A SURVEY OF INTENTION TO LEAVE, JOB STRESS, EMPLOYEES EMPOWERMENT, PERCEIVED ALTERNATIVES EMPLOYMENT OPPORTUNITIES AND ORGANIZATIONAL IDENTIFICATION AMONG OFFICERS EMPLOYED IN PRIVATE SECTOR BANKS OF PAKISTAN

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Abstract
Employees are the backbone of any organization. The success of organization could not be realized without employee's contribution. This study analyzed the factors that influence the intention to leave in banking sector of Pakistan. The data were collected from 240 employees working in Banks and analyzed by correlation and linear regression analysis (SPSS.16). Empirical findings of this research study exposed the expressive and affirmative relationship among intention to leave, Job stress, Organizational identification, employees empowerment and Perceived Alternatives Employment opportunities. The finding of this research study demonstrates the need to consider in various circumstances. Several future researches were also being recommended for further inquiry into intention to leave with different other job outcomes.

Keywords: Private sector banks, Intention to leave, Job Stress, Employees Empowerment, Perceived Alternatives Employment Opportunities, Organizational identification, Pakistan.

Introduction
This background studies analyzed the concept and relationship of employee's empowerment, job stress, Perceived Alternatives Employment, Organizational identification and intention to leaves in the current working place. Current research study is based on the conceptual framework to judge the relationship of factors that influence the intention to leave. When organization will focus on the satisfaction of the employees then it will directly and indirectly affect the efficiency and effectiveness of the employees. The important factors which will affect the work outcome of any employee are the empowerment and some time, due to lack of empowerment, there will be high intention to leave and absenteeism. The authority of empowerment is the positive activity which is ameliorating the employees thinking power positively that leads to low intention to leave, organizational commitment , high productivity etc. This is why, research on employees empowerment with intention to leave is very critical. Employees become more crucial about their current working area due to stress and due to availability of other jobs.

Intention to leave is explained as workers plan for intention to leave the current work place and look onwards to find another job in the future (Aslam,2017) . Intention to leave from current organizations has been included in many models of stress (Jacobs and Roodt, 2007). Specially, intention to leave focuses the employee's evaluation and perceptions of job alternatives (Elangovan, 2001). Previous studies had explained that intention to leave is one of the important forecasts and an instant sign of employee's turnover (Griffeth et al., 2000).Organizational identification showed a series of job outcomes such as more organizational commitment and less likely intention to leave from current job. Highly identified employees are well aligned with the organizations identity and interest.

In this research study researcher took employees empowerment, job stress, organizational identification and perceived alternatives employment opportunities as independent variable and intention to leave as dependent variable.

Problem Statement
Normally, the nature of work in banking sector is very busy and demanding. The structure of banks may be hierarchical, bureaucratic or highly regulated. In banks, employees have high and continuous interactions with customers. Employees build the strong relation with customers by staying longer in the organization in the long run. They have well versed knowledge of products and experience in satisfying customers and understand the customers' need. So, frequent intention to leave or actual leaving will become the cause of uneasiness for the customers and may also become the gigantic disruption of services. So, there is a pivotal need to have more exhaustive studies on the factors that influence the intention to leave or actual leaving in banking sector. The finding of this research study will give a new shape to the results of the previous research studies on the concern of intention to leave of the employees of banking sector. The main aim of this research study is to probe the factors that influence the intention to leave among bank employees in Pakistan.

Research Objectives
1. To investigate the relationship between intention to leave and employee empowerment.
2. To analyze the relationship between intention to leave and job stress.
3. To explore the relationship between intention to leave and Perceived Alternatives Employment Opportunities.
4. To express the relationship between intention to leave and organizational identification.

Research Hypotheses
H1: There is positive relationship between intention to leave and job stress.
H2: There is negative relationship between intention to leave and employee empowerment
H3: There is positive relationship between intention to leave and Perceived Alternatives Employment opportunities.
H3: There is negative relationship between intention to leave and organizational identification.

Significant of Study
Understanding the main variables (employees empowerment, perceived alternative employment opportunities, organizational identification ,occupational stress and intention to leave) of the study in the banking sector is necessary for the banks to check the possible causes that why employees leaves the current working place and how they can retain their talented employees because organizations heavily rely on human factor (Stohr, Self, & Lovrich, 1992). After understanding the variables in depth may help the banks in reduction of the turnover cost of the workers.

