

“IMPACT OF NON-STANDARD HOURS ON TURNOVER INTENTION”



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DECLARATION

I, Hassam Ibrar, MBA student in HRM subject, the subject matter of this study is my own work and has not been printed, published and/or submitted in any form as a research work, dissertation, or publication at any university in Pakistan or abroad.

ABSTRACT

This research examines associations between Non-standard hours and Turnover intentions while Stress and Job satisfaction playing its role as mediator. Non-standard hours refer to working outside 9am-5pm hours Monday to Friday, Turnover Intention refers to consciously and measured readiness of leaving the organization by an employee where presently doing job. Employees like to doing their job is termed Job satisfaction and where deviance from usual psychological or physiological functioning instigated by constraints in immediate environment of individual is named stress. Data from 250 employees were collected in telecom sector of Islamabad; the researcher has divided data into two categories “standard and non-standard hours” as per respondent selection. Regression is run to analyze the relationship between Non-standard hours and turnover intention and the results are significant. For the mediation (Stress, Job satisfaction) process by preacher and Hayes researcher has applied model 6 and result are significant which shows that Job satisfaction and stress working as mediator between non-standard hours and Turnover intention. Outcomes provide indication that there is a need to address the issue of non-standard working hours to mend Job satisfaction and stress related issues as turnover ratio of non-standard is high. Researcher present that effects of non-standard working hours on employee health are hostile and Turnover intentions, and the result have inferences for different stakeholders including employers, human resources manager, trade unionists and policy makers of the government.

Key Word: Non-Standard Hours, Stress, Job Security, Turnover Intention, Job Satisfaction

TABLE OF CONTENT

Contents

CHAPTER 1	10
INTRODUCTION	10
INTRODUCTION	11
1.1. BACKGROUND OF THE STUDY	11
1.2. GAPS ANALYSIS	14
1.3. PROBLEM STATEMENT	15
1.4. RESEARCH QUESTIONS	15
1.5. RESEARCH OBJECTIVES	15
1.6. SIGNIFICANCE OF THE STUDY	16
1.7. LIMITATIONS	16
CHAPTER 2	18
LITERATURE REVIEW	18
2.1. CONCEPTS AND DEFINITIONS	19
Table 1: Operational definitions	19
2.2. CRITICAL ANALYSIS OF THE LITERATURE	19
2.2.1 Non-Standard Working Hours	19
2.2.2. The Collapse of Standard Hours Working Model	20
2.2.3. Job Stress	21
2.2.4. Job Satisfaction	23
2.2.5. Turnover Intention	24
2.3. RESEARCH GAP	25
PROPOSED RESEARCH MODEL AND THEORY	26
CHAPTER 3	29
RESEARCH METHODOLOGY	29
3.1. RESEARCH DESIGN:	30
3.2. SAMPLE DESIGN	30

3.2.1. Population.....	30
3.2.2. Sampling Technique	31
3.2.3. Sampling:.....	31
3.2.4. Instrumentation.....	31
3.2.5. Measurements	32
3.2.5.1. Non-standard Hours	32
3.2.5.2. Stress	32
3.2.5.3. Job satisfaction	32
3.2.5.4. Turnover Intention	33
3.3. DATA ANALYSIS TECHNIQUES	33
3.3.1. Reliability and Validity.....	33
CHAPTER 4.....	34
RESULTS AND FINDINGS	34
4.1. PRELIMINARY DATA SCREENING	35
4.2.1. Missing Value Analysis.....	35
4.2.2. Normality Test.....	35
4.2.3. Coding of Data.....	35
Table 2. Demographic Results	36
4.3. SAMPLE CHARACTERISTICS	36
4.3.1. Gender.....	37
4.3.2. Leadership Position	37
4.3.3. Education	37
4.3.4. Tenure	37
4.3.5. Departments	38
4.3.6. Managerial Layer.....	38
4.3.7. Marital Status.....	38
4.3.8. Salary	38
4.4. DESCRIPTIVE STATISTICS.....	38
Table 3. Descriptive Results	39
4.5. RELIABILITY	39
Table 4: Reliability	39
4.6. CORRELATION ANALYSIS	40

Table 5. Correlation results.....	40
4.7. DATA SCREENING	41
4.7.1. Missing values.....	41
4.7.2. Multi co-linearity diagnostic test	41
Table 6. Co-linearity diagnostic.....	41
4.8. T-TEST	43
Table 7.T-test.....	43
4.9. REGRESSION ANALYSIS	45
Table 8 Regression results.....	45
4.10. MEDIATION ANALYSIS	46
Table 9 Mediation results.....	47
4.11. HYPOTHESIS TESTING.....	48
CHAPTER 5.....	50
5.1. DISCUSSIONS & CONCLUSION.....	51

CHAPTER 1
INTRODUCTION

INTRODUCTION

First chapter introduces each topic along with brief history of the topic. The study researcher has recognized gaps and also expressed question which will be answered as result. The chapter contains the connotation of the study and arrangement of thesis also stated at the end of chapter.

1.1. BACKGROUND OF THE STUDY

Due to globalization and increase in services industries where today mostly organization provides 24/7 services as needed by today society, employers needed to cope with change and as change they had to offer or 24/7 services. In old economy employers were only focused to provide 9-5 services whereas the new economy focuses on providing 24/7 services which caused increased in non-standard hours.

The nature of work has been changed dramatically since technology advancement and economic changes. With the technology advancement people can work from different places and also it helps providing flexible timing, workplace is no more consider having a physical location. Since last decade a high number of growth has been noted in employees working non-standard hours. Working long hours, Unsocial work which contains working in evening, night or off days are reported to associated with number of different outcomes (Caruso, 2006; Clements,D'Souza, Korda, Broom & Strazdins, 2006; Hook, 2012;).

It is noted that length of working hours is also linked with Work-life conflicts and strain. Working evening and early morning is not only linked with biological disorders such as sleep, but also often mismatched with social and family community activities. The above mentioned were reported in AWLI 2014 report (Skinner & Pocock, 2014), which presented that continuous work in the evening shifts and on weekends ensue highest work-life intrusion.

Regulation about working hours can be marked out previously at time of industrial revolution about 18-19 century. First international regulation about working hours was prepared by International Labor Organization (ILO) in 1919. "According to ILO, 101 out of 107 countries surveyed containing some form of constitutionally limited working hours. In which 41% are having 40-hours per week and rest set weekly hours between 40-48. In Asia, 48 hours concept of working weekly is more common that's about 46%. In Europe majorly (67%) and other developed countries are having almost 40-hours work in a week.

According to Pakistan factory act 1934, Employees working hours in a day are 8 hours and it must not exceed 48 hours per week including prayers and lunch time in office hours. Importantly working hours must not exceed 9 hours in a day according to Factories Act, 1934 (Section-34).¹

Today in the era of Just-in-Time production causes more time (Evening, weekends) which was center of free time in past (Garhammer, 1995; Rubery, Ward, &Grimshaw, 2006; Negrey, 2012). Non-standard hours are not something new and it is having a long history. Non-standard hours has reveal most of hidden economy area (Presser, Gornick, &Parashar, 2008). For example, we have a long history of sifting economy from manufacturing to service based. Although recently it has uncovered that many hidden sectors of economy to working in nonstandard hours (Parashar ,Presser, Gornick, , 2008).

