

Research Article**Job Satisfaction and Turnover Intention of higher Education Academicians: Moderating Role of CSI****Authors' Name****Yasir Hayat Mughal¹, & Mahad Jehangir²**

1. Department of Health Administration,
College of Public Health & Health
Informatics, Qassim University,
Albukayriyah, 52531 Saudi Arabia
Email: y.hayat@qu.edu.sa

2. Department of Business & Management,
University of Lakki Marwat, Pakistan

Citation

Hayat, M. Y., & Jehangir, M.,(2023). "Job Satisfaction and Turnover Intention of higher Education Academicians: Moderating Role of CSI", *Digital Management Sciences Journal*, 1(1), 14-33

This is an open access article distributed under the terms of

[Creative Commons Attribution License \(CC BY\)](https://creativecommons.org/licenses/by/4.0/).



The reproduction, distributions and use in other forum is permitted, provided copyright owner(s) and cited

ABSTRACT

Purpose: objective is to investigate buffering role of cognitive style on JS and TI. Survey was conducted for data collection. 502 completed questionnaires are returned. Correlation analysis and Hierarchical regression is used to test moderation. Further interaction plots are also plotted. The results obtained from the analysis explained that analytical and intuition does act as moderator on few variables. Analytical acts as moderator on variables i.e. supervisor, co-workers and salary while does not act as moderator on other variables e.g. work, work environment. While intuition does not act as moderator on supervisor, co-workers, work environment and work but acts as moderator on salary. The cognitive style decision making need awareness by the practitioners in seminars and workshop so the individuals came to know their preferred way of decision making style. The results of the paper are helpful for the education industry to make policies for academicians to help them making decisions and to decide and motivate to increase the satisfaction from work by giving them less work load.

KEYWORDS: Job Satisfaction, Decision Making, Degree Awarding Institutions

1 | INTRODUCTION

Previous research shows that the employees who are happy with their jobs, they are more productive than those employees who are not happy with their jobs, therefore; the success of organization is dependent on satisfaction of their employees (Lise& Judge, 2004). Every organization wants to see their employees to be hard working, more productive and committed (Shah & Jalees,,2004.,Tsigilis et al., 2006). Organizations measuring job satisfaction at regular interval of time (Beyth-Marom et al.,2006., Sattar et al., 2010). There are many facets of job satisfaction but in this study few and limited factors are taken into consideration because other factors are already studied in author's other papers (Mughal et al., 2017; Williams & Sandler, 1995., Stacey, 1998). Different ideas have been applied by authors such as psychographic demographic, individual and organizational factors (Sokoya,2000), interesting tasks, awards and flexible working hours to control intention to quit (Dessler,2005., DeVane& Sandy,2003 ., Marion,2001., Naval &Srivastava, 2004).

Turnover intention or intention to quit is among a famous topic studied in the discipline of management (Brown, 1996). There is a variety of factors that believed to influence turnover intention. Job satisfaction is one of the factors that may influence turnover intention. It is believed that job satisfaction and turnover intention are linked strongly but turnover is mental process that is linked with cognitive style decision (Sadler-Smith, 1999a).

A preferred way of an individual to collect information and how he/she process it is called cognitive style .Allinson & Hayes (1996) introduced two ways of processing information and making decision i.e. analytical and intuition cognitive styles. According to Allinson & Hayes (1996) analytical style refers to logical thinking while intuition refers to immediate judgments, decision making on the basis of past experiences is called intuition style. Judge and Klinger (2009) suggested that cognitive style is most overlooked in the studies of job satisfaction and it should be used as moderator in the studies of job satisfaction in order to fill the theoretical gap. The importance of cognitive style to add in this study is to help the employees and managers to make right decisions when they are in critical situation whether to stay on job or leave. The cognitive style decision making introduced by Allinson & Hayes (1996) help the academicians to make decisions.

2 | LITERATURE REVIEW

Short briefing on variables used in this study are discussed. As decision making is very important in the organizations and it is also proved from past research that participation in decision making can increase satisfaction and reduce turnover intention. In further section discussion about job satisfaction followed by turnover intention and cognitive style will help the readers to better understand all these concepts.

Job Satisfaction consist of Salary, Promotion, supervisor, colleagues, work, work environment and job security (Busari et al., 2017). In this study aim is to find the relationship between job satisfaction and turnover with moderating effect of cognitive style while targeting higher education institutions or degree awarding institutions.

It is mentioned in the dictionary of Oxford in South Africa (2004) that lot of efforts and energy is needed to complete the job. Also Locke and Lutham (2000) and Bas & Ardic (2002) claimed that when employees are satisfied from their job then they will involve and engage in the work and this shows their positive attitude towards job when employees started getting less involved in job and started getting leaves and comes late at work it is their negative attitude and it shows they are not happy. When employees are happy from any aspect of job this is their positive perception about job (Malik. et al., 2010., Sattar et al.,2010; DeVane& Sandy,2003., Luthans,2005).

Theory of work Satisfaction Dispositional Approach

In this Judge & Klimger(2009) have introduced the dispositional approach of job satisfaction. They gave more importance to the cognition aspect need to add in the theory and study of job satisfaction. In addition to this, later on after short time Judge & Larsen (2001) also suggested model of job satisfaction and introduced cognitive style as moderator in the model of job satisfaction. So this study has added cognitive style. It has two dimensions analytical and intuition and added as moderator.

Turnover Intention in Higher Education Institutions

In Pakistan as developing country cannot afford turnover intention because direct and indirect cost is associated with-it. So there is need to reduce turnover of lecturers in Pakistani universities. If it is reduced it will increase the retention of employees, increase satisfaction and reduce turnover intention. There are two types of turnover voluntary and involuntary turnover intention. In this study focus is given on voluntary turnover intention (Mughal & Busari, 2015).

Cognitive Style Decision Making

In 1996 two researchers introduced the CSI used for decision making and problem solving. According to them human brain has two parts one is left called analytical logical and rational thinking while other is right brain which is called intuition which comes after experience, judgment, feeling and emotions. In this study cognitive style index has been used because from previous research Busari et al., (2017) conducted study on facet of job satisfaction and turnover intention by using cognitive style as moderator and found that yes decision making is acting as moderator. Because when employees will be allowed to take part in decision making it will increase in satisfaction and reduce the turnover intention (Mugha et al., 2017). For this purpose cognitive style index is used in this study because its reliability, validity is mentioned in previous studies.

