

## Journal of Psychology, Health and Social Challenges

Journal homepage: [www.jphasc.com](http://www.jphasc.com)

ISSN ONLINE: 3006-8800/PRINT: 3006-8797

### Effect of Role Stressors on Turnover Intention among Airport Security Force: Mediating Role of Emotional Exhaustion

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#### Abstract

*This study aimed to investigate the effect of role stressors on turnover intention by considering emotional exhaustion as a mediator. Data was collected from 200 male employees of Airport Security Force of Islamabad International Airport through convenient sampling. Occupational Stress Index (Srivastava & Singh, 1984), Maslach Burnover Inventory General Survey (Maslach & Jackson, 1981), Turnover Over Intention Scale (Bothma & Roodt, 2013), were used to measure role stress, emotional exhaustion and turnover intention among employees. Data was analyzed through using Statistical Package for Social Science (SPSS-26). Correlational analysis was use to find the relationship between role stressors and turnover intention. Analysis of the study indicated that there was a significant positive relationship between role stressors, turnover intention and emotional exhaustion. Regression Analysis was use to examine the effect of role stressors on turnover Intention. Results show that role stressors significantly predict turnover intention. Mediation Analysis was carried out to study the mediating role of emotional exhaustion in relationship between role stressors and turnover intension, hence concluded that there was a significant mediating effect of emotional exhaustion on role stressors and turnover intention. Independent sample t test was carried out to explore marital status related differences among employees. Analysis indicates significant mean differences for role stressors, turnover intention and emotional exhaustion. Mean score showed that married employees are higher at role stressors and turnover intention than unmarried employees. Result also indicated that married employees are lower at emotional exhaustion. By providing some coping and intervention strategies for stress management to airport security force through instilling a culture of stress management within the company, offering specialized training programs, writing precise job descriptions, and redesigning the actual workspace airline industry can make the work place appealing for employees.*

**Keywords:** Role stressors, Emotional exhaustion, Turnover Intension, Airport security Force

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Pages 113-123 /Received 3 Dec, 2024, Accepted 27 Dec, 2024, Published: 30 Dec, 2024

## 1. Introduction

The present scenario of the world economy has increased competition and driven demand for travel. Because fly is easier, cleaner, and more convenient than other kinds of transportation, people favor it. Enhanced service to clients and an ongoing competitive advantage are the primary objectives of airline companies. Access to resources and opportunity is a different matter from economic progress. Because of its comfort, aviation travel has become more popular. In 2035, airlines will transport 7.2 billion passengers, according to the International Air Transport Association (IATA) (IATA, 2016). Throughout the 20th century, the air transportation industry has experienced significant advancements, presenting challenges for airline operators. Correlation exists between variables, indicating that when workplace stress increases, employee burnout also rises. The more burnout, the more likely someone is to want to leave. According to (Ahmed & Afghan, 2016) research stressful work environments often lead to burnout, which increases the likelihood of employees wanting to quit their job. For continuous organizational effectiveness, it is essential to successfully recruit, develop, manage, inspire, and keep motivated workers.

### Role Stressors

Workplace stress contributes to employee burnout and feelings of despair. It is hard to discuss a single definition of stress in an explanation of the idea. Stress is often understood to be connected to unhappiness and tension, and it is characterized by people's bodily and emotional responses to outside forces (Cokuk, 2018). According to the COR hypothesis, stress arises when there is a loss of resources, either actual or perceived, or when the return on investment is low. People go to great lengths to protect, preserve, and amass these kinds of resources because they recognize their worth (Hobfoll, 1989, p. 516).

A study was conducted to investigate the relationship among role stresses, job uncertainty, job stress, and the intention to leave a startup. The article set out to determine what factors contribute to job-related stress in Indian start-ups. Workplace stress was also investigated for its role as a mediator between turnover intentions and their underlying causes. Job uncertainty and the three role stressors are found to have a positive

effect on job stress, which in turn leads to intents to leave the current position. According to the findings of a mediation analysis, job stress acts as a link between the pressure to quit and the stress of taking on a new role (Rangrez et al., 2022). A study was conducted to investigate the relationship between employee intent to quit and job stress, utilizing a sample of workers from public firms in Korea. The authors analyze how workplace stress impacts workers' intentions and the underlying mechanisms that cause this effect. In particular, they show that job satisfaction mediates the link between stress and workers' plans to leave. The results demonstrate a favourable correlation between workplace stress and intention to leave the workforce (Ahn & Chaoyu, 2019).

