

Impact of Work Stress on Turnover Intention with the mediating effect of Work Efficacy Empirical Study on the Banking Sector of Twin Cities



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ABSTRACT

This research was conducted to study the impact of work stress on turnover intention with the mediating effect of work efficacy empirical study on the banking sector of twin city. It was hypothesized that work stress has a positive impact on turnover intentions and work efficacy negative impact on work stress and turnover intention.

A sample of 381 upper-manager, middle-managers and personnel reported to the questionnaires where the impact of work stress on turnover intention with the mediating effect of work efficacy. The important limitations of the study are the sample used, which was mainly from the Banking sector of Islamabad and Rawalpindi area.

Keywords: Work Stress, Turnover Intentions, Work Efficacy

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Chapter 1

Introduction

1.0 Introduction:-

In the current competitive world economy, organizations spend plenty of its resources on their employees, so that their employees' organizational performance can be enhanced. Therefore, organizations strive to sustain their skilled workforce through different techniques and rely on number of mediating factors to decrease turnover intentions among employees. Job stress has been considered as other serious occupational hazards of that will cause turnover (Delay and Perfill, 1996). The occupational stress is the major reason for the organizational difficulties like job dissatisfaction, high burn-out, poor commitment and lead high turnover intention among the employees (Jamal, 1984; Jamal, 1985; Jamal and Bada 1995).

Private territory banks are noteworthy bits of the economy of Pakistan. This part has recently been seen as a basic industry for achieving the sustainable development goal (SDG) of Pakistan. In any case, administering private affiliations has ended up being attempting a direct result of incredibly forceful market and progressively noteworthy degree of agent turnover especially in the private money related division. It is seen that to accomplish the high ground, private bank delegates are grasped considerable outstanding weight that prompts progressively huge degree of stress at work and is growing turnover desire among the laborers. This assessment has been proposed to research the parts that are capable to make stress among the private bank agents in Pakistan which are making turnover objective among them. In this manner, this examination recognized the associations between occupation stress factors and the extension of turnover intensions among the bank delegates in Pakistan. A sorted out overview was arranged through composing review to accumulate the information from the respondent specialists. Both explaining and inferential bits of knowledge were used to explore the data. Multivariate assessment frameworks were used to recognize the work pressure components having impact on the turnover objective among the private bank delegates in Pakistan. Results show that there are four weight factors that development the turnover strain among the private bank agents in Pakistan, for instance, expanded periods and fast work, clearness of destinations and focuses of work, extraordinary job needing to be done and

change in mindset, and versatility at work. This examination suggests that the policymakers of the private business banks should address the issues like broadened periods and snappy work, clearness of targets and goals of work, extraordinary weight and change in attitude and versatility at work for diminishing turnover points of the bank agents in Pakistan.

1.1 Background Banking Industry:-

Banks undertake basic jobs in each economy. They work the payments framework, are the significant source of credit for enormous tracks of the economy, and (normally) go around as a place of refuge for contributors' assets. The financial framework helps in dispensing assets from those in overflow (contributors) to those in deficiency (borrowers) by changing generally little fluid stores into bigger illiquid advances. This intermediation procedure assists coordinate with saving and credit supply and gives liquidity to an economy on the off chance that intermediation is attempted in a productive way, at that point store and credit requests can be met easily, profiting the gatherings worried just as the economy in general. All the same these on-monetary record exercises, banking associations o have since a long time ago occupied with customary reeling sheet activities, giving advance responsibilities, letters of credit, and different ensures that help counterparties plan for future ventures and now and again access elective wellsprings of outside fund (e.g., business paper advertise). They additionally give a broad scope of different subordinate agreements that permit counterparties to hedge their market dangers. The Pakistan banking industry constitutes a total of around 31 banks, of which five are public-sector and four are foreign, while there are 22 local private banks. The majority of the banking business is concentrated in a select few in the industry—six banks are the largest competitors in the economy and hold a major stake of the banking sector in Pakistan.

The business is directed by the State Bank of Pakistan (SBP), which governs local banks under the ambit of its prudential guidelines. In addition, the banks likewise should consent to the worldwide Basel III models. Generally speaking, the potential in this segment is tremendous. The quantity of financial balances adds up to 43 million out of an all-out public of 195 million. The explanations for this enormous o distinction can be attributed to the constrained access to innovation in the nation, the revulsion for banks because of strict reasons and the extraordinary size of the unbanked country population. All things considered, the potential for development is enormous—principally

as a result of the presentation of rapid, versatile Internet; the appearance of Islamic banking; and the expanded familiarity with the advantages of banking in the nation.

In term of overall general execution, the previous decade has regarded the financial business, with the numbers exhibiting a positive picture as far as balance sheet report development for banks. To quote a couple, from 2009 to September 2016:

- ✓ Total resources expanded from PKR 6,516 billion o to PKR 15,134 billion;
- ✓ Deposits o rose from PKR 4,786 billion o to PKR 11,092 billion;
- ✓ Lending expanded from PKR 3,240 billion to PKR 5,025 billion; and o
- ✓ Investments exponentially hopped to PKR 7,625 billion from PKR 1,737 billion of every 2009.

These positives have happened in a period when the prudential rule has been very gagging for the banks fighting in the business. Over the earlier decade, the State Bank of Pakistan has expected to make it exceptional for the banks .to work, given the macroeconomic conditions.

Continuing forward to the fragments execution, 2017 may be an undesirable year for banks, as their bit of leeway edges bear a shot. This is in light of the fact that back in the June/July time of 2016, an immense bit of government insurances created. These were the long stretch endeavors that banks repurchased in 2011-12, when the credit costs were high, increasing convincing yields of 9 to 14 percent on such insurances. By and by, given the manner in which that an incredibly colossal piece of these securities have truly created and have left the market, it is ordinary that net-premium edges of banks will bear a shot in 2017, and NFI (non-upheld pay) will in like manner go down as a result of lessened unfamiliar increments of assurances getting preferred yields over what is being offered in the market. Regardless, salary will regardless remain under tight limitations as a lot of banks have been cleaning up their benefit reports these earlier years. Confined provisioning costs will strengthen the future point of view of the budgetary division as all out national yield (GDP) improvement remains strong, in the 5-percent broaden.

Given the low level of discount rates, banks are by and by expected to come back to their crediting business, which they cheerfully left in 2008-09 as a result of the colossal number of nonperforming propels. The advancement of such a huge moment of high-yielding endeavors will mean an enormous inflow of advantages into the market, and given the strong macroeconomic conditions

of the market, a huge amount of associations will be on edge to get their hands on it to reach out in this time span. Positive government courses of action will ensure that banks do have a lot of crediting left in them.

The China-Pakistan Economic Corridor (CPEC) is in like manner expected to have some effect .accessible as the extended proportion of establishment improvement suggests that industry will create. Regardless of the. Way that the advancing presentation of neighborhood banks in CPEC is compelled to somewhat part between .HBL, UBL and Chinese banks, the effects of such infrastructural improvement will make life easier for banks later on.

As to, refund rates in the economy have ended up in a genuine dilemma, and it is the appraisal of various that a slight augmentation is probably going to turn out, yet nothing that will significantly influence the future angle of the section; the organization may need to avoid loathsome methodology changes as they head towards the races. The banks are furthermore expected to tilt more towards crediting and qualities instead of fixed-rate adventures now. The general M2 money supply improvement in the economy is required to remain strong, similar to the store advancement, which will ensure that banks have a ton of resources for credit and contribute. (By Raymond Michaels – International Banker)

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In most recent couple of years, banking framework in Pakistan has gone into another period of advancement yet confronting different issues, where political shakiness and financial vulnerability remain the primary issue. On one side, banks are making benefits, defaults are on decay and have surplus liquidity as of late however on the opposite side, and monetary conditions in the nation have disintegrated in most recent two years because of political shakiness. Monetary development is a well-suited marker for the development of the financial area; Pakistan's monetary extension has been very great from the viewpoint of GDP development rate in most recent five years and was even most elevated in most recent fifteen years. Though Pakistan's financial part stayed sound

and stable in 2017, with absolute resources developing to Rs 18.34 trillion (USD 159.5 billion) from Rs.15.83 trillion out of 2016. In any case, Pakistan's financial segment benefit declined by three percent to Rs.39 billion in 2QCY18 chiefly because of expanded costs caused by large counts on annuity and consistence costs.

1.2 Research Gap

Work Stress has been recognized as an important workplace variable. The study used self-report method of measurement that may raise the issue of reliability of the results. To be more reliable in their overview, future research should try to use more than one method of measurement. There are some future recommendations on which this study is proposed. A Review of Researches relationship of organizational politics, organizational support, transformational leadership and other work related factors with turnover intention (Imran Bukhari and Anila Kamal) suggests that future researchers should also study turnover intention as a predictor variable in many other organizational variables like work efficacy.

1.3 Problem Statement

The banking sector of Pakistan is facing many challenges regarding work stress and turnover intentions. The is leads to reduced employee's performance which ultimately impact the work efficacy. This research study identifies the reasons of work stress and turnover intention and suggests different recommendations or strategies for enhancing work efficacy.

1.4 Research Objectives

- ✓ Examining the impact of Work stress and turnover intention
- ✓ To understand work efficacy is affected by work stress
- ✓ To understand work efficacy is affected by turnover intentions.
- ✓ To find out whether work efficacy mediates the relationship between work stress and turnover intention.