Relationship between Job Satisfaction, Turnover Intention and Analytical and Intuition Cognitive Styles

Leybourne & Sadler-Smith (2006) used intuition as mediator and found significant results in the study. In addition, Richetin et al (2007) used intuition as moderator and found that yes it acts as a moderator. In line with previous studies it is found that intuition in this study is not acting as a moderator.

Among decision making styles CS is considered as most authentic and reliable one that is why it is recommended by researchers (Mughal and Busari (2014; Allinson and Hayes, 1996) which is in use since last three decades in decision making. Past studies have used this style (Mughal and Busari 2015; Busari and Mughal (2017) and found it works as predictor and moderating constructs.

It means that decision making is very important factor for increasing the job satisfaction and reducing the turnover intention. It is clear from the previous studies that when organizations allow their employees to participate in decision making it will make sense of belongingness and loyal to their organization they feel valued and important for organizations in turn it increases job satisfaction and reduces turnover intention. Moreover Busari, Mughal, Khan, Rasool and Kiyani (2017) conducted study on the relationship between promotion and turnover intention with moderating effect of analytical style and found that analytical does act as moderator on the relationship between promotion factor and turnover intention. There is positive relationship found between promotion and analytical style while negative relationship is reported between promotion and intuition style The findings revealed that these studies are new and got support from Mughal, Busari and Saeed (2017) , in this study salary was positively related with analytical style while negatively related with intuition style it means that there is direct relationship between salary

and analytical style while indirect relationship between intuition and salary and still other factors of job satisfaction such as supervisor. Co-workers, work environment, salary and work need to be explored with moderating effect of analytical and intuition cognitive style. So on the basis of above discussion following hypotheses are developed.

Hypotheses, Model and Data

H1: predictors, criterion and moderating variables are significantly related.

H2: analytical and intuition moderates' supervisor, coworker, work environment, work, salary and turnover intention.

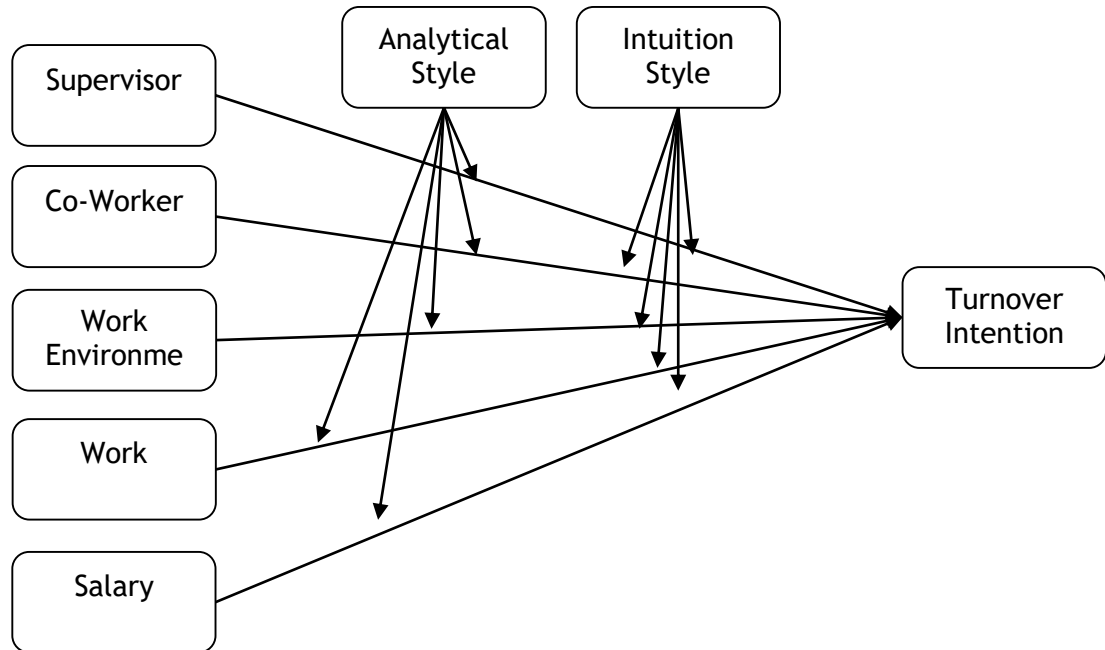


Figure 1 Theoretical Framework

3 | RESEARCH METHODS

Research Design

A quantitative survey questionnaire based was used for collecting the data. The benefit of survey is that data can be collected in less time. Less cost and huge number of data is collected from big population in less time (Creswell,2009).

Sample and procedure

Non probability sampling technique in which purposive sampling technique is used for determining the sample. Total 2793 lecturers are working in kpk state. Out of which using Yamane (1967) formula was used for taking sample size for this study. Total sample size given was 350 but this is minimum sample size so researcher has

distributed 700 questionnaires out of which 502 questionnaires are collected back and used in this study. Representing almost more than 70% response rate.

Measures

All the instruments were adopted in this study. For job satisfaction seven items job satisfaction survey is adopted from Mughal et al., (2017) while for turnover three items questionnaire was adopted from Mughal et al (2017) but for CSI cognitive style index was adopted from Allinson and Hayes (1996). For job satisfaction and turnover intention were measured using five point liker scale 1 stands for strongly disagree, 2 stands for disagree, three stands for neutral, 4 stands for agree and five stands for strongly agree. But for CSI cognitive style index 21 items were about analytical 2 stands for true, 1 stands for uncertain and 0 stands for false while for intuition rating is given in reverse 0 stands for true, 1 stands for uncertain and 2 stands for false

4 | RESULTS

Since the nature of study is exploratory so researcher has decided to keep all the items for the analysis, although the reliability results has identified number of factors which are problematic because of low item total correlation. To test whether the data is comparable to Allinson and Hayes (1996) factor structure. In first stage is whether data set are suitable for factor analysis, Sampling adequacy KMO measures show that common variance exist among the variables (0.625). BTS for lecturers shows significant value for (3153.628, $P < .001$), meaningful pattern were produced in all rotations indicating that analytic and intuitive does not necessarily rule each other as theory suggests. The outcomes in PCA discovered eight eigen values more than 1, accounting for 58.825% of the difference with scree test demonstrating an inflex after 2 (See Table). This information was taken by rotation using promax method with past results that CSI components are corresponded (Hodgkinson & Sadler-smith, 2003) and it is concluded to separate the information into two element 1) analytical cognitive style, 2) intuitive cognitive style. In Table shown a that twelve questions fall under factor one and six questions falls under factor two and those questions are shown in the Table which loading are greater than 0.4. Twelve questions falls on analytic factor and six questions fall under intuition factor.

