.

Fornell and Cha (1994) indicated that the cross-validated redundancy measure could be an indicator of the reliability of the predictive relevance of the examined model. If the test criterion, redundant communality is larger than 0 for all the endogenous variables, the model is considered to have predictive validity, or else the predictive relevance of the model cannot be obtained (Fornell & Cha, 1994).

3.11 The Assessment of the Inner Model and Hypotheses Testing

3.11.1 Path Coefficient Estimation

The PLS path modeling method is often used to estimate causal relation in the domain of path models by making use of latent construct which is indirectly measured by some indicators. Wold (1982), Lohmöller (1989), Chin (1998) and Tenenhaus, Vinzi,

Chatelin, and Lauro (2005) drew light on the methodological basis and methods for outcome evaluation and presented few examples of this methodology. Two models present PLS path model's description which includes: a structural model which makes a link of other LVs with endogenous LVs, and a measurement model which is related to manifest variable to their latent variables. The structural model is named as the inner model while measurement model is named as outer one.

The inner model explains the link of unobserved or latent variables while the outer model explains the association that lies among a latent variable and its manifest variable, for instance, PLS path model in chapter 4 is the general design of the PLS which gives the recursive inner model which is exposed to the specification of predictor. Therefore the inner model contains a system of causal chain. Mode A and B outer models are represented which are formative and reflective measurement models. By theoretical rationale selection of specific outer mode is explained (Diamantopoulos & Winklhofer, 2001).

3.11.2 Structural Path Significance in Bootstrapping

Smart PLS can develop T-statistics for significance testing of inner as well as outer model, applying a procedure called bootstrapping. In bootstrapping, a large number of subsamples (e.g., 500) are extracted from the original sample with replacement to give bootstrap standard errors, which sequentially approximate T-values for significance testing of the structural path. The bootstrap findings approximate the normality of data.

In order to conclude whether the path coefficients were statistically significant or not, current research engaged the bootstrapping techniques embedded with Smart PLS 2.0. Five thousand samples with a number of cases equal to the observations out of 305 cases were utilized to run the bootstrapping. Particularly, the T values carry path coefficient that was created using the bootstrapping technique and subsequently the p values were generated as reported in chapter five.

3.12 Summary

This chapter explained the methodology adopted for this research study. It discussed the population, sample, sampling technique, data collection and data analysis procedure. This chapter also elaborated the procedure of validity and reliability of the proposed model. The following chapter explains the findings of the study.
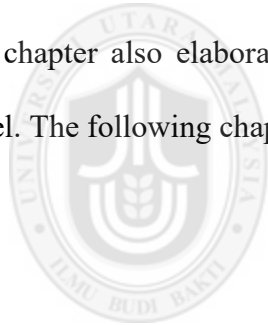
CHAPTER FOUR
RESULTS

4.1 Introduction

This chapter discusses the findings of the data analysis. The chapter outlines data preparation and data screening. In addition, descriptive statistics for all variables under study are also provided. Partial Least Squares Structural Equation Modelling (PLS-SEM) results are applied in assessing the outer measurement model and the inner structure model. The goodness of the outer model related to the constructs of this study namely work environment, organizational commitment, job burnout and intention to quit, was also established. Finally, results of the hypotheses testing are offered.

4.2 Data Preparation and Screening

The accuracy of data was properly checked to ensure accurate findings before the data analysis (Tabachnick, Fidell, & Osterlind, 2001). This section will discuss the data screening procedures prior to data analysis to detect missing data, as these invalid values may threaten the validity of the researcher's findings and therefore, must be identified and dealt with (Hair, Black, Babin & Anderson, 2010). Validity and reliability of the research construct and other assumptions were later tested to check the goodness of measure of the data.

4.2.1 Missing Values

The analysis of missing value indicates that the percentage of missing data was less than 1 percent missing data for each variable as shown in Table 4.1. The study also conducted Little's MCAR test for assessing the distribution of missing value. The result of Little's MCAR described the completely random distribution of missing data (Chi-Square = 421.552, DF = 388, Sig. = .117). As the missing data was well below the 10 percent, any method of imputation can be implied (Hair et al., 2006). Therefore, this study used the mean imputation for replacing the missing value.

Table 4.1

Missing Value Test

Variables (Items)	N	Mean	Std. Deviation	Missing	Percentage
Supervisors support (4)	305	4.17	1.136	1	.3
Supervisors support (5)	305	3.77	1.432	1	.3
Clarity (9)	305	3.96	1.403	1	.3
Physical Comfort (1)	305	4.13	1.390	1	.3
Continuance Commitment (7)	305	4.12	1.265	1	.3
Normative Commitment (1)	305	4.43	1.078	1	.3
Normative Commitment (2)	305	2.14	1.438	1	.3
Normative Commitment (3)	305	2.86	1.586	1	.3
Normative Commitment (4)	305	4.74	.869	1	.3
Normative Commitment (5)	305	4.26	1.243	1	.3
Job Burnout (8)	305	1.78	1.230	1	.3
Job Burnout (9)	305	2.22	1.463	1	.3
Job Burnout (10)	305	4.38	1.114	1	.3
Job Burnout (11)	305	2.48	1.539	1	.3
Job Burnout (12)	305	4.43	1.130	1	.3
Job Burnout (13)	305	1.83	1.257	1	.3

The results of Little's MCAR test described the random distribution of missing data (Chi-Square = 421.552, DF = 388, Sig. = .117).

4.2.2 Mahalanobis Distance Test

According to Hair et al. (2010), should maximum Mahalanobis distance exceeds chi-squared value with degrees of freedom equal to a number of predictors and alpha =.001, there is a case of outliers in the data. Cohen and Cohen (1988) support Hair's et al. (2010) statement when they declare that as the rule. The assumption is as follows:

Outlier Multivariate =>Mahalanobis Distance > Chi-Square value

Chi-square value was found to be $x^2 = 150.667$ (>101 items, at a critical value of 0.001). There was no trace of Mahalanobis distance effect when Outlier Multivariate = 24.259 < 150.667 on 305 respondents. Thus, Mahalanobis distance analysis confirmed that present data was normally distributed (Hair et al., 2010).

4.2.3 Assumption of Normality for Multivariate Analysis

The normality of data is a fundamental assumption considered before proceeding with data analysis. It is critical for further data analysis because it influences significantly on the results of the data used for the analysis. After data screening, it is important that the data be further examined to find out its appropriateness for the selected analysis technique. The normal distribution of the data is a vital assumption in multivariate analysis (Tabachnich & Fidell, 2007). Considering the "statistical tests of significance" are not much useful for small sample size and relatively sensitive for large sample size, studies recommend to use both statistical test and graphical plots for assessing the degree of deviation of sample data from normality (Hair et al., 2010).

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Figure 4.1 presents the histogram and normal probability plots. As shown, all bars were closed to the normal curve, meaning that normality assumptions were not violated (Field, 2009).
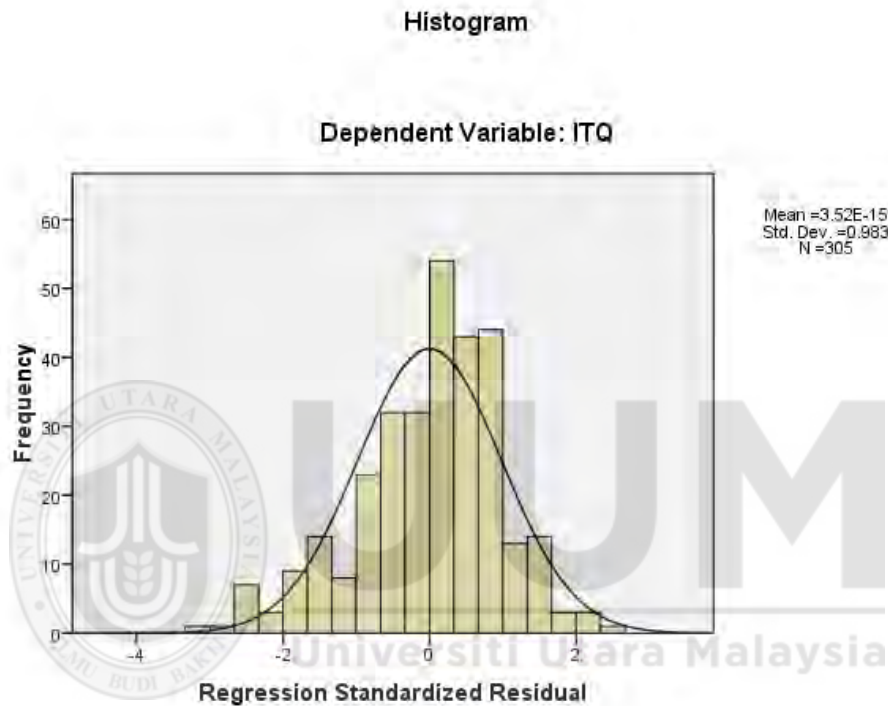
Figure 4.1. Histogram and Normal Probability for Intention to Quit (ITQ)

Tabachnich and Fidell (2007), also recommended that the variables normality can be judged by using statistical and or graphical methods in this study. Table 4.2 illustrates the results of skewness and kurtosis the normality test for the each variable.

Table 4.2

Result of Skewness and Kurtosis for Normality Test

Variables and (dimensions)	Skewness	Kurtosis
Involvement	-1.739	2.242
Peer cohesion	-1.434	2.723
Supervisors support	-1.729	2.881
Work pressure	-0.943	1.052
Clarity	-1.624	2.531
Physical comfort	-1.638	2.453
Affective commitment	-1.122	1.41
Continuance commitment	-0.826	0.016
Normative commitment	-1.094	1.223
Job burnout	-0.693	-0.056
Intention to quit	-1.147	0.143

According to Hair et al. (2006), the values of skewness outside the range of +1 to -1 are substantially skewed distribution. However, Kline (1998) suggested the cut-off point between +3 and -3 to be acceptable. Based on these criteria suggested by Kline (1998) (+3 to -3) and Coakes and Steed (2003), the skewness values were within the acceptable range. Table 4.2 above demonstrated that skewness and kurtosis were within the critical value. According to Pallant (2001), skewness and kurtosis are the key tests for validating the assumption of normality. Skewness is considered as a measure for normality assumption which refers to sample data distribution by describing whether the data shifted to the right, or to the left, or unbalanced and or to the center and symmetrical with approximately the same shape on both sides. Moreover, kurtosis refers to assumptions normality obtained by making a comparison with a peakness or flatness of data distribution of the sample (Hair et al., 2010). The examination of skewness and kurtosis found that none of the variable items had skewness and kurtosis values greater

than +3 and values below than -3. The results of kurtosis and skewness for the sample data indicate that the data were in consistency with the assumption of normality.

As shown in Table 4.2 above, almost all the variables did not have any extreme values of skewness and kurtosis. Therefore, no violation of the normality assumption was committed for the further multivariate test (Hair et al*.,* 2010). Along with statistical inferences, Q-Q plots for graphical methods were employed which are illustrated in appendix B.

4.2.4 Multicollinearity

Hair et al*.* (2010), highly recommended multicollinearity test among independent variables before testing the hypotheses based model. Multicollinearity is the correlation between the independent variables. If it is above 0.90 it indicates of multicollinearity (Hair et al*.,* 2010). It is the statistical phenomenon in which two or more independent variables in the model are highly correlated (Tabachnick & Fidell, 2007). Due to this problem, estimates of the coefficient may change significantly because of slight changes in the data or model. The test of multicollinearity assumption can be done by testing the variance inflation factor (VIF) and the tolerance value (Pallant, 2001).

According to Hair et al. (2010), the tolerance value is the sum of the variability of selected independent variable which is not explained by any other independent variables, while variance VIF is the inverse of tolerance value (Hair et al*.,* 2010). If the tolerance value is lower or equal to 0.10 and VIF is equal or more than 10 it is the sign of

multicollinearity existence in the variables (Hair et al., 2010). Table 4.3 below indicate the tolerance value and VIF.

Table 4.3

Result for Test of Multicollinearity

Variables	Tolerance	VIF
Involvement	0.950	1.053
Peer Cohesion	0.722	1.384
Supervisors Support	0.815	1.227
Work Pressure	0.745	1.343
Clarity	0.861	1.161
Physical Comfort	0.861	1.162
Affective commitment	0.673	1.485
Continuance Commitment	0.668	1.497
Normative Commitment	0.853	1.173
Job Burnout	0.907	1.103

a. Dependent Variable: Intention to Quit

From Table 4.3 it can be observed that the tolerance values are in a range from 0.668 to 0.950 and the values VIF are in a range from 1.497 to 1.497. Thus, the results indicate that there is no existence of multicollinearity interaction among the variables for this study. This indicates that coefficient of variables for this study will not be affected.

4.2.5 Homoscedasticity

Homoscedasticity describes dependent variables that have an equal level of variance across a range of independent variables (Hair et al., 2010). Homoscedasticity assumption is needed because the variance of the dependent variable is not focused on the independent values. If this assumption is violated, then there is Heteroscedasticity. If there is Heteroscedasticity in the data, it underestimates the coefficient estimate and in certain case, insignificant variables become statistically significant (Hair et al., 2010).

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According to Osborne and Waters (2002), homoscedasticity can be checked by looking at a plot of the regression standardized residuals or errors and the regression standardized predicted value. Ideal condition suggests that its value should be zero or scattered around zero. If the residuals are randomly scattered around the horizontal line, it suggests an even distribution. If residuals are not evenly scattered around the line, then there is the indication of Heteroscedasticity.

This study verified this assumption by conducting the examination of the graph of standardized residuals by the regression standardized predicted value. The scatter plots as shown in appendix B, indicate that the residuals were randomly scattered around the horizontal line having value zero or near zero. Therefore, homoscedasticity assumption for this study was not violated. This is illustrated in appendix B.

4.2.6 Test of Linearity

The linear relationship between independent and dependent variables is another underlying assumption for making an analysis. To conduct the test of linearity, the researcher employed the scatterplot of residuals against predicted values of every independent variable predicted value. According to Flury and Riedwyl (1988), the assumptions of linearity is satisfied when the value residuals should be scattered around zero, or the majority of the values should be around the center near zero points. As shown in figure 4.2 the scatter plot of the dependent variable (intention to quit) residual values was concentrated near center along with the zero point.

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In addition, normal probability plot of standardized regression residuals for a dependent variable also showed that linearity was met. The Figure of P-P plot is shown in Figure 4.3 showed that the linearity assumption was met.
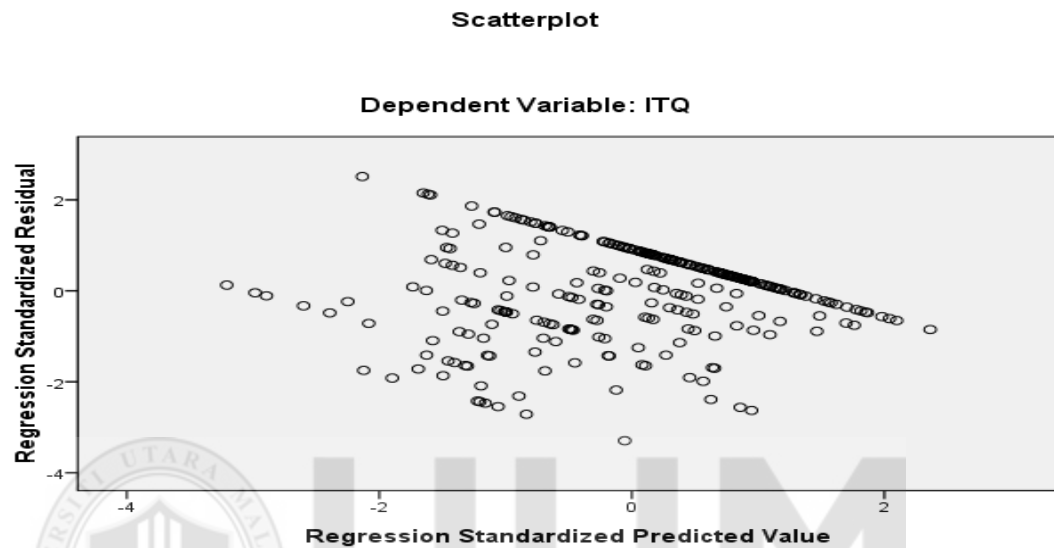
Figure 4.2. Standard Plot of Residuals against the Predicted Values

Figure 4.3. Probability Plot of Regression Standardized Residual

4.3 Participants Profile

This section describes the demographic profile of the participants (nurses). The demographic characteristic examined in the study include age, marital status, the level of education, job tenure (in years), employment status and working hours (week) (see Table 4.4).

As shown in Table 4.4, regarding the age group, 0.7 percent of the participants were in the age group of 10 - 20 years, 52.1 percent were between 21 - 30 years, 16.1 percent were between 31 - 40 years, 25.2 percent were between 41 - 50 years and 5.9 percent were 50 years old and above. The majority of participants which is 60.7 percent were married, 37.7 percent were single, divorced 1percent and 0.7 percent widow. In terms of the level of education, most of the participants held a diploma in nursing which is 68.5 percent, 28.9 percent had a bachelor's degree, 2 percent has a master degree, and 0.7 percent had a master in nursing (MSN) degree.

In term of job tenure, 57.7 percent of the participants spent 1 - 10 years working in the hospital, 17.7 percent spent between 11 - 20 years working in the hospital, another 22.6 percent spent between 21 - 30 years working in the hospital while the remaining 2 percent spent between 31 - 40 years in the hospitals. In relation to employment status, most of the participants were permanent staff which is 63.9 percent and 36.1 percent were on contract basis.

In terms of the level of working hours, 69.5 percent of the participants worked between 30 and 50 per week, 16.1 percent between 51 and 70 per week, 9.2 percent between 71 and 90 per week, 4.6 percent between 91 and 110 per week and 2 percent between 111 and 130 per week as indicated in Table 4.4.

Table 4.4

Descriptive Statistics of Respondents and Variables

Characteristics	Frequency	Percent (%)	Cumulative (%)
Age			
10-20 years	2	0.7	0.7
21-30	159	52.1	52.8
31-40	49	16.1	68.9
41-50	77	25.2	94.1
50 years and above	18	5.9	100
Marital			
Married	185	60.7	98.4
Single	115	37.7	37.7
Divorced	3	1	99.3
Widow	2	0.7	100
Education			
Diploma in Nursing	209	68.5	68.5
MSN	2	0.7	69.2
Bachelor Degree	88	28.9	98
Master Degree	6	2	100
Tenure			
1-10	176	57.7	57.7
11-20	54	17.7	75.4
21-30	69	22.6	98
31-40	6	2	100
Employment Status			
Permanent	195	63.9	63.9
Contract	110	36.1	100
Working Hours (Per Week)			
30-50	212	69.5	69.5
51-70	49	16.1	85.6
71-90	28	9.2	94.8
91-110	14	4.6	99.3
111-130	2	0.7	100

4.3.1 Descriptive Statistics

Descriptive analysis was conducted to describe the general situation of all constructs.