### Turnover Intention

Turnover intention is almost correlated with voluntary job movement. "Turnover intention"—rather than turnover itself—was the dependent variable in this study. The importance of researching turnover intention is demonstrated by the large number of recent studies that have assessed its role in predicting and understanding actual quits. Voluntary employee turnover costs a company a lot of money. In order for planners to help implement plans of action, it is crucial to identify turnover intentions as soon as feasible. One study found that voluntary turnover may eventually result from stress (Cho et al., 2014). Job satisfaction acts as a mediator between stress brought on by work and an employee's intention to quit the organization (Ferdian et al., 2020). Griffeth and Horn (2001) assert that not all turnovers are bad as if workers stayed with the company, they would have less opportunities for advancement. Numerous studies have looked at how employee turnover affects different organizational outcomes, and the findings generally indicate that there are negative relationships between staff turnover and key indicators including profitability, sales, return on assets, and customer satisfaction. Additionally, any kind of turnover would be bad for the organization's effectiveness since seasoned employees go, taking their skills and expertise with them. Productivity losses, according to investigators, are caused by the inadvertent transfer of information and skills when workers leave. Additionally, organizations incur greater

## Journal of Psychology, Health and Social Challenges

Journal homepage: [www.jphasc.com](http://www.jphasc.com)

ISSN ONLINE: 3006-8800/PRINT: 3006-8797

costs when they attempt to acquire and train replacement personnel for departing employees or groups of employees that leave on their own initiative. While voluntary turnover has disadvantages, involuntary turnover has advantages such as the ability to terminate underperforming personnel and lower compensation costs, including base pay, vacation, and insurance (Park & Shaw, 2013).

The Job Demands-Resources (JD-R) paradigm was used to examine elementary and secondary school teachers' intentions to quit their jobs. Multigroup structural equation modeling revealed a high correlation between burnout's primary component, emotional exhaustion, and personal demands (work-family conflict) and job expectations (workload, student misbehavior). The study's findings showed that the strongest indicator of emotional fatigue was conflict between work and family, and that all demands were indirectly related to the desire to leave through emotional exhaustion (Rajendran et al., 2020).

### Emotional Exhaustion

The Emotional fatigue is the state in which one feels as though all of their emotional reserves have been depleted. It is one of the components of Maslach and Jackson's famous employee burnout model (1981). Workers' physical and mental abilities are strained by heavy workloads, which may ultimately lead to disease. "Job demands" are aspects of a job's organizational, social, psychological, or physical needs that require a constant level of physical and/or mental skills. They could thus be connected to negative bodily and/or psychological effects. Emotional weariness has a positive correlation with poor mental health. Workload is seen as one of the primary causes of emotional weariness in many professional contexts (Lee & Ashforth, 1996; Alarcon, 2011; Bowling et al., 2015). A worker suffers burnout if they feel they have been treated unfairly in proportion to the outcomes of their contributions and efforts at work, according to the Social Exchange Theory (Schaufeli et al., 2011). Sardeshmukh et al. (2021) studied business owners to find out how emotional exhaustion and role stress impact turnover intentions. Using ideas from organizational behavior and human resource management, describe how elements like job uncertainty and work-family conflict contribute to emotional exhaustion and eventual departure intentions. Job ambiguity and work-family conflict predicted emotional

exhaustion, and emotional exhaustion was associated with quitting.

Burnout and turnover intentions among frontline hotel employees in southern China were investigated, with a focus on the service environment. This study explores how stress affects hotel front-line employees' intention to quit via burnout in order to gain a better understanding of why individuals wish to leave their careers. It is also examined how the service atmosphere affects the relationship between job stress and anticipated leave. This study used a sample of 583 frontline hotel employees' surveys and discovered that role stress, a four-dimensional concept made up of conflict, ambiguity, Burnout is statistically significantly impacted by both qualitative and quantitative overload, and thus leads to turnover intention. Role stress causes employees to wait until they are totally burned out before leaving their jobs, while burnout works as a mediator between role stress and the intention to quit. According to Wen et al. (2020), the service environment is the moderating component in the moderated mediation relationship between role stress and burnout. In order to better understand its function as a mediator between workplace attributes (including job stability, confidence in higher-ups, distributive justice, and information sharing) and the desire to quit, emotional exhaustion was investigated. The findings showed that emotional exhaustion acted as a mediator between the reasons for leaving the organization and workplace features (Arshadi & Shahbazi, 2013).

