Universiti Utara Malaysia

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

KASHIFA YASMIN

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2017

**Awang Had Salleh
Graduate School
of Arts And Sciences**

Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

KASHIFA YASMIN

calon untuk Ijazah	**PhD**
(candidate for the degree of)	

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

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

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada : **20 Mac 2017.**
That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:
March 20, 2017.

Pengerusi Viva: *(Chairman for VIVA)*	**Prof. Dr. Che Su Mustaffa**	Tandatangan *(Signature)*
Pemeriksa Luar: *(External Examiner)*	**Prof. Dr. Rosnah Ismail**	Tandatangan *(Signature)*
Pemeriksa Dalam: *(Internal Examiner)*	**Dr. Daisy Jane C. Orcullo**	Tandatangan *(Signature)*
Nama Penyelia/Penyelia-penyelia: *(Name of Supervisor/Supervisors)*	**Prof. Dr. Najib Ahmad Marzuki**	Tandatangan *(Signature)*

Tarikh:
(Date) **March 20, 2017**

Permission to Use

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the Universiti Library may make it freely available for inspection. I further agree that permission for the copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or, in their absence, by the Dean of Awang Had Salleh Graduate School of Arts and Sciences. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:

Dean of Awang Had Salleh Graduate School of Arts and Sciences
UUM College of Arts and Sciences
Universiti Utara Malaysia
06010 UUM Sintok

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

Alhamdulillah. Praise to Allah for the most wonderful gift of being able to conquer myself. The bitterness, sorrow, distress, enjoyment, fulfillment and friendship I made along the way. The experience is beyond anything! I will not change these moments for anything. It has sculpted me mentally, emotionally, and psychologically. During this journey, I have encountered the sweetness of friendship, the beauty of patience and being persistence in anything. I love every moment of it. I am so grateful to Allah to bestow me with this beautiful gift.

First of all, I would like to thank my supervisor, Prof. Dr. Najib Ahmad Marzuki for his continuous sincere efforts and patronage towards letting me reach to a point where I truly understand the glory of being a socially responsible researcher. Honestly speaking, it is beyond my imagination to find adequate words thanking him. Though, I clearly realize that it will be emotionally painful to move on in life without seeing him at least once a month. God bless my supervisor!

I don't have words to thank my father Mian Taj Muhammad and mother Sakina Faiz who always put their supreme energies to inculcate confidence in me. They always proved a never-ending source of encouragement. Without their understanding, guidance, trust in me, freedom to choose my own destination this journey must not complete. My parents are the best couple in this world.

Finally, this thesis is dedicated to my beloved sis Dr. K. Yasmeen who offered me ceaseless support, courage, love and stayed persevering with me during my doctoral journey which was one of the most challenging yet lovely journey of my life. I am also grateful to have such loving and ever supportive brothers (Muhammad Aslam, Asad Taj, Haider Khan, and Mian Nazar), sisters (Naseem Taj, Musarat Haider, and Shazia Nazar), respected teacher (Yasin Shahid), and friends (Shivleela, Swetha, and Walid). In the last but not least I am really indebted to one of my cousin Mr Ghulam Murtaza for his great efforts during the course of data collection. Thank you all for your support and love.

Table of Contents

ix

List of Tables

List of Figures

List of Appendices

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

The contents of the thesis is for internal user only

REFERENCES

Abdali, F. (2011). The impact of employee turnover on sustainable growth of organization in computer graphics sector of Karachi, Pakistan. *Afro Asian Journal of Social Sciences, 2*(4), 86-99.

Abdullah, M.M.B., Uli, J. & Tari, J.J. (2008).The influence of soft factors on quality improvement and performance: perceptions from managers, *The TQM Journal*, *20*(5), 436-52.

Abdullateef, A. O., Muktar, S. S. M., Yusoff, R. Z., & Ahmad, I. S. B. (2014). Effects of customer relationship management strategy on call centre's employee intention to quit: Evidence from Malaysia Call Centers. *Procedia-Social and Behavioral Sciences*, *130*(1), 305-315.

Adali, E., Priami, M., Evagelou, H., Mouglia, V., Ifanti, M., & Alevizopoulos, G. (2003). Burnout in psychiatric nursing personnel in Greek hospitals. *European Journal of Psychiatry 17*(3), 173-181.

Aguinis, H., Gottfredson, R. K., & Culpepper, S. A. (2013). Best-practice recommendations for estimating cross-level interaction effects using multilevel modeling. *Journal of Management*, *39*(6), 1490-1528.

Ahire, S. L., Golhar, D. Y., & Waller, M. A. (1996). Development and validation of TQM implementation constructs. *Decision Sciences*, *27*(1), 23-56.

Aiken, L. H., Clarke, S. P., Sloane, D. M., Sochalski, J. A., Busse, R., Clarke, H & Shamian, J. (2001). Nurses' reports on hospital care in five countries. *Health Affairs*, *20*(3), 43-53.

Akram, S., & Brooks, J. M. (2003). *U.S. Patent No*. 6,583,503. Washington, DC: U.S. Patent and Trademark Office.

Akter, S., D'Ambra, J. & Ray, P. (2011a). An Evaluation of PLS based Complex Models: The Roles of Power Analysis, Predictive Relevance and GoF Index. In Proceedings of the Seventeenth Americas Conference on Information Systems, Detroit, Michigan August.

Al Arkoubi, K., Bishop, J. W., & Scott, D. (2011). An investigation of the determinants of turnover intention among drivers. *Loyola University, Chicago*, *5*(2), 470-480.

Alexander, J. A. (1988). The effects of patient care unit organization on nursing turnover. *Health Care Management Review*, *13*(2), 61-72.

Alexander, J. A., Lichtenstein, R., Oh, H. J., & Ullman, E. (1998). A causal model of voluntary turnover among nursing personnel in long-term psychiatric settings. *Research in Nursing and Health*, *21*(7), 415-427.

Al-Hussami, M., Darawad, M., Saleh, A., & Hayajneh, F. A. (2014). Predicting nurses' turnover intentions by demographic characteristics, perception of health and quality of work attitudes. *International Journal of Nursing Practice*, *20*(1), 79-88.

Allam, N. S. A. K. Z. (2013). A comparative study of job burnout, job involvement, locus of control and job satisfaction among banking employees of kingdom of Saudi Arabia. *Life Science Journal, 10*(4), 2135-2144.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, *63*(1), 1-18.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, *49*(3), 252-276.

Al-Swidi, A. K. (2012). The Moderating Effect of Organizational Culture on the Relationship between Total Quality Management, Entrepreneurial Orientation and the Performance of Banks in Yemen (Doctoral dissertation). Retrieved from http://etd.uum.edu.my/3781/

Aluja, A., Blauch, A. S., Garcia, L. F. (2005). Dimensionality of the maslach burnout inventory in school teachers: A study of several proposals. *European Journal of Psychological Assessment*, *21*(1), 67-76.

Anderson, JC and D. Gerbing (1988). Structural modeling in practice: a review and recommended two-step approach. *Psychological Bulletin*, *103*(3), 411-423.

Andresen, E. M. (2000). Criteria for assessing the tools of disability outcomes research. *Archives of Physical Medicine and Rehabilitation*, *81*(7), 15-20.

Andrews DR, Wan T T (2009). The importance of mental health to the experience of job strain: an evidence-guided approach to improve retention. *Journal of Nursing Management*, *17*(3), 340-351.

Ang, S. H., Bartram, T., McNeil, N., Leggat, S. G., & Stanton, P. (2013). The effects of high-performance work systems on hospital employees' work attitudes and intention to leave: a multi-level and occupational group analysis. *The International Journal of Human Resource Management*, *24*(16), 3086-3114.

Armstrong, A. R., & Bruce, P. G. (1996). Synthesis of layered LiMnO2 as an electrode for rechargeable lithium batteries. *Nature*, *381*(6582), 499-500.

192

Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*, *67*(3), 250-350.

Ashar, M., Munir, E., & Hafeez, S. (2013). The impact of perceptions of training on employee commitment and turnover intention: Evidence from Pakistan. *International Journal of Human Resource Studies*, *3*(1), 74-88.

Ashforth, B. E. (1985). Climate formation: Issues and extensions. *Academy of Management Review*, *10*(4), 837-847.

Babakus, E., & Yavas, U. (2012). Customer orientation as a buffer against job burnout. *The Service Industries Journal*, *32*(1), 5-16.

Badawy, S. M. (2015). Egyptian Teachers' Burnout: The Role of Work Environment Characteristics and Job Stress. *Journal of Business and Management Sciences*, *3*(4), 101-110.

Bakker, A. B., Demerouti, E., De Boer, E., & Schaufeli, W. B. (2003). Job demands and job resources as predictors of absence duration and frequency. *Journal of Vocational Behavior*, *62*(2), 341-356.

Bakker, A. B., Schaufeli, W. B., Sixma, H. J., Bosveld, W., & Van Dierendonck, D. (2000). Patient demands, lack of reciprocity, and burnout: A five-year longitudinal study among general practitioners. *Journal of Organizational Behavior*, *21*(4), 425-441.

Balogun, R. A., Turgut, F., Caldwell, S., & Abdel-Rahman, E. M. (2012). Regional citrate anticoagulation in critically ill patients with liver and kidney failure. *Journal of Nephrology*, *25*(1), 113-119.

Bandhanpreet Kaur, Mohindru and Dr. Pankaj (2013) Antecedents of turnover intentions: A literature review Global. *Journal of Management and Business Studies*, *78*(10), 1219-1230.

Barclay, D., Higgins, C., & Thompson, R. (1995). The partial least squares (PLS) approach to causal modeling: personal computer adoption and use as an illustration. *Technology Studies*, *2*(2), 285-309.

Barker, R. G. (1965). Explorations in ecological psychology. *American Psychologist*, *20*(1), 14-21.

Barnett, R. C., Gareis, K. C., & Brennan, R. T. (1999). Fit as a mediator of the relationship between work hours and burnout. *Journal of Occupational Health Psychology*, *4*(4), 307-321.

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*(6), 11-73.

193

Basak, E., Ekmekci, E., Bayram, Y., & Bas, Y. (2013). Analysis of factors that affect the intention to leave of white-collar employees in Turkey using structural equation modelling. *In Proceedings of the World Congress on Engineering and Computer Science* (Vol. 2).

Basami, A., Chizari, M., & Abbasi, E. (2013). Investigating relationship between job burnout and organizational commitment among extension workers in Kurdistan Province, Iran. *International Journal of Humanities and Social Science Invention*, *10*(2), 63-67.

Bashir A, B., Shahid, M., Huma, Z. E., & Haider, S. (2012). Turnover intention: An HRM issue in textile sector. *Interdisciplinary Journal of Contemporary Research in Business*, *3*(12), 125-130.

Basir, A. (2006). Personality traits and burnout among public sector university teachers (Unpublished M.Sc Research Report). *National Institute of Psychology, Quaid-e-Azam University, Islamabad, Pakistan*.

Bateman, G. (2009). Employee perceptions of co-worker support and its effect on job satisfaction, work stress and intention to quit.

Beasley, C. (2006). Modernising nursing careers: Setting the direction. *London, Department of Health*.

Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, *66*(1), 32-40.

Beecroft, P. C., Dorey, F., & Wenten, M. (2008). Turnover intention in new graduate nurses: a multivariate analysis. *Journal of Advanced Nursing*, *62*(1), 41-52.

Benjamin Chan Yin-Fah, Yeoh Sok Foon, Lim Chee-Leong, & Syuhaily Osman. 2010. An Exploratory Study on Turnover Intention among Private Sector Employees. *International Journal of Business and Management*, *5*(8), 57–64.

Bennett JA. (2000) Mediator and moderator variables in nursing research: conceptual and statistical differences. *Research in Nursing & Health*, *23*(5), 415-420.

Berry, M. L. (2010). Predicting turnover intent: Examining the effects of employee engagement, compensation fairness, job satisfaction, and age. (*Doctoral dissertation, University of Tennessee*).

Betz, N. E. (1994). Basic issues and concepts in career counseling for women. Walsh, W. Bruce (Ed); Osipow, Samuel H. (Ed), (1994). Career counseling for women. Contemporary topics in vocational psychology. (pp. 1-41). Hillsdale, NJ, England: Lawrence Erlbaum Associates, Inc, xvii, 385 pp.

Bloom, J. R., Alexander, J. A., & Flatt, S. (1988). Organization turnover among registered nurses: An exploratory model. *Health Services Management Research*, *1*(3), 156-167.

Bluedorn, A. C. (1982). A unified model of turnover from organizations. *Human Relations*, *35*(2), 135-153.

Bogler, R., & Somech, A. (2004). Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools. *Teaching-and-Teacher-Education*, *20*(3), 277-289.

Bohrnstedt, G. W. (1970). Reliability and validity assessment in attitude measurement. *Attitude Measurement*, *4*(3), 80-99.

Bollen, K.A. (1990), Overall Fit in Covariance Structure Models: Two Types of Sample Size Effects. *Psychological Bulletin*, *107*(2), 256-59.

Bowles, C. E., & Candela, L. E. (2005). First job experience of recent registered nurse graduates: Improving the work environment. *The Journal of Nursing Administration*, *35*(3), 130-137.

Boyas, J., & Wind, L. H. (2010). Employment-based social capital, job stress, and employee burnout: A public child welfare employee structural model. *Children and Youth Services Review*, *32*(3), 380-388.

Bradley, L. J., Parr, G., & Lan, W. (2003). Using music therapy techniques to treat teacher burnout. *Journal of Mental Health Counseling*, *25*(3), 204-217.

Brewer, C. S., Kovner, C. T., Greene, W., & Cheng, Y. (2009). Predictors of RNs' intent to work and work decisions 1 year later in a U.S. national sample. *International Journal of Nursing Studies*, *46*(7), 940-956.

Broman, A. (2005). An exploratory study of work-related stressors and intention to quit among Canadian evangelical pastors. *Trientry Estern University, Notre reference ISBN*: 0-494-15221-4.

Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives of "people work". *Journal of Vocational Behavior*, *60*(1), 17-39.

Brotheridge, C. M., & Lee, R. T. (2002). Testing a conservation of resources model of the dynamics of emotional labor. *Journal of Occupational Health Psychology*, *7*(1), 57-67.

Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labor scale. *Journal of Occupational and Organizational Psychology*, *76*(3), 365-379.

195

Brown, G. T., & Pranger, T. (1992). Predictors of burnout for psychiatric occupational therapy personnel. *Canadian Journal of Occupational Therapy*, *59*(5), 258-267.

