

# The impact of Demography on Intention to Leave among the Academicians in the Public and Private sector's Universities of Khyber Pakhtunkhwa, Pakistan

A survey of Gomal and Qurtuba Universities, Dera Ismail Khan

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## Abstract

The personal characteristics of an employee regarding his/her age, qualification, gender, marital status, length of service and designation is highly related to the profession he/she is pursuing. His/her job status is greatly affected positively or otherwise by the parameters mentioned above. The present study is focused upon the personal traits of an employee and its implications which may emerge in the kind of intentions further which can compel the employee to stay or leave the institution. As a prerequisite, the data was collected from 100 academicians from both public and private universities. The same data was thereby analyzed by utilizing the prescribed tools of regression and test of significance. The diversity of the result is significant enough as the demography of an employee is strongly bracketed in some respects and in certain others the professional career of the same employee is not affected.

## INTRODUCTION

In the field of higher education, the improvement in the quality, particularly in the standard of research and academics is one of the upper most priority of the higher education commission and the target of HEC is that in the top 300 universities ranking of the world up to 2015, five Pakistani universities at least should be included. Similarly, the second major focus of the higher education commission is to raise the number of PhD faculties up to 40% which is 25% currently, though the experts are of the view to double the figure as soon as possible. In Pakistan, the education system in general and higher education in particular, due to lack of dedicated academicians is suffering and failed to meet the international standards (Khan et al., 2011). The institute could be known by its faculty however, in the faculty's development the Pakistani universities are almost weak. There are only 1700 PhD faculties, where currently they need 7000.

The excellence of education is dependent on the equivalent opportunities, evaluation of academicians, review of curriculum and development, communication of the institutions with certified organizations, input of students in academic affairs besides the self-assessment, allocation of resources and appointment of academicians on merit (Narang & Dwivedi, 2010). The observed prospects and problems like the governance, infrastructure capital improvement; support and funding on performance basis are significant for development of HEIs (Jaros, 2007). While the positive correlation between poverty, economic development and excellence of education, which further depends on curriculum facilities and interactive network (Jackson & Schuler, 1985). Different individual and institutional factors that might have affect on the productivity and quality of higher education like commitment, autonomy, skills, motivation and working behavior of the workforce (Karingi & Siriwardana, 2001). However, the deficiencies in the Pakistan's higher educational system impede the growth to safe guard the stakeholders' interest.

Switchover is a grave issue particularly in the field of HRM in respect of high costs. The price of switchover comprises the cost of recruitment and selection new employees, the cost of training the new employees, loss of performances and last but not the least the de-moralization of the remaining employees. The main purpose of the study is to examine the influence of demographic indicators upon the ITL. Intention to leave, if ignored, will cost much to the institution, directly and indirectly. Predictors such as demographic characteristics like age, gender, designation, academic qualifications and marital status affects the intention to leave. Switchovers, on the other hand, contribute remarkably to the level of intent to leave. As a result, in identifying these predictors of intention to leave, the administrators must perceive and plan a comprehensive program in anticipation. These measures will soften the process of switchover and reduce the burdens on the part of the institution (Raulyn & Meem, 2012).

The HEIs play a vital task in developing fresh talent and polishing the extraordinary skills and knowledge of the individual resources. The academic staff, responsible for conveying the quality education, is facing difficulty in

developing their own skills and knowledge. They face the challenges in the tense unstable situation, where gradually there is an immense influx of fresh knowledge and skills, credited towards the research works around the globe (Fatima & Rehman, 2012). To manage the ITL is mostly dangerous in HEIs and the faculty member leavings may have a damaging impact on the educational standards and outputs. To some extent, the recent studies have provided diverse opinion on faculty member's ITL in the HEIs (Sangyub & Lee, 2003).

### **Statement of the Problem**

Intention to leave (ITL) in the institutions depends on many factors including the organizational commitment and job satisfaction. However, demographic differences also play significant role in defining the ITL. The main question of this study focuses on the computation of the demographic impact on the ITL of Academicians in the Gomal University.

### **Objectives of the Study**

No activity including research could be undertaken without justification of its objectives. Though objectives of a research study may be diverse, however, the objectives of this study could be coined as below:

1. To find out whether there is any differences among the public and private HEIs academicians of KP regarding the level of intention to leave.
2. To investigate the extent to which demographic (personal attributes) influence the ITL among the academicians of the universities (public and private) of KP.

