

Investigating the Mediating Effect of Job Satisfaction Between Workplace Discrimination and Intention to Leave in Information Technology Industry of Punjab, Pakistan

Muhammad Mudasar Ghafoor¹ Yasin Munir² Sadia Saddiqa³ Sajjad Ahmad³

1. Head and Assistant Professor, Department of Commerce, University of the Punjab Gujranwala Campus

2. Assistant Professor, Department of Commerce, University of the Punjab Gujranwala Campus

3. Research Scholar, Department of Commerce, University of the Punjab Gujranwala Campus

4. Visiting Lecturer, Department of Commerce, University of the Punjab Gujranwala Campus

Abstract

Globalization and the attention towards the technology now a day has gained the attention of the young generation to do their higher qualifications in Information Technology (IT) or in computer sciences in order to find the worthwhile and satisfying job in industry of IT. One of the most recent, advanced and the most worthwhile industries presently in the world and in Pakistan is the industry of Information and Technology. Moreover, today there is a major problem in the management of the IT companies in Pakistan. The employee intention to leave from IT firms is in large scale. This study shows the relation between workplace discrimination, job satisfaction and intention to leave of IT professionals in Pakistan. Employees of every IT company from Punjab were asked to response the questionnaire. Sampling technique is Random sampling method in order to conduct this study. This study is based on questionnaire that focuses on workplace discrimination, job satisfaction and intention to leave and some demographic factors. A total number of 225 complete questionnaires were received from IT professionals. After testing the reliability of data through SPSS, the advance statistical technique AMOS 21 was applied to test the hypothesis. The statistical conclusions of this study showed that significant positive relationship between workplace discrimination and intention to leave and there is no mediating effect of job satisfaction between both workplace discrimination and intention to leave. In summary, this study gives suggestion to IT industry to remove discrimination factor to retain their employees in organization.

Keywords: Workplace discrimination, Intention to leave, Job satisfaction, IT industry

1. INTRODUCTION

Some hypothetical studies from organizational behavior and social psychology (Alderfer, Alderfer, Tucker, and Tucker, 1980) give meaningful viewpoint from which the fact of apparent discrimination can be understood. An important study, social identity theory, upholds that people classify others and themselves into separate groups on the bases of some distinct features, for instant demographic factor, geographic factor, etc. Perceived discrimination is a person's own thinking that he or she is treated discriminately, unfair and different from others because of his or her belonging to different class or group of people (Sanchez and Brock, 1996). Moreover, when a person feels that he is not treated well in an organization due to his or her belonging to different class or group, so that person often feels odd and angry, which results the negative behavior towards the work. Perceived discrimination is defined well by the social identity theory, however it is vital to identify that a person's identification with the specific class or group is not restricted to demographic factor and not happen in segregation. People are always trying to stable the competing the demands and the prospects which are based on the membership in their respective organizational and identity group. Intergroup theory and more importantly the embedded intergroup theory, tells that it is vital to believe about grouping of organizational relations, like relations with coworkers, supervisors, and the organization, in order to assess the contact of perceived discrimination (Alderfer and Smith, 1982).

Job is not only the source of income for any person however job is a part of life and helps in social status. Job satisfaction and lives of people are vital parts of wellbeing. The study job satisfaction is strongly related with understanding of micro economics. The relationship between wellbeing and job satisfaction is understood by theory, when quantitative tests are applied a merged image appears. The degree of the relation between wellbeing and job satisfaction, in quantitative studies, differs from a correlation coefficient of 0.16 (Crohan, Antonucci, Adelman, & Coleman, 1989; Susskind, Borchgrevink, Kacmar, & Brymer, 2000) to 0.68 (Van de Vliert & Janssen, 2002). Taylor said that increased wages increases the quality of relation with employers which increases the employee satisfaction and increased productivity. Fisher (2000) proposed that cognitive and affective job satisfaction have various reasons. The reasons are that the cognitive job satisfaction relates with particular features of the job whereas the affective job satisfaction deals with emotional feelings with one's job.

The matter of intention to leave is discussed several times by several researchers and by those who have

practical experience of service and manufacturing firms but less interest is shown to employees of IT sector. It is believed that intention to leave is the result of lower level of job satisfaction. According to Hong, getting rid of training is intention to leave if there is an option of doing so. The term 'get rid' and the term 'option to do so' are important for our discussion. 'Get rid' means anyone is dissatisfied and want to leave however 'option to do so' means there is another opportunity of job for that employee. Mobley proposed that employees must be retained by the organizations because individual employee and the organization both are affected when an employee leaves.

