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Keywords : *demographics (age, gender, marital status, designation and educational level), it, heist, academicians.*

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Abstract - The main objective of this 'Review Article' was to determine the demographic impact on the Intention to leave of academicians in the higher educational institutions of the developing countries (DCs). The development and achievements of any institution generally depends upon its workforce. So that, ITL is the major challenge for HEIs and has some lasting effects in this regard. It is vital for the education sector to have information of the impact of some demographic variables on the employee's ITL for the improvement in the professional and academic status of the academicians. Employee's ITL is one of the major concerns for HEIs among many others. Number of studies has already been conducted to recognize the various dimensions of the ITL. The purpose of the current research is to investigate the impact of demographic variables on the ITL among the academicians. In this study, we developed a "Theoretical Framework", in which the demographics (age, gender, marital status, qualification, designation, department, domicile and experience) were the independent variables and intention to leave was the dependent variable. Later on, it will be used as a Research Model in the experimental study. ITL, among the professionals, related with the higher education, can have significant consequences for the universities in many respects. It may result in the discontinuity in the academic activities, rescheduling of vacancies produced regarding their advertisements, budgetary allocations, legalities etc. Thus the whole phenomenon, resulting from the ITL, may change the chemistry of the entire professional environment of the institution.

Keywords : demographics (age, gender, marital status, designation and educational level), it, heist, academicians.

I. Introduction

In the age of globalization, intention to leave is a dilemma, persistently faced by the organizations at every level. Employee's intention to leave is a grave issue particularly in the field of HRM. It is very costly for an organization and the cost is due to termination, advertisement, recruitment, selection, and hiring of the employees. After an employee leaves the organization, the working aptitude of the remaining employees to fulfill their tasks may be affected. Employees who are contented are more expected to be loyal to their organizations and with a decreased level of intention to leave the job (Benjamin et al, 2010). Switchovers, in this regard, have become a core problem for the higher educational institutions. The reason behind is the availability of better jobs for the skilled and the experienced employees. Monetary benefits and associated privileges in this regard play a motivating role. Some distinguishing indicators related with the ITLs and the resulting Switchovers, especially in the weak professional groups has been sorted out in this research (Husain & As if, 2012).

Organizations must find prolific employees and make them professionally stable in all respects. Moreover, an employee's intention to leave incurs costs because an organization needs to invest more capital on recruiting and training of the new employees. In addition, the swapping also incurs costs under different heads, which includes the provision of favorable working environment with autonomy, competitive pay package and fringe benefits during and after the professional career (Sanyo & Lee, 2003). On the part of the employee, the Intention to leave reflects a mindset when he/she makes a decision to leave the job. This phenomenon manifests their psychological approach which is built-up with the course of time which leads them to quit their existing jobs for the reasons discussed in this research (Jacobs & Rood, 2007). A switchover refers to leave the organization for good. However on the other hand, the organizational commitment and the personal attributes influence the switchovers of the employees (Rouyn & Meme, 2012).

High expectations accompany along the employee, the moment he/she commences their job. On their part, the feelings and behaviors are directly related with the realities and prospects of the profession they step in. Employees become emotionally involved with their institutions when their prior expectations have been fulfilled. After joining the institution, the members start realizing whether the institution has fulfilled the agreement which affects their behaviors and approaches towards the institution. In this context, there are three prior factors those which culminate at the switchovers; wish to quit, seriously thinking about quitting and the intention to leave (Enzi Chang, 1999).

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Intention to leave is one of the vital issues discussed in the organizations across the globe. The researchers have carried out many researches to curtail the level of Intention to leave to bring down the graph of negative consequences faced by the organization (Iran Mali, 2010).