### **Hypothesis (Main)**

- ❖ Demographics have no impacts on the ITL of academicians in Gomal and Qurtuba Universities in DIK. ( $H_0$ ).
- ❖ The personal attributes of the Academicians Predict their ITL ( $H_1$ ).
- ❖ The academic staff demographics' have differences of attitude about the ITL (6-groups) ( $H_2$ - $H_7$ ).

### **THE REVIEW OF LITERATURE**

The higher education commission and the higher education institutions are both in front of a bad fiscal crisis and 10-15% cut down the budget of HEIs by the HEC from due to which universities are unable to give salaries on time and to manage with the everyday interaction and recurrent expenditures (Daily Times Sep 14, 2012). Similarly, for the 2011-2012 financial years, the Pakistan's government reduces the fund for higher education commission from 15.827bn to 14bn. This is an alarming and disgusting situation under which Pakistan HEIs work, whereas, a country must spend at least 4% of its GDP on education according to UNO standards, while in Pakistan it is only 1.8%, through this meager allocation how can Pakistan compete the world. Provision of sufficient funds is the prime responsibility of the government to produce creative minds so that the country can gallop on the road of prosperity and progress.

The increase in the enrollment in the year 2003 to 2008 from 135,000 to 400,000 is another promising step taken by HEC besides, it has promoted research through huge funding as result we can see enormous expansion of international research publications. The number of publications increased from 600 in 2003 to 4300 in 2008 per year. Likewise, in the 56 years of Pakistan i.e. 1947-2003, amongst the top 600 world's universities, none of the single university in Pakistan could find place to be ranked however, since its establishment, HEC made sincere efforts and today we can see two Pakistani universities among the top 200 World's Technology Universities. Moreover, a four year undergraduate program has been initiated in order to bring Pakistani degree at par with internationally recognized degrees. Furthermore, in order to promote research culture in the country and obtain the goal of highly qualified availability of PhDs, about 5000 scholarships for Ph. D has been awarded for study in technologically developed countries (DCs) besides some 3,000 indigenous Ph.D. scholarships and some 1000 Pakistani students has been sent to study medicine in Cuba besides a post doctorate programs (HEC of Pakistan, [eg.wikipedia.org](http://eg.wikipedia.org), Feb 12, 2013).

The achieve the targets of these reform, a model universities act was implemented early in University of Balochistan but met with resistance from academic community, which was later on withdrawn. The Model University Act has significant impacts on employee's job satisfaction or otherwise dissatisfaction of the employees. However, it was implemented with little modification in KP in 2012, giving absolute powers to the Vice Chancellors in respect to finance, management, efficiency and discipline mechanism of the employees, with a bar that the decision could not be challenged in any court of law, however, the academic community is resisting it in a legal manner and the matter is now sub-judice in Peshawar High court. Almost both the private and public sector HEIs but especially public sector universities were in need of up gradation/ improvement of its departments in terms of availability of books, journals, scientific equipment, learning aids necessary to create requisite environment for quality education. The funding by HEC brought revolution in this connection through the provision of high-speed internet connectivity to university labs, yet, still there are some of the department/

libraries without connectivity to digital labs. With regard to appointment of faculty in HEIs, the criteria were modified in the light of new dimensions of HEIs, where PhD and research publications were made as essentials part of the eligibility conditions. A two way appointment both basic pay scale (BPS) and tenure track scale (TTS) were introduced, besides short term foreign faculty hiring program yet in most of the universities, it is still un implemented.

### **INTENTION TO LEAVE IN HIGHER EDUCATION**

By managing the intention to leave, the institutions can increase their performance, as it is a very important responsibility of the high ups to find and maintain the switchovers retention stability. The difficulty is that how does an institution cope with employee's switchover? Agreed that the level of performance diverges across the individuals, the institutions may struggle to increase the switchover of the employees with low performance and to reduce the switchovers of the employees with high performance. The high ups have to find a system to achieve the most advantageous switchover's rate without real information on the performance of the individual. The present study scrutinizes that how HEIs may utilize the expansion as a strategic instrument to manage the switchovers depending on the level of performance of the institution (Sangyub & Lee, 2003). With this background, the main theme of this study could be that how the job satisfaction of academicians in HEIs affect the OC and ITL in HEIs both in public and private sector universities of Khyber Pakhtunkhwa, Pakistan.