Table 4.5 shows the mean and standard deviation of the constructs.

Table 4.5

Descriptive Statistics of the Major Latent Variables (N = 305)

Latent Variables	Mean	Std. Deviation	Level
Work Environment(dimensions)			
Involvement	3.888	0.828	High
Peer Cohesion	3.991	0.674	High
Supervisors Support	3.854	0.872	High
Work Pressure	3.748	0.793	High
Clarity	3.894	0.903	High
Physical Comfort	3.867	0.916	High
Organizational Commitment(dimensions)			
Affective Commitment	3.992	0.812	High
Continuance Commitment	3.788	0.865	High
Normative Commitment	3.380	0.819	Moderate
Job Burnout	4.075	0.607	High
Intention to Quit	4.139	1.162	High

The descriptive statistic Table 4.5 for the construct used in this study shows that the overall mean and standard deviation for the latent variables range between 3.380 and 4.139 and 0.607 and 1.162 respectively. Among the constructs, intention to quit had the highest mean (M = 4.139, SD = 1.162), followed by job burnout (M = 4.075, SD = 0.607), affective commitment (M = 3.992, SD = 0.812), peer cohesion (M = 3.991, SD = 0.674), clarity (M = 3.894, SD = 0.903), involvement (M = 3.888, SD = 0.828), physical comfort (M = 3.867, SD = 0.916), supervisors support (M = 3.854, SD = 0. 0.872), continuance commitment (M = 3.788, SD = 0.865), work pressure (M = 3.748, SD =

0.793) and normative commitment (M = 3.380, SD = 0.819). Likewise, normative commitment had the moderate level mean (M = 3.380, SD = 0.819) among the constructs. The average values statistics as shown in Table 4.5 indicated that all the variables have average mean value above 3.0. This range of means shows that, on the average respondent have a high perception about these construct. However, intention to quit has the highest standard deviation (SD = 1.162) among the constructs. The standard deviation are considerably small, indicating that the majority of the responses cluster close to each other, and also around the average response. All items were measured on a five-point scale. Moreover, the result of descriptive analysis scale was around moderate to high range.

4.4 Measurement Model (Outer Model) Evaluation

Using Smart PLS, in the first step, the measurement model (outer model) was examined to ascertain the appropriateness of loadings of the indicators (items) on the theoretically devised respective constructs. Outer model is evaluated in order to affirm that item measure the construct they were supposed to measure, consequently ascertaining that the instrument used is reliable. Moreover, the purpose of the outer model is to diagnose the relationship between observable and underlying constructs. As such, it becomes important to trace appropriate indicators for ensuring a proper operationalization of a particular construct (Churchill, 1979), which further necessitates estimation of construct validity which can be justified in SEM through content validity, convergent validity, and discriminant validity (Hair et al., 2010).

4.4.1 Construct Validity

Construct validity signifies the ability and appropriateness of items generated for a construct in measuring the main concept under study (Hair et al., 2010). Moreover, Bohrnstedt (1970) and Vinzi, Lauro, and Tenenhaus (2003), suggest Principal Component Analysis (PCA) method for assessing the indicators underlying factor structure. Smart PLS is based on PCA method. As such; the factor loadings were created for all indicators in Smart PLS. It is a basic requirement that all indicators must exhibit highest loading values on their respective constructs than that on other constructs. Theoretically, it was already ensured through a comprehensive literature review that indicators belong to their respective constructs. However, to support it statistically, factor analysis was performed which is shown in Table 4.6.

It can be seen in Table 4.6 that the loadings of indicators are highest on their respective constructs as compared to their loadings on other constructs, and they consist of significantly and acceptably high loadings. These twos lead to confirmation of construct validity.

Table 4.6 seeks to show the loadings of all items pertaining to each of the constructs taken in this study which includes: intention to quit, job burnout, affective commitment, continuance commitment, normative commitment, clarity, involvement, peer cohesion, physical comfort, work pressure, and supervisors support.

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In line with Chan (2003), the item loading can be termed as poor if is less than 0.30, fair if it is in range of 0.31 to 0.50, moderate if it is between 0.51 to 0.60, moderately strong if it is in range of 0.61 to 0.80, and very strong if it is between 0.81 to 1 (Krause, Gathmann, & Gorschewsky, 2008). It was further supported that the item loading should be over 0.30 for the mutual relationships (Andresen, 2000). It can be seen in Table 4.6 that each of the loadings is greater than 0.52 which shows either moderately or very strong loading for each of the indicators taken in the study.

Table 4.6

Loading of items based on factor analysis

Variables	Item	ITQ	JB	OCA	OCC	OCN	WEC	WEI	WEP	WEPh	WEPr	WES
	ITQ1	**0.876**	0.612	0.280	0.178	0.202	0.106	-0.196	0.227	0.179	0.130	0.187
Intention to quit	ITQ2	**0.878**	0.622	0.132	0.180	0.194	0.123	-0.132	0.177	0.100	0.110	0.100
	ITQ3	**0.903**	0.576	0.241	0.190	0.261	0.113	-0.184	0.187	0.173	0.139	0.093
	JB1	0.494	**0.815**	0.137	0.027	0.205	0.084	-0.079	0.120	0.092	-0.017	0.083
	JB11	0.497	**0.611**	0.139	0.255	0.205	0.147	-0.084	0.169	0.151	0.033	0.169
	JB2	0.513	**0.772**	-0.004	-0.103	0.039	0.039	-0.094	0.121	0.109	0.014	0.027
Job burnout	JB20	0.301	**0.586**	0.092	0.073	0.031	0.063	-0.134	-0.046	0.027	-0.079	0.033
	JB3	0.580	**0.680**	0.108	-0.001	0.109	0.093	-0.137	0.121	0.127	0.116	0.045
	JB8	0.543	**0.822**	0.152	0.113	0.203	0.124	-0.143	0.126	0.142	-0.021	0.095
	JB9	0.372	**0.669**	0.062	0.038	0.100	0.102	-0.132	0.024	0.039	-0.058	0.013
	OCA1	0.123	0.082	**0.760**	0.287	0.272	0.059	0.005	0.000	0.052	0.011	0.088
	OCA3	0.241	0.104	**0.697**	0.290	0.176	0.060	-0.034	0.107	0.137	0.104	0.062
Affective commitment	OCA4	-0.007	0.012	**0.554**	0.384	0.293	-0.035	-0.038	-0.031	-0.085	-0.125	-0.004
	OCA5	0.217	0.126	**0.891**	0.356	0.314	0.066	0.034	0.025	-0.003	-0.039	0.121
	OCA6	0.191	0.138	**0.897**	0.371	0.324	0.089	0.015	0.061	0.000	-0.016	0.148
	OCC1	0.137	-0.004	0.136	**0.520**	0.160	0.135	0.048	0.153	0.092	0.197	0.072
	OCC2	0.174	0.093	0.324	**0.850**	0.388	0.068	-0.033	0.122	-0.061	-0.159	0.040
Continuance commitment	OCC3	0.171	0.062	0.329	**0.873**	0.352	0.113	-0.033	0.092	-0.022	-0.068	0.119
	OCC4	0.163	0.070	0.391	**0.843**	0.324	0.114	0.018	0.039	0.030	-0.111	0.059
	OCC5	0.142	0.074	0.331	**0.714**	0.275	0.111	0.067	0.050	0.130	0.007	0.200
Normative commitment	OCN1	0.268	0.203	0.348	0.391	**0.956**	0.069	0.043	0.123	0.037	-0.093	0.196
	OCN4	0.171	0.138	0.247	0.350	**0.893**	0.158	0.089	0.088	0.020	-0.091	0.172

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Table 4.6 *Continued*

Variables	Item	ITQ	JB	OCA	OCC	OCN	WEC	WEI	WEP	WEPh	WEPr	WES
Clarity	WEC2	0.100	0.141	0.022	0.070	0.004	**0.802**	0.001	0.028	0.136	0.072	0.214
	WEC4	0.013	0.010	-0.008	0.083	0.078	**0.782**	0.075	-0.018	0.113	0.024	0.221
	WEC5	0.019	0.049	-0.020	0.088	0.021	**0.719**	0.029	0.059	0.035	-0.008	0.097
	WEC4	0.013	0.010	-0.008	0.083	0.078	**0.782**	0.075	-0.018	0.113	0.024	0.221
	WEC7	0.015	0.077	0.026	0.169	0.050	**0.759**	0.066	0.021	0.038	0.017	0.129
	WEC8	0.122	0.083	0.049	0.080	0.080	**0.708**	0.003	0.152	0.094	0.220	0.074
	WEC9	0.142	0.117	0.164	0.146	0.202	**0.826**	0.022	0.062	0.125	0.078	0.303
Involvement	WEI	-0.235	-0.195	0.010	-0.010	0.029	-0.031	**0.967**	0.085	0.044	-0.077	-0.027
	WEI5	-0.152	-0.073	0.120	0.082	0.156	0.017	**0.893**	0.065	0.018	-0.179	-0.008
	WEI6	-0.152	-0.156	-0.112	-0.031	0.026	0.087	**0.888**	0.049	0.061	-0.079	0.010
	WEI7	-0.042	-0.049	0.081	0.066	0.073	0.063	**0.784**	0.080	0.107	-0.107	0.001
	WEP6	0.195	0.094	0.085	0.086	0.088	0.103	0.048	**0.750**	-0.035	0.178	0.049
	WEP7	0.171	0.110	-0.037	0.071	0.074	0.041	-0.009	**0.796**	0.097	0.180	0.112
	WEP8	0.158	0.135	0.105	0.113	0.112	0.056	0.140	**0.804**	-0.037	0.079	0.159
Physical Comfort	WEPhy1	0.119	0.111	0.018	0.065	0.077	0.060	0.103	0.091	**0.691**	0.176	0.061
	WEPhy2	0.074	0.056	-0.005	0.061	-0.006	0.134	0.082	0.005	**0.704**	0.174	0.239
	WEPhy4	0.080	0.075	0.010	0.010	-0.028	0.131	0.030	0.000	**0.693**	0.190	0.197
	WEPhy5	0.069	-0.023	-0.004	0.024	-0.007	0.046	-0.012	0.134	**0.507**	0.225	0.070

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Table 4.6 *Continued*

Variable	Item	ITQ	JB	OCA	OCC	OCN	WEC	WEI	WEP	WEPh	WEPr	WES
Work Pressure	WEPr6	0.069	-0.064	-0.008	-0.035	-0.069	-0.001	0.043	0.107	0.146	**0.613**	0.037
	WEPr9	0.087	-0.038	0.002	-0.008	-0.051	-0.035	-0.066	0.131	0.200	**0.621**	0.027
	WES4	0.115	0.024	0.034	0.082	0.128	0.018	-0.005	0.088	0.157	0.134	**0.736**
Supervisors support	WES5	0.138	0.143	0.131	0.130	0.186	0.297	-0.018	0.093	0.206	0.094	**0.884**
	WES8	0.041	-0.009	0.105	0.029	0.110	0.157	0.000	0.193	0.174	0.126	**0.621**
	WES9	0.065	0.006	0.132	0.053	0.144	0.188	0.014	0.143	0.230	0.180	**0.640**

Note: [ITQ: Intention to Quit; JB: Job Burnout; OCA: Affective Commitment; OCC: Continuance Commitment; OCN: Normative Commitment; WEC: Clarity; WEI: Involvement; WEP: Peer Cohesion; WEPh: Physical Comfort; WEPr: Work Pressure; WES: Supervisors Support]

Table 4.7 is presented to show that each indicator loads significantly on their respective constructs at 0.01 level of significance, which further indicates that validity is assumed through the factor analysis. These results finally led to considering that both construct validity and the overall measurement of the model is preserved.

Table 4.7

Factor Loadings' Significance

Variable	Item	Original Sample	Sample Mean	Standard Error	T Statistics	P-value
Intention to quit	ITQ1	0.876	0.875	0.019	47.162	0.000
	ITQ2	0.878	0.879	0.021	41.904	0.000
	ITQ3	0.903	0.903	0.016	56.477	0.000
Job burnout	JB1	0.815	0.815	0.026	31.188	0.000
	JB11	0.611	0.609	0.049	12.439	0.000
	JB2	0.772	0.770	0.036	21.498	0.000
	JB20	0.586	0.589	0.059	9.979	0.000
	JB3	0.680	0.683	0.032	21.011	0.000
	JB8	0.822	0.822	0.024	34.102	0.000
	JB9	0.669	0.670	0.050	13.498	0.000
Affective commitment	OCA1	0.760	0.742	0.096	7.951	0.000
	OCA3	0.697	0.697	0.074	9.447	0.000
	OCA4	0.554	0.524	0.153	3.621	0.000
	OCA5	0.891	0.875	0.071	12.502	0.000
	OCA6	0.897	0.877	0.082	10.937	0.000
Continuance commitment	OCC1	0.480	0.486	0.116	4.124	0.000
	OCC2	0.850	0.829	0.088	9.607	0.000
	OCC3	0.873	0.854	0.092	9.503	0.000
	OCC4	0.843	0.823	0.095	8.846	0.000
	OCC5	0.714	0.711	0.063	11.350	0.000
Normative commitment	OCN1	0.956	0.958	0.015	65.070	0.000
	OCN4	0.893	0.882	0.054	16.424	0.000
Clarity	WEC2	0.802	0.756	0.132	6.055	0.000
	WEC4	0.782	0.721	0.188	4.172	0.000
	WEC5	0.719	0.657	0.206	3.487	0.000
	WEC7	0.759	0.692	0.201	3.771	0.000
	WEC8	0.708	0.675	0.143	4.943	0.000
	WEC9	0.826	0.776	0.147	5.623	0.000
Involvement	WEI	0.967	0.963	0.026	36.943	0.000
	WEI5	0.893	0.886	0.041	21.560	0.000
	WEI6	0.888	0.886	0.028	32.194	0.000
	WEI7	0.784	0.769	0.092	8.529	0.000
Peer cohesion	WEP6	0.750	0.748	0.110	6.794	0.000
	WEP7	0.796	0.779	0.108	7.394	0.000
	WEP8	0.804	0.786	0.096	8.361	0.000
Physical comfort	WEPhy1	0.691	0.666	0.112	6.152	0.000
	WEPhy2	0.704	0.670	0.107	6.598	0.000
	WEPhy4	0.693	0.669	0.092	7.550	0.000
	WEPhy5	0.507	0.477	0.156	3.245	0.001
	WEPhy8	0.801	0.789	0.074	10.760	0.000
	WEPhy9	0.828	0.803	0.067	12.319	0.000
Work pressure	WEPr4	0.696	0.606	0.227	3.072	0.001
	WEPr5	0.879	0.715	0.324	2.712	0.003
	WEPr6	0.613	0.587	0.218	2.810	0.003
	WEPr9	0.621	0.572	0.224	2.778	0.003
Supervisor's support	WES4	0.736	0.649	0.224	3.285	0.001
	WES5	0.884	0.775	0.286	3.096	0.001
	WES8	0.621	0.560	0.231	2.689	0.004
	WES9	0.640	0.580	0.220	2.907	0.002

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4.4.2 Convergent Validity

In an effort to ensure convergent validity, researchers try to show that the constructs'
measures which should theoretically be related to each other are actually found related in
such manner after the analysis. The three types of estimations, factor loadings, average
variance extracted (AVE), and composite reliability (CR) have been recommended to
establish convergent validity (Hair et al., 2010).

Firstly, all of the item loadings are examined, and a loading value of 0.50 or more is
suggested as acceptable in the literature of multivariate analysis (Fornell & Larcker,
1981; Hair et al., 2010). It can be seen in Table 4.8 that all items consisted of a loading
higher than 0.50. Secondly, the composite reliability was examined which shows the
degree to which the items consistently seek to indicate the latent construct (Hair et al.,
2010). The suggested ideal value for CR has been 0.70 (Fornell & Larcker, 1981; Hair et
al., 2010), and it can be seen in Table 4.8 that the CR values for all constructs were in
the range of 0.799 to 0.935 which is well above the prescribed values. Thirdly, average
variance extracted (AVE), which is the extent of common variance among the study's
latent construct indicators (Hair, Anderson, Tatham, & Black, 1998), was examined and
whose value should be ideally more than 0.50 (Fornell & Larcker, 1981; Hair et al.,
2010). As it can be seen in Table 4.8, this condition was also fully met wherein the AVE
values ranged between 0.504 and 0.855. As such, the results indicated that there exists
convergent validity.

Table 4.8

Convergent Validity Analysis

Variables	Item	Loading	AVE	Composite reliability
Intention to quit	ITQ1	0.876	0.784	0.916
	ITQ2	0.878		
	ITQ3	0.903		
Job burnout	JB1	0.815	0.509	0.877
	JB11	0.611		
	JB2	0.772		
	JB20	0.586		
	JB3	0.680		
	JB8	0.822		
	JB9	0.669		
Affective commitment	OCA1	0.760	0.594	0.877
	OCA3	0.697		
	OCA4	0.554		
	OCA5	0.891		
	OCA6	0.897		
Continuance commitment	OCC1	0.520	0.587	0.873
	OCC2	0.850		
	OCC3	0.873		
	OCC4	0.843		
	OCC5	0.714		
Normative commitment	OCN1	0.956	0.855	0.922
	OCN4	0.893		
Clarity	WEC2	0.802	0.589	0.895
	WEC4	0.782		
	WEC5	0.719		
	WEC7	0.759		
	WEC8	0.708		
	WEC9	0.826		
Involvement	WEI	0.967	0.785	0.935
	WEI5	0.893		
	WEI6	0.888		
	WEI7	0.784		
Peer cohesion	WEP6	0.750	0.614	0.827
	WEP7	0.796		
	WEP8	0.804		
Physical comfort	WEPhy1	0.691	0.506	0.858
	WEPhy2	0.704		
	WEPhy4	0.693		

Table4.8 *Continued*

Variables	Item	Loading	AVE	Composite reliability
	WEPhy5	0.507		
	WEPhy8	0.801		
	WEPhy9	0.828		
Work pressure	WEPr4	0.696	0.504	0.799
	WEPr5	0.879		
	WEPr6	0.613		
	WEPr9	0.621		
Supervisor's support	WES4	0.736	0.530	0.815
	WES5	0.884		
	WES8	0.621		
	WES9	0.640		

Note: Composite Reliability (CR) = (Σ factor loading)^2 / {(Σ factor loading)^2) + Σ (variance of error)}; Average Variance Extracted (AVE) = Σ (factor loading)^2 / (Σ (factor loading)^2 + Σ (variance of error)}.

4.4.3 Discriminant Validity

Discriminant validity is aimed at confirming the construct validity of the outer model which seeks to ensure that the measures which should not be related, are actually not found related after conducting the analysis. It further means that each measure is more related to their own respective constructs than to other constructs. For that, the square roots of average variance extracted (AVE) is examined through correlations among the constructs of the study in line with suggestions made by Chin (2010) and Fornell and Larcker (1981).