Workplaces are like a community where the workers consistently interact with each other at every level professionally. The excellence among the employees influences both the working association and the employee's behavior mutually. Some of them, those who attain more skill and the insight, become the favorite for the employers. From here, the clash of interests starts among the employees. Consequently, the graph of organizational commitment gradually comes down among those who lack the favors. Faculty switchovers and maintenance are primary concerns for the universities across diverse disciplines equally in the nationwide and worldwide backgrounds. Though there have been a lack of literature concerning this problem in the national framework, still this issue have been thoroughly studied and analyzed globally (Louisa & Sana, 2012). Individuals join an institution with their own occupational strategy and would be paying attention to the present institution if the working environment of the institution is conducive regarding their professional requirements. In addition, individuals will become more involved in the institution if they possess stronger career aspiration. This entails that the feelings of individuals in the direction of their career may have an effect on their attitudes toward their institution because individuals are following their career in their present organization and because the current institution does not have to be the only one that they will be working for in the future (Enzi Chang, 1999).

a) Definition

Intention to leave can be defined as an employee's own assessment to quit an organization willingly. When switchovers rate increase in an organization, it will diminish its reputation and raise the cost of rehiring new employees (Liu et al, 2010). Switchover is a common factor in the life cycle of any organization and Intention is one of the reasons for employees to leave the organization. The ITL of skilled labor harms the organizations in terms of excessive costs. ITL is the outcome of occupational forces and pressures that an employee may experience at their work places, which make his/her intention to leave. ITL is a combination of three types of exhaustion such as physical, mental and emotional that leads the employee to switchover. Switchover can be classified as voluntarily and involuntary. When employees makes a decision to leave the organization on their own preference, is called voluntarily switchovers whereas, when an organization fires an employee is called involuntary switchovers (Mali et al, 2010). Intention to leave can be defined as how long an employee is enthusiastic to continue in an organization (Basher & Said, 2012).

Unlike the other behaviors at the place of work, intention to leave indicates a breach in the association between the employee and the organization. This separation incurs an important sum of costs to the organization and to the employees as well. Costs of leaving may comprise the opportunity costs, costs required for re-selection, re-training and weaken the level of self-esteem of the remaining employees. These costs would turn out to be even graver when the organization loses valuable employees in terms of their commitment. As a result, a deep analysis of intention to leave in relation with commitment and demographics is direly needed (Enzi Chang, 1999). This study considers voluntary switchover, influenced by the demographics. Here the employee wishes to leave the organization on his own preference. Furthermore, the monetary benefits and bright future prospects also act as scapegoats for switchover. Therefore, the identification and comprehension of the antecedents of intentions to leave plays a pivotal role in reducing the magnitude of switchovers (Desks & Shaw, 2001).

b) Impacts of Demographics on Academicians

The variables; demographics, Intention to leave and organizational commitment are directly related with switchovers. This indicates that each of these variables connecting with switchover affects the employee's thinking that whether to continue or leave the organization. Employees would think about staying in the organization in particular if they experience lesser ITL and more the idea that organization requires his/her support and contribution (Rouyn & Meme, 2012). Though, the effect of demographic factors on the Intention to leave is cultural bound yet the experimental research about the influence of personal factors on the employee's switchover tendency is limited at the global level. Another prospective limitation of this study includes the scope of the research. The study aims to investigate the relationship between demographic factors of the faculty that leads to faculty Intention to leave. This study also focuses to examine the association between demographic backgrounds of the respondent as independent and intention to leave as dependent variables (Irbil et al, 2011).

Switchover is a grave issue particularly in the field of Human Resource Management in respect of high costs. The price of switchover comprises the cost of recruitment and selection new employees. The main objective of the study is to determine the influence of demographic indicators upon the intention to leave. Intention to leave, if ignored, will cost much to the organization, directly and indirectly. Predictors such as demographic characteristics like age, gender, designation, academic qualifications and marital status affects the intention to leave. Switchovers, on the other

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hand, contribute remarkably to the level of intent to leave. As a result, in identifying these predictors of intention to leave, the administrators must perceive and plan a comprehensive program in anticipation. These measures will soften the process of turnovers and reduce the burdens on the part of the organization (Rouyn & Meme, 2012).