The purpose of this academic research is to pin point the factors that may influence the organizational commitment, job satisfaction and ITL among the academicians of public and private sector HEIs of KP, Pakistan. Several studies have reported that highly committed academicians perform better in the rewarding, meaningful and enjoyable jobs with fewer intentions to leave/turnover in comparison to those with low level of commitment because of their dissatisfaction with their jobs (Steers, 1977; Mowday et al., 1979; Meyer & Herscovitch, 2001). Researchers like Mottaz (1988) and more recently Lambert (2004) have also found various work-related factors as the antecedents of job satisfaction, organizational commitment and ITL.

The set of variables that have been identified for this study include the job satisfaction, organizational commitment and the personal characteristics of the academicians. Abagi et al., (2005) and Anthonia et al., (2011) used demographic characteristics such as education, experience, marital status, gender and age in their studies and found that these factors play vital role in enhancing the commitment and JS of the employees. In addition, job characteristics have also been found as the important predictors of employee JS and their commitment. Since it is evident from the results of the studies mentioned above that employees are likely to show high degree of job satisfaction, higher level of commitment and less switchover when they are assigned to perform challenging and meaningful jobs, which are characterized by factors like, autonomy, skills variety and feedback among others (Meyer & Allen, 1997; Meyer, Stanley, 2000; Herscovitch & Topolnysky, 2002).

### **DEMOGRAPHIC PREDICTORS**

The demographic characteristics or personal attributes of the employees are some of the most commonly used variables in relation to job satisfaction, organizational commitment and ITL although some studies have found inconsistent results (Mathieu & Zajac, 1990; Al-Qarioti & Al-Enezi, 2004; Rast, 2012; Om Raj Katoch, 2012). Similarly, Mottaz (1988) and Rast (2012) have found that the influence of demographic variables were indirect through work values and work rewards. Though, some of the studies have found that personal variables including the education, gender, age, marital status, and tenure play a important role in enhancing employee's JS and OC and ITL or in other words the Beker's 'side bets' (Hrebiniak & Alutto, 1972; Stevens et al., 1978), while (Ssesanga, 2003; Smerek & Peterson, 2007, and Geeta & Pandey, 2011) did not found any significant association between these variables.

#### **A. Age**

For both absenteeism and turnover, age is one of the mostly studied demographic factors. The fundamental code for the relationship between absenteeism and age is that the aged workers will confirm a lower absenteeism rate for the reason that of an enhanced professional grooming that is developed during the course of time. Beside, the person shows his/her commitment to the higher level and the graph of ITLs goes down. The majority of studies have found that age of the workforce is positively associated to the JS and OC and negatively associated with the switchovers (Steers, 1977; Mowday et al., 1982; Steijn & Leisink, 2006). Similarly, Karsh et al. (2005) have reported that unlike the younger workers, older workers have been found with higher continuance commitment and have no intentions to switch off due to monetary responsibilities to their families and relatives.

The results of the Price & Mueller (1981) are also consistent with Karch et al., (2005); they further observed that younger workers are more likely to switchover as compared to older one's as mostly they have schedule jobs, fewer contribution in the decision making, be short of the information about their jobs and less pay and packages. Likewise, Sager & Johnson (1989) in their study found that age is not related to OC, though, they reports that in terms of their career commitment, older workforce are likely to have reached the area of stability of their professional careers. Therefore, they become lower committed to their careers in contrast to the younger

workforce. Additionally, there was a statistically significant association between the certain demographic variable such as age and ITL. Many studies also reveal that a negative relationship was found between ITL and age (Kabungaidze & Mahlatshana, 2013).

#### B. Education/Qualification

The research reveals that the individual with high level of education will be more experience ITL. They maybe additionally exposed to switchovers due to their heavier tasks or for the reason that of their high expectations. The research also shows that the qualified workforce were clearly possessing higher ITL rate then less qualified workforce and will be less troubled than their less qualified counterparts. In turn to reduce their job stress, institution should standardize motivation & counseling, incentives such as rewards and recognition and perks and privileges to maintain them. The research studies conducted by Mathieu & Zajac (1990), Kord (2012) have found that education is negatively related to the OC and JS of the workforce although these are positively related to switchover of the workforce.

