Emotional Exhaustion as Stressor agent for Job Stress in Call Centers: Empirical evidence from perspective of Job Satisfaction and Turnover Intention as Work Outcomes

Nadia Zubair Ahmed Khan[1], Asma Imran[1], Qasim Ali Nisar[2*]

[1] Department of Management Sciences, COMSATS Institute of Information Technology Lahore;
[2]Othman Yeop Abdullah Graduate Business School, College of Business, School of Business Management, Universiti Utara Malaysia; University of Punjab; University of Sargodha
[*]E-mail: qasimalinisar05@gmail.com

Abstract

The purpose of the study is to analyze job burnout component emotional exhaustion as a probable stressor agent that causes job stress and their impact on job satisfaction and turnover intention as work outcomes. The scales were adapted from that measure to analyze the effect of emotional exhaustion causing job stress, also highlights the evidence in support of the conceptual model. Data was collected by the survey that generated 220 respondents. The sample chosen for this research are employees working in telecommunication call centers of Lahore city region in Pakistan. SPSS regression analysis was employed for data analysis. The results showed that emotional exhaustion carried negative and significant relation with job satisfaction (β= -.354,p<.05) and significant positive relation with turnover intention (β= .290, p<.05) also significant relation between dependent variables followed by mediating effect of two dimensions of job stress analyzed by PROCESS procedure of bootstrapping technique contained no and full mediation between emotional exhaustion in relation with job satisfaction and turnover intention respectively. Outcome from the conducted study depicted that stress did not affected the level of satisfaction of employees as they are well trained and informed that job stress is the part of their work activities in call centers and the stress in organizations is needed to be dealt with.

Keywords: Emotional Exhaustion, Job Stress, Turnover Intention, Job Satisfaction, Anxiety, Time Pressure, Call centers.

Introduction

Emotions that were experienced are likely to be hindered by personal temperament like a role in settings of organizations and the trials that provide reason to them, even if they are comparatively trivial, must not be unnoticed. The kind of fuss that produces negative emotions comprises connections with customers, supervisors, subordinates and peers. Emotions exist inside and outside of organizational surroundings. When followers are open to abuse and misuse, at that point leaders can be devious and shrewd especially emotionally challenging and demanding. It's just the tip of the iceberg that is being realized that how much intense and enduring challenges of workplace emotions can be. Fear, anger, guilt, sadness can be experienced and seen in many of today's organizations both nationally and internationally (Ashkanasy & Daus, 2002). Emotional exhaustion is extensively considered as the final consequences when concerned with customer service wrenching nature of job like call centers. Many scholars have given great deal of thought, an increasing interest and consideration to the components of job burnout faced by the employees at low level or frontline i.e. Customer Services Representatives (CSRs) and sales personnel (Morris &

Feldman, 1996; Boles et al., 1997; Singh, 2000; Deery et al., 2002; Holman, 2003) due to which the work of services plays a vital part in achieving the organization's viable and cut throat competition and job burnout at high cost concerning high turnover rate of employees, be able to tempt the profitability of organization. Many empirical researches have indicated that intensification of positive emotions led to higher level of job satisfaction of employees, also the decreasing effect on turnover intentions among the employees. The inclusion of stress between the emotions, job satisfaction and turnover intention is due to the fact and findings that these variables are debatably related to leadership. The causal flow suggests that emotions are directly and indirectly related with job satisfaction and turnover intentions (Poddar & Madupall, 2012; Van Dick et al., 2004; Spector & Fox, 2005). At highest level of examination, there exists 'significant' negative relationship of turnover intentions and job satisfaction (Carsen & Spector, 1987). Likewise, the relationship within intention to quit the job and job satisfaction was found significantly distinguished and time after time negative. In a survey it was deduced that employees who left the job afterwards and those who stayed at their job posts evidently shows a negative relationship between turnover and job satisfaction (Hulin, 1966). Analysis of behaviors shows a broad array of emotional subordinate and behavioral results related negatively; admitting diminished 'self-esteem' and social capability, enhanced anti-behaviors, aroused stress, frustration, confrontation and prevention and frown goal performance, lessened life and job satisfaction, prescriptive and emotive obligation, enhanced family-work dispute, turnover intentions and psychological suffering and lower performance and working unit coherence including heightened annoyance, stress and strain, stimulant, vulnerability and work isolation (Van Dick et al, 2004).