Most of the Pakistan's labour laws can be traced back before Pakistan independence when it was indo-Pak subcontinent. The industrial law of Pakistan has changed through continuous process to meet social economic changes. To meet industrial development, growth of trade unions, level of literacy and social welfare of people Government of Pakistan introduced many labor policies since its independence in both democratic government and martial law. Under the labor law the term labor is used as a 'concurrent subject', that means that labor laws are both national and provincial government.

The Indian subcontinent was ruled by British for about 200 year (1757-1947). The East India company started all this with trade. The East India Company (British) seized the assets of the country firstly by obtaining goods mass-produced at low prices and they were selling these in fabrics at lowest prices in UK and Europe. At the time of establishment of fabric industry in Britain, in the beginning of industrial revolution and Great Britain Crown took control of subcontinent, the market for trading these products was closed for Indian via strict legislations (Amjad, 2001).

So after the takeover of the British's, many types of industrial regulations were passed, the primary purpose of these was to giving a "protected and bounded labor market" to the UK (Amjad, 2001). Majorly two industrial relations were "Employers & workmen Dispute Act, 1860" and "Indian Factory Act, 1881. It has been noted that these regulation were only to "protect" British business from Indian rivalry (Amjad, 2001).

Afterward First World War, Labor conflict in workplace increased and strikes were majorly reported by many factories. So after that many changes occurred and importance was given to labor management relation for the first time.

In 1926 Trade Union Act of India was approved and after three year in 1929, Trade Dispute Act, 1929 also got approved. According to Trade Union act workers were allowed to join Unions and can be represented by unions. This act help in settlement conflicts between both (Employees and employers). These conflicts could be referred to a court of conciliation (Amjad & Mahmood, 1982). Some other legislation was passed in this period including Factories Act 1934, Mines Act 1923, Payment of Wages Act 1936, Workmen Compensation Act 1923 and Dock Labor Act 1934. The industrial Dispute Act 1947 was passed to provide enduring administrative machinery for dispute solving by following specific procedure (Amjad & Mehmood, 1982). It noted from above that Industrial Dispute Act 1947 was the last legislation before the independence of Pakistan.

As Pakistan got independence in 1947, it innate the some of the legislation from sub-continent: Trade Union Act, 1926, Industrial Employment Act, 1946; Industrial Dispute Act, 1947 and Factories Act, 1936. In Pakistan above mentioned four laws have provided base for legislation regarding labor laws.

Working Hours:

Mines Act, 1923 (Section 22-B, C), Factories Act, 1934 (Section-34), The shops and Establishment Act, 1969 (Section 8), The Industrial and Commercial Employment (Standing Order) Ordinance, 1968 (applicable in ICT, Sindh, and Balochistan) and Road Transport Act, 1961 (Section-4) all of these are establish to resolve issues pertaining to the operational hours and time of rest (break) in various businesses.

In Factories Act, 1934 (Section 34) define Standard working hours as “working in the factory more than 48 hours in week shall not be permitted by the adults; If operations of the factory are seasonal, 50 hours a week shall be allowed and if the work nature is working continuous operations, work may be proceeded with 56 hours in a week, but as daily hours, working hours should not be exceed 9 hours in a day (10 hours; can be in seasonal case)”.

Functioning hours for a teen/youthful (15-18) by the combination of 5 hours per day. Organizations with 10 or more than this fall under The Factories Act. The law also makes compulsory one day off in a week and if not given, a compensatory off must be given as soon as possible. Another interesting point here is that “Shops and Establishment Ordinance 1969 and Mines Act 1923” also bound to per week 48 hours. The mentioned law above here also provides protections to shops and commercial establishment those are not organized by Factories and Mines Act. The rate of overtime, if any employee is working in overtime is double than normal pay (Section 47). On contract workers overtime pay is not applicable. The Ordinance of Standing Orders is valid to the commercial organizations or industrial establishments where number of employees are or were 20 or more than that during the last 12 months.

1.2. GAPS ANALYSIS

It is noted that non-standard of working hours is also linked with Work-life conflicts and strain. Working evening and early morning is not only linked with biological disorders such as sleep, but also often mismatched with social and family community activities. The above mentioned were reported in AWLI 2014 report (Skinner & Pocock, 2014), which presented that continuous work on weekends and nights was related with the highest work-life interference. “Working time mismatches are also common research topics in other countries” (Jacobs & Gerson 2004, Wooden et al. 2007). A study of 31 European countries regarding indicates that Job satisfaction may vary in non-standard hours country to country because it’s also depending upon country welfare as countries with low welfare will have negative consequences of non standard hours (Hanglberger’s 2010)

Valcour (2007) have conducted a study on call center agent to examine the effect of working hours, job complexity, and working time control on work–life balance satisfaction; they come up with the results that general negative effect of operationally occupied time on satisfaction is negative with work life balance. In UK,

White et al. (2003) worked on to check the impact of working hours on balancing of life and working time and found clash among high performance work pattern and balance in work-family. In another study by Gash et al. (2010) they have analyzed the effect of changes employment type from full time to part time on Job satisfaction for females in U.K and in Germany and found a

positive link between decrease in working hours on Job satisfaction. This study is designed to analyze the role of Stress and Job satisfaction as mediating variable between non-standard hours and Turnover intention. In this research researcher are taking stress and Job stress as mediating variable and will check its impact on those employees who are working in non-standard hours to analyze their Turnover intention.

1.3. PROBLEM STATEMENT

“Employees working in non-standard hours has higher Turnover intention than employees working in standard hours”

As suggested, diminishing contact from nonstandard schedules to eliminate adverse employee responses (Demerouti et al., 2004). It is vital to address the variables like stress that leads the employees to lower levels of satisfaction at their jobs and ultimately the results of turnover. This study intention to investigate the impact of non-standard working hours has on the employees working at call centers, the organizations that operates 24 hours and 7 days of week, and how does it relates to employees turn over intentions.

1.4. RESEARCH QUESTIONS

The following research question will be answered in this research.

- Does employee working in non-standard hours has high Turnover intention?
- Do stress and Job satisfaction play role as mediator for non-standard working hours?
- Does non-standard hours create dissatisfaction among employees?
- Does non-standard hours effect employee stress?

1.5. RESEARCH OBJECTIVES

The main research objectives are following. The main objectives of this research are the following:

- Examine whether employees working more than standard hours are less satisfied with their job?

- To assess if working non-standard hours is having more stress than an employee in standard working hours?
- To analyze if worker working in non-standard hours are having turnover intention ratio higher than employees working in standard hours.
- To conclude the research in such a meaningful way so in future the industrials, managers can minimize the turnover ratio and improve it employee's job satisfaction.

1.6. SIGNIFICANCE OF THE STUDY

Much research is available and widely focused on impact of non-standard on work-life balance and family consequences but surprisingly the research on non-standard hours and its impact on Turnover intention is very little in literature. Not meta-analytic turnover reviews (e.g., Griffeth, Hom, & Gaertner, 2000) and nor recent literature (e.g., Holtom, Mitchell, Lee, & Eberly, 2008) discuss the negative consequences of non-standard hours with Turnover intention So the research in this area is very little and Turnover intention is a critical outcome of non-standard hours and that is important for both employer and employees to understand it. This study is designed to check that whether employees working in Non-standard hours are having high Turnover intention? This study will also explore the relation of non-standard hours and Turnover Intention While keeping two mediators (Stress, Job satisfaction) in mind. As working Non-standard hours is current need of today's business and we cannot ignore them so this study will also provide suggestion how to motivate employee working in Non-Standard hours to avoid Turnover intention and keep up employee satisfied with jobs.