Whereas, Mowday et al., (1982: 30) notes that “the reason for this could be that more educated employees do have higher expectations from their institution where institutions may not be able to meet” and may result in the loss of commitment towards their organizations. Contrary to the findings of (Angle & Perry, 1981) Mowday et al., (1982: 30) reports that highly educated employees are more committed to their professions than their organizations, thus it difficult for organizations to compete for the psychological involvement of these employees. Some studies indicate that people with higher educational levels, occupying lower grades, suffer inferiority complex. It affects not only the person’s skill; rather the functioning of the organization is also hampered along (Matin et al., 2012).

#### C. Gender

The previous studies show that gender (male/female) is not a strong predictor for ITL. Regarding female and male, there is a dire need to analyze the association between the ITL and the OC. Due to the family commitment, the main concern about the ITL of a male becomes very prominent in case his spouse is also on job in certain institution. The research reveals that the professional satisfaction among the female individuals is greater and so the organizational commitment as well. Although, the males, if well skilled and single (unmarried) in their marital status, are reported to be less committed to their institution. If higher the responsibilities lesser will be the intention to leave. If higher the ITL, greater will be the switchovers and ultimately the efficiency on the part of the institution will be hampered as well.

Angle & Perry (1981) and Mowday et al., (1982) have found weak and inconsistent relationship between the JS and OC and gender. While, Mathieu & Zajac (1990) found a weak association between gender, JS and OC, with women being more committed to the organization than men. Lincoln & Kalleberg (1990), Mowday et al., (1982) and McElroy (2001) asserts that since women have had to overcome more barriers to attain their positions in the institution, therefore they place greater value to their institutions and jobs in comparison to their male counterparts. It is observed that the graph of ITL among the females comes down as they are committed to their institutions. On the other hand the males, if the chances appear, are more vulnerable for ITL (Malik et al., 2010).

#### D. Marital Status

On the relationship between the marital status and ITL, numerous studies have been conducted. Concerning the marital status, singles mainly the men are more exposed than the married persons to switchover. The ITL exposed that the female, those who are also married, occupying permanent position, with advanced level of qualification and having higher increments with high salaries are ultimately more expected to continue in the organization. In the demographics, the marital status is also included for organizational commitment, job satisfaction and ITL the resulting the switchover and by several studies, it has been widely reported that there is a positive association between them as married employees are more committed their single counterparts (Hrebiniak & Alutto, 1972). The married employees have greater organizational commitment due to family responsibility, which constrain their opportunities to change the job and the institution as well. In addition, matrimonial status is highly related to the continuance commitment; consequently, the married employees had more financial concerns that their unmarried counterparts. The ITL exposed that the female, those who are married, occupying permanent position, with higher academic qualification and having advanced increments with perks and privileges are to be expected to continue in the institution (Lincoln & Kalleberg, 1990).

#### D. Tenure/Length of Service

The research reveals that length of service/professional tenure is positively associated to the OC and sequentially, the ITL. How this relation operates, is still not clear. The experience of the personnel, in some cases, leads the employees to intention to leave and the resultant switchovers and in some cases it does not. The workforce expand the tenure association after spending some time in the institution, then once they build up investments

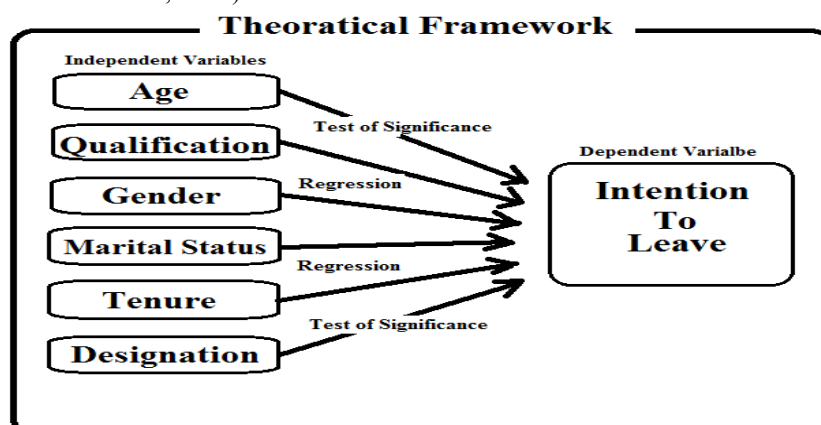
which can be measured as a deciding factor for leaving or continuing to work with the institution (Mathieu & Zajac, 1990; Cohen, 1993). Similarly, Stevens et al. (1978) have observed that job tenure/professional tenure is the positive predictor of organizational commitment, job satisfaction and conversely; positional tenure is a negative predictor because side bets accrue with length of time in the institution. Due to stagnations in the career, this negative perception of the employees get develops.