i. *Designation*

The phenomenon of deciding a position for a particular profession or giving it a particular rank is called designation. Research needs to investigate the special effects of demographic variable like Job Designation (Lecturer, Assistant professor, Associate Professor, Professor) and University status (public or private), which can also directly or indirectly influence the intention to leave of faculties in higher educational institutions (Irbil et al, 2011). The person who achieves the higher degree starts aspiring for the higher designation, he is working. If the organization fails to elevate his professional status then the phenomenon of intention to leave starts from this point and culminates at the switchovers. The higher designation brings along higher salary, furnished accommodation, better health facilities and other fringe benefits. Research reveals that the persons with all these benefits accorded by the employer are highly committed due to obvious restraints. The responsibilities also increase with the higher designation regarding research and teaching in the universities. The organization in this regard has to facilitate the person accordingly to avoid ITLs.

ii. *Qualification*

An excellence or achievement that makes somebody appropriate for a particular job or task is stated as qualification. Several studies pointed out that individual with advanced educational levels experience more intention to leave. Perhaps, they are additional exposed to turnout due to their heavier responsibilities or because of their high expectations. Research also revealed that the qualified employees were obviously possessing higher intention to leave rate then less qualified employees and less burdened than the less qualified employees. In order to decrease their job pressure, organization should systematize counseling & motivation, incentives such as rewards and allowances to retain them. In addition, more empowerment given can increase their level of job satisfaction (Benjamin et al, 2010). Some studies indicate that people with higher educational levels, occupying lower grades, suffer inferiority complex. It affects not only the person's skill; rather the functioning of the organization is also hampered along (Mating et al, 2012). The study reveals that with the higher qualifications, there will be more switchovers. The reason is that the organization fails to pay the suitable salary package, commensurate to his/her qualifications. If done, it will enhance their commitment level.

iii. *Gender*

Previous studies show that gender is not a strong predictor for intention to leave. There is a need to analyze the association between the ITL and the OC regarding female and male. The priorities relating the ITL of a male become highly prominent in case his spouse is also on job in certain organization due to family commitment. In the light of research, the career satisfaction among the female folks is greater and so the OC. While the males, if highly skilled and single in their marital status, are less committed to their organization. Higher the obligations lesser will be the ITLs. Higher the ITLs, larger will be the switchovers and ultimately the efficiency on the part of the organization will be highly hampered. More research, analysis and discussions are needed in this regard (Ronen & Pines, 2008). If the organizations are situated in different cities, the organizational commitment on the part of both husband and wife will be highly affected. Consequently the phenomenon will culminate on the switchover from either side. In the case of the educated female workers, working in the academic institutions in Pakistan, they have to develop a timetable regarding their working hours in the organization and house-keeping. It is observed that the graph of ITL among the females comes down as they are committed to their organizations. On the other hand the males, if the chances appear, are more vulnerable for ITLs (Mali et al, 2010). In some studies, ITL is greater among female. In other studies it is greater among male. On the other hand some researches reveal that there is no significant difference between the both.

iv. *Age*

In this case, the span of life which the person spends in the organization is called his/her age. Age is one of the mainly studied demographic factors for both absenteeism and switchover. The basic underlying principle for the association between age and absenteeism is that the older employees will show a lower absentee rate because of a better professional grooming that is developed by the course of time. Along, the graph of ITLs goes down and the person shows his/her commitment to the higher level. In the case of teaching faculty, the youngsters are more passionate. Thus the level of contentment among them is bit lower and so the OC (Rouyn & Meme, 2012). Some very conflicting trends are studied regarding the age as this demographic factor becomes very complex. The age plays a vital role in developing ITLs and the consequent switchover. Teachers, as they improve their academic caliber, either they are young or otherwise, the tendency of switchovers had been studied in both cases. So, the age is not a strong predictor of ITL and OC in turn. In addition, there was a statistically significant association between the certain demographic variable such as age and intention to leave. A negative

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association was found between age and intention to leave (Kabungaidze & Mahlatshana, 2013).

