



Impact of “Job Satisfaction” and “Emotional Exhaustion” on “Job Hopping” through Organizational Commitment in Banking Sector of Pakistan

Mesha Abid¹, Anum Shahid²

¹. 40 Multan Road, Chaburji, Lahore, Pakistan

². National College of Business Administration & Economics (NCBAE); Corresponding Author: anumshahid2007@gmail.com

| Article Information | Abstract |
|--|--|
| Article history Submitted: 2022-02-13 Accepted: 2022-03-24 Published: 2022-03-25 | The study investigates the impact of job satisfaction and emotional exhaustion on job hopping in Pakistan's banking sector, using "organizational commitment" as a mediating variable. The quantitative research methodology was used. The data collected was primary data gathered through utilizing the questionnaire survey technique. The respondents were the employees of private and public banks including the Bank of Punjab, Allied Bank, Al Falah Bank, Faysal Bank and National Bank of Pakistan. The technique i.e. used for the sampling purposes include "two-stage stratified random sampling". Total 500 questionnaires were distributed, 365 were received including the questionnaires obtained from electronic sources (17 questionnaires), out of which 15 were not filled completely. Thus, the actual sample size utilized for analysis was 350 questionnaires that comprises of 70% of response rate. The statistical tools used for the analysis of data included: "SPSS" and "AMOS". The findings of the study have shown that the "emotional exhaustion" is directly proportional with the "job hopping" act of employees leading them to switch jobs, while the job satisfaction lead towards negative influence on job hopping, employees with less exhaustion and more satisfaction upholds higher organizational commitment leading towards less job hopping behavior and vice versa. The study recommends that the employers should ensure the sustainability of the healthy environment to facilitate the employees with higher satisfaction and least stress and exhaustion level. Moreover, appraisal and balanced working paradigms could be adopted in order to confirm gratifying and soothing emotional balance among employees as major focus of organizations at present. |
| Volume No. 2 Issue No. 1 ISSN: 2790-7899 | |
| Keywords: Job Satisfaction, Job Hopping, Emotional Exhaustion, Organizational Commitment | |

Introduction and Objectives of Study

Mobility of job has become the biggest concern of different organizations in the present competitive world. This is due to depreciating satisfaction and emotionally exhausting issues; along with employees own volitions towards job shifting. The employees not only shift jobs based on the monetary or non-monetary factors (Feng & Angeline, 2010); but a natural internal level intention is among the reason behind the changing of job for no apparent reasons. Such

behavior has been quoted as the job hopping behavior. Changing of jobs is pattern of individuals of altering organizations in time period of one or two years based on personal volition or fun, along as resultant of company closure or layoff issues (Kafeel & Alvi, 2015).

Moreover, job hopping has been regarded as the resultant of dissatisfaction and lack of commitment with the job followed by other alternatives (Ivanovic & Ivancevic, 2019). The top level of “organizational commitment” is considered to be obtained in this regard (Ganco, Ziedonis, Rosemarie, & Agarwal, 2014). The employees who work more clearly with the organization with full enthusiasm and commitment, leads to an effective “organizational commitment”. The two factors which are found to play an important role in this regard include: “job satisfaction” and “benefits” (Khurram, Khurram, Hassan, & Fatima, 2020).

The commitment of the employees is found to be sustained by the “job satisfaction”. Satisfaction is being measured generally through different job aspects (Jules, Ghazali, & Othman, 2017). The job aspects has not been proved as the best measuring paradigms as the importance of these facets differ on basis of employees along with jobs perspectives (Bridges, 2018). Employees experiencing exhaustion and fatigue from work tend to demonstrate low gratification and higher intention to leave work (Rathi & Lee, 2016). Emotional exhaustion was referred as feeling that one feels when drained emotionally through one’s work (Prajogo, 2019). The emotional exhaustion has been regarded to possess a negative impact over the employees as well as organization. It results through high level occupational stress affecting the working of employees, leading towards the outlook of employees as possessing less energy to continue a job (Stater & Stater, 2019).

At present, it has become a severe concern of employees due to the enhancing drainage of the investments made by the organizations in training and recruitment of employees. These drastic levels of employee’s turnover practices have become harmful for competitive race of organizations, particularly financial sectors as banks. Furthermore, the enhancing stability pressure, social support, feeling of misfit for the job among the employees have led towards the increasing burnout rate that in turn results in increasing job shift (Kristanti, Prasetio, Indiyati & Madiawati, 2021). The main focus of the current study is to understand the association between satisfaction and behavior factors with the employee job changing patterns in the banking sectors of Pakistan.

Objectives

The current research study's major goal is to determine the influence of “job satisfaction” and “emotional exhaustion” over “job hopping” of employees with the mediating role played by “organizational commitment”.

The gaps observed in the past studies are overcome by this research, as mostly of such studies have been conducted in determining the relationship between the “job satisfaction” and “job mobility” in educational sectors (Feng & Angelina, 2010). The outcome of the study will also contribute in addressing the severe emotional and satisfaction issues which led towards the job mobility. The present study is going to facilitate the banking sectors of Pakistan to focus over the human capital emotional exhaustion and satisfaction paradigms that led to job shifting patterns among employees.

