

**METICULOUS INQUEST OF INTERPLAY AMONG WORK ENGAGEMENT, EMOTIONAL EXHAUSTION AND TURNOVER INTENTIONS**

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**Abstract**

*Work engagement has produced a lot of enthusiasm and significance in the research fields predominantly in organization behavior and now a day's generally utilized trend for organizational consultants' particularly as sound confirmation indicates a productive and profitable source of employee engagement. Work engagement has been described as a particular and exceptional phenomenon that comprises of cognitions, emotional capability, and routine behavioral factors related with employee performances. Work engagement play an important role in organization and engaged workers regularly show a profound, positive passionate association with their duty and are probably going to show consideration and psychological retention in their tasks. Even though, engaged staff members are reliably more profitable, beneficial, more secure, more advantageous, and more reluctant and unenthusiastic to leave their organizations, worldwide just 30% of employees are assessed who remain engaged with their work. Regardless, in spite of proceeded with confirmation of linkages to affirmative business results, employee work engagement is decreasing. As the main objectives of this study is to find out the mediating role work engagement between emotional exhaustion and turnover intentions among the employees working in public sector universities. An attempt was made to construct a model which measured the mediating effects work engagement between emotional exhaustion and turnover intentions. A sample of (n=316) respondents was collected from the employees' public sector universities working in Malakand division. Demographic variables and other relevant was analyzed through SPSS (22) and structure equation model SEM was used to find out the effects of work engagement as mediating variable was measured by AMOS. Work engagement was measured as mediating variable between emotional exhaustion and turnover intentions. Adopted and standard instruments of reputable consultants were used for each variable accordingly. The overall mediation process was measured according to Barron and Kenny (1986) four steps methodology. The indirect results shows that negative and significant relationships were exist among emotional exhaustion and work engagement and work engagement and significant but negative association between work engagements and employee turnover intentions. Generally, as clear from results that work engagement as a whole plays a partial mediating role between emotional exhaustion and turnover intentions supported by statistically and theoretically.*

**Keywords:** Work Engagement, Mediation, Emotional Exhaustion, Turnover Intentions.

## INTRODUCTION

Now days it is essential to understand the importance of employee's awareness in the organizations. Because, it has been a recognized as a truth that such perceptions can direct towards positive and negative employee behaviour for organizations. Such behaviours could directly influence overall performance of the institutions. Although, sufficient research studies have been conducted and are accessible at global level, however, availability of local research is minimum. Organizations have to plan and align various human resource management policies and strategies with organization's objectives and goals because it influences employee's retention.

Employee's retention is one of the important and crucial problems in higher education institution for different reasons. The diversity in higher educational organizations and specially classified and personal institutions have providing the chance to employee to switch-over from one to another organization in search of healthier atmosphere, better services and good rewards and payment. Several studies recognize that the environment, promotion/development rules, organizational culture, facilities, wages and salaries and political matters are the basic reason of decreasing in the organizational commitment and increasing emotional fatigue and increase of turnover intention among the university employees.

Organizations, due to globalization and diversity in working environment invest maximum efforts for the welfare of their employees and to increase the firm's productivity, because it is essential for the survival of organization in the prevailing competitive world. To gain the desire level of productivity organizations focusing on highest level of performance which also stimulate concentration in organization behaviour. According to Luthans (2002) as he explain that the power and strength of positively trained employees and emotional capabilities which can be carefully manage, improved, and efficiently handle for best outcomes, increased in present working environment. In the knowledge-driven economy of the current age, enhancing the employees' innovative potentials has become a top priority in every organization (Johnston 2013).The previous studies also concluded that the imbalance between job demands and job resources triggered stress and burnout. The findings revealed inverse relationship of job demands and job resources with burnout (Khan, Yusoff, et al., 2014).

The organizations are always endeavouring to provide the required facilities and atmosphere for better performance. Higher education institutions especially Universities are playing a vital role in educational life and consider the main hub of career and professional improvement for students or teachers. The universities are the clear picture of diversity and employees can affected by many elements explicitly turnover intention, work engagement and emotional exhaustion. The organization plays a pivotal role in ensuring for the quality results. The only possible way is when the employees are enthusiastic with constant devotion to an organization. They will neither be emotionally exhausted nor develop a cynical attitude when they are facilitated and they will believe that they are contributing towards the improvement of organization. Further, the work engagement of staff is elementary to organizations. They may build up love and affections for the organizations, believes on quitting the organization will be expensive and feel with the aim of the troubles of the organizations as like the every employee's trouble. Because of this matter, the higher educational institutions, then offer cheering atmosphere to the staff in order to improve their work engagement, moderate the intensity of emotional fatigue and plans of quitting the employment. The main idea of this research is to understand the association along with work engagement, emotional exhaustions and intent of leaving job and to grasp the arbitrating function of work engagement among the outcomes of work for example emotional and physical fatigue and turnover intents of employees. This research learning will also appreciate the mediating connection between work engagement and other variables of this study.

## BACKGROUND

The term work engagement refers to a more determined as well as resolute item, incident, or three prominent individual behaviors (i.e. vigor, dedication and absorption). The word vigor is distinguished as a maximum level of energies and psychological flexibility during performing job, to work with full confidence, and remain deterministic whiles any kind of hardships. The second term dedication means to be completely engage in their work with full zeal and zest and understanding of the

importance, passion, encouragement, arrogance, and challenges. The third one is absorption, refer to entirely concerted along with cheerfully immersed during job, although with the passage of time workers confronting difficulties along with detaching there - self from job. According to Maslach, Leiter, & Schaufeli (2001) vigor and dedication both are measured straight opposite of burnout states of emotional exhaustion. Thus, the mainly association among enthusiasm, emotional fatigue and devotion and employee's doubts are predicted to be efficiently negatively related. The left over aspects relating burnout (occupational efficacy) and so for of work engagement (absorption) are separate characteristics which are recognize as an opposites. Several research studies scheduled work engagement has exposed momentous associations among numerous job results and an organizational production, as like as small intent to turnover (Saks, 2006),(Schaufeli and Bakker,2004) decrease employee's exhaustion and low work stress. Several related sound effects as well been recorded on further common performance indicator, for example superior worker production, economic performance, organizational loyalty, organizational citizenship behavior (Saks, 2006).Riaz and Amantrefer to the research work of Saks (2006) according to which work engagement has a positive and radical correlation with job satisfaction of employees while significant and negative associations with turnover intention.

The studies of Schaufeli and Salanova, et al., (2002) reveals that employee's work engagement is one of these positive states, considering as the opposite of suffer exhaustion (burnout).Unlike, employees facing burnout issues, busy workers have effective relationship with their jobs and further, employees think that they are capable of handling all sorts of their job's demands. Employee's work engagement may be explain as a high level of loyalty, satisfaction and commitment of employees regarding working environment, job demands and employee wellness, which initiated and distinguish by enthusiasm, devotion, and interest. Khan and Rasli, et al., (2017) examined the factors that affect stress and burnout by the systematic review of the literature. Therefore, it has been revealed that stress and burnout is chronic problem in every profession. On the other hand, very few of the study were conducted on stress and burnout empirically in Pakistan, but still there is high level of stress and burnout among the academicians. The results may be due to difference between the practical work.

### **PROBLEM STATEMENT**

Global competitiveness has significantly influenced the whole formation of organizations. Since the production costs are increase and declining return on investment as well, every organization is trying their level best to survive and increase their market shares. Consequently, the organizations are mainly concerned to change their HR polices by extending duty timing, controlling the extrinsic benefits such as dropping remuneration and fringe benefits, reducing holidays, and diverting sociable and peaceful operational organization into non-social and multifarious working atmosphere. The process of globalization and diversity in the working environment has adversely affected the level of employees' turnover intention leading to emotional exhaustion in organization.