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Table 4.9

Discriminant Validity Analysis

Variable	ITQ	JB	OCA	OCC	OCN	WEC	WEI	WEP	WEPh	WEPr	WES
Intention to quit	**0.886**										
Job burnout	0.682	**0.713**									
Affective commitment	0.247	0.142	**0.771**								
Continuance commitment	0.206	0.082	0.404	**0.766**							
Normative commitment	0.247	0.190	0.331	0.403	**0.925**						
Clarity	0.129	0.133	0.085	0.137	0.112	**0.767**					
Involvement	-0.193	-0.159	0.005	0.011	0.065	0.024	**0.886**				
Peer cohesion	0.223	0.144	0.066	0.115	0.117	0.086	0.077	**0.784**			
Physical comfort	0.170	0.148	0.059	0.033	0.033	0.135	0.053	0.009	**0.711**		
Work pressure	0.143	0.010	0.021	-0.057	-0.099	0.122	-0.112	0.186	0.270	**0.710**	
Supervisors support	0.144	0.100	0.130	0.125	0.201	0.245	-0.011	0.135	0.245	0.152	**0.728**

Note: Diagonal elements (bold figures) are the square root of the variance shared between the constructs and their measures. Off-diagonal elements are the correlations among the constructs. For discriminant validity, diagonal elements should be larger than off-diagonal (Chin 1998).

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It is expected that 50 percent or more variance of indicators are accounted for, which means that the square root of AVE should be more than 0.50. In this study, Table 4.9 shows that the diagonal values (square root of AVE of the respective constructs) are higher than the other values of the column and the row in which they are situated, confirming the discriminant validity of the outer model. As such, in overall terms, the construct validity of the outer model was established, and it was further presumed that the subsequent results of hypotheses testing would be valid and reliable mainly because of the fact that the valid constructs offer conclusions which lead to generalization of thesis results. To conclude, construct validity was established in this study by confirming construct validity, convergent validity, and discriminant validity.

4.5 Effect Size

R^2 values of endogenous constructs reflect the model's strength. However, it can also be useful to estimate the substantiality of the impact of an exogenous construct on the endogenous construct which is assessed by running the model once by omitting the exogenous construct (generating R^2 excluded) and once by retaining the exogenous construct (generating R^2 included) (Hair et al., 2013). The change in R^2 obtained as such is used to estimate the effect size (f^2) which is calculated by using the following formula (Hair et al., 2013):

$$f^2 = \frac{R^2 included - R^2 excluded}{1 - R^2 included}$$

The guidelines suggested by Cohen (1988), for assessing f^2 values are: "0.02, 0.15, 0.15, and 0.35, respectively, represent small, medium, and large effects" (Hair et al., 2013). As such, the exogenous constructs affecting their respective endogenous constructs were considered one by one for calculating effect size as shown in Table 4.10. Thereafter, Table 4.10 shows the endogenous construct of intention to quit being explained by ten exogenous constructs whose effect size ranged from 0.000 to 0.686.

Table 4.10

Effect Size on Intention to Quit (endogenous construct)

Exogenous Construct	R^2incl	R^2excl	R^2incl-R^2excl	1 R^2incl	Total Effect
Affective commitment	0.538	0.531	0.007	0.462	0.015
Continuance commitment	0.538	0.533	0.005	0.462	0.011
Normative commitment	0.538	0.534	0.004	0.462	0.009
Clarity	0.538	0.538	0.000	0.462	0.000
Involvement	0.538	0.530	0.008	0.462	0.017
Peer cohesion	0.538	0.528	0.010	0.462	0.022
Physical comfort	0.538	0.536	0.002	0.462	0.004
Work pressure	0.538	0.53	0.008	0.462	0.017
Supervisor's support	0.538	0.538	0.000	0.462	0.000
Job burnout	0.538	0.221	0.317	0.462	0.686

As a whole, these exogenous constructs indicate at having small to medium effect sizes on their respective endogenous constructs. Moreover, in this study, the ten endogenous constructs namely affective commitment, continuance commitment, normative commitment, clarity, involvement, peer cohesion, physical comfort, work pressure, supervisors support and job burnout were seen to contain reasonably high R^2 values.

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4.6 Predictive Relevance of the Model

While conducting analysis using PLS-SEM, researchers have been suggested to rely on measures demonstrating the model's predictive abilities in order to evaluate the model's quality (Hair et al., 2010). A model's predictive quality can be assessed (Fornell & Cha, 1994; Hair, Sarstedt, Ringle, & Mena, 2012) by cross-validated redundancy measure which is denoted as Q^2, a commonly found sample re-use technique (Geisser, 1974; Stone, 1974). Furthermore, in order for the model to have predictive validity (Fornell & Cha, 1994), the redundant communality should be bigger than zero for all endogenous variables which were also found to exist in this study (Table 4.11). In the absence of that, a model is said to contain no predictive relevance. In Smart PLS software, the predictive relevance of a model can be estimated by using the blindfolding technique. This technique is tailored to estimate the parameters by excluding some of the data and by handling them as missing values (Fararah & Al-Swidi, 2013).

The estimated parameters are processed to rebuild the raw data which was assumed previously as missing and consequently, the blindfolding technique creates general cross-validating metrics (Q^2). Chin (2010) pointed out that there can be diverse forms of Q^2 depending upon the form of the desired prediction. When the underlying latent variable score cases are used for predicting data points, a cross-validated communality is achieved, whereas, a cross-validated redundancy is obtained when the latent variables which predict the block in question are used for predicting the data points (Chin, 1998; Duarte & Raposo, 2010; Wold, 1982).

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Table 4.11

Predictive Quality Indicators of the Model

Construct	R^2	Cross validated communality	Cross validated redundancy
Intention to quit	0.538	0.784	0.403
Job burnout	0.126	0.509	0.061

Table 4.11 shows the results pertaining to prediction quality of the model under study. It shows that the cross-validated redundancies for the endogenous variables are 0.403, and 0.061. These values reflect adequate predictive capabilities of the model based on Fornell and Cha (1994) criteria which necessitated these values to be larger than zero.

4.7 Goodness of Fit of the Overall Model

After analyzing the predictive relevance of the model, the next step was to estimate goodness of fit (GoF). PLS which is a variance based SEM that facilitates by deriving fit statistics from the discrepancy found "between the observed (in the case of manifest variables) or approximated (in the case of latent variables) values of the dependent variables and the values predicted by the model in question" (Hair, Sarstedt, Pieper, & Ringle, 2012). Invariance based SEM, is said to be only one measure of GoF, unlike covariance-based SEM. Moreover, the global GoF proposed for the PLS mainly caters to the diagnostic aspect rather than formal testing one (Tenenhaus et al., 2005; Wetzels, Odekerken-Schröder, & Van-Oppen, 2009).

As supported by Tenenhaus et al. (2005), GoF can be "defined as the geometric mean of the average communality and average R^2 (for the endogenous constructs)" (Wetzels et

al., 2009) which is shown in the formula given below. A cut-off value of 0.5 (Fornell & Larcker, 1981) has been proposed for communality as it equals AVE in PLS path modeling (Wetzels et al., 2009). In order to estimate GoF in PLS path modeling, Wetzels et al. (2009) suggest using following formula:

$$\text{GoF} \sqrt{(\overline{R^2} \times \overline{\text{AVE}})}$$

Table 4.12 is presented to show the goodness of fit in line with Hossain (2013), for the overall model under study. The formula given above has been used for estimating the GoF value which was found to be 0.406 which is 'large' reflecting an adequacy of global PLS model validity following the criteria for interpreting GoF values as proposed by Wetzels et al. (2009) who opined that the values of GoF can be: small=0.1, medium=0.25, and large=0.36.

Table 4.12

Goodness of Fit (R2 and Corresponding AVEs of Endogenous Constructs)

Construct	R^2	AVE
Intention to quit	0.538	0.784
Job burnout	0.126	0.509
Geometric Mean	0.260	0.632
Goodness of Fit		**0.406**

4.8 Structural Model (Inner Model) and Hypotheses Testing

After the goodness of fit of the outer model had been established in the previous step, the next step included inspecting the standardized path coefficients for the purpose of testing hypothesized relationships considered in the study. A mentioned previously, the Smart PLS 2.0 software was used to test the hypothesized model.

Chin (1998) and Tenenhaus et al. (2005) supported the use of nonparametric resampling procedures like bootstrapping or jackknifing for inspecting the accuracy of the estimates and for generating significance tests results. As such, this study relied on using a bootstrapping technique which is embedded in Smart PLS software for reaching to a conclusion that whether the path coefficients are significant or not from the statistical point of view.

4.8.1 Hypotheses Testing and Path Coefficients for Direct Hypotheses (Direct Paths)

Firstly, PLS algorithm was run in order to generate the path coefficients which are shown in Figure 4.4, and secondly, bootstrapping with 5000 bootstrap samples which is bigger than the actual sample size of this study, thus meeting the condition suggested by Hair et al. (2013) and as used in the doctoral thesis by Hashim (2012) was run in order to generate the t-values which are shown in Figure 4.5. The purpose of running the model with all variables was to find out the results of direct relationships (independent and dependent variable relationship) emanating from the research objectives of this study.

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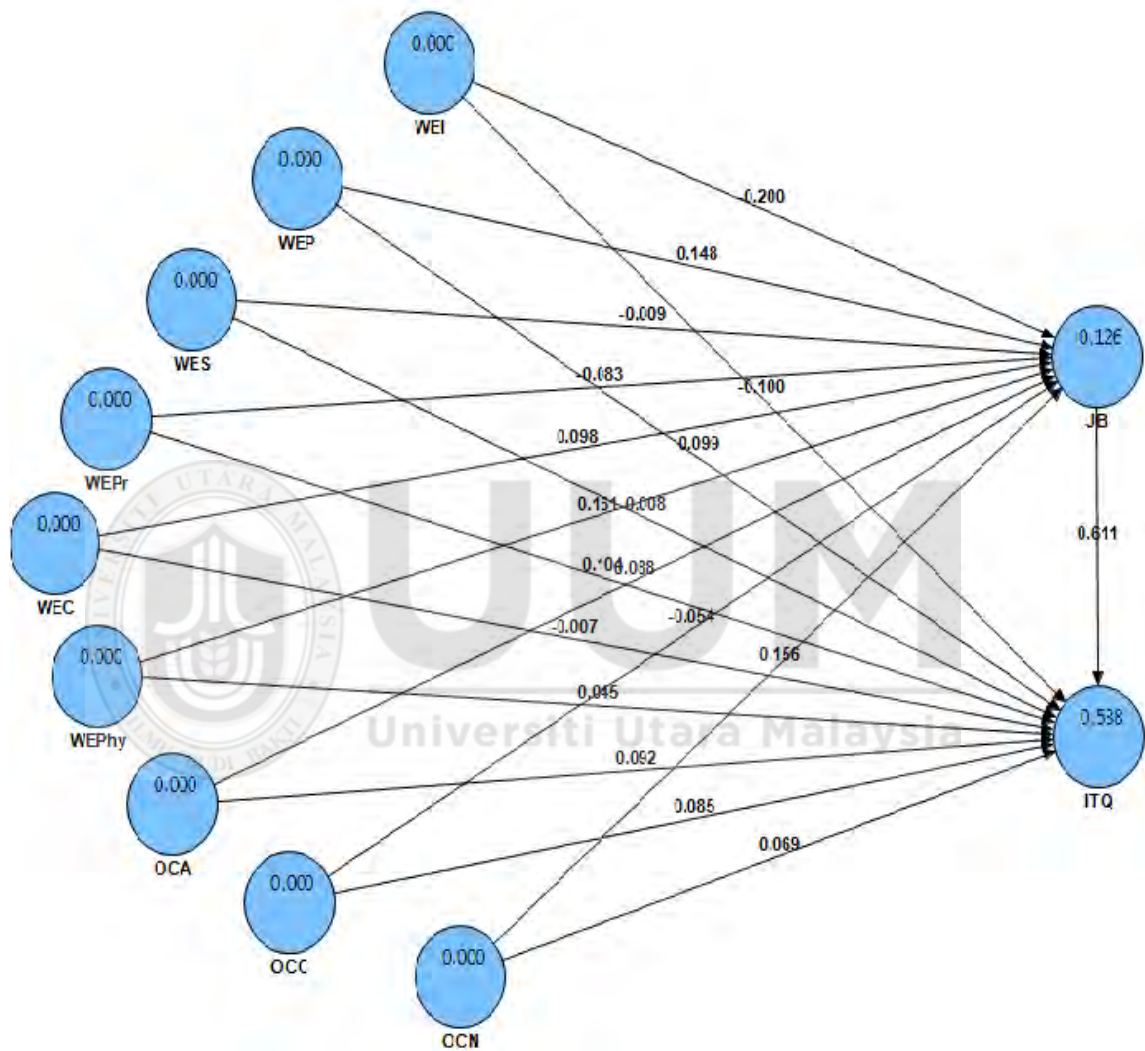
Figure 4.4. Path Model Results (β-values): Direct Hypotheses
*Note:*WEI: Involvement; WEP: Peer Cohesion; WES: Supervisors Support; WEPr: Work
Pressure; WEC: Clarity; WEPhy: Physical Comfort; OCA: Affective Commitment; OCC:
Continuance Commitment; OCN: Normative Commitment; ITQ: Intention to Quit; JB: Job
Burnout.

The path model results yielding β-values as shown in Figure 4.4 and the path model significance results yielding t-values as shown in Figure 4.5 generated from bootstrapping technique further led to calculating p-values for all direct relationships on Hypotheses 1 to 19 which finally became a basis for reaching to the conclusion about whether a hypothesis is supported or not supported.
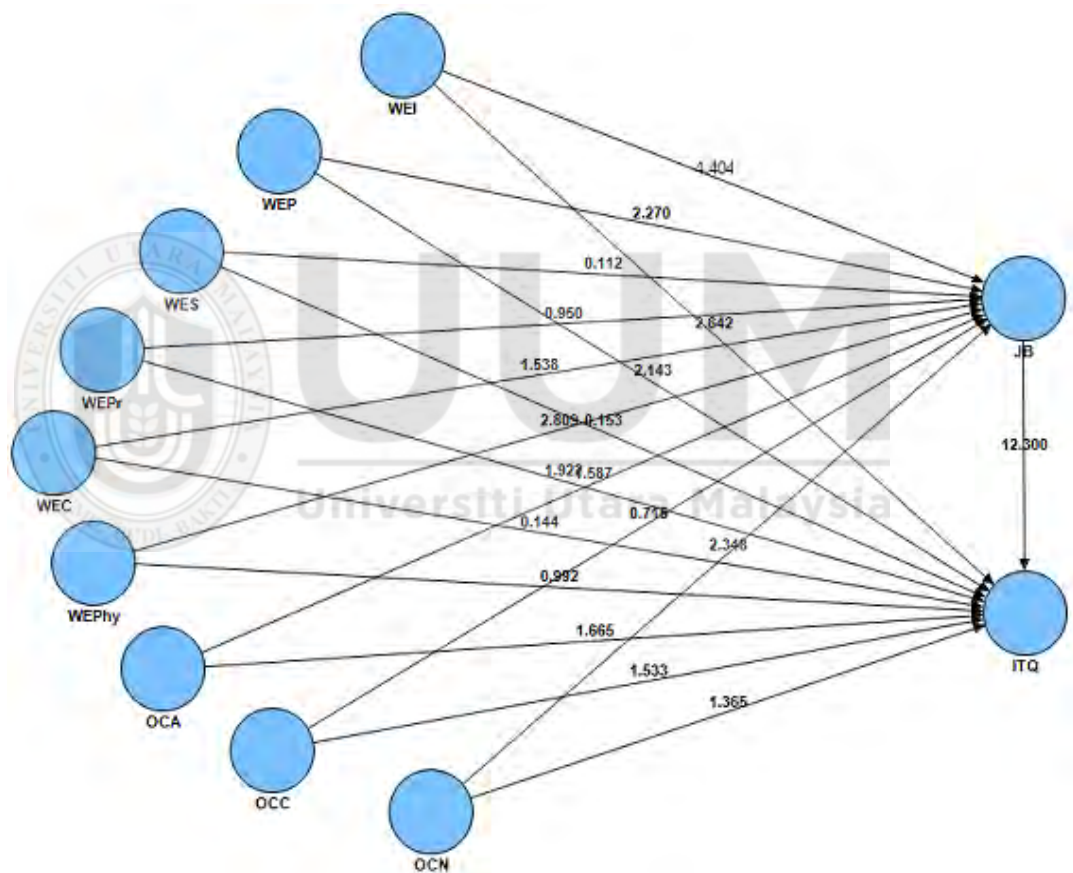
Figure 4.5. Path Model Significance Results (t-values): Direct Hypotheses
*Note:*WEI: Involvement; WEP: Peer Cohesion; WES: Supervisors Support; WEPr: Work Pressure; WEC: Clarity; WEPhy: Physical Comfort; OCA: Affective Commitment; OCC: Continuance Commitment; OCN: Normative Commitment; ITQ: Intention to Quit; JB: Job Burnout.

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Table 4.13 illustrated the results of hypotheses 1 and 2 stating a significant relationship between involvement, peer cohesion and intention to quit which are supported at 0.01 and 0.05 level of significance (β=-0.100, t=2.007, p<0.01), (β=0.099, t=2.143, p<0.05). This result indicates that when the involvement and peer cohesion was increased it resulted into decrease in intention to quit.

However, hypothesis 3 was not supported since there was no association between supervisors support and intention to quit (β=0.008, t=0.153, p>0.05). This reflects that supervisors support has no bearing on intention to quit. Moreover, hypothesis 4 exhibited a significant impact between work pressure and intention to quit at the 0.05 level of significance (β=0.104, t=1.922, p<0.05). This shows that when there was increased of work pressure it resulted into more intention to quit. Hypotheses 5 and 6 were not found to be accepted wherein clarity (β=-0.007, t=0.144, p>0.05) and physical comfort (β=0.045, t=0.992, p>0.05) respectively possessed a relationship with intention to quit. This result indicates that physical comfort has no effect on intention to quit.

Thereafter, involvement was seen to be impacted by job burnout at the 0.01 level of significance (β=-0.200, t=4.404, p<0.01) and by peer cohesion at the 0.05 level of significance (β=0.148, t=2.270, p<0.05) as stated under hypotheses 7 and 8 respectively, thus holding them all true. This result means that when there was high level of involvement and more peer cohesion it resulted into reduction of the job burnout. Hypotheses 9, 10 and 11 were not supported showing that job burnout is not influenced

by supervisors support (β=-0.009, t=0.112, p>0.05), work pressure (β=-0.083, t=0.950, p>0.05) and by clarity (β=0.098, t=1.538, p>0.05) respectively. This result indicates that supervisors support, work pressure and clarity has no effect on job burnout.