Literature Review and Theoretical Background

Job hopping

The job hopping concept was initially elaborated by Ghiselli (1974). Such behavior of job hopping was later termed as “hobo syndrome”. According to this syndrome, the employee has an itch to jump from a job in an organization to some other job in another organization (Larasati & Aryanto, 2020). Job hopping has been evolved by past studies as phenomena pursuing employees to shift organizations instead of being linked to single organization over

long-term basis (Ganco, Ziedonis, Rosemarie, & Agarwal, 2014). Thus, job mobility pattern has been evolved to cause harmful impacts on the organization management along with profitability; causing organizations high level loss of investments being made over job hoppers in terms of trainings and recruitment, leaving no ethical obligation over the job hoppers (Ganco, Ziedonis, Rosemarie, & Agarwal, 2014; Fan & DeVaro, 2020). Different past researches had also highlighted two types of job hopping (Pathak, 2014). However, the past studies have been more focused towards facilitating with the job hopping paradigm as being associated with the personality problems than being linked to the job facets of satisfaction or dissatisfaction (KUMAR, 2018). It has been proposed by past literature that the job hoppers seek other job opportunities available before quitting the jobs (Dobrev & Merluzzi, 2018).

Emotional exhaustion

Emotional exhaustion roots lies within the past studies of 1970s that focused on studying the burnout behavior of individuals. Burnout has been referred by Freudenberger (1974) as, “emotional exhaustion” that is observed to take place due to excessive helping of the people and fulfilling their demands both emotionally as well as psychologically. Moreover, other researchers suggested burnout as the stress syndrome that people in service industries experience the most (Jamal & Siddiqui, 2020). Emotional exhaustion has been characterized through low energy along with chronic level fatigue. The tri-component model of burnout of Maslach and Jackson (1981) is the model being well documented within the past literature that explained emotional exhaustion being an important factor causing employees to experience enervation from work. According to this model, the emotional exhaustion was explained and referred as feeling of one’s being over-extended emotionally (Öngör, 2020). Past study conducted by Ahmed (2016) proposed that emotional exhaustion has a negative influence over the commitment level of employees. Different theories have explained emotional exhaustion concept, though the most suitable theory has been the Conservation Resource Theory (CRO). According to this theory, an individual perceive emotional exhaustion in result of threat of losing something valuable (Pang et al., 2021).

Emotional exhaustion and Job hopping

The developments of burnout processes have evoked great interest among researches to study this perspective of employee’s behavior in past 20 years (Diestel & Schmidt, 2010). It has been further proposed through past researches that emotional exhaustion occurs due to the stress and has a significant place in the research paradigms because it is associated negatively with different organization outputs. These outputs include the satisfaction, commitment of employees, employee’s propensity of quitting job (Parajogo, 2019; Rubio, Osca, Recio, Urien, & Peiro, 2015) and issues associated with mental health. The job shifting has been further proposed by past study to be associated with the self-efficacy (Dicke, Parker, Holzberger, Kunina-Habenicht, Kunter, & Leutner, 2015). Though, these studies have referred to the varying results, thus, suggesting similar perspective that the emotional exhaustion are being predicted through ones’ own strengths and beliefs, that is, self-efficacy. These evidences from past researches lead towards the positive association of emotional exhaustion with job shift intention of employees, thus, leading towards following hypothesis being proposed.

H1: Emotional Exhaustion has a favorable impact on job-hopping habit

Job Satisfaction

Satisfaction has been referred as the emotion associated state that arises due to the enhanced output that facilitates the sustainability of employees’ expectations in different monetary and non-monetary benefits (Bozeman & Gaughan, 2011; Klassen & Chiu, 2010). The effective response of an employee towards the appointed job is termed as “job satisfaction”. This shows the satisfaction of the employees regarding their needs in the

organization (Yang, Liu, Chen, & Pan, 2014). Different researches have been done in this essence, yet, a uniform paradigm to measure job satisfaction still needs to be extracted due to the varying aspects of job satisfaction (Nelson, Yang, Carte, Monahan & Engineer, 2021; Kosteas, 2011). It has been further commented by past studies that an employee often leaves a poor manager than quitting a job (Lu, Barriball, Zhang, & While, 2012; Thompson & Phua, 2012). It has been further elaborated by past researches that personal attributes comprise of commitment of an employee, self-efficacy, intrinsic and extrinsic motivational factors (Judge, Piccolo, Podsakoff, & Shaw, 2011).

Job Satisfaction and Job Hopping

Job satisfaction has been elaborated to result in decreased job mobility and sustains the employee feelings to remain linked with the job for long term basis (Nzukuma & Bussin, 2011). Thus, satisfaction lead towards the employee performance to remain focused towards productivity and satisfaction than dissatisfaction. Although, because of organizational level affiliation aspects, job satisfaction has been regarded as the hinge over which organizational operations revolve, thus, impacting the employee behavior towards sustaining the job (Bozeman & Gaughan, 2011; Klassen & Chiu, 2010). According to, Chovwen, Balogun, and Olowokere (2014), the intention of “job mobility” of the employees, is significantly affected by the “job satisfaction”. In this research study it has been observed that the employees who were consistent with the job hopping, still show high job mobility due to dissatisfaction with their jobs (Darvishmotevali, Arasli, & Kilic, 2017). Moreover, according to Feng and Angeline (2010), a less significant or negative relationship is observed between “job satisfaction” and the “job hopping behavior” of the appointed employees. However, the studies conducted in the past showed the relationship between “job satisfaction” and the intention of “job quitting” by the employees (Proctor, 2017). Thus, no literature has elaborated the non-significant impact of “job satisfaction” on “job hopping” of the employees directly. So, this lead to more research studies to fulfill the observed gap.

So, the following hypothesis is being projected for testing.