Brown, R. L. (1997). Assessing specific mediational effects in complex theoretical models. *Structural Equation Modeling: A Multidisciplinary Journal*, *4*(2), 142-156.

Bryman, A., & Cramer, D. (2005). Quantitative data analysis with SPSS 12 and 13: A guide for social scientists. *Psychology Press*.

Bte Marmaya, N. H., Hitam, M., Zawawi, N., & Jody, J. M. (2011). Organizational commitment and job burnout among employees in Malaysia. *International Conference on Business and Economics Research*, *1*(1), 185-187.

Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly*, *19*(5) 553-546.

Bushra, A. (2012). Job Satisfaction and Women's Turnover Intentions in Pakistan's Public Universities, *The Lahore Journal of Business*, *1*(3), 59–77.

Byrne, B. M. (1994). Burnout: Testing for the validity, replication, and invariance of causal structure across elementary, intermediate, and secondary teachers. *American Education Research Journal*, *31*(3), 645-673.

Callier, H. (2011). I want to quit: A closer look at factors that contribute to the turnover intentions of state government employee. *Local Government Review*, *43*(2), 110-122.

Cammann, C., Fichman, M., Jenkins, G. D., & Klesh, J. (1983). Michigan Organizational Assessment Questionnaire. In S. E. Seashore, E. E. Lawler, P. H. Mirvis, & C. Cammann (Eds.), assessing organizational change: A guide to methods, measures, and practices (pp. 71–138). New York: Wiley-Interscience.

Carr, W., & Kemmis, S. (2003). Becoming critical: education knowledge and action research. Routledge.

Castle, N. G. (2006). Organizational commitment and turnover of nursing home administrators. *Health Care Management Review*, *31*(2), 156-165.

Castle, N. G., & Engberg, J. (2006). Organizational characteristics associated with staff turnover in nursing homes. *The Gerontologist*, *46*(1), 62-73.

Chan, A. O. M., & Huak, C. Y. (2004). Influence of work environment on emotional health in a health care setting. *Occupational Medicine*, *54*(3), 207-212.

Chan, Y. H. (2003). Biostatistics 104: correlational analysis. *Singapore Med J*, *44*(12), 614-9.

Chang, C. P., & Chang, W. C. (2008). Internal marketing practices and employees' turnover intentions in tourism and leisure hotels. *The Journal of Human Resource and Adult Learning*, *4*(2), 161-172.

Chang, CS, Du PL, Huang IC. (2006). Nurses' perceptions of severe acute respiratory syndrome: relationship between commitment and intention to leave nursing. *Journal of Advanced Nursing*, *54* (2), 171-179.

Chang, H. C., Taegoo, K., Gyehee, L. & Seung, K. L. (2012). Testing the stressor-strain- outcome model of customer-related social stressors in predicting emotional exhaustion, customer orientation and service recovery performance. *International Journal of Hospitality Management*, *6*(2), 1-14.

Chen, Y. M., & Fang, J. B. (2016). Correlation between Nursing Work Environment and Nurse Burnout, Job Satisfaction, and Turnover Intention in the Western Region of Mainland China. *Journal of Advanced Nursing*, *63*(1), 63-87.

Cherniss, C. (1980). Professional burnout in human service organizations. *Praeger Publishers*.

Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern Methods for Business Research, 295*(2), 295-336.

Chin, W. W. (2010). How to write up and report PLS analyses. In V.E. Vinzi, W.W. Chin, J. Henseler, & H. Wang (Eds.), Handbook of Partial Least Squares, Springer Handbooks of Computational Statistics (pp. 655-690). *Springer-Verlag Berlin Heidelberg*. doi 10.1007/978-3-540-32827-8_29.

Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information Systems Research, 14*(2), 189-217.

Cho, J., Laschinger, H. S., & Wong, C. (2006). Workplace empowerment, work engagement and organizational commitment of new graduate nurses. *Nursing Leadership-Academy of Canadian Executive Nurses*, *19*(3), 32-43.

Christine, Kovner, C. T., Brewer, C. S., Greene, W., & Fairchild, S. (2009). Understanding new registered nurses' intent to stay at their jobs. *Nursing Economics*, *27*(2), 81-98.

Chuo, S. (2003). The relationship between organizational commitment and burnout. *Dissertation Abstracts International: Section B: The Sciences and Engineering*, *64*(7), 19-29.

197

Churchill, G. A. (1999). Marketing Research: Methodological Foundations. Dryden Press, Fort Worth: Chicago, USA.

Churchill, G.A. Jr. (1979). A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, *16*(1), 64-73.

Ciftcioglu, A. (2011). Investigating occupational commitment and turnover intention relationship with burnout syndrome. *Business and Economics Research Journal*, *2*(3), 88-109.

Clarke, D., & Iles, P. (2000). Climate for diversity and its effects on career and organizational attitudes and perceptions. *Personnel Review*, *29*(3), 324-345.

Coakes, S.J. & Steed, L.G. (2003). SPSS: analysis without anguish: version 11.0 for Windows. Brisbane: *Jacaranda Wiley*.

Cohen, J. (1988). Statistical power for the behavioral sciences (2nd ed.). *Hillsdale, NJ: Erlbaum*.

Cohen, L., Manion, L., & Morrison, K. (2011). Research methods in education. (7. ed.) Milton Park. *Abingdon, Oxon, England: Routledge*.

Compeau, D., Higgins, C. A., & Huff, S. (1999). Social cognitive theory and individual reactions to computing technology: *A longitudinal study. MIS quarterly, 23*(2), 145-158.

Constable, J. F., & Russell, D. W. (1986). The effect of social support and the work environment upon burnout among nurses. *Journal of Human Stress*, *12*(1), 20-26.

Cooper, C. L., Dewe, P. J. & O'Driscoll, M. (2001) Stress and Work Organizations: A review and critique of theory, research and applications. *California: Sage*.

Cooper-Hakim, A., & Viswesvaran, C. (2005). The construct of work commitment: testing an integrative framework. *Psychological Bulletin*, *131*(2), 241-254.

Cordes, C. L., & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *Academy of Management Review*, *18*(4), 621-656.

Creswell, J. (2009). Research design: Qualitative, quantitative, and mixed methods approaches (3rd Edition ed.). Thousand Oaks, California: *Sage Publications, Inc*.

Curry, J. P., Wakefield, D. S., Price, J. L., Mueller, C. W., & McCloskey, J. C. (1985). Determinants of turnover among nursing department employees. *Research in Nursing and Health*, *8*(2), 397-411.

Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*, *90*(6), 1241-1255.

Dall, T. M., Chen, Y. J., Seifert, R. F., Maddox, P. J., & Hogan, P. F. (2009). The economic value of professional nursing. *Medical Care*, *47*(1), 97-104.

Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of Management Journal*, *34*(3), 555-590.

De Lange, A. H., De Witte, H., & Notelaers, G. (2008). Should I stay or should I go? Examining longitudinal relations among job resources and work engagement for stayers versus movers. *Work & Stress*, *22*(3), 201-223.

De Milt, D. G., Fitzpatrick, J. J., & McNulty, S. R. (2011). Nurse practitioners' job satisfaction and intent to leave current positions, the nursing profession, and the nurse practitioner role as a direct care provider. *Journal of the American Academy of Nurse Practitioners*, *23*(1), 42-50.

DeConinck, J. B., & Bachmann, D. P. (2011). Organizational commitment and turnover intentions of marketing managers. *Journal of Applied Business Research*, *10*(3), 87-95.

Deer, C. E. (1980). Measuring organizational climate in secondary schools. *Australian Journal of Education*, *24*(1), 26-43.

Demerouti, E., Bakker, A. B., de Jonge, J., Janssen, P. P., & Schaufeli, W. B. (2001). Burnout and engagement at work as a function of demands and control. *Scandinavian Journal of Work Environment & Health*, *27*(4), 279-286.

Densten, I. L. (2001). Re-Thinking burnout. *Journal of Organizational Behavior*, *22*(8), 833- 847.

Diamantopoulos, A., & Winklhofer, H. M. (2001). Index construction with formative indicators: an alternative to scale development. *Journal of Marketing Research*, 38(2), 269-277.

Dick, M. J. (1986). Burnout in nurse faculty: Relationships with management style, collegial support, and work load in collegiate programs. *Journal of Professional Nursing*, *2*(4), 252-260.

Dickinson, T., & Wright, K. M. (2008). Stress and burnout in forensic mental health nursing: a literature review. *British Journal of Nursing*, *17*(2), 82-87.

DiMattio, M. J. K., Roe-Prior, P., & Carpenter, D. R. (2010). Intent to stay: a pilot study of baccalaureate nurses and hospital nursing. *Journal of Professional Nursing*, *26*(5), 278-286.

Dollard, M. F., Winefield, H. R., Winefield, A. H., & Jonge, J. (2000). Psychosocial job strain and productivity in human service workers: A test of the demand-control-support model. *Journal of Occupational and Organizational Psychology*, *73*(4), 501-510.

Dorman, J. P. (2003). Relationship between school and classroom environment and teacher burnout: A lisrel analysis. *Social Psychology of Education*, *6*(2), 107-127.

Dotun Olaleye Faloye (2014). Organizational commitment and turnover intentions: evidence from Nigerian paramilitary organization. *International Journal of Business & Economic Development*, *2*(3), 23-34.

Dotun, F. O., Nneka, A. A., & Akinlolu, A. A. (2013). Job burnout and intention to quit: an empirical study of the Nigeria Police. *International Journal of Business & Economic Development*, *1*(3), 25-36.

Droppleman, P. G., & Thomas, S. P. (1996). Anger in nurses: don't lose it, use it. *The American Journal of Nurse*, *2*(1), 20-33.

Duarte, P. A. O., & Raposo, M. L. B. (2010). A PLS model to study brand preference: An application to the mobile phone market. In V.E. Vinzi, W.W. Chin, J. Henseler, & H. Wang (Eds.), Handbook of Partial Least Squares, Springer Handbooks of Computational Statistics (pp. 449-485). *Springer-Verlag Berlin Heidelberg*. doi: 10.1007/978-3-540-32827-8_21.

Economic Survey of Pakistan (2013-14). Retrieved from http://www.finance.gov.pk/survey_1314.html.

Edelwich, J., & Brodsky, A. (1980). Burn-out: Stages of disillusionment in the helping professions (Vol. 255). *New York: Human Sciences Press*.

Ellemers, N., Gilder, D., & Heuvel, H. (1998). Career oriented versus team-oriented commitment and behavior at work. *Journal of Applied Psychology*, *83*(5), 717-730.

Entrialgo, M., Fernández, E., & Vázquez, C. J. (2000). Characteristics of managers as determinants of entrepreneurial orientation: some Spanish evidence. *Enterprise and Innovation Management Studies*, *1*(2), 187-205.

Erlen, J. A., & Sereika, S. M. (1997). Critical care nurses, ethical decision-making and stress. *Journal of Advanced Nursing*, *26*(5), 953-961.

Escribà-Agüir, V., Martín-Baena, D., & Pérez-Hoyos, S. (2006). Psychosocial work environment and burnout among emergency medical and nursing staff. *International Archives of Occupational and Environmental Health*, *80*(2), 127-133.

Ever, W., J., Tomic, W., Brouwers, A. (2004). Burnout among teachers: students' and teachers' perceptions compared. *School Psychology International*, *25*(2), 131-148.

Fagin, L., D. Brown, H. Bartlett, J. Leary & J. Carson (2008). The Clay bury community psychiatric nurse stress study: Is it more stressful to work in hospital or the community. *Journal of Advanced Nursing*, *22*(2), 347–56.

Fakhar, F. B. (2014). Impact of abusive supervision on organizational citizenship behavior: Mediating role of Job tension, emotional exhaustion and turnover intention. *Journal of Business and Management*, *16*(2), 70-74.

Fararah, F. S., & Al-Swidi, A. K. (2013). The role of the perceived benefits on the relationship between service quality and customer satisfaction: A study on the Islamic microfinance and SMEs in Yemen using PLS approach. *Asian Social Science*, *9*(10), 18-36.

Fejgin, N., Ephraty, N., & Ben Sira, D. (1995). Work environment and burnout of physical education teachers. *Journal of Teaching in Physical Education*, *15*(1), 64-78.

Ferris, K. R., & Aranya, N. (1983). A comparison of two organizational commitment scales1. *Personnel Psychology*, *36*(1), 87-98.

Field, A. (2009). Discovering statistics using SPSS. *Sage publications*.

Finegan, J. E. (2000). The impact of person and organizational values on organizational commitment. *Journal of Occupational and Organizational Psychology*, *73*(2), 149-169.

Firth, A., & Wagner, J. (2007). Second/foreign language learning as a social accomplishment: Elaborations on a re conceptualized SLA. *The Modern Language Journal*, *91*(s1), 800-819.

Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2011). How can managers reduce employee intention to quit. *Journal of Managerial Psychology*, *19*(2), 170-187.

Fisher, D. L., & Fraser, B. J. (1991). Validity and use of school environment instruments. *Journal of Classroom Interaction*, *26*(6), 13-18.

Fisher, D., & Fraser, B. (1983). Use of work environment scale to assess science teachers' perceptions of school environment. *European Journal of Science Education*, *5*(2), 231-233.

Flarey, D. L. (1991). The social climate scale: A tool for organizational change and development. *Journal of Nursing Administration*, *21*(4), 37-44.

Fletcher, T. D., & Nusbaum, D. N. (2010). Development of the competitive work environment scale: A multidimensional climate constructs. *Educational and Psychological Measurement*, *7*(1), 105 – 124.

Fletcher, T. D., Major, D. A., & Davis, D. D. (2008). The interactive relationship of competitive climate and trait competitiveness with workplace attitudes, stress, and performance. *Journal of Organizational Behavior*, *29*(7), 899-922.

Flinkman, M., Leino-Kilpi, H., & Salanterä, S. (2010). Nurses' intention to leave the profession: integrative review. *Journal of Advanced Nursing*, *66*(7), 1422-1434.

Flury, B. D., & Riedwyl, H. (1988).Multivariate statistics: A practical approach. London: *Chapman and Hall*.

Flynn, B. B., Schroeder, R. G., & Sakakibara, S. (1994). A framework for quality management research and an associated measurement instrument. *Journal of Operations Management*, *11*(4), 339-366.

Fong, C. M. (1993). A longitudinal study of the relationships between overload, social support, and burnout among nursing educators. *The Journal of Nursing Education*, *32*(1), 24-29.