This study is helpful to the private sector employer operating 24/7 to motivate its employee as they work non-standard schedule mostly, so can they be more fused and would be more productive. This study also comes up with valuable suggestion regarding tackling Non-standard hours as every year organizations worldwide wasting millions of dollars in search for right person because of Turnover intention, so how they can retain the employees working with them (Jick & Payne, 1980).

1.7. LIMITATIONS

This study contributed to apprehension of non-standard work hours, Turnover intention. Stress playing mediating role along with Job satisfaction, however few limitations were noted and suggests future directions for further research.

Firstly, this study focuses on Turnover intention of the employees working under non-standard work hours, where association of non-standard work times can also be tested with the variables like work related health problems, work-life balance, eating disorders, motivation, wellbeing and income.

Secondly, the tested sample of this study was limited to one city thus limiting not to produce generalized results. Likewise the study conducted was a survey or cross-sectional one, in order to get more generalized vision of the study longitudinal study should be held.

Third, sample tested was drawn from telecom sector; however employees working under non-standard work hours in organizations like hospitals, aviation, lodging, security agency, Courier and food chain services can also be included under this study which would portray a generalized view.

Fourth, there is sufficient potential to study non-standard work hours and turnover intention association with the variables that moderate the association.

CHAPTER 2
LITERATURE REVIEW

2.1. CONCEPTS AND DEFINITIONS

Table 1: Operational definitions

Variables	Definitions
<i>Non-standard hours</i>	Work conceded between 8am to 5pm starting from Monday ends by Friday and paid by the employer is known is standard working time. Apart from that work will be in Non-standard hours.
<i>Stress</i>	Stress is the deviation from usual psychological or physiological functioning originated by constraints in immediate environment of individual.
<i>Turnover Intention</i>	Turnover intention is that when employee consciously and considered to leave the organization where he/she currently working.
<i>Job Satisfaction</i>	“The magnitude of job adore by the individual” Spector

2.2. CRITICAL ANALYSIS OF THE LITERATURE

2.2.1 Non-Standard Working Hours

Majorly the research is all about Non-standard work hours, job satisfaction, stress and Turnover Intention. Standard working hours involves from 9 a.m to 5 p.m, starting from Monday and ends on Friday, which is still dominating business hours. Shift work outside typical or “standard” working arrangements which includes Monday to Friday or work in shifts include long, irregular, undefined and on call duties (Arlinghaus, A et al, 2019). Flexible arrangements of schedules should be provided in response to meet the personal needs of workers or, for major parts , along this to manage between staffing levels and workloads, it also minimize operational cost. Therefore,

flexible working time becomes an adjustment variable in the work process, it is expected to influence work intensity (Piasna, A. 2018). Significantly in every country labors are working in Non-Standard work hours (Beers, 2000; Krausz, Sagie, & Bidermann, 2000). In past many industrialized countries, much of their policies regarding economic, social, and manufacturing policy were based on “Standard working-time model” (Allan, C., Brosnan, P., & Walsh, P. 1998). Standard working time model is relying on a standardly 8 hours a business day, during day time hours Monday to Friday and 40 hours per week (Allan, C., Brosnan, P., & Walsh, P. 1998).

Night shifts and working on weekends were considered Non-standard when workers can enjoy with family and can also practice some religious activities (Allan, C., Brosnan, P., & Walsh, P. 1998). Working outside standard hours was associated with penalty to avoid employers working beside standard hours and to compensate worker for the ill health linked with such hours (Allan, C., Brosnan, P., & Walsh, P. 1998). If an employer's forces employee in such situation than employees must be compensated for such issues. Majorly, employees were half paid for working on Saturday morning and were paid for double Sunday and Saturday second time (Afternoon) and most probably double time on public weekends. Employees working continuously in night shift also received extra holidays for a week annually (Dawkins, 1985).

2.2.2. The Collapse of Standard Hours Working Model

In mid of 70's the demand for non-standard hours increased because with the advancement of technology and shift in the form of economy from industrial to service based economy. With the competition in market with and with some other sufficient reason employers wanted to utilize labor in non-standard hours. Increasing capital operation in non-standard hours authorized employers to fully use their available manufacture capacity. Mainly the growth in non-standard hours is due to growth in service industry and also in increase in continuous services to the public. Examples are providing health services 24 hours, communication (telecom sector), hoteling and also other emergency services where 24/7 services is compulsory (Allan, C., Brosnan, P., & Walsh, P. 1998). On the other hand if we look at the supply side there was also been lot changes that put pressure on the standard working hours model. The growth of women in workforce has been significantly extended in labor force. As women still need to take care of children in home so standard working hours do not fit them easily. Working time preference of women also depends upon to their role

in local force. As more and more women were entering workforce, it's been noted that their work time preference have not been met.

Working long hours is associated with psychosomatic effects such as exhaustion (Park et al., 2001; Sabbagh Ehrlich et al., 2005) and stress (Spurgeon et al., 1997). The increase in work hour is correlated the chances of increase in stress complaints (Maruyama and Morimoto, 1996). Grosch et al. (2006) found that “worker who operated 49–69hr per week had an odds ratio (OR) of 1.79 (95% CI 1.35–2.37) for stress associated to subjects who functioned 35–40hr per week, and those who performed duties 70 or above hours per week had the OR 2.49 (95% CI 1.56–3.97) for stress linked to the reference group”. Maruyama and Morimoto (1996) compared two groups, one working short hours, second long hours and found that those who working long hours were having high risk of stress and complaints. Johnson and Lipscomb (2006) found that extra hours working associated with stress and also with morbid behavior (i.e smoking, which lead to numerous diseases reported in past such as musculoskeletal disorders and cardiovascular). The above stated authors reported stress directly associated with anxiety, stress, behavior problems, pain, discomfort and decrease in performance. Spurgeon (2003) also found significance result in his study and quoted that long working hour's cause somatic disorders. Those employees who operated more than 48 hours in a week result in high dissatisfaction with job, causes mental problems and employees who work further than 60 hours a week were having higher risks of cardiovascular diseases (Spurgeon, 2003).

2.2.3. Job Stress

There are divergent models of stress (Ganster, 2008). The implication of standard working hours diminishing stress and emerging the concept of responsibility with balancing personal and work life. (**Gudep, 2019**). Though, they don't satisfactorily describe the effect of the fluctuating work association and the subsequent non-standard hours on laborers' well-being (Gallagher, 2005; Sauter et al., 2002). In spite of the expanded significance of non-standard work routines, moderately little consideration paid to by scholastics and professionals to comprehend the impacts of such timetables on worker work burnout, stress and wellbeing (Blau & Lunz, 1999; Jamal & Baba, 1997).

The previous works on stress is overwhelmed rather by idea, papers with limited tests of the concepts presented. Common sense and documented proofs suggest that stress causes health

problems and also contribute into organizational problems as job dissatisfaction, employee alienation, decrease in production, also creates Turnover intention in employees (Beehr & Newman, 1978; Schuler, 1980) and also cost 10 20 billion dollars (Jick & Payne, 1980). In perspective of the human and money related expenses of these issues, there is a requirement for more experimental investigations of anxiety wonders in work organization. However, three causes make this study more complicated and make it more complex to understand and simplify: particularly, blur meaning and complicated meaning of stress, the selection of correct research perception, and operational characteristic in the study of stress phenomena. Organizational stress is known as 'feature of modern life' and research on stress is significantly increasing recently (Dunham 2001). Work stress is been rapidly growing and is new area of problem for H.R manager (Avey, Luthans, & Jensen, 2009).