H2: Job satisfaction has a significant negative impact on job hopping.

Organizational Commitment

The past research studies have helped in instilling the concept of “organizational commitment”. This concept was found to be popular from almost about 50 years (Porter, Steers, Mowday, & Boulian, 1974). This concept was hardly accepted by the organizations as well as different managements as many other factors are also found to have an impact on the commitment of the employee towards the organization (Sang, Xia, Ni, Cui, Wang & Wang, 2019). Such determinants are spread widely from each level of the respective organization. Thus the significant effect of the “organizational commitment” is observed (Morrow, 2011). The bond considered to be effected by the “organizational commitment”. Thus the work as well as organization leads to be the identity of the employee (Naz & Gul, 2014). According to O’Riely and Chatman (1986), three main dimensions of the organizational commitment were explained which include: “compliance”, “identification”, and “internalization”. The “three component model” of Meyer and Allen (1991), was mostly used for the presentation of the “organizational commitment”. The dimensions included in this model are: “affective commitment”, “continuance commitment” and “normative commitment”.

The effective “organizational commitment” is considered to be the most important dimension of the above mentioned model. It is considered to be the initial dimension of this model. This dimension helps in elaborating the emotional attachment of the employee with the organization and how this impacts the personal association of the employees (Meyer & Allen, 1991; Meyer, Kam, Gildenberg & Bremner, 2013; Rusu, 2013). The emotional as well as behavioral connection is observed by this dimension.

Relationship of Organizational Commitment with job satisfaction and Emotional Exhaustion

In the past studies, the negative association is observed between emotional exhaustion and organizational commitment (Ahmed, 2016). According to research studies conducted in the past, the employees who have experienced emotional fatigue in work, show lower level of organizational commitment (Rubio, Osca, Recio, Urien, & Peiro, 2015; Lee, Lim, Yang, & Lee, 2011). Job satisfaction is considered to be one of the components of the organizational commitment (Kovach, 1977; Feng & Angeline, 2010). It has been evolved from the past studies that the organizational commitment is significantly impacted by the job satisfaction (Kasemsap, 2017). The employees who are found to be highly satisfied with their jobs, remain loyal to the appointed jobs (Yang, Liu, Chen, & Pan, 2014). The behavioral factors are discovered to have a very important impact on the commitment of the employees towards their jobs. So, job satisfaction being one of such behavioral factors is considered to have a positive impact on the organizational commitment of the employees (Rusu, 2013a; Islam & Rahman, 2016). Thus, many past studies have showed that higher level of “job satisfaction” results in increased “organizational commitment” (Akomolafe & Olatomide, 2013; Akomolafe & Ogunmakin, 2014). However, a few research studies have considered the mediating role of “organizational commitment” between “job satisfaction” and “emotional exhaustion” specifically in the banking sectors, selected for further research.

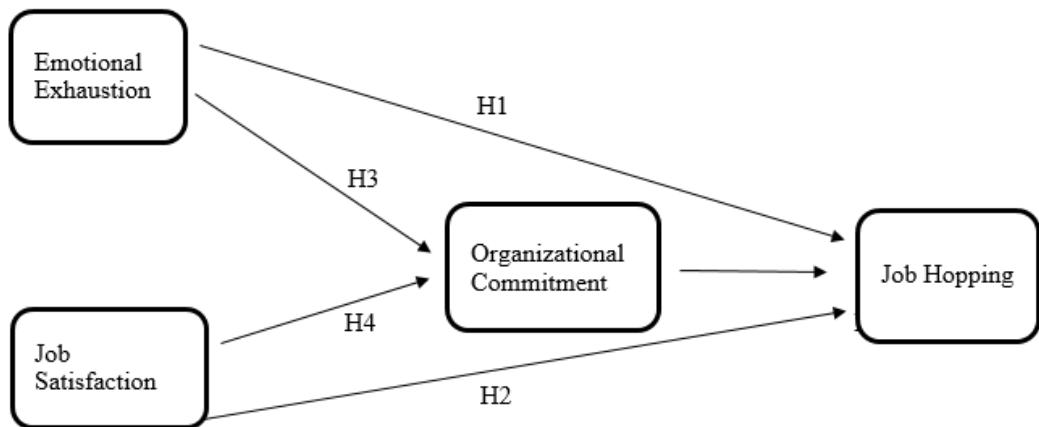
Organizational Commitment and Job Hopping

The organizational commitment also have a positive impact on different factors of the employees related to work. This helps in enhancing the performance of the workers, increasing the morality as well as improving the working culture of the organization, increasing the productivity, loyalty as well as dedication of the employees towards their work and organization (Ng & Feldman, 2011; Yang, Liu, Chen, & Pan, 2014). However, one of the past studies that was conducted in one of the teaching sectors of Malaysia showed the mediating role of the “organizational commitment” with the teachers’ turnover. However, the results observed for job satisfaction varied (Feng & Angeline, 2010). However, no past study have been conducted to determine the mediating role of “organizational commitment” with the behavior of job hopping in different banking sectors. However, the following hypotheses were proposed relatively.

H3: Organizational Commitment (affective) can significantly mediate the relationship between job hopping and emotional exhaustion.

H4: Organizational Commitment (affective) can significantly mediate relationship between job hopping and job satisfaction.