Fornell, C., & Bookstein, F. L. (1982). Two structural equation models: LISREL and PLS applied to consumer exit-voice theory. *Journal of Marketing Research*, *12*(5), 440-452.

Fornell, C., & Cha, J. (1994). Partial least squares. Advanced Methods of Marketing Research, 407, 52-78. *Cambridge, England: Blackwell*.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39-50.

Fradelos, E., Mpelegrinos, S., Mparo, C., Vassilopoulou, C., Argyrou, P., Tsironi, M & Theofilou, P. (2014). Burnout syndrome impacts on quality of life in nursing professionals: The contribution of perceived social support. *Progress in Health Sciences*, *4*(1), 102-109.

Fraenkel, J. R. Wallen. (2000). How to design and evaluate research in education (Vol. 7). *New York: McGraw-Hill*.

Frazier, P. A., Tix, A. P., & Barron, K. E. (2004). Testing moderator and mediator effects in counseling psychology research. *Journal of Counseling Psychology*, *51*(1), 115-134.

Freudenberger, H. J. (1974a). Staff burnout. *Journal of Social Issues*, *30*(1), 159-165.

Freudenberger, H. J. (1974b). The staff burnout syndrome in alternative institutions Psychotherapy: *Theory, Research; and Practice*, *12*(1), 73-82.

Friedman, I. A. (1995). Student behavior patterns contributing to teacher burnout. *Journal of Educational Research*, *88*(5), 281-289.

Garland, B., Hogan, N. L., Kelley, T., Kim, B., & Lambert, E. G. (2013). To be or not to be committed: The effects of continuance and affective commitment on absenteeism and turnover intent among private prison personnel. *Journal of Applied Security Research*, *8*(1), 1-23.

Gavin, J. F., & Howe, J. G. (1975). Psychological climate: Some theoretical and empirical considerations. *Behavioral Science*, *20*(4), 228-240.

Gay, L. R., & Airasian, P. (2003). Educational research: Competencies for analysis and applications (7th ed.). *Upper Saddle River, NJ: Pearson Education*.

Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika, 61*(1), 101-107.

Geisser, S. (1975). The predictive sample reuse method with applications. *Journal of the American Statistical Association*, *70*(350), 320-328.

Getahun, S., Sims, B., & Hummer, D. (2008). Job satisfaction and organizational commitment among probation and parole officers: A case study. *Professional Issues in Criminal Justice*, *3*(1), 1-16.

Goddard, R., O'Brien, P., & Goddard, M. (2006). Work environment predictors of beginning teacher burnout. *British Educational Research Journal*, *32*(6), 857-874.

Goldberg, L. S., & Grandey, A. A. (2007). Display rules versus display autonomy: emotion regulation, emotional exhaustion, and task performance in a call center simulation. *Journal of Occupational Health Psychology*, *12*(3), 301-318.

Goldenberg, D., & Waddell, J. (1990). Occupational stress and coping strategies among female baccalaureate nursing faculty. *Journal of Advanced Nursing*, *15*(5), 531-543.

Golembiewski, R. T., Munzenrider, R. F., & Stevenson, J. G. (1986). Stress in organizations: Toward a phase model of burnout (Vol. 22). *New York: Praeger*.

Golembiewski, R. T., Scherb, K., & Munzenrider, R. F. (1994). Burnout among Florida teachers. *Journal of Health and Human Resources Administration*, *16*(11) 393-421.

Götz, O., Liehr-Gobbers, K., & Krafft, M. (2011). Evaluation of Structural Equation Models Using the Partial Least Squares (PLS) Approach. In V. E. Vinzi, W.W. Chin, J. Henseler, & H. Wang (Eds), Handbook of Partial Least Squares: Concepts, Methods and Applications. Germany. *Springer-Verlag*, *5*(3), 691-711.

Greenglass, E. R., Fiksenbaum, L., & Burke, R. J. (1994). The relationship between social support and burnout over time in teachers. *Journal of Social Behavior and Personality*, *9*(5), 219-230.

Griffeth, R. W. & Hom, P. W. (1988). A comparison of different conceptualizations of perceived alternatives in turnover research. *Journal of Organizational Behavior*, *9*(2), 103-111.

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, *26*(3), 463-488.

Grusky, D. (1966). Career mobility and organizational commitment. *Administrative Science Quarterly, 10*(7) 488-503.

Guan, X., Sun, T., Hou, Y., Zhao, L., Luan, Y. Z., & Fan, L. H. (2014). The relationship between job performance and perceived organizational support in faculty members at Chinese universities: a questionnaire survey. *Medical Education*, *14*(1), 50-62.

Guion, R. M. (1973). A note on organizational climate. *Journal of Organizational Behavior and Human Performance, 9*(1), 120-125.

Gummer, B. (2001). Abusive supervisors, competent workers, and (white) friends in high places: Current perspectives on the work environment. *Administration in Social Work*, *25*(1), 87-106.

Güneş, I., Bayraktaroğlu, S., & Kutanis, R. Ö. (2009). Çalışanların örgütsel bağlılık ve tükenmişlik düzeyleri arasındaki ilişki: Bir devlet üniversitesi örneği. Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, *4*(3), 481-497.

Gurpreet,R. (2007). Relationship between Job satisfaction and turnover intentions: An empirical Analysis. *Indian Management Studies Journal*, *11*(2), 149-159.

Gustafsson, A., & Johnson, M. D. (2004). Determining attribute importance in a service satisfaction model. *Journal of Service Research*, *7*(2), 124-141.

Habib Akhtar Bahalkani, Ramesh Kumar, Abdul Rehman Lakho, Benazir Mahar, Syeda Batool Mazhar, Abdul Majeed (2011). Job satisfaction in nurses working in tertiary level health care settings of Islamabad, Pakistan. *Journal of Ayub Medical College Abbottabad*, *23*(3) 130-133.

Hafeez, A., Khan, Z., Bile, K. M., Jooma, R., & Sheikh, M. (2010). Pakistan human resources for health assessment. *East Mediterr Health Journal*, *16*(7), 145-151.

Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2013). A primer on partial least squares structural equation modeling (PLS-SEM). *Sage*.

Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, *26*(2), 106-121.

Hair, J. F., Jr., R. E.Anderson, R. L .Tatham, and W. C. Black, (1998) Multivariate Data Analysis with Readings (5th ed.), *Englewood Cliffs, NJ: Prentice*.

Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long Range Planning*, *45*(5), 320-340.

Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, *40*(3), 414-433.

Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate analysis (7th ed.). Upper saddle River, New Jersey: *Pearson Education International*.

Hair, J.F. Jr. Black, W.C., Babin, B.J. Anderson, R.E. and Tatham, R.L., (2006) "Multivariate data analysis", 6th ed. *New Jersey: Prentice Hall*.

Halbesleben, J. R., & Bowler, W. M. (2007). Emotional exhaustion and job performance: the mediating role of motivation. *Journal of Applied Psychology*, *92*(1), 93.

Halbesleben, J. R., & Wheeler, A. R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work & Stress*, *22*(3), 242-256.

Hamann, D., & Gordon, D. (2000). Burnout: An occupational hazard. *Music Educators Journal*, *87* (3), 34-39.

Hamid, S., Malik, A. U., Kamran, I., & Ramzan, M. (2014). Job satisfaction among nurses working in the private and public sectors: a qualitative study in tertiary care hospitals in Pakistan. *Journal of Multidisciplinary Healthcare*, *7*(3), 25-35.

Haque, M. A., & Khan, S. (2001). Burnout and organizational sources of social support in human services professionals: A comparison of woman, doctors and nurses. *Journal of the Indian Academy of Applied Psychology*, *27*(1-2), 57-66.

Harrington, D., Bean, N., Pintello, D., & Mathews, D. (2005). Job satisfaction and burnout: Predictors of intentions to leave a job in a military setting. *Administration in Social Work*, *25*(3), 1-16.

Hashim, K. F. (2012). Understanding the determinants of continuous knowledge sharing intention within business online communities (Doctoral dissertation). Retrieved from http://aut.researchgateway.ac.nz/handle/10292/4727.

Hasselhorn, H. M. (2005). Nurses' health, age and the wish to leave the profession--findings from the European NEXT-Study. *La Medicina del lavoro*, *97*(2), 207-214.

Hayes, A. F. (2009). Beyond Baron and Kenny: statistical mediation analysis in the new millennium. Communication Monographs, *76*(4), 408-420.

Hayes, L. J., O'Brien-Pallas, L., & Duffield, C. (2006). Nurse turnover: A literature review. *International Journal of Nursing Studies*, *43*(2), 237-263.

Hazell Kenneth. W (2010). Job stress, burnout, job satisfaction, and intention to leave among registered nurses employee in hospital settings in the state of Florida. (Doctoral dissertation, Lynn University. *UMT Dissertation Publishing, 495*(3)406-218.

Hellriegel, D., & Slocum, J. W. (1974). Organizational climate: Measures, research and contingencies. *Academy of Management Journal*, *17*(2), 255-280.

Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: extension of a three-component model. *Journal of Applied Psychology*, *87*(3), 474-486.

Hinshaw, A. S., & Atwood, J. R. (1984). Nursing staff turnover, stress, and satisfaction: models, measures, and management. *Annual Review of Nursing Research*, *1*(1), 133-153.

Hinshaw, A. S., Smeltzer, C. H., & Atwood, J. R. (1987). Innovative retention strategies for nursing staff. *Journal of Nursing Administration*, *17*(6), 8-16.

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, *44*(3), 5-13.

Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, *50*(3), 337-421.

Hochwälder, J. (2007). The psychosocial work environment and burnout among Swedish registered and assistant nurses: The main, mediating, and moderating role of empowerment. *Nursing & Health Sciences*, *9*(3), 205-211.

Holtem, B. C., Ritchell, T. R., Lee, T. W. & Eberly, M. B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annals*, *2*(1), 231-274.

Hom, P. W., Caranikas-Walker, F., Prussia, G. E., & Griffeth, R. W. (1992). A meta-analytical structural equations analysis of a model of employee turnover. *Journal of Applied Psychology*, *77*(6), 890-903.

Hom, P. W., Katerberg, R., & Hulin, C. L. (1979). Comparative examination of three approaches to the prediction of turnover. *Journal of Applied Psychology*, *64*(3), 280-296.

Hossain, M. E. (2013). An investigation on tourism consumers' choice behavior towards tour destination loyalty (Doctoral dissertation). Retrieved from http://espace.library.curtin.edu.au/R?func=dbin-jump-full&object_id=190331.

Huang, I., Chuang, C.J., & Lin, H. (2003). The role of burnout in the relationship between perceptions of organizational politics and turnover intentions. *Public Personnel Management*, *32*(4), 519–531.

Huberty, T. J., & Huebner, E. S. (1988). A national survey of burnout among school psychologists. *Psychology in the Schools*, *25*(1), 54-61.

Hudek-Knežević, J., Kalebić Maglica, B., & Krapić, N. (2011). Personality, organizational stress, and attitudes toward work as prospective predictors of professional burnout in hospital nurses. *Croatian Medical Journal*, *52*(4), 538-549.

Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies. *Strategic Management Journal*, *20*(2), 195–204.

Hussain, T., & Asif, S. (2012). Is employees' turnover intention driven by organizational commitment and perceived organizational support. *Journal of Quality and Technology Management*, *8*(2), 1-10.

Iacobucci, Dawn, Neela Saldanha, and Xiaoyan Deng (2007). A Meditation on Mediation: Evidence that Structural Equations Models Perform Better than Regressions, *Journal of Consumer Psychology*, *17*(2), 139-53.

Ilyas, S. (2013). Combined effects of person job fit and organization commitment on attitudinal outcomes such as job satisfaction and intention to quit. *In WEI International Academic Conference Proceedings*, *1*(1), 81-87.

Ingersoll, G. L., Olsan, T., Drew-Cates, J., DeVinney, B. C., & Davies, J. (2002). Nurses' job satisfaction, organizational commitment, and career intent. *Journal of Nursing Administration*, *32*(5), 250-263.

Insel, P. M., & Moos, R. H. (1974). Work Environment Scale Form R. Palo Alto, Ca: Consulting Psychologists Press.

Iqbal, S., Ehsan, S., Rizwan, M., & Noreen, M. (2014). The impact of organizational commitment, job satisfaction, job stress and leadership support on turnover intention in educational institutes. *International Journal of Human Resource Studies*, *4*(2), 181-195.

Irvine, D. M., & Evans, M. G. (1995). Job satisfaction and turnover among nurses: Integrating research findings across studies. *Nursing Research*, *44*(11), 246-253.

Ivković, M. (2011). International nurse migrations: Global trends. *Journal of the Geographical Institute Jovan Cvijic*, *61*(2), 53-67.

Iwanicki, E. F., & Schwab, R. L. (1981). A cross- sectional study of the Maslach Burnout Inventory. *Educational and Psychological Measurement*, *41*(4), 1167-1174.

Jackson, S. E., & Maslach, C. (1982). After-effects of job-related stress: Families as victims. *Journal of Organizational Behavior*, *3*(1), 63-77.

Jaffe, D. T. (1995). The healthy company: research paradigms for personal and organizational health. In S. L. Sauter & L. R. Murphy (Eds.), Organizational risk factors for job stress (pp. 13-37). *Washington, D.C: American Psychological Association*.

Jam, F. A., Sheikh, R. A., Iqbal, H., Zaidi, B. H., & Anis, Y. (2011). Combined effects of perception of politics and political skill on employee job outcomes. *African Journal of Business Management*, *5*(23), 9896–9904.

James, L. A., & James, L. R. (1989). Integrating work environment perceptions: explorations into the measurement of meaning. *Journal of Applied Psychology*, *74*(5), 739-751.

James, L. R., & Jones, A. P. (1974). Organizational climate: A review of theory and research. *Psychological Bulletin*, *81*(12), 1096-1104.

James, L. R., James, L. A., & Ashe, D. K. (1990). The meaning of organizations: the role of cognition and values. In B. Schneider (Ed.), Organizational climate and culture (pp. 282–318). *San Francisco: Jossey-Bass*.

James, L., & Sells, S. (1981). Psychological Climate: Theoretical perceptive and empirical research. In D. Magnusson (Ed), Toward a psychology of situations: An Interactional perceptive (pp. 275-295). *Hillsdale, NJ: Erlbaum*.

Jaros, S. (2007). Meyer and Allen model of organizational commitment: measurement issues. *Journal of Organizational Behavior*, *6*(4), 7-25.

Jayaratne, S., & Chess, W. A. (1983). Job satisfaction and turnover among social work administrators: A national survey. *Administration in Social Work*, *7*(2), 11-22.