This study aims to identify the effect of role stressors on turnover intention among airport security force, additionally will explore the mediating role of emotional exhaustion. It will help in understanding the major role stressors that effect mental health of airport security force and play a role in making them emotionally exhausted which then leads to turnover intention or actual turnover. At the end of the research with the help of results, this study will be able to provide some coping and intervention strategies for stress management to airport security force through instilling a culture of stress management within the company, offering specialized training programs, writing precise job descriptions, and redesigning the actual workspace. Previous studies demonstrated that how role stressors at workplace can reduce employees job performance, make them emotionally drained and turn them to leave their jobs.

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ISSN ONLINE: 3006-8800/PRINT: 3006-8797

In Pakistan several researches conducted by taking into account effect of work environment on job satisfaction and turnover intention. A research was conducted to study the relationship of job satisfaction and turnover intention by evaluating the moderating role of emotional exhaustion in the commercial banking sector of Pakistan (Ahmad & Afgan, 2016).

Previous researches in Pakistan lacks defining the role of emotional exhaustion as a mediator and how this play a role in relationship with role stressors and turnover intention collaboratively, this research fills this research gap. Hardworking employees are very necessary for the success of any organization and if due to some reason employees are losing interest in their jobs it's very compulsory for the organization to find out these reasons so the turnover rate can be control. Workplace stress leads to employee burnout and despair.

The study aims to explore several key objectives and test specific hypotheses concerning the Airport Security Force. The objectives include identifying the relationship between role stressors, emotional exhaustion, and turnover intention among personnel, determining the impact of role stressors on turnover intention, and examining the mediating role of emotional exhaustion in the relationship between role stressors and turnover intention. Additionally, the study seeks to analyze the effect of demographic variables such as marital status, family type, and living status on role stressors and turnover intention. The hypotheses tested in the study are as follows: there is a positive relationship between role stressors, emotional exhaustion, and turnover intention; emotional exhaustion mediates the relationship between role stressors and turnover intention; role stressors directly lead to turnover intention; and married employees are less likely to exhibit turnover intention

## 2. Method.

### 2.1 Research Design

This study was based on the cross sectional research design. It aimed to study the effect of role stressors on turnover intention, that how these variables were related. Additionally it explored the mediating effect of emotional exhaustion on role stressors and turnover intention among Airport Security Force.

### 2.2 Sample

The sample of the study was comprised of male employees of Airport security force of Islamabad International Airport. The data was collected through convenient sampling. Sample size was 200 Male employees. The data for this study was collected between March and May 2023. About 118 data was collected in hard forms from the participants who were living in camp and about 81 was collected through online Google form from the participants who were outliving because it was not allowed to collect data during duty timings from the participants. The respondents were assured of confidentiality.

**2.2.1 Inclusion Criteria** Data was collected from male, non-commissioned employees of Islamabad International Airport.

**2.2.2 Exclusion Criteria** Data was collected only from Islamabad international airport, and all other airports of Pakistan were excluded. Commissioned employees were excluded from the study. Employees above age 50 were excluded from the study.

### 2.3 Instruments

**2.3.1 Demographic Sheet** Demographic sheet included age, marital status, number of children, family type, living status, socio economic status.

