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A Study of Occupational Stress and Turnover Intention Mediated by Emotional Intelligence: An Empirical Study of Public and Private Teaching Faculty of Sukkur Region Colleges, Sindh, Pakistan

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ABSTRACT

The main objective of this research was to investigate the impact of occupational stress on turnover intention. Further, the mediating impact of emotional intelligence was investigated. Data was collected from 323 employees of teaching faculty of public and private colleges of the Sukkur region, who were selected by a simple random sampling method. Correlation Analysis and Regression analysis have been conducted through SPSS 20 software package. The positive impact of job stress on turnover intention was found and the negative correlation between job stress and Emotional Intelligence was also found. In addition, emotional intelligence significantly mediates the relationship of occupational stress with turnover intention.

Keywords: Occupational Stress (OS), Turnover Intention (TI), Emotional Intelligence (EI).

INTRODUCTION

The principles of organizational behavior and principles of human resources management show a big relationship between occupation and stress. Occupation must be targeted and task-oriented which connects with a lot of affairs of personal as well as organizational context. The stress in occupation brings the intentions of turnover and laziness in work, and in that situation, the organization needs mechanisms like emotional intelligence to cope with Occupational Stress (OS) and Turnover Intentions (TI).

The OS has been defined by (Hsieh et al., 2004) that it is a situation in which an employee has not any ability to adapt to the work, due to a lack of resources and capabilities. OS is a disorder

associated with the job or associated with the working environment (Piko 2006). Any type of disequilibrium between worker's aptitudes and capacities, excessive work demand can contribute to OS (Ogungbamila, 2014). This is a condition where workers' capability and potential do not match with the job requirements (Rehman, 2008).

TI is considered as a desire of employees or a plan to quit the organization (Cuskelly & Boag, 2001). TI is the probability of resigning the job by an employee within a certain period (Sousa-Poza and Henneberger, 2002). TI is the extent to which employees are planning to leave the organization (Lacity et al., 2008). TI is a will to exit from the organization (Thoresen et al., 2003). TI is a conscious will to exit from the association (Tett & Meyer, 1993).

Emotional Intelligence (EI) defined is as such capability, in which one monitors his and other's emotions, and feelings and that capability differentiate these feelings and emotions, and also that information has been used to guide his actions and thinking. It further clarifies that the intensity of EI will boost employees' skills that lead to boosting their aptitude to minimize stress and maximize positive employee attitude (Salovey and Mayer, 1990). EI is a capacity in which we recognize our and other feelings so that we can motivate and manage our emotions in favor of our relationships (Goleman, 1998).

This study is important for two reasons: the first is mediating mechanism through which Emotional Intelligence affects turnover intention is scarce in the literature. So this study will contribute to filling the gap. Second is, this study has been carried out in the educational sector in the Sukkur region, so provides a guideline to college principals to decide whether to adopt emotional intelligence to minimize teachers' occupational stress. Moreover, the outcome of this study can be used by not only the private educational institutions but also the several organizations of Pakistan struggling with employee retention.

LITERATURE REVIEW

Research conducted by Putra and Mujiati (2019). This research stated that workers who experience high OS have a high TI from their job. When employees feel high JS, this will cause the high intentions to leave the organization. According to Parvaiz et al. (2015), the OS has a positive impact on TI. If the employee is experiencing work stress and cannot handle or reduce the stress, then the employee will have the intention to leave a company. These results are the same as found by Wulansari et al., (2017), Irfan et al., (2017)

A study conducted by Mitchell et al. (2016) and Rai (2015) argued that OS is the main cause of TI for employees, so OS has a positive influence on TI. Johartono and Widuri (2015) stated that the emergence of anxiety, boredom, tension, and procrastinating work are symptoms of stress that lead to the desire to make a turnover.

H₁: Occupational stress positively predicts turnover intention

EI is the main predictor of success in work, and also it facilitates the positive interpersonal correlations (Brackett and Salovey, 2006; Fernandez-Berrocal and Extremera, 2006; Fitness, 2001; Flury and Ickes, 2001), further EI Increases the capability of problem-solving so emotional

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intelligent employees can develop suitable Strategies for to deal with OS (Gohm and Clore 2002; Mikolajczak et al., 2006; Tsaousis and Nikolaou, 2005).

The study was conducted by Bar-on in 2005. In this study, he concluded with results that EI employees are experts to put themselves in a positive state of mind therefore they are optimistic, assertive, flexible, tolerant, and immune to stress (Bar-On, 2005; Griffeth, 2000).

H₂: There is a negative relationship between Occupational Stress and Emotional Intelligence

Falkenburg et al., (2007) stated that EI has a negative co-relation with TI and these results are also the same with Wong & Law, (2002). Adeyemo and Afolabi (2007) reported that those workers who are emotionally intelligent experience low withdrawal thinking. EI has a negative co-relation with TI. Further, Adeyemo et al., (2007) said in their research that EI employees experience low TI.

Trivellas et al., conducted a study in (2010). In this research, he concluded that connections of OS and emotional labor to TI have been affected by EI. Turnover intention can be reduced by emotional intelligence therefore both have negative relationships with each other.