Literature Review
Emotional Exhaustion
A state of mental weariness is commonly used to describe Burnout metaphorically (Schaufeli & Bakker, 2004). It is determined as a syndrome of emotional exhaustion from individual's work in response to chronic organizational stressors (Maslach & Jackson, 1981), particularly to the emotional strain of commencing extensively with other people (Ledgerwood et al., 1998). Employees suffering from being emotionally exhausted unfavorably influence outcomes of organization with a decrease in job satisfaction and performance, increases in turnover, and personal negative outcomes both physical and mental illness and disturbance in family and social lives (Maslach et al., 2001; Cameron et al., 1994). The burnout syndrome is widespread among individuals who do people work especially providing services of some kind (Maslach & Jackson, 1981), like hospitality and services industry. Therefore, the integral focal point of burnout research, particularly in its preliminary stage, has been on human service providers. In the late 1990s, the burnout concept was extended to professions beyond pure human service, and was extended to managerial level concerning managers als (Maslach & Leiter, 1997; Maslach et al., 2001). Burnout is a phrase that is used to express a meticulous type of stress reaction or strain that is defines as "a syndrome of emotional exhaustion and cynicism towards one's work in response to chronic organizational stressors" (Maslach & Jackson, 1981,1982). Maslach, Jackson and Leiter (1996) indicated that there are three moderately diverse proportions of risk for job burnout come into view namely Emotional exhaustion, Job Cynicism and Professional Efficacy (Chang, Rand & Strunk, 2000). In comparison to other burnout attributes, emotional exhaustion ruminate a type of strain caused by the stressors at work place. Since it process as distinctive quality of work life marker having the likelihood to figure out the accumulative work stress effect, emotional exhaustion is being regarded vital to the phenomenon of burnout (Aryee et al., 2008). Psychological strain (emotional exhaustion) act as a stressor, which causes abusive supervision and may contribute

towards reduction of relative performance to behavioral strain symptom. From a perception of stress, emotional exhaustion promotes mistreated subordinates to protect resources by not overstraining themselves, in turn can contribute in reducing unrestricted behavioral roles. Many researchers reported emotional exhaustion as negatively associated to organization directed citizenship behavior and supervisor (Cropanzano, Rupp & Bryne, 2003). Emotional exhaustion in the past studies have found to be strongly related with outcome variables as compare to other burnout indicators and revealed to be an antecedent to other dimensions of burnout. As a result, emotional exhaustion is well-thought out to be distinctive indicator of strain and the very first symptom in a causal model of burnout (Diestel & Schmidt, 2010; Wright & Bonett, 1997; Alarcon, 2011; Lee & Ashforth, 1993, 1996; Banks et al., 2012). Emotional exhaustion was associated turnover of employee i.e. intention to leave job (Deery, Iverson & Walsh, 2002; Huang et al., 2010). Recently developed studies of aggression-frustration, the stressor-emotion model (Fox, Spector & Miles, 2001) suggests counterproductive work behavior (CWB), i.e. enlisting in bullying behavior; depicted as an emotional response towards stressful conditions as experienced and encountered by employees. It is taken normally the perception regarding job satisfaction of employees working at the front line level in call centers, are generally not consider as a measure critically. Mostly call centers are linked with high levels of stress, high turnover of staff, and emotional burnout. ACA (1998) conducted research described that employees at call centers have high profile when concerned with stress as compare to coal miners and established that a particular reasonable stay of call centers agents to be 15 months. Stressor-emotion model is based on incorporating human anxiety and the job stress. Most models and theories of human anxiety have been linked to anger, exhaustion and frustration (Berkowitz, 1989; Anderson, Deuser, & DeNeve, 1995; Neuman & Baron, 1997; Dollard et al., 1939). The model suggested that exhaustion would lead to anxiety and stress. Also later work in the organizational arena shows a causal relationship between exhaustion, frustration in and environmental conditions causing anxiety and more stressful effects. A stressor is an environmental condition that induces a negative emotional reaction, which acts as environmental stressor at workplace which is perceived as stressor by the people (Spector & Fox, 2005).