Emotional exhaustion, turn over intention and work engagement attitude is the important features recognized in organizations. These features strongly manipulate the employee performance in the organization in several ways. Thus, the present study examining the relationship among these factors, in order to map the mediator function of employee's work engagement among emotional exhaustion with turnover intentions relationship as well as its mutual interaction within organization.

### **OBJECTIVES**

The major objectives are:-

- To determine the work engagement mediating effects on employees' turnover intentions and emotional exhaustion
- To investigate relationship between work engagement and employee turnover intention
- To find out the effects of emotional exhaustion on employee turnover intention
- To conduct an empirical investigation to highlight those factors which leads to employee turnover intention

Theoretical Model of the Study

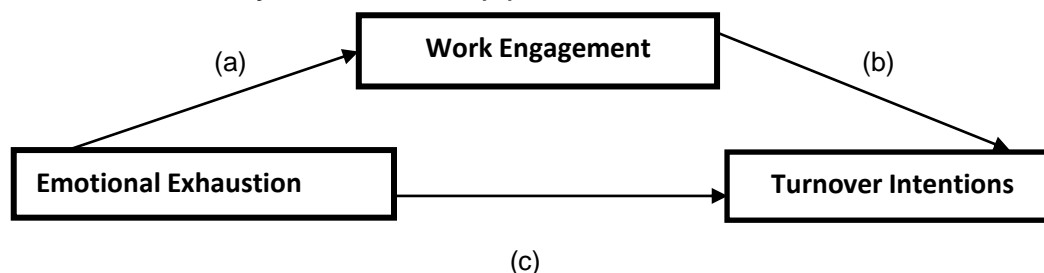


Fig. 1.1

**Hypotheses**

- H<sub>0</sub>: There will be negative association between emotional exhaustion and work engagement.
- H<sub>11</sub>: There will be positive and significant relationship between emotional exhaustion and work engagement.
- H<sub>0</sub>: There will be negative association between work engagement and turnover intentions.
- H<sub>12</sub>: There will be positive and mediating association between work engagement and turnover intentions.
- H<sub>0</sub>: There will be negative and mediating relationship between work engagement and emotional exhaustion and turnover intentions.
- H<sub>13</sub>: There will be positive and mediating relationship between emotional exhaustion, turnover intentions and work engagement.

**LITERATURE REVIEW**

**ANTECEDENTS OF WORK ENGAGEMENT**

Present day organizations anticipate that their employees will be proactive, demonstrate activity, and assume responsibility for their own particular expert improvement (professional development) and to be focused on achieving excellent Performance measures. They require employees who feel vigorous and committed – i.e., who are focused in with their work. It is, in this way not amazing that the previous decade has seen a sharp ascent in logical investigations on engagement. Work engagement gives specific, significant point of view on the experience of work. Bakker and Schaufeli, the pioneer in work engagement research, evaluate meanings of work engagement in the business perspective also in the Scholastic world as a reason for considering the instruments evaluating engagement. While the ubiquity of engagement in organizations affirms the idea's realistic aspects, business experts have applies the term to a bulk of ideas and measures that withdraw from those utilized as a part of scientific investigations.

According to Bakker, Schaufeli, Leiter, & Taris, (2008) studies, in contrast, educational researchers have characterized work engagement as a special idea. Most researchers concur that engagement incorporates strength and energy dimensions and a recognizable dimensions. Work engagement is a positive, job related condition of satisfaction described by highest level of vitality and solid recognition with one's work. According to Maslach and Leiter (1997, 2008) work engagement as the contradictory to burnout; as engaged workers have a feelings of energy and useful association with their job.

Work Engagement is believe as maximum level of employee's loyalty where the worker desires to execute the job by utilizing his/her highest potential for own achievement and in support of organization's benefit. Schmidt and colleagues in 1993, pioneer in the work engagement in terms of intellectual writing. According to them, work engagement is the superior and modern feature of job satisfaction. One of the most significant definitions of employees work engagement provided by Schmidt and his colleagues is that, they are highly involved, strongly committed and completely

satisfied with organizational objectives. They combined the classical aspect of job satisfaction and organizational commitment offered by Allen and Mayers (1991). Several explanations for work engagement are available however; the definition of (Schaufeli and Salanova, 2002) is the most noteworthy as well as widespread. According to them the work engagement is "a positive and optimistic, satisfying, job relating condition of brain which is postulated as vigor, dedication, and absorption". The three important directions of work engagement are vigor (very energetic performing job), dedication (realizing honored while performing substantial involvement toward organization) last one is absorption (extremely involved during their job, unaware of nothing in the working area). Work Engagement will make a more valuable association as an exclusive developed that increases the value of the nomological network (Halbesleben and Wheeler, 2008). Schaufeli and Bakker researches demonstrating that work engagement varies from work contribution and hierarchical responsibility.

Bakker et al. (2012) explore the relations among work engagement with conscientiousness whilst forecasting job performances, relative performances, in addition to dynamic learning behavior among 144 chemical industry employees working in different areas. The study consequences undoubtedly showed that these behavioral characteristics restrained the relationship between employee's performance and engagement. Dickers et al. (2010) in their study observed the function of positive behavior in relationships with psychosocial work inimitability and commitment.

### **EMOTIONAL EXHAUSTION**

Arlie Hochschild (1983), a sociologist first used the idea of Emotional exhaustion, to investigate the occupations of airplane's crew and cash collecting staff and characterized as "the efforts, planning, and control required to articulate emotions throughout interpersonal communication exchanges in organizations" (Morris and Feldman, 1996). As indicated by Ashforth and Humphrey (1993), "emotional exhaustion is double edge sword". Generally, emotional exhaustion can serve to encourage tasks usefulness by giving the employees a way to manage what are frequently energetic, vibrant and developing relations and along these lines give the employee a feeling of expanded self-effectiveness. Further, "emotional exhaustion create a links with clients more reliable, and enables the employees to keep up the goals and psychological harmony by subjectively separating her/himself from the concerned emotions. Emotional exhaustion also encourages self-communication by empowering the employees to "venture in any event a segment of the 'valid self' into the order" (Ashforth and Humphrey, 1993).

The occurrence of emotionally exhaustion or burnout come forward as a foremost societal problem in the United States of America during the 1970s, and its significance has developed extensively in the last three decades. Maslach and Jackson (1981) define emotional exhaustion the situation when the workers no longer feel capable of providing themselves at a psychological level. They experience fatigue and their mental powers were exhausted, whenever these thoughts become regular, lengthy as well as permanent. Then employees are considering as exhausted emotionally and this condition is generally realized in organizations particularly in services organizations. Some explanation focused on a single one while others mentioned multiple dimensions. The aspect on which there was the most agreement is exhaustion. Three facet of the burnout syndrome; Emotional Exhaustion (loss of energy, wearing out, debilitation, tiredness and exhaustion,), Depersonalization (negative or unsuitable approach toward customers, pulling out, loss of idealism, and irritability) and Personal Accomplishment (low self-esteem, low morale, negative response toward oneself and one's personal accomplishments, an inability to cope disparity, and decreased efficiency or capacity).

According to Halbesleben et al., (2010) there are many researchers and scholars committed that "employee's emotional exhaustion become the significant part relating to burnout". To measure the different aspects of job burnout, Demerouti et al., (2005) used "Oldenburg Burnout Inventory survey" and noted that persistent psychological worries are associated with exhaustion and not related with "emotional exhaustion", although the measures are quite same. Furthermore, Demerouti (2004) and

Bakker et al. (2005) also used “Maslach Burnout Inventory General Survey” (MBI-GS) scale to measure the level of burnout “emotional exhaustion”.

