

Analysing the Impact of job Dissatisfaction with the mediating role of work life Balance on employees turnover Intention in e-commerce companies in Pakistan.



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ABSTRACT

In today's dynamic e-commerce landscape, employee satisfaction is an important element for the organizations and as well as for employees. This study investigates the complicated relationships between job dissatisfaction, turnover intentions, and work-life balance within the e-commerce sector, focusing specifically on Pakistan. Unique pressures in e-commerce, such as heavy workloads and blurred boundaries between work and personal life, aggravate job dissatisfaction, leading to high turnover rates. This turnover disrupts organizational continuity, affecting productivity and morale. In Past research researchers have highlighted the critical nature of these issues in traditional industries, but there is a notable gap in understanding these dynamics within the e-commerce sector it's just because of the unique nature of the industry and maybe the famous and economically strong in future. Given this backdrop, the current study focuses on understanding how job dissatisfaction affects turnover intentions among e-commerce employees in Pakistan, and how work-life balance acts as a mediator variable in that linkage. this study is aims to provide applicable suggestions for e-commerce companies based on a literature reviews and empirical researches. In addition, some of the main conceptual conclusions were that work-life balance is essential compared to or as important as job dissatisfaction when it comes to reducing turnover intentions. the research looks into three key questions: what leads to turnover intentions, in particular, the role of job dissatisfaction and work-life balance; why is there high level of turnover intentions, how work-life balance affects intends to leave, and the causes of Pakistan's high turnover rates among e-commerce workers. The goal of the study is to provide suggestions for enhancing staff retention and developing a welcoming workplace. These observations are essential for e-commerce businesses that want to stay stable and develop a productive staff in spite of the industry's quick expansion and innate difficulties.

Chapter 1

1.1 Introduction

1.1.1 Background of the Study

In the rapidly evolving world of e-commerce, where digital platforms and virtual interactions rule corporate operations, the significances of employee satisfaction cannot be overstated but mostly because of the unique requirements and constraints unique to the e-commerce. In this ever-changing business, job unhappiness becomes a critical issue. Compared to traditional industries, internet shopping presents challenges for employees, including heavy workloads, strict deadlines, and constant connectivity, which may result in low employee satisfaction and disengagement. Some factors that contribute to employee burnout and workplace unhappiness have been the subject of numerous recent research and studies.

According to a prevalent hypothesis in this study, workers' decisions to quit are highly influenced by their job dissatisfaction Mileva et al (2021). Employee turnover can have a significant impact on businesses, affecting employee morale, output, and overall. E-commerce, commonly abbreviated as e-commerce, it includes utilizing the Internet and intranet to engage in various commercial activities such as buying, selling, transporting, or exchanging information, products, or services Turban et al (2015). Directing the e-commerce industry poses unique challenges, largely owing to its fast-paced nature. In the work environment prevalent in startups or digital companies, including those in e-commerce and financial technology sectors, employees often find themselves multitasking or assuming generalized roles. While this versatility may seem advantageous, it frequently translates into heightened stress levels due to the increased workload.

An e-commerce worker cited by Puspita (2019) shed light on some of the industry's drawbacks, particularly concerning flexible working hours. Although flexibility is typically regarded as a boon, it can inadvertently blur the boundaries between work and personal life, leading to prolonged work hours. Additionally, non-standardized work evaluation systems across departments and the absence of consistent procedures can exacerbate work processes, prolonging the duration of tasks. Hence, it becomes imperative to prioritize work-life balance, particularly for individuals juggling professional commitments with familial responsibilities,

as emphasized by the informant. Over all the prevailing culture in the e-commerce sector tends to emphasize results-oriented approaches. While this fosters a competitive environment conducive to innovation and growth, it also underscores the importance of mitigating the adverse effects of such a culture on employees' well-being and work-life balance.

A survey conducted by the market research company, YouGov, among Singaporean employees highlighted a prevalent trend of individuals remaining in the office beyond their scheduled hours, primarily to maintain a visible presence, which they perceived as crucial for career advancement Lim,(2020). Additionally, research findings indicate that the practice of attending to work-related phone calls and emails outside of regular office hours significantly encroaches upon employees' personal time, leading to heightened stress levels Jow it (2016). This persistent engagement in work activities outside the conventional timetable contributes to the complexity of achieving work-life balance, as noted by Lafitte (2017). But preserving harmony in a variety of spheres of life is crucial to guaranteeing workers' physical and mental health, cutting down on turnover, and increasing output. Sparks

et al (1997). These many measured findings by the Office of National Statistics in the UK indicating that a large number of workers complained about how they manage work and play, with some firms recording dissatisfaction rates as high as 97 percent Jow it (2016) supports this argument. It thus emerges that as it is now one can say that the separation of work and family has become a big problem for the professionals. YouGov study shows how many employees stay at work beyond the normal scheduled working hours by choice perceived as ways of demonstrating working hard Lim (2002). in the same respected study, Jovit (2016) notes the negative impact made by work-related requirements that interfere with employees' leisure time, increase stress levels and prevent work-life balance. Lafitte's (2017) findings intensity the problems generated by VWB are even more significant as they erode the clear notion of the boundary between the work and non-work sphere more than before, as a result, achieving homeostasis at the contemporary workplaces seems daunting.

Nevertheless, work-life balance remains paramount to promoting employee well-being and firm performance despite numerous challenges hindering the same. Other sources also support the idea that the combination of the two spheres, work and personal, as an overall concept is closely linked with higher levels of employee satisfaction and lower turnover. equity, as well as raise total output, throughout the beneficial origination of lover rates. The Office of National Statistics in United Kingdom also revealed how employees are dissatisfied with their work-life balance overall and one cannot emphasise enough how necessary it is to launch relevant

measures to response this problem. Jow it (2016). Therefore, it can be identified that the issues of work-life balance have become even more challenging in the present working environment and it is necessary to take steps in advancing the staff to address these issues.

Apart from morale, using job unhappiness as an indicator of the e-commerce employee well-being shows that their job dissatisfaction affects turnover intentions tremendously, which is a major concern for firms that seek to restrict their turnover rates in order to maintain stability and productivity. Job dissatisfaction ultimately has ripple effects that were seen when the employees became restless at their jobs.

Similarly, earlier research in the area by Batt, Doellgast and Kwon (2020) highlighted that job dissatisfaction is one factor that should be targeted to reduce turnover in the e-commerce industry; nevertheless, the connection between the two concepts is a bit more nuanced. Work to Family Interface thus comes out as an important variable that might act as moderator in this relationship and in this sense affects how job dissatisfaction turns into turnover intention among e-commerce workforce. Work-life balance is the leasurable ideal balance that individuals seek between work and life responsibilities. This brings into play essential aspects like flexible working hours, favourable corporate organizational culture, and appropriate time management systems. to be able to grasp work-life balance's moderating role, firms may want to pay attention to job dissatisfied workers and reduce their employees' turnover intentions.

This remains especially true within the e-commerce sector, but it is possible and vital if organizations desire to retain and foster the health of their workers. Some of the communication hitches that employees experience today are the difficulty to differentiate their work and personal lives due to virtual business interactions. When we talk about satisfaction on the present job, the possibility to balance work and family or private life is one of the crucial factors that can influence it and consequently, decisions to remain in the present position or to look for another one. Kosse, Valcour, and Lirio also noted the central importance of work-life balance to enhance the worker's satisfaction and subsequently reduce the rate of e-commerce employee turnover plans in the year (2014.)

Expectations are a viewpoint of that particular individual and their desire to leave a certain job and seek other employment opportunities. The fact that respondents rated their actual level of intention to quit as relatively high could reflect dissatisfaction with some aspects of the job or the workplace environment such as pay, job security and promotion opportunities. the possibilities for advancement and benefiting from the organization. There is an element that e-commerce businesses should understand relating to turnover intentions in order to address

retention and retain talented employees. Concerning the need for boosting up employee satisfaction and resultant retention ratios, Griffeth, Hom, and Gaertner (2000) observed growing criticality of organisations to look at the underlying antecedents prompting overall turnover volitions. the aim of this research is to investigate the channel of works and work to e-commerce business and make sure work-life balance, turnover intentions, and job discontentment interrelates. This research aims to explore the through a review of literature and research data gathered and analysed thus and as such.

essentially about the key dynamics of these linkages. To provide practical recommendations to the e-commerce companies meant to enhance their human resources management practices and ensure a high employee turnover rate and a constructive organizational climate, this study will explore the moderating role of work-life balance in the relationship between job dissatisfaction and turnover intention. lastly, based on the results obtained for the six measures under investigation, it can be noted that the e-commerce industry has some unique challenges in terms of employee engagement and ideas about turnover. It is postulated that the high demands associated with the work in online retail stores may give rise to increased job dissatisfaction, which might subsequently cause increased turnover intentions among the employees. But work-life harmony transformation into an important factor that influences such relation, and offers opportunities for businesses to improve staff turnover and job dissatisfaction. E-commerce companies can develop focused initiatives to foster a positive work environment that supports employee well-being and organizational performance by knowing how these aspects interact.