Job Satisfaction

Whereas job satisfaction is said to be a positive feeling or satisfying emotional position of one's self in assessing his experience or job (Locke, 1976). The description proposes that employees build their mind-set towards their job in relation of their behaviors, beliefs and feelings (Robbins, 2005). Employees tend to be more satisfied if their job are fulfilling and rewarding. Organizational success highly depends on the job satisfaction as it plays an important ingredient in the overall success (Spector, 1985). Normally most successful organizations have employees with high satisfaction level wile organizations with poor satisfaction of job may let it go cripple (Galup, Klein & Jiang, 2008). Job satisfaction is the extent to which they like their job by taking into account their feelings, behaviors and beliefs in describing the attitude they form towards their work environment and job (Weiss, 2002; Spector, 1997). Job satisfaction was defined as "a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences" by Edwin Locke in hand Handbook of Industrial Psychology (Locke, 1976). The common perception of job satisfaction is used organizational research as a social attitude and speculates the significance of both influence, or sentiments, and noesis or supposing (Judge & Klinger, 2007). Job satisfaction is the positive stance of a person towards their job. Researchers asserted that some of the factors have substantial persuasion on job satisfaction like job security, relationship with co-workers, salary, and work rewards. Scholars impersonated that representative work at call centers is highly stressful. An attitude that person have towards their jobs, resulting from the perception of the jobs they are in and the degree to which there exist a good fit between the organization and that person is normally

defined as job satisfaction (Ivancevich et al., 1997). The nature of job satisfaction incriminate that a person would likely to be reside with a satisfying job and relinquish a dissatisfying job (Spencer, 1985).

Job Stress

Previous research depicts that if the employees with knowledge and skills reaches the nerve-wracking state in their jobs, they will definitely be faced with lower level of job satisfaction. Having high level of stress, these employees cannot enjoy their job anymore and will have low job satisfaction. When employees tend to maintain such low job satisfaction level they intend to increase the intention of leaving the job. Emotional exhaustion is generally induced by demands of job like job burden and problems in role performing, where 'depersonalization' and lowered personal achievements are induced by the absence of resources required for job and work. Interferences that are linked by job demands may come handy in describing emotional exhaustion. The moderating result of emotional exhaustion can impact on job stress thus lowering turnover intentions (Choi, Cheong & Feinberg, 2012). When the pressures overcome workers which are common to their field, they workers change careers in order to decrease stress. When an individual faces emotional, physical, social and organizational troubles then the stress is negative. The negative relationship exists in job stress and job satisfaction amongst the employees, however the moderating effect of organizational support lower down the stress and leads towards increased job satisfaction. Stress free surroundings both inside and outside of organization provides opportunities for employees to promote the levels of job satisfaction and organizational commitment. Psychological contract between the employees and the organization may have an impact on the levels of stress encountered by employees in their current jobs. By in depth analysis depicts that the role of people and the organizations in lowering down the stress, employers can raise the level of job satisfaction which will diffusely impact employees' commitment and reducing the rate of employee absence and turnover. Literature shows that job stress dominates on employees' job satisfaction also performance in the work as a whole. Most organizations are becoming demanding for improved job end results. In twenty first century it is normally called as "age of anxiety and stress". In such chaotic times stress is influenced by many stressors around it. On the above mentioned theories, job stress is an interrupting factor of balance between the negative-positive emotions that alters the outcomes of behavior concerning liveliness and emotional exhaustion. Under favorable circumstances it is taken on that there is stability between emotions of people (negative and positive). Consequently, it is balanced to suppose that job stress has controlling impact with liveliness and emotional exhaustion with deviant behaviors. Job stress is a conditional and individual variable which in the presence of contextual emotions (i.e emotional exhaustion or liveliness) will have diverse functions (multiple functions approach to job stress) (Sager, 1994; Lazarus & Folkman, 1984).