Jayaratne, Srinika, and Wayne A. Chess. (1984). Job satisfaction, burnout, and turnover: A national study. *Social Work*, *29*(5), 448-453.

Jenkins, S. R., & Maslach, C. (1994). Psychological health and involvement in interpersonally demanding occupations: A longitudinal perspective. *Journal of Organizational Behavior*, *15*(2), 101-127.

Jex, S. M., & Britt, T. E. (2008). Occupational stress and employee health. Organizational psychology: A scientist-practitioner approach, 199-232. *Hoboken, New Jersey: Wiley*.

Jhatial AA, Riaz Ahmed Mangi and Ikhtiar Ali Ghumro, (2012). Antecedents and consequences of employee turnover: empirical evidence from Pakistan. *British Journal of Economics, Management and Trade*, *2*(4), 279-295.

Joffres, C., & Haughey, M. (2001). Elementary teachers' commitment declines: Antecedents, processes, and outcomes. *The Qualitative Report*, *6*(1), 1-20.

Johnson, R. E., & Yang, L. Q. (2010). Commitment and motivation at work: The relevance of employee identity and regulatory focus. *Academy of Management Review*, *35*(2), 226-245.

Johnson, S. H. (1995). Monitoring professionals' intent-to-leave: Anticipating the effects of restructuring on future retention. Recruitment, retention, & restructuring report: Strategies for Recruiters. *Managers, R&R Committees, and Human Resource Directors, 8*(8), 1-5.

Jones, B., Flynn, D. M., & Kelloway, E. K. (1995). Perception of support from the organization in relation to work stress, satisfaction, and commitment. Washington, D. C.: *American Psychological Association*, *30*(5), 41-52.

Joo, B. K. B., & Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: the effects of goal orientation, organizational learning culture and developmental feedback. *Leadership & Organization Development Journal*, *31*(6), 482-500.

Jooma, R., & Sheikh, M. (2010). Pakistan human resources for health assessment, 2009. *Eastern Mediterranean Health Journal*, *16*(5), 129-145.

Jourdain G, Chênevert D. (2010) Job demands-resources, burnout and intention to leave the nursing profession: a questionnaire survey. *International Journal of Nursing Studies*, *47*(6), 709-722.

Judge, T. A., Woolf, E. F., & Hurst, C. (2009). Is emotional labor more difficult for some than for others? A multilevel, experience-sampling study. *Personnel Psychology*, *62*(1), 57-88.

Jyoti, J. (2013). Impact of organizational climate on job satisfaction, job commitment and intention to leave: An Empirical Model. *Journal of Business Theory and Practice*, *1*(1), 92-118.

Kabadayi, A. (2010). Investigating demographic characteristics and teaching perceptions of Turkish preschool teachers. *Early Child Development and Care*, *180*(6), 809-822.

Kalimo, R. (1999). Knowledge jobs--how to manage without burnout. *Scandinavian Journal of Work, Environment & Health*, *25*(6), 605-609.

Kalliath, T. J., O'Driscoll, M. P., Gillespie, D. F., & Bluedorn, A. C. (2000). A test of the Maslach Burnout Inventory in three samples of healthcare professionals. *Work & Stress*, *14*(1), 35-50.

Kanchanachitra, C., Lindelow, M., Johnston, T., Hanvoravongchai, P., Lorenzo, F. M., Huong, N. L., & Wilopo, S. A. (2011). Human resources for health in Southeast Asia: shortages, distributional challenges, and international trade in health services. *The Lancet*, *377*(9767), 769-781.

Kane, R. L., Shamliyan, T. A., Mueller, C., Duval, S., & Wilt, T. J. (2007). The association of registered nurse staffing levels and patient outcomes: systematic review and meta-analysis. *Medical Care*, *45*(12), 1195-1204.

Kantsperger, R., & Kunz, W. H. (2005). Managing overall service quality in customer care centers: Empirical findings of a multi-perspective approach. *International Journal of Service Industry Management*, *16*(2), 135-151.

Kaplan, R. S., & Norton, D. P. (2006). How to implement a new strategy without disrupting your organization. *Harvard Business Review*, *84*(3), 100-112.

Karatepe, Ş., & Doğru, M. (2011). Assessments of natural radioactivity and radiological hazards in construction materials used in Elazig, Turkey. *Radiation Measurements*, *46*(1), 153-158.

Karim, N. H. A., & Noor, N. H. N. M. (2006). Evaluating the psychometric properties of Allen and Meyer's organizational commitment scale: a cross cultural application among Malaysian academic librarians. *Malaysian Journal of Library and Information Science*, *11*(1), 89-101.

Karsh, B., Booske, B. C., & Sainfort, F. (2005). Job and organizational determinants of nursing home employee commitment, job satisfaction and intent to turnover. *Ergonomics*, *48*(10), 1260-1281.

Kennedy, S. A. (2006). Intention to Leave and Organizational Commitment among Child Welfare Workers. PhD diss., University of Tennessee-Knoxville.

Kenny, David A. (2014) http://davidakenny.net/cm/mediate.htm#SE

Khalid S,Irfan U,Sheikh S,Faisal M. (2010). Frequency of stress and depression in female nurses working in a teaching hospital. *Khyber Medical University Journal*, *2*(1), 10-14.

Khan, Z. N. (2000). Factor analysis cum factorial study of stress and burnout variables related to the teachers of deaf and dumb schools. *Disabilities and Impairments*, *14*(1), 23-34.

Khowaja, K., Merchant, R. J., & Hirani, D. (2005). Registered nurses perception of work satisfaction at a Tertiary Care University Hospital. *Journal of Nursing Management*, *13*(1), 32-39.

Kim, H., & Ji, J. (2009). Factor structure and longitudinal invariance of the Maslach Burnout Inventory. *Research on Social Work Practice*, *19*(3), 325-339.

King, R. C., & Sethi, V. (1997). The moderating effect of organizational commitment on burnout in information systems professionals. *European Journal of Information Systems*, *6*(2), 86-96.

Kiyak, H. A., Namazi, K. H., & Kahana, E. F. (1997). Job commitment and turnover among women working in facilities serving older persons. *Research on Aging*, *19*(2), 223-246.

Klein, H. J., Molloy, J. C., & Brinsfield, C. T. (2012). Re conceptualizing workplace commitment to redress a stretched construct: Revisiting assumptions and removing confounds. *Academy of Management Review*, *37*(1), 130-151.

Kline, R. B. (1998). Principles and Practice of Structural Equation Modeling. *New York: The Guilford Press*.

Kline, R. B. (2011). Principles and practice of structural equation modeling. *Guilford press. New York*, 366.

Kokkinos, C. M. (2006). Factor structure and psychometric properties of the Maslach Burnout Inventory-Educators Survey among elementary and secondary school teachers in Cyprus. *Stress and Health*, *22*(1), 25-33.

Kompier, M. (2005). Assessing the psychosocial work environment- "subjective" versus "objective" measurement. *Scandinavian Journal of Work Environment & Health*, *31*(6), 405-408.

Koniarek, J., & Dudek, B. (1996). Social support as a buffer in the stress-burnout relationship. *International Journal of Stress Management*, *3*(2), 99-106.

Kotzer, A. M., Koepping, D. M., & LeDuc, K. (2006). Perceived nursing work environment of acute care pediatric nurses. *Pediatric Nursing*, *32*(4), 327-332.

Kovner, C. T., Brewer, C. S., Greene, W., & Fairchild, S. (2009). Understanding new registered nurses' intent to stay at their jobs. *Nursing Economics*, *27*(1), 81-98.

Koyuncu, M., Burke, R. J., & Fiksenbaum, L. (2006). Work engagement among women managers and professionals in a Turkish bank: Potential antecedents and consequences. *Equal Opportunities International*, *25*(4), 299-310.

Krause, F. G., Gathmann, S., & Gorschewsky, O. (2008). The use of intramedullary helix wire for the treatment of proximal homers fractures. *Journal of Orthopedic Trauma*, *22*(2), 96-101.

Kulik, L. (2006). Burnout among volunteers in the social services: The impact of gender and employment status. *Journal of Community Psychology*, *34*(5), 541-561.

Kushman, J. W. (1992). The organizational dynamics of teacher workplace commitment: A study of urban elementary and middle schools. *Educational Administration Quarterly*, *28*(1), 5-42.

Lake, E. T. (1998). Advances in understanding and predicting nurse turnover. *Research in the Sociology of Health Care*, *15*(8), 147-171.

Lambert, E., & Hogan, N. (2009). The importance of job satisfaction and organizational commitment in shaping turnover intent a test of a causal model. *Criminal Justice Review*, *34*(1), 96-118.

Lambert, V. A., Lambert, C. E., & Ito, M. (2004). Workplace stressors, ways of coping and demographic characteristics as predictors of physical and mental health of Japanese hospital nurses. *International Journal of Nursing Studies*, *41*(1), 85-97.

Lane IM, Mathews RC and Presold PH (1988), Determinants of nurses' intentions to leave their profession. *Journal of Organizational Behavior*, *9*(4), 367-372.

212

Langballe, E. M., Innstrand, S. T., Aasland, O. G., & Falkum, E. (2011). The predictive value of individual factors, work-related factors, and work–home interaction on burnout in female and male physicians: a longitudinal study. *Stress and Health*, *27*(1), 73-87.

Langkamer, K. L., & Ervin, K. S. (2008). Psychological climate, organizational commitment and morale: Implications for Army captains' career intent. *Military Psychology*, *20*(4), 219-236.

Lapointe, É. Morin, A. J., Courcy, F., Boilard, A., & Payette, D. (2011). Workplace affective commitment, emotional labor and burnout: A multiple mediator model. *International Journal of Business and Management*, *7*(1), 3-21.

Laschinger, H. K., Leiter, M., Day, A., & Gilin, D. (2009). Workplace empowerment, incivility, and burnout: Impact on staff nurse recruitment and retention outcomes. *Journal of Nursing Management*, *17*(3), 302-311.

Lazaro, L., Shinn, M., & Robinson, P. E. (2004). Burnout, performance and job withdrawal behavior. *Journal of Health and Human Resources Administration*, *7*(7), 213–234.

Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, *81*(2), 1-23.

Leedy, P. D., & Ormrod, J. E. (2001). Practical research: Planning and design New Jersey: *Merrill Prentice Hall*.

Leiter, M. P., & Maslach, C. (1988). The impact of interpersonal environment on burnout and organizational commitment. *Journal of Organizational Behavior*, *9*(4), 297-308.

Leiter, M. P., & Maslach, C. (2009). Nurse turnover: the mediating role of burnout. *Journal of Nursing Management*, *17*(3), 331-339.

Leiter, M. P., Jackson, N. J., & Shaughnessy, K. (2009). Contrasting burnout, turnover intention, control, value congruence and knowledge sharing between Baby Boomers and Generation X. *Journal of Nursing Management*, *17*(1), 100-109.

Leka, S., & Houdmont, J. (2010). Contemporary occupational health psychology: Global perspectives on research and practice (Vol. 1). John Wiley & Sons.

Leung, D. Y., & Lee, W. W. (2006). Predicting intention to quit among Chinese teachers: Differential predictability of the components of burnout. *Anxiety, Stress, and Coping*, *19*(2), 129-141.

213

Levert, T., Lucas, M., & Ortlepp, K. (2000). Burnout in psychiatric nurses. Contribution of the work environment and a sense of coherence. *South African Journal of Psychology*, *30*(2), 36-43.

Levy, R. L., Garner, M. D., Christie, D. L., Whitsett, S. F., Whitehead, W. E., Walker, L. W., & Feld, A. D. (2003). Changes in childhood recurrent abdominal pain and parental responses with cognitive behavior therapy. *Gastroenterology*, *124*(4), 530-541.

Lewin, K. (1951). Field theory in social science. *New York: Harper & Row*.

Lindblom, K. M., Linton, S. J., Fedeli, C., & Bryngelsson, L. (2006). Burnout in the working population: relations to psychosocial work factors. *International Journal of Behavioral Medicine*, *13*(1), 51-59.

Liou, S. R., & Cheng, C. Y. (2010). Organizational climate, organizational commitment and intention to leave amongst hospital nurses in Taiwan. *Journal of Clinical Nursing*, *19*(11-12), 1635-1644.

Liou, S., Tsai, H., & Cheng, C. (2013). Acculturation, collectivist orientation and organizational commitment among Asian nurses working in the US healthcare system. *Journal of Nursing Management*, *21*(4), 614-623.

Liou, S.-R. (2009). Nurses' intention to leave: Critically analyses the theory of reasoned action and organizational commitment model. *Journal of Nursing Management, 17*(1), 92-99.

Litwin, G., & Stringer, R. (1968). Motivation and organizational climate. Cambridge, MA: *Harward University Press*.

Lowry, R.C., (1997). The private production of public goods: organizational maintenance, managers' objectives, and collective goals. *The American Political Science Review*, *91*(2), 308-323.

Luk, A., Chan, B., Cheong, S., & Ko, S. K. (2010). An exploration of the burnout situation on teachers in two schools. *Macau Social Indicators Research*, *95*(3), 489-502.

Lynn, M. R., & Redman, R. W. (2005). Faces of the nursing shortage: influences on staff nurses' intentions to leave their positions or nursing. *Journal of Nursing Administration*, *35*(5), 264-270.

Macinati, M. S. (2008). The relationship between quality management systems and organizational performance in the Italian National Health Service. *Health Policy, 85*(2), 228-241.

MacKinnon DP, Fairchild AJ, Fritz MS. (2007) Mediation analysis. *Annual Review of Psychology*, *58*(3), 593-614.

Mafini, C., & Pooe, D. R. I. (2013). Performance Measurement in a South African Government Social Services Department: A Balanced Scorecard Approach. *Mediterranean Journal of Social Sciences*, *4*(14), 12-23.

Mahajan, A., Bishop, J. W., & Scott, D. (2012). Does trust in top management mediate top management communication, employee involvement and organizational commitment relationships. *Journal of Managerial Issues*, *24*(2), 173-190.

Maheshwari Ritika & Maheshwari Hari Prakash (2012), Analyzing the dynamics of the relationship between organizational factors, attitude factors and organizational commitment and turnover intentions of faculty members in Self-Financed professional institutions in Delhi and NCR, opinion: *International Journal of Business Management*, *2*(2), 56-69.

Malik, M. E., Danish, R. Q., & Munir, Y. (2011, July). Employee's Turnover Intentions: Is this HR Failure or Employee's better employment opportunity. *In International Conference on Innovation, Management and Service*, *14*(18), 326 -331.