Hypothesis 12 showed that physical comfort had a significant impact on job burnout at the 0.01 level of significance (β=0.161, t=2.809, p<0.01). This result shows that when there was more physical comfort it resulted into decrease in job burnout. The result of hypothesis 13 also indicates that the influence of affective commitment on the intention to quit was insignificant at the 0.10 level of significance (β=0.092, t=1.665, p>0.05). This result means that when there was high level of affective commitment it resulted into reduction in intention to quit. Furthermore, for hypotheses 14 and 15 the relationship between continuance commitment and intention to quit (β=0.085, t=1.533, p>0.05), normative commitment and intention to quit (β=0.069, t=1.365, p>0.05) was insignificant. The results indicates that continuance commitment and normative commitment has no effect on intention to quit.

In addition, the effect of hypotheses 16 and 17 did not support towards affective commitment and job burnout (β=0.088, t=1.587, p>0.05), continuance commitment and job burnout (β=-0.054, t=0.715, p>0.05) respectively. This result indicates that affective commitment and continuance commitment has no effect on job burnout. Finally, for hypotheses 18 and 19 normative commitment had a significant impact on job burnout at the 0.01 level of significance (β=0.156, t=2.348, p<0.05) and job burnout and intention to quit at the 0.01 level of significance (β=0.611, t=12.300, p<0.001) respectively. This

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result shows that normative commitment effected the level of job burnout moreover, high job burnout leads to high level of intention to quit.

Table 4.13

Result of the Inner Structural Model

Hypotheses No.	Hypothesized Effect	Path (B) coefficient	Standard Error	T-Value	Decision
H1	WEI -> ITQ	-0.100	0.038	2.642***	**Supported**
H2	WEP-> ITQ	0.099	0.046	2.143**	**Supported**
H3	WES -> ITQ	0.008	0.049	0.153	**Not supported**
H4	WEPr -> ITQ	0.104	0.054	1.922*	**Supported**
H5	WEC-> ITQ	-0.007	0.048	0.144	**Not supported**
H6	WEPh -> ITQ	0.045	0.045	0.992	**Not supported**
H7	WEI -> JB	-0.200	0.045	4.404***	**Supported**
H8	WEP-> JB	0.148	0.065	2.270**	**Supported**
H9	WES -> JB	-0.009	0.084	0.112	**Not supported**
H10	WEPr -> JB	-0.083	0.088	0.950	**Not supported**
H11	WEC-> JB	0.098	0.064	1.538	**Not supported**
H12	WEPh -> JB	0.161	0.057	2.809***	**Supported**
H13	OCA -> ITQ	0.092	0.055	1.665	**Not Supported**
H14	OCC -> ITQ	0.085	0.056	1.533	**Not supported**
H15	OCN -> ITQ	0.069	0.051	1.365	**Not supported**
H16	OCA -> JB	0.088	0.056	1.587	**Not supported**
H17	OCC -> JB	-0.054	0.075	0.715	**Not supported**
H18	OCN -> JB	0.156	0.066	2.348**	**Supported**
H19	JB -> ITQ	0.611	0.050	12.300***	**Supported**

*:$p<0.1$; **:$p<0.05$; ***:$p<0.01$
Note: WEI: Involvement; WEP: Peer Cohesion; WES: Supervisors Support; WEPr: Work Pressure; WEC: Clarity; WEPh: Physical Comfort; OCA: Affective Commitment; OCC: Continuance Commitment; OCN: Normative Commitment; JB: Job Burnout; ITQ: Intention to Quit

4.9 Mediation Effect Analysis Using Sobel Test (Mediating Paths)

Re-sampling mediation technique (bootstrapping) was used by researchers to test the indirect effect of each potential variable. Likewise, Hayes, 2009; Zhao et al. (2010 revealed that Bootstrapping which is a nonparametric re-sampling procedure was getting more attention for the prospective researcher because this is one of the most rigorous

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and powerful procedure for testing the mediation effect. According to Hair et al. (2014), bootstrapping for mediation analysis is said to be best suited for PLS-SEM because it can be applied to small sample size. In line with the suggestion of Hair et al. (2014) when testing the mediation effects, the study follow Preacher and Hayes (2004: 2008) bootstrapping sampling distribution of the indirect effects that work for simple and multiple models. The results are presented in Table 4.14.

Hypothesis 20, tested the mediation effect of job burnout on the relationship between involvement and intention to quit. This study used the Sobel's calculator for entering the path coefficients into the slots "a" and Path "b", along with the standard errors for each path. The "a" value of, the coefficient is the result of involvement predicting the mediator job burnout, and "b" value of the coefficient is the result of job burnout predicting intention to quit. Path "a" was equal to -0.200, and path "b" was equal to 0.611, with standard errors of 0.045 and 0.050 respectively.

The Sobel test using Sobel calculator was performed to see if the indirect path from the involvement to the intention to quit statistically significantly different from zero (Preachers & Hayes, 2004). The Sobel test showed a T-value of -4.135 (P=0.000) with a standard error of 0.030. Thus, the results of the Sobel test suggested that the relationship between involvement and intention to quit is mediated by job burnout.

According to Hair et al. (2014), if the value of VAF is greater than 80 percent than it is full mediation, if the VAF is between 20 percent and 80 percent then it is a partial mediation, while VAF below 20 percent is the indication of no mediation. The VAF

here is 54 percent. Therefore, it is concluded that job burnout partially mediate the relationship between involvement and intention to quit.

Hypothesis 21, which tested the mediation effect of job burnout on the relationship between peer cohesion and intention to quit, used the Sobel's calculator for entering the path coefficients into the slots "a" and Path "b", along with the standard errors for each path. The "a" value of, the coefficient is the result of peer cohesion predicting the mediator job burnout and "b" value of the coefficient is the result of job burnout predicting intention to quit. Path "a" was equal to 0.148, and path "b" was equal to 0.611, with standard errors of 0.065 and 0.050 respectively.

Sobel calculator was used to check the indirect path from peer cohesion to intentions to quit, whether it is statistically significantly different from zero (Preachers & Hayes, 2004). The Sobel test showed a T-value of 2.226 (P=0.027) with standard error 0.041. Thus, the results of the Sobel test suggested that the relationship between peer cohesion and intention to quit is mediated by job burnout.

When the value of VAF is more than 80 percent it indicates the full mediation and if it falls between 20 to 80 percent it shows partial mediation. Below 20 percent indicates that there is no mediation (Hair et al., 2014). The VAF for here is 47 percent. Therefore, it is concluded that job burnout partially mediate the relationship between peer cohesion and intention to quit.

Hypotheses 22, 23 and 24 shows that three hypothesized relationships were not supported as having mediating effect in this study. Results on hypotheses 22, 23 and 24 found that when the path coefficients, standard error, and t-values were checked, it was not found to be mediating the effects. Therefore, it was concluded that supervisors support, work pressure and clarity does not mediate the relationship between job burnout and intention to quit.

Hypothesis 25, tested the mediation effect of job burnout on physical comfort and intention to quit. This study used the Sobel's calculator for entering the path coefficients into the slots "a" and Path "b", along with the standard errors for each path. The "a" value of, the coefficient is the result of physical comfort predicting the mediator job burnout and "b" value of the coefficient is the result of job burnout predicting intention to quit. Path "a" was equal to 0.161, and path "b" was equal to 0.611, with standard errors of 0.057 and 0.050 respectively.

In the line of Preachers and Hayes (2004) a Sobel test was conducted by using the Sobel calculator to check the indirect path from physical comfort to intentions to quit, whether it is statistically significantly different from zero. The Sobel test showed a T-value of 2.730 (P=0.007) with standard error 0.036. Thus, the results of the Sobel test suggested that the relationship between physical comfort and intention to quit is mediated by job burnout.

When the value of VAF is more than 80 percent it indicates full mediation and when it is between 20 to 80 percent it reflects partial mediation, while when it is below 20 percent

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it shows that there is no mediation (Hair et al., 2014). The VAF for here is 68 percent. Therefore, it is concluded that job burnout partially mediate the relationship between physical comfort and intention to quit.

Hypotheses 26 and 27, shows that two hypothesized relationships were not supported as having mediating effect in this study. Therefore, hypotheses 26 and 27 were also not supported since there was no mediating effect of job burnout on the relationship between affective commitment and continuance commitment in this study.

For testing the mediation effect of job burnout on normative commitment and intention to quit in hypothesis 28, this study used the Sobel's calculator for entering the path coefficients into the slots "a" and Path "b", along with the standard errors for each path. The "a" value of the coefficient is the result of normative commitment predicting the mediator job burnout and "b" value of the coefficient is the result of job burnout predicting intention to quit. Path "a" was equal to 0.156, and path "b" was equal to 0.611, with standard errors of 0.066 and 0.050 respectively.

As suggested by Preachers and Hayes (2004) a Sobel test was used by using the Sobel calculator to check if indirect path from normative commitment to intention to quit is statistically significantly different from zero. The Sobel test showed a T-value of 2.29 (P=0.022) with standard error 0.04. Thus, the results of the Sobel test suggested that the relationship between normative commitment and intention to quit is mediated by job burnout.

If the value of VAF is greater than 80 percent it shows full mediation and when it is between 20 to 80 percent it shows partial mediation. Below 20 percent indicates no mediation (Hair et al., 2014). The VAF for here is 57 percent. Therefore, it is concluded that job burnout partially mediate the relationship between normative commitment and intention to quit.

According to Baron and Kenny (1986), the direct effect between IV and DV in the presence of mediator will become insignificant as an indication of full mediation effect. However, Kenny (2014), Preachers and Hayes (2004) suggested that direct effect between DV and IV in the presence of mediator should be zero for full mediation otherwise it is partial mediation. According to Rucker, Preacher, Tormala and Petty (2011:p.361), *"Full mediation suggests that a researcher has completely explained the process by which X influences Y and there is no need to test for further indirect effects"*. Therefore, it is concluded on the basis of findings that job burnout partially mediates the relationship between involvement, peer cohesion, physical comfort, normative commitment and intention to quit.

Table 4.14 shows the results of mediation of job burnout (JB) indicating a t-value of 2.299 for normative commitment and for involvement indicating a t-value of -4.135, for peer cohesion, t-value of 2.226, and t-value of 2.730, for physical comfort.

In this regard one dimension of organizational commitment indicate partial mediation out of three such as normative commitment with p-value of less than 0.05, three dimensions of work environment with p-value of less than 0.01, 0.05 and 0.01 which

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indicates partial mediation out of six and significant except organizational commitment and work environment including job burnout as mediator on the relationship between work environment and intention to quit and organizational commitment and intention to quit.

Table 4.14

Testing the Mediation Effect of Job Burnout

H. No	Hypotheses	A		B		Mediating Effect			Decision
		Path Coefficient	Std. Error	Path Coefficient	Std. Error	Product Path Coefficient	Std. Error	T-Value	
H20	WEI->JB -> ITQ	-0.200	0.045	0.611	0.050	-0.122	0.030	-4.135***	**Mediation**
H21	WEP->JB -> ITQ	0.148	0.065	0.611	0.050	0.090	0.041	2.226**	**Mediation**
H22	WES>JB -> ITQ	-0.009	0.084	0.611	0.050	-0.006	0.052	-0.112	**No Mediation**
H23	WEPr->JB -> ITQ	-0.083	0.088	0.611	0.050	-0.051	0.054	-0.944	**No Mediation**
H24	WEC->JB -> ITQ	0.099	0.064	0.611	0.050	0.060	0.040	1.521	**No Mediation**
H25	WEPh->JB -> ITQ	0.161	0.057	0.611	0.050	0.098	0.036	2.730***	**Mediation**
H26	OCA->JB -> ITQ	0.088	0.0557	0.611	0.050	0.054	0.034	1.569	**No Mediation**
H27	OCC->JB -> ITQ	-0.054	0.075	0.611	0.050	-0.033	0.046	-0.712	**No Mediation**
H28	OCN->JB -> ITQ	0.156	0.066	0.611	0.050	0.095	0.041	2.299**	**Mediation**

Note. *:$p<0.1$; **:$p<0.05$; ***:$p<0.01$

JB: Job Burnout; ITQ: Intention to Quit; WEI: Involvement; WEP: Peer Cohesion; WES: Supervisors Support; WEPr: Work Pressure; WEC: Clarity; WEPh: Physical Comfort; OCA: Affective Commitment; OCC: Continuance Commitment; OCN: Normative Commitment

Summary of all hypotheses testing findings are presented in Table 4.15.

Table 4.15

Summary of Hypotheses Findings

No.	Hypotheses	Decision
H$_1$	Involvement has an effect on the intention to quit.	**Supported**
H$_2$	Peer cohesion has an effect on the intention to quit.	**Supported**
H$_3$	Supervisor support has an effect on the intention to quit.	**Not Supported**
H$_4$	Work pressure has an effect on the intention to quit.	**Supported**
H$_5$	Clarity has an effect on the intention to quit.	**Not Supported**
H$_6$	Physical comfort has an effect on the intention to quit.	**Not Supported**
H$_7$	Involvement has an effect on the job burnout.	**Supported**
H$_8$	Peer cohesion has an effect on the job burnout.	**Supported**
H$_9$	Supervisor support has an effect on the job burnout.	**Not Supported**
H$_{10}$	Work pressure has an effect on the job burnout.	**Not Supported**
H$_{11}$	Clarity has an effect on the job burnout.	**Not Supported**
H$_{12}$	Physical comfort has an effect on the job burnout.	**Supported**
H$_{13}$	Affective commitment has an effect on the Intention to quit.	**Not Supported**
H$_{14}$	Continuance commitment has an effect on the Intention to quit.	**Not Supported**
H$_{15}$	Normative commitment has an effect on the Intention to quit.	**Not Supported**
H$_{16}$	Affective commitment has an effect on the job burnout.	**Not Supported**
H$_{17}$	Continuance commitment has an effect on the job burnout.	**Not Supported**
H$_{18}$	Normative commitment has an effect on the job burnout.	**Supported**
H$_{19}$	Job burnout has an effect on the intention to quit.	**Supported**
H$_{20}$	Job burnout mediates the relationship between involvement and intention to quit.	**Mediation**
H$_{21}$	Job burnout mediates the relationship between Peer cohesion and intention to quit.	**Mediation**
H$_{22}$	Job burnout mediates the relationship between Supervisor support and intention to quit.	**No Mediation**
H$_{23}$	Job burnout mediates the relationship between Work pressure and intention to quit.	**No Mediation**
H$_{24}$	Job burnout mediates the relationship between Clarity and intention to quit.	**No Mediation**
H$_{25}$	Job burnout mediates the relationship between Physical comfort and intention to quit.	**Mediation**
H$_{26}$	Job burnout mediates the relationship between affective commitment and intention to quit.	**No Mediation**
H$_{27}$	Job burnout mediates the relationship between continuance commitment and intention to quit.	**No Mediation**
H$_{28}$	Job burnout mediates the relationship between normative commitment and intention to quit.	**Mediation**

4.10 Summary of the Chapter

This study relied on using partial least squares structural equation modeling for finding the hypotheses results. As such, the analysis began with a description of study variables and profiling of respondents. Thereafter, the measurement model was evaluated for various kinds of validity and reliability aspects. It was further supported by the predictive power and goodness of fit of the model. Then, the structural model was examined to test the hypothesized relationships which were all reported in this chapter. Finally, the summary of hypotheses result is as follows: total hypotheses used in this study were 28, out of 28 hypotheses, 12 were accepted and 16 hypotheses were rejected.

CHAPTER FIVE
DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter starts with a brief overview of the study. It further deals with the discussion on each hypothesis. This chapter also provides a description of the significance of the present study and also points out its contribution to the existing literature relevant to the problem statement. It also highlights the implication found during the study to help the policymakers to encounter and provide such an attractive environment so that nurses in Pakistani hospitals reduce their intention to quit. This chapter also points out different constraints which are observed during the study and offers some suggestions to carry out further studies. This chapter ends with the conclusion of the study.

5.2 Discussion of Findings

An empirical investigation was conducted to test the model, based on relationships among variables as postulated in the theoretical framework of this study. It pertained that work environment reflected by six dimensions and organizational commitment was reflected by three dimensions and intention to quit in psychiatric hospitals of, Punjab Pakistan with consideration of mediating effects of job burnout. An empirical investigation was conducted at psychiatric hospitals in Punjab, Pakistan. The basis of information for hypotheses testing were female nurses from across the Pakistan which further led to achieving research objectives, developing the problem statement

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and research questions. The measurement model went through numerous stages of desirable statistical treatment, and it was refined adequately to reach the structural model with the goodness of fit, having achieved which further enabled hypotheses testing. In the subsequent sections, hypotheses results are discussed corresponding to the research objectives formulated under this study.

5.2.1 The level of the work environment, organizational commitment, intention to quit and job burnout among psychiatric nurses in Pakistan.

The findings of the study show that there is a high level of intention to quit and job burnout. The study shows nurses who are employed in psychiatric hospitals were facing a high level of job burnout and intention to quit. It was also found that job burnout which is observed in the psychiatric nurses in Pakistan was due to the stress which was caused by the nature of job burnout and work environment. This is a particular type of psychological pressure that occurs due to unrelieved work stress. Many researchers believe that job burnout is a negative behavior which is the result of stress at work and too much professional demands (Maslach & Jackson, 1984).

It is observed that a worker feels stress during work due to the uncomfortable work environment and too much demands from the organization. A person faces this psychological state of mind because of a psychological syndrome that is associated with emotional exhaustion, and lack of satisfaction in personal accomplishment due to behavior of other people. Job burnout can affect both the organization and the employee. It can also bring variation in the organizational commitment (Lee & Shforth, 1996; Jones, Flynn & Kelloway, 1995). In addition, job burnout can also

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affect job satisfaction which can lead to intention to quit (Lee and Ashforth, 1996). Moreover, job burnout can affect performance outcomes (Halbesleben & Bowler, 2007). The findings of this study also show that nurses who are working in the psychiatric hospital also possess a high level of intention to quit. It shows that there is a close relationship between job burnout and intention to quit. The findings of this study also support the opinions of (Harrington, Bean, Pintello & Mathews 2005; Huang, Chuang & Lin 2003; & Kulik, 2006).

The findings of this study highlight that the dimensions of the work environment and organizational commitment fall in between moderate to high level. These findings are consistent with many of the findings of Jyoti (2013) and Kennedy (2006) which indicates a high-level impact of organizational commitment and work environment on job burnout and intention to quit, which is also in line with views of DiMattio, Roe-Prior and Carpenter (2010). Maslach (2001) also found that there is an active relationship between work environment and job burnout of nurse's as well as poor job environment increases nurse's intention to quit.

5.2.2 The effect of work environment dimensions (involvement, peer cohesion, supervisor's support, work pressure, clarity and physical comfort) on job burnout and intention to quit among psychiatric nurses in Pakistan.