Turnover Intention

Working in call centers is a stressful experience as it is suggested by high rate of turnover and absenteeism in many call centers (Deery, Iverson, & Walsh, 2002; Holman, 2003; Baumgart et al., 2002). Scholars, theorists and psychologists emphasized that stress is one's response in a psychological manner in a certain situation where there exists a great deal of risk is involved and more over the mental capability exceeds and cannot absorb such state of emotions. Emotional exhaustion found to be negatively associated with job satisfaction, and following the turnover intentions of employees; contributing to the fact that organizational turnover intentions and occupational turnover intentions are positively linked to each other (Poddar & Madupall, 2012). The emotional conflict on turnover intentions related possibly is linked with reduction of psychological resourcefulness of employees. Employees suffering from such stress might remove from their own self and organization. This stress may direct to feel separated from their place of work and may

point them for new job hunting. More the employees live in emotional conflict, turnover intentions will be enhanced including the unreasoned absentees from work. Eventually leading toward personal disintegration of may contribute in lowering the rates of turnover intentions (Celik & Oz, 2011). As much as the job satisfaction is higher, lower the intention of individual to leave the job. It depicts that satisfaction or dissatisfaction of job play a vital task in molding the employees' turnover intentions. Satisfied people do their jobs; work hard with determination and loyalty and obviously with a lower intention to leave the organization and the other way around. In modern configuration of job and service, one organization career has become rare and exceptional. Its employer's responsibility to keep their employees satisfied at work hours and place so they hardly bring thought of quitting their jobs (Randhawa, 2007). Turnover intention is conceived as subjective approach of "thinking, planning and desiring" to leave the job. Two forecasters were focused "organizational commitment" and "organizational citizenship behavior" in the analysis to determine the impression of turnover intentions on employees. The lack of both forecasters amongst employees might hinder the growth of organization, capacity and effectiveness will lead towards higher turnover of employees (Ahmad et al., 2011). At some other place stress is said to a certain state that will enforce people to diverge from their actual path because of interruption or changeling in the emotional state, they allow them to depart from their actual cause. It is of great importance to people to distinguish the facing stress in their daily routine of work. Many studies found the significance in the relationship of job stress, turnover and job satisfaction as inversely related (Pathak, 2012).

Research Question and Research Model

The conducted research will endeavor that how job burnout component emotional exhaustion affects employees job satisfaction and turnover intention through the mediating mechanism of two important components of job stress i.e. time pressure and anxiety while working at frontline dealing with customers for many hours every day work routine also highlights the significant importance for top and middle level management as how exhaustion level affects job satisfaction and increases the employees' turnover intention level at work. The research conducted to provide an answer to following research question:

Does job burnout component emotional exhaustion show evidence of being a significant predictor of job stress and to what degree its components are affecting work outcomes as a mediator?

The proposed variables taken into consideration and the relationships have been analyzed in this conducted study presented in the model in Fig. 1. The study formulated following hypotheses based on literature review:

H1: Emotional Exhaustion has a significant negative impact on Job Satisfaction.

H2: Emotional Exhaustion has a significant positive impact on Turnover Intention.

H3: Job satisfaction has a significant negative impact on Turnover intention.

H4a: Job stress component time pressure mediates the relationship between emotional exhaustion and job satisfaction.

H4b: Job stress component anxiety mediates the relationship between emotional exhaustion and job satisfaction.