For job satisfaction the sample size was 502 and KMO value was 0.775 (Tabachnik & Fidell, 2007) and BTS was (975.052, $p < .001$), and eigen values more than 1.0, accounting for 58.927% of the variance. From the scree plot shown, it is concluded that only two factor of job satisfaction should be retained Table shows the outcome for PCA (promax) for higher education institutions lecturers. Questions whose factor loading of factor analysis have values higher than 0.4 are presented in Table. F1 represents colleague's supervisor and satisfaction, and factor 2 represents the work environment, promotion, and salary while work was deleted or dropped because of the low factor loading. For job satisfaction principal component analysis was used in factor analysis, 7 items, those questions fulfilled the criteria (informants=502, facets=7). For turnover intention there is no need to rotate the factor because of having three items (Cencki & Otken, 2014). Initial unrotated loading are given in the Table.

Table 1 Pattern Matrix^a

	CS Component		JS		TI
	F1	F2	F1	F2	F1
A26	.618				
A5	.568				
A22	.556				
A28	.514				
A2	.508				
A14	.475				
A15	.474				
A9	.469				
A23	.468				
A10	.460				
A19	.440				
A13	.405				
I7		.458			
I35		.457			
I37		.442			
I36		.418			
I31		.415			
I34		.412			
JS2			.867		
JS3			.827		
JS1			.732	.430	
JS5				.800	
JS4				.790	
JS6				.709	
					.850
TI1					.868
TI2					.819
TI3					

Table 2 presents correlations among the variables. As expected supervisor is negatively but significantly related with turnover intention i.e. ($r = -0.275, p < 0.05$), examination of the relationship between supervisor analytical and intuition revealed positive and significant relationship between supervisor and analytical and negative significant relationship between supervisor and intuition i.e. ($r = 0.297, p < 0.05$, $r = -0.186, p < 0.05$) respectively. Further examination of the relationship between colleagues and turnover intention revealed negative significant relationship i.e. ($r = -0.208, p < 0.05$) further relationship between colleagues, and analytical is found positive and significant but weak negative and significant relationship between supervisor and intuition i.e. ($r = 0.159, p < 0.05$, $r = -0.090, p < 0.05$ respectively), further examination of data revealed that there is negative and significant relationship between work environment and turnover intention but insignificant relationship between work environment, analytical and intuition i.e. ($r = -0.419, p < 0.05$, $r = 0.032, p > 0.05$, $r = -0.010, p > 0.05$ respectively), further investigation of data revealed that work and turnover intention are negatively inversely related with each other i.e. ($r = -0.191, p < 0.05$) also it is further noted that work is not related significantly with analytical but significantly related with intuition i.e. ($r = 0.077, p > 0.05$, $r = 0.217, p < 0.05$ respectively). Further salary is inversely related with turnover intention also salary is positively related with analytical but negative related with intuition i.e. ($r = -0.405, p < 0.05$, $r = 0.147, p < 0.05$, $r = -0.140, p < 0.05$ respectively), finally analytical and intuition are negatively related with turnover intention i.e. ($r = -0.161, p < 0.05$, $r = -0.094, p < 0.05$ respectively), all above association supported hypotheses 1.

Table 2 **Correlation Matrix**

Correlations								
	supervisor	Colleagues	Work Envi	work	Salary	Analytic al	Intuition	Turnover
supervisor								
Colleagues	.585**							
Work Envi	.278**	.314**						
work	-.005	-.028	.003					
Salary	.237**	.215**	.422**	.000				
Analytical	.297**	.159**	.032	.077	.147**			
Intuition	-.186**	-.090*	-.010	.217**	-.140**	-.161**		
Turnover	-.275**	-.208**	-.419**	-.191**	-.405**	-.094*	-.041	

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

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

Next, hierarchical multiple regression were conducted to test our hypotheses. On left side of table analytical style is used as moderator between independent variables and dependent variables and on right side of Table 3 intuition is used as moderator between independent and dependent variables. First examination of moderation results of analytical style were investigated on supervisor and turnover intention it is found that analytical does act as moderator because ΔR^2 and interaction term were statistically significant Table 3. But when intuition was used as moderator between supervisor and turnover intention it does not acts as moderator because ΔR^2 and interaction term were not statistically significant. So a hypothesis 2 is accepted but a hypothesis 3 is rejected.

Next, analytical and intuition style is used as moderator to test hypotheses 4 and 5, on the relationship between co-workers and turnover intention it is found that ΔR^2 and interaction term were statistically significant for analytical but not significant for intuition it means that hypothesis 4 is accepted and 5 is rejected. Additional examination of moderation results revealed that analytical and intuition styles does not act as moderator on the relationship between work environment and turnover intention because ΔR^2 and interaction term were not statistically significant. Further examination of data also revealed that analytical and intuition styles also does not act as moderator on the relationship between work and turnover intention. So hypotheses 6,7,8 and 9 are rejected. But analytical and intuition styles does act as moderator on the relationship between salary and turnover intention because ΔR^2 and interaction term were statistically significant. So hypotheses 10 is accepted.