1.5 Research Questions

- ✓ Following questions are the focus of my research:
- ✓ To examine the relationship between work stress and turnover intentions

- ✓ To examine whether work efficacy mediates the relationship between the work stress and turnover intentions.
- ✓ To examine the relationship between work stress and work efficacy.
- ✓ To examine the relationship between turnover intentions and work efficacy.

1.6 Significance of Study

Research is of significance importance in current as well as forthcoming prospect of the Pakistan, as the country is developing and the new theories and procedures are indulging in the corporate world so it is important that such things should be noticed and corrected. Good employees are considered as an assets to the organization. If the performance of the employee is not going well, his leader has to check out the reasons. The significance of this study is that, if an employee is feeling work stress what are the possible attitudinal outcomes, to which the employee and the organization have to suffer. Here we check the relation of work stress with turnover intention and work efficacy.

1.7 Definitions of Key Terms

1.7.1 Turnover Intentions

Turnover aim of representatives indicates the probability of a worker to permission the present place of employment he/she are doing. Each association giving little respect to its area, size or nature of business has constantly given a key worry about Employees' turnover goal.

Turnover probability and aim to stop are utilized reciprocally in the writing (Balogun, Adetula, and Olowodunoye, 2013). At the point when representatives genuinely consider stopping their occupations, they are thought to have the expectation to stop the association (Omar, Anuar, Majid, and Johari, 2012). The expression "aim" portrays a worker's longing or deliberateness to leave the association (Martin1 Jr., 1979..Tett and Meyer, 1993). Turnover aim's, solid indicator of stopping an association as talked about before, turns into a last advance before a worker really leaves the association (Lee and Bruvold, 2003). The estimation of this develop regularly involves utilizing a specific timeframe (Sulimano and Al-Junaibi, 2010 Tett and Meyer, 1993). The idea behind utilizing this interim as an estimation is that representative turnover expectation is a dull procedure. This procedure has three phases (Falkenburg and Schyns, 2007). It begins with considering leaving the association pursued by the aim to scan for a new position and is at last coordinated to the aim

to leave (Falkenburg and Schyns, 2007, J. Mayfield and M. Mayfield, 2008). The expectation to stop isn't just imagined as a significant determinant of real turnover yet additionally gives significant data to the board to control representatives' shirking practices. For instance, representatives with high turnover expectation will in general become less beneficial and proficient (Balogun et al., 2013)

1.7.2 Work Stress

Work pressure is a result or reaction to specific improvements in nature. These days, work pressure has gotten increasingly evident and prompts low spirit of representatives. The foundations for work pressure can be credited to mechanical changes, focused ways of life and different other social elements. Work pressure is a twofold edged sword, it tends to be both profitable and counter-gainful. It very well may be beneficial when it encourages or persuades individuals to work more and perform well. It will enable them to investigate openings and prompts upgraded work efficiency. It very well may be counter-beneficial when outer variables make more strain to work yet doesn't prompt solid result. Work pressure is winning in each representative's everyday life and it impacts their Work execution. The Work pressure can happen because of a few elements like exhaust, outstanding task at hand, low pay rates, absence of motivators, inspiration at work, acknowledgment and so on. Mäki et al. (2008) in their investigation titled "Work pressure and new beginning headache in a female worker populace" broke down the result of weight on medical problems. They set that female representatives experienced another headache because of more worry at work. They joined occupation strain model and exertion remunerate unevenness model, and found around 19469 female workers with no history of headache at study passage, to have experienced migrane. The extent of new headache cases was credited to high exertion compensate imbalance.

1.7.3 Work Efficacy

People's beliefs about their abilities to produce designated levels of performance that exercise effect over events that affect their lives (Bandura, 1994a). Work -efficacy refers to a set of behaviors and practices used within the workplace including exhibiting teamwork, expressing sensitivity, handling politics and hold pressure.

- ✓ Work-efficacy refers to the set of beliefs we hold about our ability to complete a specific task.

- ✓ According to psychologist Albert Bandura, the first proponent of the concept, Work-
efficacy is the product of past experience, observation, encouragement, and emotion.
- ✓ Work-efficacy is linked to academic achievement and the ability to overcome fears

In other words, our ability to achieve a goal or complete a task depends on whether we think we can do it (work-efficacy), and whether we think it will have good results (outcome expectation). Work-efficacy has important effects on the amount of effort individuals apply to a given task. Someone with high levels of Work-efficacy for a given task will be strong and persistent in the face of setbacks, while someone with low levels of Work-efficacy for that task may separate or avoid the situation.

Chapter 2

Literature Review

2.1 Introduction:

The previous chapter has set the context for the present study to the impact of work stress on turnover intention with the mediating effect of work efficacy empirical study on banking industry. Particularly the significance of this research for industries in general was highlighted. The aim was to set the intellectual context in order to highlight the research objectives for the present study. This chapter further strengthens preamble of the existing study by reviewing the work of past researcher. The focus is to justify the need of an empirical viewpoint regarding the impact of work stress on turnover intention with the mediating effect of work efficacy empirical study on banking sector. Subsequently, the chapter attempts to integrate the relevant theoretical insights into an empirically verifiable theoretical framework. Hypothesized relationships are also identified to facilitate empirical verification in the subsequent chapters.

2.2 Turnover Intentions:

TOI is defined as “An intention of a person to leave the organization” (Aydogdu, S., & Asikgil, B. 2011). Another definition of turnover intention is “A negative behavior which is showed by the employees, when they are not satisfied with their working situation or environment” (Onay M, Kılıcı S 2011).

In the literature the turnover of the employees due to any reason is the major problem, According to (Bluedorn 1982) employee turnover intention and actual turnover are two different behaviors. According to him there is an important positive relation among intention to leave and actual leaving of an employee. Intention to consent the organization is the strongest feeling of an employee before leaving the organization, means he or she has a desire to leave the organization in near future (Mobley et al., 1978). Employee’s turnover causes expenses to the organization. Turnover intention is becoming a serious issue for the leaders of the organizations as it decreases organization and employee’s morale as well as his/her commitment towards the organization (Lutgen-Sandvik et al.,

2016). Turnover intention is seen as a negative factor over the working effectiveness and profitability of the association since it brings about negative results for the association, for example, loss of a representative, interference of hierarchical exercises, preparing and direction of new worker supplanting the past one and subsequent extra expenses and costs (Rusbult et al., 1988). Turnover intentions increase with the increase in negative work behaviors (Donovan, Drasgow and Munson 1998). Mostly the employees who are dissatisfied with their work or working environment have high level of intention to leave that ultimately leads to actual turnover (Ali, N. 2008). There are different variables that plays an important role in formation of turnover intention, possibly there are factors like decreasing in organization's manager support (Ozdevecioglu, 2004), decrease in wage rate (Cho et al., 2009 ; Rosser, 2004), low level motivation, employee's dissatisfaction from job, a high level of stress on employee at workplace, poor working conditions, workplace loneliness or disconnection with other employees faced by the employee, other attractive opportunities of job from other organizations, poor career opportunities, conflicts and injustice in the organization (KAYMAZ, Y. D. D. K., & EROĞLU, Y. D. D. U. 2014). Turnover intention refers to the tendency of individuals to be a piece of the association. The arrangement of this feeling relies upon two variables, first, the accessibility of another option, and Second, other budgetary, social, and mental related expenses. If there should be an occurrence of an opposite, representatives are probably going to leave the activity (Bellou, 2008). Since the turnover of employees, especially knowledge workers, is considered as a both negative and costly outcome for the organization, several studies have been conducted to provide effective methods in reducing turnover rate. Reducing work-life conflicts (Jones et al, 2007 and Andres et al, 2012) and establishing organizational justice (Nadiri and Tanova, 2010), are among them. Moreover, making jobs more meaningful is suggested as one of the most essential ways to reduce turnover. This can be achieved through professional development, adding new aspects to the job, build a strong belief, which can result in a situation where an individual's current job is a considered more valuable comparing to other alternatives (Hall and Smith, 2009). Organizations put critical exertion and assets in drawing in, choosing and holding principled, proactive and submitted workers. The antecedents of worker turnover and turnover expectation have spoken to a key territory of research in the authoritative writing (Griffeth et al., 2000; Hom et al., 1992). In order to fully understand how social exchange relations affect turnover decisions, it is important to study the mechanisms through which perceived organizational justice acts on turnover intention (Dawley et al., 2010). Turnover intention is one of

