

Impact of Stressors (Role conflict, Role overload, Leadership Support and Organizational Politics) on Job Stress and its subsequent impact on Turnover Intention

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Abstract: *This study has explored the impact of Stressors (Role conflict, Role overload, Leadership Support & Organizational Politics) on Job Stress and its subsequent impact on Turnover Intention in academic sector of Pakistan. Sample size of 280 was selected out of which 205 useful responses were used for data analysis. Questionnaire was used as data collection. Correlation and Multiple linear regression was checked by using SPSS 16.0 version. Role conflict, Role overload, Leadership Support & Organizational Politics showed positive and significant relationship with Job Stress and Job Stress indicated positive relation with Turnover Intention. We have used convenience sampling to generate results but these results cannot be generalized on the whole population. Findings of the study can help managers to properly manage employees by understanding their behaviors, needs and actions in order to reduce stress.*

Keywords: *Role Conflict, Role Overload, Leadership Support, Organizational Politics, Stress, Turnover Intention*

I. Introduction

Stress is a key issue of concern as it has become a part of the employees' lives and it is difficult to avoid stress. Stress is one of the most significant hazards of working in the academic sector (Bano & Jha, 2012). Experts say that stress is the root cause for all the issues in the modern world and it badly affects employee and the business organizations (Updegraff & Taylor, 2000). Stress is said to be a harmful physical and emotional response shown by an individual when the job demands don't match with his competences, needs and resources. But a moderate level of stress can motivate the employee to work hard which results in high productivity (Srivastava, 2009). Stress is the major cause that effects the performance of employees. It has become a critical problem for the workforce with the increase in role demands and work pressures (Ram, Khoso, Shah, & Chandio, 2011).

Stress is the product of transaction between a person and his environment (Dewe, O'Driscoll, & Cooper, 2012). Stress is aroused when a person is confronted with an opportunity, demand or constraint. Uncertainty, fear of the unknown and unpredictability breed stress at job. Stress is produced due to work situations that are vague, under load /overload one's capabilities and can create conflicts between individuals or groups. Sometimes, stress lies in the policies, job demands and social context of the work which makes the outcome unreliable (Greenhouse, Callanan, & Godshalk, 1999). Research has shown that organizational characteristics, career opportunities, relationships at work, external responsibilities and competencies can cause job stress which can reduce commitment with the organization, lowers job productivity and work satisfaction (Parker & Docotii, 1983). According to (Palmer, Cooper, & Thomas, 2014) role demands, organizational support, control over work, relationship with coworkers and organizational change can cause stress in the employees. Moreover, stress can occur in employees regardless of their age, gender and job status. Therefore, it is important that organizations have clear understanding of the work stress and the risk it can create.

Role related pressure is considered to be an important fact that creates stress (Orgambidez-Ramos, Borrego-Ales, & Mendoza-Sierra, 2013). Role ambiguity, work overload, and role conflict are a part of it. Role ambiguity is a major source of stress. It means that there's inadequate information regarding a role and employees don't have a clear understanding of what to do. Ambiguous roles can create tension and lower employee's morale. Role conflict is the occurrence of two or more roles at the same time in a way that compliance with one role makes it difficult for employee to comply with the other one. Role conflict can create expectations that may be hard to reconcile. Therefore, lack of fulfillment of multiple roles can cause psychological conflict at the workplace. Role overload occurs when the employees is expected to do more than the time permits. Increased role obligations can cause psychological problems (Robbins & Judge, 1983). Moreover, stress is also created by job redesign, reallocation of job duties, job insecurity and working with diverse workforce (Cartwright & Cooper, 1997).

Leadership support is a cause of job stress. It is very important for longer retaining the employees on job. It has said to be in negative relationship with employee burnout. But lack of leadership support can trigger stress in employees which can lower employee morale and performance at work (Offermann & Hellmann, 1996). Low consideration towards workers and high structure predicts can have a bad impact on the health of employee and causes loss of his autonomy at work (Neyberg, Bernin, & Theorell, 2005). Effective leaders recognize that employees need their support and they align their behavior with business objectives by developing emotional intelligence and recognizing achievements (Vries, Ramo, & Korotov, 2009).