**2.3.2 Occupational Stress Index (OSI)** The original English OSI was developed by Srivastava and Singh (1984) at Banaras Hindu University in Uttar Pradesh (UP), India. The purpose of the scale is to provide a quantitative measure of the stress that people experience due to the many facets and demands of their jobs. Businesses and other non-production entities may apply the scale to employees at all levels. The 46-item scale has subscales that range from 1 (very low) to 5 (very high). There are 18 bogus keys and 28 valid keys. These categories cover virtually every important facet of the working world that might be directly or indirectly linked to stress. The total Cronbach's alpha coefficients for the scales were 0.935 and 0.90, respectively; this was determined by using the split-half (odd-even) approach to test for reliability. All 12 subscales were found to be correctly reliable after their reliability was calculated using the split-half approach. The reliability of the OSI was determined by measuring the r value between OSI scores and other measures of work-related attitudes and actions. There was a highly substantial, positive correlation between the OSI and measures of job-related



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ISSN ONLINE: 3006-8800/PRINT: 3006-8797

attitudes, motivations, and personalities (Latif & Sultana, 2009).

**2.3.3 Maslach Burnout Inventory General Survey (MBI-GS)** The Maslach and Jackson Attitudes toward Work Scale (MBI-GS; Maslach & Jackson, 1981) is a 16-item self-report questionnaire that measures respondents' perspectives on their jobs on a 7-point Likert-type scale (6 being "always" and "never"). There are three subscales that make up this instrument: emotional weariness, depersonalization, and professional efficacy. High degrees of emotional exhaustion, cynicism, and low levels of professional competence are telltale signs of burnout (Bravo et al., 2021). More than 35 years after its first publication, the Maslach Burnout Inventory has been verified by extensive research (MBI). There is a 0.90 confidence in the scale's results.

**2.3.4 Turnover Intention Scale (TIS 6)** The 15-item Turnover Intention Scale (TIS) has been reduced to a 6-item version (TIS-6), which has been shown to be highly reliable ( $\alpha=0.80$ ). The TIS-6's ability to differentiate between those who leave and those who stay (actual turnover) is a key indicator of the validity of its criterion-predictive capabilities. Furthermore, the scale discovered statistically significant differences between dropouts and non-dropouts on several of the remaining theoretical variables, lending credence to its differentiated validity. The TIS-6 is a valid and reliable turnover intention scale that has been used in numerous studies and can be put to use in predicting future turnover. Participants' intention to leave the organisation was correlated with higher TIS-6 scores (Bothma & Roodt, 2013). The Turnover Intention Scale (TIS 6) is a six-item variant of the longer (15-item) Turnover Intention Scale (TIS). TIS-6 scores are calculated by adding the scores from each item together. The number 18 is roughly the halfway ( $3 \times 6$ ). A score below 18 suggests a preference to remain. If the total is greater than 18, it suggests that the respondent wants to leave the company. Six is the lowest possible score ( $6 \times 1$ ), while thirty is the highest ( $5 \times 6$ ). The TIS-6 does not require any items to be reverse scored.

### 2.4 Procedure

At first employees of Airport security force was addressed with the consent of the concerned authorities. After clarifying all the details about the research, the informed consent was given to the research participants. Any question aroused from participants' side was cleared. After all the clarification' demographic sheet, the

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questionnaire booklet comprised of three scales "occupational stress index, turnover intention scale and maslach burnout inventory" was administered on participants. Participants were requested to be honest in the response giving. Their cooperation was appreciated at the end. The current study tried to explore the effect of role stressors on turnover intention by considering the mediating role of emotional exhaustion. The study was conducted in two phases. The phase 1 was about recruitment and selection phase; this study was based on convenient sampling. Phase 2 was the main study phase, in this phase all of the study variables were administered on selected sample. SPSS-26 was used for the data analysis. Descriptive statistics, t-test, correlation, regression and mediation analysis was done on the collected data to find the results.

### 2.5 Ethical Considerations

The approval was obtained from both the authors of the assessment instruments and the relevant institute authority. Before administering the questionnaire, the participants' consent was obtained after being informed about the nature of the study. The participant was granted the freedom to leave the study at any time. For this study project, confidentiality was guaranteed and data utilization was authorized.

## 3. Results

The aim of the present study was to explore the effect of role stressors on turnover intention by considering the mediating role of emotional exhaustion among airport security force. Data was analyzed through using Statistical Package for Social Science (SPSS-26). First of all descriptive analysis was performed on demographics variables of the study. Then reliability analysis was run on the instruments. All the instruments were found to be reliable for prediction. Pearson Product Moment Correlation was performed for hypothesis testing. Linear regression analysis was run to predict turnover intention through role stressors. Simple mediation analysis was performed by using Hayes process macro to study the mediating role of Emotional Exhaustion in relationship between Role Stressors and Turnover Intention. Independent sample t test was applied to explore marital status and living status differences among the variables of the study.