1.1.2 Research Gap:

In Many past research's researchers have demonstrated the major impact of job dissatisfaction and work-life balance on turnover intentions or actual turnover within various traditional industries such as banking sector, health care, IT and other traditional industries Rasheed et al. (2018). But due to the unique nature of e commerce company no study has found that discussed the relationship of these variables So there was a gap in previous studies. this study will investigate the complex relationship between job dissatisfaction, turnover intentions, and work-life balance within the e-commerce industry. By creating existing literature and conducting empirical research, this study seeks to illuminate the mechanisms underlying these relationships specifically in the e-commerce sector Wadworth etal (2018) Vale etal (2015). By exploring how work-life balance mediates the relationship between job dissatisfaction and

turnover intentions, this research aims to provide actionable insights for e-commerce organizations. The main purpose is to enhance employee retention and foster a more conducive work environment within this rapidly growing industry.

1.1.3 Problem statement

After studies and review of the past literature, it becomes evident that while studies have widely observed job dissatisfaction and turnover intentions in traditional industries, there is a visible gap regarding the specific analysis of turnover intentions among e-commerce employees. The unique and dynamic nature of the e-commerce industry suggests that traditional findings may not fully apply, as the effects on key metrics such as job dissatisfaction, work life balance and turnover intention may differ because of the its unique practices and working conditions so, this study will address this gap by focusing on the Relationship between job dissatisfaction and turnover intentions within the e-commerce sector in Pakistan. Through this study we will investigate how job dissatisfaction influences employee turnover intentions and within the presence of mediating role of work-life balance. understanding these dynamics is complex when this will apply for the e commerce companies, we pursue to provide valuable insights into the challenges faced by e-commerce employees in Pakistan and offer recommendations for improving retention strategies and fostering a more supportive work environment.

1.1.4 Research Questions:

- 1) How the turnover intentions of e commerce employees are affected by job dissatisfaction in e - commerce companies in Pakistan?
- 2) How the turnover intentions of e commerce employees 's are affected by work life balance in e commerce companies in Pakistan?

1.1.4 Research objectives

Through this study we will investigate and explore the relationship between job dissatisfaction and turnover intentions among employees in e-commerce companies in Pakistan with the mediating role of work life balance. the specific objectives of the study are as in following:

- 1) To assess the impact of job dissatisfaction on employee turnover intentions in e commerce companies in Pakistan.
- 2) through this study we will investigate how the turnover over intentions of employees are affected by work life balance in e commerce companies in Pakistan.

By investigating into these aspects, the study will provide a valuable insight into the challenges faced by e-commerce employees in Pakistan. Eventually, it will help out to offer recommendations for enhancing retention strategies and fostering a supportive work environment conducive to employee satisfaction and organizational success.

1.1.5 Significance of the Study:

As e-commerce industry continuously expanding in Pakistan understanding the dynamics that influence employee retention becomes critical for sustaining growth and competitiveness. This study is significant for several unified reasons. the significance of this study comes in its focus on the dynamic and rapidly growing and under-researched e-commerce industry in Pakistan, the significances of the study not only benefit the e commerce industry but provides more support for future researchers to understand the relationship of the variables and its generalized effects on the lights of other factors. Here we only discuss the most relevant significances of this study.

- a) this study is targeting the e-commerce sector, this study addressed a notable gap in the literature. Previous research has mainly focused on traditional industries when investigating job dissatisfaction and turnover intentions. The unique and dynamic characteristics of this industry including its fast-paced nature, technological dependencies, and often non-traditional work structures, uniqueness in their practices, uniqueness in their requirements and other major necessitate a tailored inspection that this study provides
- b) as findings gap somehow related with the long term and short terms strategies of any industry, so the findings of our study will have a direct impact on organizational strategies. By examining how job dissatisfaction influences turnover intentions and examining the mediating role of work-life balance specially in the e commerce sector, this study offers valuable insights that can guide e-commerce companies in identifying key areas for improvement within their work environments and can build the their strategy based on the facts which the study will provide with various sources of documents that will help the e commerce companies to analysing the impact of these variables under various circumstances and factors . Understanding these relationships will enable companies to develop strategies to mitigate dissatisfaction and turnover, leading to enhanced employee retention and organizational stability and productivity.
- c) Research studies not only provide information for the related variables built these studies also focus on the contributions of the study into the specific industry and other

sectors, and even these can contribute in the growth of economy of the industry region, country, the study is focusing in the e-commerce sector of Pakistan so it automatically contributes to the economic growth of Pakistan, the e-commerce sector is a significant contributor to the country's economic development. By investigating the various challenges related to employee retention specially in e-commerce sector this research supports the sustainability and growth of e-commerce businesses in Pakistan. Stable and satisfied workforces are essential for maintaining high levels of productivity and innovation, which are key drivers of economic progress. this study will provide more insights with some other factors but we are limited to e-commerce sectors.

1.1.6 Scope of the Study

Our study's scope lies within the dynamic e-commerce landscape, where digital platforms and virtual interactions are central to business operations globally. Specifically, we focus on e-commerce company situated in Islamabad, Pakistan, leveraging the abundance of such enterprises in the area for robust data collection. The geographic specificity nature of the study allows us to investigate deeply into the particulars of job dissatisfaction and with the mediating effect of work life balance, turnover intentions within the e-commerce industry, offering insights into the unique challenges faced by companies in this region and that will apparently considerable for the particular industry with in Pakistan. Through our research, we aim to provide valuable contributions to understanding the e-commerce sector's dynamics in Islamabad and offer recommendations for enhancing organizational strategies and fostering a supportive work environment and will recommend valuable insights irrespective of the industry size.

1.1.7 Organization of Study

The scope of this study includes five different sections. Each section has different portions The first chapter of the study included of the study's introduction, Research Gap, problem statement, objectives, research questions, significances of the study. the introduction portion of the study gives a direction and the involvement of the variables, the various background that have been studied in previous research and it sets the stage for the research, highlighting its significance and purpose and it followed by a clear explanation of the problem statement. Subsequently, the chapter outlines the specific objectives that the study aims to achieve while acknowledging any inherent limitations. the second chapter of the study will provide short introduction of the literature review, explanations of variables and existing research relevant to the study's focus.

this section critically investigates the previous studies, identifying gaps and establishing a foundation for the current research. the third chapter of our study will provide insights into the methodology portion of the study, Here the research design, data collection methods, and analytical techniques employed in the study are thoroughly discussed, ensuring transparency and rigor in the research process. The last chapter of the study presents the conclusions drawn from the study about the chosen subject. In this part, the findings arrived at the conclusion of the study is presented, the ramifications and recommendations.

Chapter 02

Literature review

2.1.1 Introduction

Amidst the rapidly shifting spaces of e-commerce, turnover issue remains to be an essential challenge. This empirical study aims at examining the relationship between job dissatisfaction and decision to turnover among employees. Based on the previous work that confirms the existence of a strong direct relationship between these variables writing output directly, in this relationship with reference to the theory of work-life balance Mileva et al., (2021). we aim to test the moderated mediating effect of work-life balance between the two variables. Research reveals supporting repercussions of high turnover rates. Turnover risk could Impact an organization's performance productivity, morale or its ability to deliver on operational goals and objectives as stated by Yu et al. (2022). Besides, such deviations attract several negative outcomes, including an accumulated hazard impact that may result in more losses destroying potential to overcome challenges that has a business. However, there are no parametric equations on how discontentment and turnover intention are linked in a way. There is the expectation that adjusting for work-life balance can alter this landscape. They are linking it to the issue of achieving harmony in one's life and how people try to do this despite the negative consequences of high turnover rates. This is particularly when employees leave their workplace since turnover can significantly affect levels of productivity, organizational morale, and organizational capacity in terms of ability to meet laid down operational goals and objectives Yu et al (2022). Further, it may lead to such variabilities: These deviations can cause.

consequence, which in turn increases the potential of further losses that create more problems for this business. However, there is no one clear pattern that provides insight into the correlation between discontent and turnover intentions. Such work means that people have to follow their own personal and professional schedules is an important factor that alters this dynamic. It encompasses several facets, which include malleable working hours, permissive company climates, and appropriate time management practices. Knowing how work-life balance influences the association between turnover intentions and discontent provides useful Organizations can create treatments that address job unhappiness more effectively by looking at this interaction.