v. *Marital Status*

The state of a person, being married or unmarried is called as marital status of the respondent. Numerous studies are conducted on the relationship between the demographic variables like marital status and Intention to leave. Regarding the marital status, singles (unmarried) particularly men are more vulnerable to switchovers than the married persons (Iran Mali, 2010). The study revealed that female, those who are married, with higher academic qualification, occupying permanent position and having advanced increments with high salary packages are eventually more likely to stay in the institution (Louisa & Sana, 2012). In terms of marital status, singles especially men are more exposed to switchovers than married. It seems that singles are more tilted towards the change than others. Divorcees in this regard are more committed as their social status demands financial and professional stability (Mating et al, 2012). Last but not the least this demographic factor gives us a diverse response for the different stratum of society. It comes out to be very tedious task when the research is carried out regarding the impact of marital status on ITL and OC in turn.

vi. *Department*

The teachers and administrators work in different departments with diverse working tasks. Similarly, changes in the organizational variables; sections, departments, pay scales, employee's input in policy development and work environment could be invested to increase organizational commitment and overall output (Naas & Saifuddin, 2010). As there are a lot of departments in the educational setup and the organizations deal with different groups of individuals. The formula of the right man on the right job should strictly be followed for the maximum output at the organizational level. The wrong person hampers professionalism and ultimately the credibility of the organization gets jeopardized. The level of embarrassment and disparity develops in the same person and the ITL level goes up. At this stage he/she looks diverts their attention from their existing job. This attitude culminates on the switchovers due to gradual decrease in the organizational commitment. So, fair and supporting policies from administration towards different sections can be beneficial in building-up their organizational attitude, resulting to organizational commitment (Ishtar et al, 2010).

vii. *Experience*

The knowledge or skill acquired during the course of occupation especially that is gained in a particular profession. Research shows that length of service is positively related to the organizational commitment and in turn, the intention to leave. It is still not obvious that how this relation operates. In some cases, the experience of personnel leads him/her to ITL and in some it does not. An individual's length of service with a particular organization increases; he or she may build up an emotional attachment with the organization that makes it difficult to switchover (Allah Naas, 2010). The consequences of a positive relationship between tenure and organizational commitment might be a simple reflection of the fact that the uncommitted employees may quit an organization and only those with a high commitment may stay longer (Naas & Saifuddin, 2010). The organization in this regard can play a pivotal role in retaining the experienced workers by enhancing their privileges. On the other hand, the emerging organizations are always looking for experienced workforce to establish their status in the competitive environment. Last but not the least, the phenomenon of ITL in multidimensional as for as the factor of experience -is concerned.

viii. *Domicile*

The status or attribution of being a permanent/bonfire resident in a particular jurisdiction is named as domicile. In Pakistan, the educational scenario changed all together after 2002, the working structure of the Higher Education Commission was entirely reformatted and the ultimate benefit went to the HEIs. Number of public sector universities was established in the remote areas with high level of funding. In this context the role of domicile, the ITL and the OC overwhelmingly became on the surface. Both the teaching and non-teaching staff opted for their homeland. Here the factors affecting the individual's commitment to the organization, the organizational structure, justice, job satisfaction, social dimension of work, wages, safety measures, working hours, working jurisdiction, opportunities for the professional advancement outside the organizational behavior, the literature is examined. It also exhibit that the above mentioned parameters have a significance influence on the organizational commitment. It also has a strong impact in this regard as in an educational institution, the employees belongs to different areas and sometimes it becomes more difficult to approach the work station in time. So that they prefer the home stations (Haman, et al, 2011).