the main problems in HR and organizational management. Turnover has various results such as increasing the cost of employing staff, diminishing the organization's knowledge capital and damaging its reputation (Liu et al., 2010, Lum et al., 1998). As Moynihan and Pandey (2007) have expressed, there are three classifications of components that influence turnover goal. These classes incorporate condition or economy, representatives and association level. The opportunity consistently arrives when an individual thinks about firing their work with an association (Wang et al., 2010). Turnover goal can be characterized as an aware mental ability to leave an association (Tett and Meyer, 1993) and as a representative's goal to leave the present association and search for other work options. Hom and Griffeth (1991) characterize turnover expectation as a build that incorporates three segments: goal to look, considering stopping and aim to stop. Turnover goal is acknowledged as the primary forerunner of a representative's turnover conduct (Ciftcioglu, 2010). Turnover aim can be portrayed as the intellectual procedure of reasoning, arranging and wanting to leave a place of employment (Ahmad et al., 2010). As such, turnover refers to representative withdrawal from a hierarchical position or a lifelong way. Cai and Zhou (2009) propose disappointment with the workplace is a significant forerunner of a worker's choice to leave the association and calling concerned. There are differing factors influencing turnover, which can make it hard to foresee turnover conduct precisely. As Bedeian et al. (1991) have expressed, the goal to leave has been reliably corresponded with turnover (Wang et al., 2010). As Williams and Hazer (1986), Farkas and Tetrick (1989) and Allen and Meyer (1996) have recommended, work fulfillment and authoritative responsibility diminish turnover goal and that is the reason specialists ought to recognize passionate reactions and mental factors in the turnover procedure (Wang et al., 2010). The decency related with HR practices has been identified with various work frames of mind including authoritative duty (Ogilvie, 1986; Bruckner et al., 1988; Bruckner et al., 1990), work disappointment and turnover (Aquino et al., 1997). As a result of these results, it has been recommended that hierarchical equity look into has a noteworthy cultural worth (Sashkin and Williams, 1990; Sabbagh et al., 1994). Masterson et al. (2000) have contended that there is "significant proof that reasonableness is a significant measurement influencing representatives' activities and responses inside associations" (Haar and Spell, 2009). Turnover expectation is the idea of recurrence and intensity of the representatives' considerations about leaving their working environment (Tett and Meyer, 1993; Tongchaiprasit and Ariyabuddhiphongs, 2016). Exacerbation of working conditions in associations and desire for working over limit of the representatives by

their associations, influence representatives in a negative way. Thus, representatives, who are despondent and worried in their associations, goal to leave their work. There are numerous variables that influence the aim to go home in associations. These elements emerge in view of the idea of the work that the representatives do and the associations which they are subsidiary with. Clashes in the association, vulnerability, low employment fulfillment (Kim et al., 2015), Work pressure that emerge from work over-burden prompts increment on goal to leave the work (Chen et al., 2011). Besides, enthusiastic depletion, and authoritative responsibility (Cho, Rutherford, Friend, Hamwi, and Park, 2017), hierarchical eminence and hierarchical distinguishing proof (Akgunduz and Bardakoglu, 2017), passionate insight (Hong, and Lee, 2016), nature of work life (Mosadeghrad et al., 2011), work pressure (Duraisingam et al., 2009 Arshadi and Damiri, 2013; Jung, and Yoon, 2014; Chao et al., 2015), vocation improvement programs inside the association, HRM (HR the executives) applications, for example, worker relationship the board (Long et al., 2012), statistic attributes (Güzel et al., 2011; Duraisingam et al., 2009) influence representatives turnover expectations.

2.3 Work Stress:

Stress can be characterized as person's sentiments emerging as a result of restrictions, work requests, and a few openings for work which power a person to abandon his normal work. It brings about delay and decline in business related results. Everybody recognizes what the pressure is, yet it is difficult to characterize pressure. As indicated by Qureshi et al stress is a condition which powers a person to move away from his typical unsurprising pressure is upsetting response of individuals when they face pointless weight. At the point when employment requests exceed the individual position then this causes pressure. Variables that reason pressure are named as stressors and strain is response of individual towards those stressors. Occupation stress is singular experience of a worker when he faces weight or additional requests and it influences the efficiencies of any representative. According to Beehr & Newman (1978), Work pressure refers to a state when a specialist's ordinary working beginnings upsetting while work related elements requests him/her to change his/her physiological and mental condition. Workers' turnover expectation increments when they secure their position as progressively unpleasant. Essentially, the discoveries of Awang, Amir and Osman (2013) likewise demonstrated that representatives' turnover goal increments when they experience expanded Work worry at work environment. Thus, there are likewise numerous

different looks into that help the idea that representatives' turnover goal will increment when they experience more work pressure (Arshadi and Damaris, 2013; Mosadeghrad, 2013). Today, desires for the representatives from the association to complete the work may surpass the power and limit of representatives. This circumstance makes pressure on representatives because of reasons identified with work. This weight is communicated as work worry in the writing of hierarchical conduct (Mensah et al., 2016). Work pressure is characterized as a feeling of irregularity between requests from the business condition and individual limits of the representatives so as to satisfy these requests (Colligan and Higgins, 2003; Beheshtifar and Nazarian, 2013). As indicated by European Commission¹ (2002), Work pressure can be characterized as an enthusiastic, subjective, social structure that influence both the substance of work and the associations in a negative manner and cause physiological responses. Other than influencing numerous errands in the working environment, Work pressure is considered as one of the factors that influence worker execution. The employee's belief from life is in accordance with the purpose of establishing a balance in work and personal life, increasing job fulfilment and reducing job stress. Hence, Work pressure is being examined as one of the factors that influence the exhibition of representatives in associations (Christiana and Rajan, 2014). It needs be situated resolved in the inquires about that, Work pressure causes mental, conduct and mental issues and reasons hierarchical issues in the work environment (Beheshtifar and Nazarian, 2013; Folera and Folerai, 2016) just as animating working medical issues to continue and causes increment in botches made in associations and discourse issues and abatement of inspiration and execution (Banerjee and Mehta, 2016; Folera and Folerai, 2016). The physical impacts of work weight on laborers in the association are happened as lopsided pulse, elevated cholesterol levels, muscle pressure, Idiabetes, hypertension, Iulcer, cerebral pain, substance reliance and clinical melancholy while mental impacts are sorrow, uneasiness, cynicism and outrage (Colligan and Higgins, 2003). The character qualities that people are impacting their capacity to adapt to pressure and influence their conduct against upsetting circumstances. Besides, while work pressure adversely influences representative fulfillment and confidence (Ekienabor, 2016; Yang et al., 2016), workers' view of authoritative help drives work worry to diminish (Turunç and Çelik, 2010; Lambert et al, 2016; Kang and Kang, 2016). At the point when assets and capacities of workers are insufficient to fulfill work needs then this causes work pressure. Wickramasinghe characterized work worry as person's inclination towards work resoluteness, pressure, disappointment, exhaustion, and work job. Individuals stress over the consequences of

their occupations. Research inferred that individuals with elevated level of occupation stress are not happy with their activity. They feel burnout when they face any issue. This leaves a negative effect on association. Occupation stress influences the representatives' exhibition in their work. Due to intricacy, associations request better occupation results. Present day age has been called as the "time of nervousness and stress". Stress is a consequence of different stressors. These stressors likewise influence work fulfillment, which is identified with work pressure and representatives turnover expectation. Employment fulfillment is contrarily identified with work pressure and turnover expectation. Occupation stress is additionally characterized as a marvel which prompts higher turnover goal and lower work fulfillment. Work Stress is an upsetting enthusiastic and mental condition which results from an ominous work understanding past the worker's control (Hart and Cooper, 2001; Judge & Colquitt, 2004). As indicated by Spector (2017), work pressure is the value-based procedure in which representatives' understanding of stressors, occasions or properties of occasions cause strain among them which in the long run prompts certain outcomes at both an individual and hierarchical level. Fundamentally, stress is a type of terrible feeling and can possibly build representative turnover (Oreg, et al. 2018). Additionally, business related pressure and its consequences for mental issues are related with the inclination for a representative to leave his/her activity (Braaten, 2000). At the point when stress is seen at the work place on a higher degree, representatives, particularly ladies are probably going to leave the association. Predictable with this view, a few researchers (e.g., Kavanagh, 2005; Orgambidez-Ramos et al. 2014) have contended that higher pressure prompts higher representative turnover aim. A person's mental, physical and conduct reactions to stressors emerge when the natural requests surpasses the person's assets (Blomme, Rheede and Tromp, 2010). Famous researchers like Orgambidez-Ramos, (2014) arrange stressors into three: logical, job related and individual stressors. Regardless, Nilsen, et al. (2016) have additionally perceived individual, basic authoritative, procedural, and hierarchical and job qualities as different types of stressors.

2.4 Mediator Work Efficacy:

Self-efficacy is what a person feels about him/herself while performing work by using his/her abilities or actions. Bandura (1977) defined work-efficacy as a belief pattern stating it as “people’s judgments of their capabilities to organize and execute courses of action required for attaining designated types of performances in an organizational setup.” As indicated by Bandura, work-viability convictions are grouped into three measurements: level, quality and sweeping statement. The level measurement alludes to the presentation of troublesome errands and it requires various degrees of work-viability required to display. The element of solidarity alludes to how mighty function viability convictions are. Particularly, convictions which are low in quality lead to disappointment and hamper the accomplishment of wanted results. Sweeping statement of work-viability conviction is low if an individual trusts him/herself to be fit uniquely in unmistakable circumstances and for not many practices. Work-adequacy has for quite some time been comprehended as being either assignment or space explicit. People were expected to have pretty much firm self-convictions in various errands or specific spaces and explicit circumstances. Bandura (1977) called attention to that work-adequacy can be formed by thinking about four segments: dominance, social learning, social influence and enthusiastic and physical states. Of the four, the most dominant for creating work-efficacy is authority, though the most dominant for undermining work-viability is social influence. Representatives require dominance experience to create and keep up elevated levels of work-adequacy. The idea of prosperity is essentially identified with encountering lovely feelings, having low degrees of negative state of mind with a high measure of life fulfillment. Prosperity isn't just the absence of malady or disease or the non-attendance of uneasiness or sadness, yet rather it is a condition of keeping up total physical and social well-being. Prosperity can be authored as an individual's subjective powerful assessment of their life. These assessments incorporate enthusiastic response to occasions just as subjective judgment of fulfillment and satisfaction. To support our supposition, emotional prosperity was characterized by Diener et al. (1999), making out of life fulfillment, the nearness of positive effect and the nonappearance of negative effect. Mental prosperity prevalently dwells inside the experience of the individual (Campbell et al., 1976) and individuals who are effective at going to visit positive influence will be more joyful over the long haul (Diener et al., 1989). Bandura (1986) affirmed through field analyzes that work-adequacy has a significant job for channelizing one's