Mangi, R., Shah, A., & Ghumro, I. (2012). Human resource management practices in private sector organizations in Pakistan: study of cultural influences. *Global Journal of Management and Business Research*, *12*(7), 20-30.

Maqsood, A., & Rehman, G. (2011). Employees' perceptions of real and ideal work environment. *Bangladesh Psychological Studies*, *14*(1), 1-18.

March, J., & Simon, H.A. (1958).Organizations. *New York: John Wiley & Sons*.

Marom, M., & Koslowsky, M. (2013). Relationships between changes in role stressors and intention to quit among novice nurses. *European Journal of Business and Social Sciences*, *2*(1), 1-14.

Martin, A., & Roodt, G. (2008). Perceptions of organizational commitment, job satisfaction and turnover intentions in a post-merger South African tertiary institution. *Journal of Industrial Psychology*, *34*(1), 23-31.

Martinez-Inigo, D., Totterdell, P., Alcover, C.M., & Holman, D. (2007). Emotional labour and emotional exhaustion: Interpersonal and intrapersonal mechanisms. *Work & Stress*, *21*(1), 30-47.

Maslach, C. (1982a). Burnout, the cost of caring. *Englewood Cliffs, N. J: Prentice-Hall*.

Maslach, C., & Jackson, S. E. (1984). Burnout in organizational settings. *Applied Social Psychology Annual*, *5*(3), 133-153.

Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, *93*(3), 498-510.

Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). Maslach Burnout Inventory Manual (3rd ed.). *Palo Alto, Calif: Consulting Psychologists Press.*

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, *52*(1), 397-422.

Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin, 108*(2), 162-171.

Mattanah, Jonathan F., Gregory R. Hancock, and Bethany L. Brand (2004). Parental Attachment, Separation-Individuation, and College Student Adjustment: A Structural Equation Analysis of Mediational Effects. *Journal of Counseling Psychology*, *51*(2) 213–225.

McGee, G. W., & Ford, R. C. (1987). Two (or more?) dimensions of organizational commitment: Reexamination of the affective and continuance commitment scales. *Journal of Applied Psychology*, *72*(4), 638-649.

McKenna, E. (2000). Business psychology and organizational behavior: A student's handbook (3rd ed.). *New York: Psychology Press*.

McShane, S. L., & Glinow, M. A. V. (2003). Organizational behavior. *New York: McGraw-Hill*.

Melchior, F., Schergaut, M., & Pichler, A. (2003). SUMO: ligases, is peptidases and nuclear pores. *Trends in Biochemical Sciences*, *28*(11), 612-618.

Merakou, K., Tsikrika, S., Thireos, E., Theodoridis, D., & Barbouni, A. (2014). Smoking as an Extra Risk Factor of Firefighters in Greece: A Descriptive Study. *International Journal of Caring Sciences*, *7*(1), 218-225.

Meyer, J. & Allen (1991). The three-component conceptualization of organizational commitment. *Human Resource Management Review*, *1*(1), 61-89.

Meyer, J. P., & Allen, N. J. (1984). Testing the" side-bet theory" of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69(3), 372-391.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, *11*(3), 299-326.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, *78*(4), 538-349.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2004). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, *61*(1), 20-52.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, *61*(1), 20-52.

Mills, L. B., & Huebner, E. S. (1998). A prospective study of personality characteristics, occupational Stressors, and burnout among school psychology practitioners. *Journal of School Psychology*, *36*(1), 103-120.

Miner, J. B. (1992). Individual and organizational psychology. *New York: McGraw Hill*.

Ministry of Health Punjab retrieved on 5th April, 2015 http://health.punjab.gov.pk/system/files/Division_and_district_wise_facilities.pdf.

Mitchell, T. R. (1979). Commitment in organizational behavior. *Annual Review of Psychology*, *10*(4), 243-281.

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, *44*(6), 1102-1121.

Mobley, Griffeth, Hand, and Meglino. (1982). Employee turnover: Causes, consequences, and control. *Journal of Applied Psychology*, *67*(1), 53-59.

Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, *6*(2), 22-37.

Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, *63*(4), 408-414.

Moghadam, M. M. G., & Tabatabaei, F. H. (2006). Prevalence of Burnout syndrome and its relationship with gender, education level, job satisfaction and geographical location among teachers and employee of the education organization. *Psychological Research*, *9*(3), 56- 73.

Mohammed Almalki, J., Fitz Gerald, G., & Clark, M. (2012). The relationship between quality of work life and turnover intention of primary health care nurses in Saudi Arabia. *Health Services Research*, *12*(1), 314.

217

Moos, R. H, & Billings, A. (1991). Understanding and improving work climates. In J. W. Jones, B. D. Steffy, & D. W. Bray (Eds.), Applying psychology in business: The handbook for managers and human resource professionals (pp.552-562). *Lexington, MA: Lexington Books*.

Moos, R. H. (1986). Work as a human context. In M. S. Pallack & R. Perloff (Eds.), Psychology and work: Productivity, change, and employment. Washington, DC: *American Psychological Association*, *5*(1), 9-52.

Moos, R. H. (1994). Work Environment Scale Manual (3rd ed.). *Palo Alto, CA: Consulting Psychologists Press*.

Mor Barak, M., Nissly, J., & Levin, A. (2001). Antecedents to retention and turnover among child welfare, social work, and other human service employees: What can we learn from past research? A review and meta-analysis. *Social Service Review*, *75*(4), 625-661.

Moreno-Jimenez, M. P., & Hidalgo Villodres, M. C. (2010). Prediction of burnout in volunteers. *Journal of Applied Social Psychology*, *40*(7), 1798–1818.

Morgan, M. H. (1960). Vitruvius. In The ten books on architecture. *Dover New York*.

Morrow, P. C. (1993). The theory and measurement of work commitment. *Greenwich, CT: JAI Press*.

Morrow, P. C. (2011). Managing organizational commitment: Insights from longitudinal research. *Journal of Vocational Behavior*, *79*(1), 18-35.

Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Employee-organization linkages: The psychology of commitment, absenteeism, and turnover (Vol. 153). *New York: Academic Press*.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, *14*(2), 224-247.

Munir, M. M. (2013). Empirical analysis of relationship between occupational stress and organizational burnout: evidence from higher educational institutions of Pakistan Bahria University Islamabad Pakistan Zahid Mehmood, PhD. Bahria University Islamabad Pakistan. Int. J. Hum. *Soc. Sci, 3*(9), 180-190.

Munir, Y., Malik, M. E., Javaid, B., Arshad, A., Khalid, M., Nawaz, R., & Nazir, S. (2011). Empirical investigation of ethical leadership, job turnover, job satisfaction, organizational commitment, and organizational citizenship behavior. *Journal of Psychology and Business*, *10*(2), 12-20.

Nantsupawat, A., Nantsupawat, R., Kulnaviktikul, W., & McHugh, M. D. (2015). Relationship between nurse staffing levels and nurse outcomes in community hospitals, Thailand. *Nursing & Health Sciences*, *17*(1), 112-118.

Näring, G., Briët, M., & Brouwers, A. (2006). Beyond demand–control: Emotional labor and symptoms of burnout in teachers. *Work & Stress*, *20*(4), 303-315.

Natarajan, N. K., & Nagar, D. (2011). Effects of service tenure and nature of occupation on organizational commitment and job satisfaction. *Journal of Management Research*, *11*(1), 59-64.

Neuman, W. L., & Kreuger, L. (2003). Social work research methods: Qualitative and quantitative approaches. *Allyn and Bacon*.

Newman, J. E. (1977). Development of a measure of Perceived Work Environment (PWE). *The Academy of Management Journal*, *20*(4), 520-534.

Nishtar, S., & Mehboob, A. B. (2011). Pakistan prepares to abolish Ministry of Health. *The Lancet, 378*(9792), 648-649.

Noorani, A., Rabey, N., Walsh, S. R., & Davies, R. J. (2010). Systematic review and meta-analysis of preoperative antisepsis with chlorhexidine versus povidone–iodine in clean-contaminated surgery. *British Journal of Surgery*, *97*(11), 1614-1620.

Nunnally, J. (1978). Psychometric theory (Vol. 226). *New York: McGraw-Hill*.

Nyamubarwa, W. (2013). "I am considering leaving soon"–Turnover Intentions of Academic Librarians in Zimbabwe. *Journal of Business Administration and Education*, *4*(1), 76-90.

Ofili AN, Okwen MM, Ongey FM. (2009). Psychological morbidity and Job satisfaction of nursing staff in private hospitals in a developing country. *Journal of University of Occupational and Environmental Health Kitakyusyu*, *8*(1), 32-37.

Osborne, J. W. (2010). Correlation and other measures of association. In G. R. Hancock & R. O. Mueller (Eds.), The Reviewer's Guide to Quantitative Methods in the Social Sciences (pp. 55-70). *New York, NY: Routledge*.

Osborne, J., & Waters, E. (2002). Four assumptions of multiple regression that researchers should always test. *Practical Assessment, Research & Evaluation*, *8*(2), 1-9.

Ostroff, C. (1993). The effects of climate and personal influences on individual behavior and attitudes in organizations. *Organizational Behavior and Human Decision Processes*, *56*(1), 56-90.

Otero-López, J. M., Mariño, M. J. S., & Bolaño, C. C. (2008). An integrating approach to the study of burnout in university professors. *Psicothema, 20*(4), 766-72.

Owens, R. (1998). Organizational behavior in education, sixth edition. *Needham Heights, MA: Allyn & Bacon*.

Pallant, J. (2001). SPSS Survival Manual: A Step by Step Guide to Data Analysis Using SPSS for Windows (versions 10 and 11): SPSS Student Version 11.0 for Windows. *Open University Press*.

Pandey, R., & Tripathi, S. (2001). Occupational stress and burnout in engineering college teachers. *Journal of the Indian Academy of Applied Psychology*, *27*(1-2), 67-73.

Park, S. M., & Rainey, H. G. (2007). Antecedents, mediators, and consequences of affective, normative, and continuance commitment empirical tests of commitment effects in federal agencies. *Review of Public Personnel Administration*, *27*(3), 197-226.

Parker, C. P., Baltes, B. B., Young, S. A., Huff, J. W., Altmann, R. A., Lacost, H. A., & Roberts, J. E. (2003). Relationships between psychological climate perceptions and work outcomes: a meta-analytic review. *Journal of Organizational Behavior*, *24*(4), 389-416.

Parry J. (2008). Intention to leave the profession: antecedents and role in nurse turnover. *Journal of Advanced Nursing*, *64*(2), 157-167.

Peeters, M. A. G., & Rutte, C. G. (2005). Time Management Behavior as a Moderator for the Job Demand-Control Interaction. *Journal of Occupational Health Psychology*, *10*(1), 64-75.

Peltier, J. W., Boyt, T., & Westfall, J. E. (1997). Building relationships with physicians. Internal marketing efforts help strengthen organizational bonds at a rural health care clinic. *Marketing Health Services*, *17*(3), 12-18.

Pines, A. M., Aronson, E., & Kafry, D. (1988). Burnout: From tedium to personal growth (pp. 3-168). *New York: Free Press*.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879-903.

Polit, D., Beck, C. T., & Hungler, B. (2001). Nursing research. Method, Appraisal, and Utilization. (5: th ed.).

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, *59*(5), 303-603.

Posig, M., & Kickul, J. (2003). Extending our understanding of burnout: Test of an integrated model in nonservice occupations. *Journal of Occupational Health Psychology*, *8*(1), 3-19.

Posig, M., & Kickul, J. (2004). Work-role expectations and work family conflict: gender differences in emotional exhaustion. *Women in Management Review*, *19*(7), 373-386.

Powell, W. B. (2007). Approximate Dynamic Programming: Solving the curses of dimensionality (Vol. 703). *John Wiley & Sons*.

Powers, S., & Gose, K. F. (1986). Reliability and construct validity of the Maslach Burnout Inventory in a sample of university students. *Educational and Psychological Measurement*, *46*(1), 251-255.

Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, *36*(4), 717-731.

Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, *40*(3), 879-891.

Preacher, Kristopher J. and Andrew F. Hayes (2004). SPSS and SAS Procedures for Estimating Indirect Effects in Simple Mediation Models. *Behavior Research Methods, Instruments, & Computers, 36*(4), 717–731.

Pretty, G. M., McCarthy, M. E., & Catano, V. M. (1992). Psychological environments and burnout: Gender considerations within the corporation. *Journal of Organizational Behavior*, *13*(7), 701-711.

Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, *22*(7), 600-675.

Price, J. L., & Mueller, C. W. (1981). A causal model of turnover for nurses. *Academy of Management Journal*, *24*(3), 543-565.

Purani, K., & Sahadev, S. (2008). The moderating role of industrial experience in the job satisfaction, intention to leave relationship: an empirical study among salesmen in India. *Journal of Business & Industrial Marketing*, *23*(7), 475-485.

Qureshi, I., Jamil, R. A., Iftikhar, M., Arif, S., Lodhi, S., Naseem, I., & Zaman, K. (2012). Job stress, workload, environment and employees turnover intentions: Destiny or choice. *Archives of Sciences*, *65*(8), 473-498.

Radcliffe, M. (2000). Doctors and nurses: New game, same result. *British Medical Journal*, *320*(7241), 1085-1085.

221

Rajan, D. (2013). Impact of nurse's turnover on organization performance. *Afro Asian Journal of Social Sciences*, *4*(4), 1–18.

Randhawa, G. (2007). Relationship between Job satisfaction and turnover intentions: An empirical Analysis. *Indian Management Studies Journal*, *11*(2), 149-159.

Reichers, A. E. (1985). A review of re-conceptualization of organizational commitment. *Academy of Management Review*, *10*(3), 465-476.

Reilly, N. P., & Orsak, C. L. (1991). A career stage analysis of career and organizational commitment in nursing. *Journal of Vocational Behavior*, *39*(3), 311-330.

Richardsen, A.M., & Martinussen, M. (2004). The Maslach Burnout Inventory: Factorial validity and consistency across occupational groups in Norway. *Journal of Occupational and Organizational Psychology*, *77*(2), 1–20.

Riketta, M. (2002). Attitudinal organizational commitment and job performance: a meta-analysis. *Journal of Organizational Behavior*, *23*(3), 257-266.

Ringle, C.M, Wende, S. & Will, A. (2005). Smart PLS 2.0 M3. Available at http://www.smartpls.de. Accessed 23/09/2013.

Robbins, S. P., & Coulter, M. (1999). Management (6th ed.). *New Jersey: Prentice Hall International, Inc*.