Organizational politics is a well-known determinant of various job attitudes and outcomes. It may function as a potential work stressor for employees that may indicate to job stress. Individuals reporting high levels of organizational politics show more stress (Goodman, Evans, & Carson, 2011). If organization's environment is politically charged, employees would face stress at their job, leading to adverse effect on both employees and organization. Research shows that perceived politics is the predecessor of job stress; this can help managers to make sure fairness in performance evaluation systems, employment decisions and pay & promotion policies, discouraging the political and cunning behavior of certain individuals/groups to overcome the negative outcomes of politics (Rashid, Karim, Rashid, & Usman, 2013).

Stress can yield problem of turnover intention. Higher the stress, the greater will be the intention to quit the job (Arshadi & Damiri, 2013). Impact of job stress on turnover intention of employees is considered very high and is a major threat to existence of employees at their job (Chathurani & Sangarandanya, 2008). It is not necessary that all people quit their jobs when they face stress but in case of available job opportunities and job tenure; it is possible (Adebayo & Ogunsina, 2011). Stress doesn't act negatively in all situations. Employees can use the stress by looking on its optimistic side and by being confidently resistant. Literature is replete with the studies that concentrated on negative impacts of stress but constructive work-day events can decrease level of stress (Bono, Glomb, Shenn, Kim, & Koch, 2013). It can also positively impact on the life of employees and can help to increase the performance of employees. Optimistic thinking, reactions and behavioral qualities can boost human potential in various realms like work, coping with stress and health. By thinking positively individuals can perceive job stress less threatening (Naseem & Khalid, 2010). Research also indicated that variation in daily emotions; increased overtime, positive emotions and high resilient individuals contribute to recover effectively from stress (Ong, Bergeman, & Bisconti, 2006).

Objectives of the Study:

1. To investigate the relationship between role conflict and stress.
2. To examine the relationship between work overload and stress.
3. To check the impact of leadership support on stress.
4. To check the effect of organizational politics on stress.
5. To further explore impact of stress on employee turnover intention.

Problem Statement: Many researches have been conducted to check the stress of teachers and how they were affected due to it (Desa, Yusooff, Ibrahim, Kadir, & Rahman, 2014). Stress is studied in various countries of the world in different dimensions. A 21-nation study checked the impact of role ambiguity, work overload and role conflict on stress which is faced differently in changed demographic and organizational factors (Peterson, et al., 1995). Similarly stress levels among teachers was checked which occurred due to students lack of interest, discipline issues, peer relationships and inadequate support (Eres & Atanasoska, 2011). Stress also creates intention to leave. Therefore, our study examines the impact of role conflict, work overload, leadership support and organizational politics on stress and its subsequent impact on turnover intention.

Significance: Stress is one of the prevalent problems in many organizations. Employees need a stress free atmosphere to work effectively. In educational institutes if employees work without any kind of stress, they can convey better and can actively take part in educational activities. So, it is important to study the consequences of stress and its impact on turnover intention. It will add to the existing body of knowledge by giving employees and managers a clear understanding of stress, coping mechanisms to reduce stress and use it in a positive way.

II. Literature Review:

Stress is the generic reply of the body to any demand made upon it (Selye, 1974). The situation is stressful for employees, when organization demanded excess from their capabilities and resources and its really threatening and challenging for them when expectations are not met (Tziner & Sharoni, 2014). A situation when employee faces opportunity, threat and he has to fulfill responsibilities, objectives within the available resources and the outcomes are important and uncertain (Robbins, Coulter, & Vohra). If a person diverge from regular working due to change in his physical and psychological circumstances this state is known as stress (Beehr & A., 1976). Stress is undesirable responses of people to fulfill demands and severe burden placed on them (Bashir, 2010). Stress is an antagonistic demonstrative practice which is linked with depression, unhappiness, fury, frustration, panic, dismay and sorrow. We focus on negative consequence of stress because it considered as a bad sign for effective performance (Motowidlo, Manning, & Packard, 1986).