Figure 1: Hypothesized Model



Research Methodology

The quantitative research methodology was adopted leading towards the utilization of positivism research philosophy, deductive research approach, exploratory and descriptive nature of the research study. The questionnaire survey was used to collect the primary data. The data was collected in cross-sectional time span. The respondents were the employees of the private and public banks of Pakistan. The sampling technique of two-stage stratified random sampling was used. Three banks from private bank strata and two major banks of Pakistan from public bank stratum were selected. These banks included private banks, Alfalah Bank, Allied bank and Faysal Bank; though, the public banks included the National Bank of Pakistan and Bank of Punjab.

In the second stage of the stratified sampling, the bank branches from Lahore were selected randomly from each selected bank. There were 44 branches of Alfalah Bank (Pakistan's Bank Association), 50 of Faysal bank and 60 of Allied bank in Lahore (See Appendix B). Out of these, the easily accessible due to the limited time duration and approach limitation were selected. The employees of 10 branches of Alfalah, Allied and Faysal were selected as sample further (See Appendix C). The employees ranged from 10-15 in numbers in every branch. Total 500 questionnaires were distributed, 365 were received including the questionnaires obtained from electronic sources (17 questionnaires), out of which 15 were not filled completely. Thus, the actual sample size utilized for analysis was 350 questionnaires that comprises of 70% of response rate.

Measures

The five point likert scale has been utilized. The questionnaire was divided into two sections, including, demographics and objective questions. The demographic data included: "gender", "age", "education level", "monthly income", "working tenure" and "name of the bank". The objective section comprises of 23 questions regarding emotional exhaustion, job satisfaction, organizational commitment and job hopping. The details are given below.

To measure the "emotional exhaustion", the scale that was developed by Maslach and Jackson (1981) has been utilized originally. This scale comprises of total of 8 items. However, this scale has also been utilized by past studies including; Moore (2000), Lee and Ok (2012),

Skaalvik and Skaalvik (2011) and Feng and Angeline (2010) and reported reliability value greater than 0.7. Furthermore, these studies incorporated emotional exhaustion as behavioral stance, thus 4-items has been adopted from this scale.

Job satisfaction has been measured through incorporation of two scales; one developed by Brayfield and Rothe (1951); the other scale was developed by Hackman and Oldham (1976) and also used by Hofmans, Gieter and Pepermans (2013) and reported reliability value greater than 0.7 .

The organizational commitment has been measured through its subscale dimension of affective commitment. The scale developed by Meyer and Allen (1990) that comprises of 8 items, also utilized in study of Feng and Angelina (2010) and reported reliability value greater than 0.7 has been adopted.

The scale used to measure job hopping was developed by (Khatri, Budhwar , & Fern , 1999) that has also been utilized by past study of Feng and Angelina (2010); Pathak (2014) and reported reliability value greater than 0.7. It comprises of three items.

Results

The obtained findings have been analyzed by using SPSS and the AMOS to obtain the statistical results. The reliability, descriptive tests, Pearson correlation tests were applied on SPSS. On the other hand in order to determine the mediating role as well as to have the path analysis along direct and indirect model effects, structured equation modeling (SEM) and CFA was done using AMOS. The data obtained through 23 item were named and fed in SPSS and AMOS as, JS, AOC, EE, JH_2.

The Table 1 (Appendix A) depicts the frequency distribution regarding the respondents' demographic characteristics. It includes the gender as well as age, monthly income, education, job tenure and bank name.

The SEM model has been used to test the “theoretical framework” of the current research study. The measurements used are scrutinized through using the CFA (Confirmatory factor analysis); secondly the relationships were studied through using the SEM. However, before performing these processes, the reliability as well as normality of the items of the obtained data and measures of the research study have been represented through table 2 and table 3 below.

Table no: 2 represents the skeweness, mean as well as standard deviation values of the involved variables. Skeweness represents the normality of collected data. The value of skewness should fall under the range of -1 and +1 according to rule of 1 in order to consider the distribution to be normal.

In order to determine the internal reliability of constructs, the Cronbach's alphas along with the factor loadings values have been measured through using SPSS. Thus, as proved by the table no: 3 all the values of the Cronbach's alpha were found to be more than 0.7 as shown in table no: 3. So, all the involved variables are proved to satisfy the reliability issue.

The next step is to determine the convergent along discriminant reliability of scale used. In order to check the validity issues, the three step process proposed by Fornell and Larcker (1981) has been utilized. The first step is that all factor loadings of items of factors should be >0.7 which has been proved for the present framework as shown in table 3. Second, the composite reliability of variables must be >0.5 . Composite reliability was proposed to be the technique used to determine overall reliability of accrual of heterogeneous yet similar measures (Farrell, 2009). So, the CR measures have been used to verify internal consistency of variables along its dimensions. The C.R values for JS= 0.782, EE= 0.871, JH= 0.782, AOC= 0.876; which are greater than .5 and satisfy the validity of scales as shown in table 4 below. Furthermore, in order to determine discriminant validity Hair et al (2010) proposed that the average variance extracted (AVE) must be more than .5 (minimum level). The measures of

AVE obtained from the results lie among the range of 0.717 to 0.849 that exceed the minimum level of 0.5 and confirm the discriminate validity of present study constructs shown in table 4 below.

After reliability testing of the items, the focus is to measure the convergent along discriminate validity and reliability through relying on CFA (Goodness of fit measurement model).