Robinson, S. E., Roth, S. L., Keim, J., Levenson, M., Flentje, J. R., & Bashor, K. (1991). Nurse burnout: Work related and demographic factors as culprits. *Research in Nursing & Health*, *14*(3), 223-228.

Ross, M. W., Greenfield, S. A., & Bennett, L. (1999). Predictors of dropout and burnout in AIDS volunteers: A longitudinal study. AIDS Care, 11(6), 723-731.

Rucker, D. D., Preacher, K. J., Tormala, Z. L., & Petty, R. E. (2011). Mediation analysis in social psychology: Current practices and new recommendations. *Social and Personality Psychology Compass*, *5*(6), 359-371.

Russell, D. W., Altmaier, E., & Van Velzen, D. (1987). Job-related stress, social support, and burnout among classroom teachers. *Journal of Applied Psychology*, *72*(2), 269-281.

Sahu, K., & Misra, N. (1996). Stress and Burnout in teachers. *Personality Study and Group Behavior*, *16*(1), 39-48.

Sajjad, A., Ghazanfar, H., & Ramzan, M. (2013). Impact of motivation on employee turnover in telecom sector of Pakistan. *Journal of Business Studies Quarterly*, *5*(1), 76-92.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, *21*(7), 600-619.

Salahian A, Oreizi H R, Abedi M R & SoltaniI, (2012). Burnout and relevant factors in organization. Interdisciplinary. *Journal of Contemporary Research in Business*, *3*(12), 551-558.

Salancik, G. (1977). Commitment and the control of organizational behavior. In Staw, B. M. & Salancik, G. (Eds.). New directions in organizational behavior (pp. 1- 53). *Chicago: St. Claire Press*.

Salyers, M. P., & Bond, G. R. (2001). An exploratory analysis of racial factors in staff burnout among assertive community treatment workers. *Community Mental Health Journal*, *37*(5), 393-404.

Sand, G., & Miyazaki, A. D. (2000). The impact of social support on salesperson burnout and burnout components. *Psychology & Marketing*, *17*(1), 13-26.

Sandoval, J. (1993). Personality and burnout among school psychologists. *Psychology in the Schools, 30*(4), 321-326.

Santana, Â. M. C., De Marchi, D., Junior, L. C., Girondoli, Y. M., & Chiappeta, A. (2012). Burnout syndrome, working conditions, and health: a reality among public high school teachers in Brazil. *Work, 41*(1), 3709-3717.

Saqib, K., Irfan, U. K., Shadi, U. K., Naseem, B. Y. (2014). The Impact of job satisfaction and organizational commitment on the intention to leave among the academicians. *International Journal of Academic Research in Business and Social Sciences*, *4*(2), 88-99.

Savicki, V., & Cooley, E. (1987). The relationship of work environment and client contact to burnout in mental health professionals. *Journal of Counseling and Development*, *65*(5), 249-252.

Scanlan, J. N., & Still, M. (2013). Job satisfaction, burnout and turnover intention in occupational therapists working in mental health. *Australian Occupational Therapy Journal*, *60*(5), 310-318.

Schaufeli, W. B. (2003). Past performance and future perspectives of burnout research. *South African Journal of Industrial Psychology*, *29*(2), 1-15.

Schaufeli, W. B., & Van Dierendonck, D. (1993). The construct validity of two burnout measures. *Journal of Organizational Behavior*, *14*(7), 631-647.

Schaufeli, W. B., D. Bakker AB, Hoogduin K, Schaap C, Kladler A. (2001). The clinical validity of the Maslach Burnout Inventory and the Burnout Measure. *Psychology Health*, *16*(1), 565-582.

Schaufeli, W. B., Dierendonck, D. V., & Gorp, K. V. (1996). Burnout and reciprocity: Towards a dual-level social exchange model. *Work & Stress*, *10*(3), 225-237.

Schaufeli, W.B., & Enzmann, D. (1998).The burnout companion to study and practice. London: Taylor & Francis.

Schmidt, K. M. (2007). Adding a stick to the carrot? The interaction of bonuses and fines. *The American Economic Review*, *97*(2), 177-181.

Schneider, B. (2000). The psychological life of organizations. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), Handbook of organizational culture and climate (pp. xvii–xxi). *Thousand Oaks, CA: Sage*.

Scholl, R. W. (1981). Differentiating organizational commitment from expectancy as a motivating force. *Academy of Management Review*, *6*(4), 589-599.

Schoretsaniti, S., Filippidis, F. T., Vardavas, C. I., Dimitrakaki, C., Behrakis, P., Connolly, G. N., & Tountas, Y. (2014). 5-Year trends in the intention to quit smoking amidst the economic crisis and after recently implemented tobacco control measures in Greece. *Addictive Behaviors, 39*(1), 140-145.

Schutte, N., Toppinen, S., Kalimo, R., & Schaufeli, W. (2000). The factorial validity of the Maslach Burnout Inventory-General Survey (MBI-GS) across occupational groups and nations. *Journal of Occupational and Organizational Psychology*, *73*(1), 53-66.

Scott, D., Bishop, J. W., & Chen, X. (2003). An examination of the relationship of employee involvement with job satisfaction, employee cooperation, and intention to quit in US invested enterprise in China. *The International Journal of Organizational Analysis*, *11*(1), 3-19.

Shah IA, Zainab Fakhr, M.shakil Ahmad and Khalid Zaman (2010). Measuring push, pull and personal factors affecting turnover intention: A case of university teachers in Pakistan. *Review of Economic and Business Studies*, *3*(1), 167-192.

Shalley, C. E., Gilson, L. L., & Blum, T. C. (2000). Matching creativity requirements and the work environment: Effects on satisfaction and intentions to leave. *Academy of Management Journal*, *43*(2), 215-223.

Shaw, J., & Reyes, P. (1992). School cultures: Organizational value orientation and commitment. *The Journal of Educational Research*, *85*(5), 295-302.

Sheesley, D. F. (2001). Burnout and the academic teaching librarian: an examination of the problem and suggested solutions. *The Journal of Academic Librarianship*, *27*(6), 447-451.

Shimazu A, de Jonge J. (2009). Reciprocal relations between effort-reward imbalance at work and adverse health: a three-wave panel survey. *Social Science & Medicine*, *68*(1): 60-68.

Shirom, A. (2003). Job-related burnout. In J. C. Quick & L. E. Tetrick (Eds.), Handbook of occupational health psychology (pp. 245–265). *Washington, DC: American Psychological Association*.

Sims, R. L., Ruppel, C. P., & Zeidler, P. (2016). Work strain, job satisfaction, and intention to quit: The moderating effect of long-term orientation. *International Journal of Stress Management*, *23*(1), 23-43.

Singh, D. A., & Schwab, R. C. (1998). Retention of administrators in nursing homes: what can management do. *The Gerontologist, 38*(3), 362-369.

Sivarajasingam, V., Shepherd, J., Matthews, K., & Jones, S. (2002). Trends in violence in England and Wales 1995–2000: an accident and emergency perspective. *Journal of Public Health*, *24*(3), 219-226.

Sjöberg, A., & Sverke, M. (2000). The interactive effect of job involvement and organizational commitment on job turnover revisited: A note on the mediating role of turnover intention. *Scandinavian Journal of Psychology*, *41*(3), 247-252.

Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry Managing Service Quality. *An International Journal*, *21*(1), 88-107.

Sobel, M. E. (1986). Direct and indirect effects in linear structural equation models. *Sociological Methods & Research*, *16*(1), 155-176.

Somers, L. A., & Johnson, A. C. (2009). High yield preparation of macroscopic graphene oxide membranes. *Journal of the American Chemical Society*, *131*(3), 898-899.

Sousa-Poza, A., & Henneberger, F. (2002). An empirical analysis of working-hours constraints in twenty-one countries. *Review of Social Economy*, *60*(2), 209-242.

Spence Laschinger, H. K., Leiter, M., Day, A., & Gilin, D. (2009). Workplace empowerment, incivility, and burnout: Impact on staff nurse recruitment and retention outcomes. *Journal of Nursing Management*, *17*(3), 302-311.

Steel, R. P., & Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavior intentions and employee turnover. *Journal of Applied Psychology*, *69*(4), 673-686.

Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, *22*(1), 46-56.

Stewart, S. M., Bing, M. N., Gruys, M. L., & Helford, M. C. (2007). Men, women, and perceptions of work environments, organizational commitment, and turnover intentions. *Journal of Business and Public Affairs*, *1*(1), 1-21.

Stinglhamber, F., Bentein, K., & Vandenberghe, C. (2002). Extension of the Three-Component Model of Commitment to Five Foci: Development of measures and substantive test. *European Journal of Psychological Assessment*, *18*(2), 123-138.

Stone, M. (1974). Cross-validator choice and assessment of statistical predictions. *Journal of the Royal Statistical Society*, *6*(5)111-147.

Stone, M. (1975). Cross-validator choice and assessment of statistical predictions. *Journal of the Royal Statistical Society, Series B*, *36*(2), 111-133.

Stumpf, S. A., & Hartman, K. (1984). Individual exploration to organizational commitment or withdrawal. *Academy of Management Journal*, *27*(2), 308-329.

Suazo, M.M., Turnley, H.W., & Mai, R.R. (2005). The role of perceived violation in determining employees' reaction to psychological contract breach. *Journal of Leadership and Organizational Studies*, *12*(1), 24-36.

Subramanian, I. D., & Shin, Y. N. (2013). Perceived Organizational Climate and Turnover Intention of Employees in The Hotel Industry. *World Applied Sciences Journal*, *22*(12), 1751-1759.

Suhaime, I. L., Mahmud, N., & Hasin, H. (2011). Relationship analysis of job satisfaction, job-related stress and intention to leave among nurses. *In International Conference on Management (ICM 2011) Proceeding*, 1248-1257.

Sulsky, L., & Smith, C. S. (2005). Work Stress. USA: Thomson/Wadsworth.

Sverke, M., Hellgren, J., Näswall, K., Göransson, S., & Öhrming, J. (2008). Employee participation in organizational change: Investigating the effects of proactive vs. reactive implementation of downsizing in Swedish hospitals. Zeitschrift für Personal forschung/German. *Journal of Research in Human Resource Management*, 9(10), 111-129.

Tabachnick, B. Fidell (2007). Using multivariate statistics, (5th ed.). *New York: Allyn and Bacon*.

Tabachnick, B. G., Fidell, L. S., & Osterlind, S. J. (2001). Using multivariate statistics.

Tan, D. S., & Akhtar, S. (1998). Organizational commitment and experienced burnout: An exploratory study from a Chinese cultural perspective. *The International Journal of Organizational Analysis*, *6*(4), 310-333.

Tayyab, S. (2007). An empirical assessment of organizational commitment measures. *Pakistan Journal of Psychological Research*, *22*(1), 1-21.

Tenenhaus, M., Esposito Vinzi, V. et Amato, S. (2005). A global goodness-of-fit index for PLS structural equation modelling, atti de la reunion Scientifica della SIS, Barri, 739–742.

Tenenhaus, M., Esposito Vinzi, V., Chatelin, Y.-M., & Lauro, C. (2005). PLS path modeling. *Computational Statistics & Data Analysis, 48*(1), 159–205.

Tett, R. P., & Meyer, J. (2006). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, *46*(2), 259-293.

Thomason, Timothy C. (1999). Psychological and vocational assessment of Native Americans. ERIC Document ED432428. Greensboro, NC: ERIC Clearinghouse on Counseling and Student Services.

Totterdell, P., & Holman, D. (2003). Emotion regulation in customer service roles: testing a model of emotional labor. *Journal of Occupational Health Psychology*, *8*(1), 55-73.

Tremblay, P. L., Summers, Z. M., Glaven, R. H., Nevin, K. P., Zengler, K., Barrett, C. L., Lovley, D. R. (2011). A c-type cytochrome and a transcriptional regulator responsible for enhanced extracellular electron transfer in Geobacter sulfurreducens revealed by adaptive evolution. *Environmental Microbiology, 13*(1), 13-23.

Tuckman, Bruce W. (1999). Conducting Educational Research (5th ed). Orlando, FL: Harcourt Brace & Company.

Turnipseed, D. L. (1994). An analysis of the influence of work environment variables and Moderators on the Burnout Syndrome. *Journal of Applied Social Psychology, 24*(9), 782- 800.

Twigg D, Duffield C, Thompson PL, Rapley P. (2010). The impact of nurses on patient morbidity and mortality - the need for a policy change in response to the nursing shortage. *Australian Health Review*, *34*(3): 312-316.

Ursprung, A. W. (1986). Burnout in the human services: A review of the literature. *Rehabilitation Counseling Bulletin*, *29*(3), 190-199.

227

Ursprung, A. W. (1986). Burnout in the human services: A review of the literature. *Rehabilitation Counseling Bulletin*.

Van Breukelen, W., Van der Vlist, R., & Steensma, H. (2004). Voluntary employee turnover: Combining variables from the 'traditional'turnover literature with the theory of planned behavior. *Journal of Organizational Behavior*, 25(7), 893-914.

Van Dierendonck, D., Garssen, B., & Visser, A. (2005). Burnout prevention through personal growth. *International Journal of Stress Management*, *12*(1), 62-77.

Van Dierendonck, D., Schaufeli, W. B., & Buunk, B. P. (2001). Burnout and inequity among human service professionals: a longitudinal study. *Journal of Occupational Health Psychology*, *6*(1), 43-52.

Van Loon. (2013). Public value-based Performance: The development and validation of a measurement scale. *Paper presented at the 11th Public Management Research Conference, Madison, Wisconsin, 20*(7), 22-2013.

Villanueva, D., & Djurkovic, N. (2009). Occupational stress and intention to leave among employees in small and medium enterprises. *International Journal of Stress Management*, *16*(2), 124-139.

Vinzi, V. E., Lauro, C., & Tenenhaus, M. (2003). PLS path modeling. In PLS and related methods. *Proceedings of the PLS03 International Symposium*.

Warner, M; Longley, M; Gould, E; and Picek, A. (1998) Healthcare Futures 2010. United Kingdom Central Council for Nursing, Midwifery and Health Visiting.

Wasti, S. A. (2002). Affective and continuance commitment to the organization: test of an integrated model in the Turkish context. *International Journal of Intercultural Relations*, *26*(5), 525-550.

Weisberg, J. (1994). Measuring workers' burnout and intention to leave. *International Journal of Manpower*, *15*(1), 4-14.

Weisberg, J., & Sagie, A. (1999). Teachers' physical, mental, and emotional burnout: Impact on intention to quit. *The Journal of Psychology*, *133*(3), 333-339.