The research shows that if the employees served an organization for longer periods of time then ultimately he/she will be more committed to their institutions and the employees with advanced education were found to have a less commitment and the factor behind is the “push and pull” factor. The Morris et al., (2001) suggests that the academicians in DCs actively required better employment opportunities in contrast to the least qualified individuals and least experienced individuals who verified higher level of OC. The consequences of a positive association between OC and tenure might be a simple reflection of the fact that the uncommitted employees may quit an institution and only those with a high commitment may stay longer in the certain institutions (Nawaz & Saifuddin, 2010).

#### E. Designation

The research needs to examine the effects of demographic variable like job designation (Lecturer, Assistant professor, Associate Professor, Professor) and University status (Public or Private), which can also indirectly or directly influence the intention to leave of faculties in higher educational institutions. The professional/occupational groups of the workforce considerably influence the OC and JS. The fundamental liability of the academicians is teaching and research and sometime management and administration as well (Oshagbemi, 2000; Park & Rainey, 2007). Page (1998) has distinguished professional/occupational groups into two categories on the basis of their goals, education and orientation to their job and institution. Gouldner (1957) used the expression ‘local vs. cosmopolitan’ for differentiation based on institutional faithfulness, commitment to professional values and skills and reference group direction.

Reliable with the findings of Gouldner (1957), Houston et al. (2006) is of the opinion that cosmopolitans be inclined to be low on commitment level to the employer/institution, high on professional commitment and externally oriented in terms of orientation groups, while few suggests that faculty members are more oriented towards the creation of new knowledge and wish to be recognized by their knowledgeable fellows within and outside their own institution. Research needs to investigate the special effects of demographic variable like Job Designation (Lecturer, Assistant professor, Associate Professor, Professor) and University status (Public or Private), which can also directly or indirectly influence the intention to leave of faculties in higher educational institutions (Nawaz & Saifuddin, 2010).



#### RESEARCH METHODOLOGY

Since the study seeks to describe and explain the relationship and the cause-& effect between the variables, without the researcher interference, it is a descriptive co-relational study.

#### Research Population

The pilot study was conducted to determine the sample size through a statistical formula  $[SD^2/((E^2/Z^2)+(SD^2/N))]$  developed for finite population with 95% confidence level, generally accepted and used in social science research, which equals 1.96 z-values. One Public Sector University (Gomal University, D. I. Khan) was the population of this study. Using the same formula for the selection of sample size from finite population, a sample of 100 was selected.

### Data collection tools

The research tools included the questionnaires of the demographics and the ITL. In this study the researcher used a 5 point Likert-scale questionnaires (ranging from Strongly Disagree to Strongly Agree) to the academicians (sample population) of the public sector University of KP, Pakistan.

### Data collection method

After determining the appropriate sample size by finite formula, the questionnaires were distributed through self-administered and 'drop and pick' methods as suggested by Babbie (1993). A letter of introduction accompanied the questionnaires to explain the objectives of the study and also assuring the respondents of confidentiality and anonymity.

### Data analysis method

The results obtained from the questionnaires were analyzed using the descriptive and inferential statistics through SPSS.

### Descriptive Statistical Analysis

Cross-tabulation across Gender & Marital Status

		Marital Status		Total
		Married	Unmarried	
Gender	Male	68	6	74
	Female	15	11	26
Total		83	17	100

Cross-tabulation across Gender & education

		Education			Total
		Master	M. Phil	PhD	
Gender	Male	19	30	25	74
	Female	15	4	7	26
Total		34	34	32	100

Cross-tabulation on Tenure & Sector

		Sector		Total
		Public	Private	
Tenure	BPS	67	0	67
	TTS	1	0	1
	Contract	2	30	32
Total		70	30	100

Cross-tabulation on Occupational Group & Sector

		Sector		Total
		Public	Private	
Occupational Group	Lecturer	34	21	55
	Assistant Professor	24	0	24
	Associate Professor	5	3	8
	Professor	7	6	13
Total		70	30	100