Table 3 Hierarchical Regression

Turnover Intention					Turnover Intention				
		Model1	Model2	Model3			Model1	Model2	Model3
Step 1	Supervisor	-.275**	-.271**	-.297**	Step 1	Supervisor	-.275**	-.293**	-.305**
Step2	analytical		-.013	-.072	Step2	Intuition		-.096*	-.095*
Step3	Interaction			-.207**	Step3	Interaction			.055
	R ²	.076	.076	.114		R ²	.076	.085	.087
	ΔR ²			.038		ΔR ²			.003
Step 1	Co-worker	-.208**	-.198**	-.242**	Step 1	Co-worker	-.208**	-.213**	-.219**
Step2	Analytical		-.062	-.150	Step2	Intuition		-.060	-.063
Step3	Interaction			-.308**	Step3	Interaction			.038
	R ²	.043	.047	.131		R ²	.043	.047	.048
	ΔR ²			.084		ΔR ²			.001
Step 1	WE	-.419**	-.416**	-.421**	Step 1	WE	-.419**	-.419**	-.418**
Step2	Analytical		-.080 *	-.074	Step2	Intuition		-.046	-.046
Step3	Interaction			-.045	Step3	Interaction			-.015
	R ²	.175	.182	.184		R ²	.175	.177	.177
	ΔR ²			.002		ΔR ²			.000
Step 1	work	-.191**	-.185**	-.185**	Step 1	work	-.191	-.191	.190
Step2	Analytical		-.079	-.082	Step2	Intuition		.000	.001
Step3	Interaction			-.007	Step3	Interaction			.005
	R ²	.036	.043	.043		R ²	.036	.036	.036
	ΔR ²			.000		ΔR ²			.000
Step1	Salary	-.405	-.400	-.393	Step 1	salary	-.405	-.419	-.425
Step2	Analytical		-.035	-.079	Step2	Intuition		-.100	-.108
Step3	Interaction			-.160	Step3	Interaction			.140
	R ²	.164	.165	.189		R ²	.164	.174	.193
	ΔR ²			.024		ΔR ²			.020

In order to interpret the interactions, all two-way interactions were plotted, with cut values of one standard deviation below the mean and one standard deviation above the mean on each moderator variable. The first plot

revealed that negative effect of supervisor on turnover intention was stronger among employees with high analytical decision making power of supervisor (See Figure 1). This plot is consistent with hypothesis1. The second plot revealed that there is no interaction shown by moderator intuition on supervisor and turnover intention in the figure (See Figure 2). This plot is consistent with hypothesis2. Further third plot revealed that negative effect of co-workers on turnover intention was stronger among employees with their high analytical decision power (See Figure 3). This plot is consistent with hypothesis 3. Fourth plot revealed that there is no moderating effect of intuition on co-workers and turnover intention (See Figure 4). This plot is consistent with hypothesis 4. Fifth and sixth plot revealed that there is no moderating effect of analytical decision style and intuition style on work environment and turnover intention (See Figure 5,6). These plots are consistent with hypotheses 5 and 6. Further examination of plots revealed that there is no moderating effect of analytical and intuition style on work and turnover intention (See Figure 7 & 8). These plots are consistent with hypotheses 7 and 8. But there is moderating effect of analytical style on salary and turnover intention. Ninth plot revealed that analytical does act as moderator on salary and turnover intention. Salary has stronger effect on turnover of employees with high analytical decision power (See Figure 9). This plot is consistent with hypothesis 9. Also salary has effect on turnover intention with low intuition decision style. Low level of intuition effect turnover intention and salary relationship. It means that when there is more experience there is more intuition and this intuition style with high salaries reduces turnover intention. (See Fig 10). This plot is consistent with hypothesis 10.

Interaction

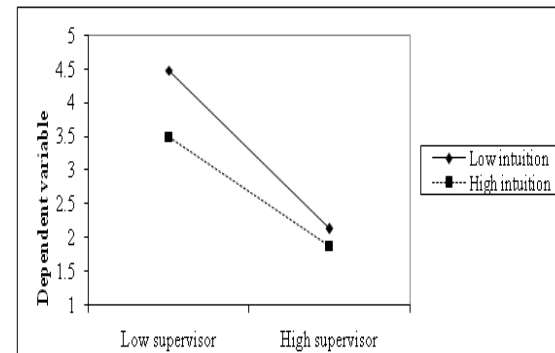
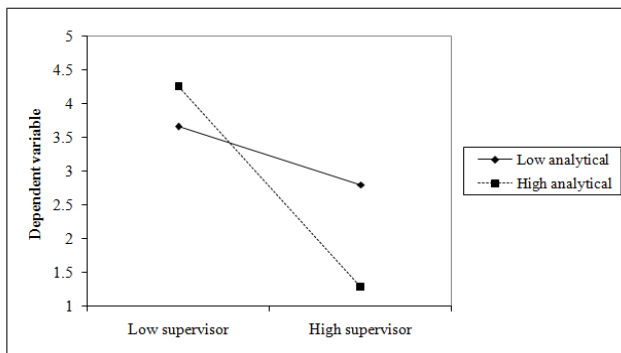


Figure 2: Supervisor Analytical Turnover Interaction **Figure 3:** Supervisor Intuition Turnover