### **TURNOVER INTENTION**

An employee’s attitude to leave the organization may be consider as a psychological reaction to particular organization’s circumstances which leads to employee withdrawal behaviors from the organization ranging from carelessness to the real conduct to quit (Kraut, 1975).In the academic institutions, there are few examples which shows that employee turnover (intentional and unintentional) differ according to the structure of the organization. Intentional turnover was characterized as “intentional and willfully leaving or resigning by worker” (Pizam & Thornburg, 2000).As per the Human Resource Management practice and opinions, Pizam and Thornburg (2000) investigates that employee’s salary and other benefits play an important role in voluntary turnover rates, along with job satisfaction, organizational environment and top most the employee relation with colleagues and with organization in addition whether his/her pre-employment expectations are fulfilled. Reasonably significant features incorporated length of services, employee performances, intrinsic motivation, workload, and job security, employment status (contractor permanent). Employee age is also acknowledged as a vital contributor to employee job quitting. Consequently, it is important for the organizations to be aware of worker’s intentions of leaving and internal motivational factors in views to decrease employee turnover ratios. Many studies revealed that emotional exhaustion is positively associated with employee intention to leave (Sager, 1990; Ingram &Kuen, 1990). It clarify that higher levels of emotional exhaustion compel employees to willfully search for another, which leads to employee intentions to quit the institutions.

Matz et al., (2014) characterize the turnover intent as the intentional wilfulness tenacity to quite an organization. According to Mobley and Price (1977) the employee willingly quitting or resigning from an organization is called turnover, whereas employee plan to leave or resign the organization voluntarily refer to turnover intentions (Layne, 2001).The study of Winterton (2012) emphasis that generally workers quit their organizations because of retirement, firing or intentional resignation. Besides all these facts, retirement from job and removal from the office or firing an employee are in organization side, while employee’s resignation lying on employee’s side. Generally, in organizations intention to leave happened whenever the individual find job in other organization or somewhere else. Kim & Stoner (2008) explain that turnover occur when the worker separate their self from the current job. The most significant matter is to recognize the job associated surroundings which compel individuals to leave their jobs. The most common discussion on employee’s turnover intentions are availing sound opportunities in other organizations or employee’s dissatisfaction from their present organizations. The claim of Ilmakunnas et al., (2012) add to the discussion that occasionally organization’s production may boost due to employee’s turnover, because when new experienced employee are engaged and organization performance may be increase by utilizing the new and experience employee’s skill, knowledge and capabilities. Huang, (2016) argued in his study that intention to leave percentage after a year later measured from the gathering of data. Outcomes expect that pleasurable working surroundings have relations with employee’s job satisfaction and turnover rate by supporting theory of social exchange. Safe and secure working environment play a mediating factor between job satisfaction and turnover intention in American organizations.

### **TURNOVER INTENTION IN PAKISTANI UNIVERSITIES**

At the point when a number of the employees’ are substituted by the concern authority from the typical numbers of the employees in the particular time period, it is known as turnover intentions (Agnes, 1999). Additionally, the effectiveness of the firm is a measure utilizing the turnover of the employees; when employees are not satisfied with their employments; they search for different options that regulate their level of satisfaction (Saif et al., 2012).As indicated by Ghafoor (2012), that when lecturers in universities are not rewarded intrinsically in that organization, they attempt to shift to other organization with the aims to accomplish intrinsic pleasure, for instance, from to sector and from non-government to government sector higher educational institutions. Subsequently, Khan et al. (2013) and Khan, Kundi, Khan, Nawaz, Khan, Khan and Yar (2014) distinguished all the

components that may prompt employees to quit the organization: when there are no appropriate duty times and there are no rule and regulation for employees development and pay and perks are not satisfactory, and the workers don't have suitable relationships with their supervisor. Recently, rapid changes in the world, globalization, economic conditions and innovation in technology created problems like competition among the employees in the organization. Every organization at any aspect is in competition with other organization. Similarly, every organization is trying to skill full their employees and wants a smart work than hard work. Resultantly this competition leads the employees to workload and low pay (Khan, Mateen, Hussain, Sohail, & Khan, 2017).

Thus, Aydogdu and Asikgil (2011) detailed that there will be high level of turnover intention in organization due to the absence of worker satisfaction. Similarly, Haq et al. (2011) featured the advantages of the employees' turnover; they guaranteed that occasionally when employees quit, it is beneficial for them, society and for organization too. Some of the time, it is happened when employee notice that this organization providing opportunity for promotions and advancement in then employee chose to remain for longer durations and its further providing opportunity to the organization decrease the charges of procuring of new employees and time of the associations too. Subsequently, the management of the universities should work to keep on the teaching faculty especially the lecturer staff, and it is cleared from this talks, it can be asserted that lecturers' disappointment is an indicator of their turnover intention (Mudor and Tooksoon, 2011). In addition, Naji and Tabouli (2011) clarified the turnover regarding the worker intentions to stop work. They additionally proclaim a high relationship among the pay, advancement and advantages and rewards with turnover intentions.

## **METHODOLOGY**

### **RESEARCH DESIGN**

The current study was cross sectional and quantitative in nature. Generally a descriptive research design is used to figure out answers to the; when, where, who, how much and what. Moreover, a research design is organized, comprise of investigative questions related with the variables of this study. Additionally, research design is reflected appropriate for the study as a process of eliciting information desirable in portrayal suitable outcomes from the research study. The data for this study was obtained from primary sources of data. The primary data was collected through pre-designed or adopted questionnaires. These questionnaires help to collect information on the relationships of working conditions (variables of the study) of employees' in organization. There were four main variables work engagement, emotional exhaustion and turnover intention are used in this study, which are analyzed and measured with the help of specified questionnaires/instruments. The 7 points Likert's scale (Strongly Disagree, Disagree, Slightly Disagree, Neutral, Slightly Agree, Agree and Strongly Agree) was used. To locate the relationship among variables, the correlation technique was used. Cronbach's alpha was used to measure the reliability of variables. Furthermore, to measure the mediating role employee's work engagement, structural equation model (SEM) and factor analysis (FA) technique was also used.

### **VARIABLES**

The four main variables of the study are work engagement, emotional exhaustion and turnover intentions. Although the main spotlight of the study was the employee mediation of work engagement, so work engagement was mediating variable, employee's emotional exhaustion is independent variables whereas the dependent variable was employee's turnover intention.

### **POPULATION AND SAMPLE**

For this study the population of study was public sector Universities in Malakand Division (University of Swat, Shaheed Benazir Bhutto University, Sheringal and University of Malakand). There are approximately 1615 employees working in these institutions. Both genders, performing their duties in various units/sections were selected as respondents. As the overall data for this study was heterogeneous and to obtain accurate proportion from every section and department, stratified random sampling technique was used according the following formula:

$$ni = \frac{n}{N} * Ni$$

n = size of sample

N = population size (number of employees)

N<sub>i</sub> = number of employees in the Organization

n<sub>i</sub> = number of employee's sampled from the Organization

## INSTRUMENTS

A pre-arranged or adopted questionnaire was use as instruments in favour of this research study. Bakker and Schaufeli (2003) Utrecht Work Engagement Scale UWES, was used to measure the employee's work engagement consisted with 17 questions. Emotional Exhaustion was measure through "Maslach Burnout Inventory general survey (MBI-GS)". Nissly and colleagues (2005) was used to measure employee's turnover intentions which have three (3) items scale.

## MEASURING MEDIATION

There are four ways to quantify the mediating role which are clarified below;

Step – 1: X (IV) → Y (DV) path c OR X → Y (test path c)

The initial step associated with Kenny's techniques is predictor variables (emotional exhaustion) is being associated with the outcome variable (turnover intention). Furthermore, the initial phase in Kenny's strategies provides foundation to measure the mediating effects of variables.