II. ITL in HEIs

The intention to leave has put the higher educational institutions in great jeopardy as for as their academic framework is concerned. In this regard the random leavings of teachers are gradually harming the educational output of the HEIs. Recent studies have provided, to some extent, diverse viewpoints on the academician's intention to leave in the higher educational institutions (Sanyo & Lee, 2003). An important study in the area of Intention to leave of faculty members may be helpful in understanding faculty members'

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attrition. The topic is significant for numerous grounds, firstly, to examine in particular, what the high ups in the higher educational structure may take measures to deal with and consequently bring down the pressure in the working environment variables of the faculty members. Regardless of the significance of the faculty retention, there is a slight understanding of how demographic variables, organizational commitment and the satisfaction level in the job collaborate to make clear the faculty intentions to continue or leave at the level of higher educational institutions (Al-Omar et at, 2010).

Organizations enhance their performance by managing intention to leave, as it is a vital responsibility of management to come across, analyze and ultimately take measures to keep the ITLs in proper balance. The problem arises that how does an organization can sort out and cope with the employee's switchover? Given that the level of performance varies across individuals, organizations may make every effort to increase the switchover of low performing employees and to decrease the same among the high-performing employees. In other terms, management has to find a technique to reach the best possible switchover rate without actual information on the individual performance. The current study examines how higher educational institutions may make use of improvement as a strategic tool to manage switchover, depending upon the level of organizational performance (Sanyo & Lee, 2003). Higher Education institutions play a vital responsibility in developing modern and innovative skills and polishing the rare skills of individual resources. The academicians, liable for conveying quality education, are facing numerous hurdles in developing their own skills. They also face challenges in the contemporary volatile environment, where day by day there is a large flux of fresh knowledge, attributed towards the research works worldwide (Fatima & Redman, 2012).

The role of demographic variables as the mediator of association between switchover and the consequences, the organization face, shows that the variables of age, gender, marital status and the educational level do not influence (moderate) on the relationship between the organizational commitment and the intention to leave. The employees, who are not contented with their jobs, may not carry on with the organization unless severe changes may take place therein. These circumstances persist and resultantly convince the employees to leave the job and to look for other opportunities. It was also observed that these employees are given extra responsibilities which do not fall on the same professional line, they are working. Consequently, the employee is over burdened and the efficiency level trickles down (Fatima & Redman, 2012). Faculty's intention to leave in the higher educational institutions is a complex phenomenon in many respects. The existing literature reveals that there is neither one model that could sufficiently make clear the faculty switchover or retention, nor a model that may provide an appropriate solution to all the institutions in this regard. The diversity in the causes, consequences and the remedies do exists and its range fluctuates for different institutions. Therefore, the think tanks and the high ups should put their heads together to locate, focus, analyze and take the remedial measures to check and tape the ITLs (Louisa & Sana, 2012).

III. ITL in HEIs of Pakistan

Intention to leave has some very harmful repercussions and it always results in high costs for the organization in every respect. Therefore, the comprehension, analysis and sorting out the remedies of the problem is the main issue, especially in the developing countries like Pakistan. As the economy of Pakistan is already in shambles due to political instability, low foreign investment and the menace of terrorism, the situation here cannot afford any misfortunes like switchovers. Faculty switchover, both actual and contemplate, is a topic of significance in the life of the academic institution. The fact is that the academic institutions are the source of skilled and unskilled manpower those who become the backbone of the state's economy. The public sector academic institutions in Pakistan are standing at the cutting edge of the competition with their private contemporaries (Mali et al, 2010). The teaching faculties, now a days is being consistently lured regarding further grades, advance increments and other fringe benefits alike. The random switchovers cost decaying effects on the monetary policies of the HEIs those which in turn cause high level of perturbations in the academic and financial setup of the institutions. High level of switchovers indicates poor working environment, weak management and absence of collaboration between the employer and the employee. The result of ITL and ultimately the switchover is the drain of knowledge and loss of professional credibility. The affected portion is the students those who get deprived of experienced teachers (Adman Irbil, 2011).