The “GFI (goodness of fit)” model is the alternative option for “chi square test” used to determine the covariance of targeted population. The model fit that has been used in the present study of SEM and was measured through output of AMOS are shown in table 5. The values as represented above in table 4 satisfy the criteria for best fit for proving the causal relationships as indicated in hypothesis (H1-H4). The table shows the chi square (df) value with p significant values of 25.100(7), p=.000 and other fit indices. The values obtained are RMSEA= 0.086 <0.6 and RMR= 0.102<0.8. Moreover, the values of “goodness of fit index (GFI)” along with “(AGFI)” aggregated goodness of fit index should be >0.9, which are 0.976>0.9 and 0.929>0.9 (Hu & Bentler, 1995) for the present study. Furthermore, the “Tucker-Lewis co-efficient (TLI)” and “comparative fit index (CFI)” are 0.920>0.9 and 0.963>0.9 for present study. So, these model fit values satisfy all threshold criteria.

The next step in analysis involves the running of SEM process through AMOS. This was ensured through drawing of structural equation modeling. Table 6 represents the standardized regression weights along with standard error values and significance of the involved variables. The results prove that the emotional exhaustion (EE) has positive impact on job hopping (JH_2) with values (Standardized β = 0.610, S.E =0.048, P<0.001) that supports hypothesis H1. This proves that emotional exhaustion lead towards 61% enhancement of job hopping behavior. Job satisfaction (JS) has a negative influence on job hopping (JH_2) with values (Standardized β = -0.235, S.E =0.85, P<0.001) that proves hypothesis H2 to be true and further proves that job satisfaction decreases job hopping by 23.5%. Furthermore, significant positive impact of emotional exhaustion on “job hopping” through mediating role of organizational commitment (affective) AOC with values (Standardized β = -0.259, S.E =0.34, P<0.001) supports the hypothesis H3. The negative sign indicates that the emotional exhaustion lead towards 25% reduction in organizational commitment (affective). Fourth hypothesis (H4) entailed in present study has been found to possess significant positive impact with (Standardized β = 0.398, S.E= 0.058, P < 0.001) which proves that high JS leads to higher AOC by 39%. AOC was positively linked with JH_2 with values (Standardized β = -0.118, S.E=0.072, P< 0.01). Thus, it proves that organizational commitment (affective) will reduce job hopping by 11%.

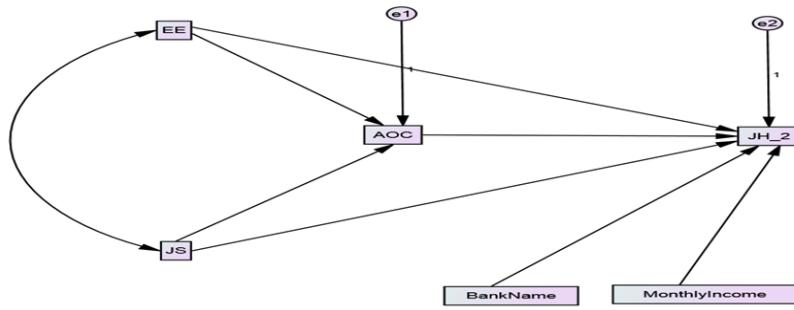


Figure 2: Structural model

The next step in the analysis is to determine the mediation relationship hypothesis. The table 7 result proves that AOC partially mediates the relationship among EE and JH through satisfying the direct and indirect paths as shown. This is proved through significant impact of EE on AOC (independent on mediator) values of ($\beta = -.259$, $p < .001$); EE on JH (independent on dependent) with values ($\beta = .610$, $p < .001$); AOC on JH (mediator on dependent) with values ($\beta = -.118$, $p < .001$) and EE shows significant impact on JH through mediator AOC (indirect effect) with values ($\beta = -.031$, $p < .01$). The negative sign indicates the negative relation. Similarly the JS shows significant impact on JH through mediator AOC (indirect effect) with values ($\beta = .047$, $p < .01$).

Moreover, the bootstrapping process of 2000 samples was utilized to get a clear image of the indirect effect of study constructs over each other. The results of bootstrap (table 6 shown through the p significance value further supports the hypothesis H3 and H4 determining that the organizational commitment plays the mediating role in the relationship between “job satisfaction” and “job hopping”; and emotional exhaustion and job hopping. Partial mediation exists as both direct and indirect effects have been proved to be significant.

Discussion and Conclusion

The current research study has been focused towards indicating thin impact through direct along indirect effects of organizational commitment of employees. The results of present study are according to the researches expectations and also in accordance to the past studies of job hopping (Bozeman & Gaughan, 2011; Feng & Angeline, 2010). Moreover, the present study expected the positive association of “job satisfaction” as well as “organizational commitment”. The results of present study conducted on employees of banking sector of Pakistan supported the hypothesized association through confirming that an employee possessing higher “job satisfaction” leads to higher commitment towards his/her organization. Satisfaction and commitment are indicated as behavioral aspects that support one another as proposed by past. Thus, the findings of the present study have replicated the findings of the past studies (Rusu, 2013a; Islam & Rahman, 2016). Furthermore, researches also aimed towards identification of the effect of “emotional exhaustion” on “job hopping” behavior of employees. In summary, the present study results facilitates with vigorous evidences that higher “job satisfaction” and lower “emotional exhaustion” results in lower job hopping behavior of employees. Job hopping has been concluded as a phenomena incorporating different aspects as the reaction towards the unbalanced environment, personality issues, need for better living, turnover culture reaction of due to fun aspects.

Despite of all the fruitful contributions being made by the present study both on theoretical and practical aspects, certain limitations in terms of the sampled data and generalizability of research exists. The present study is questionnaire survey based study that

had been ensured within limited time span. Moreover, the external validity associated with cross-sectional studies is limited than experimental studies.