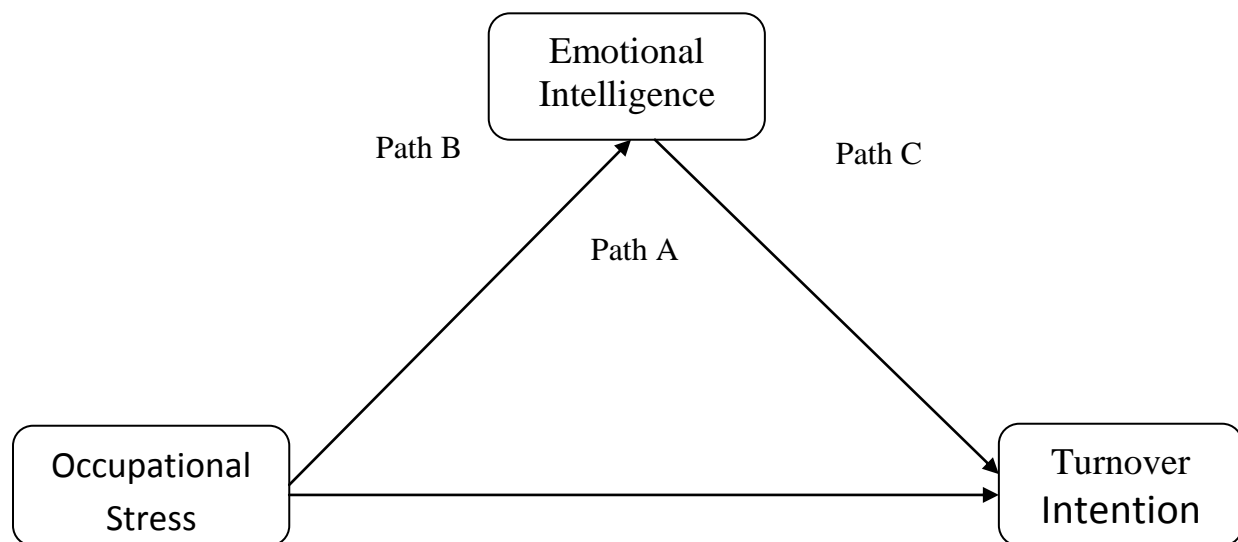
H₃: Emotional Intelligence negatively predicts turnover intention

H₄: Emotional intelligence fully mediates the relationship between job stress and turnover

THE CONCEPTUAL MODEL

The following model (Figure 01) has been developed based on the above literature for the impact of OS on TI mediated by EI in public and private teaching faculty of Sukkur region colleges. The OS has been taken as an independent variable that influences positively on TI which is a dependent variable. For reducing this positive effect, the EI plays a mediating role and is also considered as mediating variable.

Figure 01



METHODOLOGY

The population of the study is public and private teaching faculty of Sukkur region colleges. This research's population consisted of 1801 teaching faculty of public and private colleges of the Sukkur region. This population consists of 39 public colleges with 1197 teaching faculty and 25 private colleges with 604 teaching faculty. The Sample size is 323 are according to the table of (Saunders et al., 2009). Questionnaires were distributed to collect primary data through a survey, based on a Simple random sampling method.

The modified questionnaire was used to get a response from the public and private teaching faculty of the Sukkur region. The responses would be recorded on a five-point Likert scale ranging from (1) Strongly Disagree to (5) strongly agree. The Likert scale has been used by several researchers like (Khalil & Kabir, 2012), and (Zameer et al., 2012). This instrument is divided into 4 parts. The first part contains demographic information and the second part contains questions on OS. The job stress questionnaire developed by Shukla and Srivastava (2016a) has been used to investigate stress among employees. The modified questionnaire about EI of R. Shobana Devi (2009) was used to acquire a response from the teaching faculty of public and private colleges of the Sukkur region. The instrument to measure TI is Roodt's (2004) unpublished TI Scale (TIS-6).

ANALYSIS AND RESULTS

To analyze the data, the SPSS version 20 software has been used. In table 1 Reliability Analysis has been performed to check the internal consistency of selected variables in the scale. In table 2 correlations have been performed to know the relationships among the variables of the study. In table 3, table 4, and table 5 regression analyses have been performed to check the impact of the independent variable on the dependent variable. The Same techniques have been used by many researchers like (Devadas.& Manohar, 2012). For to know the mediating impact of emotional intelligence, the Mediation analysis technique by Barron and Kenny (1986) has been used to test hypotheses.

Table 1
Reliability Analysis

Reliability analysis is conducted to the reliability and internal consistency of variables used in the study. Cronbach's alpha coefficient measures the reliability of variables. Pallant (2005) stated that Cronbach's alpha coefficient should be .70 or above to consider data reliable for study. Nunnally (1978) found that Cronbach's alpha value is acceptable from .60 to .89.