H5a: Job stress component time pressure mediates the relationship between emotional exhaustion and turnover intention.

H5b: Job stress component anxiety mediates the relationship between emotional exhaustion and turnover intention.
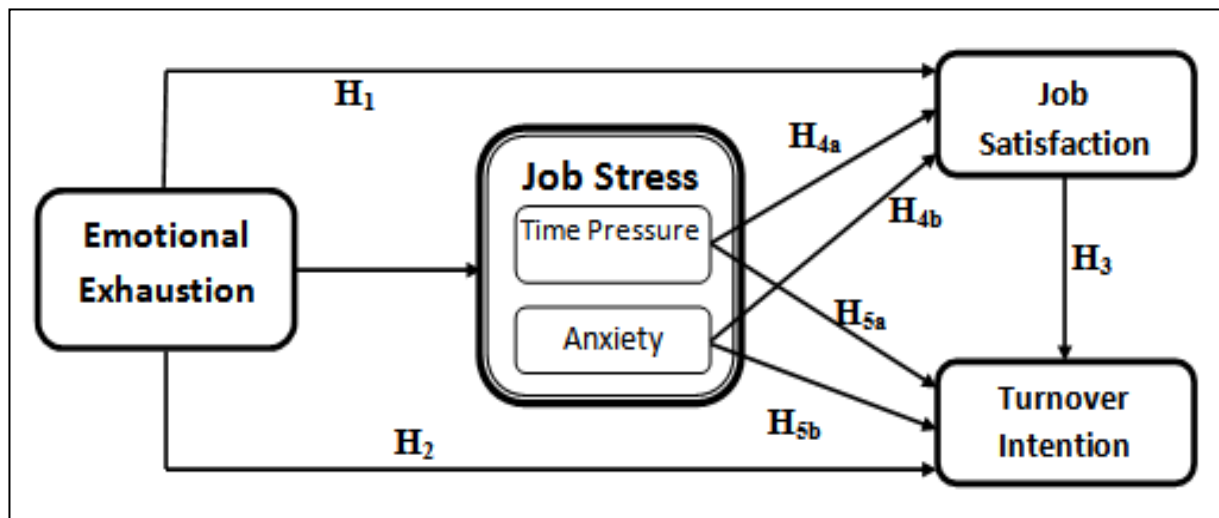
Figure 1: Research Model

Methodology
Sample

The population chosen for this research study is employees working in telecommunication call centers at frontline who are dealing directly with customers or clients on the phone connected with computer system to solve and answer their queries for many hours every day in their work routine. These call center employees are valid registered members. The target population selected is the call center employees of Lahore city in Pakistan. Lahore is the third fastest developed city in the country as most of the professionals and employees related to this study are set up in Lahore.

Measuring Instruments

The instrument used for collecting data from the students, a self-reported based questionnaire of 26 items including demographic data consisting of age, gender, education, marital status and position at work. The questionnaire survey designed to evaluate the consequent effects of stressor agent (emotional exhaustion) on job satisfaction and turnover intention by creating job stress in telecommunication call centers. For all items in the questionnaire, a 5-point scale ranging from 1= strongly disagree to 5 = strongly agree has been implied. The purpose of this questionnaire is to gain complete view of employees' perception and its impact on their working life. The questionnaires are distributed through personal contact and self administered to the call center employees. A total of 250 survey questionnaires were distributed and collected in two phases. At first phase, the questionnaires were distributed on the first working day of the week with the help respective team leaders in 8 call centers of Lahore. At second phase, the questionnaires were completed and collected back on the first working day of the next week. A questionnaire consists of following components:

Emotional Exhaustion

As a much known reality that human services are having a problem of burn out in employees Maslach burn out inventory is most widely used measure of burn out in services sector (Maslach, Schaufeli & Leiter, 2001). The scale have been employed many researchers in various call centers of different developed countries. The level of Emotional Exhaustion (independent variable) will be measured based on 5 items will be adapted from Singh et al., (1994).