activity and execution. He has referenced four significant wellsprings of data that participate being developed of work-viability: enactive authority, vicarious experience, verbal influence and mental excitement. A high level of work-adequacy advances the mindfulness that one is answerable for one's fate and that one can do what one needs to do (Kuijer and Ridder, 2003). In this context, workplace well-being involves developing an attitude that enables the employee to have self-confidence, self-respect and to be emotionally resilient (Singh, 2009). Work efficacy has been accounted for by a few specialists to relate emphatically to work commitment and worker prosperity (Lorens et al., 2007, Sala nova et al., 2003, Xanthopoulou et al., 2007, 2009a, b). The greater part of these investigations depended on the hypothetical structure of JD-R model (work requests asset model), generally another model in the field of work commitment (Bakker and Demerouti, 2008). As indicated by the model occupation assets are most significant indicator of work commitment. Afterward, Xanthopoulou et al. (2007) demonstrated the significance of individual assets not withstanding work assets for work commitment. As indicated by them occupation and individual assets are commonly related and that individual assets can be free indicators of work commitment. Subsequently, representatives with high positive thinking, self-viability, versatility, and confidence are better ready to scrounge up their activity assets and for the most part are progressively occupied with their work. In expansion, it concerns fulfillment, the impression of work and employment execution (Chandler, 2008; Baum and Locke, 2004; Hmieleski and Baron, 2008; Jex and Bliese, 1999; Judge and Bono, 2001; Judge et al., 2003). Robbins (2006) and Le-Rouge et al. (2006) accept that person's readiness to play out a few assignments is bolstered by their various abilities. Those aptitudes help people in settling hindrances in their work. Murrain and Greenhaus (2004) guarantee there is a communication between person's capacities, inter individual and the earth in the work environment. Work Efficacy which is within the social learning hypothesis of Bandura [14] means that you consider yourself competent. Bandura defines the term work-efficacy which plays an important role in the formation of behaviors as "individual's personal judgment for himself about his successful fulfilling capacity by organizing events which is required for presenting his performances in certain areas". Work-efficacy, which is one of the sub-dimensions of psychological capital, showing general beliefs of people in their skills and talents for achieving certain subjects, confront us as a process related to employee's believing in themselves in achieving successes and goals or to their learning by taking successful models as examples. Increase in work-efficacy, with the aspects of determining bigger purposes and being able to surmount the obstacles that may form

during this process, takes an important place in organizational success and performance. Besides, according to Luthans & Youssef, individuals, whose work-efficacy are high, choose hard works, keep their motivations high, try hard to achieve their goals and are determined against hardships. The precautions to be taken in order to reduce even to stop turnover intentions of employees with high performance contributing to increasing organization and individual employee's performance and enabling positive organizational condition to continue have a vital importance in today's world. Voluntary turnover causes huge losses and affects organization efficiency negatively because employees in whom materially and morally have been invested by the businesses are lost and the activities of the business are hindered. Therefore, it is important that main processes affecting turnover be focused. Because, businesses do not want to suffer from damages that knowledge accumulation loss has caused resulting in turnover decision of employees. The researches show that there is an important relationship between turnover intentions and voluntary turnover and therefore, turnover intention can be used as an indicator of voluntary turnover. Turnover intention which points out behavioral intention of an employee causing him to leave his job was included in the study because of these important reasons. Work Efficacy, mediating variable of our study is a term increasing shares of employees in the success of the organization. Work efficacy is generally closely related with the social identity hypothesis. Individual's integration with the organization, sharing his success and failure during the process of socialization has been described in different studies as work efficacy. In the studies conducted, many variables affecting turnover intention positively or negatively have been pointed out. One of these variables is work-efficacy and it has been found in the studies conducted up to know that turnover intentions of individuals whose work-efficacy perception levels are high are low. Work efficacy will mediating the impact of work stressors. More specifically, work-efficacy will interact with work stressors to determine work well-being (job satisfaction, physical and behavioral symptoms), when level of self-efficacy is low than when it is high.

2.5 Hypothesis:

2.5.1 Hypothesis I: There is a positive relationship between Job stress and turnover intention.

Stress can be characterized in like manner term as individuals feel pressures in their own life. The worry because of exhaust can be characterized as reluctance to come to work and a sentiment of steady weight associated with general mental and conduct pressure signs (Mohajan, 2012). It is increasing day by day due to globalization, which affects all professions, relations and the general public in all countries of the world (Bharatai & Newman, 1978). Now workplace stress is a matter for both employees and organizations and the frequency has grown steadily over recent years. Job stress happens when occupation requests don't match to representatives' aptitudes and information in which they have capacity to deal with. The banks' representatives have encountered a raised pressure. Today banks representatives concede that pressure is turning out to be indispensable factor in upsetting their employments, individual life, and well-being and coming about to leave their place of employment. Not with standing, work worry inside Pakistan banking condition happens for the most part because of specific elements like outstanding burden, long working hours, meeting targets, long travel, support from chief, no additional time pay, time weight, and poor association with clients or colleagues. Many researches confirmed the relation between job stress and turnover which leads the employees' decision to quit. Empirical studies have identified the role of job stress has a direct relation with turnover intention (Ahmad, et al., 2016; Arshadi & Damiri, 2013; Lu, et al., 2017; Mosadeghrad, Ferlie, & Rosenberg, 2011; Sewwandi, & Perera, 2017; Youn, Kwon, & Kang, 2016).

2.5.2 Hypothesis II: Work-efficacy of change is negatively related to change related work stress.

In the development of the idea of work efficacy, more research concerns about the capacity of this idea for person's mental discernments and practices. Work adequacy is demonstrated to affect the manner in which individuals think, feel, and act. People with low work efficacy have low self-esteem, and are uncertain about their achievements. Low work efficacy is related with feelings of depression, uneasiness and weakness (Bandura, 1997). In connection to managing change, low confidence and cynicism just as uncertainty have been proposed to affect mental pressure (Bandura, 1982; 1993; 1997). In this way, it is recommended that work efficacy is identified with mental work pressure. Berneth (2004) recognizes work-efficacy as a significant factor for the achievement

of progress. One of the properties of work efficacy is that it is area related. An individual can have high work viability on one space, and low work efficacy on another (Bandura, 1982). For instance, one can have high work efficacy on completing scholarly errands, yet low work efficacy of employment abilities (for example Zajacova et al., 2005; Jex and Gudanowski, 1992). An applicable space in this examination concerns work efficacy in wording of taking care of changes. That is, work efficacy is the impression of one's capacities to deal with changes. As such, work efficacy is characterized as the apparent capacity to deal with the quickly changing circumstance because of a troublesome circumstance. Work efficacy will be alluded to as work efficacy of progress. In spite of the fact that there is no immediate proof about the connection between work efficacy of progress and work pressure, the discoveries of other work-efficacy spaces may give a few clues to this relationship. In an examination done by Schwarzer and Hallum (2008), discoveries indicated that there was a negative connection between work-viability. Jex and Gudanowski (1992) additionally related a particular space of work-efficacy to stretch. They estimated work-efficacy as having the option to carry out their responsibility. They additionally looked for some kind of employment adequacy to be identified with work pressure. In light of observational research it is questionable that a comparative impact of work-efficacy of progress and the work stress additionally exists.

2.5.3 Hypothesis III: *Work-efficacy will be significantly negatively related to turnover intention.*

Work-Efficacy which is within the social learning hypothesis of Bandura means that you consider yourself competent. Bandura defines the term work-efficacy which plays an important role in the formation of behaviors as “individual’s personal judgment for himself about his successful fulfilling capacity by organizing events which is required for presenting his performances in certain areas”. In the studies conducted, many variables affecting turnover intention positively or negatively have been pointed out. One of these variables is work-efficacy perception of employees and it has been found in the studies conducted up to know that turnover intentions of individuals whose work-efficacy perception levels are high are low. It has been revealed in a number of researches performed that the term psychological capital which is considered to be positive development of individuals affects many positive organizational behavior variables and increases the positive behaviors mentioned.

2.5.4 Hypothesis IV: Work Efficacy mediates the relationship between turnover intention and work stress.

2.6 Theoretical Linkages

The theoretical viewpoints discussed previously clearly identifies ‘work stress’ as the independent variable. Similarly, turnover intention has been extensively discussed previously as the dependent variable for the present study. Moreover, work efficacy is discussed that possibly appear to mediate the theoretical link among work stress and turnover intention. In view of the similar, Figure 2.1 given below integrates the previous discussed theoretical viewpoints into a conceptual model. The path diagram of the conceived theoretical framework is given next.