### Table 1

*Summary of Linear Regression Analysis Predicting Turnover Intention through*

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ISSN ONLINE: 3006-8800/PRINT: 3006-8797

## Role Stressors (N= 200)

	B	SE	B	t	P
Constant	4.78	1.19	-	4.01	.000
Role Stressors	.09	.01	.69	13.4	.000

R= .69R<sup>2</sup>= .47

**Table 2**

**Mediating effect of Emotional Exhaustion in relationship between Role Stressors and Turnover Intention (N=200)**

Predictors		Turnover Intention				
Model	R <sup>2</sup>	$\beta$	p	t	95% BaCI	
1						
Constant		3.62	.537	.618	[-7.93, 15.17]	
Role Stressors	.07	.137	.001	3.92	[.068, .206]	
2						
Constant		4.50	.001	4.09	[2.33, 6.67]	
Role Stressors		.084	.000	12.34	[.07, .09]	
Emotional exhaustion	.55	.076	.000	5.76	[.050, .103]	

For step 1: F=15.43<sup>\*\*</sup>, For step 2: F= 120.75<sup>\*\*\*</sup>.

Note: R<sup>2</sup>= Explained variance, BaCI= Biased corrected confidence interval

Results in the above table shows the mediating role of emotional exhaustion in relationship between role stressors and turnover intentions. Model 1 indicated that role stressors predicts turnover intention,  $B=.13$ ,  $t=3.92$ ,  $p=.001$ , 95% BaCI [.068, .206] and gives 7% of its variation. The role stressors positively predicts turnover intention. Model 2 showing the direct effect for role stressors and emotional exhaustion which has positive relation with each other on turnover intention,  $B=.08$ ,  $t=12.34$ ,  $p=.00$ , 95% BaCI [.07, .09]. The R<sup>2</sup> value shows that role stressors and emotional exhaustion explain 55% variation in Turnover intention. A comparative analysis of model 1 and model 2 showed that the direct effect ( $c'=.08$ \*\*\*) is smaller than the total effect ( $c=.09$ ), both are significant and suggesting mediation. There is a significant mediating effect of emotional exhaustion on role stressors and turnover intentions.

**Figure 2 showing direct as well as indirect relation between Role Stressors and Turnover intention**

**Table 3**

**To investigate Marital Status Related Differences in Role Stressors, Turnover Intention, Emotional Exhaustion(N = 200)**

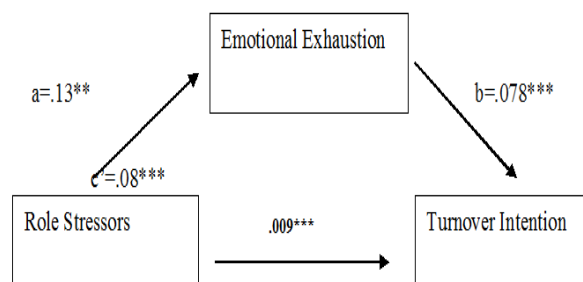


Table 3 shows independent sample t test to investigate the differences between married and unmarried employees of airport security force on role stressors, turnover intention and emotional exhaustion. Analysis indicates significant mean differences for Role Stressors ( $t(198) = -2.4$ ,  $p<.05$ ) and Turnover Intention ( $t(198) = -1.5$ ,  $p<.05$ ). Result also shows insignificant mean difference for emotional exhaustion ( $t(198) = -1.5$ ,  $p>.05$ ). Mean column indicates that married employees are higher at role stressors ( $M= 171.1$ ,  $SD= 28.6$ ) than unmarried employees ( $M= 161.4$ ,  $SD= 31.5$ ). Married employees are lower at turnover intention ( $M= 20.1$ ,  $SD= 4.1$ ) than unmarried employees ( $M= 20.9$ ,  $SD= 4.2$ ). Married employees are lower at emotional exhaustion ( $M= 25.1$ ,  $SD= 15.4$ ) than unmarried employees ( $M=28.4$ ,  $SD= 15$ ).