Job Stress

The scale of measuring Job stress with 12 items adapted from Parker & DeCotiis' (1983) two-dimension scale, time pressure and anxiety. Perception of employees in accomplishing the job

demands in an insufficient time relates to Time pressure. At the other side, anxiety serves as a repulsive and obnoxious state of emotions that has adaptive or dysfunctional consequences. Therefore anxiety associates with pressures or tensions that are experienced by the employees brought upon then by their job demands at work.

Job Satisfaction

Factors such as excessive work load, managerial support and salary have been considered as important determinants of job satisfaction researchers agree on a point that increase in job satisfaction will lead toward preservation of staff. Job satisfaction was measured through Churchill et al. (1974) general satisfaction scale.

Turnover Intention

CSRs in call centers face high level of turnover. De Ruyter et al., (2001) studied that turnover can be as high as 40% for employees in call centers. At this level of high rate of CSR turnover cannot be dealt with in a simple manner by admission of new employees because it cuts down budget and cost them to train and recruit new CSRs. Mitchell et al., (2001) affirmed that leaving organization creates problems for other employees at work and also for organization itself. A 5 items scale adapted from Ganesan & Weitz (1996) to measure the level of turnover intention (dependent variable) at low level non-managerial employees.

Statistical Analyses

The questionnaire survey methodology was chosen to draw out the information required for researcher to carry out the answer of the research objective. The objective of the survey questionnaire was to identify statistically the significance of relationships between emotional exhaustion, job stress and turnover intention from various call centers in Lahore of telecommunication sector. The analysis was carried out with the help of SPSS version 21 for descriptive statistics (gender, age, education level and marital status), regression analysis, reliability analysis by performing Cronbach alpha (α) realiability confirmation and correlation analysis by Bivariate Pearson correlation to predict the level and closeness of proposed variables and their nature of relationships; and PROCESS procedure for SPSS release 2.13 (Hayes, 2013) for mediation analysis. All formulated hypotheses were two-side tested and significance level considered p-values less than 0.05 unless indicated otherwise.

Results

Sample Characteristics

Two hundred and fifty (250) questionnaires were distributed among the employees and 220 were returned completely, a response rate of 88%. Of the respondents (99 females and 116 males), 65.8% aged under 25 and 73.5% of respondents were from Bachelor degree program and 21.5% was from Masters. 70.6% were single in their marital status.

Table 1: Means, SD, Correlations and Alpha values of variables.

	Construct	Mean	SD	α	1	2	3	4	5
1	Emotional Exhaustion	2.98	.754	.784	--				
2	Time Pressure	3.02	.766	.750	.524**	--			
3	Anxiety	3.20	.763	.734	.652**	.514**	--		
4	Job Satisfaction	2.93	.951	.818	-.610**	-.620*	-.596*	--	
5	Turnover Intention	2.96	.855	.739	.767**	.558**	.540**	-.648**	--

Note: **p<0.01, *p<0.05

Table 1 shows the descriptive statistics and correlations for the under study variables that turnover intention, emotional exhaustion and two dimensional job stress are positively and

significantly correlated at p< 0.05. Whereas job satisfaction showed negative and significant correlation with turnover intention, emotional exhaustion and two dimensional job stress at p<0.05. If turnover intention decreases; employees will remain in organization and if emotional exhaustion and job stress increases the level of job satisfaction decreases creating negative impact on turnover intention. Cronbach alpha values for all proposed variables are above 0.7 of acceptable range.

Regression Analysis

In testing H1; job satisfaction was retreated on emotional exhaustion. Table 2 for Regression analysis and Model Summary shows the value of R2=0.40 and the p-value for regression analysis which is found to be 0.000<0.05 significance level. Beta Coefficients of the continued regression analysis for Emotional exhaustion and Job Satisfaction is -0.254. The results for regression analysis discovered the negative significant relationship between emotional exhaustion and job satisfaction; hence supports H1.