Employees Empowerment
Empowerment refers to the set of managerial practices such as work redesign and leader behavior with follower's reactions (Quinn & Spreitzer, 1997). The idea of empowerment emerged in management science in the late 1980s (Kazlauskaite, Buciuniene, & Turauskas, 2006). The concept of empowerment has much fraternized with Human Resource Management (HRM).According to Wilkinson (1998) empowerment come up as an attempt to disapprove the classical management model that was associated with Taylor and Ford, which was dominant and that was relied on economies of scale, standardization of production, and labor division.

Conger and Kanungo (1988) dignified two constructs of empowerment as relational and motivational. They defined the relational construct as a process of sharing authority with juniors. According to motivational construct, empowerment means a process of enhancing the self-efficacy in organizations through the identification of conditions by removing their formal organizational practices and informal ways of providing efficacy information.

Empowerment means the "high involvement" in job (Spreitzer, 1996) as it also includes many other initiatives such as self management and job redesign etc. Conger and Kanungo (1988) described employee empowerment in psychological terms and outlined psychological empowerment as "a exercise of improving feelings of self-efficacy among employees through finding and removal of conditions that foster powerlessness by both ceremonial organizational practices and irregular methodologies of providing access to efficacy information"

Perceived Alternatives Employment Opportunities
Perceived alternative employment opportunities (PAEO) means the individual's sensation of the availability of alternative jobs in other organization's (Price & Mueller, 1986). Previous research evidenced that the expectations of finding a different job have depends upon the turnover decision (Hom & Griffeth, 1988). Normally, employees do not involve in job searching activities until they anticipate that it will be fruitful. According to Rothwell and Arnold (2007) perceived employability which shows the individual's belief about how it is easy to find new employment opportunities. It is a cognate with the ideas of perceived ease of movement (PEM) (March & Simon, 1958) and perceived alternatives (PA) (Mobley, Griffeth, Hand, & Meglino, 1979). The rationale behind the relationship between perceived employability and intention to leave is that workers may be more desirous to leave when they believe that they can leave the job without consequential losses (De Cuyper, Mauno, Kinnunen, & Makikangas, 2011).

The controversy as to why Perceived alternative employment opportunities (PAEO) may spark the intention to leave is stranded on the literature about the altering work life and new career models about the jobs (De Cuyper et al., 2011). The altering work life invoked the feelings of job insecurity among the employees (De Cuyper & De Witte, 2008).

Job Stress
Stress is the reaction that employees may chop when faced with work demands and tensions that are beyond or not parallel to their knowledge, wisdoms, abilities and sometimes challenging their ability to cope (Leka, Griffiths & Cox, 1999). According to Greenberg and Baron (2008), stress can be explained as the series of burning states and mental reactions occurring in response to demands from within or outside the workplace. Every person experienced stress in their daily routine life. Stress is a very quite common element in any sort of job that people do. A genial stress could animate individuals towards higher level of accomplishment. When stress becomes too harsh, it can become harmful due to its physical appearances.

Intellectual and behavioral adverse effects on the individual. According to Greenberg and Baron (2008), there is good stress as well as bad stress at the work place. Good stress is also named as eustress and the bad stress is called also called distress. Eustress is the occurs when stress is converted into positive energy and becomes motivating for the employees in the organizations. Eustress can be explained as a favourable outcome of stress. Grobler, Warnich, Carrell, Elbert and Harfield (2011) define eustress as most reliable stress that accomplish the targets.. Grobler et al., (2011) refer to distress as the negative emotions related to job. Someone employees going through distress feel helpless and become disappointed.

Organizational Identification
 Identification is a process in which an employee's comes to see an object as being definitive of one and forms a psychological association with that object (Connaughton et al., 2004). According to Van Dick et al., (2004) identification is an important antecedent to greater job satisfaction for employees who have a strong organizational identity. Organizational identification is the degree to which a employees both physically and mentally identifies with his workplace and ranges from primarily a empirical awareness of membership with the organization to a fuller affective connection, including value and goal conformity (Ashforth et al., 2008).

The identification has two sub categories: organizational identification and team identification. Organizational identification means the workers define themselves in terms of the organization where they are currently working (Sluss, and Ashforth, 2007). Team identification means employees define themselves as members of the same workgroup within the organization (Rousseau, 1998). The workers who are being highly identified with their workplace can likely lead employees to reflect more positive attitudes towards the workplace, which could ultimately produce higher job satisfaction and also leads to lower turnover intentions.