Various theories have discussed these variables with different perspective according to the nature of the relationship among the variables as “A theory of organizational equilibrium” this theory considered to be the first formal theory that insist that the organizations should balance the employee contributions and organizations contributions .thus in the perspective of the “social exchange theory” the turnover intention of the employee is the result of the non-respect of implicitly or explicitly agreed rules by management and the colleagues Ngo-Henh (2017).

The “Herzberg’s two -motivation factor -Hygiene theory” have explained that there are two factors with in the organizations that all contribute to to job satisfactions are called motivator such as experience, recognitions, achievements, interesting work environment etc, contrary all those contribute to job dissatisfaction are Hygiene factors such as un fair company policy incompetent supervisor, un pleasant working conditions and imbalance work life Ngo-Henh (2017).Even in the face of considerable discontent, workers who believe they have a decent work-life balance may be less inclined to look for new job alternatives. This results in a more reliable and effective workforce, which eventually helps the employers and the employees.

the entire organization. The purpose of this study is to clarify this intricate relationship within the e-commerce sector. Through an analysis of the mediating function of work-life balance, we can provide firms with the knowledge and resources needed to establish a more fulfilling workplace, which will eventually lower turnover intentions and promote a thriving workforce in e-commerce.

2.1.2 Job Satisfaction and Dissatisfaction

Key internal elements impacting behaviour include employee satisfaction and discontent Sailaja & Naik, (2016). A good emotional reaction to one's work, including thoughts and feelings, is reflected in satisfaction Cranny-Smith & Stone, (2012). It flourishes when a worker's Expectations match their real-world work experience. On the other hand, unhappiness results from bad feelings brought on by a variety of circumstances, such as relationships, security, hours worked, or salary. D’Angelo and others (2016). Herzberg, Mausner, and Snyderman's motivation-hygiene hypothesis (2017) states. Dissatisfaction and job satisfaction are not at opposite extremes of the same spectrum, but rather separate notions.

Gaining a knowledge of the intricate relationship between job satisfaction and discontent is essential for both employee well-being and organizational performance. while the absence of satisfaction might seem like dissatisfaction, it's crucial to differentiate between the two. A two-factor theory was put forth by Herzberg et al. (2017) to explain how intrinsic motivators such

as growth opportunities, acknowledgment, and achievement lead to a sense of fulfilment. These elements appeal to our innate desire to gain knowledge, acquire skills, and make a significant contribution. On the other hand, extrinsic hygiene issues such as subpar working conditions, inadequate supervision, or bad business regulations are the root cause of dissatisfaction. These elements centre on the workplace itself, and when they are absent, they may lead to dissatisfaction and disengagement.

According to D'Angelo et al. (2016), feelings of underappreciation or unfulfillment are common signs of job discontent. Unhappy workers may disengage, produce less, or actively look for other alternatives Aguiar do Monte, (2012) Dugguh & Dennis, (2014).

The intention to quit, either physically or emotionally, is known as turnover and is frequently caused by a feeling of unfairness or inequality Seo & Um, (2019) Tremblay & Chênevert, (2008). Research, however, indicates that many conditions may impact this purpose to differing degrees. Lack of career growth chances may have a greater influence on a person's desire to

In a similar vein, irregular performance reviews can demotivate staff members and raise want to leave Abdullah et al. (2011). These are aspects that any organisation quit than wage discontent Stamolampros et al. (2019). In that may be interested in reducing a high turnover rate and improving the general well-being of its staff must understand. In this case, stressing on desirable traits organizations can create a culture that encourages a sense of achievement as well as self-growth. This could entail supplying the opportunities to enhance one's skill set, the availability of challenging and meaningful job assignments, and the recognition of the staff members' achievements. It is also equally important to attend with the hygienic external factors as well. Promoting rationalization of corporate operation, supporting effective supervision, and providing physical security as well as comfort at work can all boost the workers' satisfaction and well-being significantly. Concisely, one can pinpoint that the notions of job satisfaction and discontent constitute a spectrum of elements that defines the process and is not dichotomously opposite. This paper recognizes that there are indeed such differences, and how they influence worker behaviour is. absolutely crucial in building an efficient and thriving member of staff. Organizations can develop systems that foster creativity, interest and commitment by systematically addressing both the intrinsically motivated necessities as well as outer factors, thereby providing organizational success.

The influence of ICT use on the employees has deemed it important to factor job satisfaction on wellbeing while highlighting the adverse effects of ICT usage. Employing the principles of Locke, (year) Concerning the Information and communications technology (ICT), it should be important to note that this has more or less impact on workers' job satisfaction, which is an

important factor in the wellbeing of the workers (Locke, year). On a more positive note, ICT could also supply valuable information and tools that may enhance job satisfaction. On the other hand, when expectations about the ICT are unrealistic or when the user feels insecure, tension occurs, which may lead to dissatisfaction (Locke, year).this unhappiness may lead to such other issues as; Employee dissatisfaction and low engagement might result from feeling overburdened or uncertain about how to use systems, which may cause tardiness, absenteeism, or even turnover. Studies support this link, highlighting the detrimental impact of low job satisfaction on organizational health. when employees are dissatisfied with their work, they are more prone to engage in behaviours that disrupt the smooth operation of the business, potentially compromising its overall performance (Reference, year).

Recognizing the significance of addressing job satisfaction and dissatisfaction, it becomes imperative to consider their implications from both employee and organizational perspectives. From an employee standpoint, job satisfaction influences psychological well-being, while from an organizational viewpoint, it affects the efficiency and effectiveness of business operations. An in-depth examination of existing literature highlights a positive correlation between job satisfaction and various organizational metrics such as customer satisfaction, job performance, and organizational citizenship behaviours Moutinho (2012) hoffmann etal.(2007) Robbins (2016). Satisfied employees typically exhibit higher levels of productivity, engage in positive workplace behaviours, and contribute to enhanced customer satisfaction. In contrast, job dissatisfaction often leads to counterproductive work behaviours that undermine organizational success Riktetta (2008) Scroggins- (2008) P Vella Brodrickk (2009). Therefore, employers or managers are encouraged to focus their attention on factors that have been shown to correlate with high levels of job satisfaction, as addressing these factors can contribute to a more positive work environment and improved organizational outcomes.

2.1.3 Job Dissatisfaction and Work- life Balance

Achieving work-life balance doesn't entail rigidly scheduling every hour of employees' working lives. Rather, it involves fostering an appropriate and flexible equilibrium between work-related activities, personal commitments, and family responsibilities. This approach allows employees to prioritize their tasks based on their preferences, thereby maximizing productivity in every aspect of their professional and personal lives Javed et al (2014).