Weisman, C. S., Alexander, C. S., & Chase, G. A. (1981). Determinants of hospital staff nurse turnover. *Medical Care*, *19*(10), 431-443.

Weiss, N. A., & Weiss, C. A. (2012). Introductory statistics. USA: Pearson Education.

Wetzel, M. (2012). Datenermittlung und Auswertestrategien am Beispiel ausgewählter anthropometrischer Maße. Bachelor-Thesis, Bergische Universität Wuppertal, FB D-Abteilung Sicherheitstechnik.

Wetzels, M., Odekerken-Schröder, G., & Van Oppen, C. (2009). Using PLS path modeling for assessing hierarchical construct models: guidelines and empirical illustration. *Management Information Systems Quarterly*, *33*(1), 177-195.

Whitener, E. M., & Walz, P. M. (1993). Exchange theory determinants of affective and continuance commitment and turnover. *Journal of Vocational Behavior*, *42*(3), 265-281.

Widerszal-Bazyl M, Radkiewicz P, Hasselhorn HM, Conway PM, van der Heijden B; (2008). The NEXT Study Group. The Demand-Control-Support model and intent to leave across six European countries: The role of employment opportunities. *Work &. Stress*, *22*(2), 166-184.

Wiener, Y., & Vardi, Y. (1980). Relationships between job, organization, and career commitments and work outcomes-An integrative approach. *Organizational Behavior and Human Performance*, *26*(1), 81-96.

Wilber, K. H., & Specht, C. V. (1994). Prevalence and predictors of burnout among adult day care providers. *Journal of Applied Gerontology*, *13*(3), 282-298.

Wilkerson, K. (2009). An examination of burnout among school counselors uiedy stress strain coping theory. *Journal of Counseling and Development*, *87*(4)428-437.

Wilkes, B., Stammerjohn, L., & Lalich, N. (1981). Job demands and worker help in machine paced poultry inspection. *Scandinavian Journal of Work Environment & Health*, *7*(4), 12-19.

Wold, H. (1982). Soft modelling: the basic design and some extensions. Systems under indirect observation, Part II, 36-37.

World Health Organization. (2009). Global health risks: mortality and burden of disease attributable to selected major risks. *World Health Organization*.

Wright, T. A., & Hobfoll, S. E. (2004). Commitment, psychological well-being and job performance: An examination of conservation of resources (COR) theory and job burnout. *Journal of Business and Management*, *9*(4), 389-406.

Wunder, R.S., Dougherty, T.W. & Welsh, M.A. (2001), A causal model of role stress and employee turnover. *Proceedings Academy of Management, 42*(2), 297-301.

Yang, F., Wu, M., Chang, C., & Chien, Y. (2011). Elucidating the relationships among transformational leadership, job satisfaction, commitment foci and commitment bases in the public sector. *Public Personnel Management*, *40*(3), 265-278.

Yavuz, M. (2009). An investigation of burnout levels of teachers working in elementary and secondary educational institutions and their attitudes to classroom management. *Educational Research and Reviews*, *4*(12), 642-649.

Yousefy, A. R., & Ghassemi, G. R. (2006). Job burnout in psychiatric and medical nurses in Isfahan, Islamic Republic of Iran. *Eastern Mediterranean Health Journal*, *12*(5), 662.

Zellars, K. L., Hochwarter, W. A, Perrewé, P. L., Hoffman, N. & Ford, E.W. 2004. Experiencing job burnout: The roles of positive and negative traits and states. *Journal of Applied Social Psychology*, *34*(5), 887-911.

Zeytinoglu, I. U., Denton, M., Davies, S., Baumann, A., Blythe, J., & Boos, L. (2007). Deteriorated external work environment, heavy workload and nurses' job satisfaction and turnover intention. *Canadian Public Policy*, 33(Supplement 1), S31-S47.

Zhang, K., & Ma, H. (2010). An Empirical Analysis on the Relationship between Job Burnout and Organizational Commitment. Department of Theoretical Economics. *Tianjin Administration Institute, Tianjin, P.R. China*, *4*(03), 411-415.

Zhao, Y., Zhao, Y., & Helsen, K. (2011). Consumer learning in a turbulent market environment: modeling consumer choice dynamics after a product-harm crisis. *Journal of Marketing Research*, *48*(2), 255-267.

Zhong, J., You, J., Gan, Y., Zhang, Y., Lu, C., & Wang, H. (2009). Job stress, burnout, depression symptoms, and physical health among Chinese university teachers. *Psychological Reports*, *105*(3), 1248-1254.

Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2012). Business research methods. Cengage Learning.

Zurn P., Dolea C. & Stillwell B. (2005) Nurse retention and recruitment: developing a motivated workforce, Issue 4. In The Global Nursing Review Initiative, pp. 1–31. *International Council of Nurses, Geneva*.

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

Kashifa Yasmin
PhD \Candidate
Matric No: 95921
Email:kashifa.psy@gmail.com

231

(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

239

(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) ————

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
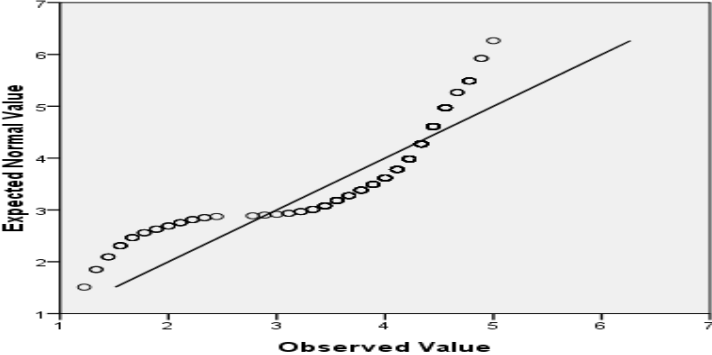
Normal Q-Q Plot of WEP
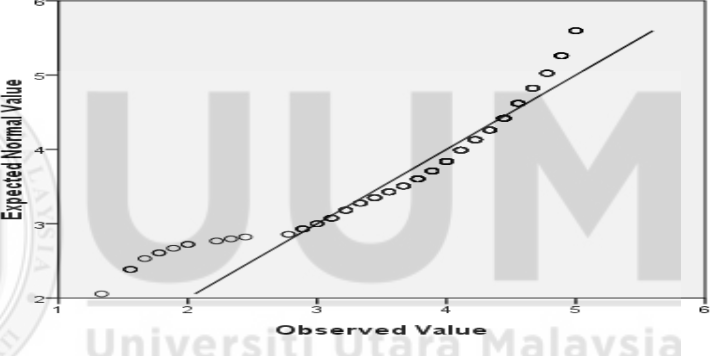
Normal Q-Q Plot of WES
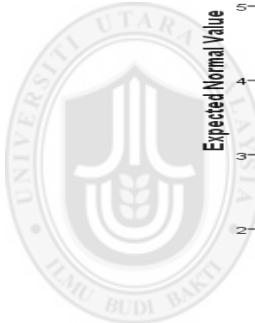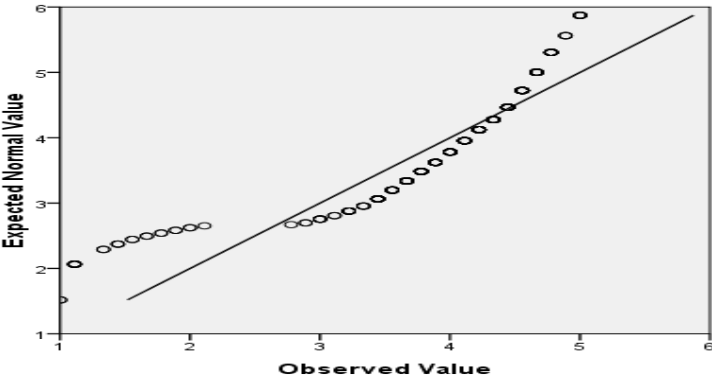
Normal Q-Q Plot of WEPr
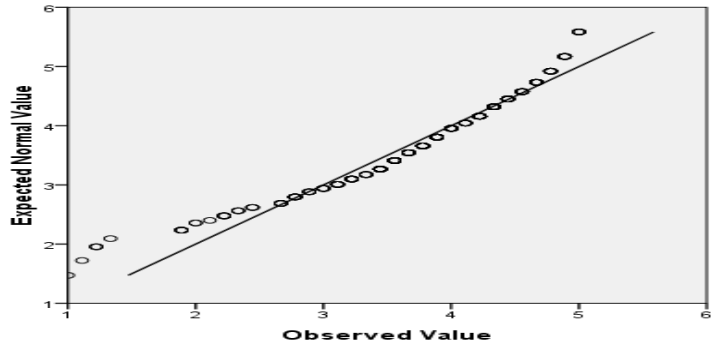
Normal Q-Q Plot of WEC
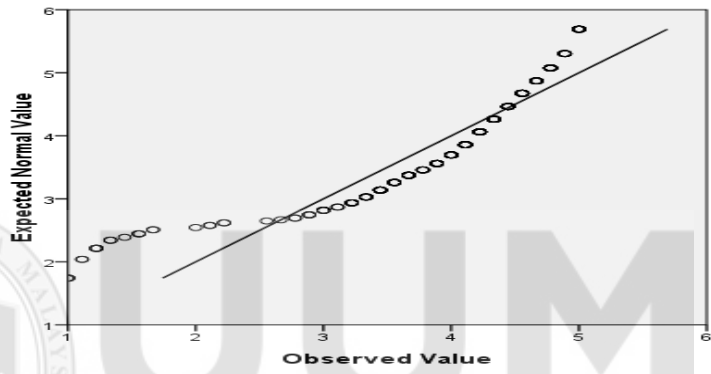
Normal Q-Q Plot of WEPhy
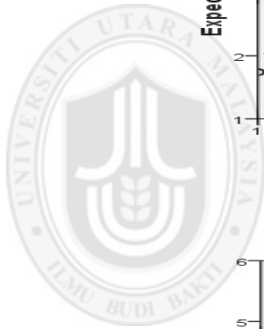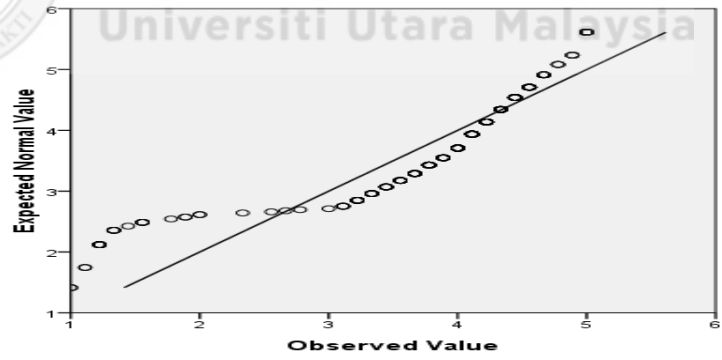
Normal Q-Q Plot of OCA
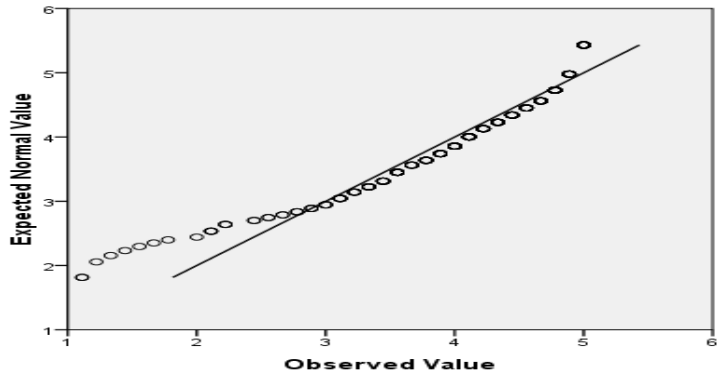
Normal Q-Q Plot of OCC

Normal Q-Q Plot of OCN

246
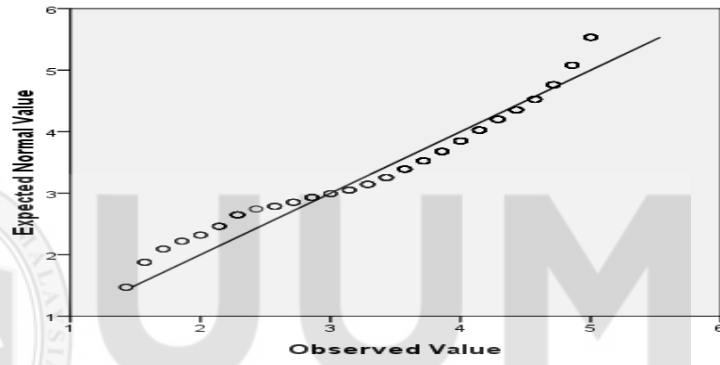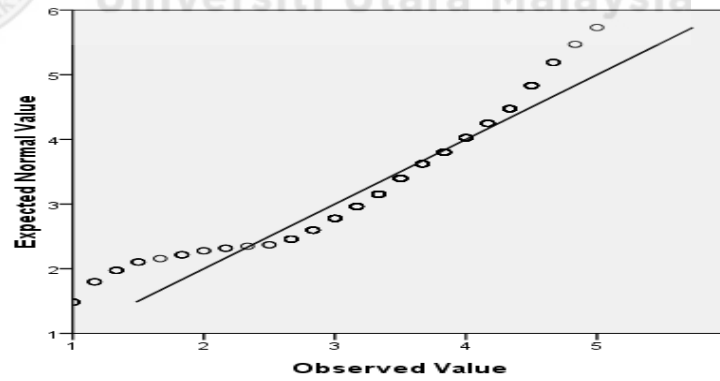
Normal Q-Q Plot of ITQ
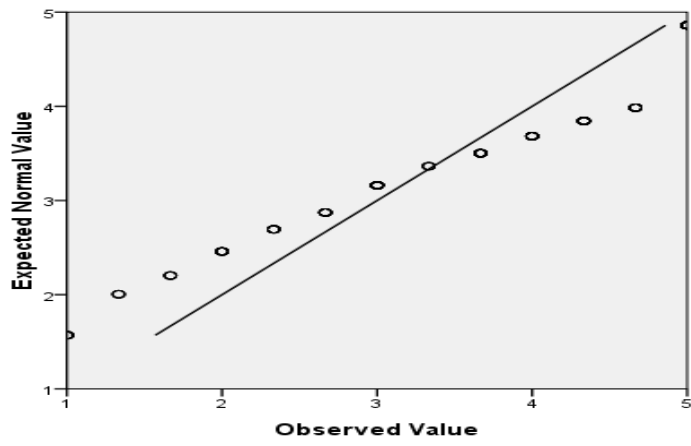
Normal Q-Q Plot of JB
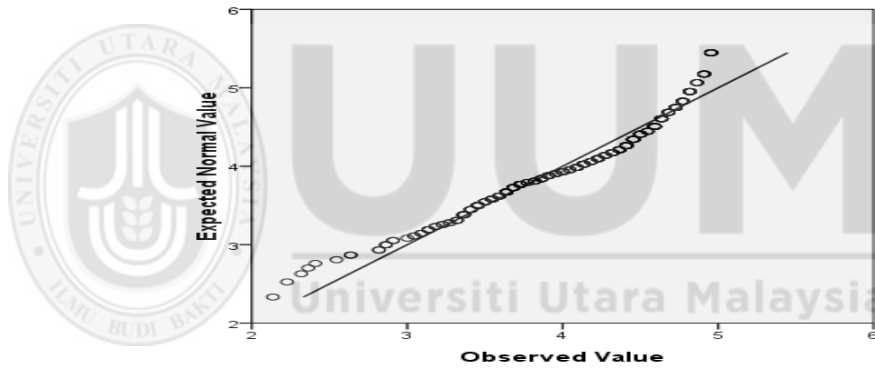
Homoscedasticity