Intention to Leave
Intention to leave means employees decision related to workplace to continue or quit from the job (Jacobs & Roodt, 2007).Aijen (1991) indicated that Intention to leave is a manifestation of real turnover and it acts as a predictor to the action of actual turnover. Intention to leave refers to the positive connection with the turnover behavior of the employees (Boles et al, 2007). Intention to leave means leaving of their current workplace voluntarily (Aslam, 2016). Cotton and Tuttle (1986) states that turnover intention is the perceived probability of workers to either stay or leave the organization whereas Meyer and Tett (1993) analyzed that turnover intention is the sensible deliberateness to pursue other alternative job opportunities   in other intuitions.

Turnover Intention is the employees perception that they will stay at same workplace or leave the organization in which they are currently working (Elangovan, 2001).There is a great linkage between Job stress, employees empowerment to an individual's turnover intention in the organization. Intention to quit is mainly influenced by lack of organizational commitment , job dissatisfaction ,low employees empowerment and feelings of stress. For controlling the quitting intentions, management need to monitor both the extrinsic and intrinsic sources of job satisfaction available to staff (Firth et al. 2004).

Methodology
The purpose of this research study is to examine the factors that effects of intention to leave. The data were collected from 240 employees working in private sector banks of Pakistan. For this purpose questionnaires was developed and respondents were asked to respond at questionnaire as per their level of agreement or disagreement. In total, 250 questionnaires were distributed to bankers and 240 questionnaires were returned after completion.

Measurement
In order to measure the intention to leave of bankers, a 3 items scale (reliability = 0.890) developed by Cammann et al (1979) were used. The Sample items include "How likely are you to look for a new job within the next year?".

Perceived Alternatives Employment Opportunities was measured with five items (reliability = 0.862) Mowday, Koberg, & McArthur (1984).The sample items include "There is no doubt in my mind that I can find a job that is at least as good as the one I now have." And "Given my age, education and the general economic condition, the chances of attaining a suitable position in some other organization is slim".

For measuring the occupational stress, a 8 items scale (reliability= 0.856) developed by Firth, Mellor, Moore, & Loquet (2004) was used. The sample items includes "Job-related problems make my stomach upset." And " I feel burned-out by my job."

For measuring the employees empowerment, a 7 items scale (reliability= 0.845) developed by Hayes (1994) was used. The sample items includes "I am allowed to be creative when I deal with problems at work." And "I do not have to go through a lot of red tape to change things."

Organizational identification was measured with six items (reliability = 0.802) Mael and Ashforth (1992). The sample items include "The successes of organization are my successes" and "When someone praises this organization, it feels like a personal compliment".

Demographic Data of Respondents

The data were collected from employees working in private banks. The questionnaire was sent to 250 employees with a covering letter explaining the aim and importance of the study. 240 questionnaire (96.00% response rate) were returned from the employees pool which included 65% male and 35 female. The lower number of female respondents might be due to female are more reluctant to go for job in banks in Rural areas of Pakistan.

Table 1: Correlation

	Intention to Leave
Job Stress	**0.918****
Perceived Alternatives Employment Opportunities (PAEO)	**0.744****
Employees Empowerment	**- 0.779****
Organizational Identification	**-0.623****
**Correlation is significant at the 0.01 level (2-tailed).	

Table 1 indicates the relationship between Job Stress and intention to leave among employees in the Banking Sector. The results indicate that there is a strong positive relationship between Job Stress and intention to leave amongst the sample of employees (r = 0.918, p < 0.01). This indicates that there is a statistically significant, direct relationship between Job Stress and intention to leave. Employees who do experience of job stress are hence more likely to intend leaving the current organization. The relationship between Employees Empowerment and intention to leave amongst the sample of employees (r = -0.779, p < 0.01) indicates that there is a statistically significant, inverse relationship between Employees Empowerment and intention to leave. Employees who experience of high Employees Empowerment at workplace are hence less likely to intend leaving the current organization. The relationship between Perceived Alternatives Employment Opportunities and intention to leave amongst the sample of employees (r = 0.744, p < 0.01) indicates that there is a statistically significant, direct relationship between Perceived Alternatives Employment Opportunities and intention to leave. Employees who do not experience of high Perceived Alternatives Employment Opportunities at workplace are hence less likely to intend leaving the current organization.The relationship between organizational identification and intention to leave amongst the sample of employees (r = -0.623, p < 0.01) indicates that there is a statistically significant, inverse relationship between organizational identification and intention to leave. Employees who experience high organizational identification at workplace are hence less likely to intend leaving the current organization.