When organizations fail to provide employees with proper time management structures, work breakdowns, and flexibility, good practices, well structured environment it often results in

diminished performance, reduced job satisfaction, and increased turnover intentions rates and some time it tends to actual turnover. The absence of a well-defined time schedule and the lack of flexibility can hinder employees' ability to perform effectively, leading to dissatisfaction with their jobs and a higher likelihood of seeking alternative employment opportunities. Some demographic variables such as age, income, gender, and family size play's a significant role in shaping employees' work-life balance. Consequently, it is mandatory upon organizations to consider these factors when designing job specifications and work schedules. Failure to do so can result in higher turnover rates, as employees may seek roles that better accommodate their personal circumstances. the consequences of an imbalanced work-life dynamic are manifold and can manifest in various adverse outcomes, including decreased motivation, psychological distress, stress-related ailments, and conflicts within the family unit. Such disruptions can significantly impact employees' overall well-being and pose challenges for organizational performance Rwigema (2005). Work life balance, often referred to as work-family conflict, arises from various stressors inherent in the workplace environment. Identifying and addressing these stressors is essential for mitigating job dissatisfaction and fostering a positive work environment Mitchell, (2009); James et al. (2003). Work-life policies serve as crucial determinants of organizational success and are indicative of an organization's commitment to its employees' welfare. Prioritizing work over family or vice versa can lead to physical and mental imbalances among employees. However, providing balanced time allocations for each activity based on individual preferences can benefit both employees and the organization by fostering a harmonious and productive work environment Prottass (2005). the primary objective of work-life policies is to offer employees flexible work schedules and reduce turnover rates. Implementing friendly work-life policies, particularly those tailored to the needs of female employees, can contribute to lower turnover rates and create a supportive work environment characterized by reduced job stress and increased productivity Noor (2009) Thompson (2005).

Many researchers argued that the implementation of such policies is universally profitable for organizations, regardless of their operating context. Companies increasingly recognize the importance of fostering supportive work environments to retain talent and enhance productivity. By prioritizing work-life balance initiatives, organizations can create a positive feedback loop where employees feel valued and supported, leading to increased job satisfaction and organizational success Moore (2000) Peterson (2004). This two-way communication between organizations and employees fosters productivity, loyalty, and overall organizational

effectiveness. Enno (2018) Malhotra (2019) Fiernaningsih et al (2019) Nurha sanah et al. (2019), and Prayougi et al. (2019) have demonstrated a notable positive correlation between work-life balance and job satisfaction across various settings and diverse samples. however, Sobia et al. (2011) Arunika and Kottawatta (2015), and Agha et al. (2017) have indicated a negative impact of work-life balance on job satisfaction.

These studies have investigated that how dissatisfaction with current employment influences the likelihood of individuals employee into entrepreneurship, other organizations and more Specifically, they aimed to explore whether discontent with salaried work Lee et al (2011) and a perceived lack of work-life balance Schjoedt (2013) are related with an individual's inclination to pursue entrepreneurship, alongside established factors like self-efficacy and opportunity recognition (Lortie and Castrogiovanni (2015) Schlaegel and Koenig (2014). These variables have been somewhat neglected in entrepreneurship literature.

Traditionally, research on job dissatisfaction and work-life balance (WLB) has been within the domain of human resource management (HRM). Job satisfaction is understood as the alignment between one's job expectations and perceived offerings or demands Locke (2016). while WLB refers to the ability to engage in both work and non-work activities with minimal conflict between the associated social roles Sirgy and Lee (2018). Studies examining job dissatisfaction or WLB typically focus on their impact on turnover intention or actual turnover e.g., Rasheed et al. (2018) Wadsworth et al (2018) Valle et al. (2015). often overlooking whether individuals' next career move entails seeking another job or transitioning to entrepreneurship.

2.1.4 Job Dissatisfaction and turnover intentions

Traditionally, turnover studies in the USA have centered on three primary variables individual satisfaction, commitment, and intention. these variables have consistently emerged as influential predictors of turnover in various studies Hom & Griffeth (2003, 2004) Hom and Kinickeii (2001) Liee (2007) Lee & Mitchell (2008). While much research has focused on job satisfaction, recent studies have broadened the scope to explore additional structural factors such as the nature of the job and the degree of autonomy, as well as labour market conditions like the unemployment rate, and the interaction between work and non-work activities, particularly family responsibilities Maertz and Campion (2008) Greenhaus et al (2009). Kineichi (2003). The pivotal question remains what organizational factors influence these individual variables.

The famous "unfolding model" of the voluntary turnover given by Lhee and Mitchell (2008) elucidates how Person-Organization fit and job satisfaction jointly affect intentions to quit. The model draws theoretical underpinnings from "image theory" Beach (2001), which delineates how each individual processes information during decision-making processes. Essentially, the model posits that individuals leave organizations after carefully analysing their reasons for quitting. Traditionally, turnover researchers have emphasized two primary variables in understanding voluntary- turnover job satisfaction and perceived job alternatives Huijen et al (2012). Mobley (2008) proposed a linear sequence of cognitive evaluations triggered by job dissatisfaction, starting from initial thoughts of leaving the job, followed by comparisons between the current job and alternative options, culminating in intentions to leave the organization. Another model Wheeler et al. (2007), suggested that turnover is among several options for employees experiencing Person-Organization misfit. However, misfit and job dissatisfaction may not always predict turnover intent; individuals experiencing misfit may only leave if they perceive alternative job opportunities. It is widely acknowledged that individuals who are satisfied with their jobs and committed to their organizations are more inclined to stay Griffeth, Hom, & Gaertner (2000) Maertz and Campion (2009). However, the link between dissatisfaction and turnover is complex, as dissatisfaction does not always immediately translate into employees quitting. There is often a significant temporal lag between job dissatisfaction, low organizational commitment, intention to quit, perceived alternatives, ease of movement, and actual separation Curry et al. (2009) Hom - Griffeth (2007).

Azeez et al. (2016) present findings from their study indicating a significant positive correlation between employee job satisfaction and turnover intention. Conversely, Wen-Rou (2016), Yousef et al. (2016), Lu et al. (2017)- Fauzia (2018), Kumara & Fasana (2018), and Alam & Asim (2019) report a negative impact of job satisfaction on turnover intention. Fiernaningsih et al. (2019) and Nurdin -Rohaeni (2020) demonstrated in their study that job satisfaction plays a significant mediating role in the relationship between work-life balance and turnover intention. Conversely, Prayuogi et al. (2019) argued that job satisfaction does not serve as a mediating variable. Job dissatisfaction refers to the discontentment that employees experience regarding their work tasks, accompanied by negative emotions such as fatigue, reluctance, and a desire to escape. Research indicates that dissatisfied employees often contemplate leaving their jobs. The repercussions of job dissatisfaction can manifest in various forms, including increased absenteeism, burnout, frequent errors, and ultimately, resignation Karcioğlu - Akbaş

(2010). Individuals who are dissatisfied with their jobs tend to exhibit introverted behaviours un friendliness, emotional instability, and distress. Such dissatisfaction can leave employees feeling powerless and incompetent. In cases where dissatisfaction cannot be addressed personally, it may lead to the development of personality disorders and illnesses Ergün (2003).

Numerous studies have investigated the relationship between job satisfaction or dissatisfaction and other job-related factors. For example, Atan's study on bankers in 1994 revealed that as job satisfaction decreases, lower-level managers are more inclined to consider quitting or changing occupations, although this trend is not significant for upper-level managers Aksu, Acuner, & Tabak, (2002). Additionally, according to the findings of Clark and Oswald's research in 2007, employees with higher levels of education tend to report lower job satisfaction compared to those with lower levels of education.

Years of experience and organizational status are among the factors that have been examined in various studies Blum - Naylor (2004) Liu et al (2005) Spector (2006) Rahman(2012) Alshitri (2013) Sowmya (2013) muralidhran et al. (2013). These studies have consistently shown that lower job satisfaction is associated with an increase in turnover rates. Additionally, it has been observed that some employees who are less satisfied or dissatisfied may remain in the organization not out of loyalty, but rather due to a lack of alternative opportunities. This phenomenon is normally described symbolically as being akin to a "wild bird in a cage," as these employees are constantly seeking opportunities to escape and pursue other options for better survival

The research results regarding the impact of compensation on employee turnover intention are supported by many studies, which declare that compensation has a negative effect on employee turnover intention. However, these findings are opposed by other researchers where they suggested that compensation does not influence turnover intention. regarding job dissatisfaction and intention to leave, the results indicate a positive relationship between job dissatisfaction and the intention to leave or actual leave the organizations. the process of leaving a company typically begins with employees experiencing increased dissatisfaction with their current jobs due some known and unknown factors by which afterward fuels their desire to leave. Dissatisfied employees often contemplate seeking alternative job opportunities, showing less interest in the work and more focus on negative practices and assess the feasibility of securing such opportunities, and express a wish to depart in search of more fulfilling employment Studies conducted support the notion that job dissatisfaction negatively impacts

turnover intention. However, these findings are at odds with those other researchers who argue that job satisfaction does not play a significant role in turnover intention.