Table 4, shows independent sample t test to investigate family type related differences in role stressors, turnover intention and emotional exhaustion. Analysis indicates insignificant mean differences for Role Stressors ( $t(198) = 0.1$ ,  $p>.05$ ), Turnover intention ( $t(198) = 0.7$ ,  $p>.05$ ) and for emotional exhaustion ( $t(198) = 0.2$ ,  $p>.05$ ). The mean column shows that employee who lives in a joint family system face more role stressors ( $M= 167.2$ ,  $SD= 30$ ) as compare to employees who live in a nuclear family system ( $M= 160.3$ ,  $SD= 29.6$ ). Result also points out that employee living in joint family system has higher rate of turnover intention ( $M= 20.5$ ,  $SD= 3.94$ ) than who live in nuclear family ( $M=20.3$ ,  $SD=4.5$ ). Employees who live in joint family system are higher at emotional exhaustion ( $M= 26.6$ ,  $SD= 15.7$ ) than those who live in nuclear family system ( $M= 25.7$ ,  $SD= 14.7$ ).

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ISSN ONLINE: 3006-8800/PRINT: 3006-8797

Variables	Unmarried (n= 128)(n= 72)				95% CL		<i>p</i>			Cohen's <i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>t</i>			<i>LL</i>	<i>UL</i>	
Role Stressors	171.1	28.6	161.4	31.5	-2.4	.019		-18.93	-1.71	0.34
Turnover Intention	20.1	4.1	20.97	4.2	-1.5	.045		-2.1	.31	0.21
Emotional Exhaustion	25.1	15.4	28.4	15	-1.5	0.9		-7.7	1.1	0.23

*Df*= 198

**Table 4**

*To investigate Family Type Related Differences in Role Stressors, Turnover Intention, Work Family Conflict, Emotional Exhaustion(N = 200)*

Variables	Joint (n= 131)(n= 69)		Nuclear		95% CL		<i>p</i>			Cohen's <i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>t</i>			<i>LL</i>	<i>UL</i>	
Role Stressors	167.2	30	160.3	29.6	1.5	0.1		-1.88	15.7	0.23
Turnover Intention	20.5	3.94	20.3	4.5	0.3	0.7		-1.01	1.41	0.05
Emotional Exhaustion	26.6	15.7	25.7	14.7	0.3	0.2		-3.6	5.4	0.06

*Df*= 198

Table 5 shows independent sample t test to investigate living status related differences in role stressors, turnover Intention and emotional exhaustion. Analysis indicates significant mean differences for Role Stressors ( $t(198) = .02, p < .05$ ) and the mean score indicates that employees who live in camp face more role stressors ( $M = 168.7, SD = 30.8$ ) than those who live out ( $M = 159, SD = 27.9$ ). Result also shows insignificant mean differences for Turnover intention ( $t(198) = 0.5, p > .05$ ) and emotional exhaustion ( $t(198) = .08, p > .05$ ) and mean column demonstrate that employees who live in camp has higher rate of turnover intention ( $M = 20.6, SD = 4.1$ ) than outliving employees ( $M = 20.2, SD = 4.2$ ). Camp living employees are higher at emotional exhaustion ( $M = 26.3,$

$SD = 15.9$ ) than out living employees ( $M = 26.2, SD = 14.3$ ).

## 4. Discussion

The aim of the present study was to explore the effect of role stressors on turnover intention, considering the mediating role of emotional exhaustion among airport security force. The scales used for the study were Occupational Stress Index, Turnover Intention Scale, Maslach Burnout Inventory. Data was analyzed through using Statistical Package for Social Science (SPSS-26). First of all descriptive analysis was performed on demographics variables of the study. Then reliability analysis was run on the instruments.