According to (Irish Health and Safety Authority) stress arises when work environment and job demands from people exceeds from their capabilities. According to (Yin-Fah, Foon, Chee-Leong, & Osman, 2010) employees face stress when they experience imbalance among job demands and their resources, capabilities to meet these demands. There is positive relation between job stress and turnover intention in this study. There is negative relation among job satisfaction and commitment which lead towards turnover. This study is conducted on private sector employees the results suggested that young employee face low stress then older employees. The main reason of workplace stress is the lack of knowledge about how to meet the job requirements. By taking the sample of nurses authors states that role ambiguity, work overload, conflict and stress are positively linked. Because extended working time, uncertain responsibilities and mismatched demands create stress (Karimi, Omar, Alipour, & Karimi, 2014).

Stress is mental anxiety which occur due to negative and opposing circumstances. Work related stress creates absenteeism, dissatisfaction, decrease production, more accidents, turnover and low confidence. Results indicates positive link among stress and intention to quit (Kaur, Mohindru, & Pankaj, 2013). If employee's perception about organizational politics is high, this perception leads towards job stress. Employees try to manage the stress and may not be able to give full attention to his work. Organizational politics create positive relationship with job stress and confirm previous researches (Abbas & Raja, 2014). Many researches shows negative relation among job stress and employee behavior i.e. it create absenteeism, conflicts, overload and turnover. There is significant positive link between stress and employee negative behavior (Yao, Fan, Guo, & Li, 2014). Stress creates tension in life. Stress is cause of different psychological, behavioral and physical problems. This paper also supports previous studies which indicate that stress is the consequence of different stressors which are role ambiguity, work overload, role conflict and task demands (Wani, 2013). This study was conducted on commercial banks by taking sample of 400 employees including 200 officers and 200 clerks.

Emotional instabilities occur due to stressors called stress. Stress sometime assist good learning and sometime create hurdles (Yusoff, 2010). Work stressors are divided into different categories such as environmental factors, organizational factors and individual factors (Robbins, Coulter, & Vohra). (Srivastava, 2009)said work-related stress associate with role conflict, overload, ambiguity, political pressure, no authority, poor relation among peers and low participation. There are four main types of occupational stress role strain, task demand, interpersonal stress and physical stress (Quick & Quick, 1984). (Cummins, 1990) categorized stressors into role conflict, role ambiguity, work overload, low participation and insufficient resources. The sample was 112 business students and responses were 96%. (Kahn, M.Wolfe, Quinn, Snoke, & Rosenthal, 1964)and many other researchers have determined two main stressors which are role ambiguity and role conflict (Peterson & Smith, 1995) they said any pressure experienced by individual due to job and organizational issues in the form of restrictions and strains which have been employed upon them.

Employee feel stressed when social contacts and incentives are not provided them properly. Other stressors are role conflict, ambiguity, politics, poor relation among colleagues and organization. The sample was 34 multinational companies and questionnaire were filled by 440 managers(Manshor, Fontaine, & Choy, 2003). Different stressors i.e. work overload, role conflict, organizational politics, role ambiguity, people participation and technological changes etc. are causes of stress in employees which may enhance turnover intention of employees. This study indicates that turnover intention of employee is positively linked with stress and stressors also show positive relation with stress (Qureshi, Iftikhar, Hassan, & Abbas, 2013). Many factors are linked with job stress; two main factors are role ambiguity and role conflict (Safaria, Othman, & Wahab, 2011). Their study results indicate that there is no direct relation among role ambiguity and role conflict with job stress they create relation through mediating variable (job insecurity or any other variable). Role stressors of organization i.e. role ambiguity, role isolation, role conflict, individual insufficiency, work overload and inadequate resources are significantly related with stress (Abbas, Roger, & Asadullah, 2012). Organizational factor, working environment and individual factors are causes of job related stress. The major issues of stress are insufficient pay, work overload, low promotion opportunities, lack of management support and job insecurity (Mosadeghrad, 2014).

Role conflict occurs when there is incompatibility among different job expectations (Iqbal, 2013). Role conflict is mismatched job requirements from a person either he is performing single or multiple roles and these requirements generate negative emotional reactions because of perceived incompatibility of job (Coope, Dewe, & O'Driscoll, 2001). It happens due to contradictory demands of job and it's difficult to compliance among these demands (Larson, 2004). Role conflict is a situation when employees face a lot of pressure from incompatible job demands like groups interdependence, different working style of subordinates, supervisors, and different requirements from people (Rizzo, J.House, & Lirtzman, 1970).Role conflict is concurrent inconsistent expectations from workers who intervene in the work of one another and make it difficult to accomplish the task (Katz & Kahn, 1978). Role conflict happens when employee face incompatible job requirements and have to perform such things which they don't want to do and think such activities are not part of their job (Smith & Cooper, 1994).Employees experience high stress if work stressors (role ambiguity and role conflict) are high (Ram, Khoso, Shah, Chandio, & Shaikih, 2011).