Step – 2: X (IV) → M (MV) path a OR X → M (test path a)

The second step associated with Kenny's procedure is independent variable (emotional exhaustion) are being associated with the mediating variable (Work Engagement). At the second step in Kenny's technique explaining that mediating variable was assumed as outcome variable and showing significant relationships.

Step – 3: M (MV) → Y (DV) (controlling for X): path b OR M (and X) → Y (test path b)

The third step in Kenny's model includes a foundation of the significant relationship between the mediating variable and the depending variable. In this progression the relationship exists between the mediating and the outcome variable since they both are caused because of the predictor variable

Step - 4: X (IV) → Y (IV) (controlling for MV): path c' (Standardized or Unstandardized)  
X (IV) (and MV) → Y (IV) (test path c)

According to the Barron and Kenny's methodology the last phase of mediation analysis includes the foundation of the complete or total mediation among the variables. This foundation in the last pace of Kenny's techniques must be accomplished if the impact of the predicting variable over the outcome variable whereas controlling for mediating variable has zero value.

Total Effect = Direct Effect + Indirect Effect

$$c = c' + ab$$

Note that  $ab = c - c'$

Furthermore, if the indirect effects are significant, mediation has occurred. And if the indirect effects are significant and the direct effects are also significant, then it is known is partial mediation.

Similarly, if the indirect effects are significant and the direct effects are not significant, then it is known is full mediation.

**RESULTS AND DATA ANALYSIS**

**STATISTICS SUMMARY**

The Table 4.1 displays the value of standard deviations, means, and Skewness as the descriptive statistics of demographic variables of the targeted employees.

**Table No.4.1 Descriptive Statistics**

Demographic Variables	N	Mean	Std. Deviation	Skewness	
	Statistics	Statistics	Statistics	Statistics	Std. Error
<b>Marital status</b>	316	1.25	0.432	1.180	0.137
<b>Age</b>	316	1.84	0.573	0.107	0.137
<b>Qualification</b>	316	2.02	0.782	- 0.039	0.137
<b>Income</b>	316	2.28	1.218	0.681	0.137
<b>Nature of Duty</b>	316	1.25	0.432	1.180	0.137
<b>Designation</b>	316	2.07	0.624	0.110	0.137
<b>Experience</b>	316	2.04	0.925	0.651	0.137
<b>Department</b>	316	1.45	1.045	2.417	0.137

**RELIABILITY TEST**

The table No.4.2 displays the reliability results of the variables of the study. Cronbach's alpha was used to measure the reliability of the undergone variables. The Cronbach's alpha value was utilized to decide whether questionnaires in a scale are consistent. The analyzed data was consistent as the estimation of Cronbach's alpha for each component of the investigation is over 70%. According to Crosby, Salazar, & Di Clemente (2006) the Cronbach's alpha values ranging between 0-1 and the Cronbach's alpha value 0.70 or greater is adequate proof of variable reliability. In Cronbach's (1951) explained the value of Cronbach's alpha of all the variables declare reliable when its value is above than 70%. As it clear from the table that employees' Work Engagement showing highest level of reliability having 17 numbers of items with Cronbach's alpha value is 0.885 and overall status is very good. The variable Turnover Intention displayed the Cronbach's alpha level is 0.778 which comprised of 03 items and its status is very good and reliable. The last variable of the study is employees' Emotional Exhaustion with 05 items along with Cronbach's alpha value is 0.700 which is then reliable and very good status. The results displayed in the table, on reliability analysis of the collected data of the variable is declared reliable and found good level of consistency.

**Table 4.2 Reliability Tests**

Variables	Cronbach's Alpha	No. of Items	Reliability Results	Reliability Status
<b>Mediating Variable</b>				
Work Engagement	0.886	17	Reliable	Very Good
<b>Independent Variable</b>				
Emotional Exhaustion	0.700	05	Reliable	Very Good
<b>Dependent Variable</b>				
Turnover Intention	0.778	03	Reliable	Very Good

### CORRELATIONS ANALYSIS

The correlation analysis was used to compare the means and measure the mutual association among the variables i.e. works engagement, turnover intentions and emotional exhaustion of the study among the employees of selected institutions. The prime objective of the correlation analysis was to determine the mutual relationships and understand that to what level of study variables are related with each other. The table 4.3 results presenting that work engagement has the significant correlations with all of the variables of the study.

*H<sub>0</sub>: There will be negative association between emotional exhaustion and work engagement.*

*H<sub>11</sub>: There will be positive and significant relationship between emotional exhaustion and work engagement.*

As it clear from the table from the table give below that Pearson correlation test was use to comprehend the work engagement and employee's emotional exhaustion correlations. As mentioned in the first hypothesis. The results from the table shows that there is significant but negative relationship exist between the emotional exhaustion and work engagement. Emotional exhaustion has (-0.086) ( $P < 0.05$ ) correlation value work engagement. This demonstrates that when employee work engagement increased employee's emotional exhaustion decreased accordingly. Work engagement has strong and effective impact in organization on emotional exhaustion. Generally, correlation analysis was measured for the comparison of means of employees' emotional exhaustion, employees' turnover intentions, and work engagement of the variables of the study at the confidence interval of ( $P < 0.01$ ). This also confirmed that both the variable has adverse relationship. The value of coefficient of correlation comes between the correlation range of  $\pm 0.61$  to  $\pm 0.80$ , which clarify that there is negative but strong correlation between employees' emotional exhaustion and employees' work engagement. Thus, finally it has concluded on the basis of these arguments that alternative hypothesis is accepted and null hypothesis is rejected.

*H<sub>0</sub>: There will be negative association between work engagement and turnover intentions.*

*H<sub>12</sub>: There will be positive and mediating association between work engagement and turnover intentions.*

Considering the correlation analysis results from table 4.5, the turnover intention has negative but strong relationship work engagement. The correlation value for turnover intention recorded as (-0.086). This relationship emphasizes the importance and significance of work engagement in organizations. Whenever, the work engagement is high, the employee intentions to leave the organization will be low. This relationship also demonstrates that work engagement and turnover intentions both are inversely associated to each other's. The coefficient of correlation value is (-0.086) which is ( $P < 0.05$ ), and comes in the range of  $\pm 0.61$  to  $\pm 0.80$ , Therefore, as it clear from the above table employees' work engagement is significantly correlated with employee turnover intentions. Thus, work engagement and turnover intentions have negative but significant relationship.

*H<sub>0</sub>: There will be negative and mediating relationship between work engagement and emotional exhaustion and turnover intentions.*

*H<sub>13</sub>: There will be positive and mediating relationship between work engagement and emotional exhaustion and turnover intentions.*

As discussed earlier that work engagement shows a vibrant and important role in the growth of organization. The results in the table display the significant relationships of work engagement with emotional exhaustion and turnover intention. The employee's performance is influence through several factors which leads to their efficiency and effectiveness. Emotional exhaustion significantly and positively correlated with employees' turnover intentions. Any changes in the predictor variables will lead change in the outcome variable. Similarly, when employees' emotional exhaustion increases, employees' turnover will also increase. Meanwhile, to minimize and marginalized the effects of both variables, another variable has been used as mediating variable (work engagement),

to influence the strength of independent variables and dependent variable. The correlation values in the table between predictor and outcome variables were positively correlated. In the same way, when work engagement used as a mediating variable, the all aspects of variables are also changed. Therefore, alternate hypothesis (H<sub>1</sub>) is accepted and null hypothesis (H<sub>0</sub>).

Hence, the work engagement affects the emotional exhaustion and turnover intention of the employees.