Hypothesis 1: It was found that involvement affects intention to quit. This hypothesis affirms that the involvement of nurses in their work had a significant impact on intention to quit. As proper guidelines, fair treatment and conducive work environment enhances nurse's involvement in their work which decreases intention

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to quit. These findings were also in line with the casual model of turnover which suggests that work environment affects intention to quit. Furthermore, the results of this study was validated by the casual model of turnover involvement significantly with intention to quit. Involvement identified by casual model of turnover in prior studies drawn from psychology and sociology that were associated with variation in voluntary employee turnover (Holtom et al., 2008; Irvine & Evans, 1995). Distal predictors in Price and Mueller's (1981) causal model of turnover include the nature of the job and perceptions of fair treatment at work. The first stage predictors characterizing the nature of the work involvement and work environment are hypothesized to influence intention to quit. In conclusion, Price and Mueller's (1981) causal model of turnover explain that work involvement effect on intention to quit. This indicates that if organization provide a proper guideline, support and encouragement it will enable the nurses to be more involve in their work, and it influences the degree of intention to quit.

This is in line with Scott, Bishop and Chen (2003) who revealed that work involvement had a significant effect on intention to quit. The findings also show that when the workers are involved in their work, they have better working environment in the hospital which reduces the intention to quit of nurses. This study also pointed out that the psychiatric nurses who were working in hospitals of Punjab, Pakistan put a great deal of effort on their work. Their nature of work and obligations were challenging. In spite of intention to quit, they are dedicated to their profession and faces all the challenges which they encounter during the work at the organization. They are involved in their jobs and they do not want to leave the hospital.

Hypothesis 2: Hypothesis two stated that peer cohesion affects intention to quit. The finding shows that peer cohesion had a significant impact on intention to quit. Due to peer cohesion nurses learn from each other, enjoys friendly sharing environment, these factors enhances their level of commitment, which leads to decrease in intention to quit. The casual turnover model also affirms that work environment put an impact on intention to quit. According to this model, friendly and supportive peer cohesion leads to reduction in intention to quit. Hence, it suggests that in the hospitals peer cohesion play a significant role to enhance the commitment level of psychiatric nurses and willingly to stay longer with the hospital (Price & Mueller's, 1981). The results of this study are in line with the previous researches made by Halbesleben and Wheeler (2008). Urprung (1986), also believe that peer cohesion can put a significant impact on intention to quit.

This study indicates that there was a significant association between peer cohesion and intention to quit which means that psychiatric nurses who were working in the hospitals of the Punjab, Pakistan feels comfortable while working with the new employers at a new job place. A study conducted by Khowaja, Merchant and Hirani (2005) indicated that, cohesion among the peers can contribute positively and leads to decrease in intention to quit among the nurses.

Hypothesis 3: Hypothesis three asserted an effect between supervisors support and intention to quit and was not supported. Although supervisor support effects nurses to some extent, it does not lead to leaving the job. Moreover, finding highlights that discouraging behavior and unprofessional treatment by the supervisors, although

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produce exhaustes nurses, did not compel them to develop an extreme intention to quit. Such an outcome is different from the casual turnover model but is similar to Bateman (2009) study conducted previously. The nurses working in the hospitals of Punjab, Pakistan are well conversant with job rules and their rights and they are not hesitant to reach out to the courts for any injustice or any threat involving their job. So, the poor and unprofessional dealings of their supervisors did not compel them in terms of job burnout and they hardly felt any intention to quit.

The aim of the current study was to determine the nurse's perception of supervisor's support where supports impact on intent to quit. The findings of the current study indicated that influence of supervisors is insignificant in relation to nurse's intention to quit because it was not considered important for nurses profession especially in the context of Pakistan. The results of the study are consistent with prior studies that highlighted the supervisory support as having no significant effect on employee intention to quit (Shalley, Gilson, & Blum, 2000).

Hypothesis 4: Hypothesis four specifies an effect of work pressure on intention to quit. As the work pressure on nurses was increased their intention to quit was also increased. Finding shows that work pressure has a significant impact on intention to quit which is also in line with the causal model of turnover. In line with causal model of turnover, those are attached to the organization have a positive feeling about the organization. If they experience work pressure this feeling influences the behavior of employees which leads to intention to quit. Furthermore, Price and Mueller's (2001)

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clearly presents that, work pressure has significantly influenced the behavior outcomes such as turnover intention.

Droppleman and Thomas (1996), observed that heavy workload and long working hours and deficiencies of the non-cooperative co-worker's influence nurse's intention to quit. Qureshi et al. (2012) and Zeytinoglu, Denton, Davies, Baumann, Blythe and Boos (2007) found out that there is a relationship among job stressor, work pressure, workplace environment and employee intention to quit.

Hypothesis 5: Finding of hypothesis five shows that clarity did not have any significant impact on intention to quit. Description of job whether clear or not, has no effect on nurse's intention to quit. The outcome of the study under this hypothesis was not consistent with the casual turnover model, but this is in line with the findings of Subramanian and Shin (2013). It was found out in this study that nurses who were employed in the psychiatric hospitals of the Punjab, Pakistan were not much discouraged by some confusion or non-clarity about what they are required to do in a particular condition. So they do not develop any intention to quit or any wish to give up their job nor do they feel any job burnout. This study also shows that the coefficient of clarity was negative which explains that if there was more clarity to nurses about their work in different situations, there should be less intention to quit among them. Similarly, if they were not clear about their work, they will quit their job (Chen & Fang, 2016).

Hypothesis 6: Finding of hypothesis six indicates that impact of physical comfort on intention to quit was not significant. Physical uncomfort does not leads them to take

a decision to quit their job. The outcome of this study did not match the casual turnover model, but it resembled some studies done in the past. Jayaratne and Chess (1983) observed through their research that physical comfort did not offer any effect on intention to leave the job. In Pakistan, the government provides a handsome amount of money to the employees at the time of their retirement, so this assures their security. If nurses in Pakistan did not have stylish and comfortable furniture at their job place, they would experience burnout, but they did not resort to quitting their job.

They do not try to render or change their services to another hospital to find better facilities, infrastructure, and healthy environment for themselves since it is hard to find jobs in government hospitals. Therefore, the nurses accept and compromise on inadequate facilities like old furniture and poor interior decoration, and they tend to perform their duties to get their salaries. In Pakistan, it is hard for the administration to arrange furniture and other goods as these things are purchased through proper channel by the administration which takes a long time to get approval. So, the staff of hospital relies on whatever is available in the hospital.

Hypothesis 7: Finding of hypothesis seven shows that there was a significant impact of work involvement on job burnout. Work environment enhances nurse's involvement in their work which decreases job burnout. It also confirmed to the casual turnover model which observed that work involvement has a huge impact on intention to quit in Punjab, Pakistan. The health organization needs to offer adequate monetary and non-monetary compensations to their staff that makes them relieved

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from domestic tensions and financial issue. As a result, staff become more mentally relaxed and their work involvement and loyalty with the organization increases. As work involvement surges it will decrease job burnout. In conclusion, in an extension of Price and Mueller's (1981) causal model of turnover, Lake (1998) integrated the profession-specific variables of burnout as predictor of nurses' intentions to quit.

The result of this study is in line with previous studies (Adali et al., 2003; Robinson et al., 1991; Turnipseed, 1994). The findings can be explained as follows, that nurses who display high levels of involvement in daily activities, a sense of control over events, and openness to change will have less burnout. When they are involved in their jobs, they focus on their duties which make them learn more about their jobs and this result in appreciation from their seniors which make them feel happy instead of burning out from their job. Job involvement decreases stress and emotion demanding situations (because job involvement converts their concentration from other matters of life towards their work) and combined high personal expectations for one's performance. Because of the good performance, nurses get reward from a hospital which reduces their burnout.

Hypothesis 8: The outcome of hypothesis eight shows that peer cohesion has a significant impact on job burnout. When there is more peer cohesion among nurses it results into decreases in job burnout. The result of their study has similarity with the casual model of turnover. The finding is also in line with the Price and Mueller's (1981) study which explains that peer cohesion affects job burnout. In conclusion, causal model of turnover also validated that the employers have to divide the task

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into the form groups instead of individuals. In a group activity, shared responsibility of employees to accomplish a task can increase job involvement and decrease job burnout.

Turnipseed (1994) and, Constable and Russell (1986) also observed the significant impact of peer cohesion on job burnout. The findings of this study also show that there was a positive relationship between peer cohesion and job burnout among the psychiatric nurses working in the hospitals in Punjab, Pakistan. This study also highlighted that where workers felt the absence or the shortage of mutual support, the worker would experience burnout. The observation on nurses working in a hospital seemed constant and close, especially in peer interaction.

Work environment that has congenial cohesion among the peers may improve the work performance and have positive influence that will reduce the job burnout among the nurses. The positive attitude and sharing of ideas among colleagues can lead to learning from each other which makes them more competent thus makes them more proud. This will reduce job burnout (Khowaja, Merchant & Hirani, 2005).

Hypothesis 9: Finding of hypothesis nine shows that there was an insignificant impact of supervisors supports on job burnout. This reflect that supervisor support to nurses has no effect on their job burnout. The outcome of this study was contrary to the casual turnover model. However, it holds similarity with many of the previous studies (Kalliath, & Beck, 2001). Maqsood (2011) also observed the coefficient value of the relationship between supervisor support and job burnout which clearly

indicates that they are inversely related. Still, this coefficient is insignificant along with being negative.

Liou (2013) found that in Pakistan nurses did not care much about the complaints against them by the supervisor because they have a legal support to protect their jobs. They realised that it is not easy for their supervisor to remove them from their job since in Pakistan if a nurse is terminated from her job she can take the matter to court. If she enables to prove herself clear from allegations framed by her supervisor, in most of the cases the court issues order to the hospital administration to accept her back to work. Due to these practices the nurses working in government hospital feel secure. In such environment, they did not feel job burnout due to non-supportive behavior of the supervisors hence, they do not develop the intention to quit.

Hypothesis 10: Hypothesis ten hypothesized the effects of work pressure on job burnout and was not supported. Any level of work pressure on nurses does not lead them to job burnout. The findings show that there was an insignificant impact of work pressure on job burnout. The findings inferred contrary to the casual turnover model but seemed in the same line with many of the previous researchers. Dick (1986) observed that, work pressure and workload have no significant impact on job burnout. This study also shows that there was the ignorable impact of work pressure on job burnout. During the study, it was found that in the Punjab hospitals, nurses remains busy and have insufficient time to relax at the hospital. The work pressure did not put any burden on them. It was also observed that nurses who were working in government hospitals did not face job burnout due to work pressure. It was due to

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the possibility of a move and render their services towards some easier unit within the hospital, in case, they felt some extra bit of work pressure in a particular unit of the hospital. Dick (1986) also found out that workload and work pressure do not put any significant impact on job burnout.

Hypothesis 11: Finding of hypothesis eleven shows that there was an insignificant impact of clarity on job burnout. Description of job whether clear or not, has no effect on nurse's job burnout. The findings did not match with the casual turnover model, but they were somewhat in the same line with many of the other studies made by the previous researchers. Chen and Fang (2016) also observed that the insignificant impact of clarity on job burnout shows that nurses do not face burnout because of clarity of work. In Pakistan, a culture exists among nurses that they can be transferred to some other section or department within the same hospital if they faced any confusion about their work in a particular department. For example, if a nurse who is working in cardiology department and found a hindrance to work in that department, they would request to be transferred to the psychiatric ward. In this way, it will minimize any chance of job burnout. They could request to be transferred to the required field in the department.

Liou (2013) conducted a study in the health care centers in the USA and observed that the Pakistani nurses are highly collectivist-oriented. They got satisfied in a better work environment. He also observed that those nurses, who have a lower level of job burnout still would not change their jobs because they are quite used to the particular work environment and do not want take the risk of changing the existing job.

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Hypothesis 12: Finding of hypothesis twelve indicates that there was a significant impact of physical comfort on job burnout. Increase in physical comfort of nurses will reduce their job burnout. These findings are consistent with the casual turnover model of Price and Mueller's (1981) since the model explains that physical comfort affects job burnout. Continuous long duty hours and night shifts made the staff sleepless and fatigued and later increases the possibility of work injuries and exhaustion, so employers have to avoid night shifts. If relaxed shift pattern at work is provided along with the physical comforts it will results into decrease in job burnout.

This result is also consistent with Masood (2011) and Constable, and Russell, (1986) studies. They claimed that less physical comfort leads to higher level of job burnout. This can be explained as follows, if the rooms at the hospital are well ventilated, nicely colored, well decorated, furniture in the room is comfortable and furniture is well arranged this will decrease the effect of burnout. The findings prove that a stylish and modern appearance of nurse's office and the hospital will make nurses feel happy and this will significantly influence the nurse's mood and avoid from having burnout.

5.2.3 The effect of organizational commitment dimensions (affective commitment, continuance commitment, and normative commitment) on job burnout and intention to quit among psychiatric nurses in Pakistan.

Hypothesis 13: Finding of hypothesis thirteen shows that there was an insignificant impact of affective commitment on intention to quit. Affective commitment has no effect on nurse's intention to quit. The findings were contrary to casual turnover

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model but they were similar to those of Steers (1977) and Stewart, Bing, Gruys and Helford (2007). They found that affective commitment had insignificant results with the intention to quit. It means that whether psychiatric nurses felt attached to hospital or not, any obligation to remain in the hospital would have no impact on their intention to quit. However, if this commitment level went down, they developed a tendency to leave the hospital.

Kennedy (2006), observed that there was a weak but significant impact of affective commitment on intention to quit. Yet, a growing body of research in industrial settings have indicated that affective commitment is either negatively related to or a stronger predictor of intention to quit (Ferris & Aranya, 1983; Hom, Katerberg, & Hulin, 1979; Mowday, Steers, & Porter, 1979; Steers 1977; Stumpf & Hartman, 1984). Furthermore, to support the findings of this study, when organizations are not properly organise, do not regularly award ceremonies, do not have family health insurance plans and educational benefits, this will results in a decrease in employees job satisfaction and will leads to ineffective commitment and increases in intention to quit (Wiener & Vardi, 1980).

Hypothesis 14: Finding of hypothesis fourteen shows that there was an insignificant impact of continuance commitment on intention to quit. Continuance commitment of nurses has no effect on their intention to quit. The findings of this study are contrary to the casual turnover model, but they have great similarity with the study of Basak, Ekmekci and Bayram (2013). Whitener and Walz (1993) observed that, continuance commitment has an insignificant impact on intention to quit the job. Whitener and

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Walz (1993) applied structured equation modeling to observe the impact of continuance commitment to intention to quit. The findings showed continuance commitment had no influence on intention to quit because statistically, it was insignificant. Allen and Meyer (1990) also found that there was no significant impact of continuance commitment on intention to quit. The findings of the present study also suggest that nurses are of the opinion that giving up their job from their hospitals may cause problems to the organization. However it will not affect their intention to quit.

Hypothesis 15: The outcome of hypothesis fifteen shows that there was an insignificant impact of normative commitment on intention to quit. Normative commitment has no effect on nurse's intention to quit. The findings were contrary to casual turnover model but have similarity with many of the previous studies. Dotun Olaleye and Faloye (2014) also observed contrary results to casual turnover model. He found that normative commitment had insignificant results with the intention to quit. It means that whether psychiatric nurses felt attached to hospital or not, any obligation to remain in the hospital would have no impact on their intention to quit.

Liou (2013) conducted a study on nurses from different countries, who were working in a hospital in the U.S.A. He found a significant difference in organizational commitment among different ethnicities. Among nurses of Asian countries like Pakistan and the Philipines, nurses were comparatively more committed to the organization where they worked. Allen and Meyer (1990) observed that there was a weak but significant impact of normative commitment on intention to quit. The

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present study shows that nurses did not stay in an organization due to loyalty or duty, and if they wanted to quit their job, they perceived that if they quit their jobs they will not be considered loyal to their organization. This study also shows that loyalty of the workers did not stop them from serving more if they decided to quit.

Hypothesis 16: The finding shows that there was no significant impact of affective commitment on job burnout. Affective commitment of nurses has no effect on their job burnout. Although it is not surprising yet it is contrary to the causal model of turnover. However, the findings of this study were in line with the previous studies, where quite a few of them, showed affective commitment had no significant impact on job burnout. It was also argued that explicative role of emotional workers would not be so much relevant, as in quite a few cases, this explicative role was offset by the strong direct relationship between workplace affective commitment and emotional exhaustion (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2003; Goldberg & Grandey, 2007; Judge et al., 2009; Martinez-Iñigo et al., 2007; Näring et al., 2006; Totterdell & Holman, 2003).

Similarly, the prediction of burnout was found positive but very weak (Lapointe, Morin, Courcy, Boilard, & Payette, 2011). This could be explained as follows. Even though the psychiatric nurses in hospitals of Punjab, Pakistan thinks that their services are not recognized by society they will try to hide the fact that they have been working as a nurses as it is not considered as a profession of pride. They remain unhappy in their jobs, but their behavior did not affect job burnout.

Hypothesis 17: The finding of hypothesis seventeen shows that there was an insignificant impact of continuance commitment on job burnout. Continuance commitment of nurses has no effect on their job burnout. The findings were different from the casual turnover model, but they were similar to those of Bte Marmaya, Hitam, Zawawi and Jody (2011) and Basami, Chizariand and Abbasi (2013). Zhangand Ma (2010) observed no significant relationship between continuance commitment and job burnout. Meyer (1996) identified that correlation between continuance commitment and intention to quit are less consistent across the studies. Still, the correlations collected from nine independent samples showed that six out of them were significant and in the expected direction while the other three were quite insignificant. It means that whether the psychiatric nurses were concerned or not about the outcomes when they left the hospital without taking another position, their continuance commitment would not have any impact on job burnout.

Hypothesis 18: The finding of hypothesis eighteen shows that there was a significant impact on normative commitment on job burnout. When nurses has normative commitment it reduces their job burnout. In line with causal model of turnover in which they identified that high normative commitment leads to less stress and also leads to less burnout. Price and Mueller's (1981) identified that dimensions of commitment (normative commitment) was found having an impact on job burnout.

The result of this study was also validated when employees satisfaction reduces their job burnout and normative commitment increases since employee satisfaction is an essential determinant of normative commitment. Job satisfaction and normative

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commitment have a close relationship, possibly they exist both at a time and negatively influence the employee's intention to quit (Tan & Akhtar, 1998). This outcome matched the previous studies done in this field. The results of this study resembled those of the earlier researchers such as Bakker, Demerouti, De Boer, and Schaufeli, (2003), Hudek-Knežević, Kalebić Maglica, and Krapić, (2011), Schaufeli, Dierendonck and Gorp, (1996) and casual model of turnover.

It also shows that the psychiatric nurses were aware of their obligation towards the people living in the hospitals, but they do not consider it unfair to leave the hospital. They consider that they must be loyal to their hospital, but they do not consider it as a wrong practice to leave the hospital. This shows that normative commitment had an impact on the job burnout.