H1: Role conflict affects job stress.

Work overload is the intensity of work assignments and a cause of employee stress. To get the high performance and reduce the stress level the workload must be moderate it must not be too high or low (Shah, Jaffari, & Ul-Haq, 2011). Employee feel they are overloaded with work when many requirements, activities and responsibilities are expected from them, the given time and abilities are limited and there are many restrains (Rizzo, J.House, & Lirtzman, 1970). Work overload refers the situation when people have to perform work more than their abilities and skills. Their study also support other researches that work over load have positive relation with stress (Lai, Saridakis, & Blackburn, 2013). It is stated as clash which occur when a person have excess requirements than available resources and has to give attention to different responsibilities. (Reilly, 1982). Role overload happen when employee has insufficient time to accomplish the task or he may accomplish the task but not effectively as he can if other duties are not present (Bozkurt, Ayatc, Bondy, & Emirgil). The sample of this study consists on academic staff of University of Turkey.

H2: Work overload influence job stress.

Leadership support (instrumental, emotional) is linked with stress of subordinates. If employees think that their leaders are supportive their stress level is low commitment and moral level is high and vice versa (Offermann & Hellmann, 1996). When leaders provide accurate work environment and provide support to employees they will be able to give good performance, achieve their goals and face low or no stress. Researcher takes the sample of 124 academic employee of Malaysia. Due to globalization changes occur in academic employees and dean tries to overcome the effects of stress by providing support and inspiration to get the objectives. (Safaria, Othman, & Wahab, 2011). To keep employees happy on work place leaders must ensure that the accurate person is hire and they are not overloaded. Leadership has relationship with stress if leader is stressed; employees are also stressed (Smith & Cooper, 1994). Leaders provide opportunities and support to employees to complete their tasks and evaluate his and employees performance on outcome base. Now he tries to develop relation with employees instead of only giving him order (Tummers & Knies, 2014).

H3: Leadership Support has impact on job stress.