Turnover Interaction

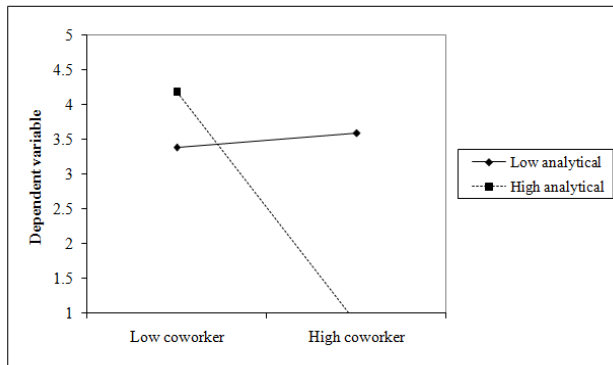


Fig 4 Coworker Analytical Turnover

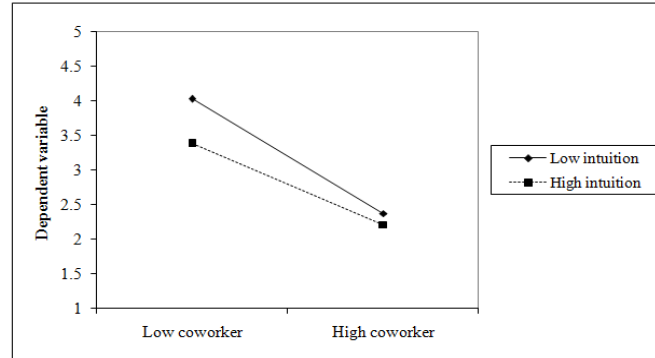


Figure 5: Co-worker Intuition

Turnover Interaction

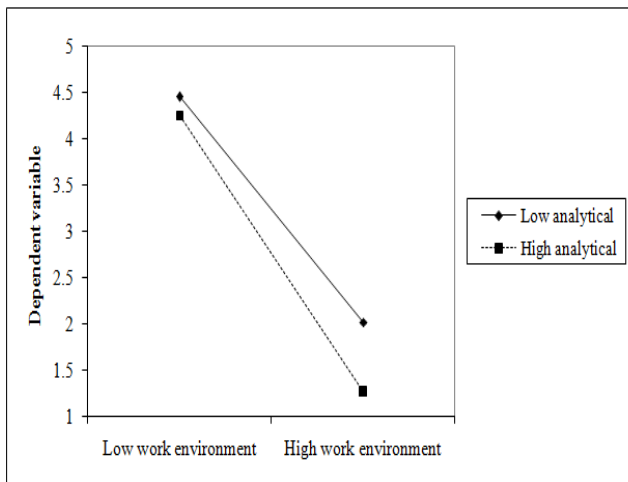


Figure6: Work Environment Analytical Turnover Interaction

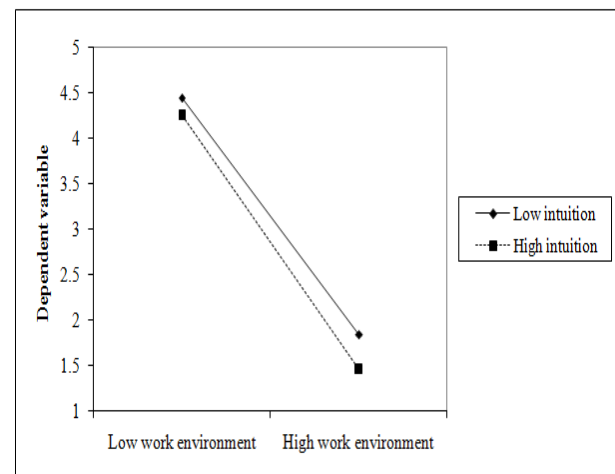


Figure 7: Work Environment Intuition

Interaction

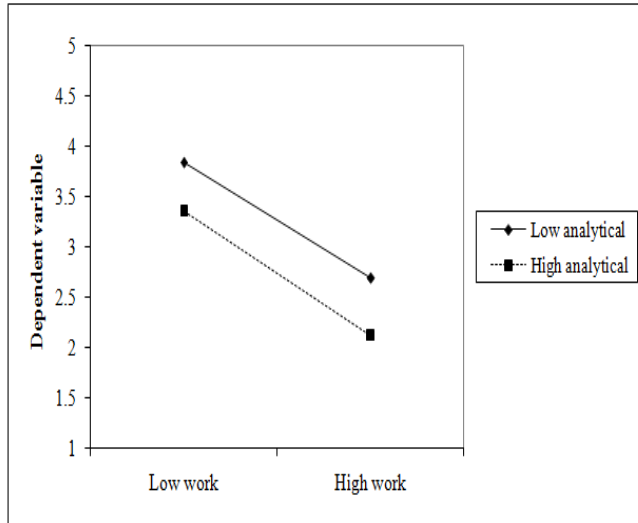


Figure 8: Work Analytical Turnover Interaction

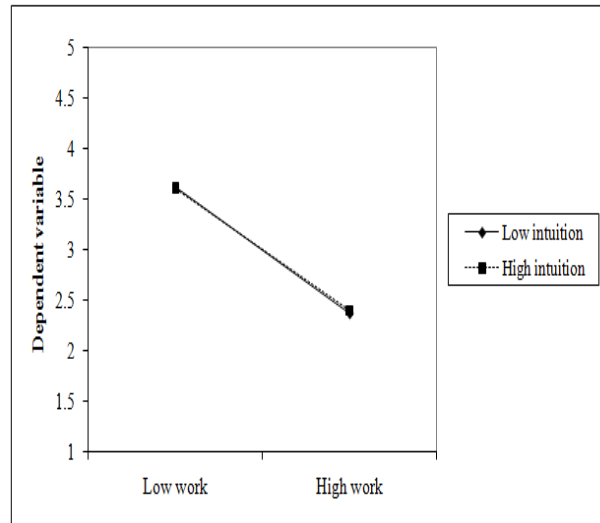


Figure 9: Work Intuition Turnover

Interaction

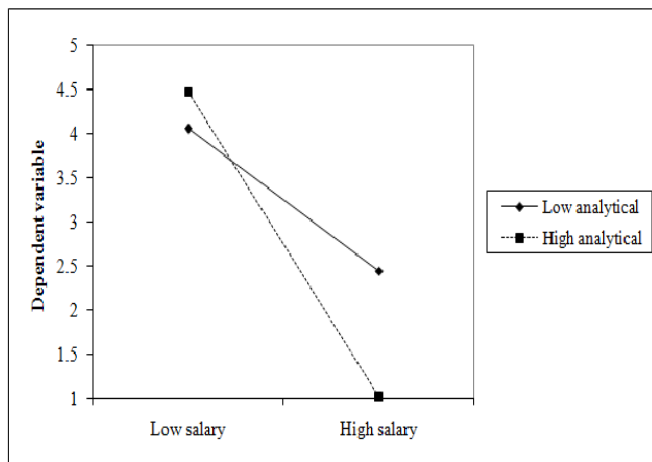


Figure 10: Salary Analytical Turnover Interaction

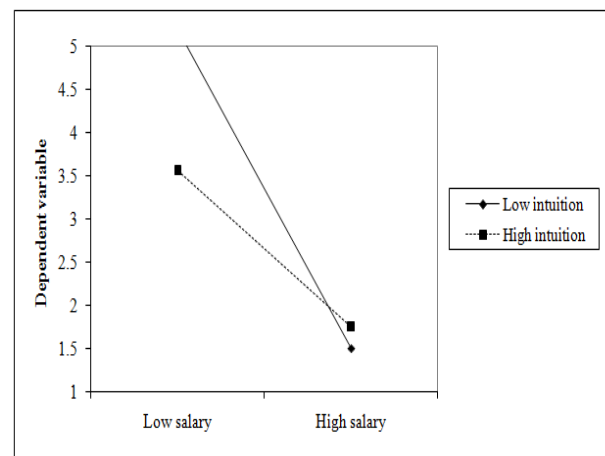


Figure 11: Salary Analytical Turnover

5 | DISCUSSION AND CONCLUSION RESULTS

This study has tested the direct and moderated effects of analytical cognitive style and intuition cognitive style on factors of satisfaction and turnover intention in Pakistan higher education institutions. Our research supported the negative effects of satisfaction factors of teaching staff on turnover intention of employees in higher education setting in Pakistan. The findings further examined those interaction effects of two dimensions of cognitive style used for decision making whether to stay on job or leave it. From practice point of view, our findings demonstrate the benefits of decision making, in work setting in order to reduce turnover intention and increase satisfaction from job. Our findings indicate that in order to reduce turnover intention among academicians and lecturers of higher education institutions organizations should enable support from supervisors and co-workers, as this enhance the satisfaction and reduce turnover intention. Our study further shows that employees should be given chance of participation in decision making. It will make a sense among employees they feel valued and will feel satisfied and in result turnover is reduced. Also work environment and work is also important in the organizations in order to reduce turnover intention. It is found that salary is most important factor of satisfaction and turnover intention. If handsome salary packages are given then it can increase satisfaction. But if employees compare their salaries and benefits with other counterparts and found any difference then it will create frustration among employees and in result satisfaction is reduced.

Further, previous research highlighted the importance of decision making and satisfaction from salary and other factors of job satisfaction (Busari et al., 2017; Busari & Mughal, 2017; Mughal et al., 2017; Pante, 2014; Allan et al., 2016; Schmidt, 2009; Chung & Kim, 2017).our study supported the importance of decision making in order to increase satisfaction and reduce turnover intention. Also moderating effect of cognitive styles is also supported for various factors.

From research point of point our study has successfully added analytical style and intuition style decision making as moderating variables in the relationship between satisfaction factors and turnover intention supported by dispositional approach given by (Judge & Larsen, 2009). Also employees of higher education want participation in decision making in order to decide whether to stay on job or leave it. So this decision making is very important for reducing turnover intention. Our study found that moderating effect of analytical and intuition style enhances effect of supervisor, co-workers salary on turnover intention. This adds to theory and research that contribute to effects of satisfaction factors and turnover intention. These results are in line with previous studies conducted on moderating effects of analytical and intuition style on promotion and turnover intention (Busari et al., 2017; Mughal & Busari, 2015). This study taken one step further and indicates that analytical and intuition style also acts as moderator on other factors of job satisfaction and turnover intention. These results are aligned with the previous results i.e. Allinson & Hayes (1996) Afzalul Rahim & Dana (2016)., Kyle et al(2016)., Lofstorm(2000) and Sadler-Smith (1999a).