5.2.4 The effect of job burnout on the intention to quit among psychiatric nurses in Pakistan.

Hypothesis 19: Finding of hypothesis nineteen shows that there was a significant impact of job burnout on intention to quit. When job burnout in nurses increases it leads to increase in intention to quit. The finding of the study was also in line with the Price and Mueller's (1981) casual model of turnover. This model integrate specific variable of job burnout as a predictor of nurse's intention to quit. Lake (1998) integrated that profession-specific variables of job burnout and clinical autonomy were predictors of nurse's intention to quit, and it also indicates that the nurses quit their job if they were suffering from burnout.

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The results of this study were consistent with previous studies such as Babakus and Yavas (2012), Karatepe (2010, 2011), Slatten et al. (2011), Brough et al. (2008), Kantsperger and Kunz (2005), Wright and Hobfoll (2004), Deery et al. (2002).

It had also been found through this study that nurses were going abroad from Pakistan to the Gulf and the European countries for better prospects, and this creates a shortage of nurses within Pakistan (Nishtar, 2011; Hamid, Malik, Kamran & Ramdan, 2014). If this migration of nurses is to be reduced, job burnout needs to be controlled.

5.2.5 The mediating effects of job burnout on the relationship between work environment (dimensions) and intention to quit and also between organizational commitment (dimensions) and intention to quit among psychiatric nurses in Pakistan.

Hypotheses 20 to 25: Findings on mediating effects of job burnout between job involvement, peer cohesion, physical comfort and intention to quit was supported wherein the effect was recognized as partially mediating. The outcome went to prove that job burnout mediated the relationship between work involvement, peer cohesion, physical comfort and intention to quit. However, it has been observed that job burnout did not mediate the relationship between work clarity, work pressure, supervisory support and intention to quit. The findings also show that peer cohesion and physical comfort had a significant impact on job burnout, and job burnout had a significant effect on intention to quit when observed in a direct relationship. The effect of job involvement on intention to quit was significant through job burnout.

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The direct relationship of peer cohesion and physical comfort with the intention to quit was found significant in this study. Also, the direct relationship between involvement and intention to quit was significant. It shows that the relationship of peer cohesion and physical comfort with the intention to quit were strengthened through job burnout. On the other hand, the relationship between involvement and intention to quit was affected through job burnout.

Baron and Kenny (1986) opines that a given variable is called mediator if it impacts on the relationship between the dependent and the independent variables. The findings of this study also show that job burnout affects the relationship between independent and dependent variables and it was strengthened through job burnout. On the other hand, the relationship between involvement and intention to quit was negatively affected by job burnout. It was also the answer to "why" and "how" a cause-and-effect happens (Frazier, Tix, & Barron, 2004). The results found after Sobel test and through variance extracted factor showed that there was a mediating role of job burnout between involvement, peer cohesion physical comfort and intention to quit. So it brings to conclude by Hair et al. (2014) and the findings are shown in chapter 4 that job burnout partially mediated the relationship between involvement, peer cohesion, physical comfort and intention to quit. The findings of this study were in line with the findings of Firth et al. (2007), Hayes et al. (2006), Laschinger, Leiter, Day and Gilin (2009) and Chuo (2003).

The study also shows that work environment, involvement, peer cohesion and physical comfort were the common reasons which made employees give up their job.

The findings of this research also suggest that job burnout was an important response to stress at work which was caused by involvement. Peer cohesion and physical comfort were associated with job turnover in numerous studies. The findings of the present study were also consistent with the findings of Habib Akhtar Bahalkani (2011) and Khalid, Irfan, Sheikh and Faisal (2010) which suggests nurses of Pakistan were facing workload problems, less supervisory support, lack of physical comfort and work environment problems.

The findings were also consistent with the findings of Leiter and Maslach (2009) who observed that job burnout was a predictor of a nurse's intention to quit and also found that job burnout mediated the behavior of the impact of workplace factors on intention to quit. The findings of this study also suggest that involvement had negative impact whereas peer cohesion and physical comfort had a positive impact on the job burnout and intention to quit. In the same way, this study shows that if nurses were provided with good facilities during the break time and if they had good rest, or find a good and helpful response from their colleagues, they would have neither face burnout nor develop the intention to quit and left the hospital. So it proved that the effects of involvement, peer cohesion, and physical comfort on a nurse's intention to quit depend on job burnout.

It has been observed through this study that the effect of clarity, supervisory support and work pressure on a nurse's intention to quit did not depend on job burnout. It shows that it was not necessary that in the case if nurses had no clarity of their work.

If nurses could not find supervisory support or suffering work pressure, they would leave the hospital since they are experiencing job burnout.

Hypotheses 26 to 28: The mediating effect of job burnout between the normative commitment and intention to quit relationship was supported and the mediating effect was recognized as partial mediation. The findings show that there was an indirect relationship between normative commitment, job burnout and intention to quit. The outcome of the study as shown in chapter 4 went to prove that normative commitment had a significant impact on job burnout, and job burnout had a significant effect on intention to quit. While the direct relationship between normative commitment and intention to quit was also significant. A mediator variable accounts for relation between the dependent and independent variable (Baron & Kenny, 1986). Frazier, Tix and Barron (2004) said that 'why'' and ''how'' a cause-and-effect occurs likewise this study found out that the relationship between normative commitment and intention to quit is strengthened through job burnout. Sobel test and variance extracted factor conducted in this study highlights that there was mediating role of job burnout in the relationship between normative commitment and intention to quit. Therefore it can be concluded through the findings of this study and observations of Hair et al. (2014) that job burnout partially mediated the relationship between normative commitment and intention to quit.

The findings of this study support the observation of Chuo (2003) which suggests a sequential relationship between works related stress, job burnout, organizational commitment and other organizational outcomes. These studies point out that both job

burnout and organizational commitment can be studied as dependent variables as well as mediating variables. It shows that an increase in psychiatric nurse's normative commitment level could lead to an increase in job burnout which could further lead to intention to quit the job. It goes to prove that job burnout strengthened the relationship between normative commitment and intention to quit.

The findings of this study had resemblance with the findings of Leiter and Maslach (2009) which observed that job burnout, was the predictor of a nurse's intention to quit. They also suggested that job burnout mediates the effects of workplace factors on intention to quit. The present study also supports the general opinion that high job burnout and low organizational commitment resulted in a decline in the morale, performance, tardiness, and absenteeism and it increased turnover rate as well. It shows that the efforts to increase employee's organizational commitment could bring a reduction in stress and job burnout. These findings also highlight the relationship between normative commitment and job burnout and it was theoretically important as it shows the impact of an employee's willingness to stay or leave on that organization where he or she was employed.

Various studies have identified job burnout and organizational commitment as important factors which affect the intention to quit among different workers in health care department like nurses, physicians, and therapists (Scanlan & Still, 2013; Zhang & Feng, 2011; Al-Hussami, Darawad, Saleh, & Hayajneh, 2014). So it indicates that job burnout and normative commitment are closely related issues which have an impact on retention rates and many other organizational outcomes.

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The findings also provide a replication of the primary points of a mediation model of job burnout. The findings affirm that job burnout mediated between normative commitment and intention to quit through three important dimensions of organizational commitment namely, affective commitment, continuance commitment and normative commitment. No studies were found that examines the mediating role of job burnout between these three dimensions of the organizational commitment, intention to quit and organizational commitment, while job burnout have been found separately in the previous studies.

Demerouti, Boer and Schaufeli (2003) and Hudek-Knežević, Kalebić Maglica and Krapić, (2011) observed that, there is a significant relationship between normative commitment and job burnout. Jooma and Sheikh (2010) affirmed through their studies that commitment has an impact on intention to quit the job.

The findings of this study show that job burnout did not mediate the effect of affective commitment or continuance commitment on nurse's intention to quit. It also suggested that it is not necessary that emotional attachment to the hospital was a cause to lead them towards their intention to quit through job burnout. The findings of this study were not surprising. Ciftcioglu, (2011) also found that job burnout does not play any mediating role between occupational commitment and occupational turnover intention. If it is analyzed through the lenses of the casual turnover model, this study shows that intention to quit were strengthened due to the effect of job burnout which was enhanced by normative commitment.

5.3 Implications of Study

5.3.1 Theoretical Implications

The present study makes contributions to the existing literature on work environment, organizational commitment and intention to quit from Pakistan, a developing countries, and casual turnover model perspective. It is also expected that this study will add value to the future research in which the relation between job burnout and intention to quit can be examined.

The present study gained theoretical implications by inserting the variable of intention to quit into the theoretical framework of the study that was recommended by Rajan (2013). In addition, Chuo (2003) and Leiter and Maslach, (2009) recommended that, future researchers should attempt to examine the impact of intention to quit through mediating influence of job burnout. This study responded to this suggestion by examining the recommended links.

A key theoretical implication from this study is that the edit literature reviews has revealed that this is the first empirical research that has established an intention to quit with other variables. Thus, by examining the recommended relationships by these researchers, the present study has gained its theoretical implication as it attempted to fill these gaps in the literature. Consequently, the current findings contribute to theory casual turnover model of Price and Mueller's (1981) by inserting mediator variable and have provided a better understanding of organizations about the way intentions correlates with other effective variables. The present study has

added the job burnout variable that has strengthened the results of this study. It is also expected that this research will provide as a guideline for further studies including the evaluation of the relationship between job burnout and intention to quit.

5.3.2 Practical Implications

The findings of this study will be beneficial for hospital and nursing administrations to plan and develop some policies and practices in the hospital. The significant predictors of intention to quit will be considered while making policies and planning the budget. In the allocating budget for renovation plan of hospitals, the suggestions from nurses should be invited and recorded by the hospital administration. The input from nursing staff is critical in guiding assessment and changes in the hospital environment. If nurses are excluded from the consultation process, it will result in an increase in job burnout. On the other hand, views and suggestions of nurses should be heard by hospital administration regarding physical comfort, hospital renovation, budgeting and enhancing facilities at the hospital. Also, timely appreciation for their effort would reduce the job burnout level.

The present study also demonstrates that work environment plays an important role in controlling the job burnout and intention to quit among nurses. It also affirms that physical comfort has an impact on job burnout. Therefore, the infrastructure of the hospital and available facilities are important to be considered by the hospital management and the policy makers. Nishtar (2011) observed that in Pakistan, nurses are desirous to move to the Gulf countries and hospitals in Pakistan are facing a shortage of nurses. This study recommends that the government should be careful

while planning and allocating budget as major part of the budget should be allocated for renovation and the maintenance of the hospital. The policies of the government must be in line with the security of nurses, and the courts should protect their rights. In this way, supervisors will not be able to exploit the nurses, and cannot deprive them of their basic rights as health care workers.

The study also outlines that clarity does not affect their intention to quit or job burnout. If a nurse is not clear about her work in a specific unit of the hospital, she can move to some other unit within the same hospital where she has the expertise. The study also suggests that the hospital management should continue allowing the nurse to move from one unit to another if they want to move for clarity of work. Such freedom can decrease intention to quit and job burnout. In the current study, organizational commitment dimensions namely; affective commitment, continuance commitment and normative commitment determine the turnover intention of nurses and only normative commitment out of the three dimensions determine the job burnout among nurses in the public hospitals of Pakistan. The findings of this study are contrary to the casual turnover model; the interpretation is that nurses intention to quit and job burnout in the selected hospitals in Pakistan are not best explained by their commitment to the hospital but rather by other variables.

There are some other variables within and outside hospitals apart from the organizational commitment that can predict nurse's intention to quit and burnout from the job. The implication is that the employees in spite of their commitment to their organization are likely to leave for better prospects. This study suggests that the

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government and the policy makers, especially in the Pakistani public hospitals, should look at both internal and external environment. They must find a way to reduce employee's intention to quit and job burnout. It also comes out that employee's turnover as the intention to quit is a strong predictor of actual turnover. These findings advocate the theory of causal model of turnover.

5.4 Limitations

Although this study provides some implications and insight, interpretations of the results obtained and the conclusions drawn accordingly, some limitations of this study should be considered. This study had a few limitations that were recognized and are to be explicitly reported in this part of the research. The important limitations for the future research of this study can be addressed as follows:

5.4.1 Generalizability

There have been some factors where the researcher had no control and there exist some limitations pertaining to generalizability. Firstly, only those nurses who work in government psychiatric department or the public hospitals have been included in this research. The nature of the duties of such nurses differs significantly from the duties of these nurses who work in the private hospitals or those who work as volunteers within some organization. Consequently, the results could have been difference if respondents from private hospitals and volunteers were included in the study.

Secondly, this study did not consider the continuous changes in human psychology that could have taken place on employees in the public organization due to the continuous exposure and growing experience. This was so, since the data was based on the cross-sectional approach and follow-up data were not collected. Based on that, the conclusions of the study could have been different if the research design was longitudinal rather than cross-sectional study.

Thirdly, the results of this study and consequently the conclusions were drawn based on the data collected from 305 nurses from Punjab province of Pakistan. Subsequently, the findings could have been different if all private nurses from private hospitals were included in this survey.

5.4.2 Causality

A comprehensive review of the work environment organizational commitment and job burnout revealed that they are the best factors to measure intention to quit. It is also a fact that to examine the relationship between work environment, organizational commitment, job burnout and intention to quit at one point of time will produce a lack of accuracy because the result will be dependent on that particular time of their implementation. So, it is suggested and advised that longitudinal study should be conducted to examine the effect of these factors over a long period of time.

5.4.3 Policy Approach

As in any research work, this study also inherent major limitations pertaining to the methodology of the research.

Limitation of the present study was the lack of accurate data in the developing country like Pakistan; that is to say, that unavailability of public database delimits the researcher`s ability to compare his findings with the other sources. In Pakistan, there has been no study of this kind conducted in the past that had examined the effect of any of the constructs considered in this study. The researcher had to process without the advantage of having other findings to be benchmarked or to be used for future explanations.

5.5 Suggestions for Future Study

Future studies should be conducted in other provinces in Pakistan in addition to Punjab to allow for more general conclusion and applicability. It is also suggested to include other semi-urban areas in the sampling process of ethics based studies, particularly in Pakistan. Furthermore, females do provide useful insights in the psychiatric hospital's based studies. However, it will be useful to consider males for conducting future studies as they may offer value added opinions which can assist the practitioners in expanding their existing hospitals by consolidating their organizational strategies.

It is further suggested to consider other demographic aspects like income, ethnicity, religion and other factors to understand how nurses across different groups behave

towards various aspects of hospitals. Therefore, in order to build a strong foundation and body of knowledge in this area in a Pakistani context, it would be useful to explore the issue through qualitative or mixed method approach. Studies can be also conducted on nurses and organizational academicians by having in-depth interview technique, to come up with new models in order to boost up this area of research further.

This study is limited to Pakistan in order to draw conclusions that are generalized in Pakistan context as well as the other developing countries with the similar cultural practices. It is suggested that some other studies should be conducted where the effects of the work environment, organizational commitment and job burnout on the intention to quit should be implemented.

In other words, other studies in Pakistan are recommended to use this model with a few changes. In addition to that, for future investigation, this model can also be tested empirically using data collected from other provinces in Pakistan or other countries that have unique and strong cultural practices.

5.6 Recommendations

World Health Organization (WHO) should provide assistance to provincial governments to arrange for higher qualifications and promote research for nurses to enhance their professional competence.

The Ministry of education in Punjab (Pakistan) at district level, should produce linkages between academic disciplines and courses to promote nursing and ensure that allied courses supporting nursing are available at college level.

The Ministry of health in Punjab (Pakistan) at district level should provide necessary training for career development of nurses such as patient relationship, technology adaption training and hospital management practices.

Hospital management should provide flexible work hours, agreed work shifts and assist nurses in work and domestic issues to keep them committed to their jobs in hospitals of Punjab (Pakistan).

Law ministry of Punjab (Pakistan) provincial government should make rules and regulations to protect the nurse's rights and their security. This will enable them to work in protected and conducive environment. Nurse rights commission should be arranged at divisional level in order to address their grievances/complaints.

Punjab provincial government should allocate sufficient budget for renovation and maintenance of the hospitals as this effects nurse's intention to quit their jobs in hospitals.

Ministry of finance should revise pay packages and allowance of nurses compatible to other countries as number of nurses are moving to Gulf States due to low pay packages at hospitals in Punjab, Pakistan.

The above mentioned recommendations if incorporated by government of Punjab (Pakistan) may enhance the efficiency of nurses by reducing the intention to quit. Moreover it will address the issue of acute shortage of nurses in the province.

5.7 Conclusion

This study contributed to the understanding of the relationship between work environment, organizational commitment and intention to quit through mediating effect of job burnout.

The findings indicates that work environment, dimensions of involvement, peer cohesion and work pressure has significant relationship with intention to quit whereas dimensions of supervisor support, clarity and physical comfort fount to be insignificant. Pertaining to organizational commitment, the dimensions of affective commitment found having significant relationship with intention to quit. Whereas other two dimensions (continuance and normative commitment) found to be insignificant.

In regards to work environment, three dimensions namely involvement, peer cohesion and physical comfort found to be significant with job burnout. Whereas supervisor support, work pressure and clarity found to be insignificant with job burnout. Pertaining to organizational commitment, one dimension of normative commitment found to be significant whereas affective and continuous commitment are insignificant with job burnout. However, job burnout does possess a significant relationship with intention to quit.

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The finding of this study suggested mediation effect of job burnout on the relationship between work environment dimensions which are involvement, peer cohesion and physical comfort and organizational commitment dimension which is normative commitment and intention to quit. Work environment dimensions such as, supervisors support, work pressure and work clarity and organizational commitment dimensions such as affective commitment and continuance commitment does not seen to mediate the relationship between job burnout and intention to quit in the context of the work environment and organizational commitment. This signified that relationship between work environment, organizational commitment and intention to quit could be strengthened through job burnout.

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Appendix A

Questionnaire

WORK ENVIRONMENT, ORGANIZATIONAL COMMITMENT AND INTENTION TO QUIT AMONG NURSES: THE MEDIATING ROLE OF JOB BURNOUT

Dear Nurses

I am conducting research on the work environment, organizational commitment and intention to quit among nurses: The mediating role of job burnout of the nurses from Pakistan, through this survey questionnaire. There is no right or wrong answer to the questions, all data collected will be kept confidential and used for the research purpose only. Therefore your objective opinion in answering these questions will be highly valuable. For each statement, please, circle the number that indicates the extent to which you agree or disagree with the statement. 1. STRONGLY DISAGREE 2. DISAGREE 3. NEUTRAL 4. AGREE 5. STRONGLY AGREE

Your participation is very important for this research. I sincerely appreciate your time and efforts for participation in this survey.