Work stress can be defined as "Psychological, Physical and behavioral reactions to work related strains over a distinct or short-term period" (Dollard, Winefiled & Winefiled, 2003).

"Emotional and physiological reaction to stressors is known as stress" (Maslach et al., 1996). A stressor is an interest, circumstance or condition that disturbs a man's balance and starts the anxiety reaction of expanded autonomic excitement. Drawn out anxiety is connected with incessant tension, psychosomatic disease and an assortment of other passionate issues (Caughey, 1996; Taylor-Brown et al., 1982). Regardless of the expanded significance of non-standard work routines, generally little consideration has been paid by both scholastics and specialists to comprehend the impacts of such hours on worker work burnout, wellbeing and stress (Blau & Lunz, 1999).

Working long hours is associated with psychosomatic effects such as exhaustion (Park et al., 2001) and stress (Spurgeon et al., 1997). The increase in work hour is correlated with stress complaints (Raediker et al., 2006), so do the chances of increase in stress complaints (Maruyama and Morimoto, 1996). Grosch et al. (2006) found that those employees worked for 49-69 hrs (non-standard hours) in a week had an high ratio of stress comparing with those employees who worked for 35-40 hrs in a week. Maruyama and Morimoto (1996) compared two groups, one working short hours, second long hours and found that those who working long hours were having high risk of stress and complaints. Johnson and Lipscomb (2006) found that working in non-standard hours is connected with stress and also with injurious behavior (Such as smoking, which lead to many diseases and cardiovascular). Caruso et al. (2006) long working hours are attached with many

factors, including sleepiness, also with workplace risks, workload burden, and less time for family work life. The above stated authors reported stress directly associated with anxiety, stress, behavior problems, pain, discomfort and decrease in performance. Spurgeon (2003) also found significance result in his study and quoted that long working hour's increase risk of physical disorders. Employees worked more than 48 hours in a week result in high dissatisfaction with job, causes mental problems and employees who worked above 60 hours a week having greater risks of cardiovascular diseases.

2.2.4. Job Satisfaction

Job satisfaction is a reaction by individual about his/her job conclusion from a comparison of actual outcomes expected and required results (Cranny, Smith, & Stone, 1992). A productive workplace is one who enables employees to complete the task according to their work division method that also affects loyalty, satisfaction and more likely to retain talented worker which is particularly more relevant in the industries. (Krekel, Ward, & De Neve, 2019). It is a response or feeling that actually reflects the level to which individual needs are encountered by his/her current job. As Spector (1996) find out, Job satisfaction is basically "the extent to what individual are attracted and like their current job." (p. 214).

Studies shows that non-standard hour's impact, job satisfaction amongst employees, Handel (2005) notice that most investigator get helped from objective gauges as income rather than subjective acuties of work quality to study worker well-being. According to Handel, researcher needs to inquire whether if we change objective working conditions will have any effect on subjective perceptions on quality of work, by using job satisfaction as a basic indicator.

To analyze the quality of job by measuring Job satisfaction the list of researcher includes (Broschak et al. (2008); De Cuyper & De Witte (2006). On the other hand in standard worker there had been little discussion about the possible outcome on job satisfaction.

Recent literature in this field shows that its employee ability how they are managing their physiological and psychological stress which will ultimately effect Job satisfaction (Fairbrother & Warn, 2003). If we look at organizational behavior perspective, Job satisfaction can be described as an outcome of employee performance in terms of appraisal so it will create pleasure among employees. (Locke, 1976 and Kreitner & Kinicki, 2007). In job-related stress, many experts of

field and scholars think that, there is a difference in psychological stress and job satisfaction , but both of these are highly correlated with one another.

Previous studies and research conducted in different settings suggest that job satisfaction and turnover intention are negatively correlated with one another. (Rahman et al, 2008) found negative relationship of job satisfaction checking effects on turnover intention. Khatri and Fern (2001) found modest association among job satisfaction and turnover intention. Korunka et al (2005) also studies job satisfaction and turnover intention and found negative connection between them also it was significant. Job satisfaction is highly forecaster of turnover intentions (Brough and Frame, 2004).

Graham (1982) explain job satisfaction as "Gauge of one's overall feelings and attitudes towards his/her job". Job satisfaction is behavior of the employees to their tasks. Hoppock (1935) defined Job satisfaction as “any state or combination of psychological, ecological and physiological that arise ability in an employee to say that, ‘I am happy with my current job’.

2.2.5. Turnover Intention

Other organizational factors such as benefits, schedule working arrangements, professional development opportunity, organizational policies, controlled factors of organization are associated with higher job commitment and lower turnover intentions and in such environment one desired to stay in the organization for longer. (Brown A. R., 2019).According to Mobley (1977), If an employee believe that he is not having another job option (Employment mobility shortage in market) means that employees in market are not having sufficient alternative option so there will be less turnover intentions. Decision of an employee or employees is depending upon the apparent easiness of alternative occupation with a regular hours (Griffeth et al,2000; Holtom et al,2008). Some researcher also suggest that employee mobility is strongly correlated with turnover intention in non-standard hours as employees may find these hours undesirable due to unsocial hours (Demerouti et al., 2004; Fenwick & Tausig, 2001). Consequently, in a study by Osinubi, & Robson, (2010) they have expected that relationship between non-standard hours and employee engagement to be higher if perceived employment mobility is low. In a research by Noor and Maad (2008) relationship between work-life conflict, Turnover intentions and stress reported positive.

Turnover intention is basically a phenomena which starts with the poor designed organizational policies, it decrease employee motivation and ultimately decrease performance and forces employees to quite the organization (Mitchell et al., 2001). Holtom (2001) provided the first theory which explains the voluntary turnover intention, he explains that the perception which leads to an employee turnover are individual perception and these individual perception are regarding easement of job and quality of job at the place of work setting.

While switching, there is link between easy to leave and available alternatives (Lee & Mitchell, 1994). Subsequently this link impact turnover from long time. Another diverse approach is in trend now days which is from the study of (Wong, Hui & Law, 1995) and tell us that a negligible effect of job satisfaction will be on turnover intentions attitudinal factors. According to (Javed et al, 2014) the better sense of goal orientation, the operational strategies and culture of an organization are the strong predictor of an employee satisfaction with his job and turnover intentions. So by these factors the stress will increase or decreases and simultaneously it will effect employees turnover intention (Bailey & Foley, 1990). If we look at from the perspective of leadership behavior in an organization so the turnover intentions can be both positive and can have negative consequences. As the manager wants in an organization to achieve its goals assigned by the organization within estimated period of time keeping effectiveness and efficiency in mind but in return the organization may possibly lose great employees which will also create sense of fear in other employees too as they will see road blocks in their career development and ultimately will get dissatisfied with their job. So the better organization provide stress free environment to managers the more they will be satisfied with their jobs and that will cause better productivity (Barnes, 1994).

2.3. RESEARCH GAP

It has been observed from the above gap that much of the research is carried out on Non-standard hours, its impact on turnover and stress have been studied separately. Some studies report that employees working in rotating shifts having higher Turnover intention than those employees who working in fixed shifts (Demerouti et al., 2004; Jamal, 2004; Jamal & Baba, 1992). While some reported that non-standard work has a positive impact on job burnout, health and stress (Blau & Lunz, 1999; Jamal & Baba, 1997). While there is no research carried out on above mentioned, So

the researcher is taking these two together as mediator (Stress and Job satisfaction) and will check its impact on employee turnover.