2. LITERATURE REVIEW

2.1. Workplace Discrimination

Some hypothetical studies from organizational behavior and social psychology (Alderfer, Alderfer, Tucker, and Tucker, 1980) give meaningful viewpoint from which the fact of apparent discrimination can be understood. An important study, social identity theory, upholds that people classify others and themselves into separate groups on the bases of some distinct features, for instant demographic factor, geographic factor, etc. Perceived discrimination is a person's own thinking that he or she is treated discriminately, unfair and different from others because of his or her belonging to different class or group of people (Sanchez and Brock, 1996). Moreover, when a person feels that he is not treated well in an organization due to his or her belonging to different class or group, so that person often feels odd and angry, which results the negative behavior towards the work. Perceived discrimination is defined well by the social identity theory, however it is vital to identify that a person's identification with the specific class or group is not restricted to demographic factor and not happen in segregation. Moreover, the features of the membership of a class or a group and the context of the environment, which is the organization, must be regarded as well. Embedded intergroup theory (Thomas and Alderfer, 1989) and the intergroup theory (Alderfer, Alderfer, Tucker, and Tucker, 1980) are related to this concept. Intergroup theory tells two kinds of groups are there in an organization: organizational group and the identity group. For instance, person's identity group includes people with same demography, like sex, race, age, etc., however a person's organizational group includes those people who contribute to a similar task, function or a similar rank in the organization.

2.2. Job Satisfaction

Job is not only the source of income for any person however job is a part of life and helps in social status. Job satisfaction and lives of people are vital parts of wellbeing. The study job satisfaction is strongly related with understanding of micro economics. The relationship between wellbeing and job satisfaction is understood by theory, when quantitative tests are applied a merged image appears. The degree of the relation between wellbeing and job satisfaction, in quantitative studies, differs from a correlation coefficient of 0.16 (Crohan, Antonucci, Adelman, & Coleman, 1989) (Susskind, Borchgrevink, Kacmar, & Brymer, 2000) to 0.68 (Van de Vliert & Janssen, 2002). Below there are references of the studies from where we get the correlation relation in job satisfaction and wellbeing.

2.3. Intention to Leave

This part of study identifies the factors that cause intention to leave in IT firms in developing countries such as Pakistan. Staff is important within and outside of the IT sector. Intention to leave is prompt precursor of turnover behavior of the employee. The matter of intention to leave is discussed several times by several researchers and by those who have practical experience of service and manufacturing firms but less interest is shown to employees of IT sector. It is believed that intention to leave is the result of lower level of job satisfaction (Loi et al., 2006). Getting rid of training is intention to leave if there is an option of doing so. The term 'get rid' and the term 'option to do so' are important for our discussion. 'Get rid' means anyone is dissatisfied and want to leave however 'option to do so' means there is another opportunity of job for that employee. This study is focusing of discrimination and satisfaction of employees and its effect on intention to leave. Johnsrud and Rosser (2002) proposed that employees must be retained by the organizations because individual employee and the organization both are affected when an employee leaves.

2.4. Theoretical Underpinning

2.4.1. Workplace discrimination and Intention to leave

Loyalty of an individual with the organization is dependent on the viewpoint of the individual about the whole organization. Individuals are bonded with the organization psychologically and also they found to be bounded with goals and value resemblance, behaviors and norms used in the organization and likewise to remain in the organization (Mowday, Porter, and Steers, 1982). Maintaining the loyalty in the employees of the organization towards the organization, most importantly minorities and females, is challenge for the organizations now a day. Some suggestions arise that the reason for more intention to leave of females are minorities from big

organizations and succeeding propagation of minority and female owned organizations is these groups' thinking of discrimination in the organization. [Sanchez and Brock \(1996\)](#) analyzed that the effects of perceived discrimination on results of the work in 139 Hispanic men and women employees. [Sanchez and Brock \(1996\)](#) found that perceived discrimination gave to more tension of work which leads to less job satisfaction and more intention to leave the employees with the organization, other than ordinary work stresses, for instance job clashes and vagueness. [Sanchez and Brock \(1996\)](#) also discover that individuals having more acculturation, pay and more experience of job thought as less demographic-based as compared to their corresponding person, may be of equal rank or not, who has less acculturation, pay and less experience of job. Likewise, [Guttek, Cohen, and Tsui \(1996\)](#) discovered that the perceived discrimination in females was bounded to less feeling of power and status on job. [Shellenbarger \(1993\)](#) argued that one-fifth or more minorities are facing perceived discrimination on work field, which leads to the more intention to leave of the employees towards the organization.

