



Work Pressure, Organizational Politics, and Employee Turnover: Evidence from Pakistan's Telecom Sector

Dr Tariq Rafique

Assistant Professor, Dadabhoy Institute of Higher Education Karachi, Pakistan

Corresponding Author: Dr Tariq Rafique dr.tariq1106@gmail.com

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ABSTRACT

Employee turnover in the telecom sector has been significantly influenced by non-financial factors such as work pressure and organizational politics. This study explores the relationship between these factors and turnover intentions among employees of Jazz, Ufone, Zong, and Telenor in Pakistan. Using a quantitative survey of 200 employees, the study applies descriptive statistics, correlation, and regression analysis to examine the strength and direction of relationships. Results indicate that both work pressure and organizational politics are significantly associated with turnover intentions. The paper concludes with strategies to manage organizational politics and reduce employee stress to improve retention.

Keywords : Work Pressure, Pakistan's Telecom Sector

INTRODUCTION

Background

High employee turnover is a persistent challenge in the telecom industry. Beyond salary dissatisfaction, **organizational politics and work pressure** have been identified as key drivers of turnover. Organizational politics refers to the informal, often covert actions by employees to gain personal advantage, which can create a toxic workplace environment (Ferris et al., 2000). Work pressure, on the other hand, arises when job demands exceed an employee's capacity, leading to stress and dissatisfaction (Karasek, 1979).

In Pakistan, telecom companies are under immense pressure due to market competition, regulatory demands, and customer expectations. Employees are often caught in high-stress environments, coupled with complex organizational politics, which can accelerate turnover.

Problem Statement

Despite the sector's growth, telecom companies in Pakistan struggle with high attrition rates due to non-financial factors. Work pressure and organizational politics negatively impact employee morale, job satisfaction, and loyalty, ultimately affecting service delivery and organizational performance.

Research Objectives

To examine the impact of organizational politics on employee turnover.

To analyze the effect of work pressure on turnover intentions.



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To recommend organizational strategies to mitigate these challenges.

Research Questions

How does organizational politics influence employee turnover in Pakistan's telecom sector?

To what extent does work pressure affect turnover intentions?

What interventions can reduce turnover caused by non-financial factors?

Significance of the Study

Understanding non-financial drivers of turnover provides valuable insights for HR management. Managing organizational politics and employee work pressure can enhance retention, reduce operational disruptions, and improve overall organizational effectiveness.

LITERATURE REVIEW

Organizational Politics and Turnover

Organizational politics has been consistently linked with turnover intentions (Ferris et al., 2000; Byrne, 2005). Employees exposed to favoritism, biased decision-making, and internal competition are likely to experience job dissatisfaction and consider leaving. Paré, Tremblay & Lalonde (2007) argue that organizational politics erodes trust and reduces commitment, ultimately increasing turnover intentions.

Work Pressure and Turnover

High work pressure contributes to occupational stress, burnout, and disengagement (Karasek, 1979; Lazarus & Folkman, 1984). Employees under constant stress are less productive, more fatigued, and more likely to exit the organization. Several studies confirm that work pressure is a significant predictor of turnover in service industries (Mulki et al., 2007; Chambers & Honeycutt, 2009).

Integrated Theoretical Perspective

Job Demand-Resources Model (JD-R): Suggests that high job demands (work pressure) without adequate resources lead to burnout and turnover (Bakker & Demerouti, 2007).

Social Exchange Theory: Employees who feel exploited due to organizational politics or excessive pressure reciprocate by leaving the organization (Blau, 1964).

Research Gap

While salary-related turnover has been widely studied, the combined effect of work pressure and organizational politics on turnover remains underexplored in Pakistan's telecom industry. This study addresses this gap by empirically examining these variables.

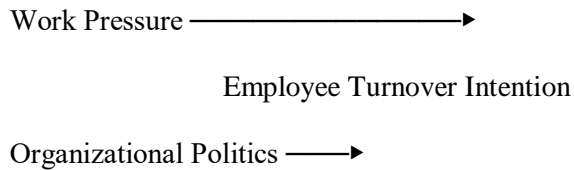
Conceptual Framework

Independent Variables: Work Pressure, Organizational Politics



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Dependent Variable: Employee Turnover Intention



Hypotheses

H0: Work pressure is significantly associated with employee turnover.

H1: Work pressure is not significantly associated with employee turnover.

H0: Organizational politics is significantly associated with employee turnover.

H1: Organizational politics is not significantly associated with employee turnover.

METHODOLOGY

Design: Quantitative, cross-sectional study

Population: Employees of Jazz, Zong, Ufone, and Telenor

Sample Size: 200 employees

Instrument: Structured questionnaire with Likert-scale items on work pressure, organizational politics, and turnover intentions

Data Analysis: SPSS 26 for descriptive statistics, correlation, and regression analysis

Data Analysis

Descriptive Statistics

Mean work pressure: 3.8/5, SD = 0.72 (high stress)

Mean organizational politics: 3.5/5, SD = 0.81 (moderate-high)

Mean turnover intention: 4.0/5, SD = 0.69 (high intention)

Correlation Analysis

Work pressure positively correlated with turnover ($r = 0.64$, $p < 0.01$)

Organizational politics positively correlated with turnover ($r = 0.59$, $p < 0.01$)



Regression Analysis

Work pressure $\beta = 0.42$, $p < 0.01$

Organizational politics $\beta = 0.35$, $p < 0.01$

$R^2 = 0.48$, indicating that 48% of turnover variance is explained by work pressure and organizational politics

Demographic Analysis

Younger employees (20–30) report higher stress and turnover intentions

Employees with less than 5 years' experience are more affected

Female employees report higher sensitivity to organizational politics

Findings

Work pressure significantly increases employee turnover intentions.

Organizational politics is a strong predictor of turnover.

Combined, these factors explain nearly half of turnover variance in Pakistan's telecom sector.

Younger and less-experienced employees are particularly vulnerable.

RECOMMENDATIONS

Stress Management Programs: Implement employee assistance programs, mindfulness training, and workload balancing.

Political Awareness and Transparency: Educate employees about organizational politics and promote fairness in promotions and assignments.

Employee Engagement: Foster open communication channels to reduce political maneuvering and improve job satisfaction.

Workload Optimization: Introduce realistic targets and flexible schedules to reduce work pressure.

Mentorship Programs: Provide support to younger employees to navigate politics and manage stress.

CONCLUSION

This study confirms that work pressure and organizational politics significantly impact employee turnover in Pakistan's telecom sector. Employees exposed to high stress and political environments are more likely to quit, creating challenges for organizational continuity and performance. Effective



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interventions targeting stress reduction and political transparency are essential to improving retention, particularly among younger employees.

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