



## Research Article

# Relationship of challenge and hindrance stressors with turnover intention and employee's creativity: The moderating role of emotional intelligence

Khunsa Hayat<sup>1</sup>, Aftab Hussain Tabasam<sup>2</sup>, Anita Ali<sup>3</sup>, Anam Ashiq<sup>4</sup>,  
Malik Shahzad Shabbir<sup>5\*</sup>, Hira Abdul Rawoof<sup>6</sup>

<sup>1</sup>Department of Management Sciences, Ulster University, UK

<sup>2</sup>Department of Business Administration, University of Poonch Rawalakot, Azad Kashmir, Pakistan

<sup>3</sup>Hailey College of commerce, University of the Punjab, Lahore, Pakistan

<sup>4</sup>School of Economics and Management, North China University of Water Resources and Electric Power, Zhengzhou, China

<sup>5</sup>Department of Management Sciences, University of Lahore, Lahore, Pakistan

<sup>6</sup>Institute of Business Management (IoBM), Karachi, Pakistan

\*Corresponding Author email: [Mshahzad786.pk11@gmail.com](mailto:Mshahzad786.pk11@gmail.com)

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## ABSTRACT

The present research aimed to explore the direct relationship of challenge and hindrance stressors with turnover intention and employee creativity, moderated by emotional intelligence. This study has collected the data through questionnaires from two hundred and fifty (250) telecom sector employees of Islamabad. The data has been analyzed by regression and Cronbach's Alpha. The findings demonstrated a significant negative relationship of challenge stressors with turnover intention and positive relationship of hindrance stressors with turnover intention. In addition, emotional intelligence moderated the direct relationship between challenge stressors and turnover intention. The study contributes to improving the work system by providing better understanding of emotional intelligence role in controlling the turnover intention.

**Keywords:** *Challenge Stressors; Hindrance Stressors; Emotional Intelligence (EI); Turnover Intention.*

## 1. INTRODUCTION

This is a major concern to telecom sector employees, because such stressful and demanding situations influence employees' creativity and mitigate the job turnover (e.g., organizational commitment, job satisfaction) deleteriously (Nawaz et al., 2021a; Shabbir, 2022a; Nawaz et al., 2022a; Shabbir & Zeb, 2020a; Zhang et al., 2019). However, several studies such as, (Andrei et al., 2015; Stamoulis et al., 2017; Emmadi, 2019; Shabbir, 2020b; Saleem et al., 2021; Nawaz et al., 2021b; Schutt et al., 1998) that create job satisfaction that leads to the longer stay in an organization. Hindrance stressors such as ambiguity, on the other hand, offer less opportunity for such gains. It is noted that resulting feelings of high accomplishment to increased chances for promotions and higher pay (McCauley & Hinojosa, 2020; French et al., 2019; Butt et al., 2022; Bai et al., 2022; Nawaz et al., 2022b; Nawaz et al., 2022c; Shabbir, 2022b) and it is growing in prominence in the research literature

(French et al., 2019;). Employees of an organization exhibit several negative behavioral and attitudinal outcomes when they perceive or experience stress (Saxena et al., 2020; Nawaz et al., 2022e; Ge et al., 2022). The existence of stressors can be analyzed by studying the relationship of challenge stressors and hindrance stressors with emotional intelligence of an individual (Hayat et al., 2022a; Nawaz et al., 2021c; Hayat et al., 2022b; Ali et al., 2022; Dai et al., 2022; Zehra et al., 2022).

In this research only one moderator has been taken, researcher can use other mediators in his research. In this researcher only one dependent variable has been taken. In future researcher can take employee creativity and turnover as dependent variables. Future researcher can test engagement between challenge stressors and hindrance stressors with job burnout with the mediating role of self- efficacy and emotional stability. This study identifies the influence of challenge and hindrance stressors on employees who works in telecom sector of Pakistan and how the CS and HS have influence on employees of telecom sector of Pakistan. These over flow of stressors from job side make the employees to experience a turnover intention. In this study we found that employees who have not more knowledge about challenge stressors will face turnover intention although they are emotionally very intelligent and stable. And we examine the employees who have knowledge about hindrance stressors and they are emotionally very sound will positively impact on turnover intention. Those employees will overcome on turnover intention.