This paper has tried to add cognitive style as moderator in the theory of job satisfaction and dispositional

approach given by Judge & Larsen (2001). This is one novelty that cognitive style dimension analytical and intuition is added as moderator in the theory. Second this work is the extension of the work of the Busari & Mughal (2017), Mughal & Busari (2015), Mughal et al (2016), Mughal et al (2016), Oyewobi et al (2016). There was intense need to validate the instruments of cognitive style index, job descriptive index and turnover instrument in eastern context. It is found that all the instruments are valid and reliable in the eastern perspective. This work is the extension of the Mughal & Busari (2015) and Busari & Mughal (2017). In their study they have reported that analytical and intuition does work as moderator in the relationship between job satisfaction factors and turnover intention.

Further interaction effects and plots also indicate that organizational context matters. This touches on more deeper and more sensitive issue, namely whether decision making is something unique and different from other variables or not. The impression of current view is that researchers and practitioner should see decision making as unique in comparison to satisfaction and turnover.

Limitations and Future Directions

Although we have reported many encouraging results but current findings have several limitations. Cross sectional nature of data prevents us from drawing generalization about the relationships of our variables. More studies are needed with longitudinal designs and mix methods research in order to better understand the relationships.

REFERENCES

- Adman Irbil (2011). "The Impact assessment of demographic factors on faculty commitment in The Kingdom Of Saudi Arabian Universities". *Journal of College Teaching and Learning*. 8(2).
- Aiken, L. S., West, S. G. (1991), Multiple Regression: Testing and interpreting Interactions, Newbury park, London , sage.
- Allinson, C. W., and Hayes, J. (1996), "The Cognitive style index: A measure of intuition-analysis for organizational research", *Journal of Management Studies*, Vol.33, pp.119-135. DOI: 10.1111/j.1467-6486.1996.tb00801.x.
- Afzalur Rahim, Dana M. Cosby, (2016) "A model of workplace incivility, job burnout, turnover intentions, and job performance", *Journal of Management Development*, Vol. 35 Iss: 10, pp.1255 – 1265
- Armstrong S. J. (1999). "Cognitive style and dyadic interaction: A study of supervisors and subordinates engaged in working relationships. PhD thesis, University of Leeds.
- Asadi, A., Fadak, F., Khoshnodifar, Z., Hashemi, S.M., and Hosseininia, G. (2008). "Personal characteristics affecting agricultural extension workers' job satisfaction level. *Journal of Social Sciences*, Vol 4 Iss4, pp. 246-250.
- Allan,B.A., Dexter,C., Kinsey,R., Parker,Shelby., (2016) Meaningful work and mental health: job satisfaction as moderator, *Journal of Mental Health*, pp, 1-7
- Bas, T., and Ardic, K. (2002). "A comparison of job satisfaction between public and private university academicians in Turkey. *METU Studies in Development*, Vol 29 Iss 1-2, pp. 27-46.
- Beach, D. (1998). *Personnel/ the management of people at work*. Macmillan Publishing Company New York, USA.
- Benjamin Chan Yin-Fahd (2010). *An Exploratory Study on Turnover Intention among Private Sector Employees*. *International Journal of Business and Management*. Vol 5 Iss 8.
- Beyth-Marom, R., Harpaz-Gorodeisky, G., Bar-Haim, A., and Godder, E. (2006). "Identification, Job Satisfaction and Work Motivation among Tutors at the Open University of Israel. *The International Review of Research in Open and Distance Learning*, Vol 7 Iss 2, pp.1-13.