References

Ahmed, N. O. (2016, March). Impact of Emotional Exhaustions on Turnover Intentions: A Mediating Role of Organizational Commitment in Higher Education Institutes Of Saudi Arabia. *International Journal of Management Sciences and Business Research*, 5(3).

Akomolafe, M. J., & Ogunmakin, A. O. (2014, May). Job Satisfaction among Secondary School Teachers: Emotional Intelligence, Occupational Stress and Self-Efficacy as Predictors. *Journal of Educational and Social Research*, 4(3).

Akomolafe, M. J., & Olatomide , O. O. (2013). Job satisfaction and emotional intelligence as predictors of organizational commitment of secondary school teachers. *Ife PsychologIA*, 21(2).

Bozeman, B., & Gaughan, M. (2011). Job satisfaction among university faculty: Individual, work, and institutional determinants. *The Journal of Higher Education*, 82(2), 154-186.

Brayfield, A., & Rothe, H. (1951). An index of job satisfaction. *Journal of Applied Psychology*, 35, 307-311.

Bridges, S. M. (2018). *Examining generational differences for job performance, job satisfaction, and organizational commitment* (Doctoral dissertation, Northcentral University).

Chovwen, C. O., Balogun, S. K., & Olowokere, B. O. (2014). Determinants of job hopping experience among private and public sector employee turnover intention. *Ife PsychologIA*, 22(2), 114-124.

Darvishmotevali, M., Arasli, H., & Kilic, H. (2017). Effect of job insecurity on frontline employee's performance: Looking through the lens of psychological strains and leverages. *International Journal of Contemporary Hospitality Management*, 29(6).

Diestel, S., & Schmidt, K. H. (2010). Direct and interaction effects among the dimensions of the Maslach Burnout Inventory: Results from two German longitudinal samples. *International Journal of Stress Management*, 17, 159–180.

Dobrev, S. D., & Merluzzi, J. (2018). Stayers versus movers: Social capital and early career imprinting among young professionals. *Journal of Organizational Behavior*, 39(1), 67-81.

Fan, X., & DeVaro, J. (2020). Job hopping and adverse selection in the labor market. *The Journal of Law, Economics, and Organization*, 36(1), 84-138.

Farrell, A. M., 2009. Insufficient discriminant validity: A comment on Bove, Pervan, Beatty and Shiu. *Journal of Business Research*, 63 (3), 577-593.

Feng, W. C., & Angeline, T. (2010). Turnover intention and job hopping behaviour of music teachers in Malaysia. *African Journal of Business Management*, 4(4), 425-434.

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

Ganco, Ziedonis, M., Rosemarie, H., & Agarwal, R. (2014). More stars stay, but the brightest ones still leave: Job hopping in the shadow of patent enforcement. *Strategic Management Journal*, 36(5).

Grandey, A., Cordeiro, B., & Crouter, A. (2005). A longitudinal and multi-source test of the work-family conflict and job satisfaction relationship. *Journal of occupational and Organizational Psychology*, 78(3), 305-323.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, 16(2), 250-279.

Hofmans, J., Gieter, S. D., & Pepermans, R. (2013). Individual differences in the relationship between satisfaction with job rewards and job satisfaction. *Journal of Vocational Behavior*, 82, 1-9.

Islam, M. R., & Rahman, T. (2016). Relationship between Job Satisfaction, Organizational Commitment and Turnover Intention among Bank Employees: A Study on Selected Banks of Bangladesh. *Scholar Journal of Business and Social Science*, 2(1), 7-18.

Ivanovic, T., & Ivancevic, S. (2019). Turnover intentions and job hopping among millennials in Serbia. *Management: Journal Of Sustainable Business And Management Solutions In Emerging Economies*, 24(1), 53-63.

Jamal, R., & Siddiqui, D. A. (2020). The Effects of Workplace Incivility on Job Satisfaction: Mediating Role of Organizational Citizenship Behavior, Intrinsic and Extrinsic Motivation, Emotional Exhaustion. *Intrinsic and Extrinsic Motivation, Emotional Exhaustion (August 29, 2020)*.

Judge, T. A., Piccolo, R. F., Podsakoff, N. P., & Shaw, J. (2011). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77(2), 157-167.

Jules, N. J., Ghazali, H., & Othman, M. (2017). Job satisfaction and job-hopping behaviour among employees of casual dining restaurant. Hospitality and Tourism Conference; Malaysia.

Kafeel, N., & Alvi, A. K. (2015). What Play Significant Role in Increasing Turnover Intention: Job Hopping or Perceived Organizational Politics. *Science International-Lahore*, 27(5), 4781-4786.

Kasemsap, K., 2017. Examining the roles of job satisfaction and organizational commitment in the global workplace. *Handbook of research on human resources strategies for the new millennial workforce*, pp.148-176.

Khatri, N., Budhwar , P., & Fern , T. C. (1999). *Employee turnover: bad attitude or poor management?* Singapore: Nanyang Technological University.

Khurram, S., Khurram, A., Hassan, S., & Fatima, S. (2020). Examining organizational justice, emotional exhaustion and workplace bullying as antecedents of organizational commitment: A developing country's perspective. *Journal of Applied Economics and Business Studies*, 4(1), 123-142.

Klassen, R. M., & Chiu, M. M. (2010). Effects on teachers' self-efficacy and job satisfaction: Teacher gender, years of experience, and job stress. *Journal of Educational Psychology*, 102(3), 741.