**Table 5**

*To investigate Living Status Related Differences in Role Stressors, Turnover Intention and Emotional Exhaustion (N = 200)*

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ISSN ONLINE: 3006-8800/PRINT: 3006-8797

Variables	Camp (n= 119)		Out living (n= 81)		95% CL				Cohen's <i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>t</i>	<i>P</i>	<i>LL</i>	<i>UL</i>	
Role Stressors	168.7	30.8	159	27.9	2.3	.02	1.29	18.2	0.33
Turnover Intention	20.6	4.1	20.2	4.2	0.7	0.5	-.78	1.56	0.1
Emotional Exhaustion	26.3	15.9	26.2	14.3	-.05	.08	-4.5	4.2	0.01

*Df*= 198

All the instruments were found to be reliable for prediction. Pearson Product Moment Correlation was performed for hypothesis testing. Linear regression analysis was run to predict turnover intention through role stressors. Simple mediation analysis was performed by using Hayes process macro to study the mediating role of Emotional Exhaustion in relationship between Role Stressors and Turnover Intention. Independent sample *t* test was applied to explore marital status and living status differences among the variables of the study.

The first hypothesis of the study was that role stressors lead to turnover intention among airport security force. Hypothesis was supported by the findings as employees who scored high on role stressors also scored high on turnover intention scale and the employees who had less role stressors had less turnover intentions which means role stressors significantly turnover intention among employees. When employees face role stressors at their work in return they become dissatisfied with their jobs which then leads to turnover intention supported by the findings that Job stress has an impact on job satisfaction, which therefore causes poor performance at work and a desire to quit (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010). Numerous studies have revealed that employees are more likely to consider leaving their jobs when they are under more stress (Chen et al., 2010; Applebaum et al., 2010).

This fact can be supported by the findings of a previous study which examined the association between employee intention to leave their job and job stress using a sample of workers from Korean public firms. The findings provide empirical evidence showing a strong

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positive correlation between job stress and turnover intention (Ahn&Chaoyu, 2019).

The second hypothesis of the study was there is positive relationship between role stressors, emotional exhaustion and turnover intention among airport security force. Finding of the correlation analysis supported the hypothesis that there is a significant positive correlation between role stressor and turnover intention, justified by the research that occupational stress and turnover intention were significantly positively correlated (Fong & Mahfar, 2013). There is a significant positive correlation between role stressor and emotional exhaustion scale, a research conducted by Wu et al., (2020) validate the analysis, the findings of their study revealed that stressors were positively correlated with emotional exhaustion, including both challenge and hindrance stressors. There is significant positive relation between turnover intention and emotional exhaustion, supported by the findings of the study of (Green et al., 2013) which results revealed that turnover intention was positively correlated with emotional exhaustion.

According to third hypothesis of current study emotional exhaustion mediates the relationship between role stressors and turnover intention among airport security force. Hypothesis was proved through mediation analysis, findings revealed that role stressors positively predicts turnover intention and there is a significant mediating effect of emotional exhaustion on role stressors and turnover intentions. A study of the job stress and turnover intentions of front line hotel employees in south China was done by taking into account the role of burnout and the service climate. This study uncovers the role of



stress on hotel front-line employees' turnover intention through the mediation of burnout in order to better understand employees' desire to leave their jobs, findings revealed that role stress and turnover intention are totally mediated by burnout; that is, under role stress, employees do not quit their jobs right away unless they are extremely burned out (Wen et al., 2020).

Another research was conducted to explore the function of emotional exhaustion as a mediating factor in the relationship between workplace characteristics (job security, trust in senior management, distributive justice, and information sharing) and turnover intention. According to findings the relationship between workplace characteristics and intention to leave the company was also mediated by emotional exhaustion. (Arshadi&Shahbazi, 2013). It was discovered that burnout considerably mediated the association between stressors and intention to quit (Anand et al., 2022). Workplace stress has very serious effects on both the individual and the organisation. Work stress has extremely significant consequences to the individual and to the organization (Barling, Kelloway &Frone, 2005). Beyond the assumed direct links, burnout somewhat mediated between job stress and work satisfaction, while work satisfaction partially mediated the association between burnout and turnover intentions (Tziner et al., 2015)

According to fourth hypothesis married employees have lower turnover intention was analyzed through using independent sample t test to investigate marital status related differences among study variables. Analysis indicates significant mean differences for role stressors, turnover intention and insignificant mean difference for emotional exhaustion. The Social Exchange Theory posits that workers' intentions to stay or leave an organization are influenced by the strength of the ties connecting those (Holtom et al., 2008).