Presently, the worldwide economic decline is pushing the developing economies and the affluence to the downward trend in Pakistan significantly. The impact of these crises can be evidenced in public and private HEIs. Government is trying hard to triumph over these crises on emergency basis but the circumstances are still worsened. On the other hand, private sector is facing very critical issues due to energy crises in Pakistan. In these conditions, management is making some hard decisions concerning their workforce via the downsizing or right sizing of the workforce. Such types of decisions have some unfavorable impacts on both; employees which have been fired and those which have not (Basher & Said, 2012). This study is generally focused upon the working employees (not fired). The

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working employees are very doubtful about their future. They have intention to leave the organization in order to make their career protected and sound. So the human resources department is also facing the challenges of retaining the employees with them in order to enhance their output successfully. The intention to leave can be defined as how long an employee is agreeable (show his/her contentment) to continue in an organization (Basher & Said, 2012).

This study is aimed to identify the glaring factors, causing the intention to leave in the higher educational institutions of Pakistan. It also suggests how to retain competent, experienced and skilled academicians in the HEIs of Pakistan. The analysis reveals that the phenomenon of ITL is multidimensional. On the part of the state, the umbrella provided, in this regard, is insufficient to accommodate the high valued professionals in the HEIs. The need is to recognize and address the difficulties and deficiencies of the workforce regarding their packages. In this context the situation is very alarming, therefore the remedies should also be very substantial and result oriented (Basher & Said, 2012).

IV. Discussions

Intention to leave can have some damaging effects if it goes on unchecked on the part of an organization and its workforce. There are tools to support in addressing the reasons of switchover. Since turnover is frequently used as a performance indicator, perhaps the precautionary actions should be as well. It is not possible to eradicate turnover altogether; so, institution must gain knowledge of how to deal with it and the effects it has on an institution. In addition, a vast literature of commendable research has verified that the implications of intention to leave extend well beyond the psychological, moving and physical condition of the employees. Obviously, these consequences have most important implications for all organizations and institutions employing employees vulnerable to the fact, mainly those organizations and governmental units responsible for providing human services where considerable occurrence of turnout are known to take place (Goddard & Marion, 2006). Additionally, organization should be better organized to take the appropriate dealings on unidentified surveys and interviews. Each and every effort, in this regard, should be meaningful, well focused and well planned for managing causes of switchovers (Heinemann & Judge, 2009).

Switchover is a global phenomenon with several dimensions varying from organization to another organization. The science of HRM can be utilized to address the issues of ITL as switchovers can inflict the organization with lasting losses. Moreover, the switchover may result in advertisements, recruitments and selections, hiring on ado basis and training regarding the beginners. The above said procedures are ultra consuming in terms of time and money. The other consequence, on the same line, is that the workload and the responsibilities increases abruptly when an employee leaves an organization. This very phenomenon will further induce the feelings of discontentment and disengagement among the working employees, bringing down their level of commitment and putting them on their way to ITL (Food & Oman, 2010). Resultantly, the situation gets aggravated in terms of planning and implementation strategies. The self-esteem on the part of both employer and the employee gets damaged due to switchovers. Besides, elevated switchover intention will cause the organization to be unable to find employees with high degree of knowledge, talent and skills (Liu et al., 2010).

The role of demographics as a mediator, though, is stronger in predicting switchover intention but this also specify that when individuals are satisfied and committed to the organization, they are less agreeable to leave the institution. In these circumstances, it turn out to be difficult for organizations to be expecting the same earlier levels of affection or faithfulness from the employees for the reason that individuals switchover to be more worried with their own career and detached from the current institution. Consequently, an organization requires developing management skill or approaches related with developing their employees' careers which consecutively can direct to the employees' commitment to the institution. This stream of dialogue might be augmented by taking into consideration the individual's attitudes towards their profession (Enzi Chang et al, 1999).

The grounds of intention to leave suggested by the researchers may comprise, the inadequate compensation package, too much work, lack of support from administrators and colleagues, lack of equipments (tools and techniques) to work and some personal attributes (demographics) like, age, gender, educational level, designation, department, experience, domicile and marital status. Self-assurance in the teaching occupation has been gradually declining due to apparent inadequacies in employees working environments. Whenever employees recognize that the organization is unfair to them in terms of distribution of rewards and resources, they will alternative to leaving the organization. The current study has particularly investigated and found support for the hypothesis that there is a significant connection between intentions to leave the teaching profession and demographics (Bacilli et al, 2011). Switchover intention causes the institution to pay out large sums of money to substitute employees who leave the institution. Moreover, switchover not only increases the cost of recruiting new employees but also reduces capital in the organization's knowledge bank and weakens its reputation (Kumar & Geek, 2012).