**Table No.4.3 Correlation**

Variable		WE	EE	TI
<b>Work Engagement</b>	Pearson Correlation	1	- 0.086	- 0.086
	Sig. (2-tailed)		0.125	0.127
<b>Emotional Exhaustion</b>	Pearson Correlation	-0 .086	1	0.214**
	Sig. (2-tailed)	0.125		0.000
<b>Turnover Intention</b>	Pearson Correlation	-0.086	0.214**	1
	Sig. (2-tailed)	0.127	0.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed). N= 316

WE=Work Engagement, EE= Emotional Exhaustion, TI=Turnover Intention

**Path – Analysis**

In mediation analysis, prior to measure the path analysis among the variable of the study, the first step is to determine the overall model fit. Generally, AMOS software is used for mediation analysis. The figure No. 4.2 demonstrating the standardized estimate of each observed and latent variables. The values allied with each specified path showing standardized regression coefficients of the listed variables. Moreover, these values signify the quantity of change in Y given a standard deviation unit change in X.

Chi-square = 410.634  
 Degrees of freedom = 164  
 Probability level = 0.000

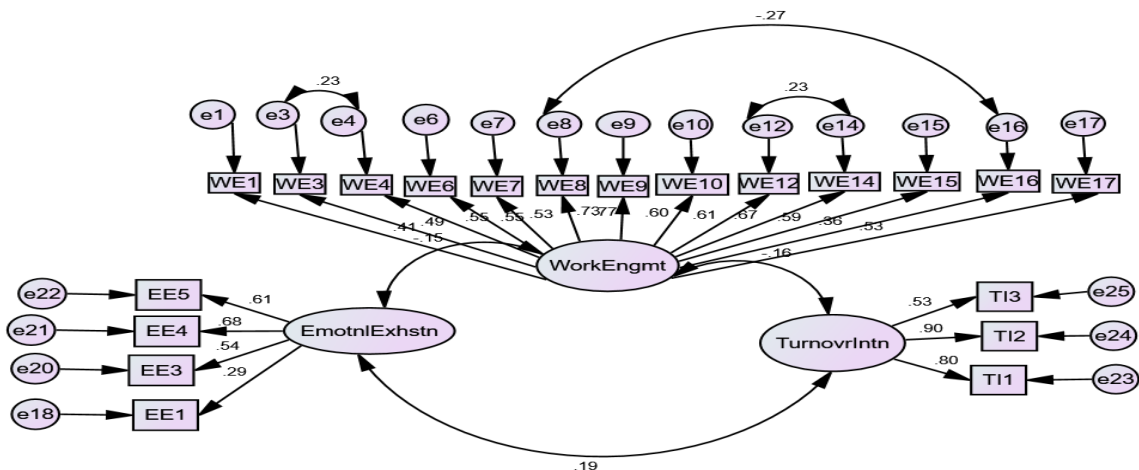


Figure No. 4.2 Overall Model Fit

**MODEL FIT SUMMARY**

The table No.4.4 shows the chi-square tests of complete model fit is named as notes for model in this output. Its value is 410.634 and the degrees of freedom are 164, retains a P- Value of 0.000 less than .001 that a Chi-square value this large or larger would be obtained by chance if the null hypothesis that the model fits the data is true. Although, the P-Value of the Chi-square test is less than the .05 level thus, the null hypothesis is rejected as the data fits overall model. Measuring the model fit, some of the residual creating problem in loading the residual, thus to avoid the discrepancies for model fit the bi-directional correlation among linked as e3 with e4,e12 with e14 and e8 with e16.

**Table 4.4 Model Fit Summary**

Model	CMIN	DF	RMR	GFI	TLI	CFI	PRATIO	PCFI	RMSEA	P
<b>Default model</b>	410.63	164	.170	.879	.844	.865	.863	.747	.059	.000
<b>Saturated model</b>	.000	0	.000	1.000		1.000	.000	.000		
<b>Independence model</b>	2021	190	.463	.462	.000	.000	1.000	.000	.175	.000

The term **RMR** (root mean square residual) is value of default model (0.170) is the better one of the other models considered with the exception of the saturated model which has the value (0.000). The model fit summary table additionally demonstrates the GFI (goodness of fit index) and the ordinary scope of GFI are small or equivalent to 1. And an estimation of 1 demonstrates a perfect or complete fit. Thus, the GFI value in the above table is 0.879 which is nearest to 1, which is accepted and supported the goodness of fit test. The term TLI stand for Tucker-Lewis coefficient was framed by (1980) and the common range for TLI lies from 0 to 1, yet it isn't constrained to that range. The TLI values are 0.844 which close to 0.9 and lays in the balanced scope of TLI score i.e. from 0 to 1. The CFI (comparative fit index) esteems near 1 show a solid and perfect fit and the CFI value in the table is 0.865 but summed up to 0.9.

*The word PRATIO in the table stand for parsimony ratio (James, Mulaik & Brett, 1982; Mulaik, et al., 1989) expresses the number of constraints in the model being evaluated as a fraction of the number of constraints in the independence model. The PRATIO value 0.863 is closest to 0.9 which is justifiable and accepted value of significance. The (PCFI) parsimony Comparative fit index adjustment to the CFI and its value 0.747 was also considered good for model fit. The Root mean square error of approximation (RMSEA) value in the above table is 0.059 which is closest and acceptable to the RMSEA threshold value. According to Hu and Bentler (1999) findings and recommended that the values of RMSEA should be less than 0.06. Although the RMSEA value .059 of this model and the model fit well according to the descriptive measures of overall model fit and consider as threshold significant.*

**DIRECT EFFECT (PATH – C) (EMOTIONAL EXHAUSTION WITH TURNOVER INTENTION)**

To find out the precise results of meditational effects during the path analysis, the whole process was analyzed i.e. (emotional exhaustion, work engagement and turnover intention). According to Barron and Kenny's mediation four steps model, the first step is to test path analysis or to determine association of independent variable with dependent variable or to find out the direct effects of X (IV) on Y (DV). As the independent variable of the current study analyze the direct effects. In the first step IV (emotional exhaustion) analyzed with DV (turnover intention) given in figure below;

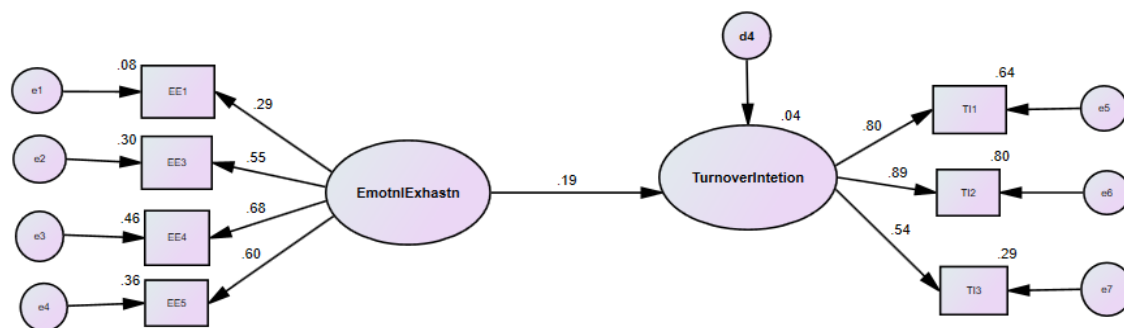


Figure No. 4.3 Direct Effect Analysis (Standardized)

**DIRECT EFFECT ANALYSIS PATH – C**

The result in the figure no. 4.3 shows the standardized regression coefficients. The Beta value 0.19 illustrated the direct effects of independent variable on dependent variable and the R<sup>2</sup> Value is 0.04 which is very low but the P – value (0.028) in the table no. 4.8.6 shows that P > 0.05 and the relationship and results are significant. As the Beta value is slightly low as emotional exhaustion ( $\beta = .19$ ) or 19% but positive and significant variation and in the turnover intentions of the employees of target population.