Variables	Number of Items	Reliability Score
Occupational Stress	25	0.78
Emotional Intelligence	20	0.81
Turnover Intention	06	0.72

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The above table shows that the total questions in the scale are 51, consisting of 25 items of occupational stress, 20 items of emotional intelligence, and 06 items of turnover intention. Further, this table shows that Cronbach's alpha coefficient for Occupational stress, Emotional Intelligence, and turnover Intention is .78, .81, and .72 respectively which are exactly according to ideal scores. Hence it can be concluded that this scale is strongly reliable.

Table: 02

Correlation Analysis

The correlation test was applied to the study variable to find the level of relationship among them. The results of the correlation are provided in detail.

	Job stress	Emotional Intelligence	Turnover Intention
Job stress	1		
Emotional Intelligence	-.520**	1	
Turnover Intention	.750**	-.520**	1

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

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

There is a negative correlation between job stress and emotional intelligence and both are statistically significant ($r = -.520^{**}$, $p > .01$). There is a positive and statistically significant correlation between job stress and turnover intention ($r = .750^{**}$, $p < .01$).

There is negative and statistically significant correlation between emotional intelligence and turnover intention ($r = -.520^{**}$, $p < .01$).

Testing Hypotheses by Using Regression Analysis

Hypotheses have been tested using mediation procedure laid down by (Baron and Kenny, 1986).

Table: 03

Analysis 01 for path C to test hypothesis H₁

H₁: Occupational stress positively predicts turnover intention

Variable	R	R²	B	Sig
Occupational Stress	0.75	0.56	0.70	.000

The above regression result shows that there is a strong relationship between Occupational Stress and Turnover Intention ($R = .75$) and 56% variation in Turnover intention is due to Occupational stress ($R^2 = .56$). Results further confirm that one unit change in occupational stress brings a .70 unit change in turnover intention ($B = .70$). Occupational stress is positively and significantly related to Turnover intention ($P < .00$). These results confirm the criteria for path c given by (Barron and Kenny, 1986) hence the hypothesis first is accepted.

Table: 04

Analysis 02 for path A to test hypothesis H₂

H₂: There is a negative relationship between Occupational Stress and Emotional Intelligence

Variable	R	R ²	B	Sig
	-0.520	0.49		
Occupational Stress			-0.55	.000

The above regression result shows that there is a negative relationship between Occupational stress and Emotional intelligence (R = -0.520) and 49% variation in Emotional intelligence is due to Occupational stress (R² = .49). Results further confirm that one unit change in occupational stress brings -0.55 unit change in emotional intelligence (B = -0.55). Occupational stress is negatively and significantly related to emotional intelligence (P<.00). These results confirm the criteria for path A given by (Barron and Kenny, 1986), hence the hypothesis second is accepted.

Table: 05

Analysis 03 for path B to test hypothesis H₃ and H₄

H₃: Emotional Intelligence negatively predicts turnover intention

H₄: Emotional intelligence fully mediates the relationship between job stress and turnover intention

Variable	R	R ²	B	Sig
First Model (C)	0.75	0.56		
Occupational Stress			0.70	.000
Second Model	-0.520	0.57		
Emotional Intelligence(B)			-0.55	.010
Occupational Stress			0.21	0.67

Table 05 is comprised of two regression models. The first model which is named path C. has already been done in table 03. The same results are brought here in table 05 to match with the second model, to measure the impact of mediation. the second model comprises the findings of regression analysis taking Occupational stress as the independent variable and also Emotional intelligence as the independent variable (which is a mediator) whereas Turnover intention is taken as a dependent variable as proposed by Barron and Kenny (1986). Findings of the second model mention that 57% change in Turnover intention is due to Occupational stress and

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Emotional intelligence. Findings indicate that Emotional intelligence is negatively and significantly related to Turnover intention ($B = -.52$, $P < .01$) proving the third situation for path B proposed by (Barron and Kenny, 1986) hence hypothesis 3 is accepted.

In the first model (Path C) Occupational stress was significant ($B = .70$, $P < .00$) is no longer significant with the substantial decline in B value ($B = .21$, $P > .05$) with the addition of intervening variable Emotional intelligence proving the last situation proposed by Barron and Kenny (1986) estimating the mediation. So it can be determined that Emotional intelligence mediates the relationship between Occupational stress and Turnover intention, hence hypothesis 4 is also accepted.

CONCLUSION

This research was conducted to know the impact of occupational stress on turnover intention mediated by emotional intelligence. This study has accomplished all the targets and trends through literature review, materials and method, results, and discussions. Further study has proved hypothesis statements regarding with prescribed topic.

The population of this study consisted of 1801 teaching faculty of public and private colleges of the Sukkur region. 39 public colleges with 1197 teaching faculty and 25 private colleges with 604 teaching faculty were under the population. The Sample size is 323 are according to the table of (Saunders et al., 2009). Questionnaires were distributed to collect primary data through a survey, based on a Simple random sampling method.

In this study, data has been analyzed by using Correlation Analysis and Regression Analysis through SPSS. For to know the mediating impact of emotional intelligence, the Mediation analysis technique by Barron and Kenny (1986) has been used to test hypotheses.

The study shows the results based on the above instruments and declared reliability and validity on a significant level. All the employees and employers of teaching faculty connected with positive turnover which will be the cause of occupational stress and also it is found that mediating factor emotional intelligence actively involved.

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