The purpose of the study is to determine challenge stressors effect on turnover intention and to define the hindrance stressors influence on the turnover intention. In order to determine the role of emotional intelligence in the relationship of challenge stressors. Moreover, to determine the role of emotional intelligence in relationship with hindrance stressors and to decide the role of emotional intelligence in the relationship with turnover intention. The study also aims to answer following questions. Does the challenge stressors significant positive association with turnover intentions? Does the hindrance stressors possess significant positive association with turnover intentions? Does emotional intelligence moderate the relationship b/w challenge stressors and turnover intention and does emotional intelligence moderates the relationship b/w hindrance stressors and turnover intentions.

## **2. LITERATURE REVIEW**

Emotional intelligence is totally new concept, derived from the situation where the interest in emotions is increasing rapidly within working environment. Nawaz et al. (2021d) started studying this concept who assumed the emotional intelligence as a division of social intelligence. Emotional intelligence means the aptitude to control others and one's own feelings and emotions to differentiate between them and with that utilize this information to direct one's responses and thoughts. In organizational environment if an employee has guts to identify, utilizing, analysing, monitoring and expressing his or other's feelings the person has great emotional intelligence (Kewalramani et al., 2015). Thus, employee should be aware how to manage and control his and others' emotions by itself.

The survey by these creators emphasizes the sparse, and now and then exceptionally questionable, exact proof used to bolster the significance of EI in the working environment and prescribes those logical reviews be completed in associations. For example, representatives with high passionate knowledge are preferable capable over individuals with low enthusiastic insight to know when and how to offer assistance to others inside the association. The capacity of workers with high passionate knowledge to comprehend the feelings and states of mind of others can help them shape opportune and socially satisfactory reactions to others' responses (Yu et al., 2020; Moeller & Kwantes, 2015). Additionally, the capacity of individuals with high passionate insight to manage their own and others' temperaments and feelings may likewise empower them to keep up constructive enthusiastic states and interpersonal connections (Ain et al., 2021), both of which encourage the show of Job fulfillment inside the association. Interestingly, representatives with low passionate knowledge may neglect to show Job fulfillment in spite of their positive connection to, ID and inclusion with their utilizing association. Contrasted with their high candidly wise partners, they may be not able make positive feelings and additionally to grow better connections with others in the association because of their generally low enthusiastic knowledge. This, thusly, may confine the degree to which workers with low enthusiastic insight participate in Job fulfillment. Strains are a focus of the model by being in the center and because they are the only variables proposed to be related to all stressors and all outcomes (as found in Berten & Van Rossem, 2009; Gilin Oore et al., 2010; Wu et al., 2012; Park, & DeFrank, 2018; Summers et al., 2020), to job performance and although the rehasbeen little research conducted on the link between strains and turnover intention. Hence, it depends on an individual how workload impacts personally, whether the impact is positive or negative (Sajid et al., (2021); Schalk & van der Linden, 2021; Rasheed et al., 2018; Liu et al., 2022a; Arslan et al., 2021; Cao et al., 2022; Shabbir & Wisdom 2020; Sadiq et al., 2022; Shabbir et al., 2020c; Gilson, 2000). Emotional intelligence (EI) is defined as the ability to adaptively perceive, understand and regulate emotions in oneself and others person (e.g., Mayer et al., 2000; Salovey & Grewal, 2005; Bradberry, & Greaves, 2009; Drigas & Papoutsis, 2018; Rivers et al., 2020; Liu et al., 2022b). These approaches have been critiqued primarily in terms of conceptualization and approach to measuring EI (Cherniss, 2010). Employee's with high EI are thus better able to perceive, appraise, and regulate their emotions and the emotions of others (Liu et al., 2022c; Ji et al 2022; Yaqoob et al., 2022a Hussain et al., 2018).