2.4.2. Workplace discrimination and Job satisfaction:

Previous studies have explained the consequence of employee thinking and their impacts on HR concerns. Moreover, the fact of perceived discrimination has gained consideration in recent times ([Guttek, Cohen, and Tsui, 1996](#); [Mays, Coleman, and Jackson, 1996](#); [Sanchez and Brock, 1996](#)). For instance, [Guttek, Cohen, and Tsui \(1996\)](#) distinguished the practices of perceived gender discrimination of male psychologists and managers and the female psychologists and managers, who all are mainly from similar race. Both genders, male and female, perceived that the females gain more gender discrimination on males. Moreover, females perceive on the bases of negative results, like work clashes, more time spent on that particular task for which one is going to be paid for, however men do perceive from these variables but a little. Employee's attitude depends on satisfaction of the job and loyalty to the organization which are affected by perceived discrimination. Job satisfaction is enjoyable and positive state of mind from the job and the appraisal of a person's job and experiences on job ([Locke, 1976](#)). [Jayaratne \(1993\)](#) gives wide literature review on satisfaction of the job and discover that superfluity of research is in this phenomenon, but there is less amount of research on the factor of race in perceived discrimination, both generally and specifically. Due to the lack of research related to race, job satisfaction and perceived discrimination, there is also dearth of consent among researchers too on the effect of these variables on satisfaction of the job ([Cox and Nkomo, 1993](#); [Jayaratne, 1993](#)).

2.4.3. Job Satisfaction and Intention to Leave:

Intention to leave (ITL) has negative outcomes on IT firms. However, explanation of issue regarding intention to leave has vital worth in developing countries such as Pakistan. Pakistan's economy is already not in order because of political instability as well as terrorism so the economy is not in position to bear more losses like intention to leave. Khan et al. focused on public IT firms which are in little bit competition as compared to private IT firms in Pakistan. Both public and private sector IT sectors are harmfully affected by intention to leave. [Iqbal and Waseem \(2012\)](#) proposed that more employee turnover is due to lack of management, lack of co-worker relation, lack of relation between employees and the employer and poor working conditions. Intention to leave affects the performance of the organization. Only the employees do not face the loss due to intention to leave, it affects employees as well as organization too. [Fatima and Rehman \(2012\)](#) had done a study in Islamabad and Rawalpindi which gives results that the relation between job satisfaction and intention to leave is negatively correlated. [Rehman et al. \(2008\)](#) has also conducted a study in Pakistan, this study also results that the relation between job satisfaction and intention to leave is negatively correlated. According to Malik et al., higher level of job satisfaction leads to more dedication with the organization which leads to lower level of intention to leave in employees. [Ahmad et al. \(2010\)](#) study also results that lesser the job satisfaction more the intention to leave in employees. So, it is concluded that in IT sector of Pakistan job satisfaction plays an important role in determining the intention to leave.

2.4.4. Workplace discrimination and intention to leave with mediation of job satisfaction:

Past studies suggest that the employees of an organization can face the discrimination at many levels ([Waters, 1994](#); [Watts and Carter, 1991](#)). Sexism and racism can be marked at individual level by actions and verbal words of the employees and the managers. Moreover, racism refers to a situation in which racism is natural and policies of racist and processes may be marked in delicate and in accidental ways ([Essed, 1991](#); [Shull, 1993](#)). Racism in an institution is more harmful than incidents in an organization or individual relations due to its stable and invasive nature ([Essed, 1991](#)). The theoretical structure that contains several levels of racism which has been discuss in the past studies. Moreover, the pragmatic research that analyzes these levels concomitantly. In this study the consequences of these levels of perceived discrimination on the behaviors and attitudes are analyzed. [Fisher \(2000\)](#) proposed that cognitive and affective job satisfaction have various reasons. The reasons are that the cognitive job satisfaction relates with particular features of the job whereas the affective job satisfaction deals with emotional feelings with one's job. Likewise, [Scarpello and Cambell \(1983\)](#) both are agreed that affective job satisfaction is not collection of cognitive job satisfaction. [Judge and Ilies \(2001\)](#) both proposed that affective job satisfaction is not manipulated by non-work related effects. However, non-work related effects are part of cognitive job satisfaction. [Schleicher, Watt and Greguras \(2004\)](#) and [Whitman et al. \(2010\)](#) proposed

that if features of cognitive and affective job satisfaction merge then there is increase in job satisfaction.

Zhou and Volkwein(2003)studied employees and give seven reasons of intention to leave, which are amiability of co-workers, capability of head, negative organization environment, research facilities, non-competitive pay, opportunities of promotion and coaching work overload. They also proposed that the organizations have to face the cost of recruiting new employees. Kwak et al. (2010) proposed that newly recruited employees brings in new ideas and innovation beside that, unexpected cost is faced by the IT firm if there are no returns generated, research program and the financial issues in 'it firm.It is concluded as many factors cause job satisfaction and job dissatisfaction; this is significant factor relation intention to leave.