Table 2: Regression Analysis

Relation	B	S.E	β	t	Sig.
Emotional Exhaustion --> Job Satisfaction	-.354	.065	-.601	-3.912	.000
Emotional Exhaustion -->Turnover Intention	.290	.059	.767	3.231	.001
Job Satisfaction --> Turnover Intention	-.333	.047	-.648	-2.856	.005

Note: *p<0.01, **p<0.05

In testing H2, similar method of linear regression was applied between emotional exhaustion and turnover intention. Table 2 for Regression analysis shows the value of R2=0.38 and P-value for regression analysis for H2 found to be 0.001<0.05 significance level. Beta Coefficients of the continued regression analysis for emotional exhaustion and turnover intention is 0.290. The results for regression analysis discovered the positive significant relationship between emotional exhaustion and turnover intention; hence supports H2. In testing H3, relation between dependent variables shows negative and significant relation <0.005.

To check the mediating effect of two dimensional job stress construct between independent variable (emotional exhaustion) and dependent variables (job satisfaction and turnover intention); PROCESS procedure for SPSS release 2.13 is implied.

Table 3 shows the p-value for all the mediating paths based on Baron and Kenny (1986) steps and the direct, indirect and total effect values.

Table 3: Path Analysis

Relations	Paths				Direct Effects	Indirect Effects	Total Effects
	a	b	c	c'			
Emotional exhaustion<--Time Pressure<--Job Satisfaction	.000**	.065**	.011**	.001**	-.173	-.081	-.258
Emotional exhaustion<--Anxiety<--Job Satisfaction	.000**	.070**	.031*	.001**	-.143	-.110	-.253
Emotional exhaustion<--Time Pressure<--Turnover Intention	.000**	.000**	.001**	.081	.106	.084	.189
Emotional exhaustion<--Anxiety<--Turnover Intention	.000**	.002**	.013*	.083	.107	.082	.190

Note:*p<0.05, **p<0.01

For testing H4a, in Step 1 of the mediation model, the regression of emotional exhaustion with the job satisfaction, ignoring the mediator, was significant, b = .298, t(247) = 47.70 , p <.000. Step 2 showed that the regression of emotional exhaustion with job satisfaction on the mediator, time pressure dimension of job stress, was insignificant, b = -.272, t(248) = 14.04, p >.065. Step 3 of the mediation process showed that the mediator (time pressure), controlling for emotional exhaustion with the job satisfaction, was significant, b = -.253, t(247) = 15.30, p< .011. Step 4 of the analyses revealed that, controlling for the mediator (time pressure), with the emotional exhaustion was also a significant predictor of job satisfaction, b = -.173, t(248) = 14.03, p<.001. A Sobel test was conducted and found no mediation in the model (z = -3.10, p = .052). It was found that the relationship between emotional exhaustion and job satisfaction was not mediated by time pressure component of job stress. Hence H3a is not supported. For testing H3b, in Step 1 of the mediation model, the regression of emotional exhaustion with the job satisfaction, ignoring the mediator, was significant, b = .315, t(247) = 40.19 , p<.000. Step 2 showed that the regression of emotional exhaustion with job satisfaction on the mediator, anxiety dimension of job stress, was also significant, b = -.352, t(248) = 22.35, p = >.070. Step 3 of the mediation process showed that the mediator (anxiety), controlling for emotional exhaustion with the job satisfaction, was significant, b = -.254, t(247) = 15.30, p < .031. Step 4 of the analyses revealed that, controlling for the mediator (anxiety), with the emotional exhaustion was also a significant predictor of job satisfaction, b = -.143, t(248) = 22.35, p <.001. A Sobel test was conducted and found no mediation in the model (z = -4.04, p = .071). It was found that the relationship between emotional exhaustion and job satisfaction was not mediated by anxiety factor of job stress. Hence H3b is not supported.