### Demographic Prediction of ITL

**Hypothesis # 1:** The Demographics of the academicians predict their Intention to Leave.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.348 <sup>a</sup>	.121	.112	.75806	13.46	.000 <sup>a</sup>

a. Predictors: (Constant), Tenure

Coefficients of Regression

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.842	.093		30.685	.000
	Tenure	.592	.161	.348	3.669	.000

a. Dependent Variable: Intention to Leave

**Analysis** The Gender, Marital Status, Education, Occupational Group and Tenure of the academicians were regressed on ITL. Tenure is explaining 12% variation in ITL ( $R^2=.12$ ), while other predictors have no role in explaining the ITL. Thus, Gender, Marital Status, Education, Occupational Groups were excluded. It could be seen from the coefficients table that tenure significantly predicts ITL with .000 confidence level.

**Decision:** *Hypothesis#1* with  $R^2=.12$  (12%) suggests partial acceptance of the hypothesis No. 1 as true.

**Mean Differences between the Demographic Groups (TOS)**

**Hypothesis # 2:** *Academicians' demographic groups have differences of opinion about the ITL (6-groups).*

**Hypothesis 2.1:** *The female academicians leave less frequently their jobs than their male counterparts in the Public & Private Sector Universities of Khyber Pakhtunkhwa.*

T-test application on Gender-based Groups

	Gender	n	df	$t_{cal}$	$t_{tab}$	Result
Intention to Leave	Male	74	98	.441	1.960	$H_A$ Accepted
	Female	26				

**Analysis**

The above table show the results for hypothesis No. 4.1 which portrays that there is significant difference in the means of both male and female i.e. .8199 with standard deviation (male .84 and female .69), likewise, the calculated t-vale .441 is less than the tabulated value 1.960, hence the  $H_A$  hypothesis is substantiated and accepted. This implies that intention to leave is greater in the male academicians in the Public & Private Sector Universities of Khyber Pakhtunkhwa.

**Decision:** *Hypothesis # 2.1* is therefore **accepted** as true and substantiated.

**Hypothesis 2.2:** *The unmarried academicians has high tendency to leave the jobs as compared to married counterparts in the Public & Private Sector Universities of Khyber Pakhtunkhwa.*

T-test for Mean Differences between Married and Unmarried Respondents

	Marital Status	n	df	$t_{cal}$	$t_{tab}$	Result
Intention to Leave	Married	83	98	2.57	1.960	$H_A$ Accepted
	Unmarried	17				

**Analysis**

It is evident from the results produced shows that there is significant difference in the means married and unmarried academicians of the public and private sector universities of the Khyber Pakhtunkhwa, which is .53 with standard deviation .82 for married and .52 for unmarried. Similarly, if we look into the table, we can see that calculated t-vale 2.57 is greater than the tabulated value 1.960. Therefore, this  $H_0$  hypothesis is not substantiated. This means that married academicians has low tendency to leave the jobs as compared to unmarried counterparts in the Public & Private Sector Universities of Khyber Pakhtunkhwa.

**Decision:** *Hypothesis # 2.2* is therefore the  $H_0$  is **rejected**.

**Hypothesis 2.3:** *The PhD faculty marries have more frequency of leaving the current jobs than the academicians with M. Phil and Master qualification in the Public & Private Sector Universities of Khyber Pakhtunkhwa.*

ANOVA Application to Test the Mean Differences on Designations

Intention to Leave					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.182	2	.591	.269	.017
Within Groups	58.871	97	.607		
Total	64.053	99			

**Analysis**

The results from the above ANOVA table for hypothesis No. 303 shows that since more than two groups on intention to leave has been measured on interval scale, we can find from the table that  $df$  in the column 3 shows degree of freedom, and each source of variation is associated with  $df$ , and for the between-group variance,  $df=(K-1)$ , where  $K$  is the total number of groups or levels i.e. 3, since there were three groups, we have therefore  $(3-1) =2$   $df$ . Thus the  $df$  for within groups sum of squares equals  $(N-K)$ ,  $N$  represents the sum of the respondents and  $K$  is the sum of groups. As there were no missing values in the responses, the associated  $df$  is thus  $(100-2) = 98$ .

$$F= MS \text{ explained}/MS \text{ residual}$$

The mean square for each of variation (column 5 of the results) is derived by dividing the sum of squares by its associated *df*. Finally, the F value itself equals the explained square of mean, which is divided by square of the residual mean.