In Pakistani context; there is surprisingly no research carried out on Non-standard hours and its impact on Turnover intention. So there is need to assess whether Non-Standard hours impact on Employee Turnover intention and come up with the solution if required. So in literature we can find a good gap which needs to be fulfilled.

PROPOSED RESEARCH MODEL AND THEORY

Proposed research model is below in figure 1, this research is based on P-E fit theory. According to P-E fit model theory there are two kind of (subjective and objective) environment which effect individual overall decision making. Objective environment of an individual refers to the independent situation and subjective on the other hand refers to dependent part, mostly the objective part effect subjective part.

In this research non-standard hours is referred to the objective part which is independent and subjective parts are stress and job satisfaction which are individual perception because of objective part.



Fig1: Proposed research model

Theoretical framework (Developed by researcher)

IDV= Independent variable: Non Standard Working Hours

DV: Dependent variable: Turnover Intention

MV; Mediating variable: Stress and Job satisfaction

2.4. HYPOTHESES TESTING

H1 Non-standard working hours is positively related to Turnover Intention.

H2 Non-standard working hours is negatively related to Job Satisfaction

H3 Job satisfaction is negatively related to employee's Turnover Intention

H4 Non-standard working hours is positively related to Stress

H5 Stress is positively related to employee's Turnover Intention

CHAPTER 3
RESEARCH METHODOLOGY

In this research, non-standard hours is a predictor and positively correlated to Job satisfaction and adversely related to job stress which leads to employee Turnover intention. Moreover Stress and Job satisfaction play role as mediator between non-standard hours and Turnover intentions.

3.1. RESEARCH DESIGN:

The purpose of this study is to examine the link among non-standard hours and turnover intention. The researcher has carried out certain hypothesis tests in order to find exact relationship among the discussed variables. The purpose of this study overall is to find the link amount Non-standard hours and turnover intention while keeping 2 mediators in study (stress, job satisfaction). The study was based on cross-sectional data so the study was assessing via quantitative design. In social and management sciences the most effective and efficient way to analyze data is survey method that actually allows researcher to check larger and interconnected sample which must be taken from population and helps the research to do the study in economical manner.

Deductive research methodology used in this study by the researcher (from general to specific). This helped the researcher to collect stats from an appropriate sample size and investigate the issue under the study. Due to the approach of study is Deductive, the quantitative data is essential and that data collection is necessary. The distributed questionnaires among the practitioners are already designed and have been used several times earlier.

3.2. SAMPLE DESIGN

3.2.1. Population

The purpose of the study was to examine the connection between Non-standard Hours and turnover intention. The selected population for the research is a combination of 6 organizations i.e. Zong CM Pak, Mobilink, Ufone, Telenor, Ovex Technologies and Touchstone Communications, Islamabad. The reason for the selection of these telecom organization is because of the that according to P.T.A (Pakistan telecommunication authority) telecom is the fastest growing industry in Pakistan and most of the employees working in this industry are working non-standard hours as the researcher was also previously employed in telecom sector. Another reason was comfort for the researcher as getting the data from this organization also the selection of the population is the personal reference approach in these departments due to self-working experience and having close

circle presently doing job in these organizations. The total population is unknown as Turnover intention is high in telecom sector.

3.2.2. Sampling Technique

As mention earlier that due to the huge population the non-probability sampling, convenience sampling technique has been used. So as to draw sample size from this population the formula of taking ten times of the total number of items will be used. The total items for the questionnaire (excluding control variable) are 26 and taking the ten times will create a sample of 260. 390 questionnaires has been distributed among the above mentioned organizations.

3.2.3. Sampling:

The issue under the presented study is based on the telecom sector Islamabad so the analysis unit is “Telecom Sector Employee of Islamabad”.

Questionnaire survey method has been used for collecting Primary data. Questionnaires were developed and provided to the concerned contact center management of the mentioned organizations. The representatives of the said departments circulated the questionnaires and also get collect the filled questionnaire from them. Another way of collecting data by floating questionnaire through google forms. Language used in the questionnaire was simple and easy to understand by the population selected as sample for this study. English has been used as channel of communication.

3.2.4. Instrumentation

The distributed questionnaire among employees contains 3 main sections which are below.

- 1) Introduction (explains purpose, background and related information about the study under observation).
- 2) Information regarding the Level of Stress, Job stress, Turnover intention and Non-standard hours.
- 3) Demographics of the respondent.

3.2.5. Measurements

In this study all variables are very well defined after the researcher has studied previous literature. All measurement instruments (scales) are previously developed and used by many researchers. So in this study the researcher has adopted questionnaire from previous studies. Some of the questions in each variable scale are reverse coded so that researcher can avoid CMB (common researcher baseness). The complete information regarding the scale used in this study is described as below.

3.2.5.1. Non-standard Hours

Non-standard hour's measurement scale is adopted from the study of Jamal and Baba (2000). Non-standard hours are operational as working outside fixed day pattern shift and working more than 48 hours a week. Working on weekends also included in Non-standard hours. This will include an item to assess whether the respondents work under standard or non-standard work hours.

Non-standard hours were treated as binary variable and dummy coded as there are 2 kinds of working hours and those are standard and non-standard. For dummy variable criteria defined by researcher is K-1 groups as we have to leave 1 group as reference group so the reference group was standard and we created 1 dummy variable as it was non-standard hours.

3.2.5.2. Stress

For this variable 13 item scale developed by Parker and DeCotiis (1983) has been used on Five point Likert scale. The respondents rated each item using a 5-point Likert scale (1= strongly disagree, 5= strongly agree). Sample items were 'I have felt fidgety or nervous as a result of my job' and 'Working here makes it hard to spend enough time with my family'. The instrument is highly reliable as the Cronbach's alpha for stress is high i.e 0.959.

3.2.5.3. Job satisfaction

Job satisfaction scale is adopted from the study of BrayfieldRothe's (1951) and job satisfaction contains 5 items. The respondents rated each item using a 5-point Likert scale (1= strongly disagree, 5= strongly agree). Sample items were 'Most days I am enthusiastic about my work' and 'I feel fairly well satisfied with my present job (α .869).

3.2.5.4. Turnover Intention

This scale is also adopted from the study of Mobley, Horner and Hollingsworth in year 1978, it contains three items and was measured on five points scale from 1=strongly disagree to agree. (α 809).

3.3. DATA ANALYSIS TECHNIQUES

In this research for results Statistical Package for Social Sciences version 20 is used for analyzing the data.

3.3.1. Reliability and Validity

The researcher has adopted previous used scales and did not make any changes in adopted scales. For item reliability the researcher has tested variable items reliability via using SPSS and found that all items are statistically significant as score of Cronbach alpha was above 0.60.

CHAPTER 4
RESULTS AND FINDINGS

Analysis of stats is about the measures and outcomes of each projected hypotheses. For the examination of collected data, Statistical Package for the Social Sciences (SPSS) has used by the researcher for the initial preparation of data and screening of data like analysis of missing value, analysis of normality, and other data run correlation and regression. Furthermore for mediation analysis Andrew F. Hayes model has been used by the examiner because its considered as reliable for these assessments.

4.1. PRELIMINARY DATA SCREENING

The researcher has used SPSS for the primary data screening and to analyze the data so we can find missing and aberrant values, The further tests which were carried out in order to screen preliminary data includes checking outliers, normality tests, descriptive and in last reliability tests.