Table no. 4.5 presents the standardized estimate, its S.E representing the standard error and the C.R. representing Critical Ratio are obtained when estimate divided by the standard error. In AMOS, with a significance level of 0.05, when the critical ratio is greater than 1.96, it should be known as significant (James L. Arbuckle (2013)). The P- value related with the null hypothesis, displayed under the last column “P”. The outputs display the estimates of unstandardized maximum likelihood of the underlying structural paths. Critical ratio (CR), is consider the significance test which obtained when the parameter estimate is divided by its standard error. The parameter estimate is significant at  $p \leq 0.05$  and value of C.R is > 1.96. The results of critical ratio representing significant structural paths among the exogenous and endogenous latent variables and all are found significant as the C.R value are greater as 2.203, 3.807, 3.875, 3.864, 10.846 and 9.137 in an absolute value is less than 0.05. In other words, the regression weight for all the emotional exhaustion dimensions are significant for the prediction of overall turnover intention and all the dimensions are significantly different from zero at the 0.05 level (two-tailed). The Barron and Kenny (1986) proposed first condition about the direct effect (path - c) has been fulfilled.

**Table No. 4.5. Direct Effect Analysis**

			Estimated	S.E	C.R	P
<b>Turnover Intention</b>	<---	<b>Emotional Exhaustion</b>	.408	.185	2.203	.028
EE1	<---	Emotional Exhaustion	1.000			
EE3	<---	Emotional Exhaustion	1.475	.387	3.807	***
EE4	<---	Emotional Exhaustion	1.787	.461	3.875	***
EE5	<---	Emotional Exhaustion	1.975	.511	3.864	***
TI1	<---	Turnover Intention	1.000			
TI2	<---	Turnover Intention	1.160	.107	10.846	***
TI3	<---	Turnover Intention	.739	.081	9.137	***

**STANDARDIZED REGRESSION WEIGHTS**

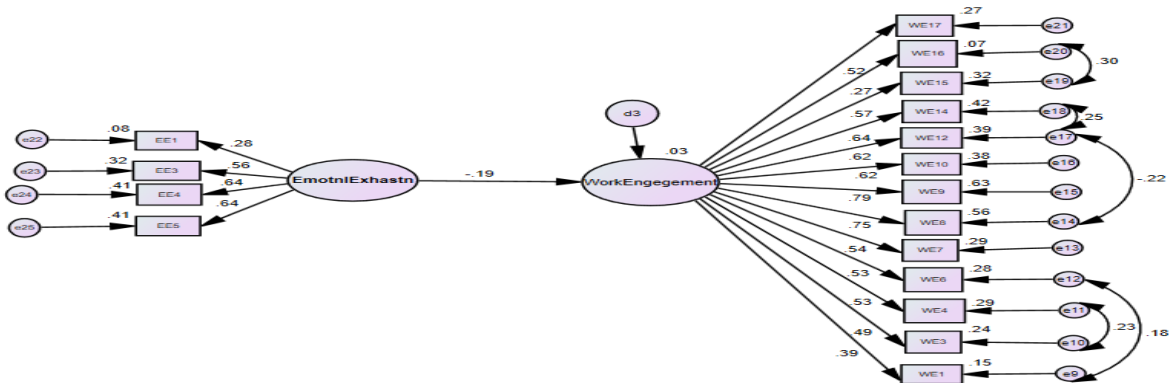
The table no. 4.6 shows the results of Standardized estimates which evaluate the relative contributions of each predictor variable to each outcome variable. The standardized estimates for the fitted model has been displayed in the following table. There is not much difference between the standardized and unstandardized coefficients in the given tables, probably because the units are derived from survey measurement items. By contrast, variables with very different measurement scales entered into the same model can result in sharp discrepancies between the standardized and unstandardized regression coefficient output.

**Table No.4.6 Standardized Regression Weights:**

			Estimate
<b>Turnover Intention</b>	<---	<b>Emotional Exhaustion</b>	.192
EE1	<---	Emotional Exhaustion	.286
EE3	<---	Emotional Exhaustion	.548
EE4	<---	Emotional Exhaustion	.681
EE5	<---	Emotional Exhaustion	.604
TI1	<---	Turnover Intention	.802
TI2	<---	Turnover Intention	.893
TI3	<---	Turnover Intention	.537

**MEASURING INDIRECT EFFECT PATH – A (EMOTIONAL EXHAUSTION WITH WORK ENGAGEMENT)**

The second step associated with Kenny's procedure is independent variable (emotional exhaustion) is being associated with the mediating variable (Work Engagement). As the burnout has two dimensions i.e. emotional exhaustion, thus, indirect effect analysis was measured indirect effect between emotional exhaustion and work engagement. At the second step in Kenny's technique explaining that mediating variable was assumed as outcome variable (work engagement) and the independent variable was (emotional exhaustion). Figure No. 4.5 shows the standardized regression coefficients. The Beta value -0.19 illustrated the indirect effects of independent variable on mediating variable and the R<sup>2</sup> Value is 0.03 which is very low but the P – value (0.03) in the table no. 4.8.10 shows that P >0.05 and the relationship and results are significant. As cleared from the Beta value the burnout dimension i.e. emotional exhaustion has negative and significant variation between the employees of the of higher education organizations of the selected area of this study. Each standardized regression coefficient represents the amount of change in the dependent or mediating variable for each one unit change in the variable predicting it. Thus, Barron and Kenny (1986) second condition about the analysis of path (a) has been justified.



**Figure No. 4.5 Indirect Effect Analysis Path- a (Standardized)**

The table no. 4.7 portrayed the Maximum Likelihood Estimates, its C.R. representing Critical Ratio and S.E stands for standard error and the critical ratio (CR) is significant at  $p \leq 0.05$  and value of C.R is  $> 1.96$ . The P – value is .03 which is less than .05 shows that the relationship between emotional exhaustion is significant. The C.R value of work engagement and emotional exhaustion is - 2.059. The results of critical ratio as the C.R value are 6.585, 6.124, 3.689, 3.740, 5.726, 6.196, 5.933 representing significance. Adding to this, the regression weights for all the emotional exhaustion directions are significant for the prediction of overall turnover intention and all the dimensions are significantly different from zero at the 0.05 level (two-tailed).

**Table No. 4.7 Indirect Effect Analysis Path- a Regression Weights:**

			Estimate	S.E	C.R.	P	Label
<b>Work Engagement</b>	<---	<b>Emotional Exhaustion</b>	-.204	.099	-2.059	.039	par_7
WE9	<---	Work Engagement	1.360	.207	6.585	***	par_1
WE10	<---	Work Engagement	.841	.137	6.124	***	par_2
EE1	<---	Emotional Exhaustion	1.000				
EE3	<---	Emotional Exhaustion	1.571	.426	3.689	***	par_3
EE5	<---	Emotional Exhaustion	2.178	.582	3.740	***	par_5
WE1	<---	Work Engagement	1.000				
WE17	<---	Work Engagement	.981	.171	5.726	***	par_6
WE14	<---	Work Engagement	1.089	.176	6.196	***	par_8
WE15	<---	Work Engagement	1.014	.171	5.933	***	par_9

**INDIRECT EFFECT ANALYSIS PATH - B (STANDARDIZED)**

Barron and Kenny's (1986) procedure third step related with the relationship between dependent variable (turnover intention) and mediating variable (Work Engagement). At the third step in Barron and Kenny's technique explaining that relationship between mediating variable (work engagement) and the dependent variable (turnover intention) has to be significant. Figure No. 4.6 shows the standardized regression coefficients, the Beta value - 0.17 illustrates the indirect effects of mediating variable on dependent variable and the R<sup>2</sup> Value is 0.03 which is very low but the P – value (0.01) in the table no. 4.8.10 shows that  $P > 0.05$  and the relationship and results are significant. As cleared from the Beta value, the mediating variable (work engagement) has negative and significant relationship with dependent variable (turnover intention). Furthermore, if work engagement increased the turnover intention has to be decreased. Thus, the third condition of Barron and Kenny (1986) regarding the analysis of path (b) has been met and justified.