Table 2: Multiple Regression: Intention to Leave, Job Stress, Employees Empowerment and Perceived Alternatives Employment Opportunities among officers employed in Private Banks of Pakistan

Multiple R		
R^2	0.405	
Adjusted R^2	0.089	
F	6.85**	
Variables	**Beta**	**Sign**
• Job Stress	0.692	0.00**
• Employees Empowerment	-0.522	0.00**
• Perceived Alternatives Employment Opportunities	0.796	0.00**
• Organizational Identification	-0.612	0.00**

Table. 2 present the results of the regression analysis, regressing the five primary variables of the study, namely Job Stress, Organizational Identification, Employees Empowerment, Perceived Alternatives Employment Opportunities and Intention to Leave. The results indicate that the R Squared value of 0.405 indicates that approximately 50% of the variance in Intention to Leave can be accounted for by these four variables (Job Stress, organizational identification, Employees Empowerment and Perceived Alternatives Employment Opportunities). The F-statistic of 6.85** is statistically significant at the 0.01 level.

Hence, it may be concluded that the four variables of Job Stress, Employees Empowerment, organizational identification and Perceived Alternatives Employment Opportunities significantly explain 50% of the variance in intentions to leave.

With a Beta-value of 0.692, job Stress is statistically significant at the 0.01 level,and it is the best predictor of intentions to leave. Perceived Alternatives Employment Opportunities is also a statistically significant at the 0.01 level, And it is predicting intentions to leave as Beta-value is 0.796. Moreover, employees empowerment is also a significant predictor of intention to leave ($p < 0.01$)with the Beta-value -0.522. Organizational identification is also statistically significant at the 0.01 level, and it is predicting intentions to leave as Beta-value is -0.612.

The results indicate that while 50% of the variance in intention to leave can be attributed to Job Stress, Employees Empowerment , organizational identification and Perceived Alternatives Employment Opportunities.

Table 3

Hypothesis	Accepted/ Rejected	Relation
H1	Accepted	Positive
H2	Accepted	Negative
H3	Accepted	Positive
H4	Accepted	Negative

Discussion and Conclusion
Researcher proposed that employee's intention to leave the current job are associated with differences in the employees thinking about their current organization or their current working place. Therefore stress and alternatives opportunities etc push the employees to change the work place and results of the study support this proposition. In line with the social exchange analysis of the relationship between the employee and the organization, intention to leave was directly linked with job stress . It shows that workers experiencing job stress have high intention to leave. Therefore, research hypothesis (H1) was accepted. These findings are consistent with previous research findings (Noor & Maad 2008). According to current research there is negative relationship between intention to leave and employee empowerment. Hence, research hypothesis (H2) was also accepted. Previous research also found that empowering management practices demonstrate higher job satisfaction, thus employees empowerment helps to lead to lower level of intention to leave (Humborstad & Perry2011). Current research showed that there is positive relationship between intention to leave and Perceived Alternatives Employment opportunities. According to Sullivan (1999), the emerging of new career models as compared to classical career model could contribute to high intention to leave. So, Hypothesis (H3) of this study was also being accepted. According to this research there is negative relationship between intention to leave and organizational identification and Hypothesis (H4) was also being accepted.

Limitations of Study
Researcher exposed some limitations in this research study. The limitations had been pinpoints for betterment of future research in the management sciences. The first limitation of the study is related to respondents. At the time of data collection, employees were worry and they were not sharing their expression about their actual feeling related to work place because, according to them if their employers may found out on their intention for leaving the job would prejudice against them in their workplace. Hence, this factor affects the accuracy of the current research findings. The second limitation of this research is related to the data collection. This research is conducted on the employees working in the banks in Lahore, Sargodha and Islamabad so this research study has covers limited area.

Recommendations for Future Research
The present findings provide the several suggestions that can be considered to provide a broader and comprehensive research to measure different job attitudes (empowerment, organization justice, perceived alternative employment opportunities and occupational stress) and intention to quit the job.There could be other variables that should be investigated in the future. Some of the factors are such as organizational citizenship behavior, Person Environment Fit, Lower Autonomy etc. Future research may also be focused on others demographic variables such as particular age group in relation with intention to leave.

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