Theoretical Framework

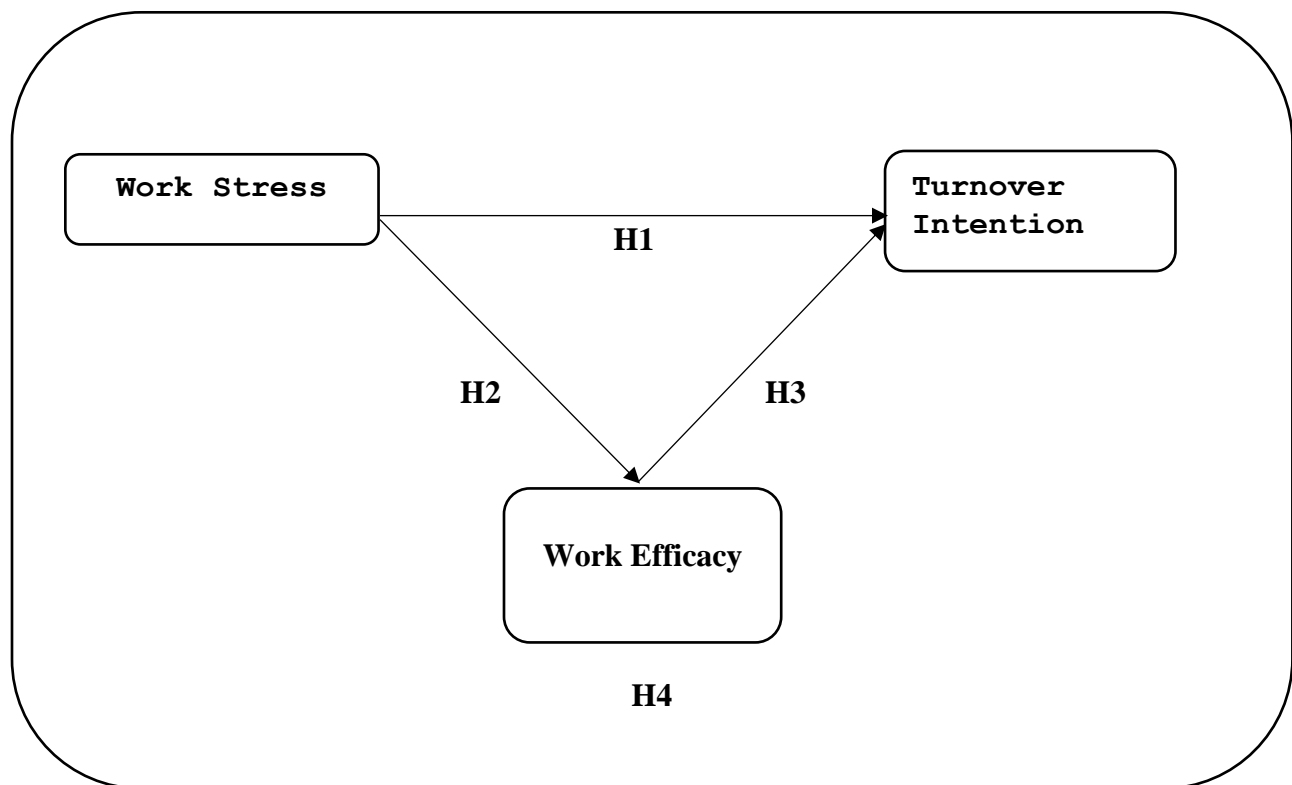


Figure 2.1 given above illustrates that ‘Work stress’ directly influences the ‘turnover intention’. Moreover, the mediating effect of ‘work efficacy’ on the equivalent theoretical link is also shown

clearly. In order to justify the mediating effect of work efficacy, the impact of work stress on turnover intention is highlighted as well.

2.7 Summary

This chapter begins with the work of past researchers. Work of different research scholars on Turnover Intention is discussed. The chapter also discusses the Work Stress in detail. Also the Work Stress is discussed in the context of Turnover Intention and relationships are established in the light of previous works done.

The Work Efficacy are discussed in detail. Also its mediates the relationship between work stress and turnover intention are also discussed. Inadequacies in the previous literature are also discussed. This chapter has presented literature review surrounding the variable of interests and theoretical linkages in the context of present study. The focus throughout this chapter was on value expression and the purchase intention. Later half of this chapter establishes the connection and theoretical linkages between different variables. Finally hypothesis is identified to facilitate the empirical verification.

CHAPTER 3

METHDOLOGY

3.1 Introduction

This study aims to investigate the impact of work stress on the turnover intention of with mediating effect of work efficacy through an empirical study. Towards that end, this chapter explains the different tools and techniques used in the study to empirically examine the casual link between different variables of interest. The chapter begins with discussion of research design and its justification for the present study. Also, the population and the sample size are discussed. The instruments used for data collection is explained as well. Lastly, the chapter concludes with discussion of the tools which are used for the analysis of the data.

3.2 Research Design

The study is based on quantitative approach to examine the impact of work stress on turnover intension with mediating effect of work efficacy. A quantitative approach is used to determine the perception of the respondents regarding work stress and turnover intention. Data was collected directly from respondents within Islamabad in particularly the banks. This research is a causal study which has been done to examine the relation between job stress and turnover intentions with the mediating effect of work efficacy on the banking sector. Data was collected directly from respondents within banks of Islamabad and Rawalpindi. Contribution in the survey was cautious and the data is strictly confidential, scope and purpose of the study was provided to the respondents. Questionnaires were distributed in different banks of Islamabad and Rawalpindi.

3.3 Population of the study

Population is defined as group of individuals, objects from which a sample can be withdrawn for statistical inferences (Webster, 1828). The target population for this study are the employees of the different banks in Islamabad and Rawalpindi The aim of study is to generalize a broader perspective of how work stress effect the turnover intention in the banks. Data has been collected from the employee of different age groups. Cross-sectional data are used due to restrictive

weaknesses regarding the time period to complete this study. The focused of study is banks of Islamabad and Rawalpindi. Five banks are selected for collecting data for the research.

- ✓ Habib Metro Bank
- ✓ Habib Bank Limited
- ✓ Allied Bank
- ✓ Meezan Bank
- ✓ Muslim Commercial Bank.

The reason for the selecting these five banks are for data collection because of these banks are large banks of the Pakistan in the term of deposit and advances wise. These all are showing repaid growth in the overall banking industry. Meezan Bank is the first largest Islamic bank of Pakistan. Allied Bank is the strong foundation of equity, assets and deposit base. Habib Bank Limited has not just been a pioneer in the banking industry, but has also been a platform that has enabled dreams for millions of people. MCB Bank Limited, is one of the oldest and leading banks in Pakistan. MCB Bank is actively involved in various CSR activities as well and constantly strives to contribute towards the country's betterment. It has played a key role in enhancing the role and value of service and technology in the banking industry through its customer centric objectives. Habib Metro Bank commenced its commercial-banking operations as Metropolitan Bank in October 1992; under this name, it remained a highly rated bank till October 2006, when the Bank merged with Habib Bank AG Zurich's Pakistan operations. Habib Metro offers retail, commercial, consumer and corporate banking solutions to its clientele, in addition to its expertise of trade finance.

3.4 Sample Size

Primary data seemed to be an appropriate choice in this study. Based on number of observations per variable the sample size was calculated. In this study, research community around 50,000 employees are working in different banks of the Pakistan. According to the statistic community which included 50,000 members, 381 samples were determined according to Morgan table, therefore 381 questionnaires were distributed among the bank personnel of selected banks of Pakistan and was examined statistically after being collected.

3.5 Sample Technique

Sampling is defined as the process of selecting units from population of interest to reach generalizability (William, 2008). In research there are two types of sampling techniques. Probability and non-probability based sampling. A probability sampling or random sampling may be defined in which unit of sample has an equal chance of being selected. Whereas non probability or non-random sampling an individual does not know that he/she will be selected. (Surbhi, 2016). However, this particular study is based on non-probability sampling is used

3.6 Unit Analysis

The unit of analysis refers to “the level of collection of the data collected during the subsequent data analysis stage” (Cavana et al., 2001). In this study the unit of analysis is the individual employees in Pakistani Banking sector. In other words, the unit of analysis is individual. This study has been focused on the Impact of work stress on turnover intention with the mediating effect of work efficacy in Pakistani Banking sector. The target respondents in the study were employees who are working on the banks with various job level especially middle level employees.

3.7 Data Collection Technique

For this research primary data was collected from the employees of the banks of twin city Data was collected from the respondents directly by asking them fill out the questionnaire. The table below shows the scales adapted and modified for data collection. 5 point Likert scales by were asking respondents to choose from a scale of 1 to 5 to record their responses. For work stress Likert scale by (Cecil Awen Almendra) is used with (1 totally dis-agree and 5 totally agree). Whereas, for turnover intension Roodt’s Turnover Intention Scale (TIS-6) by (Andrea Annette Bonds) was used with (1 totally dis-agree and 5 totally agree) and whereas, for work efficacy General Work Efficacy scale by (Schwarzer, R., & Jerusalem, M) was used with (1 Not at all true and 4 Exactly True). Data gathered from respondents were later on subjected to different statistical tools and techniques.

3.8 Operationalization of Variables

- ✓ Work Stress (WS) is independent variable of our research.
- ✓ Turnover Intention (TOI) is the dependent variables of our research.
- ✓ Work Efficacy (WS) is mediator of our research.

3.8.1 Work Stress

Work Stress is evaluated by using 8 item scale by Cecil Awen Almendra. The sample questions include:

Working here makes it hard to spend enough time with my family
Working here leaves little time for other activities.
I sometimes dread the telephone ringing at home because the call might be job-related
I feel like I never have a day off.
Too many people at my level in the company get burned out by job demands.
I have felt fidgety or nervous as a result of my job
My job gets to me more than it should.
Sometimes when I think about my job I get a tight feeling in my chest

Respondents were asked 1= totally disagreed, 2= disagree, 3= neutral, 4= agree, 5= totally agree to point that how much their supervisor is supportive to listen their ideas. The reliability of Work Stress (WS) is found 0.814, indicating that the scale has good reliability.