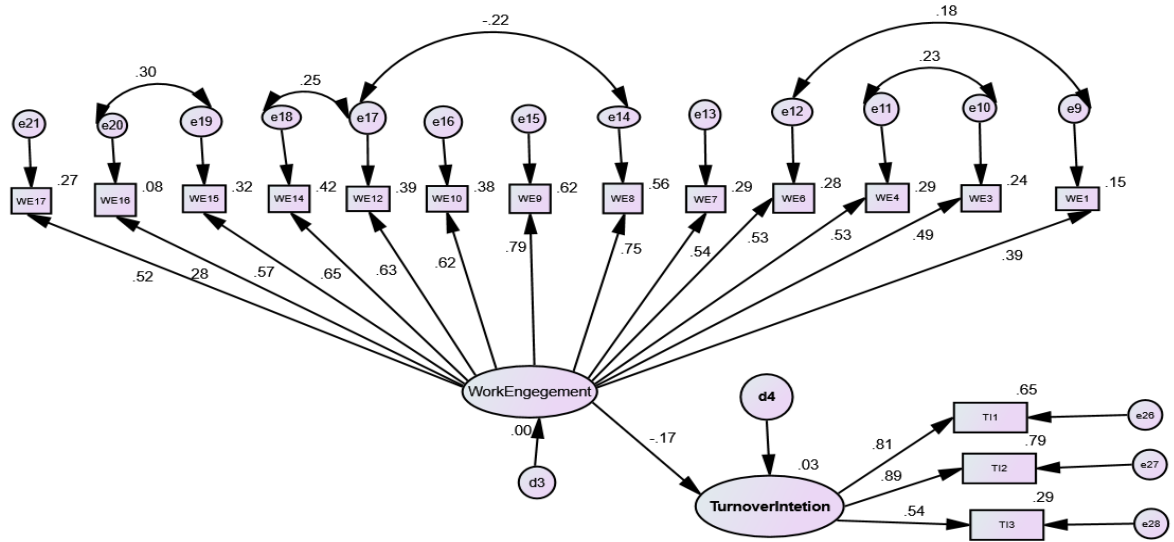


Figure No. 4.6 Indirect Effect Analysis Path- b (Standardized)

The table no. 4.8 describes the Maximum Likelihood Estimates are significant at  $p \leq 0.05$  and value of C.R is  $> 1.96$ . The P – value is .015 which is less than .05 shows significant relationship between work engagement and turnover intention. The C.R value of work engagement and turnover intention is - 2.435. The probability of getting a critical ratio as large as 2.395 in absolute value is .015. In other words, the regression weight for work engagement in the prediction of turnover intention is significantly different from zero at the 0.05 level (two-tailed). The results of critical ratio of structural paths as the C.R value are 6.611, 6.146, 5.754, 6.236, 5.963, 3.962, 6.129, 5.595 representing significance. Similarly, the regression weight for all the work engagement indicators are significantly predicting overall turnover intention and all the indicators are significantly different from zero at the 0.05 level (two-tailed).

Table No. 4.8 Indirect Effect Analysis Path- b Regression Weights:

			Estimate	S.E.	C.R.	P	Label
Turnover Intention	<---	Work Engagement	-.338	.139	-2.435	.015	par_20
WE9	<---	Work Engagement	1.348	.204	6.611	***	par_1
WE10	<---	Work Engagement	.836	.136	6.146	***	par_2
WE1	<---	Work Engagement	1.000				
WE17	<---	Work Engagement	.979	.170	5.754	***	par_3
WE14	<---	Work Engagement	1.091	.175	6.236	***	par_4
WE15	<---	Work Engagement	1.012	.170	5.963	***	par_5
WE16	<---	Work Engagement	.514	.130	3.962	***	par_6
WE12	<---	Work Engagement	.991	.162	6.129	***	par_7
WE3	<---	Work Engagement	1.012	.181	5.595	***	par_8

**MEASURING MEDIATIONAL EFFECT (WORK ENGAGEMENT, EMOTIONAL EXHAUSTION, AND TURNOVER INTENTION)**

The figure 4.7 results describes that the work engagement is negatively but significantly associated with turnover intention. The ( $\beta = .17$ ) for emotional exhaustion in the model signify that it transport 17% variant in the turnover intention and its  $\beta$  value is also reduce from 19% to 17%. In the indirect effect model, path – b, the ( $\beta = -.14$ ) has noted significant and negative association between work engagement as (mediating variable) and turnover intention (dependent variable). The indirect effect

model emotional exhaustion and work engagement, path – a has the Beta value ( $\beta = -.19$ ) shows negative and significant relationships accordingly. Additionally, in the mediational effects model it was observed the Beta values has noticeably decrease, path–b from ( $\beta = -.17$ ) to ( $\beta = -.14$ ) and direct path– c, from ( $\beta = .19$ ) to ( $\beta = .17$ ) because of the insertion of work engagement as mediating variable.

Chi-square = 379.123 Degrees of freedom = 162 Probability level = .000

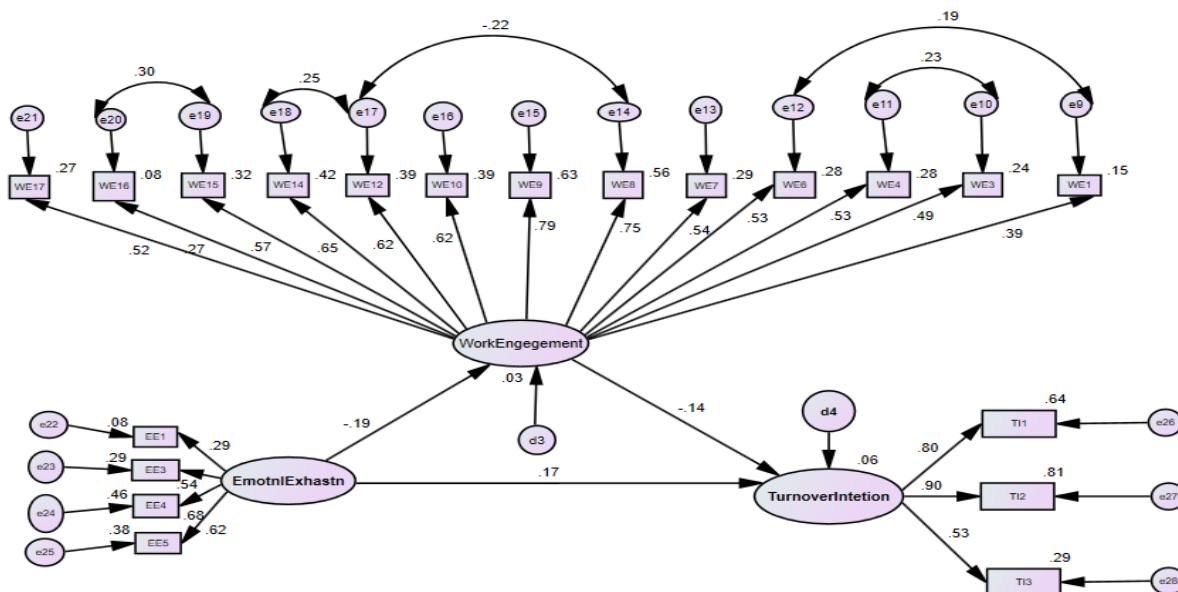


Figure No. 4.7 Mediation Effect Analysis (Standardized)

The figure No. 4.7 also shows the Beta value for the controlled rules path - c which was significant in the analysis is still significant while controlling for the effects of work engagement. Consequently, the last step recommended by Barron and Kenny (1986) has not been completely fulfilled. Nevertheless, the relationships among the variable is significant at .05 levels. Thus, it is accomplished that work engagement partially shows the mediating effects between emotional exhaustion with turnover intentions. The hypothesis of the study is partially supported as cleared from mediation results that work engagement is partially mediate between employees' emotional exhaustion with employee's turnover intentions.