Kosteas, V. D. (2011). Job satisfaction and promotions. *Industrial Relations: A Journal of Economy and Society*, 50(1), 174-194.

Kovach, K. A. (1977). *Organisation size, job satisfaction, absenteeism and turnover*. Washington, D.C.: University Press of America.

Kristanti, F. T., Prasetio, A. P., Indiyati, D., & Madiawati, P. N. (2021). TURNOVER INTENTION AMONG LECTURERS IN PRIVATE HIGHER EDUCATION: THE DIRECT IMPACT OF FINANCIAL REWARDS AND MEDIATION OF JOB SATISFACTION AND EFFECTIVE ORGANIZATIONAL COMMITMENT. *Jurnal Aplikasi Manajemen*, 19(2).

KUMAR, S. (2018). FINANCIAL AND NON FINANCIAL TURNOVER FACTORS INFLUENCING IT COMPANIES IN INDIA. *CLEAR International Journal of Research in Commerce & Management*, 9(5).

Larasati, A., & Aryanto, D. B. (2020, January). Job-Hopping and the Determinant Factors. In *5th ASEAN Conference on Psychology, Counselling, and Humanities (ACPCH 2019)* (pp. 54-56). Atlantis Press.

Lee, J., & Ok, C. (2012). Reducing burnout and enhancing job satisfaction: Critical role of hotel employees' emotional intelligence and emotional labor. *International Journal of Hospitality Management*, 31, 1101– 1112.

Lee, J., Lim, N., Yang, E., & Lee, S. M. (2011). Antecedents and consequences of threedimensions of burnout in psychotherapists: A meta-analysis. *Professional Psychology: Research and Practice*, 42, 252–258.

Lu, H., Barriball, K., Zhang, L. X., & While , A. (2012). Job satisfaction among hospital nurses revisited: a systematic review. *International journal of nursing studies*, 49(8), 1017-1038.

Maslach, C., & Jackson, S. (1981). The measurement of experienced burnout. *Journal of Occupational Behaviour*, 2, 99-113.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resources Management*, 1(1), 61-89.

Meyer, J. P., Kam, C., Gildenberg, I., & Bremner, N. L. (2013). Organizational commitment in the military: Application of a profile approach. *Military Psychology*, 25, 381-401.

Moore, J. E. (2000). Why is This Happening? A Causal Attribution Approach to Work Exhaustion Consequences. *Academy of Management Review*, 25(2), 335-349.

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

Naz, S., & Gul, S. (2014). Moderating Role of Organizational Commitment between Communication Satisfaction and Turnover Intentions Among Nurses. *Pakistan Journal of Psychological Research*, 29(1), 39-52.

Nelson, H. W., Yang, B. K., Carter, M. W., Monahan, E., & Engineer, C. (2021). Nursing home administrator's job satisfaction, work stressors, and intent to leave. *Journal of Applied Gerontology*, 40(1), 67-76.

Ng, T. W., & Feldman, D. C. (2011). Affective organizational commitment and citizenship behavior: Linear and non-linear moderating effects of organizational tenure. *Journal of Vocational Behavior*, 79(2), 528-537.

Nzukuma, K. C., & Bussin, M. (2011). Job-hopping amongst African Black senior management in South Africa: original research. *South African Journal of Human Resource Management*, 9(1), 1-12.

Öngör, Ö. (2020). Evaluating emotional labor: A new approach. *Global Business and Organizational Excellence*, 39(4), 35-44.

O'Riely, C., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization or prosocial behavior. *Journal of Applied Psychology*, 71(3), 492-499.

Pang, Y., He, Y., Chen, Z., Han, X., Leng, J., & Tang, L. (2021). The perceptions of burnout and related influencing factors in Chinese physicians and nurses working in a cancer hospital. *Psycho-Oncology*.

Parish, J. T., Cadwallader, S., & Paul, B. (2008). Want to, need to, ought to: employee commitment to organizational change. *Journal of Organizational Change Management*, 21(1), 32-52.

Pathak, D. D. (2014, July). Job Hopping and Turnover Intentions: An Empiricle Study. *International Journal of Research in IT & Management*, 4(7).

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 603-609.

Prajogo, W. (2019). The relationship among emotional exhaustion, job satisfaction, performance, and intention to leave. *Advances in Management & Applied Economics*, 9(1), 21-29.

Proctor, S., 2017. *Strategies to Improve Job Satisfaction and Reduce Voluntary Employee Turnover of Nurses* (Doctoral dissertation, Walden University).

Rathi, N., & Lee, K. (2016). Emotional exhaustion and work attitudes: Moderating effect of personality among frontline hospitality employees. *Journal of Human Resources in Hospitality & Tourism*, 15(3).

Rubio, C., Osca, A., Recio, P., Urien, B., & Peiro, J. (2015). Work-family conflict, self-efficacy, and emotional exhaustion: A test of longitudinal effects. *Journal of Work and Organizational Psychology*, 31, 147–154.

Rusu, R. (2013a). Organization commitment and job satisfaction. *Buletin Stiintific*, 18(1), 52-55.

Rusu, R. (2013). Organization commitment – From its beginnings until today. *Buletin Stiintific*, 18(2), 181-186.

Sang, L., Xia, D., Ni, G., Cui, Q., Wang, J., & Wang, W. (2019). Influence mechanism of job satisfaction and positive affect on knowledge sharing among project members: Moderator role of organizational commitment. *Engineering, Construction and Architectural Management*.