2.1.5 Work -life Balance and turnover intention

As Turnover intention, described by Suifan et al. (2016) refer to employees' feeling to transition from their current employment to other organizations and other industries based on their personal preferences, actually they are always in search of new opportunities and new environment if the current company would not be able to accommodate them properly then they look forward for new jobs. Similarly, Arfian and Anindita (2017) investigated that turnover intention reflects the desire and willingness to cease working within the specific industry sector. This process, as elucidated by Santoso (2019), involves an employee resigning from their current job role, which is subsequently filled by another individual. Perdana (2015) elaborates on the concept by explaining that turnover can occur either voluntarily or involuntarily. Voluntary turnover, also known as resignation, entails an employee's deliberate decision to leave the organization, often driven by factors such as higher pay or better working conditions, as highlighted by Santoso (2019). On the other hand, involuntary turnover, or dismissal, occurs when an employer terminates the employment relationship, a situation beyond the control of the employee and this is not so dangerous for the organization except the employees who are dissatisfied from their jobs and have intentions to leave the jobs but still working just because of fulfilling their needs.

Furthermore, voluntary turnover can be classified into preventable and inevitable categories. Preventable voluntary turnover refers to departures that could have been avoided, typically resulting from issues such as dissatisfaction with management or workplace conflicts. In contrast, inevitable voluntary turnover occurs despite efforts to retain the employee, often due to external factors such as enticing job offers from competitors. turnover intention refers to the inclination or desire of employees to voluntarily discontinue their employment based on personal preferences Wright & Bonett (2007). This intention is shaped by various factors, notably work-related stress and the overall work environment. Influential factors prompting job changes include both individual characteristics and aspects of the work environment. Individual characteristics may include age, educational background, and marital status, while work environment factors can be categorized into physical and non-physical dimensions.

The physical work environment includes factors such as temperature, weather conditions, infrastructure, and work location. In contrast, the non-physical work environment includes

elements like social dynamics within the workplace, workload intensity, compensation structures, interpersonal relationships within the profession, and the overall quality of work life Dessler et al. (2015). These complicated factors collectively contribute to employees' considerations regarding their intention to seek alternative employment opportunities with in the same industry or other then these.

Jaharanudin and Zanol (2019) found a distinguished positive correlation between work-life balance and turnover intention and suggesting that individuals experiencing higher levels of work-life balance are less tending to search and seek employment in other organizations. However, conflicting findings were observed by Bintang - Astiti (2016) Suifan et al. (2016) and Wardoyo (2019). The negative Relationship between work-life balance and turnover intentions. Fiernaningsih et al. (2019) and Rohaeni (2020) uncovered in their study that job satisfaction plays a significant mediating role in the relationship between work-life balance and turnover intention. However other researchers have argued that job satisfaction does not act as a mediating variable in this context Prayogi et al. (2019)

2.1.6 work life balance & job satisfaction.

This study goes beyond simply establishing a correlation. We will investigate into the multifaceted concept of Work life balance itself, drawing on Greenhaus et al.'s (2003) three key dimensions: time balance (equal time allocation), involvement balance (mental focus on work and personal life), and satisfaction balance (equal happiness with both domains). By looking at these factors, we may learn more about how South African IT workers manage their work-life balance and how it affects their overall career. contentment and propensity to stick with their employers. Greenhaus and associates' (2003).

Work-life balance, or WLB, is a hot topic of discussion everywhere, but little is known about how it specifically affects South Africa's rapidly changing IT industry. Although studies conducted by Noor (2011), Fox & Fallon (2003) and Virick et al. (2007) paint a clear picture—a strong WLB typically corresponds to happier, more devoted workers with fewer intents to leave—the South African situation demands further investigation.

This study explores the complex relationship that exists in this important industry between WLB, work satisfaction, and turnover intentions.

Present understandings frequently show a linear relationship between better WLB and higher work satisfaction and lower inclinations to leave. For some, this may be the case, but for South African IT workers, the situation is probably more complex. Do various demographic groups

encounter this dynamic in different ways? Younger professionals, for example, might place a higher priority on time balance and look for flexible work schedules to pursue personal interests. However, seasoned veterans may prefer other parts of WLB, such having control over their defined work-life limits or timetables. Might factors like marital status, gender, or race also be relevant? It's possible that women have particular difficulties striking a balance between their personal and professional lives because of childcare obligations or cultural expectations. This study goes beyond only finding a relationship. We will examine the complex WLB idea in more detail. Three crucial dimensions were suggested by Greenhaus et al. (2003) Time This is the ratio between the amount of time that has been allocated to a particular job and the time spent on the job Participations: This is the extent to which one directs his mind towards the job or any other activity.

It turned out that the notion of balance referred to work hours (equal work-life hours), and balance in satisfaction (equally balanced in work and life. As concerns success or otherwise of WLB as an approach, or impact of the failure or success on job satisfaction and so for IT professionals in South Africa, this may be achieved by considering the factors in details. For example, while a person can plan themselves very effectively and be a good member of staff, yet they can be anxious about work all the time at home, this can considerably reduce their job satisfaction and, in the worst-case scenario, lead to them seeking other work.

Ideally, to have a greater understanding would be beneficial to look at how certain demographic factors such as age, gender, marital status, ethnicity, and tenure influence WLB, job satisfaction, and turnover intentions. Are there different challenges that the different demographic categorizations have to face? Some lone parents may have to work while finding ways to juggle work and children and the young carders who have to stick to a stricter budget of expenditure may find it hard to afford such childcare solutions that can afford more of WLB. Understanding how these variables play out across different demographics is a key that can help in devising bespoke solutions and policies from all employees given the peculiarity of the South African IT workforce. There could be potential implications for the IT industry in South Africa, as the findings of this study could be potentially beneficial for practitioners. By exploring the particular characteristics of the different professions and the specific needs and lifestyle of its practitioners, it will be possible to offer a more accurate orientation towards the development of guidelines and programmes that will enhance the quality of working life.

To meet the unique demands of their varied workforce, businesses could, for instance, introduce employee health initiatives, flexible work schedules, or on-site child care services. This can therefore lead to a happier and more effective workforce, which is advantageous for both workers and the sector as a whole.

2.1.7 Relationship and effect of variables

Workplace dissatisfaction, which is defined as unhappiness and unfavourable feelings about one's tasks, has a big impact on employees' intents to leave. Research has often demonstrated a strong correlation between work unhappiness and the desire to quit an organization Akbaş & Karccıoğlu (2010). Workers who are unhappy with their jobs frequently consider looking for other jobs, evaluating how likely it is that they will find them, and expressing a wish to leave in pursuit of more rewarding work. Ergün (2003).

Traditionally turnover studies have centred on individual satisfaction and intention as influential predictors of turnover Hom and Griffeth, (2007). Liew (2009). Job dissatisfaction triggers a sequence of cognitive evaluations, starting from initial thoughts of leaving the job, followed by comparisons between the current job and alternative options, culminating in intentions to leave the organization Mobley, (2012) Wheeler et al. (2007). Moreover, job dissatisfaction may not immediately translate into employees quitting; there is often a significant temporal lag between job dissatisfaction, low organizational commitment, intention to quit, perceived alternatives, ease of movement, and actual separation Curry (2014) Hom and Griffeth (2014).