- Brown, S. P. (1996). A metanalysis and review of organizational research of job involvement. *Psychological Bulletin*, Vol 120Iss2, pp. 235-255.
- Busari, A.H., and Mughal, Y.H (2017),“Two Ways Interaction between Lower Order Terms of Left Brain and Right Brain Cognitive Style and Relationship between Satisfaction and Turnover Intention. *International Journal of Information Systems and Social Change(IJISSC)*,Vol 8 Iss 10, pp. 71-83.
- Chua, E. F., Schacter, D. L., and Sperling, R.A. (2008). “Neural correlates of metamemory: A comparison of feeling-of-knowing and retrospective confidence judgments. *Journal of Cognitive Neuroscience*, Vol 21 Iss 9, pp.1751-1765.
- Chung,Y.W., Kim, T (2017) Impact of using social network services on workplace ostracism job satisfaction, and innovative behaviour. *Journal of Behaviour and Information Technology*, Vol 36 issue 12, pp 1235-1243.
- Chughtai, A.A., and Zafar, S. (2006). “Antecedents and consequences of organizational commitment among Pakistani university lecturers. *Applied HRM Research*, Vol 11 Iss 1, pp. 39-64.
- Coffield, F., Moseley, D., Hall, E. and Ecclestone, K. (2004). “Learning styles and pedagogy in post-16 learning: A systematic and critical review”. London: Learning and Skills Research Centre.
- Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 3rd edition. London: Sage.
- Derry, M.A., and Shaw, R. N., (1999), “An investigation of the relationship between employee turnover and organizational culture. *J, Hosp Tourism*, Vol 23,pp. 387-400.
- Dessler, G. (2005). *Human Resource Management*. Pearson Education Inc; India.
- DeVane, S.A., and Sandy, Z. (2003). “Job satisfaction of recent graduates in financial services”, Chen Pirdi University US Department of Labor, Bureau of statistics, Available at: WWW.bls.gov.
- Ghafoor, M.M., (2012), “Role of demographic characteristics on job satisfaction”, *Far East Research Centre*. Vol.6, No.1, pp.30-45.
- Hayes, J. and Allinson, C. W. (1994). “Cognitive style and its relevance for management practice”. *British Journal of Management*, Vol 5, pp. 53 - 71.

- Hayes, J., &Allinson, C. W. (1998). "Cognitive style and the theory and practice of individual and collective learning in organizations". Human Relations, Vol51 Iss7, pp. 847- 871.
- Hewitt, A. (2011), Talent challenges and compensation budget Malaysian, Aon Hewitt Hot Topic Survey, 1-22.
- Judge, T. A., and Klinger, R. (2009), Job Satisfaction Subjective Well-Being at Work.
- Judge, T.A., and Larsen, R.J (2001), "Dispositional Affect and Job Satisfaction: A Review and Theoretical Extension". Organizational Behavior and Human Decision Processes Vol. 86, No. 1, pp. 67–98, 2001. doi:10.1006/obhd.2001.2973.
- June M.L. and Poon, (2004),"Effects of performance appraisal politics on job satisfaction and turnover intention", Personnel Review, Vol. 33 Iss 3 pp. 322 - 334Permanent link to this document: <http://dx.doi.org/10.1108/00483480410528850>
- Kabungaidze, T., and Mahlatshana, N (2013). "The Impact of Job Satisfaction and Some Demographic Variables on Employee Turnover Intentions". International Journal of Business Administration.Vol 4 Iss 1.
- Kao, Y.L., and Chen, C. F. (2015), "Antecedents, consequences and moderators of ambidextrous behaviours among frontline employees". Management Decision, Vol. 54. Iss 8, pp. 1846-1860.
- King, N. (2004). Using templates in the thematic analysis of text, in C.Cassell and G.Symon (Eds.) Essential Guide to Qualitative Methods in Organizational Research. London: Sage.
- Kumar, S., and Nagaraju, K. (2015) Cognitive styles and job satisfaction among high school mathematics teachers. International Journal of Multidisciplinary Approach and Studies, Vol 2 Iss2, pp. 179-185.
- Kyle W. Luthans Brett C. Luthans Noel F. Palmer , (2016),"A positive approach to management education", Journal of Management Development, Vol. 35 Iss 9 pp. 1098 – 1118.
- Leybourne, S., Sadler-Smith, E., (2006)."The role of intuition and improvisation in project management". *International Journal of Project Management*, Vol 24, pp.483–492.
- Lise, S.M., and Judge, T.A. (2004). Employee .attitude and job satisfaction. Human resource management. 43(4):395-407.
- Locke, E.A., and Latham, G.P. (2000). A theory of goal setting and task performance. Prentice Hall, Upper saddle River, N.J.
- Löfström, E. (2000, first published as CD-ROM 2003). Implications of cognitive style for management of ageing human resources (pp. 139–158). In J. Hill, S.
- Armstrong, M. Graff, S.Rayner& E. Sadler-Smith (Eds.) Learning and Cognitive Styles. Conceptions and uses in teaching and learning. University of Sunderland Press.