In our case the  $F = 4.269$  (.59/.607) which is significant at .017. As it could be seen from the result that that calculated F value 2.269 is less than the tabulated value 3.00, thus, this hypothesis is substantiated and accepted.

**Decision:** Hypothesis # 2.3 is therefore **accepted** as true and substantiated.

**Hypothesis 2.4:** Academics with BPS have different views about intention to leave than the academics working on TTS. Academics working in BPS are likely to have fewer turnovers than those on TTS.

	Tenure	n	df	$t_{cal}$	$t_{tab}$	Result
Intention to Leave	BPS	67	66	.409	1.960	$H_0$ Accepted
	TTS	1				

### Analysis

Results indicated significant mean difference between two groups of academics BPS (2.84) and TTS (2.50) with standard deviation (.829). Likewise, the t-value calculated (.409) is less than the tabulated t-value (1.960) with 66 *df*.

**Decision:** Hypothesis # 2.4 is therefore  $H_0$  **accepted** as true and substantiated.

**Hypothesis 2.5:** The senior academics like Professors and Associate Professor have more turn over than the junior academics i.e. Assistant Professors and Lecturers in the Public and Private sector universities of Khyber Pakhtunkhwa, Pakistan.

### ANOVA

Intention to Leave	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.270	3	2.090	3.472	.019
Within Groups	57.783	96	.602		
Total	64.053	99			

### Analysis

In the table 'ANOVA' the variation in the Sum of Squares between groups= 6.270 and within group= 58.783, with the degrees of freedom= *df* (3), and the variance (Mean Square= 2.090 and .602) are given for within and between groups, as well as the F value (3.472) is significant at 0.19. As it is evident that there is much difference between the two Mean Squares (2.090 and .602), resulting in a significant difference ( $F = 3.472$ ; Sig. = 0.19). Thus our hypothesis  $H_{4.5}$  is accepted.

**Decision:** Hypothesis H 2.5 is **accepted** and substantiated.

**Hypothesis 2.6:** The academics working in public sector universities have low tendency to leave as compared to those working in private sector universities of the Khyber Pakhtunkhwa, Pakistan.

	Sector	n	df	$t_{cal}$	$t_{tab}$	Result
Intention to Leave	Public	70	98	2.896	1.960	$H_0$ Accepted
	Private	30				

### Analysis

This hypothesis is again tested with -test as there were two groups of academics against the research variables of intention to leave. Using the level of significance of 0.05, the  $t_{tab}$  value of t for 98 degrees of freedom is 1.697. The  $t_{cal}$  value is 2.896. Since the tabulated value is greater than the calculated value, Hence  $H_{04.6}$  is accepted.

**Decision:** Hypothesis  $H_{02.6}$  is **accepted** and substantiated.

### Conclusion

Every nation desires to be in the directory of the developed nations and Pakistan is in one of them, where education can play a fundamental role in the achievements of these desires. The educational sector in Pakistan is far behind and needs plenty of improvement concerning the academic staff. The intention of the study was to test the impact of demographics on ITL. The results show that the demographics have significant impact on intention to leave. The academics' satisfaction with the demography enhances the commitment level and hence ITL the educational institution decreases. The academics, who are satisfied and committed, add value to the growth of institution being more dynamic. Teachers are the workforce of the educational organizations and their satisfaction can promote teaching and research quality. So, teacher's requirements must be satisfied to achieve the quality in the educational sector and research. Teacher's commitment to the teaching profession plays a very important role in determining whether he/she remains in this profession or not. Teachers commitment is the result of Personal characters like, marital status, gender, educational level, Job related characteristics like work



or job, perceived organizational support, relations with his or her coworkers and job involvement.

1. It is astonishing that personal attributes of the academicians have a lowest role in defining intention to leave but academicians have significant mean difference on almost all the demographics with regard to the ITL. So, it is recommended that some concerted efforts should be launched in the Gomal and Qurtuba Universities to control the key contents of the academicians regarding their ITL.
2. A significant recommendation will be summarized for the package of the academician's training with a focus on the development of the personality. The training must emphasize upon the organizational commitment and job satisfaction through workshops group discussions and lectures, on the nature and implications of emotions in the grooming of the organizational behavior including intention to leave.
3. The research shows that for better job opportunities the teachers are leaving in both private and public universities which imply that they conceive their position in the new institutions much better in contrast. Therefore, the authorities in Gomal and Qurtuba Universities must make essential measures for the possible retention of the employees.

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