2.5. Conceptual framework

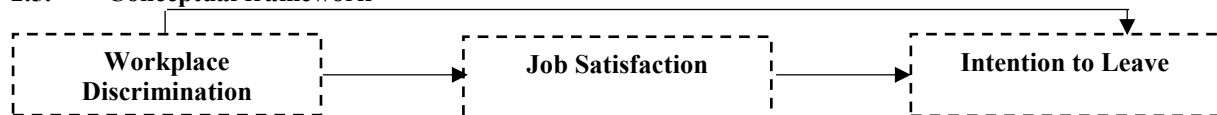


Figure 1:Conceptual Framework

2.6. Hypotheses

- H₁:There is significant positive relationship between Workplace discrimination and intention to leave.
- H₂:There is insignificant negative relationship between Workplace discrimination and Job satisfaction.
- H₃:There is significant negative relationship between Job satisfaction and Intention to leave.
- H₄:There is significant relationship between workplace discrimination and Intention to leave with mediating effect of Job satisfaction.

3. METHODOLOGY

3.1. Design and Sample

In order to get the vital information for the study, data is collected by quantitative way (by getting filled the questionnaires from the sample). A review questionnaire is prepared in order to identify the relation between intention to leave the job and the discrimination in the workplace. The entire questionnaire is divided into several sections. Section A includes demographic information like age, sex, marital status, job theme, class, qualification, etc. Section B contains the information about workplace discrimination, whereas Section C contains the information about job satisfaction and Section D contains the information about intention to leave the job.A formula or a plan to get the sample from the population prior to get any data for the study is known as sampling design. Sampling is the procedure to use little figure of items or a fraction of the entire population in order to get the results about the entire population whereas sampling design is the process or planning to get sample from entire population prior to get any data for the study. Targeted population for this study is IT firms of Punjab, Pakistan. There are total 1141 IT firms are registered in Pakistan from which 393 are in Karachi and 337 are in Lahore so, those 337 companies which are located in Lahore are the target population for this study.

Table 1: Demographic Information

Demographic	Demographic Features	Frequency	Percentage
Age	20-30	13	5.8
	31-40	53	23.6
	41-50	113	50.2
	51 or greater	46	20.4
	Total	225	100.0
Gender	Male	168	74.7
	Female	57	25.3
Marital status	Married	104	46.2
	Single	121	53.8
	Total	225	100
Sector	Public	61	27.1
	Private	164	72.9
	Total	225	100.0
Establishment size	Less than 100 employees	71	31.6
	101-500 employees	154	68.4
	501-1000 employees	0	0
	More than 1000 employees	0	0
Job tenure	Less than one year	180	80.0
	1-5 years	45	20.0
	6-10 years	0	0
	10 or above	0	0
	Total	225	100.0
Monthly salary	Less than Rs. 30,000	180	80.0
	Rs. 30,001- Rs. 60,000	14	6.2
	Rs.60,001-Rs. 90,000	31	13.8
	More than Rs.90,000	0	0
	Total	225	100.0

4. DATA ANALYSIS AND FINDINGS

4.1. CFA of Instruments

Table 2: Fit Indices

Statistics	Fit Indices	WD	JS	ITL
Absolute Fit	χ^2	10.52	.000	.000
	DF	3	0	0
	CMIN/DF	3.507	0	1
	GFI	.982	1	1
	RMR	.018	1	1
	RMSEA	.010	1	1
Incremental Fit	NFI	.965	1	1
	TLI	.915	1	1
	CFI	.974	1	1
Parsimony Fit	AGFI	.909	1	1

WD= workplace discrimination; JS= job satisfaction; ITL= intention to leave

In order to test the theoretical models, the variables which are processed are checked that weather they are suitable or not. By using AMOS 21, each variable is processed by the confirmatory factor analyses. The conclusion of Confirmatory Factor Analysis (CFA) explains that the values are in the suitable ranges excluding some standard errors (Byrne, 2001). The data is well with the factor structure and all is well which explains the related criterion with χ^2 =Chi-square; CMIN= Minimum Chi-square; GFI= Goodness of fit index; CFI= Comparative Fit Index; AGFI= Adjusted Goodness of Fit Index; RMR= Root Mean Square Residual; RMSEA= Root Mean Square Error of Approximation; DF= Degree of Freedom; NFI= Normed Fit Index and TLI= Tucker Lewis Index

Table 3: Result of CFA

Items	FL	AVE	CR
Workplace Discrimination			
WD1	.76		
WD2	.79		
WD3	.32		
WD4	----		
WD5	----	.87	.95
WD6	----		
WD7	.64		
WD8	.47		
WD9	----		
Job Satisfaction			
JS1	.70		
JS2	.63	.79	.89
JS3	.38		
Intention to Leave			
ITL1	.97		
ITL2	.60	.80	.93
ITL3	.57		

*FL= factor loading; AVE= average variance extracted; CR= construct reliability;
 Italic and bold items are excluded in confirmatory factor analysis*

Table 2 explains that attestation was done of Confirmatory factor analysis of single factor of model of workplace discrimination (nine items), job satisfaction (three items) and intention to leave (three items) were computed on single factor separately for each variable. Those factors were removed which have factor loading under .30 after designing every item and some of the remaining were correlated as alteration indices guide. Table 2 explains that the conclusions of one factor model were very good whereas the range of the Chi square value was also excellent. After the comparison of the well indices in every model, single factor model was chosen for the analysis of further analysis of workplace discrimination, job satisfaction and intention to leave which is based on Chi square variation test. .32 to .79, .38 to .70 and .57 to .97 respectively are the ranges of the standardized factor loadings in case of the factor models. These ranges are reasonable and achieved the standards to retain the items.