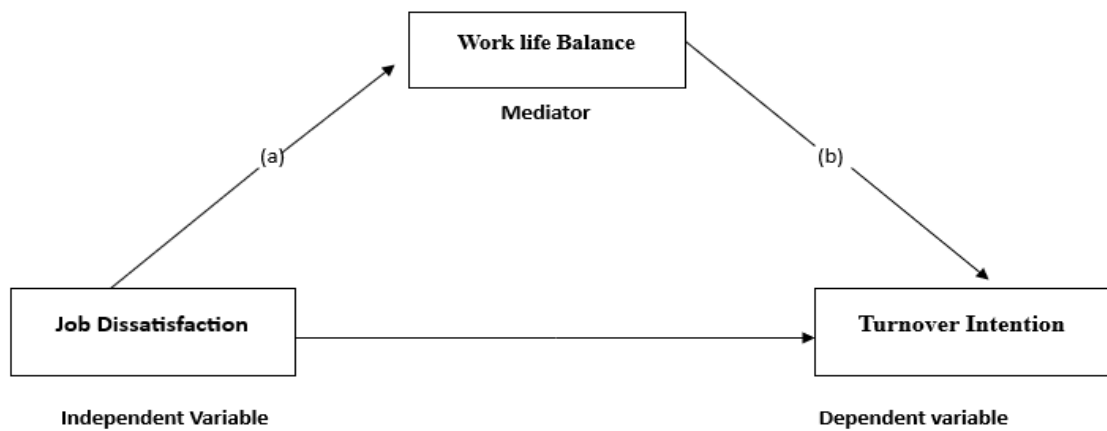
However, the relationship between job dissatisfaction and turnover intention is complex, as dissatisfaction does not always lead to immediate turnover. Employees may only leave if they perceive viable alternative job opportunities Kinichi (2001). Some studies in the past have explained a significant positive correlation between employee job dissatisfaction and turnover intention Azeez (2016). however, some researchers have reported contradictory findings, they are suggesting a negative impact of job dissatisfaction on turnover intention Wen (2017).

2.1.8 Mediating Role of Work-Life Balance

Work-life balance is a key moderator in the relationship between job dissatisfaction and turnover intention. It is defined as satisfaction and good functioning both at work and at home with minimal role conflict Greenhaus et al. (2003). In their research, Fiernaningsih (2019) and Rohaeni(2020) found that the relationship between work-life balance and turnover intention is significantly mediated by job satisfaction. Work-life balance protects against the detrimental

effects of job dissatisfaction on the intention to leave one's job. On the other hand Prayogi (2019). contend that in this situation, job satisfaction does not function as a mediating variable. Work-life balance plays a mediating role in the relationship between job dissatisfaction and turnover intention; employees who perceive a better balance between work and personal life.

2.1.9 Conceptual framework



Generation of Hypothesis

H1: Higher work dissatisfaction levels are linked to higher intentions of employee turnover

H2: Work-life balance and employee turnover are negatively correlated.

H3: Lower levels of job dissatisfaction are linked to greater work-life balance

Chapter 03

Methodology

3.1.1 Research Philosophy:

Qualitative research methodology, often known as Positivism is a known research methodology in social sciences which has been employed in this research. Evidential information may enable the quantitative determination, evaluation as well as quantification of the factual occurrence of a phenomenon as defined by positivism. That sensory information is the source of knowledge and reality was another proposal.

This attitude helped the notion stating that everything can be quantified through science to gain more footing. Its data collection and analysis largely fit with positivism because the intention to turn over, the balance between work and life, and job unhappiness in Pakistan e-commerce can be objectively measured and compared. By maintaining this line of thinking, the study looks to provide value in form of a quantified outcome free from bias, inclined to reflect the true nature of these interactions in a general setup.

3.1.2 Research Approach:

Quantitative research is possible by using the numbers to accumulate and analyse factual data to check hypotheses and relationships among them. It is such a method which is characterized by systematized approaches to the collected and analysed data as they offer a concrete, mathematical representation of the studied subject. The study's adoption of the quantitative approach is quite useful in evaluating the extent of work-life balance, employee turnover intentions, and the level of unhappiness of employees have with their jobs. By using statistical equipment in the test process, the test results can be assessed and confirmed to be accurate.

3.1.3 Research Methodology:

In this study the data has been collected form two leading e commerce companies in Islamabad Pakistan, the sample size is small but having authentic response ,because the sample size was decided to get the accurate, pure and authentic data from the permanent & regular staffs of the e commerce companies except the probationary employees of the companies, the dynamic and unique nature of the industry has made us to get the data from the regular staff only, the regular staff who have responded have covered almost 66% of the total number of employees within these companies.

3.1.4 Time Horizon:

Information collection takes place simultaneously or at a particular point in time applying the cross-sectional time horizon research approach. This method is chosen because it is able to provide a snapshot of the existing current conditions and the interdependence between the variables. A cross-sectional design is reasonable for this research study as it allows for a swift investigation of work-life balance, turnover intentions, and job-related unhappiness without deploying large-scale longitudinal data. It provides now relevant and factual information about how these factors are faring in e-commerce in the businesses available in Islamabad, Pakistan.

3.1.5 Measurement Instruments:

Questionnaire is used as the method for collecting primary data for this study because it is very effective if appropriately designed. Therefore, it is important to look at the three dimensions, which are the questionnaire that comprises of twenty questions seeks to address and include work-life balance, job discontent, and the intention to quit the job. The items are marked on a range of five points.

The Likert scale is one of the most reputable and often used scale in the field of social sciences. The scale used is from 1 (I strongly disagree = ID) to 5 (I strongly agree = SA). By rating each statement as follow, respondents can indicate how much they concur with the statement, giving a lot of information concerning their perceptions and attitudes. The misconception arises from adapting questionnaire items from validated scales and combining them with items drawn from the study's research questions to ensure validity and reliability. The job discontent scale is used which is developed by Datienne et al. (2012) and consists of five items which include Income satisfaction, Promotion satisfaction, Worksite satisfaction and Job satisfaction. The items from Wayne, Shore and Liden (1997) and Rizwan, Tarique & Haq (2014) are adopted to capture the turnover intentions construct which serves as an overarching measure that offers a comprehensive measure of the propensity for employees to turnover of a given firm. In this research, Work-Life Balance scale that was developed by Hayman (2005) is adopted. It measures how well workers handle the demands of both their personal and professional lives, taking possible conflicts and ability to maintain balance into account.

3.1.6 Population:

Employees of Pakistani e-commerce enterprises make up the study's participants. This particular group was chosen because to the fast growth of Pakistan's e-commerce business and the unique challenges it presents, such as the high jobless rate in the nation. the need for and

necessity of efficient work-life balance strategies. The study's objective is to provide industry-specific insights, which are necessary to develop targeted actions that will raise employee happiness and retention.

3.1.7 Sample Size:

The sample for this study comprises 300 employees from e-commerce companies located in Islamabad. Islamabad is selected as the focal point due to its significant number of e-commerce firms and its role as a major business hub in Pakistan. This sample size is deemed sufficient to provide a representative overview of the broader population, ensuring the reliability of the findings while maintaining manageable data collection and analysis processes.

3.1.8 Sampling Technique:

Convenience sampling is employed to select participants for this study. This non-probability sampling technique involves choosing respondents who are easily accessible and willing to participate. Although this method may introduce some bias, it is practical for initial exploratory research and allows for the efficient collection of data. In this study, data is collected through a questionnaire survey, with 300 potential respondents randomly selected from various e-commerce companies in Pakistan. Out of these, 200 replies are received, resulting in a response rate of 66%. This response rate is considered adequate for analysis.

Chapter 04

4.1.1 Result Analysis and conclusion

As various test has been done to check the variables relationship and their validity, the purpose of these basic test is to make the study authentic, pure, reliable for future researcher, on the basis of these findings future researcher can find a noticeable gap for their studies and can work on other factors that effect on employee turnover intentions except the work life balance and the correlation table provided displays the Pearson correlation coefficients among job dissatisfaction (JDIS), turnover intention (TOI), and work-life balance (WLB), along with their significance levels, The reliability analysis is conducted to assess the internal consistency of the scales used for measuring job dissatisfaction (JDIS), turnover intention (TOI), and work-life balance (WLB). Internal consistency is typically measured using Cronbach's Alpha.

Firstly, the regression analysis was conducted to assess the impact of job dissatisfaction (JDIS) on turnover intention (TOI) in e-commerce companies in Pakistan. In this analysis, job dissatisfaction serves as the independent variable, while turnover intention is the dependent variable. Second regression analysis was conducted to assesses. The regression analysis examines the impact of job dissatisfaction (JDIS) on turnover intention (TOI), with work-life balance (WLB) as a mediator. In this analysis, job dissatisfaction is the independent variable, turnover intention is the dependent variable, and work-life balance is the mediator. this indicates that the first model only includes job dissatisfaction as a predictor, while the second model includes both job dissatisfaction and work-life balance.

1. correlation

Correlations

Table 1.1		JDIS	TOI	WLB
JDIS	Pearson Correlation	1	.426**	.257*
	Sig. (2-tailed)		.000	.014
	N	200	91	200
TOI	Pearson Correlation	.426**	1	.614**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
WLB	Pearson Correlation	.257*	.614**	1
	Sig. (2-tailed)	.014	.000	
	N	200	200	200

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

* . Correlation is significant at the 0.05 level (2-tailed).