Sincerely

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(A). Work Environment Scale

1. The work is really challenging.

Strongly Disagree 1 2 3 4 5 Strongly Agree

2. There's not much group spirit.

Strongly Disagree 1 2 3 4 5 Strongly Agree

3. A lot of people seem to be just putting in time.

Strongly Disagree 1 2 3 4 5 Strongly Agree

4. People seem to take pride in the organization.

Strongly Disagree 1 2 3 4 5 Strongly Agree

5. People put quite a lot of effort into what they do.

Strongly Disagree 1 2 3 4 5 Strongly Agree

6. Few people ever volunteer.

Strongly Disagree 1 2 3 4 5 Strongly Agree

7. It is quite a lively place.

Strongly Disagree 1 2 3 4 5 Strongly Agree

8. It is hard to get people to do any extra work.

Strongly Disagree 1 2 3 4 5 Strongly Agree

9. The work is usually very interesting.

Strongly Disagree 1 2 3 4 5 Strongly agree

10. People go out of their way to help a new employee feel comfortable.

Strongly Disagree   1   2   3   4   5   Strongly agree

11. The atmosphere is somewhat impersonal.

Strongly Disagree   1   2   3   4   5   Strongly agree

12. People take a personal interest in each other.

Strongly Disagree   1   2   3   4   5   Strongly agree

13. Employees rarely do things together after work.

Strongly Disagree   1   2   3   4   5   Strongly Agree

14. People are generally frank about how they feel.

Strongly Disagree   1   2   3   4   5   Strongly Agree

15. Employees often eat lunch together.

Strongly Disagree   1   2   3   4   5   Strongly Agree

16. Employees who differ greatly from the others in the organization don't get on well.

Strongly Disagree   1   2   3   4   5   Strongly Agree

17. Employees often talk to each other about their personal problems.

Strongly Disagree   1   2   3   4   5   Strongly agree

18. Often people make trouble by talking behind other's back.

Strongly Disagree   1   2   3   4   5   Strongly Agree

19. Supervisors tend to talk down to employees.

Strongly Disagree   1   2   3   4   5   Strongly Agree

20. Supervisors usually compliment an employee who does something well.

Strongly Disagree 1 2 3 4 5 Strongly Agree

21. Supervisors tend to discourage criticism from employees.

Strongly Disagree 1 2 3 4 5 Strongly Agree

22. Supervisors expects far too much from employees.

Strongly disagree 1 2 3 4 5 Strongly agree

23. Supervisors usually give full credit to ideas contributed by employees.

Strongly Disagree 1 2 3 4 5 Strongly Agree

24. Supervisors often criticize employees over minor things.

Strongly Disagree 1 2 3 4 5 Strongly Agree

25. Employees generally feel free to ask for a raise.

Strongly Disagree 1 2 3 4 5 Strongly Agree

26. Employees discuss their personal problems with supervisors.

Strongly Disagree 1 2 3 4 5 Strongly Agree

27. Supervisors really stand up for their people.

Strongly Disagree 1 2 3 4 5 Strongly Agree

28. There is constant pressure to keep working.

Strongly Disagree 1 2 3 4 5 Strongly Agree

29. There always seems to be urgency about everything.

Strongly Disagree 1 2 3 4 5 Strongly Agree

30. People cannot afford to relax.

Strongly Disagree   1   2   3   4   5   Strongly Agree

31. Nobody works too hard.

Strongly Disagree   1   2   3   4   5   Strongly Agree

32. There is no time pressure.

Strongly Disagree   1   2   3   4   5   Strongly Agree

33. It is very hard to keep up with your workload.

Strongly Disagree   1   2   3   4   5   Strongly Agree

34. You can take it easy and still get your work done.

Strongly Disagree   1   2   3   4   5   Strongly Agree

35. There are always deadlines to be met.

Strongly Disagree   1   2   3   4   5   Strongly Agree

36. People often have to work overtime to get their work done.

Strongly Disagree   1   2   3   4   5   Strongly Agree

37. Things are sometimes pretty disorganized.

Strongly Disagree   1   2   3   4   5   Strongly Agree

38. Activities are well-planned.

Strongly Disagree   1   2   3   4   5   Strongly Agree

39. Rules and regulations are somewhat vague and ambiguous.

Strongly Disagree   1   2   3   4   5   Strongly Agree

40. The responsibilities of supervisors are clearly defined.

Strongly Disagree   1   2   3   4   5   Strongly Agree

41. The details of assigned jobs are generally explained to employees.

Strongly Disagree   1   2   3   4   5   Strongly Agree

42. Employees are often confused about exactly what they are supposed to do.

Strongly Disagree   1   2   3   4   5   Strongly Agree

43. Fringe benefits are fully explained to the employees.

Strongly Disagree   1   2   3   4   5   Strongly Agree

44. Rules and policies are constantly changing.

Strongly Disagree   1   2   3   4   5   Strongly Agree

45. Supervisors encourage employees to be neat and orderly.

Strongly Disagree   1   2   3   4   5   Strongly Agree

46. It sometimes gets too hot (room conditions).

Strongly Disagree   1   2   3   4   5   Strongly Agree

47. The lighting is extremely good (room conditions).

Strongly Disagree   1   2   3   4   5   Strongly Agree

48. Work place is awfully crowded.

Strongly Disagree   1   2   3   4   5   Strongly Agree

49. This place has a stylish and modern appearance.

Strongly Disagree   1   2   3   4   5   Strongly Agree

50. The place could stand some new interior decorations.

Strongly Disagree   1   2   3   4   5   Strongly Agree

51. The colors and decorations make the place warm and cheerful to work in.

Strongly Disagree   1   2   3   4   5   Strongly Agree

52. It is rather drafty (disorganized) at times.

Strongly Disagree   1 2 3 4   5 Strongly Agree

53. The furniture is usually well arranged.

Strongly Disagree   1 2 3 4   5 Strongly Agree

54. The rooms are well ventilated.

Strongly Disagree   1 2 3 4   5 Strongly Agree

(B). Organizational Commitment Scale

1. I feel a strong sense of belonging to hospital.

Strongly Disagree   1 2 3 4 5 Strongly Agree

2. I feel emotionally attached to hospital.

Strongly Disagree   1 2 3 4 5 Strongly Agree

3. I would be happy to work at hospital until I retire.

Strongly Disagree   1 2 3 4 5 Strongly Agree

4. Working at hospital is a great deal of personal interest to me.

Strongly Disagree   1 2 3 4   5 Strongly Agree

5. I am proud to tell others that I work at hospital.

Strongly Disagree   1 2 3 4 5 Strongly Agree

6. I enjoy discussing hospital with people outside of it.

Strongly Disagree   1 2 3 4 5 Strongly Agree

7. I really feel that many problems faced by hospital are also my problems.

Strongly Disagree   1 2 3 4   5 Strongly Agree

8. I do not feel like part of family hospital.

Strongly Disagree 1 2 3 4   5 Strongly Agree

9. Hospital does not deserve my loyalty.

Strongly Disagree 1   2   3   4   5 Strongly Agree

10. Too much in my life would be disrupted if I decided I wanted to

leave hospital now.

Strongly Disagree 1   2   3   4   5   Strongly Agree

11. It would be very hard for me to leave hospital right now even if I wanted to.

Strongly Disagree 1   2   3   4   5 Strongly Agree

12. Right now, staying with hospital is a matter of necessity as much as desire.

Strongly Disagree 1   2   3   4   5 Strongly Agree

13. One of the reasons I continue to work for hospital is that leaving would quire

considerable sacrifices i.e., another organization may not match the overall benefits I

have here.

Strongly Disagree 1   2   3   4   5 Strongly Agree

14. One of the serious consequences of leaving hospital would be the scarcity of

available alternatives

Strongly Disagree 1   2   3   4   5 Strongly Agree

15. It would not be too costly for me to leave hospital now.

Strongly Disagree 1 2 3 4   5 Strongly Agree

16. I am not concerned about what might happen if I left hospital without having

another position lined up.

Strongly Disagree   1   2   3   4   5   Strongly Agree

17. It would be wrong to leave hospital right now because of my obligation to the people in it.

Strongly Disagree   1   2   3   4   5   Strongly Agree

18. Hospital deserves my loyalty.

Strongly Disagree   1   2   3   4   5   Strongly Agree

19. I would feel guilty if I left hospital now.

Strongly Disagree   1   2   3   4   5   Strongly Agree

20. I owe a great deal to hospital.

Strongly Disagree   1   2   3   4   5   Strongly Agree

21. I do not feel any obligation to remain with hospital.

Strongly Disagree   1   2   3   4   5   Strongly Agree

22. Even if it were to my advantage, I do not feel like it would be right to leave hospital now.

Strongly Disagree   1   2   3   4   5   Strongly Agree

(C). Intention to Quit Scale

1. I think a lot about leaving the hospital.

Strongly Disagree   1   2   3   4   5   Strongly Agree

2. I am actively searching for an alternative to the hospital.

Strongly Disagree   1   2   3   4   5   Strongly Agree

3. As soon as it is possible, I will leave the hospital.

Strongly Disagree   1   2   3   4   5   Strongly Agree

(D). Job Burnout Scale

1. I feel emotionally drained.

Strongly Disagree   1   2   3   4   5   Strongly Agree

2. I feel used up at the end of the day.

Strongly Disagree   1   2   3   4   5   Strongly Agree

3. I feel fatigued when I get up in the morning and have to face another day on the job**.**

Strongly Disagree   1   2   3   4   5   Strongly Agree

4. I can easily understand how my recipients feel about things.

Strongly Disagree   1   2   3   4   5   Strongly Agree

5. I feel I treat some recipients as if they were impersonal "objects.

Strongly Disagree   1   2   3   4   5   Strongly Agree

6. Working with people all day is really a strain for me.

Strongly Disagree   1   2   3   4   5   Strongly Agree

7. I deal very efficiently with the problems of my recipients.

Strongly Disagree   1   2   3   4   5   Strongly Agree

8. I feel burned out from my work.

Strongly Disagree   1   2   3   4   5   Strongly Agree

9. I have become more callous towards people since I took this job.

Strongly Disagree   1   2   3   4   5   Strongly Agree

10. I feel I am positively influencing other people's lives through my work. I have become more callous towards   people since I took this job.

Strongly Disagree   1   2   3   4   5   Strongly Agree

11. I worry that this job is hardening me emotionally.

Strongly Disagree   1   2   3   4   5   Strongly Agree

12. I feel very energetic.

Strongly Disagree   1   2   3   4   5   Strongly Agree

13. I feel frustrated by my job.

Strongly Disagree   1   2   3   4   5   Strongly Agree

14. I feel I am working too hard on my job.

Strongly Disagree   1   2   3   4   5   Strongly Agree

15. I don't really care what happens to some recipients.

Strongly Disagree   1   2   3   4   5   Strongly Agree

16. Working directly with people puts too much stress on me.

Strongly Disagree   1   2   3   4   5   Strongly Agree

17. I can easily create a relaxed atmosphere with my recipients.

Strongly Disagree   1   2   3   4   5   Strongly Agree

18. I feel exhilarated after working closely with my recipients.

Strongly Disagree   1   2   3   4   5   Strongly Agree

19. I have accomplished many worthwhile things in this job.

Strongly Disagree 1 2 3 4 5 Strongly Agree

20. I feel like I am at the end of my rope.

Strongly Disagree 1 2 3 4 5 Strongly Agree

21. In my work I deal with emotional problems very calmly.

Strongly Disagree 1 2 3 4 5 Strongly Agree

22. I feel recipients blame me for some of their problems.

Strongly Disagree 1 2 3 4 5 Strongly Agree

(E).*Demographics***:**

1. What is your age?

2. What is your marital status?

Single

Married

Divorced

Widowed

3. What is your level of Nursing Education?

Diploma in nursing

AND

BSN

MSN

Bachelor degree, other (specify) —————

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Master degree, other (specify) ⎯⎯⎯⎯

4. How many years you have been a registered nurse?

┌─────────┐
│   │
└─────────┘

1. Employment status:

Permanent ┌──────────┐
              │   │
              └──────────┘

Contract ┌──────────┐
             │   │
             └──────────┘

2. How many average numbers of hours worked per week? ┌──────────┐
                                                           │   │
                                                           └──────────┘

Appendix B

Normal Q-Q Plot of WEI
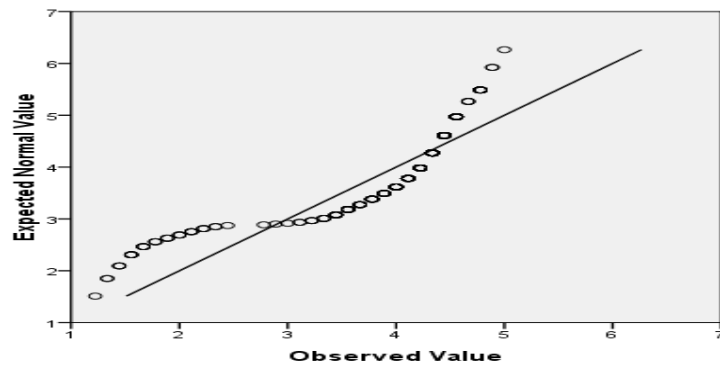
Normal Q-Q Plot of WEP
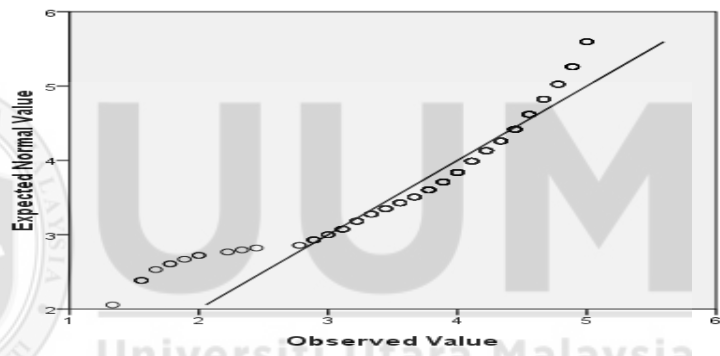
Normal Q-Q Plot of WES

Normal Q-Q Plot of WEPr

Normal Q-Q Plot of WEC

Normal Q-Q Plot of WEPhy
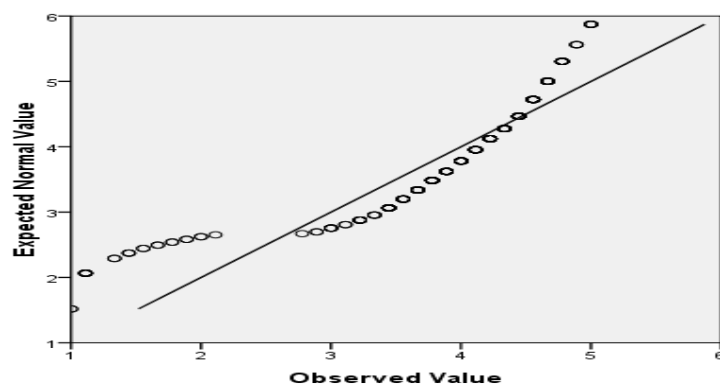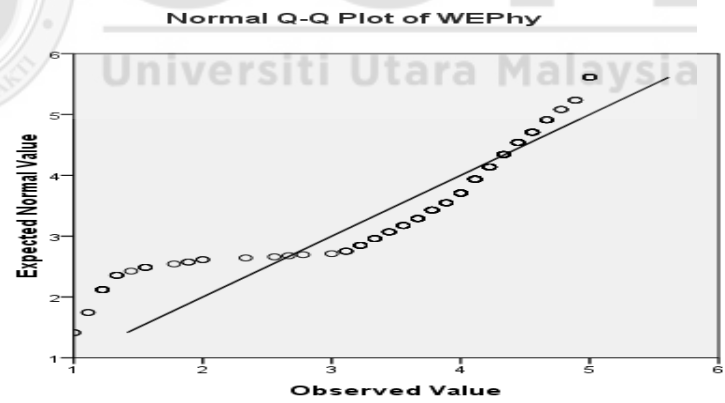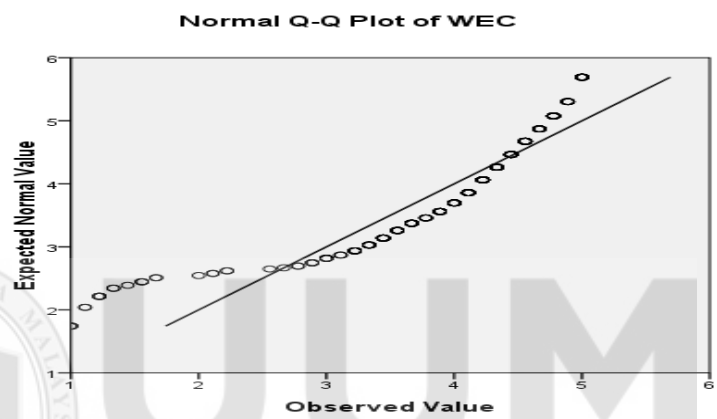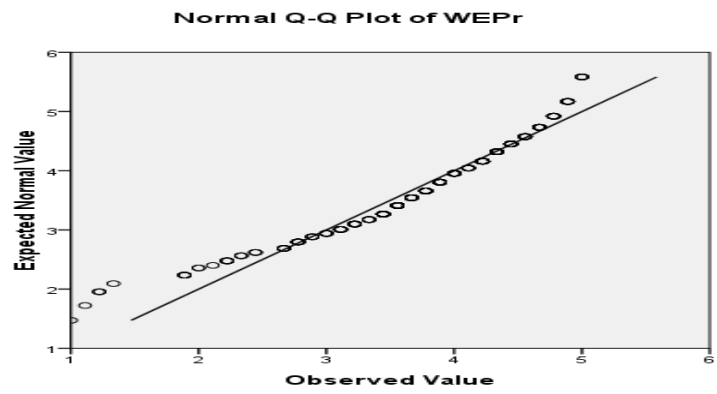
Normal Q-Q Plot of OCA
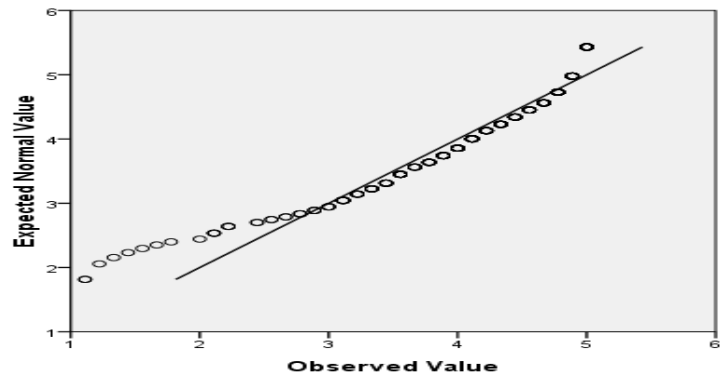
Normal Q-Q Plot of OCC