4.2. Correlation Analysis

Table 4: Correlation Analysis

Variables	Mean	SD	WD	JS	ITL
WD	3.98	.350	1		
JS	1.76	.193	-.151*	1	
ITL	4.11	.507	.535**	-.434**	1

SD= standard deviation; WD= workplace discrimination; JS= job satisfaction; ITL= intention to leave

In order to find the moment correlation of Pearson, researcher must have to use the data accusation technique in order to find out the mean value of every construct. In the past researches, the researchers had calculated the average values by SPSS (Laschinger and Grau, 2012; Nixon, Yang, Spector and Zhang, 2011; Campana and Hammoud, 2013) however in this research AMOS 21 is applied to implicate the data. Correlation values of intention to leave, workplace discrimination and job satisfaction is explained in the following table 4. The greater part of the respondents who filled the questionnaires was agreed because workplace discrimination got mean value of 3.98 close to 4 and the workplace discrimination got .350 value of the standard deviation that means there is 35% variation in the responses. Workplace discrimination is significantly correlated ($r = -.151^*$, $.535^{**}$) with job satisfaction and intention to leave at $P < .05$ and $P < .01$ respectively. The mean value of the job satisfaction is 1.76 which is close to 2 which means that the greater part of the respondents who filled the questionnaires were disagree and the standard deviation of the job satisfaction is .193 which means there is 19.3% variation in the responses. However, job satisfaction and intention to leave are negatively significantly correlated ($r = -.434^{**}$, at $P < .01$) with each other. Next, 4.11 that is close to 4 is the mean value of the intention to leave which means that the greater part of the respondents who filled the questionnaires were agree and the standard deviation of the intention to leave is .507 which means that there is 50.7% variation in the responses. However, the intention to leave is significantly correlated ($r = .535^{**}$, $-.434^{**}$) with workplace discrimination and the job satisfaction at $P < .01$ respectively.

4.3. Structural Equation Modeling

4.3.1. Direct Effect

Table 5: Standardized Estimates of Direct Effects

Indications of relationship of variables			Standardized Estimate	S.E.	C.R.	P	Results
ITL	<---	WD	.480	.075	9.281	***	Significant
ITL	<---	JS	-.361	.136	-6.976	***	Significant

Table 5 explains the consistent direct effects between the workplace discrimination and satisfaction from the job on intention to leave in IT experts. Significant direct effect of Workplace discrimination on intention to leave is ($\beta = .48$; $P < .05$) and Job satisfaction on Intention to leave ($\beta = .36$; $P < .05$). All hypothetical direct impacts are calculated in order to test whether the first assumption of mediation fulfills or not. By Barron and Kenny (1986), first assumption of mediation analysis is, in order to carry on the examination of mediation there must be a significant direct relation in all exogenous and endogenous variables. So, in this study a model with all the direct impacts are examined and also statistically good well.

4.3.2. Indirect Effects

Table 6: Standard Estimates of Path Analysis

Indications of relationship of variables			Standardized Estimate	S.E.	C.R.	P	Results
JS	<---	WD	-.151	.036	-2.286	.022	Insignificant
ITL	<---	JS	-.361	.136	-6.976	***	Significant
ITL	<---	WD	.480	.075	9.281	***	Significant