3.8.2 Turnover Intention

Turnover intention is evaluated by using 6 item by Roodt's Turnover Intention Scale (TIS-6) by (Andrea Annette Bonds). The sample questions include:

How often have you considered leaving your job
To what extent is your current job satisfying your personal needs?

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?
How often do you dream about getting another job that will better suit your personal needs?
How likely you to accept another job at the same compensation are level should it be offered to you?
How often do you look forward to another day at work?

Respondents were asked 1= totally disagreed, 2= disagree, 3= neutral, 4= agree, 5= totally agree to point that how much effort is done by employees in their work. The reliability of turnover Intention (ToI) is found 0.807 indicating that the scale has good reliability.

3.8.3 Work Efficacy

Work efficacy is evaluated by using 9 items General Work Efficacy scale by (Schwarzer, R., & Jerusalem, M). The sample questions include:

I can always manage to solve difficult problems if I try hard enough.
If someone opposes me, I can find the means and ways to get what I want.
It is easy for me to stick to my aims and accomplish my goals.
I am confident that I could deal efficiently with unexpected events
Thanks to my resourcefulness, I know how to handle unforeseen situations.
I can solve most problems if I invest the necessary effort.
I can remain calm when facing difficulties because I can rely on my coping abilities.
When I am confronted with a problem, I can usually find several solutions.
If I am in trouble, I can usually think of a solution

Respondents were asked (1= Not at all true, 2= disagree, 3= neutral, 4= Exactly True, 5= s how much they are creative at their work. The reliability Work Efficacy (EC) is found 0.783, indicating that the scale has good reliability.

3.9 Mediation Analysis Baron and Kenny's Methods for mediation

In the mediation hypothesis, the term of full intervention means that the independent variable does not affect the dependent variable after controlling the intervention variable. The model of intervention in the meditation hypothesis is a cause effective model.

Baron & Kenny (1986) procedures describe the analysis needed to test different hypotheses of thought.

The first step in Baron & Kenny's procedures is that the researcher must show that the initial variable is the output variable. In other words, the first steps in Baron and Kenny procedures is the introduction of an intervention that can intervene.

The second step in Baron and Kenney's procedures is that the researcher must show the researcher must show that the original variable relates to the mediator. In other words, the second phase in Baron and Kenney procedures refers to an intermediary variable because of variables.

The third steps in Baron and Kenney's procedures is to establish a correlation between the default variable and the product variable. At this stage of the Baron and Kenney procedures, the words, in Baron and Kenny procedures, the first variables are linked as both come from original variable. In other words in Baron and Kenny procedures, the first variable should be checked when the link between the other two variables is being established.

The next step in Baron & Kenny's procedures is to establish the full intervention between variables. This organization can not only receive the Baron & Kenny procedures if the first variable effect on the zero effect product has effect when checking the variables of the intermediate variable

If completing the four stages of the Baron and Kenney procedures, the data corresponding to the mediation hypothesis is made. However, when only first three stages of Baron and Kenny procedures are followed, partial mediation was observed in the data.

If the steps in Baron and Kenny procedures are fully implemented, the mediation is a less reasonable model, consistent with the data.

Interventional mediation may be an intermediary variable as a product variable. The occurs when the first variable is a controlled then it can be the result of an intermediary or intervention hypothesis. However, since the mediator and the product variables are not manipulated they can combine in a medical hypothesis.

As a result the intermediary variable and variable change constantly logically and as a result there is an intermediary in the mediation hypothesis.

3.10 Summary

This chapter explained the several tools and techniques used for an empirical analysis of the impact of work stress on the turnover intension. It also explains the research design used, the population, sample size and unit of analysis used. The nature of the research and its sampling techniques are also justified. Moreover, the instruments used for data collection are discussed also there validity and reliability are discussed. Lastly the chapter concludes with different statistical analysis used for data analysis to reach a conclusion on the relationship among the variables.

CHAPTER 4

RESULTS AND ANALYSIS

4.1 Introduction

The previous chapter has presented a brief methodological account in view of the present study. This chapter highlights the results and finding regarding the different determinants of Turnover Intention. Different statistical techniques, both descriptive and inferential, have been applied to substantiate the theoretical framework. The first part of this chapter focuses on the reliability of datasets, the chosen method, and the specification of the regression models. This is followed by the correlation matrix that relates the variables of interest. Finally, the inferential statistics regarding the linear two-variable and multiple regression models are presented. The purpose is to offer an analysis in view of the main findings and with respect to advanced hypotheses.

4.2 Instrument, Sample and Reliability

To find the relation between all the variables i.e. Impact of work stress on Turnover Intention with the mediating effect of work efficacy a comprehensive questionnaire was designed as an instrument to collect datasets. The questionnaire along with the cover letter is attached in Appendix A and B at the end. Initially the chosen sample was 400 respondents, however, 19 questionnaires were not included in the final analysis due to missing values. The final sample size consisted of 381 cross-sectional observations. The overall reliability of the items for the scales of Work Stress, Turnover Intention and Work Efficacy remained 0.910, 0.832 and 0.874 respectively. The reliability statistics for the dimensions of the impact of work stress on turnover intention with the mediating effect of work efficacy are presented below. It also needs to be highlighted here that all items were measured on a five point Likert scale ranging from 1 to 5.

4.3 Reliability of Scales

Table 4.1 presented below shows the reliability coefficients of the turnover intention, work stress and work efficacy.

Table 4.1
Reliability of Scale

Variable Name		Reliability	N of Items
Work Stress		.910	08
Turnover Intention		.832	06
Work Efficacy		.874	09
<i>Cases</i>	<i>Valid</i>	<i>381</i>	
	<i>Excluded</i>	<i>0</i>	
	<i>Total</i>	<i>381</i>	

It is evident from the above table that the number of variables that are considered in the present study. Moreover, the number of items used to ascertain each variable is also shown in the above table alongside the Cronbach alpha statistic. The number of items used to observe turnover intention remained 06 with a reliability statistic of .832 similarly, 08 items are used to measure work stress and the reliability statistic for this scale remained .910. Moreover the number of items used to observe Work Efficacy remained 09 with the reliability scale of .874

4.4 Frequency Tables:

4.4.1 Gender

Table 4.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	233	61.2	61.2	61.2
	Female	148	38.8	38.8	100.0
	Total	381	100.0	100.0	

It is clear from Table 4.2 that, out of 381 respondents, 38.8 percent of the respondents were female compared to 61.2 percent male respondents. It is important to highlight here that there was no gender bias in the collection of datasets. Moreover, respondents were approached randomly without any gender discrimination.

4.4.2 Age

Table 4.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	92	24.1	24.1	24.1
	31-34	113	29.7	29.7	53.8
	35-38	90	23.6	23.6	77.4
	39-45	86	22.6	22.6	100.0
	Total	381	100.0	100.0	

The Table 4.3 above shows that demographics of respondents with respect to age. The visual representation of the percentage count of the sample size shows that out of 381, 24.1 % of the respondents were between the ages brackets of 25 to 30 years. While 29.7 % of the sample units were between the ages brackets of 31 to 34 years. Yet 23.6 % were between the ages brackets of 35 to 38 years. Yet 22.6 % were between the ages brackets of 39 to 45 years. Since millennial is a time period marked between the ages of 25 to 45 years so the data was collected from respondents falling in different categories of age to reach a better understanding of the results.

4.4.3 Education

Table 4.4

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Bachelor	165	43.3	43.3	43.3
	Master	216	56.7	56.7	100.0
	Total	381	100.0	100.0	

The Table 4.4 shows the demographic pattern of the respondents with respect to the education. Of a total sample size of 381 respondents. 43.3 % of the respondents were Bachelor. While 56.7 % were Master.

4.5 Descriptive Statistics:

Descriptive statistics deal with the concepts and methods concerned with summarization and explanation of the important aspects of the statistical data.

Descriptive Statistics

Table 4.5

	N	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
Statistic	381	1.3885	.48804	.460	.125	-1.798	.249
Statistic	381	2.4462	1.08839	.102	.125	-1.277	.249
Valid N (list wise)	381	1.5669	.49615	-.271	.125	-1.937	.249

Bogler (2004) used descriptive statistics in his study. They calculated Std.Deviation and Mean of the variables.

4.6 Inferential Statistics

The previous section has presented and analyzed the descriptive statistics reading the demographics of the present study. This section discusses the inferential statistics relevant for the present study. Particularly, the correlation analysis and the results of the estimated regression model are presented below.

4.7 Correlation Analysis

Correlation measures the degree of which variables are related to each other and also measure the

direction of their relationship i.e. positively correlated or negatively correlated. Positive sign denotes a positive linear relationship between variables, negative sign denotes a negative linear relationship between variables. Value closer to zero show there is a weak correlation between variables and correlation coefficient of zero shows no relationship exists between the variables.