Skaalvik, E. M., & Skaalvik, S. (2011). Teacher job satisfaction and motivation to leave the teaching profession: Relations with school context, feeling of belonging, and emotional exhaustion. *Teaching and Teacher Education*, 27, 1029-1038.

Stater, K. J., & Stater, M. (2019). Is it “just work”? The impact of work rewards on job satisfaction and turnover intent in the nonprofit, for-profit, and public sectors. *The American Review of Public Administration*, 49(4), 495-511.

Thompson, E. R., & Phua, F. T. (2012). A brief index of affective job satisfaction. *Group & Organization Management*, 37(3), 275-307.

Yang, J., Liu, Y., Chen, Y., & Pan, X. (2014). The effect of structural empowerment and organizational commitment on Chinese nurses' job satisfaction. *Applied Nursing Research*, 27, 186–191.

APPENDIX A

Table 1: Demographic Characteristics of Sample (N=350)

| Demographic Measures | F | % |
|---|-----------------------------|------------------------------------|
| Gen Gender Female Male | 164 186 | 46.9 53.1 |
| Age 20-24 Years 25-29 Years 30-34 Years 35-39 Years 40 Years & Above | 8 113 117 78 34 | 2.3 32.3 33.4 22.3 9.7 |
| Monthly Income Rs. 15000-25000 Rs. 26000-35000 Rs. 36000-45000 Rs. 46000 or above | 38 78 181 53 | 10.9 22.3 51.7 15.1 |
| E Education Graduation Masters or Ph. D. | 244 106 | 69.7 30.3 |
| Job T Tenure 1-3 Years 4-8 Years 9-13 Years or above | 57 212 81 | 16.3 60.6 23.1 |
| Ba Bank Name Alfalalah Bank Allied Bank Faysal Bank Bank of Punjab N National Bank of Pakistan | 70 | 20.0 20.0 20.0 20.0 |

Table 2: Descriptive and Skewness for Job Satisfaction, Affective Organizational Commitment, Emotional Exhaustion and Job Hopping

| Descriptive Statistics | | | | | |
|------------------------|-----------|--------|----------------|--------------------------|--------------------|
| Variables | Statistic | N | Mean Statistic | Std. Deviation Statistic | Skewness Statistic |
| JS | 350 | 3.2468 | .87043 | -.552 | .130 |
| AOC | 350 | 3.2014 | .99522 | -.389 | .130 |
| EE | 350 | 2.5879 | .44309 | .616 | .130 |

| | | | | | |
|--------------------|-----|--------|--------|-------|------|
| JH_2 | 350 | 3.0314 | .56509 | -.131 | .130 |
| Valid N (listwise) | 350 | | | | |

Table 3: Cronbach's alpha

| Variables | No. of Items | Cr Alpha α | Cronbach's α | Factor loadings |
|--------------------------------------|--------------|----------------------|------------------------|--|
| Job Hopping | 3 | | 0.954 | 0.840, 0.740, 0.793 |
| Emotional Exhaustion | 4 | 0.965 | | 0.878, 0.849, 0.831, 0.881 |
| Job Satisfaction | 8 | 0.819 | | 0.874, 0.854, 0.743, 0.708, 0.862, 0.799, 0.811, 0.872 |
| Organizational Commitment | 8 | 0.887 | | 0.873, 0.844, 0.874, 0.833, 0.810, 0.845, 0.775, 0.562 |

Table 4: Psychometric Properties

| | CR | AVE | EE | JS | OC | JH |
|----|-------|-------|--------|--------|--------|-------|
| EE | 0.871 | 0.849 | 0.743 | | | |
| JS | 0.782 | 0.717 | -0.641 | 0.897 | | |
| OC | 0.876 | 0.775 | -0.611 | 0.745 | 0.880 | |
| JH | 0.843 | 0.847 | -0.721 | -0.791 | -0.794 | 0.720 |

Table 5: Model fit Indices

| Fit Indices | x ² (df) | p-value | GFI | AGFI | TLI | CFI | RMSEA | RMR |
|--------------------|---------------------|---------|-------|-------|-------|-------|--------------|-------|
| Value | 25.100 | .000 | 0.976 | 0.929 | 0.920 | 0.963 | 0.086 | 0.102 |
| Suggested value | | <.05 | >.9 | >.90 | >.90 | >.90 | <.07 or <.10 | <.7 |

Table 6: Path Analysis Obtained from Structured Equation Modeling

| Relationships | Standardized β | S.E | P |
|---------------|----------------------|------|-----|
| AOC <--- EE | -.259 | .034 | *** |
| AOC <--- JS | .398 | .058 | *** |
| JH_2 <--- EE | .610 | .048 | *** |
| JH_2 <--- JS | -.235 | .085 | *** |
| JH_2 <--- AOC | -.118 | .072 | ** |

Note: * = p < 0.05, ** = p < 0.01, *** = P < 0.001

Table 7: Direct and Indirect Effect

| Relationships | Standardized Direct Effect | Standardized Indirect Effect |
|---------------|----------------------------|------------------------------|
| EE → AOC | -.259*** | .000 |
| JS → AOC | .398*** | .000 |
| EE → JH_2 | .610*** | -.031** |
| JS → JH_2 | -.235*** | .047** |
| AOC → JH_2 | -.118** | .000 |

Note: * = $p < 0.05$, ** = $p < 0.01$, *** = $P < 0.001$