In this study, by using structural equation modeling all the direct impacts were explored then job satisfaction was included in between the relation of Workplace discrimination and Intention to leave as mediator. Table 6 explains that when attestation of job satisfaction was done in the relation between Intention to leave and Workplace discrimination, the direct relation between Workplace discrimination and Intention to leave was significant ($\beta = .48$; $P < .05$). Table 6 explains that when attestation of Job satisfaction was done in the between the relation between Intention to leave and Workplace discrimination, the direct relation between Workplace discrimination and Job satisfaction was also insignificant ($\beta = -.15$; $P < .05$). According to the result, no mediating impact is there between job satisfaction and Workplace discrimination and Intention to leave. However, Table 6 explains that when attestation of job satisfaction was done in the relation between Intention to leave and Workplace discrimination, the direct relation between Workplace discrimination and Intention to leave was significant ($\beta = .48$; $P < .05$). According to the results, incomplete mediation illustrates that there is incomplete mediating impact between job satisfaction and the relationships of Workplace discrimination as well as Intention to leave in IT experts from IT firms. Results show significant positive relation between Intention to leave and Workplace discrimination ($r = .535^{**}$; $P < .05$). The decision of hypothesis, it is in favor or not, favor depends on the conclusions of structural equation modeling. SEM is based on utmost probability of approximations which is well thought-out more consistent to construe the consequences of causal relations. Table 4.10 explains a significant positive standardized approximation ($\beta = .480$; $P < .05$) in Intention to leave and Workplace discrimination. The results are in favor of the hypothesis of the researcher. There is a significant positive relation in Intention to leave and Workplace discrimination. Workplace discrimination is in negative link and significantly correlated ($r = -.151^{*}$; $P < .05$) with Job satisfaction. The conclusions of consistent estimates maintain the researcher's hypothesis and originate an insignificant negative relationship in Intention to leave and Workplace discrimination ($\beta = -.072$; $P < .05$). The hypothesis of the researcher is that a significant positive relation in Intention to leave and Job satisfaction. The conclusion of Pearson's moment correlation explains that there is a significant relation in Intention to leave and Job satisfaction ($r = -.434^{**}$; $P < .01$) however in table 4.10 the conclusions of consistent approximations explains significant relation in Intention to leave and Job satisfaction ($\beta = -.361$; $P < .05$). The results are in favor of the researcher's hypothesis. The researcher conjectures the mediating impact of between the relation of workplace discrimination and job satisfaction as well as intention to leave. There is a weak relation between Workplace discrimination and the Job satisfaction according to the correlation results ($r = -.151^{*}$; $P < .05$) however significant correlation is in intention to leave and the Workplace discrimination ($r = .535^{**}$; $P < .01$). In order to examine the mediating impact, the researcher applied SEM by AMOS 21. Table 4.10 explains that there is no mediating impact of between job satisfaction between workplace discrimination and intention to leave. Therefore, the hypothesis of the researcher is not in favor.

5. DISCUSSION AND CONCLUSIONS

Currently, there is short fall of empirical studies which are recognized the intentions to leave of IT experts in Pakistan. The objective of current study was to evaluate the strong point of job satisfaction and workplace discrimination which become reasons to intention to leave of IT experts in Pakistan. Job satisfaction hasn't appeared the same regulate across employees whose job perspective varied considerably (Watson et al., 2007).

Current study has conducted for employees in IT industry, so the study hasn't had an effect on by the employee's different job perspectives. From the examined data researcher had completed the key imminent of current survey. There is significant negative link in job satisfaction and workplace discrimination on intention to leave of IT experts in Pakistan. Job satisfaction is negatively related to intention to leave and actual turnover (Hinshaw et al., 1983; Irvine & Evans, 1995; Price & Mueller, 1981). With focus on the viewpoint usage in the examination, the development and effects of the intention to leave, the objective of this part is to assess and talk about the research methodology. How intention to leave with job satisfaction mediator is effected by workplace discrimination in IT experts is visibly explained in current study. Current research pointed out that workplace discrimination has negative effect on job satisfaction and has positive impact on intention to leave in IT experts in Pakistan. In absence of discrimination on demographic basis like gender, age or work experience in IT experts, there will be more job satisfaction and a smaller amount intention to leave proportion in IT industry.

Working environment pays attentions to effects of workplace discrimination on intention to leave attitudes and behaviors and job satisfaction. Molding attitudes and behaviors of the employees are the duty of the leader. The opinion of the employee about workplace is also molded by a leader (Aryee et al., 2007). There is less intention to leave in IT experts when their leader has great leadership style. Demographic discrimination creates less job satisfaction which leads to higher employee turnover among IT employees in Pakistan. Presently in Pakistan, numbers of IT professionals are increasing every year, so, the numbers IT firms are also increasing which leads intention to leave in IT employees because IT employees have many other choices of doing job in other companies. The objective of the current study is to analyze the impact of workplace discrimination on the intention to leave along with the mediating impact of job satisfaction. Effect of workplace discrimination and level of job satisfaction directs towards the decision that to carry on the job or leave the job. There is a negative relation between the workplace discrimination and the job satisfaction of the employee. When there is more discrimination in job then there will be less job satisfaction in the job. The employees are discriminated from the job and they decide to leave the organization. To investigate the relationship of workplace discrimination and intention to leave the researcher adopted the questionnaire containing 9 items of workplace discrimination and 3 items of intention to leave. The questionnaire was filled by 225 respondents from IT professionals. After entering data in SPSS and AMOS 21, the analysis shows significant positive relationship between workplace discrimination and intention to leave, this supports the researcher's hypothesis.