4.2.1. Missing Value Analysis

Before going further (Data analysis), it is very important that the researcher first check if there is any missing value in the data which has been collected. Because the results obtain from the data which contain missing values will be misleading if not removed or treated correctly by the researcher. In SPSS the researcher has checked for the missing values and found none. No special action required to treat this issue.

4.2.2. Normality Test

Through normality test by SPSS distribution of data was checked. It was detected that the skewness and kurtosis of the results were within the range of +3 and -3 and also the z scores of the data were between +3 and -3. It mean proper data distribution.

4.2.3. Coding of Data

When questionnaires were collected from respondents the researcher has coded the data in SPSS. For this study, the researcher has used the coding options for the demographics section of the questionnaire. In this study 7 demographics were added as below.\

Table 2. Demographic Results

Demographic			
Variable	Description	Frequency	Percentage
Gender	Male	190	76
	Female	60	24
Departments	H.R	30	12
	Marketing	88	35.2
	Finance	22	8.8
	Other	110	44
Salary	Less than 15000	1	0.4
	15000<>30000	117	46.8
	30000<>50000	82	32.8
	More than 50000	50	20
Marital Status	Single	180	72
	Married	70	28
Education	Undergraduate	185	74
	Graduation	60	24
	Post Graduate	5	2
Tenure	less than 1 Year	124	49.6
	1-5 years	56	22.4
	more than 5 years	70	28
Managerial Level	Top Level Manager	19	7.6
	Middle Level Manager	38	15.2
	Front Line Manager	53	21.2
	Others	110	44

4.3. SAMPLE CHARACTERISTICS

The researcher has distributed overall 390 questionnaire among population and 267 were returned back. 17 questionnaires were not included in the study as it was not properly responded (Missing

values etc). So 250 questionnaires were included and coded in SPSS for analysis. The sample which is selected in this study is very sophisticated and response rate was 64%.

As we have stated that the sample is very sophisticated and that can be seen in the demographic section of this study.

4.3.1. Gender

The total sample who responded the study questionnaires properly include 250 individuals and that contains 190 male and 60 female respondents. The female who responded this study was having percentage of 24% and male percentage was 76%. It can be seen that male respondent rate is high I have conducted this study in telecom sector and the male employees are high in telecom sector as compared to female.

4.3.2. Leadership Position

Leadership position was distributed in two group. 1 represent if a person is working on leadership position and 2 for if a person is not working on leadership position. In the sample of 250 had 61(24.4%) people working on leadership position while the rest 189 (75.6%) was working on not working on leadership position.

4.3.3. Education

The sample of qualification was classified into 3 categories, which are Undergraduate, Graduate and Post graduate. There were 185 undergraduate, 60 graduates and 5 post graduates out of 250 which make it 74% undergraduate, 24% graduate and 2% post graduate.

4.3.4. Tenure

The sample was classified into three categories according to tenure of an individual in organization, which are less than 1 year, 1-5 year and 5 year or more. There were 124 individual working with telecom sector for less than one year, 56 were working with them for 1-5 year and 70 were there for more than 5 years. In sample of 250, 49.6% were working with telecom sector for less than a year where 22.4% were working with these organizations for 1-5 year and 28% were working actively since last 5 years with these organizations.

4.3.5. Departments

The questionnaire was distributed among the following 4 departments of telecom sector. 30 responded were from H.R department, 22 from finance, 88 from marketing and 110 choose “other” as department which includes rest of department.

Currently in telecom sector there are multiple departments like IT, Business development, Logistics, operation and many other so the respondent mix from this who choose the other was in majority.

4.3.6. Managerial Layer

The sample was classified into four categories depending upon the designation of employees. Those categories contain, Top level manager, middle level manager, front line manager and “Other”. The number of respondent from the top level management were 19 (7.6%) from middle level responses were 38 (15.2), from front line manager responses were 53 (21.2) and from other which includes general employees were 140 (56%).

4.3.7. Marital Status

Marital status was divided into 2 groups namely, Single and married. The response rate for the first one which is single was 180 (72%) and married were 20 (28%). Most of single individuals are working in telecom sector as they have non-standard hours, so in culture of Pakistan it is difficult for families to work in night shift.

4.3.8. Salary

In order to assess the salary of employees the following option were given to them in questionnaire to choose any according to their current status, These option were following, Less than 15000, 15000 to 30000, 30000 to 50000 and 50000 or more. Surprisingly only 1 (.04%) employee was getting 15000, the response rate for 15000 to 30000 was 117 (46.8%), for 30000 to 50000 was 82 (32.8%) and 50 (20%) chose the last option where individual was getting more than 50000.

4.4. DESCRIPTIVE STATISTICS

Working hours of employees that either an employee is working in standard or non-standard hours were measured 5 item scale. After classification of standard and non-standard has been done

accordingly. Employee Job satisfaction, Stress and Turnover intention were measured on 5 point Likert Scale (1=Strongly Disagree, 5=strongly agree).

Table 3. Descriptive Results

Descriptive Statistics					
Variable	Mean	Std. Deviation	Range	Skewness	Kurtosis
Stress	2.9138	0.92257	2.77	0.207	-1.732
T.Is	3.178	0.880	3.3	-0.311	-1.11
J.S	2.8	0.9166	3.0	0.248	-1.26
Working Hours	1.28	0.45	1	0.986	-1.036

4.5. RELIABILITY

For checking the item reliability, Cronbach's alpha internal consistency was used to measure reliability. The results of Cronbach's alpha test and mentioned in the below table 4. It can be observe that the items are reliable and having significant Cronbach's alpha score.

Table 4: Reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.967	0.942	26

The above results for Cronbach's Alpha shows that items were highly reliable and ranked as 'good' as far as non-standard hours which is binary variable with 2 category (1=standard hours 2=non-standard hours) so cornbach's Alpha was not carried out for this variable.

4.6. CORRELATION ANALYSIS

Table 5. Correlation results

Correlations				
	N.S.H	Stress	T.I	J.S
N.S.H	1			
Stress	.608**	1		
T.I	.552**	.538**	1	
J.S	-.682**		-0.554	1
**. Correlation is significant at the 0.01 level (2-tailed).				

Non-Standard Hours and Turnover Intention

Not standard working hours are positively related employee Turnover intention. The value of 0.552 which is significant at $\alpha=0.01$.

Non-Standard Hours and Job satisfaction

Non-standard hours lead to job dissatisfaction which can be witnessed in the table 5 which value is -0.643, we can see the value in negative that means that the relationship between those are negative. The value is highly significant as α value is below than 0.01.

Non-Standard Hours and Job Stress

Non-standard working hours are positively linked to stress in table 5 it can be witnessed, Value=0.608, significant at $\alpha=0.01$.

This indicate that the relationship among non-standard working hours and stress can be classified as positive relationship, result that organization Non-Standard hours will lead to Turnover intention amongst employees.

Job satisfaction and Turnover intention

Job satisfaction is having negative relationship with Turnover intention as the value of correlation suggest which is -0.510. The relationship between these two are negative and they are highly correlated with each other.

Stress and Turnover intention

The relationship between stress and Turnover intention is positive and that can be witnessed from table 5 correlation value which is 0.538 which is significant at $\alpha=0.01$. The correlation values of these variable shows that the positive relationship between these variables is high.

4.7. DATA SCREENING

4.7.1. Missing values

Through SPSS, we checked missing values in a data by using occurrence results of all the data. Before data analysis we assessed the missing values and we handled them with the support of taking mode. So no missing value was found during analysis of data.