- Lofstrom, E. (2005), "Intuition and analysis at work, The role of cognitive style in experiences of work context", Helsinki, Finland: Helsinki University Press.
- Luthans, F. (2005). Organizational behavior. McGraw-Hills International Edition.
- Malik, M.E., Nawab, S., Naeem, B., and Danish, R.Q. (2010). "Job Satisfaction and Organizational Commitment of University Lecturers in Public Sector of Pakistan. International Journal of Business and Management, Vol 5 Iss 6, pp. 17-26.
- Marion, K. (2001) Burnout and job satisfaction amongst Victorian secondary school lecturers: a comparative look at contract and permanent employment. Ana Della Rocca and Marion Kostanski. Discussion Paper ATEA Conference. Lecturer Education: Change of Heart, Mind and Action. 24-26 September 2001. Melbourne Australia
- Mating, H, Z. Kelli, N, S. and Angara, M, R (2012). "Do Demographic Variables Moderate the Relationship Between Job Burnout and its Consequences"? Iranian Journal of Management Studies. Vol 5 Iss 1, pp. 47-62.
- Mobley, W. H. (1977), "Intermediate linkages in the relationship between job satisfaction and employee turnover". Journal of Applied Psychology, Vol.62, pp.237-240.
- Mughal, H. Y., and Busari, H. A. (2015), "Moderating intuition effect on cognitive style relationship concerning promotion and turnover intentions among academicians". Sci.Int.(Lahore), Vol. 27, No. 6, pp.6375-6380.
- Mughal, Y.H. Busari, A.H., Qasim, F., Nizamani, Q., Rasool, S., Jalil, F., and Ahmed, Z. (2016), "Synthesizing the theories and models of cognitive style: reviewing the literature". Sci.Int.(Lahore), Vol 28 Iss2, pp. 1463-1468.
- Mughal, Y.H., Busari, A.H., Channa, M.A., Khan, R., Ahmed, Z., Safdar, Z., Naz, H., and Khan, M.U., (2016) "Level of Job satisfaction and turnover intention among academicians. The Social Sciences. Vol 11 Iss7, pp. 1362-1372.
- Naval B, and Srivastava D (2004). "Sectorial comparison of factors influencing job satisfaction in Indian banking sector. Singapore Management Review, Vol 26 Iss 2, pp. 89-99.
- Okpara, J.O., Squillace, M., and Erondue, E.A. (2005). "Gender differences and job satisfaction: A study of university lecturers in the United States. Women in management Review, Vol 20 Iss 3, pp.177-190.
- Oyewobi, L.O., Windapo, A.O., Rotimi, J.O.B., Jimoh, R.A., (2016), "Relationship between competitive strategy and construction organisation performance: The moderating role of organizational characteristics". Management Decision, Vol. 54 Iss 9, pp. 2340-2366.
- Price, J. (2001). Reflections on the Determinants of Voluntary Turnover. International Journal of Manpower Vol 22, pp. 600-624.

- Pante,M.D., (2014) A Collision of Masculinities: Men, Modernity and Urban Transportation in American-Colonial Manila, *Asian Studies Review*, Vol 38 Issue 2, pp 253-273
- Richetin,J., Perugini, M., Adjali, I., and Hurling, R., (2007).“The moderator role of intuitive versus deliberative decision making for the predictive validity of implicit and explicit measures”.*European Journal of Personality*, Vol 21 Iss4, pp. 529-546.
- Robbins, S.P, (2005). *Essential of Organizational Behavior*, 8th editions. Prentice-Hall of India Private Limited New Delhi.
- Rouyn C. and Fuentes, M (2012). *The Influence of Demographics, Organizational Commitment and Burnout towards the Turnover Intentions of Lecturer.*
- Ryun, S. and Lee, Y (2003). *Examining the Role of Management in Turnover: A Contingency Approach.*
- Sadler-Smith, E. (1999a). “Intuition-analysis cognitive style and learning preferences of business and management students - A UK exploratory study”. *Journal of Managerial Psychology*, Vol 14, pp.26-38
- Sadler-Smith, E. (1999b). *Intuition-analysis style and approaches to studying. Educational Studies*,Vol25, pp. 159-173.
- Sadler-Smith, E., Hodgkinson, G. P., and Sinclair, M. (2008). “The role of intuition in entrepreneurial decision-making and behaviour”. *Research on Emotion in Organisations*, pp. 35-55.
- SaifUd Din. (2012), “Job satisfaction of academicians in higher education institutions of KPKPakistan”. Thesis Quataba University.
- Saif-ud-Din, Khair-uz-Zaman, and Nawaz, A. (2010). “Impacts of demographic variables on jobsatisfaction of the academicians in universities of NWFP, Pakistan. *Bulletin of Education and Research*,Vol 32 Iss1, pp. 53-68.
- Sattar, A., Khan, S., and Nawaz, A. (2010). “Predicting JS of executive officers in NWFP, Pakistan. *Gomal University Journal of Research*. Vol 12 Iss 3, pp. 45-61.
- Shah, S., and Jalees, T. (2004). “An analysis of job satisfaction level of faculty members at the University of Sindh”. *Journal of Independent Studies And Research*, Vol 2 Iss 1, pp. 167-192.
- Sokoya, S.K. (2000). “Personal predictors of job satisfaction for the public sector manager (Implications for Management practice and development in a developing economy)”. *The journal of Business in Developing Nations*, Vol 14 Iss 1.
- Spicer, D. P., and Sadler-Smith, E. (2005). “An Examination of the general decision making style questionnaire in two UK samples”. *Journal of Managerial Psychology*, pp. 137-149.
- Stacey,W.M. (1998). *An Examination of factors affecting employees’ satisfaction.* Department of psychology, Missouri western state University.
- Schmidt, S.W., (2009) *Employee demographics and job training satisfaction: the relationship between dimensions of diversity and satisfaction with job training*, *Human Resource Development International*, Vol 12 Issue 3 pp. 297-312.

- Tsigilis, N., Zachopoulou, E., and Grammatik O. V., (2006). "Job satisfaction and burnout among Greek early educators: A comparison between public and private sector employees". Educational Research and Review, Vol 1, Iss 8, pp. 256-261.
- Williams, S., and Sandler, R.L., (1995). "Work values and attitudes: Protestant and Confucian ethics as predictors of satisfaction and commitment". Research and practice in human resource management, Vol 3 Iss 1, pp. 1-13.
- Yamane, T., (1967), "Statistics: An introductory analysis. (2nd ed.) New York: Harper and Row. In Eboh E.C. (2009) social and economic research principles and methods". African Institute for applied economics, (aiae) GRA, Enugu, Nigeria. Pp. 93-99