Normal Q-Q Plot of OCN
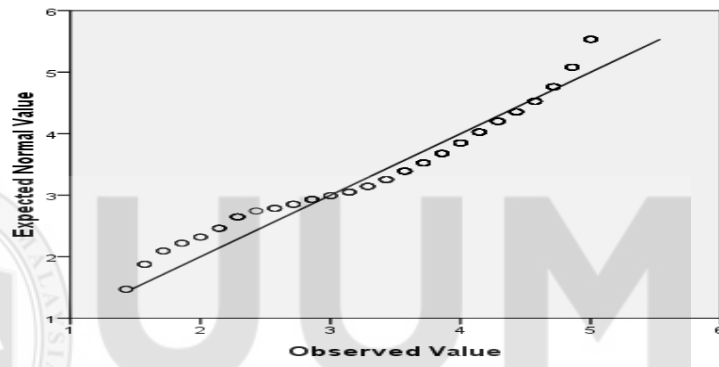
Normal Q-Q Plot of ITQ

Normal Q-Q Plot of JB
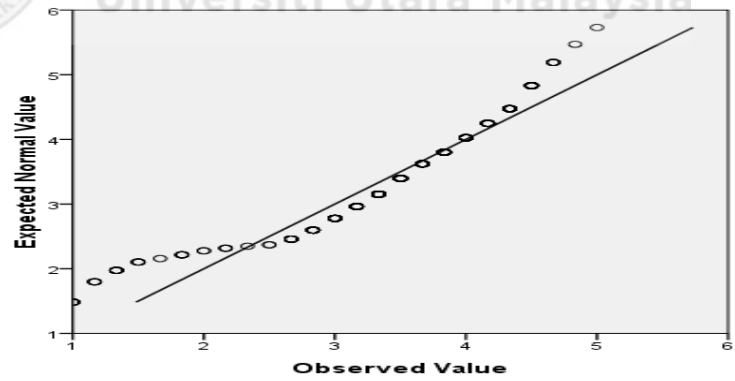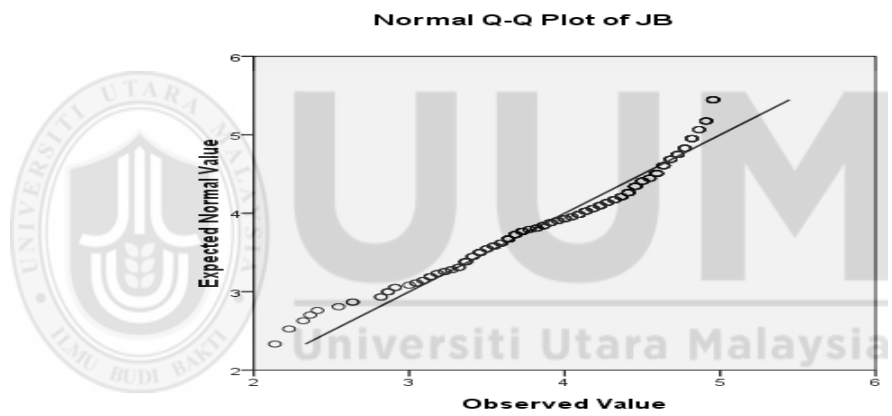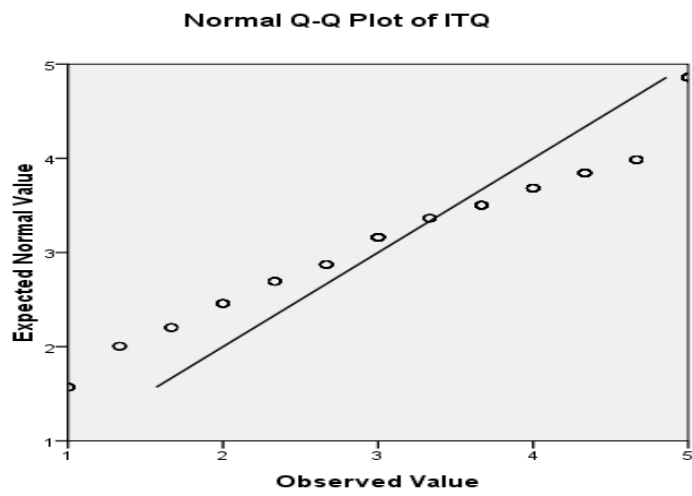
Homoscedasticity

Scatterplot
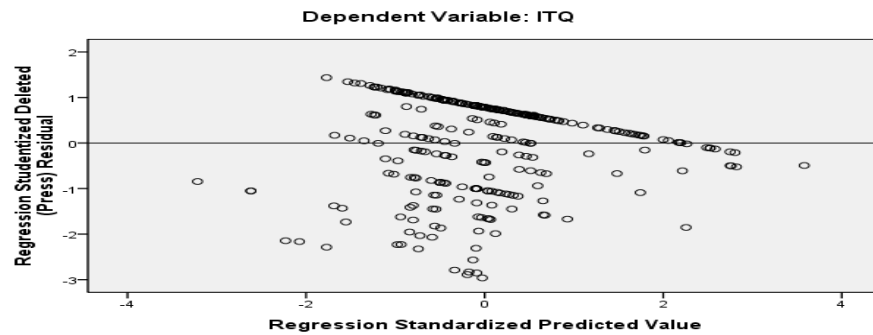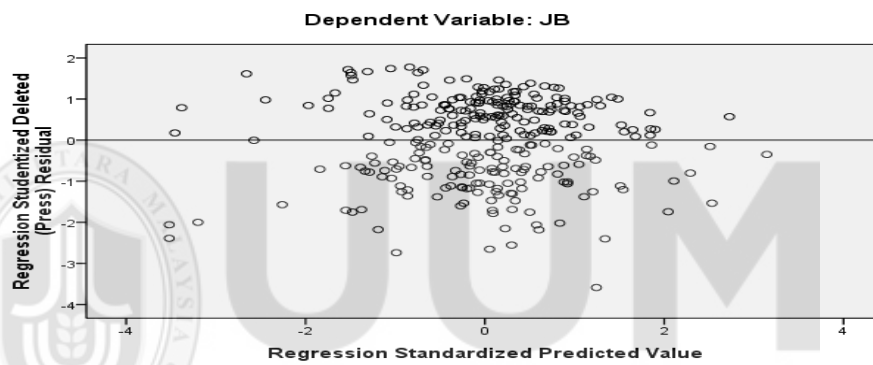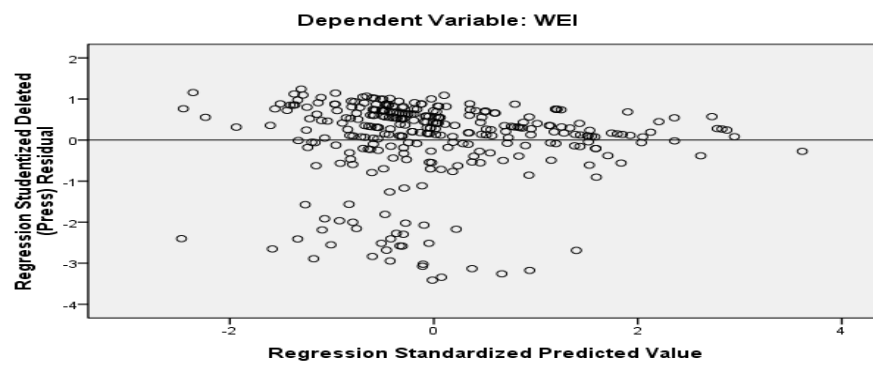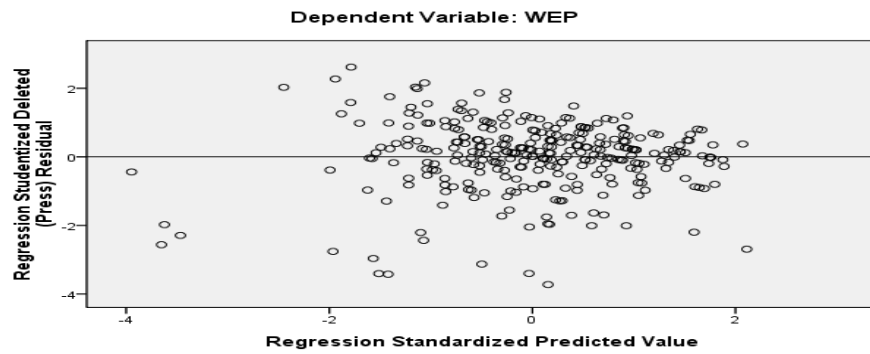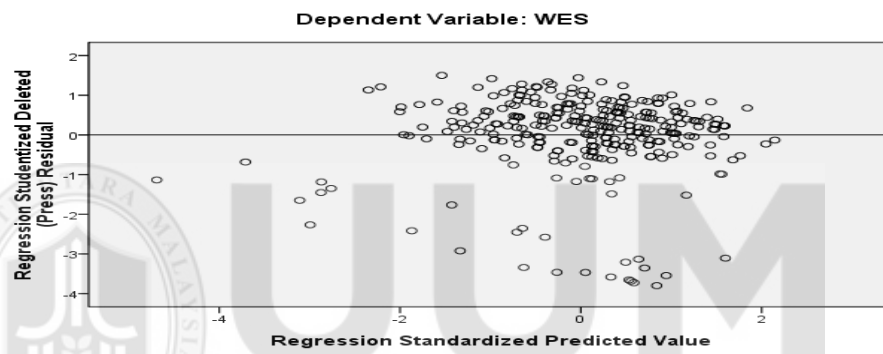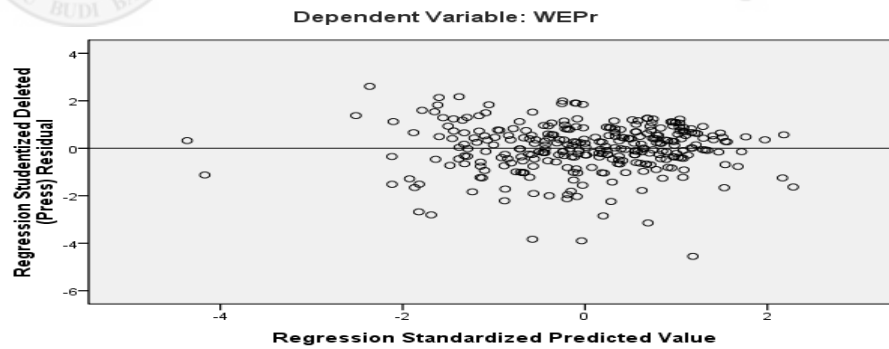
Dependent Variable: ITQ

Scatterplot

Dependent Variable: JB

Scatterplot

Dependent Variable: WEI

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Scatterplot

Dependent Variable: WEP

Scatterplot

Dependent Variable: WES

Scatterplot

Dependent Variable: WEPr

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Scatterplot

Dependent Variable: WEC

Scatterplot

Dependent Variable: WEPhy

Scatterplot

Dependent Variable: OCA

Scatterplot

Dependent Variable: OCC

Scatterplot

Dependent Variable: OCN

Histogram

Dependent Variable: JB

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N =305
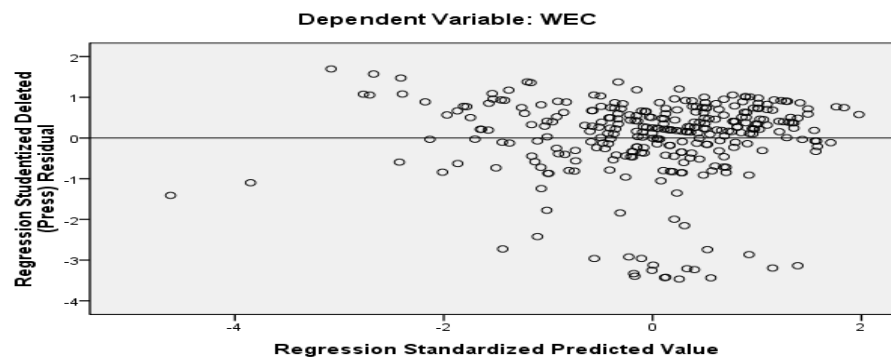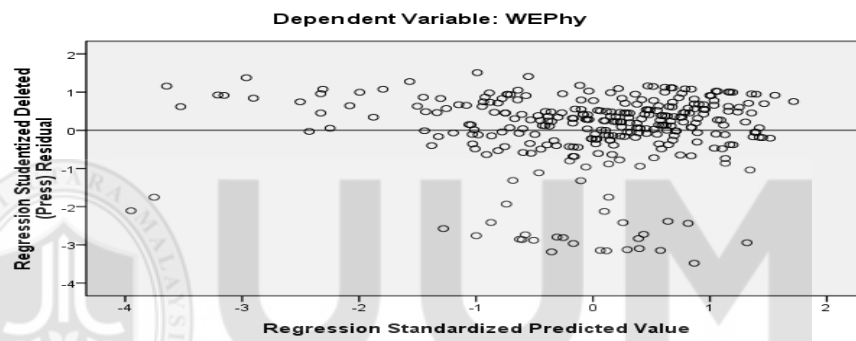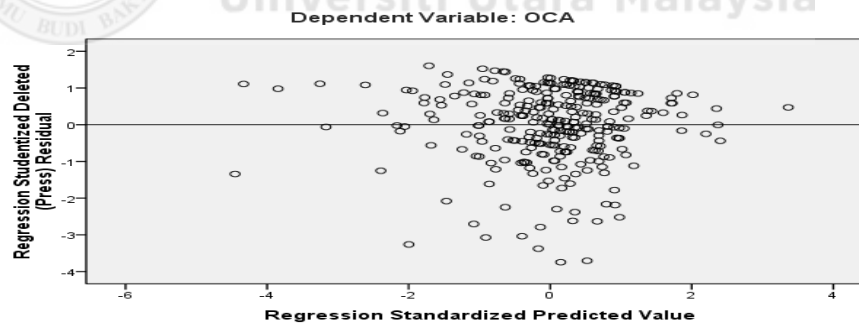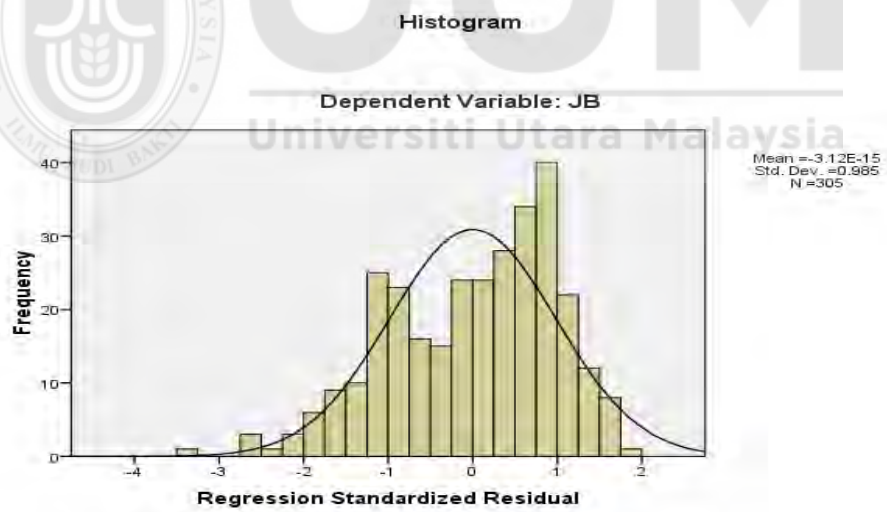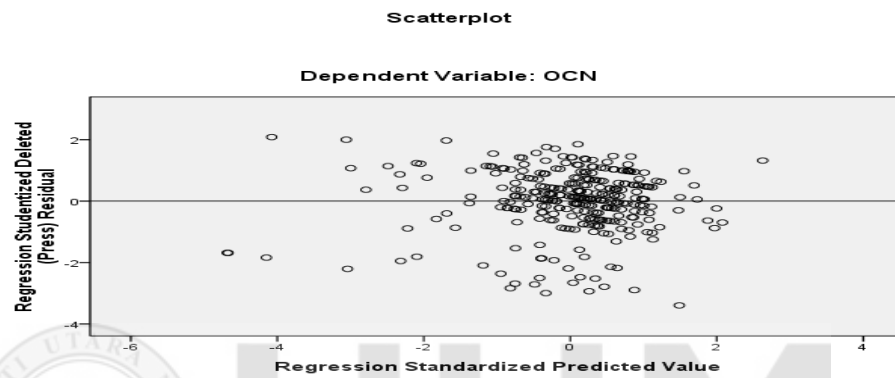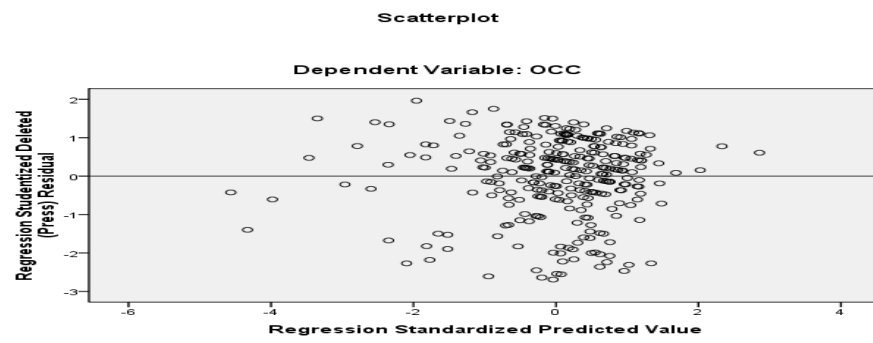
To.
Deputy Director
Mental Hospitals, of Punjab, Pakistan

Kasifa Yasmin is a register student under matric no 95921 of University Utara Malaysia.
She has done her thesis proposal defence on the topic as follow:

"WORK ENVIRONMENT, ORGANIZATIONAL COMMITMENT AND INTENTION TO QUIT AMONG .NURSES: THE MODERATING ROLE OF JOB BURNOUT"

Now, she needs to collect data from Punjab province, of Punjab, Pakistan. This is purely an academic exercise. Please help her tofill the questionnaire. We ensure complete anonymity and confidentiality of the information provided by your organizations. This research is under taken to fulfill the requirement of thesis for PhD degree at the University Utara Malaysia (UUM).

I would therefore value your kind assistance and valuable time in completing data collection. Your cooperation in making this research a success is greatly appreciated.

Asst Registrar
Siti Noor LibyaniHuj
College of Arts and Science
·University Utara Mayalsia, Kedah DarulAman

Dr. Muhammad Ramzan
M.B.B.S
Medical Officer
bHQ, Teaching Hospital
Sargodha

CONSENT FORM

Title of Study: Work Environment, Organizational Commitment and Intention to

Quit   among Nurses: The Mediating Role of Job Burnout

Please initial all boxes

- I understand that the questionnaire will be conducted in person and that it will take approximately _30_minuts_ of my time to complete. ☐

- I understand that my participation is voluntary and any information I provide will be kept confidential, used only for the purposes of completing this assignment, and will not be used in any way that can identify me. ☐

- I have read the information above. By signing below and returning this form, I am consenting to participate in this questionnaire project as designed by the below named researcher. ☐

- I agree to take part in the above study. ☐

_____	_____	_____
Name of Participant	Date	Signature

_____	_____	_____
Name of Person	Date	Signature

Taking consent.