4.7.2. Multi co-linearity diagnostic test

According to Classical linear regression model (CLRM), variable those act independently shouldn't be multicollinearity, this shows that, there is no impact of increasing or decreasing in one independent variable, on other independent variable. Through tolerance value and VIF, detection of Multicollinearity can be thru. Through SPSS, collinearity diagnostic has done to check the multi collinearity between independent variables.

Table 6. Co-linearity diagnostic

Independent Variables	Toleranc e	VI F
Stress	0.444	2.25
Job satisfaction	0.524	1.91
Non-standard hours	0.489	2.05

In the above table6 the researcher has tested multicollinearity between our independent variable (Those effecting DV also includes Mediators) and that explains either multicollinearity exists between our independent variable or not. In the table6 the values of on tolerance side is higher than 0.1 which suggests that there is no multicollinearity issue among our independent variable. On the other side the VIF calues are below than 10 which also suggest that we don't have problem with collinearity.

4.8. T-TEST

Independent sample T-test was used to analysis is there any significant difference between these groups (standard and non-standard hours).

Table 7.T-test

Independent Sample T-test for comparing Standard and Non-standard Hours									
Variable	Working Hours	Mea n	S.D	F		T	sig (2 tailed)	Mean Difference	Std. error Difference
Turnover Intention	Standard	2.4	0.452	15.736		13.26	0.00	1.081	0.081
	Non-standard	3.481	0.818			10.26	0.00	1.081	0.103
Job satisfaction	Standard	3.705	0.442	18.343		- 17.993	0.00	-1.355	0.075
	Non-standard	2.35	0.72			- 14.686	0.00	-1.355	0.922
Stress	Standard	2.016	0.219	350.78 7		18.116	0.00	1.246	0.068
	Non-standard	3.262	0.853			12.053	0.00	1.246	0.103

Turnover Intention: In table 7 the turnover mean of those employees working in standard hours is 3.481 where the mean for employee working in non-standard is 2.4 which is also statistically significant because the P value is less than $p < .001$ which shows that there is significant difference the mean of these two groups.

Stress: Mean of stress in standard working hours is 2.016 and in contrast the mean for non-standard hours is 3.262 which is greater in number and also statistically significant $p < 0.001$. The above shows the employees working in non-standard hours is having greater amount of stress comparing employees working in standard hours.

Job Satisfaction: Comparison of mean for Job satisfaction between non-standard and standard the following results were produced by SPSS. The mean for Job satisfaction for standard was 3.75 and for non-standard 2.35 which are statistically significant as $p < 0.001$. It shows that employee working in standard hours were more satisfied with the job they were having and on other hand employee working in non-standard hours were dissatisfied.

4.9. REGRESSION ANALYSIS

For regression analysis, Turnover intention in SPSS set as dependent variable as an independent variable we set Non-standard hours. The regression results mentioned below:

Table 8 Regression results

Independent Variable on Dependent Variable			
Model	R	R Square	Adjusted R Square
1	0.552	0.305	0.302

The above table displays the regression analysis of Turnover intention and Non-standard hours (Variable acting as regressor).

The result shows a significant effect of non-standard hours on turnover intention ($\beta=0.552$, $P<0.01$), Means that non-standard is predicting turnover intention and there will be non-standard hours in organization, then the employees will be potentially be having turnover intention.

R^2 gives an indication of extent to which “Turnover Intention” can be explained by “Non Standard Hours”. Additionally, R^2 can also be considered as percentage of change that is brought by the independent variables in the dependent variable. Regarding this study, R^2 is 0.305 (30%) which is very low. On the other hand, In part two effect of non-standard hours on Turnover intention is significant ($\beta=0.552$, $p < .001$). It shows that non-standard hours are predicting turnover intention in an organization.

Coefficients

Model	Unstandardized Coefficient	Standardized Coefficient	B	t	sig.
	B	Std. Error	Beta		
Non Standard Hours	0.478	0.61	0.552	7.35	0.000

Based on the concept, this table indicates the magnitude and significance of relationship between independent and dependent variables. The contribution made by Non Standard working hours is 47.8% with the significance of .000.

4.10. MEDIATION ANALYSIS

Through three paths mediation analysis has been checked i.e. direct effects of non-standard hours on turnover intention, non-standard hours job satisfaction and stress, and finally the indirect effect of non-standard standard hours on turnover intention through stress and job satisfaction. For purpose of analysis.

Table 9 Mediation results

Mediation Table												
Variables	IV-DV			IV-M1			IV+M1-M2			IV+M1+M2-DV		
	β	t-value	SE	β	t-value	SE	β	t-value	SE	B	t-value	SE
Non-standard (IV)	1.081	10.438	0.104	-1.3	-14.69	0.922	0.6204	4.8041	0.1291	0.4994	3.5907	0.1391
Stress (M2)										0.2241	3.4191	0.655
Satisfaction (M1)							-0.4617	-7.1043	0.65	-0.2233	-0.304	0.0735
T.I (D.V)												
R2	0.305			0.4655			0.4764			0.3929		
Indirect Effect				B	SE	(LLCI,ULCI)						
Simple mediations M1 (J.S)				0.3028	0.1102	0.3633, 0.7910						
Double Mediations (M1,M2)				0.1403	0.058	0.0409, 0.2704						
Simple mediation M2				0.139	0.0632	0.0321, 0.2768						
Direct Effect				Effect	SE	t-value	P					
				0.4994	0.1391	3.59	0.000					

Association of IV and M1 can be seen in Path-A, negative relationship among them and significant at ($\beta = -1.3095$, $p < 0.001$), which means that 1 unit change in non-standard hours will cause negative 1.3095 in Job satisfaction. The R^2 of this relationship is 0.4131.

Interpretation of Pat A (M2), shows positive relationship between non-standard hours and stress and significant at ($\beta = 0.2241$, $p < 0.001$). The R^2 of this relationship is 0.3929 and the $b=0.02241$ suggest that one unit change in non-standard hours will cause 0.2241 in stress. The overall relationship is significant.

For interpretation of path B the criteria was x, m1 and m2 together predicating y. Path B shows us that the 1 unit increase in Turnover intention will be because of -0.2233 J.S, also one unit increase in turnover will be because of 0.2241 increase in J.S and 0.2241 because of stress. The results are statistically significant $p < 0.001$.

Relationship between IV and DV shown in Path C, result is positive of both variable relation, which significant statistically at $p < 0.001$ and $\beta = 1.081$.

Path C' which shows the relationship between non-standard hours and Turnover intention, positive relationship and significant statistically at $p < 0.001$ and $\beta = 0.4994$

4.11. HYPOTHESIS TESTING

H1: NON-STANDARD HOURS ARE POSITIVELY RELATED TO TURNOVER INTENTION.

Non-standard hour's correlation coefficient of association is 0.552 with employee Turnover intention. At $\alpha = 0.01$ it consider significant. Which shows positive relationship. Mediation analysis Path-C (IV: Non-standard hours on DV: Turnover intention) shows the significance ($\beta = 1.081$, $p < .001$). Hypothesis H1 can't be rejected with this valid reason.

H2: NON-STANDARD HOURS ARE NEGATIVELY RELATED TO JOB SATISFACTION.

Correlation coefficient table () shows the association of Non-standard hours are having negative relationship with Job satisfaction which is -0.643 and that is highly significant $p < 0.001$. The

association can also be witnessed in Path A (M1) of mediation analysis (IV: Non-standard hours on M1: Job satisfaction) shows the significance ($\beta = -1.3$, $p < .001$) that why we will accept the third hypothesis.