Nawab et al., (2021e) in his article "Emotional Intelligence and other Psychological Concepts and Approaches", also discuss about the relationship between emotional intelligence, self-esteem and self-confidence. EI has been touted as a construct which can assist organizations in reducing turnover intensions (Li et al., 2021; Wen et al., 2021; Chen et al., 2021;; Liu et al., 2022d; Muhammad et al., 2022; Yaqoob et al., 2022b; Wang et al., 2022; Arif et al., 2020). In other words, employees with Elare capable of reducing turnover intensions. As mentioned by "emotions are contagious and they are most contagious from the top down, from leader to followers". Staff turnover is defined as "the number of employees that have quit within a given time period, usually one year, in relation to the total number of employees" as mentioned below Fig. 1.

## 2.1. THEORETICAL FRAMEWORK

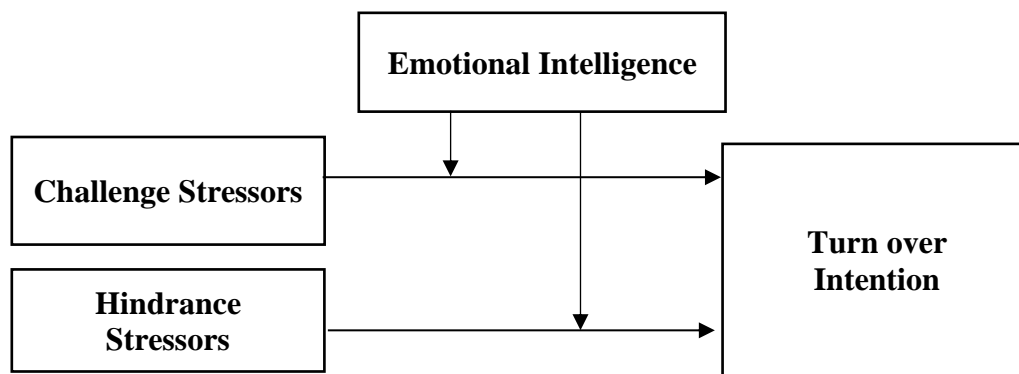


Fig. 1. Theoretical Framework

## 2.2. HYPOTHESIS

- H1. Challenge stressors (CS) and turnover intention (TI) will be negatively related.
- H2. Hindrance stressors (HS) is positively associated with turnover intention.
- H3. Emotional intelligence (EI) significantly moderates the relationship between Challenge stressors and turnover intentions.
- H4. Emotional Intelligence moderates the relationship between hindrance stressors and turnover intention.

## 3. RESEARCH METHODOLOGY

The purpose of the present study is to extend the challenge-hindrane occupational stress model by examining the role of emotional intelligence in the stressors-outcome process. Then we test whether the emotional intelligence moderates the relationship between stressors and the outcomes of turnover intention as proposed in transactional stress theory. For this purpose, two hundred and seventy (270) sample size has taken and convenient sampling technique is used to test the hypothesis. Whereas, twenty (20) questionnaires are incomplete and our sample consists of two hundred and fifty (250). The data is analyzed using statistical packages of social sciences (SPSS 25) version through different statistical tests. The target population of this study is employees in telecom sector of Pakistan. The unit of analysis in this study is individual (employees) working in banks of Pakistan. This cross-sectional quantitative study as causal relationship between aforesaid variables was studied. Primary data was collected through questionnaire. In this research four items were used for measuring the demographic variables of age, gender, work experience, and job level. However, five-point Likert-type scales is used for measuring the variables. The employees fill the questionnaire related to turnover intentions. The questionnaire is adapted from various sources. Age, gender, work experience, and the employee's job level will be used as control variables. Moreover, the age and work experience are approximated to the nearest year and consider as ratio variables.

The references for the adapted questionnaire regarding each variable are listed below in table 1 and 2 respectively.

**Table 1.** Description of Variables

Name of Variables	References	Cron-Bach alpha
Challenge Stressorss	Shabbir and Zeb 2020	0.738
Hindrance Stressorss	Shabbir, 2020b	0.871
Emotional Intelligence	Arif et al 2020	0.869
Turnover Intention	Ain et al 2021	0.852

#### 4. DATA ANALYSIS AND RESULTS

**Table 2.** Descriptive Information

N	250
<i>Gender</i>	
Male	131
Female	119
<i>Experience</i>	
3-7	35
8-11	65
12-15	150
<i>Age</i>	
25-35	60
36-45	67
45 and above	123
<i>Education</i>	
Masters	171
M.Phil.	79

**Table 3.** Reliability Test

Variables	No. of items	Cronbach's Alpha
CS	6	0.738
HS	5	0.871
EI	4	0.869
TI	4	0.852

Cronbach's alpha is applied to test the reliability and sources of variables. Table 3 shows the result of Cronbach's alpha. The value of corn Bach's alpha for challenge stressorss were ( $\alpha=0.738$ ), Hindrance stressorss were ( $\alpha=0.871$ ), Emotional intelligence were ( $\alpha=0.869$ ), turn over intention were ( $\alpha= 0.852$ ).