Summary of Findings

Explanations of tables:

The correlation table provided displays the Pearson correlation coefficients among job dissatisfaction (JDIS), turnover intention (TOI), and work-life balance (WLB), along with their significance levels. Job dissatisfaction (JDIS) and turnover intention (TOI) are positively correlated ($r=0.426$), indicating that dissatisfied employees are more likely to consider leaving their job. The p-value is $p=0.000$, which is less than 0.01, signifying that the correlation is statistically significant at the 0.01 level. These findings support Hypothesis **H1: Higher levels of job dissatisfaction are linked with increased employee turnover intentions.**

Work-life balance (WLB) and turnover intention (TOI) are negatively correlated ($r=-0.614$), indicating that employees with better work-life balance are less likely to have intentions to leave their job. The correlation coefficient is $r=-0.614$, indicating a strong negative relationship between work-life balance and turnover intentions. The p-value is $p=0.000$, which is less than 0.01, indicating that the correlation is statistically significant at the 0.01 level. These findings support Hypothesis **H2: Work-life balance and employee turnover are negatively correlated.**

Work-life balance (WLB) and job dissatisfaction (JDIS) are negatively correlated ($r=-0.257$), suggesting that a better work-life balance may reduce job dissatisfaction, albeit to a lesser extent. The correlation coefficient is $r=-0.257$, indicating a weak negative relationship between work-life balance and job dissatisfaction. The p-value is $p=0.014$, which is less than 0.05, signifying that the correlation is statistically significant at the 0.05 level. These findings support Hypothesis **H3: Lower levels of job dissatisfaction are linked to greater work-life balance.** these findings highlight the importance of work-life balance as a mediating factor that can influence both job dissatisfaction and turnover intentions in e-commerce companies in Pakistan. Improving work-life balance could potentially mitigate job dissatisfaction and reduce the likelihood of employee turnover.

2. Reliability test

Case Processing Summary

Table 1.2

		N	%
Cases	Valid	200	100.0
	Excluded	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Table 1.3

Reliability Statistics

Cronbach's Alpha	N of Items
.725	3

Explanation of the table: Reliability

The reliability analysis is conducted to assess the internal consistency of the scales used for measuring job dissatisfaction (JDIS), turnover intention (TOI), and work-life balance (WLB). Internal consistency is typically measured using Cronbach's Alpha. the value of Cronbach's Alpha: $\alpha=0.725$, this Cronbach's Alpha is a measure of internal consistency, indicating how closely related a set of items are as a group. It is considered an indicator of scale reliability. Values of Cronbach's Alpha range from 0 to 1. the Cronbach's Alpha value of 0.725 suggests that the scales used to measure job dissatisfaction, turnover intention, and work-life balance have moderate reliability. This means that the items within each scale are reasonably consistent with each other. the reliability analysis indicates that the scales used in this study for job dissatisfaction, turnover intention, and work-life balance are reliable. While the Cronbach's Alpha value is meeting the commonly accepted threshold of 0.7 This level of reliability supports the validity of using these scales for further analysis in the study, including testing the proposed hypotheses.

3. Regression Analysis

Regression Analysis for IV and DV

Table 1.4

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	JDIS ^b	.	Enter

a. Dependent Variable: TOI

b. All requested variables entered.

Table 1.5

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.426 ^a	.182	.172	.476

a. Predictors: (Constant), JDIS

Table 1.6

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.477	1	4.477	19.749	.000 ^b
	Residual	20.175	89	.227		
	Total	24.651	90			

a. Dependent Variable: TOI

b. Predictors: (Constant), JDIS

4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.794	.343		5.223	.000
	JDIS	.474	.107	.426	4.444	.000

a. Dependent Variable: TOI

Explanations of findings

The regression analysis was conducted to assess the impact of job dissatisfaction (JDIS) on turnover intention (TOI) in e-commerce companies in Pakistan. In this analysis, job dissatisfaction serves as the independent variable, while turnover intention is the dependent variable.

Interpretation

Beta (0.426): This standardized coefficient indicates the strength of the relationship between job dissatisfaction and turnover intention. A Beta value of 0.426 signifies a moderate positive relationship. **t-values and significance** Both the constant and JDIS coefficients are statistically significant with p-values of 0.000, indicating strong evidence against the null hypothesis (i.e., job dissatisfaction significantly affects turnover intention).

Summary of Findings

The regression analysis supports Hypothesis **H1: Higher levels of job dissatisfaction are associated with increased employee turnover intentions.** The significant positive relationship between job dissatisfaction and turnover intention is evidenced by the coefficient ($B=0.474$) and a p-value of 0.000. These results indicate that job dissatisfaction is a significant predictor of turnover intentions in e-commerce companies in Pakistan. Therefore, improving job satisfaction could potentially reduce turnover intentions.

Further analysis, including mediation analysis, is required to fully understand the role of work-life balance in this relationship.

5. Regression Analysis test for IV and Mediator

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	JDIS ^b	.	Enter
2	WLB ^b	.	Enter

a. Dependent Variable: TOI

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.426 ^a	.182	.172	.476
2	.673 ^b	.454	.441	.391

a. Predictors: (Constant), JDIS

b. Predictors: (Constant), JDIS, WLB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.477	1	4.477	19.749	.000 ^b
	Residual	20.175	89	.227		
	Total	24.651	90			
2	Regression	11.180	2	5.590	36.518	.000 ^c
	Residual	13.471	88	.153		
	Total	24.651	90			

a. Dependent Variable: TOI

b. Predictors: (Constant), JDIS

c. Predictors: (Constant), JDIS, WLB

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.794	.343		5.223	.000
	JDIS	.474	.107	.426	4.444	.000
2	(Constant)	.796	.320		2.488	.015
	JDIS	.319	.091	.287	3.523	.001
	WLB	.460	.069	.540	6.618	.000

a. Dependent Variable: TOI

Excluded Variables

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	WLB	.540 ^b	6.618	.000	.576	.934

a. Dependent Variable: TOI

b. Predictors in the Model: (Constant), JDIS

1. Explanation of Regression

The regression analysis examines the impact of job dissatisfaction (JDIS) on turnover intention (TOI), with work-life balance (WLB) as a mediator. In this analysis, job dissatisfaction is the independent variable, turnover intention is the dependent variable, and work-life balance is the mediator. This indicates that the first model only includes job dissatisfaction as a predictor, while the second model includes both job dissatisfaction and work-life balance.

Model 1: The R value of 0.426 indicates a moderate positive correlation between job dissatisfaction and turnover intention. The R Square value of 0.182 means that job dissatisfaction explains 18.2% of the variance in turnover intention.

Model 2: The R value increases to 0.673, indicating a stronger relationship when work-life balance is added. The R Square value of 0.454 means that together, job dissatisfaction and work-life balance explain 45.4% of the variance in turnover intention, a substantial increase from Model 1.

Interpretation:

- a) Both models are statistically significant ($p < 0.001$), indicating that the predictors significantly explain the variance in turnover intention.
- b) The F-statistic for Model 2 is higher than for Model 1, indicating a better model fit when work-life balance is included.

Interpretation:

Model 1:

- a) The constant (1.794) is the predicted value of turnover intention when job dissatisfaction is zero.
- b) The coefficient for job dissatisfaction (0.474) indicates that for every unit increase in job dissatisfaction, turnover intention increases by 0.474 units.
- c) The relationship between job dissatisfaction and turnover intention is significant ($p < 0.001$).

Model 2:

- d) The constant (0.796) is the predicted value of turnover intention when both job dissatisfaction and work-life balance are zero.
- e) The coefficient for job dissatisfaction (0.319) shows a reduced impact compared to Model 1, indicating partial mediation by work-life balance.

- f) The coefficient for work-life balance (0.460) is significant ($p < 0.001$), indicating that better work-life balance reduces turnover intention.

Excluded Variables

- **WLB:**
 - Beta In = 0.540, $t = 6.618$, Sig. = 0.000, Partial Correlation = 0.576, Tolerance = 0.934

Interpretation:

- The excluded variables section for Model 1 shows that if work-life balance were included, it would have a significant impact on turnover intention, supporting its role as a mediator.