Correlations

Table 4.6

		Turnover intention	Work stress	Work efficacy
Turnover intention	Pearson Correlation	1	.222**	
	Sig. (2-tailed)		.000	
	N	381	381	
Work stress	Pearson Correlation	.222**	1	.144**
	Sig. (2-tailed)	.000		.005
	N	381	381	381
Work efficacy	Pearson Correlation		.144**	1
	Sig. (2-tailed)		.005	
	N		381	381

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

Table 4.6 presented above shows the values of correlation between work stress, turnover intention and work efficacy. It is evident in the table shown above that the correlation between work stress and turnover intention is positive and highly significant; value of co-movement is 22.2 percent, while this statistic is significant with a p-value of P value = (0.000). Similarly, the correlation between work stress and work efficacy is also positive and significant; value of co-movement is 22.2 percent, while this statistic is significant with a p-value of P value = (0.000). Finally, the correlation between turnover intention and work efficacy is also positive and significant; value of

co-movement is 14.4 percent, while this statistic is significant with a p-value of P value = (0.005). Accordingly, it is clear that the phenomenon of work stress is highly effect the turnover intention in the banking sector.

4.7 Regression Analysis

Regression Analysis is used to measure the relationship between variables of the study. Regression analysis show whether the change in independent variable cause a change in dependent variable.

TABLE 4.7

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Work Stress	.	Enter

a. All requested variables entered.

b. Dependent Variable: Turnover Intention

The table 4.7 given below shows the first regression model in which turnover intention was incorporated as dependent variable and work stress was in corporate as an independent variable

TABLE 4.8

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.222 ^a	.049	.047	4.804

a. Predictors: (Constant), Work Stress

Table 4.8 given above illustrates the results of the regression model in which work stress is used to determine turnover intention. It is clear from the coefficient of determination in the model

summary that the work stress has a direct effect on the turnover intention. Work Stress has 4.9 percent predictive power to determine turnover intention in banking sector. Therefore, the first hypothesis of the present study is sustained.

TABLE 4.9
ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	454.862	1	454.862	19.713	.000 ^a
	Residual	8744.981	379	23.074		
	Total	9199.843	380			

a. Predictors: (Constant), Work Stress

b. Dependent Variable: Turnover Intention

Table 4.9 above illustrate the results of the analysis of variance with respect to the estimated regression model. The value of F statistic suggests the total significance of the model which is also confirmed by the highly significant value of F statistic in the last column. Consequently, it is evident that work stress shows significant variation in the turnover intention in banking sector.

Table 4.10
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	12.041	1.352		8.905	.000
	Work Stress	.220	.50	.222	4.440	.000

a. Dependent Variable: Turnover Intention

Table 4.10 given above shows the unstandardized and standardized coefficients on the basis of the analysis of the variance of the estimated regression model. The values of standardized coefficients in beta column show that the impact of work stress on the turnover intention on banking sector is statistically significant. These outcomes are also confirmed by the standard errors and the parallel “t” values of the unstandardized coefficient.

4.7.2 Regression 2

Table 4.11

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Work Stress	.	Enter

a. All requested variables entered.

b. Dependent Variable: Work Efficacy

The above table shows the second regression model in which work efficacy was incorporated as the dependent variable and work stress was incorporated as independent variable.

Table 4.12

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
.1	.144 ^a	.021	.018	5.454

a. Predictors: (Constant), Work Stress

Table above illustrates the results of the regression model in which work stress is used to determine work efficacy. It is clear from the coefficient of determination in the model summary that work stress has effect on the work efficacy. Work Stress has .018 percent predictive power to determine work efficacy. Therefore, the second hypothesis of the present study is sustained.

Table 4.13

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	239.069	1	239.069	8.036	.005 ^b
	Residual	11274.836	379	29.749		
	Total	11513.906	380			

a. Dependent Variable: Work efficacy

b. Predictors: (Constant), Work stress

Table above illustrate the results of the analysis of variance with respect to the estimated regression model. The value of F statistic suggests the total significance of the model which is also confirmed by the significant value of F statistic in the last column. Consequently, it is evident that work stress shows significant variation in the work efficacy.

Table 4.14
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	19.704	1.535		12.833	.000
	Work Stress	.160	.056	.144	2.835	.005

a. Dependent Variable: Work Efficacy

Table given above shows the unstandardized and standardized coefficients on the basis of the analysis of the variance of the estimated regression model. The values of standardized coefficients in beta column show that the impact of work stress on work efficacy in banking sector is statistically significant. These outcomes are also confirmed by the standard errors and the parallel “t” values of the unstandardized coefficient.

Regression 4.7.3

Table 4.15

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Work Efficacy . a		Enter

a. All requested variables entered.

b. Dependent Variable: Turnover Intention

The above table shows the third regression model in which turnover intention was incorporated as the dependent variable and work efficacy was incorporated as independent variable.

Table 4.16**Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.088 ^a	.008	.005	4.908

a. Predictors: (Constant) Work Efficacy

Table above illustrates the results of the regression model in which work efficacy is used to determine turnover intention. It is clear from the coefficient of determination in the model summary that the work efficacy has an effect on the turnover intention. Therefore work efficacy plays a significant role in determining turnover intention. The third hypothesis of the present study is sustained.

Table 4.17**ANOVA^b**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.611	1	70.611	2.931	.008 ^a
	Residual	9129.232	379	24.088		
	Total	9199.843	380			

a. Predictors: (Constant), Work Efficacy

b. Dependent Variable: Turnover Intention

Table above illustrate the results of the analysis of variance with respect to the estimated regression model. The value of F statistic suggests the total significance of the model which is also confirmed by the highly significant value of F statistic in the last column. Consequently, it is evident that work efficacy shows significant variation in the turnover intention in banking sector.

Table 4.18
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.067	1.125		14.276	.000
	Work Efficacy	.078	.046	.088	1.712	.008

a. Dependent Variable: Turnover Intention

Table given above shows the unstandardized and standardized coefficients on the basis of the analysis of the variance of the estimated regression model. The values of standardized coefficients in beta column show that the impact of work efficacy on turnover intention is statistically significant. These outcomes are also confirmed by the standard errors and the parallel “t” values of the unstandardized coefficient.

4.8 Mediation Analysis:

Model Summary

Table 4.19

Model	R	R Square	Change Statistics						
			Adjusted Square	R Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.222 ^a	.049	.047	4.804	.049	19.713	1	379	.000
2	.229 ^b	.053	.048	4.802	.003	1.258	1	378	.263

a. Predictors: (Constant), work stress

b. Predictors: (Constant), work stress, work efficacy

R square between work stress and turnover intention is 0.222 which explains changes in turnover intention are explained by work stress whereas R square of work efficacy, work stress and turnover intention is 0.229 which means 22.9% change in turnover intention are explained with both work stress and work efficacy.

Table 4.20

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	454.862	1	454.862	19.713	.000 ^b
	Residual	8744.981	379	23.074		
	Total	9199.843	380			
2	Regression	483.871	2	241.936	10.492	.000 ^c
	Residual	8715.971	378	23.058		
	Total	9199.843	380			

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), Work stress

c. Predictors: (Constant), Work stress, Work efficacy

P-value is 0.000 which is less than 0.005 in both cases i.e. direct relationship between work stress and turnover Intention and the impact of work stress on turnover intention through medication of work efficacy.

Table 4.21

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error				Beta	Lower Bound	Upper Bound	Zero-order	Partial
1	(Constant)	12.041	1.352		8.905	.000	9.382	14.700			
	work stress	.220	.050	.222	4.440	.000	.123	.318	.222	.222	.222
2	(Constant)	11.042	1.619		6.820	.000	7.858	14.225			
	work stress	.212	.050	.214	4.234	.000	.114	.311	.222	.213	.212
	work efficacy	.051	.045	.057	1.122	.263	-.038	.140	.088	.058	.056

a. Dependent Variable: Turnover intention

This table show the significance relationship between variables is 0.00 which is less than 0.05 beta of the work stress is decreased from 0.222 to 0.214 when it is mediated through work efficacy. As the T value is 4.234 and P-value is 0.000 and beta =0.214 for work stress when mediated through variables work efficacy it shows partial mediation

Table 4.22

Excluded variables

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance	
1	work efficacy	.057 ^b	1.122	.263	.058	.979

a. Dependent Variable: Turnover intention

b. Predictors in the Model: (Constant), Work stress

As the significance value is 0.263 which is less than 0.05 impact of work efficacy in medication is significant. As beta 0.057, it shows moderate positive relationship between turnover intention and work when mediated through work efficacy.

Chapter 5

Discussion and Conclusion

5.1 Introduction

The previous chapter has provided an empirical evidence of the study. The hypothesis formulated were analyzed in the light of empirical evidence. The purpose of the chapter is to discuss the results presented in the previous chapter. At the same time offering practical recommendations to the academicians and industrialist. Limitations of the research are suggested, at the same time future recommendations for the research are suggested.

5.2 Discussion and Findings

The analysis and results presented in the previous chapter empirically strengthens and supports the argument that work stress has an impact on the turnover Intension in banking sector. Moreover, it is also confirmed that the work efficacy was discussed in the present study mediating the impact of work stress on the turnover intention. Although the specific context of the present study was set to be the banking sectors of the Pakistan. It is also evident that work stress is more dominant in turnover intention. Similarly, Bodla and Danish (2009) demonstrated a strong positive relationship between turnover intention to leave the organization and their job stress. Moreover, Chang, Rosen and Levy (2009) also provided support to the above mentioned proposition that employees' job stress is positively related to their turnover intention. This short analysis emphasizes that the ability of workers to solve the skills mix in the firm culture and to strengthen their obligations. According to this review, the presence of a common system of job appraisal and work committee are lined with lower turnover rates (Wilson and Peel, 1991).