To examining the relationship of workplace discrimination and job satisfaction, the researcher adopted 3 items questionnaire of job satisfaction. The respondents from IT industry show negative behavior towards workplace discrimination and job satisfaction. The results show that there is insignificant negative relationship between workplace discrimination and job satisfaction, which supports the hypothesis. Investigating the relationship of job satisfaction and intention to leave, researcher adopted 3 items questionnaire of both variables. The results show, from respondents, significant negative relationship between job satisfaction and intention to leave. Therefore, more the job satisfaction, the less intention to leave will be. The results support the hypothesis. To investigate the mediating effect of job satisfaction between workplace discrimination and intention to leave, the researcher used the AMOS 21 for analyzing the responses. The results show that there is no mediation of job satisfaction among workplace discrimination and intention to leave. The results do not support the hypothesis of researchers.

5.1. Limitations

To understand the results of the current study, there are some limitations which must be considered. Limited sample size of IT experts from IT industry were selected due to lack of time and resource. Large sample size is used for deep analysis which can be done in future in other countries. Young generation is concerned in field of Information Technology and they search for better opportunities for them. Doing research in Pakistan, in Punjab specifically is an issue because Pakistan is not a developed country. People in Pakistan are not educated and there is lack of resources deep, better and large scale research. In order to study the entire province, even financial resources are also required. Research is done according to the ethics of the research and in the data collection procedure. The element of biasness may be present there in research due to security concerns. However, this study has some limitations but the results of this research are durable and reliable. The following part explains the future course of the study.

5.2. Recommendations:

According to the findings of this research and the research problem, researcher has recommended some recommendations in order to reduce the intention to leave among IT employees from their organizations. According to hypothesizes, between job satisfaction and intention to leave of IT professionals, there is significant negative relation. It is vital that the job satisfaction factors of the employees must be identified by the IT organization and take steps to decrease the employee's dissatisfaction. Deep recognition of job satisfaction factors is vital since these factors possibly affect every employee in various strengths. Some issues can resolve

without any difficulty. Actions must be taken by IT firms in order to provide viable compensation with market, taking proposals from employees, recognize their competencies and verify the possibility of applying those IT firms.

5.3. Future directions of the study

Although accepting the limitations of this study, this thesis gives the causes of intention to leave in Punjab, Pakistan. However, this is first study at large scale in Punjab, Pakistan. So, this study might be named as a first stride in IT sector for future research. Recommendations for future research that this research can be done for some other reasons which can be the reason of intention to leave for instance, workplace discrimination or better job opportunity. This study focuses on the entire sample of IT experts within the Punjab. Those factor which leads to more intention to leave in women and which can be measured that can be taken to decreased intention to leave among IT experts. We noticed the behavior respondents which collection of the data, the expressions (verbal and nonverbal), the way they talk, they all were aggressive, irritate sad, and having lack of trust due to discrimination. Thus there is less job satisfaction in their job. Finally, this study can be extensive outside the Punjab province. Having the list of IT companies of other three provinces could make the research easy. So, in this case the results of the research of other provinces and results of Punjab can be compared.

REFERENCES

- Ahmed, I., Nawaz, M. M., Iqbal, N., Ali, I., Shaukat, Z., & Usman, A. (2010). Effects of motivational factors on employees job satisfaction a case study of University of the Punjab, Pakistan. *International Journal of Business and Management*, 5(3), 70.
- Alderfer, C. P., Alderfer, C. J., Tucker, L., & Tucker, R. (1980). Diagnosing race relations in management. *The Journal of Applied Behavioral Science*, 16(2), 135-166.
- Alderfer, C. P., & Smith, K. K. (1982). Studying intergroup relations embedded in organizations. *Administrative Science Quarterly*, 35-65.
- Aryee, S., Chen, Z. X., Sun, L. Y., & Debrah, Y. A. (2007). Antecedents and outcomes of abusive supervision: test of a trickle-down model. *Journal of Applied Psychology*, 92(1), 191.
- Byrne, B. M. (2001). Structural equation modeling with AMOS, EQS, and LISREL: Comparative approaches to testing for the factorial validity of a measuring instrument. *International journal of testing*, 1(1), 55-86.
- Cox, T., & Nkomo, S. (1993). Race and ethnicity. *Handbook of organizational behavior*, 205-229.
- Crohan, S. E., Antonucci, T. C., Adelman, P. K., & Coleman, L. M. (1989). Job characteristics and well-being at midlife: Ethnic and gender comparisons. *Psychology of Women Quarterly*, 13(2), 223-235.
- Essed, P. (1991). *Understanding everyday racism: An interdisciplinary theory* (Vol. 2). Sage.
- Fatima, G., & Rehman, W. (2012). Impact of Role (Ambiguity and Conflict) on Teaching Assistants' Satisfaction and Intention to Leave: Pakistani HEIs. *International Journal of Business and Management*, 7(16), 56.
- Fisher, C. D. (2000). Mood and emotions while working: Missing pieces of job satisfaction. *Journal of organizational behavior*, 21(2), 185-202.
- Gutek, B. A., Cohen, A. G., & Tsui, A. (1996). Reactions to perceived sex discrimination. *Human relations*, 49(6), 791-813.
- Hinshaw, A. S., Gerber, R. M., Atwood, J. R., & Allen, J. R. (1983). The use of predictive modeling to test nursing practice outcomes. *Nursing Research*, 32(1), 35-42.
- Iqbal, M., & Waseem, M. A. (2012). Impact of job stress on job satisfaction among air traffic controllers of civil aviation authority: An empirical study from Pakistan. *International journal of human resource studies*, 2(2), 53.
- Irvine, D. M., & Evans, M. G. (1995). Job satisfaction and turnover among nurses: integrating research findings across studies. *Nursing research*, 44(4), 246-253.
- Jayaratne, S. (1993). The antecedents, consequences, and correlates of job satisfaction. *Handbook of organizational behavior*, 111, 40.
- Johnsrud, L. K., & Rosser, V. J. (2002). Faculty members' morale and their intention to leave: A multilevel explanation. *The Journal of Higher Education*, 73(4), 518-542.
- Judge, T. A., Parker, S., Colbert, A. E., Heller, D., & Ilies, R. (2001). Job satisfaction: A cross-cultural review. *Handbook of industrial, work and organizational psychology*, 2, 25-52.
- Kwak, C., Chung, B. Y., Xu, Y., & Eun-Jung, C. (2010). Relationship of job satisfaction with perceived organizational support and quality of care among South Korean nurses: A questionnaire survey. *International Journal of Nursing Studies*, 47(10), 1292-1298.
- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*, 1, 1297-1343.
- Loi, R., Hang - Yue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational

- commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79(1), 101-120.
- Mays, V. M., Coleman, L. M., & Jackson, J. S. (1996). Perceived race-based discrimination, employment status, and job stress in a national sample of Black women: Implications for health outcomes. *Journal of Occupational Health Psychology*, 1(3), 319.
- Mowday, R. T., Porter, L. W., & Steers, R. (1982). Organizational linkage: the psychology of commitment, absenteeism and turnover. *New York, NY.: Academic Press. NHS Information centre (2008). Statistics/Data Collections-Prescriptions, available from www. ic. nhs. uk. Accessed, 10(3), 2008.*
- Price, J. L., & Mueller, C. W. (1981). A causal model of turnover for nurses. *Academy of management journal*, 24(3), 543-565.
- Rahman, A., Naqvi, S. M. M. R., & Ramay, M. I. (2008). Measuring turnover intention: A study of it professionals in Pakistan. *International Review of Business Research Papers*, 4(3), 45-55.
- Sanchez, J. I., & Brock, P. (1996). Outcomes of perceived discrimination among Hispanic employees: is diversity management a luxury or a necessity?. *Academy of Management Journal*, 39(3), 704-719.
- Scarpello, V., & Campbell, J. P. (1983). Job satisfaction: Are all the parts there?. *Personnel psychology*, 36(3), 577-600.
- Schleicher, D. J., Watt, J. D., & Greguras, G. J. (2004). Reexamining the job satisfaction-performance relationship: the complexity of attitudes. *Journal of applied psychology*, 89(1), 165.
- Shellenbarger, S. (1993). Work-force study finds loyalty is weak, divisions of race and gender are deep. *Wall Street Journal*, 3, B1.
- Susskind, A. M., Borchgrevink, C. P., Kacmar, K. M., & Brymer, R. A. (2000). Customer service employees' behavioral intentions and attitudes: An examination of construct validity and a path model. *International Journal of Hospitality Management*, 19(1), 53-77.
- Thomas, D. A., & Alderfer, C. P. (1989). The influence of race on career dynamics: Theory and research on minority career experiences. *Handbook of career theory*, 133, 158.
- Van de Vliert, E., & Janssen, O. (2002). "Better than" performance motives as roots of satisfaction across more and less developed countries. *Journal of Cross-Cultural Psychology*, 33(4), 380-397.
- Volkwein, J. F., & Zhou, Y. (2003). Testing a model of administrative job satisfaction. *Research in Higher Education*, 44(2), 149-171.
- Waters, M. C. (1994). Ethnic and racial identities of second-generation Black immigrants in New York City. *International Migration Review*, 795-820.
- Watson, A. M., Thompson, L. F., & Meade, A. W. (2007). Measurement invariance of the job satisfaction survey across work contexts. In *22nd Annual Meeting of the Society for Industrial and Organizational Psychology, New York*.
- Watts, R. J., & Carter, R. T. (1991). Psychological aspects of racism in organizations. *Group & Organization Management*, 16(3), 328-344.
- Whitman, D. S., Van Rooy, D. L., & Viswesvaran, C. (2010). Satisfaction, citizenship behaviors, and performance in work units: A meta - analysis of collective construct relations. *Personnel psychology*, 63(1), 41-81.