Scatterplot
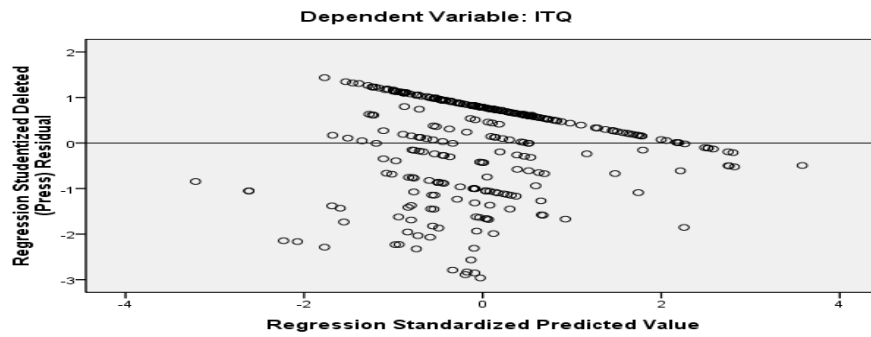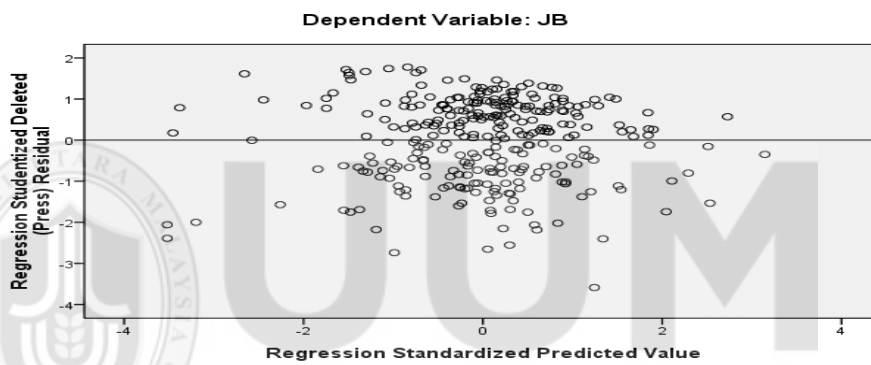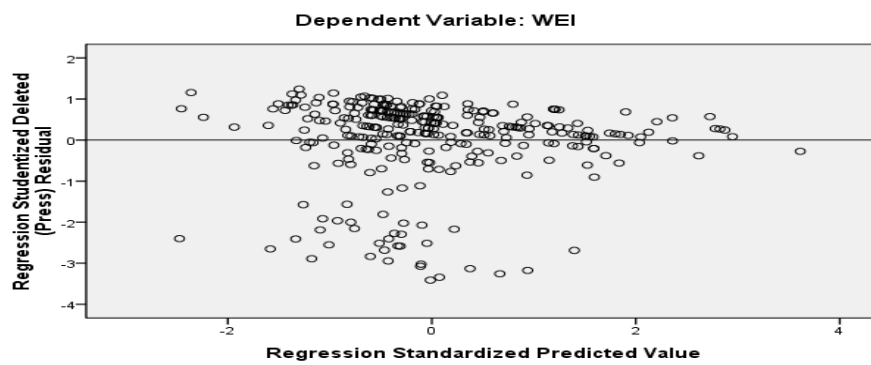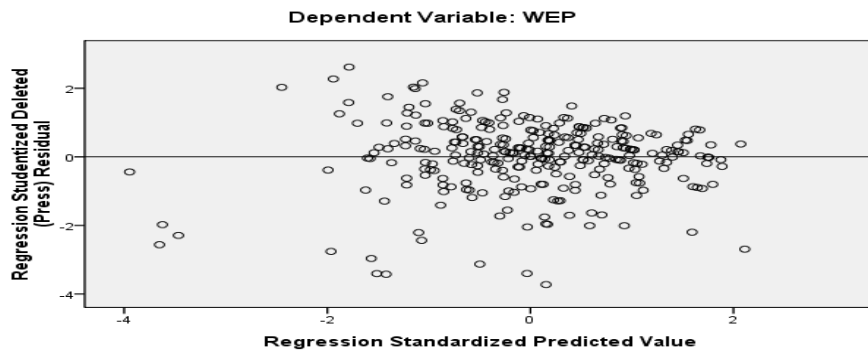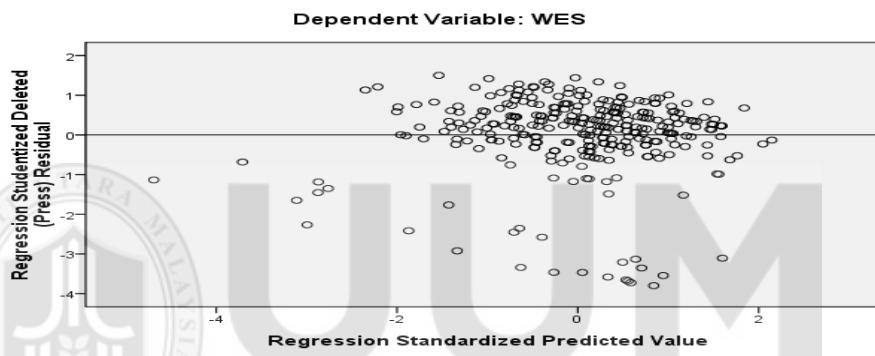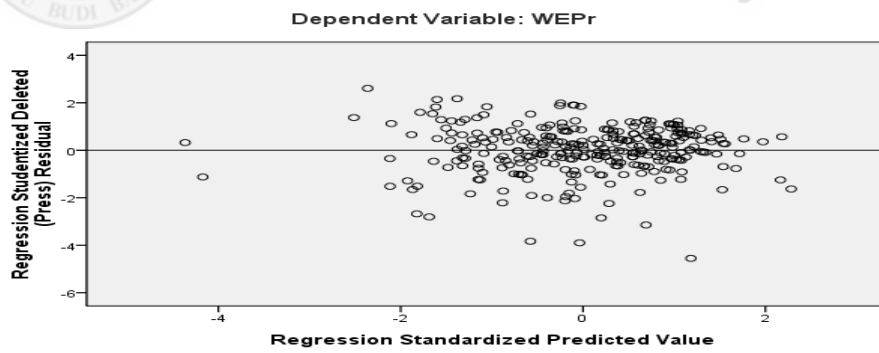
Dependent Variable: ITQ

Scatterplot

Dependent Variable: JB

Scatterplot

Dependent Variable: WEI

Scatterplot

Dependent Variable: WEP

Scatterplot

Dependent Variable: WES

Scatterplot

Dependent Variable: WEPr

249

Scatterplot

Dependent Variable: WEC

Scatterplot

Dependent Variable: WEPhy

Scatterplot

Dependent Variable: OCA

Scatterplot

Dependent Variable: OCC

Scatterplot

Dependent Variable: OCN

Histogram

Dependent Variable: JB

Mean =-3.12E-15
Std. Dev. =0.985
N =305
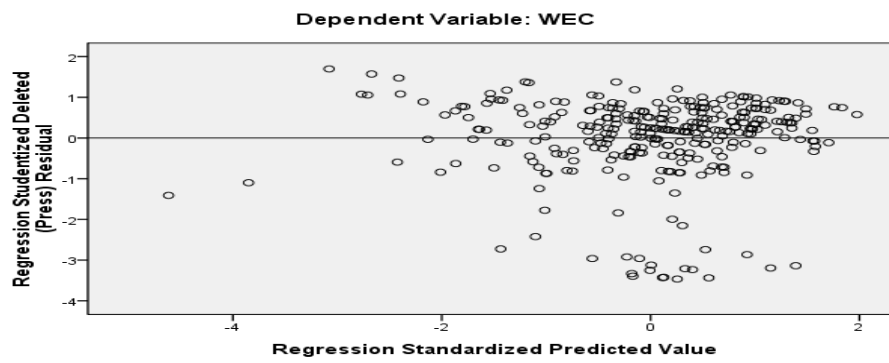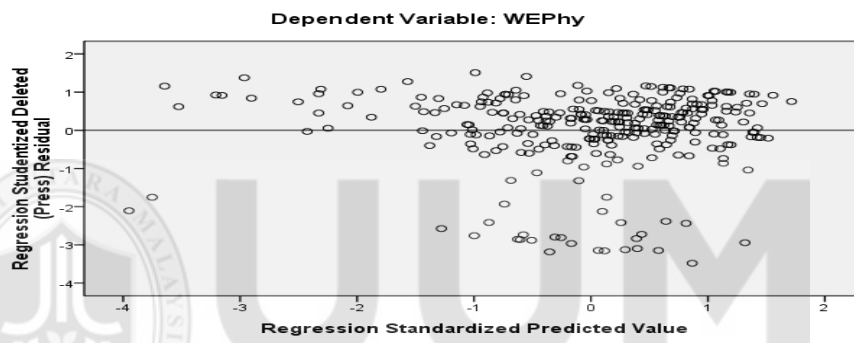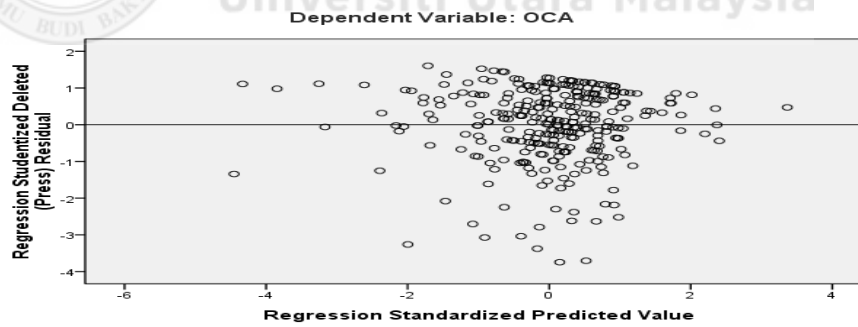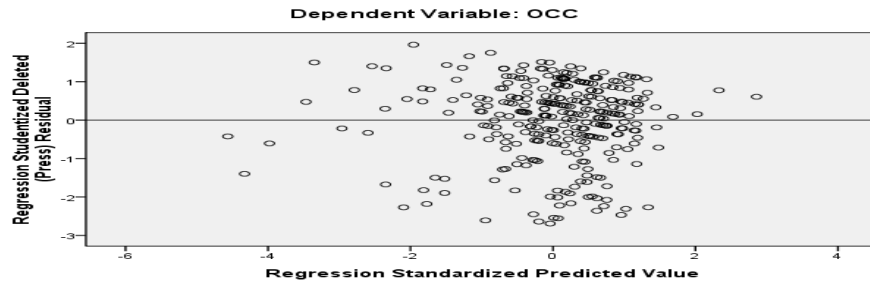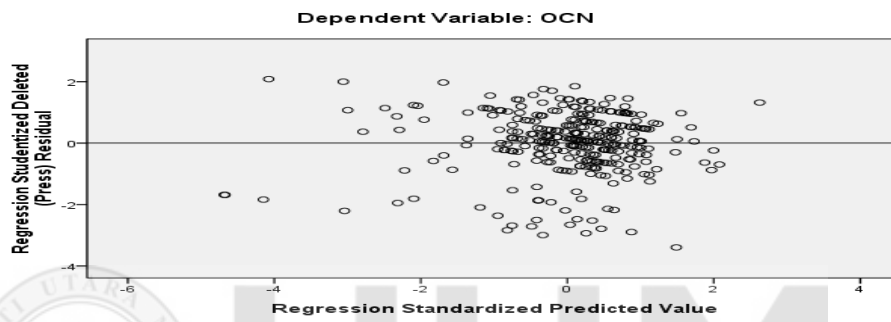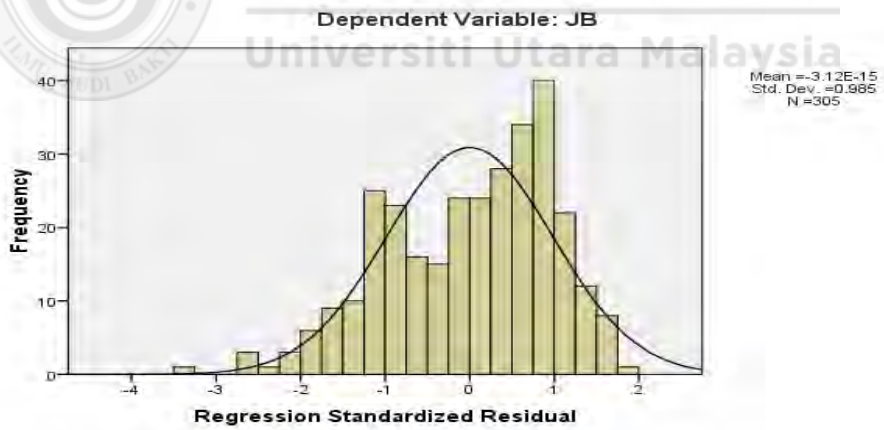
To,
Deputy Director
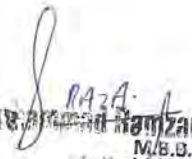Mental Hospitals, of Punjab, Pakistan

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 to fill 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. Mhammad Ramzan
M.B.B.S
Medical Officer
DHQ, 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 Taking consent.	Date	Signature