Summary of Findings:

H1: Higher work dissatisfaction levels are linked to higher intentions of employee turnover. Supported The regression analysis shows a significant positive relationship between job dissatisfaction and turnover intention.

H2: Work-life balance and employee turnover are negatively correlated. Supported. Model 2 demonstrates that better work-life balance significantly reduces turnover intention.

H3: Lower levels of job dissatisfaction are linked to greater work-life balance: While not directly tested in the regression table, the correlation analysis previously conducted supports this hypothesis. the regression analysis indicates that work-life balance partially mediates the relationship between job dissatisfaction and turnover intention. Improving work-life balance can reduce turnover intention directly and also reduce the impact of job dissatisfaction on turnover intention. This highlights the importance of fostering a positive work-life balance to retain employees in e-commerce companies in Pakistan.

4.1.2 Limitations of the study:

As this study is more focused on employees of e-commerce company and the effect of variable might be change in the other industry. by recognizing these limitations, future research can address these gaps to provide a more holistic understanding of the interplay between job dissatisfaction, work-life balance, and turnover intentions across various sectors and demographic the first one will be the “Sector-Specific Focus” on this research I concentrated on the e-commerce sector in Pakistan. This sector-specific approach may limit the applicability of the findings to other industries or geographical locations with different workplace cultures and operational challenges. Different sectors may have varying levels of job satisfaction and turnover intentions due to their unique work environments Yu et al., (2022). The Exclusion of External Factors is another weak area of the study it’s because the study does not account for external influences such as economic conditions, labour market trends, or organizational changes that could affect job dissatisfaction and turnover intentions. These external factors might have a significant impact on the study’s findings Lee and Mitchell, (2008) Mobley, (2009). The Limited Exploration of Job Satisfaction in this study left many questions and Gap for the future researcher to work on it. while the study focuses on job dissatisfaction, it does not thoroughly explore job satisfaction and its contributing factors. A more comprehensive examination of both job satisfaction and dissatisfaction would provide a deeper understanding of their effects on turnover intentions Herzberg et al (2012).

4.1.3 Conclusion

This study investigates the intricate connections between work-life balance, turnover intentions, and job unhappiness in Pakistan's e-commerce sector. The research fills a significant vacuum in the literature by concentrating on a sector that faces particular difficulties, like as excessive workloads, a fast-paced atmosphere, and a blurring of the lines between work and personal life. This specific inquiry is required since conventional research on job discontent and turnover intentions from other industries might not apply to the e-commerce sector. these findings underscores the critical impact of job dissatisfaction on employee turnover intentions, consistent with the correlation analysis showing a moderate positive relationship ($r=0.426$, $p=0.000$) and regression analysis supporting a significant positive coefficient ($B=0.474$, $p<0.001$). Work-life balance emerged as a crucial mediating factor in the relationship between job dissatisfaction and turnover intentions. The study found a strong negative correlation

between work-life balance and turnover intentions ($r=-0.614$, $p=0.000$), indicating that better work-life balance significantly reduces the likelihood of employees intending to leave their jobs. Additionally, the negative correlation between work-life balance and job dissatisfaction ($r=-0.257$, $p=0.014$) suggests that improving work-life balance can help mitigate job dissatisfaction.

Mediation analysis further demonstrated that work-life balance partially mediates the impact of job dissatisfaction on turnover intentions. When work-life balance was included in the regression model, the impact of job dissatisfaction on turnover intentions decreased, indicating that work-life balance plays a significant role in reducing turnover intentions. The model including both job dissatisfaction and work-life balance explained 45.4% of the variance in turnover intentions, compared to 18.2% explained by job dissatisfaction alone. The findings show that among Pakistani e-commerce workers, job unhappiness and plans to leave the company are significantly positively correlated. Higher job dissatisfaction levels are linked to a higher chance that workers may think about quitting. these findings therefore provide the Pakistani e-commerce enterprises useful knowledge. Understanding the significant consequences of job dissatisfaction and the role of work-life balance leads the firms to develop directed strategies to improve the satisfaction level of their employees.

preservation. From the cited literature, one could assume that efforts to offer flexible working hours and organizational work climates, as well as optimal work planning approaches, may help reduce job dissatisfaction and hence, also lower turnover intentions. This is the relevance of the study since the research will help bring economic development in Pakistan, based on its outcome. The e-commerce sector is a massive value-added to the economy, and resolving issues to do with employee retention in this sector can thus help to foster its continued development. A committed and contented populace is a proven motivational force that can drive up economic growth through productivity and creativity. therefore, the study has its weaknesses as explained below. The findings of the research need to be viewed in the context of the fact that the research has looked into specific sectors in Pakistan particularly concerning E-commerce leading to the restriction in terms of general applicability in the different sectors of the economy or even in different regions of Pakistan where there can be differences in working environment and business challenges. Future research should expand the established correlation of workplace characteristics with specific forms and prevalences of mental health issues, incorporating the approaches of various sectors and the areas they are located in. Additionally, from the study, it can be noted that the following arguments are missing.

Assume the influence of external factors that can influence job dissatisfaction and intentions to quit for instances market shifts and the economy. These variables could be incorporated into further studies concerning the investigations to ensure solidity of the conclusions made. To sum up, Overall, this study demonstrates that work-life balance occupies a significant intermediate position in the context of work-life unhappiness and turnover intentions in e-commerce organizations in Pakistan. By making work-life better Hence, e-commerce companies can reduce the rates of employee intentions to leave and discontentment levels to enhance staff retention and organisation stability. These principles appear critical when establishing the right work culture that fosters the health and wellbeing of the employees engaging in the emerging e-commerce industry while enhancing the quality performance of an organization.

4.1.4 Recommendations

Thus, this work fulfils the research strategy by providing useful data on the relationship between work-life balance and job dissatisfaction and employee turnover intentions in Pakistani e-commerce organizations. however bearing these limitations in mind, it is necessary to continue further research to study. otherwise there is a risk of considering a limited number of variables and not taking into account variations across sectors to achieve a more comprehensive understanding. Among the shortcomings, there is a focus on only particular segments of Pakistan's e-commerce market.

This approach may confine the outcomes to the different parts of the economy or the areas with the different working conditions and business challenges. This invariably means that different industries have different levels of work satisfaction and intentions to quite due to the fact that they may not be in the same situation. workplaces. Thus, it is suggested that, future researchers focusing on investigating the same predictors—job dissatisfaction, and work-life balance—in different contexts, across those industries.

Social relations' inadequate conduct is another methodological methodological lack of the study; this implies that the study's model restricted extraneous variables such as changes in the labour market, changes in the organization, or the prevailing economic conditions. They suggest that it is possible for these outside factors to exert a strong influence on intentions to exit from a job and job dissatisfaction. In this way, introducing such outside variables helps to analyse the situation comprehensively and without omitting essential factors. Turner's model of turnover intentions, in general, can be better understood through future research of the

factors that constitute this model. It is also important to explore how these external factors impinge the dynamics of the workplace inside to help shape employees' behaviours.

In addition, the concept of job satisfaction and everything related to it, is not given much attention in this study given that this work focuses specifically on job discontent. More light can be shed on this issue by having a deeper understanding of how work satisfaction and unhappiness interact with one's formation of intent on leaving the company.

None the less, some future research should focus on identifying factors that define job satisfaction and job dissatisfaction with intention of comparing them in order to establish their impact on the intention of employees to quit their jobs. This two-fold approach could present a less-biased perspective on retaining employees and more effective strategies. Based on the results of the research study, it is identified that job unhappiness alone has a statistic significance on turnover intentions as it accounts for 18. 2% of the turnover intentions ($F = 2.131$, $R^2 = 0.182$). Work-life balance plays a significant aspect as a mediator variable where an increase in the variance to 45. 4% ($R^2 = 0.454$) takes place when it is factored in the model. Future research should continue exploring over and above other possible moderator/mediators which could help elucidate the relationship between the intention to leave job and job discontent more thoroughly.

Further research can produce more inclusive and applicable insights on the connection of work-life relations, turnover intentions, and job unhappiness in other industrial sectors and with different samples to fill these gaps and expand the scope of the studies. This wide strategy will be useful in the general formulation of even more effective approaches to improve employee satisfaction and turnover in any form of enterprise.

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