Most of the participants were married (64%). Married employees have lower turnover intention as compare to unmarried employees. As concluded in earlier studies the intention to leave the job was also shown to be different depending on marital status, and the single

with each other and that role stressors significantly predicted turnover intention and there is direct effect for role stressors and emotional exhaustion which has positive relation with each other on turnover intention, hence concluded that there is significant mediating effect emotional exhaustion on role stressors and turnover intention. A significant marital status difference in all study variables was found. Participants who were married showed less intention to leave the

employees were found to have a higher intention to leave the job than the married employees, possibly because of the financial responsibility that married employees have to their family (Emiroğlu et al., 2015). This result backs up the conclusions made by Carbery et al., (2010). According to Carbery et al., (2010) married employees were less likely to leave their jobs because of their financial responsibilities

Additionally independent sample t test was run to measure family type and living status related differences among employees of Airport Security Force. Findings revealed that employees who live in combined family system face more role stressors and has higher rate of turnover intentions than employees who live in a nuclear family system probably because combined family system attach more expectations with an individual and it becomes tough for an employee to manage work and family balance which ultimately leads to role stressors and turnover intention in employees. Analysis also indicated that employees who live in a camp scored higher on role stressors and turnover intention than an outliving employees, because outliving employees can go to their families on daily bases as compare to camp living employees who go home casually due to busy duty schedules which make them exhausted and they become more prone to role stressors, As the first study of its kind focusing on Pakistan's Airport Security Force, this research uniquely contributes to our understanding of the interplay between role stressors, emotional exhaustion, and their subsequent impact on turnover intentions. It provides a critical indigenous perspective, reflecting the distinct socio-cultural and occupational nuances of Pakistan. This pioneering effort not only enriches the global discourse on occupational stress but also lays a vital groundwork for future research and tailored policy-making within the Pakistani context.

## Conclusion

The results of the present study showed that there is a significant positive relationship between role stressors, turnover intention and emotional exhaustion. All variables were positively correlated

organization and had more role stressors. Previous studies demonstrated that how Role stressors at workplace can reduce employees job performance, make them emotionally drained and turn them to leave their jobs. Hardworking employees are very necessary for the success of any organization and if due to some reason employees are losing interest in their jobs it's very compulsory for the organization to find out these reasons so the turnover rate can be control. Workplace stress leads

to employee burnout and despair. This research mainly focused on to uncover the role stressors that employee face on daily bases at their work and to create awareness that how these role stressors affect their mental health, make them emotionally drained and in return how all this exhaustion create conflict. The purpose of this research was basically to create awareness about these variables in employees and at the end of research based on findings to give strategies to help them overcome these stressors through instilling a culture of stress management at airport.

### Limitations and Suggestions

This study has certain limitations that highlight the need for future research. Firstly, the research was conducted on a limited sample of individuals from Islamabad International Airport. To enhance the generalizability of the findings, future studies should utilize a more representative sample, employing random sampling techniques to include participants from across Pakistan. Additionally, while this study focused on marital status differences in role stressors and turnover intention, there remains a research gap in exploring other demographic variables such as gender, rank, age, education level, and family type. Future research should incorporate these variables to yield more comprehensive results. The use of convenient sampling also led to an unequal distribution of participants across demographic categories. To better understand the role of demographics in relation to role stressors and turnover intention, future studies should aim

to include an equal number of participants in each demographic group. Furthermore, this study examined role stressors collectively without distinguishing their individual components. To determine the specific impact of different role stressors on turnover intention and emotional exhaustion, future research should define and analyze each stressor individually.

### Implications

Hardworking employees are very necessary for the success of any organization and if due to some reason employees are losing interest in their jobs it's very compulsory for the organization to find out these reasons so the turnover rate can be control. Workplace stress leads to employee burnout and despair. The present study aimed to identify the effect of role stressors on turnover Intention among Airport security force, and identify the mediating role of emotional exhaustion. This study will help in understanding the major Role stressors that effect mental health of Airport security force and play a role in making them emotionally exhausted which then leads to turnover intention or actual turnover. At the end of the research with the help of results, this study will be able to provide some coping and intervention strategies for stress management to Airport security force through instilling a culture of stress management within the company, offering specialized training programs, writing precise job descriptions, and redesigning the actual workspace

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