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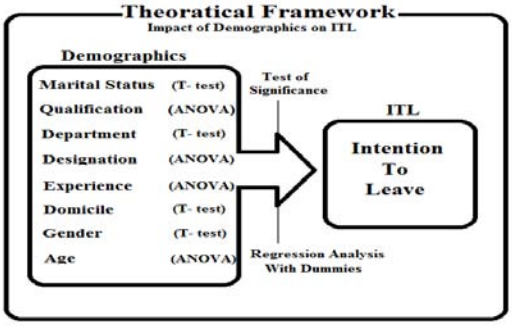

Figure 1.1 : Schematic Diagram of the Theoretical Framework

V. Findings and Conclusion

The purpose of the current study was to identify the impacts of demographic variables including age, gender, marital status, designation and educational level, department, domicile and experience on ITL among the academicians of higher educational institutions. The study had emerged with the contributions that the research findings indicate that the demographic background mediated the association between organizational commitments, job pressures; job satisfaction and intention to leave among the academicians and be more specific, switchover will be impacted both positively and negatively, because of age, gender, designation, marital status and educational level with the growing experiences and understandings, employees will gain more job satisfaction and job performance as well. Hence they will become more committed with the organization (Benjamin et al, 2010). The study, however, may provides as groundwork for future studies on larger scales with the same variables, which in turn might produce strategies to reduce the faculty switchover and to improve the overall retention of the faculty members and managerial staff in the universities (Iqbal et al, 2011).

Research findings suggest that academician's switchover rate is not higher when we compare with the other professions. The switchover recital relationship and the probable manageability of switchover have significant implications in an education framework. As a result, if switchover is manageable, the administrators may make deliberated decisions to enhance the retaining rate of lower teachers' switchover or to reduce the experienced and qualified teachers'. This very group of the academicians has been ignored by the researchers in the field of management studies about their satisfaction level, impact on their decision to further carry on their career as the faculty member of the universities and their intention to leave the university. The study will be very helpful for the HEIs in Pakistan to rethink about the facts concerning the enthusiasm level and the intentions of these faculties regarding their profession (Fatima & Redman, 2012).

Switchover can have unhealthy implications for the individuals. Although some degree of switchover is predictable and maybe desirable, high rates of faculty switchover can be costly to the reputation of an institution and to the excellence of teaching. Obviously, the negative consequences of intention to leave are too costly for organizations. As mentioned before, job switchover encompasses a wide scope together with output improvements, reduce the organizational commitment, absenteeism and decrease the self-confidence. For that reasons, it is direly needed to check and control this phenomenon in the organizations with some concerted efforts and to develop appropriate strategies to reduce its consequences. On the other hand, academician's switchover can provide positive changes in the organization in the course of the foundation of promotion opportunities, reformation and restructuring of reporting appearance and decision-making and the infusion of new individuals with new ideas and vision. From an individual point of view, it is suggested that the decision to leave the job can be positively related with the search of an individual's career objectives or with the movement away from a stressful position. The three most commonly cited reasons to stay in the academic institution were superior association with the prevailing social group, job protection, excellent reputation of the institution and the relationship with university administration.

This review article provides insufficient yet substantial material in sorting out, analyzing, orienting and planning the issues (ITLs), their causes and remedies regarding the switchovers in the HEIs of Pakistan. The country like Pakistan does not afford the brain drain of the skilled and the experienced employees from one organization to another. Keeping in view the strong impact of the demographics on ITL, as mentioned above, the analysis of the issue and the concerned planning along with its implementation should be stronger enough to counter the problem.

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