Employees who suffers from work stress derive negative results not only on their health but also on their performance, attitude and behavior. Stress employees feel lonely even in public because they are lonely from inside. Lonelier employees dissociate from their organization.

This particular research has also discussed the work efficacy were taken into account to check their mediating influences. Work efficacy is demonstrated to affect the manner in which individuals

think, feel, and act. People with low work efficacy have low self - esteem, and are uncertain about their achievements. Low work efficacy is related with feelings of depression, uneasiness and weakness. The above work efficacy therefore suggest the general trends of the chosen sample. It is obvious that turnover intention positively or negatively have been pointed out. Work-efficacy perception of employees and it has been found in the studies conducted up to know that turnover intentions of individuals whose work-efficacy perception levels are high are low. It has been revealed in a number of researches performed that the term psychological capital which is considered to be positive development of individuals affects many positive organizational behavior variables and increases the positive behaviors mentioned.

Hypothesis 1 which states there is a positive relationship between work stress and turnover intention is supported in this study. Table 4.8 and 4.10 shows that P-value is .000 and beta is 22.2 with correlation coefficient of 0.280 respectively. Thus, hypothesis one is accepted. This finding is consistent with previous findings (Jyoti and Dev, 2015; Gupta and Singh, 2012; Cheung and Wong, 2011).

Hypothesis 2 which state there is a negative relationship between work stress and work efficacy. Table 4.11 and 4.14 shows that P-value is .005 and beta is 14.4 respectively. Thus, hypothesis two is accepted. This finding is consistent with previous studies (Stinglhamber et al., 2015; Eisenberger and Stinglhamber, 2011; Eisenberger et al., 1986).

Hypothesis 3 Which state there is a negative relationship between work efficacy and turnover Intention Table 4.15 and 4.18 shows that P-value is .008 and beta is 0.008. Thus, hypothesis three is accepted. This finding is consistent with Ibrahim et al. (2016), who found that work efficacy significantly affected the turnover Intention.

Hypothesis 4 Which states work efficacy mediate the relationship between work stress and turnover Intention Table 4.19 and 4.22 shows that P-value is .000 and beta for work stress 0.222 t value is 4.440 and beta for work stress is decreased from 0.214 to 4.234 so this is mediate by work stress its shows partial mediation Thus, hypothesis four is accepted.

Summary of the Main Finding	Results
Hypothesis 1: There is a positive relationship between Job stress and turnover intention.	Accepted
Hypothesis 2: Work efficacy is negatively related to work stress	Accepted
Hypothesis3: Work efficacy will be significantly negatively related to turnover intention	Accepted
Hypothesis 4: Work Efficacy mediates the relationship between turnover intention and work stress.	Partially Accepted

5.3 Conclusion

Work stress is a growing epidemic. Work stress is increasing day by day and have a severe impact on the lives of people. The purpose of our research was to examine the relationship of work stress work stress and its outcomes. The variables that were studied in this research were work stress (independent variable), turnover intention (dependent variable) and work efficacy (mediator). If employees are not happy at their workplace and dissatisfied from their lives, don't want to engage in work processes then most probably employee is suffering from work stress, which result decrease in the organization 's performance.

In this study, the relationships between work stress, turnover intention and work efficacy have been investigated. A survey seeking for the relationships has been conducted on a sample of banker. The survey results indicated significant relationships between the variables hypothesized in the research model. The results have been consistent with the previous research findings in the literature.

It has being concluded that employee turnover intention especially in the banking sector is positively correlated with respect to work stress. In the banking sector, it is observed that the ratio of employee turnover is relatively medium or high in state. Furthermore, the mediating analysis of work efficacy on the relationship between turnover intention and work stress was analyzed.

5.4 Recommendations

Employees are the key resource for every organization. Of Course the behavior of the employees is directly effects the organization financially and non –financially. The work stress is more important variable in the present study. Employee behavior effects from work stress because every employee has desire fairness at the work place. To investigate it in banking Industry in general, should promote these behaviors. It is important to see that how work efficacy mediates with the relationship with work stress and turnover intention. On the basis of the analysis of this study the following recommendation were made.

Managers are always in consideration of looking for options to increase job stress's and ultimately increasing the turnover intentions. Organization must devise strategy such as more compelling towards employee's interests. Manager should be keen to try different yet initiatives to undermine the organizational interest acknowledged. In light of those outcomes, it could be inferred that the performance of an organization could be enhanced by concentrating on the indicators considered in this exploration.

It has been highly recommended that the work stress and employee turnover intention is associated with respect to measures overall employees abilities and skills to run banking operations in market. Turnover aim's, solid indicator of stopping an association as talked about before, turns into a last advance before a worker really leaves the association The estimation of this develop regularly involves utilizing a specific timeframe. The idea behind utilizing this interim as an estimation is that representative turnover expectation is a dull procedure. This procedure has three phases. It begins with considering leaving the association pursued by the aim to scan for a new position and is at last coordinated to the aim to leave. The expectation to stop isn't just imagined as a significant determinant of real turnover yet additionally gives significant data to the board to control representatives' shirking practices. For instance, representatives with high turnover expectation will in general become less beneficial and proficient. Employees are normally used to fulfil customer's requirements and also very obliging tools for banking sector to meet their objectives and goals in society.

5.5 Limitations and Future Research

The sample size of this research were 381 millennial to predict the impact of work stress on turnover intention with the mediating effect of work efficacy empirical study on banking sector. This present study does not take into significant level of sample size because of time constraints, for better results and greater generalizability sample size should be increased in future studies. Data for this research was collected one time only; that is the cross sectional study. In order to increase the accuracy of the results, data should be collected over a period of time; longitudinal research to better research the accuracy.

Due to limitation of time and cost, the data was collected from Islamabad and Rawalpindi. In order to find the holistic over view of the entire market of Pakistan, research should be conducted in different geographical settings to reach a better conclusion of the variable of interest to the study.

An empirical investigation was carried out to find out the impact of work stress on turnover intention with the mediating effect of work efficacy. Future research can incorporate quantitative as well as qualitative research to have a better understanding of the phenomena. In future further research should be done to evaluate other economical (e.g. pay, advancement opportunities, training), psychological (e.g. organizational commitment, job satisfaction and job insecurity) and demographical (age and tenure etc.) factors which affect the turnover intention.

In terms of future research directions, subsequent studies should be attempted to investigate the relationships among job stress turnover intention and work efficacy in different departments. Future research would benefit from a large sample size, using a variety of samples.

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Appendix

Questionnaire for the Impact of Work Stress on Turnover Intention with Mediating Effect of Work Efficacy on Banking Industry of Twin Cities

Dear Sir/ Madam,

I am conducting a research on the "The Impact of work stress on turnover intention with mediation of work efficacy on banking industry of Pakistan". Kindly fill in the below questionnaire and help us reach a conclusion.

Thank you for your time and attention.

Regards

Madeeha Khan

Turnover Intention:

The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale provided for each question.

		Totally disagree	Disagree	Neutral	Agree	Totally agree
1	How often have you considered leaving your job	1	2	3	4	5
2	To what extent is your current job satisfying your personal needs?	1	2	3	4	5
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	1	2	3	4	5
4	How often do you dream about getting another job that will better suit your personal needs?	1	2	3	4	5
5	How likely you to accept another job at the same compensation are level should it be offered to you?	1	2	3	4	5
6	How often do you look forward to another day at work?	1	2	3	4	5

Work Stress:

Please, circle the number that best describes your agreement with the following statement about your job.

		Totally disagree	Disagree	Neutral	Agree	Totally agree
1	Working here makes it hard to spend enough time with my family	1	2	3	4	5
2	Working here leaves little time for other activities.	1	2	3	4	5
3	I sometimes dread the telephone ringing at home because the call might be job-related	1	2	3	4	5
4	I feel like I never have a day off.	1	2	3	4	5

5	Too many people at my level in the company get burned out by job demands.	1	2	3	4	5
6	I have felt fidgety or nervous as a result of my job	1	2	3	4	5
7	My job gets to me more than it should.	1	2	3	4	5
8	Sometimes when I think about my job I get a tight feeling in my chest	1	2	3	4	5

Work Efficacy:

		Not at all true	Hardly true	Moderately true	Exactly true
1	I can always manage to solve difficult problems if I try hard enough.	1	2	3	4
2	If someone opposes me, I can find the means and ways to get what I want.	1	2	3	4
3	It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4
4	I am confident that I could deal efficiently with unexpected events	1	2	3	4
5	Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4
6	I can solve most problems if I invest the necessary effort.	1	2	3	4
7	I can remain calm when facing difficulties because I can rely on my coping abilities.	1	2	3	4
8	When I am confronted with a problem, I can usually find several solutions.	1	2	3	4
9	If I am in trouble, I can usually think of a solution	1	2	3	4

Turn over intention

ORIGINALITY REPORT

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SIMILARITY INDEX

% **2**

INTERNET SOURCES

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PUBLICATIONS

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STUDENT PAPERS

PRIMARY SOURCES

1

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2

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Pakistan

Student Paper

% **1**

3

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% **1**

4

Submitted to University of Bradford

Student Paper

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5

Submitted to Universiti Teknologi MARA

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6

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8

www.self-definingmemories.com

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9

Submitted to Midlands State University

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10

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11

sandiegohealth.org

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12

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etheses.dur.ac.uk

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