For testing H5a, in Step 1 of the mediation model, the regression of emotional exhaustion with the turnover intention, ignoring the mediator, was significant, b = .328, t(247) = 42.49 , p<.000. Step 2 showed that the regression of emotional exhaustion with turnover intention on the mediator, time pressure dimension of job stress, was also significant, b = .257, t(248) = 14.56, p = <.000. Step 3 of the mediation process showed that the mediator (time pressure), controlling for emotional exhaustion with the turnover intention, was significant, b = .189, t(247) = 10.44, p < .001. Step 4 of the analyses revealed that, controlling for the mediator (time pressure), with the emotional exhaustion was also a significant predictor of turnover intention, b = .106, t(248) = 14.56, p >.081. A Sobel test was conducted and found full mediation in the model (z = 3.54, p = .004). It was found that time pressure fully mediated the relationship between emotional exhaustion and turnover intention. Hence supports H4a. For testing H5b, in Step 1 of the mediation model, the regression of emotional exhaustion with the turnover intention, ignoring the mediator, was significant, b = .356, t(247) = 51.48, p<.000. Step 2 showed that the regression of emotional exhaustion with job satisfaction on the mediator, anxiety dimension of job stress, was also significant, b = .231, t(248) = 12.63, p = <.002. Step 3 of the mediation process showed that the mediator (anxiety), controlling for emotional exhaustion with the turnover intention, was significant, b = .189, t(247) = 10.44, p < .013. Step 4 of the analyses revealed that, controlling for the mediator (anxiety), with the emotional exhaustion was also a significant predictor of turnover intention, b = .107, t(248) = 12.63, p >.083. A Sobel test was conducted and found full mediation in the model (z = 3.33, p = .009). It was found that anxiety fully mediated the relationship between emotional exhaustion and turnover intention. Hence supports H4b.

Discussion & Conclusion

The current study examined the interrelationship among the proposed independent variable i.e. emotional exhaustion with job satisfaction and turnover intention as work outcomes dependent variables and the mediating effect of job stress concerning its two dimensions time pressure and

anxiety between proposed independent and dependent variables. The study summarized that emotional exhaustion showed significant and positive relation with turnover intention and significant negative relation with job satisfaction in the environment of telecommunication call centers. The results from conducted study do collaborate with the previous studies as emotional exhaustion is positively significant with turnover intention and negatively significant with job satisfaction (Deery, Iverson, & Walsh, 2002; Poddar & Madupall, 2012; Cherniss, 1980; Schwab, Jackson, & Schuler, 1986; Carsen & Spector, 1987). As for the mediation is concerned; job stress with two dimensions i.e. time pressure and anxiety does not mediates the path between emotional exhaustion and job satisfaction. As the path is not mediated, it suggests that the employees are well trained in coping with stress mechanisms in such stressful environment also being satisfied with their working job conditions. Whereas the path between emotional exhaustion and turnover intention is fully mediated by job stress dimensions suggests that there can be no other mediating variable except job stress. These results are in line with the literature and previous studies that depicted the mediating mechanism of job stress (Diestel & Schmidt, 2010; Wright & Bonett, 1997; Alarcon, 2011; Lee & Ashforth, 1993, 1996; Banks et al., 2012; Deery, Iverson & Walsh, 2002). The study suggests that proposed model fits in the wrenching and stressful environment of call centers providing results based on current working situations as employees know how to handle stress that is the most crucial part of their job activities.

Limitations & Future Directions

The understudy does carry few limitations in performing the analysis and in data collection process. Employees' perception about being emotionally exhausted was weak at non-managerial low level in call centers and lack of understanding due to work load. The sample was taken from only one city and most importantly time constraint in collecting data in their working hours. The understudy can be more elaborated and extended to get better results by testing samples from other services sector i.e. hospitality or IT (Information Technology), cross-cultural samples can be taken to perform analysis and can be conducted at different departmental levels in the same organization. More over other components of job burnout can be tested with more varied directions of job stress including more work outcomes variables and other stressor agents hinder during their working hours.

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