A result of the table no. 4.9 describes the Maximum Likelihood Estimates are significant at  $p \leq 0.05$ . The P – values are .037, .043 and .048 which is less than .05 shows significant relationship between emotional exhaustion, work engagement and turnover intention. The C.R value of work engagement and turnover intention is - 2.023. The probability of getting a critical ratio as large as 2.023 in absolute value is .043. In other words, the regression weight for work engagement in the prediction of turnover intention is significantly different from zero at the 0.05 level (two-tailed). The probability of getting a critical ratio as large as 2.087 in absolute value is .037. In other words, the regression weight for emotional exhaustion in the prediction of work engagement is significantly different from zero at the 0.05 level. Furthermore, the probability of getting a critical ratio as large as 1.947 in absolute value is .048. In other words, the regression weight for emotional exhaustion in the prediction of turnover intention is not significantly different from zero at the 0.05. The results of critical ratio as the values of C.R are  $> 1.96$  representing significant structural paths among the exogenous variables and endogenous latent variables and found all were significant. Similarly, the regression weight for all the work engagement indicators are significantly predicting partially mediating

effects between emotional exhaustion and overall turnover intention and all the indicators are significantly different from zero at the 0.05 level (two-tailed). Consequently, as recommended by the Barron and Kenny (1986) the last step of mediation process has not thoroughly accomplished and not completely fulfilling the final condition. Although, the associations among all variable are significant. Thus, it was concluded, based on the results that work engagement (MV) partially mediate between emotional exhaustion(IV) and turnover intention (DV), therefore, the hypotheses is partially supporting the subject area of the study.

**Table No. 4.9 Measuring Mediational Effects (Regression Weights)**

			Estimate	S.E.	C.R.	P	Label
<b>Work Engagement</b>	<---	<b>Emotional Exhaustion</b>	-.195	.094	-2.087	.037	par_21
<b>Turnover Intention</b>	<---	<b>Work Engagement</b>	-.278	.137	-2.023	.043	par_24
<b>Turnover Intention</b>	<---	<b>Emotional Exhaustion</b>	.347	.178	1.947	.048	par_25
WE9	<---	Work Engagement	1.366	.208	6.560	***	par_1
WE10	<---	Work Engagement	.849	.139	6.113	***	par_2
EE1	<---	Emotional Exhaustion	1.000				
EE3	<---	Emotional Exhaustion	1.453	.380	3.821	***	par_3
EE4	<---	Emotional Exhaustion	1.763	.451	3.906	***	par_4
EE5	<---	Emotional Exhaustion	2.004	.514	3.896	***	par_5
WE1	<---	Work Engagement	1.000				
WE17	<---	Work Engagement	.985	.173	5.711	***	par_6
WE14	<---	Work Engagement	1.097	.177	6.181	***	par_7
WE15	<---	Work Engagement	1.016	.172	5.910	***	par_8
WE16	<---	Work Engagement	.510	.131	3.902	***	par_9
WE3	<---	Work Engagement	1.015	.183	5.547	***	par_11
WE4	<---	Work Engagement	1.116	.194	5.758	***	par_12
WE6	<---	Work Engagement	1.199	.189	6.330	***	par_13
WE7	<---	Work Engagement	.769	.133	5.783	***	par_14
WE8	<---	Work Engagement	1.250	.194	6.459	***	par_15
TI1	<---	Turnover Intention	1.000				
TI2	<---	Turnover Intention	1.172	.107	10.969	***	par_22
TI3	<---	Turnover Intention	.738	.081	9.113	***	par_23

## DISCUSSION AND CONCLUSIONS

An important aspect of this study is to developed of an experimentally driven model of work engagement which build on the basis of past studies. Additionally the aim of this model was to make more closefisted understandings of the huge number of work engagement related perceptions that available in the past literature of the subject concerned.

Development of economies and societies depends on the rapid growth of educational system. Improving education at every stage is the need of the day which helps to lay solid foundation for the economic growth and development. Universities by imparting education, not only produce high quality manpower but prepare young mind to confront and provide solutions to wide-ranging problems. This is the reason that the role of universities for the efficient growth of economies is very crucial. Likewise, other business organizations, the educational institutions are also suffered from various problems in their workplace which in turn has serious implications for Employee Performance. Understanding of such issues for the efficient growth of educational sector is very important (Farman and Faisal, 2017).

Now a day's, most of the academicians are not interested to join the government sector organizations because these organizations do not provide equal opportunities to the employees for their future or professional career development. They realize that these institutions are not satisfying their psychological and social needs and demands. And when the employees' demands and needs do not match they feel dissatisfaction. As the world becomes a global village, and in 21<sup>st</sup> century, you can't anticipate that a employees will continue sitting tight and wait up to 10 to 20 years for promotion. Such type of organizational attitude will no doubt impact the employees' performance which leads to employee cynical behaviors. Being a feature of psychological contract faculty members are expecting comparable or equity value in rewards and in Pakistan as the government higher academic institutions don't guarantee the equity, it would be exceptionally hard to expect get great efficiency and productivity from these workers facing this type of situations. The study of Khan, and Khan, *et al.*,(2018)show that job stress plays an important role in predicting burnout components. The results of the current study is consistent with previous studies, where the researchers also recommended that faculty members face certain issues in the selected area of Pakistan like, workload, interpersonal and administration problems.

In Pakistan, the majority of higher education governmental organizations are described as bureaucratic in terms of structure. The key attributes of these institutions have been caught by Naus *et al.*, (2007) who proposes that associations possessing strict and authoritarian system to rules, unimportant and pointless printed work and believes that rigid employees monitoring system could cause workers with low degree of employees' work engagement and abnormal state of organizational exhaustions. The conspicuous purpose behind this negative result is that worker isn't permitted to utilize his abilities and thoughts to carry out the activity, rather he is compelled to take after those systems which are obsolete as well as which have lost integrity and validity because of successive disappointments in the last couple of years.

## RECOMMENDATIONS

The collected data was analyzed as a one set or as whole despite of comparing and analyzing the data individually among the selected organizations. It is also suggested that multi-level analysis should be adopted in future research measuring these points. In the same way it must also be recognized that there are possibilities of strong biasness as a result of self-report information. For instance, weariness or absence of enthusiasm from the correspondents may create bias the collected data. Further, it is also recommended for future studies that cooperating and interrelated impacts may be achieved from suggested model while analyzing the data in organizational level or individual level. For instance, it will be of huge enthusiasm for consultants or subject experts to

foresee how institutional emotional exhaustion influencing unexpected work environment activities as an element of work engagement.

Despite the fact that the study tried to break down emotional exhaustion in a novel social setting i.e. Pakistan, particular measurements of society does not considered while building up the model of the study . The results might be clarified all the exhaustively if measurements of culture are made piece of research model considering them as predicting variable or like numerous previous investigations taken as moderating variable. Future research should consider all such type of aspects to achieve the desire results more efficiently. The mediation role of work engagement to amongst dimensions of burnout and employee intention of turnover among the staff members in universities are just to partially associated that may indicate the likelihood of various factors in advanced educational foundations and shows the mediating relationships. The outcomes of these investigations give inclusive confirmation to demonstrate the mediating connection between the work engagements, burnout and turnover intention among the personnel which will further expand the skyline of professional psychological research in Pakistani community.

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