**Table 4.** Descriptive Statistics

Variables	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
CS	250	3.4180	0.91033	-.497	-1.639
HS	250	3.0056	1.08652	.108	-1.576
EI	250	3.2560	1.10310	-.467	-1.325
TI	250	3.0020	1.13762	.161	-1.509

Valid N 250  
(Likewise)

**Table 5. Correlation Analysis**

	Gender	Age	Education	Experience	CS	HS	EI	TI
Gender	1							
Age	-.588**	1						
Education	.317**	-.367**	1					
Experience	-.616**	.751**	-.094	1				
CS	-.640**	.637**	-.624**	.718**	1			
HS	.573**	-.606**	-.466**	-.751**	-.845**	1		
EI	-.664**	.712**	-.516**	.804**	.861**	-.843**	1	
TI	.610**	-.717**	.546**	-.802**	-.847**	.829**	-.871**	1

**Table 6. Simple Hypothesis Testing**

Hypothesis	Independent Variable	Dependent Variable	R square	F	B	T	Sig.
Challenge stressors have a negative impact on turnover intention	Challenge stressors	Turnover Intention	0.717	6.14	-0.847	-25.04	0.000
Hindrance stressors have positive impact on turnover intention	Hindrance stressors	Turnover Intention	0.688	5.43	0.829	2.841	0.000

The results of hypothesis testing (B=-.829, t=2.841, p=0) are significant, that shows there is a positive significance relationship HS and turnover intention therefore we accept hypothesis 2 as indicate in table 4, 5 and 6 respectively.

**Table 7. Model Conditional effect of X on Y at values of the moderators**

Emotional Intelligence	Effect	SE	T-stat	P-value	LLCI	UCLI
-1.1031	-.1872	.1001	-1.8697	.0627	-.3844	.0100
.0000	-.5622	.0638	-8.8047	.0000	-.6879	-.4364
1.1031	-.9371	.1175	-7.9764	.0000	-1.1686	-.7057

The table 7 tests the moderation between emotional intelligence and turnover intention, bootstrapping method is used. The result fully support that there is a negative moderation of challenge stressors between emotional intelligence and turnover intention. The results indicate that when the effect of challenge stressors was at minimum the relationship between emotional intelligence and turnover intention is moderate B = -.18, t = -1.8, CI = [0.38: 0 .10]. The relationship between emotional intelligence and turnover intention has increased from B = -.56 indicates significant decrease with the average effect of challenge stressors B = -.56, t = -.8, CI = [0-.6: 0 -.43]. Finally in the maximum presence of challenge stressors the relationship between emotional intelligence and turnover intention is even weaken significantly B = -.93, t = -7.9, CI = [-1.16: -.7057]. The result fully indicates that the challenge stressors is significantly, negatively moderating relationship between emotional intelligence and turnover intention as shown in table 8 below.

**Table 8. Model Conditional effect of X on Y at values of the moderators**

Emotional Intelligence	Effect	SE	T-stat	P-Value	LLCI	UCLI
-1.1031	.4274	.1104	3.8707	.0001	.2099	.6450
.0000	.3699	.0645	5.7396	.0000	.2430	.4969
1.1031	.3124	.0809	3.8631	.0001	.1531	.4717