H3: JOB SATISFACTION IS NEGATIVELY RELATED TO TURNOVER INTENTION

The relationship between Job satisfaction and Turnover intention is negative with the correlation coefficient value of -0.510 and that is also statistically highly significant $p < 0.01$. , and also in mediation analysis direct association between Job satisfaction (M1) and Turnover intention (DV) were checked which shows the significance results ($\beta -0.2233$, $p < .001$) that is the reason we will not reject this hypothesis.

H4: NON-STANDARD HOURS ARE POSITIVELY RELATED TO STRESS

The association correlation of stress with non-standard hours is 0.608. At $\alpha = 0.01$ it considered significant. Mean relationship is positive. Mediation analysis Path A (IV: Non-standard hours on M2: Stress) significance seen ($\beta = 0. 0.2241$, $p < .001$) that why we will accept the second hypothesis.

H5: POSITIVE RELATIONSHIP OF STRESS WITH TURNOVER INTENTION.

Correlation association shows us the relationship among these two is positive, means that one unit increase in one variable will also increase another. So correlation value between stress and Turnover Intention is 0.538 which is highly significant $p < 0.001$, and also in mediation analyses of the above relationship (M2.DV) show the significance results ($\beta 0. 0.2241$, $p < .001$), because of that we cannot reject this hypothesis.

CHAPTER 5
DISCUSSIONS & CONCLUSION

5.1. DISCUSSIONS & CONCLUSION

Results has been discussed by the researcher in this chapter generally beside with the associated empirical evidences through work/literature. This chapter also includes implications of this study theoretical and empirically, Study limitations also have been discussed. Future directions section also included in which for upcoming researchers directions have been discussed on the similar topic.

This study purpose was meant to found if Non-standard hours are playing its part in employee Turnover intention in Telecom sector employees in Pakistan by taking respondents from telecom sector organizations includes, Mobilink, Ufone, Zong CM Pak, Telenor, Ovex technologies and Touchstone Communications. This research would act as constructive role for researchers to additionally discover and assess the Non-Standard hours applied in telecom sector and make proposals for its recompense. Furthermore, it will also provide assistance to the law maker, policy maker and other stakeholders for considering the deficiencies and recommendations and support in coping the Non-standard hours with employee retentions. Few main points were;

- Whether employees working in telecom sector in non-standard hours have Turnover intention or not?
- Determine non-standard hours in nature.
- See if Job satisfaction and Stress are interference non-standard hours and Turnover intention.

Through SPSS researcher check the model with various tests.

In Chapter 4 we discussed; it's proven that the mediation take place actually, significant role among the contracts. The section of analysis describe in detail the links of different variables stated in the model. Reader can get help and get a good idea regarding the actual connection of various variable of Telecom sector.

Two natures of working hours (Non-standard hours and Standard hours) in which our main focus was to study employee working in Non-standard hours and to assessed their Turnover intention with 2 mediator (Job satisfaction, Stress) were presented in this study.

Non-standard hours and Turnover Intention

The study showed a significant result of avg. i.e 2.68 (Approximately 3) for non-standard hours and its impact on Turnover intention. Results are the actual acknowledgment by the respondents that, the non-standard hours in which they are working positively linked to Turnover intention among them. Demerouti et al, 2004, states that employee working in non-standard hours will be having more Turnover intention keeping perceived mobility in mind. In another study by Osinubi, & Robson, 2010, they concluded that we assume the positive link of non-standard timing and Turnover intention while keeping perceived mobility in mind.

A sociology professor Finnish, Paavo Seppä nen, advised in (1967) 35 years ago that working hours should be comprised on two intervals (12 hours) 6 working hours in each shift. Some studies suggest that working non-standard hours as this is current need of society because of 24/7 economy so the private sector can decrease working hours of those employee working in non-standard hours in order to control Turnover intention.. Also the organization can reduce employee Turnover intention while providing them some extra leaves so employees can spend some time socializing with other. The overall average score on T.I was 3.27 (Approximately 4) which shows that the respondents working in non-standard hours agree on higher Turnover intention side.

Non-standard hours and Stress

The study showed a significant result for non-standard hours and its impact on stress. Results are i.e 2.91 (Approximately 3), this shows that employees agreed that non-standard hours causing stress among them. Working long hours is associated with psychosomatic effects such as exhaustion and stress (Johson and Lipscomb, 2006). Employees those worked per week 49-69 hours had an odds stress ratio of 1.79 (95% CI, 1.35-2.37) as employees working in standards work schedules.

Non-standard hours and Job satisfaction negative correlation

The negative correlation value (-0.510**) among non-standard hours and Job satisfaction significant at A path (M1) this shows non-standard hours and Job stress relationship, results statistically significant at ($\beta = -1.3095$, $p < 0.001$) and negative relationship has been founded.

Results of previous studies that employees who worked more than 48 hours (Standard working hours) in a week result in high dissatisfaction with his job (Demerouti et al, 2004; Jamal, 2004).

Negative correlation among Job satisfaction and Stress

Variable Job satisfaction negatively correlated with the second mediating variable Stress. Value is -0.643. Previous researches indicating inverse relation of Satisfaction and stress which leads to leave the Job (Arnold and Feldman, 1982). Where stress is high, which impact Job satisfaction as low (Landsbergis, 1988). Relationship of both variables have been proven negative.

Negative correlation among Job satisfaction and Turnover Intention

The Job satisfaction variable correlated negatively with variable turnover intention, result are mentioned in the correlation table, -0.736 is output. The strength of relationship is negative. Job satisfaction inverse effect on turnover intension and this can be studied in previous works. Job satisfaction and intention to leave the Job having modest relationship (Rahman et al, (2008); Khatri and Fern (2001)).

In this study role of stress has been checked that, is stress working or not as a mediator between Nonstandard hours and Turnover? Study also providing evidence that, the mediators playing mediating role in turnover of the private sector employees. Previously no focus was given to this topic as researcher most study employees working in day shift but due to non-standard hours there are many other problem linked. The researcher explored the link of two mediator's stress and job satisfaction which were previously not studied.

Although the research on non-standard hours was carried out collecting data from some telecom companies while there are also other companies in telecom sector who are operating in small sized, even in home and these findings are also able to generalize them but to keep in mind that in non-standard hours other industries are also operating i.e hospitals, Banking sector, food chains for them these findings may be generalized for them too.

If we look at the above literature where we also discussed the problem with non-standard hours also we know the non-standard hours are current need of the organizations as they have to provide 24/7 services to the client because of competition so previous study (discussed in literature) suggest that employer can reduce working hours in order to minimize Turnover intention, also they

can offer some special leave for employees working in non-standard hours so they can socialize with others. Researcher also discovered in the research that flexible arrangements of work are connected and associated with a numerous and important organizational approaches and outcomes.

The study showed a significant result for non-standard hours and its impact on turnover intention this indicate the average respondents admitting the fact that the non-standard hours in which they are working positively related to turnover intention among them.

The study also showed a significant result for non-standard hours and its impact on stress which means that on average employees agree that non-standard hours causing stress among them. Where factors like burnout, hypertension and stress are more prone to be shown in employees working under non-standard work hours: thus, leading employees towards turnover intention.

However the organizations can reduce employee Turnover intention while providing them some extra leaves so employees can spend some time socializing with other.

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