## 5. RESULTS DISCUSSION

The results indicate that there is negative Significant relation between age and gender (-.588\*\*). The correlation of Education and Gender is (.317\*\*) it shows that these variables are have positive significant relationship to each other. And Education is negatively correlated with age (-.367\*\*). And with Experience and gender is negatively correlated (-.616\*\*). Education and Age have significant relationship (.751\*).and Experience and Education have negative relationship (-.094). The CS has significant relationship with Gender (-.640\*\*). And has significant relationship with Age (.673\*\*).CS has insignificant relationship with Education (-.624\*\*) and has significant relationship with Experience (.781\*\*). The value between HS and Gender is (.573\*\*) it shows that HS and Gender has significant positive relationship. And with Age, and Education and the Experience the values are (-.606\*\*), (-.466\*\*), (-.751\*\*). these results shows that HS has insignificant relationship with Age and Education and Experience. The relationship between HS and CS is (-.845\*\*). Its shows the relationship is insignificant. The EI has significant relation with Gender (-.664\*\*). EI has insignificant relationship with Age, education, and Experience and the CS and HS the values of these results are (.712\*\*), (-.516\*\*), (.804\*\*), (-.861\*\*) and (-.843\*\*). The Turnover intention has significant relationship with gender (.610\*\*) and has a significant relationship with Age (-.717\*\*). And has strongly significant relationship with Education, Experience, CS, HS, and EI. The results of these values are (.546\*\*), (-.802\*\*), (-.847\*\*), (.829\*\*), and (-.871\*\*).

The results indicate that when the effect of hindrance stressorss was at minimum the relationship between emotional intelligence and turnover intentionis moderate  $B = .42$ ,  $t=3.8$ ,  $CI= [0.20: 0 .64]$ . The relationship between emotional intelligence and turnover intention has increased from  $B = .36$ indicates significant decrease with the average effect of hindrance stressors  $B = .36$ ,  $t=5.7$ ,  $CI=[0.24 : 0 .49]$ . Finally in the maximum presence of hindrance stressors the relationship between emotional intelligence and turnover intention is even strengthen significantly  $B= 0.31$ ,  $t= 3.88$ ,  $CI=[0.15 : 0.47]$ . The result fully indicates that the hindrance stressorsis significantly, positively moderating relationship between emotional intelligence and turnover intention.

## 6. CONCLUSION AND FUTURE RESEARCH

This study identifies the influence of challenge stressors and hindrance on employees who works in telecom sector of Pakistan and how the CS and HS have pressure on employees of telecom sector. These over flow of responsibilities from stressorss make the employees to experience a turnover Intention. In this study we have examined that stressorss cause impact on turnover intention. And we have examined the role of emotional intelligence that how it is useful to over- come the turnover intention rate. The limitation of this research study is that, sample size 250 and this research was conducted in telecom sector of Pakistan,in future research can increase the sample size and they should investigate in any other context. To test the moderation between emotional intelligence and turnover intention, bootstrapping method was used. The result fully support that there is a positive moderation of hindrance stressorss between emotional intelligence and turnover intention.

Every research has some limitation as this research has several limitations, which can help others researchers to fill this gap and provide an opportunity to work on. Following the brief literature this paper describes the useful relationship between the challenge stressors and hindrance stressors with turnover intention. In this paper this relationship is tested and the findings are according to the past theories. In this paper it has been found that when the CS increases the job turnover will arise. According to the results HS is significantly associated with the job turnover intention. Our discoveries demonstrate that association will increase the job turnover among employees. Our cross sectional study reveals chemistry between challenge and hindrance stressors with job turnover intention. It is predicted that challenge stressors increases the job turnover intention, while prediction of hindrance represents that it does influence the job turnover intention. This research shows that mostly stressors between employees arises in establishing stage where the employees think about turnover.

### **Author Contributions:**

Aftab Hussain: Conceptualization, Investigation, Anam Ashiq: Data creation, Resources, Anita Ali; Methodology. Khunsa Hayat: Methodology, Formal analysis, Hira Rauf: Data analysis and Malik Shahzad; result and discussion section, Abstract and Conclusion sections, formation of paper as per journal requirements.

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This study didn't use any kind of human participants or human data, which require any kind of approval.

### **Informed Consent Statement:**

Our study didn't use any kind of Individual data such as video, images etc.

### **Data Availability Statement:**

The data is available on request from corresponding author.

### **Conflicts of Interest:**

The authors have declared no potential conflicts of interest concerning the research, and publication of this article.

### **Reference:**

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