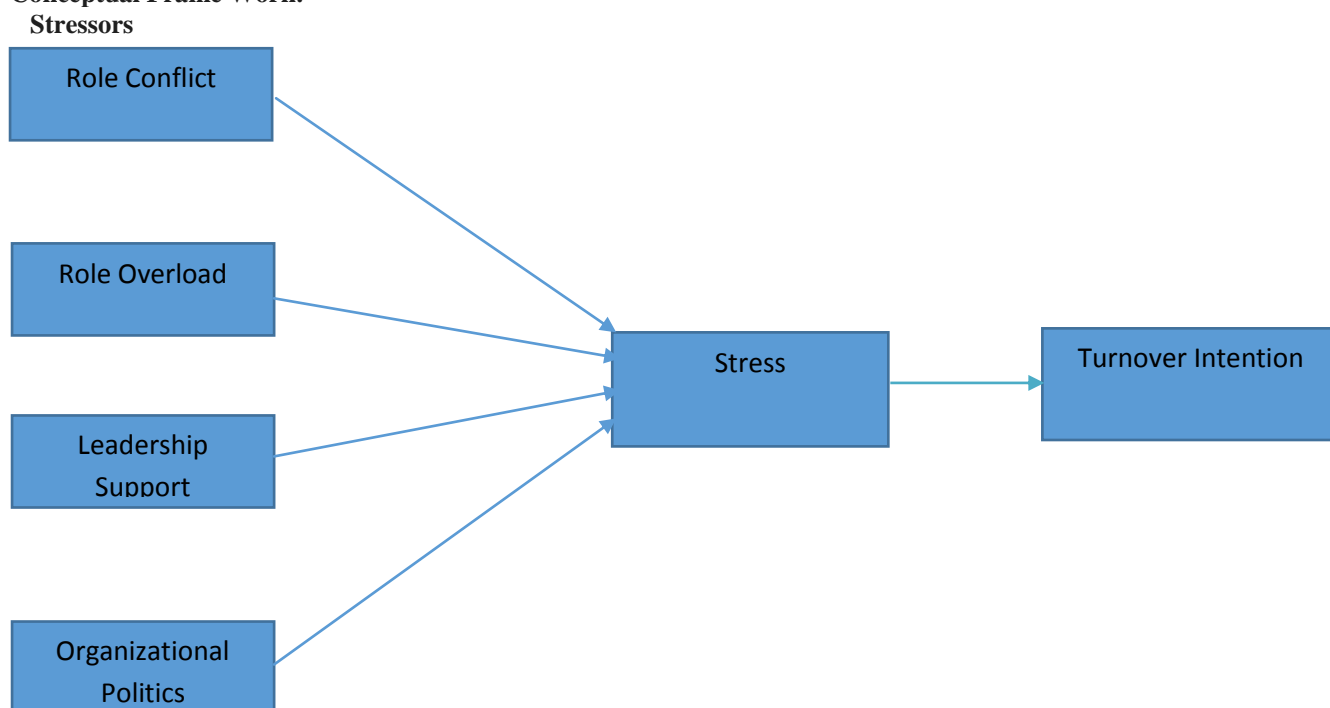
Organizational Politics is casual and unsophisticated behavior of group or individuals. It is not certified by formal expert. Employees try to get things through illegal ways and avoiding the chain of command to get the support (Mintzberg, 1983). Organizational politics and organizational justice is the predictor of job stress. It generates negative impact on organization and performance (Ojokuku&Akanbi, 2014). Organizational politics is the antecedents of stress and there is positive significant relation among them. It creates high level of stress in employees and generates negative outcomes (Rashid, Karim, Rashid, & Usman, 2013). Organizational politics is the perception of individual's to evaluate other's behavior like manipulation of business strategies. Actions of people depend upon their observation of authenticity not authenticity itself (Ferris &Kacmar, 1992). It is the combination of effect, power and interested behavior that dominate actions of individual in organization. The study suggested that there is positive relation with organizational politics and job distress, burnout and aggressive behavior (Vigoda, 2002). Organizational politics is personal agendas of people in an enterprise without evaluating effect of their activities on organizational objectives (business dictionary).

H4: Organizational politics has relation with stress.

Turnover occurs when an employee shows intention; plan or desire to quite the organization (Cuskelly & Boag, 2001). Turnover is employee intention to withdraw from organization. It threatens organization to accomplish its objectives and achieve its desire output. It also affects the performance of remaining employees (Ayinde & Adegroye, 2012). Job stress is positively related with intention to quit (Fong & Mahfa, 2013). Turnover is the volunteer intent of employees to resign, this action of employees affect the productivity and status of the organization (Issa, Ahmad, & Gelaidan, 2013). Employee's intention to leave the organization affects the other employee's duties. This study indicates that there is strong positive relation with job stress, commitment, job satisfaction and turnover over intention. It also stated that the young employees show more intent to leave than older employees (Yin-Fah, Foon, Chee-Leong, & Osman, 2010).It is volunteer intention of person to leave organization within a specified time period. Intent to leave is the best predictor to actually leave the organization and the results indicates there is strong impact of job satisfaction, organizational justice and job stress on turnover (Kaur, Mohindru, & Pankaj, 2013). Stress and work conflict have positive relation with intention to leave (Noor & Maad, 2008). Turnover happens when employees willingly quit their jobs and replaced. If turnover intent is high, it raises the cost of recruitment, socialization and training expenses. Job stress is positively related with turnover intention and cause of much negative behavior (Mosadeghrad, 2014).

H5: Stress has significant impact on employee turnover intention.

Conceptual Frame Work:



In above model stressors (role conflict, role overload, leadership support and organizational politics) are taken as independent variables and stress is dependent variable which indicate that we are going to investigate either these stressors are the cause of stress or not. Then the impact of stress on teacher's intention to quit is evaluated by taking stress as independent and turnover as dependent variable.

III. Methodology:

Sample:

Many researches have been conducted in different countries including USA, (Conley & Woosley, 2000), Turkey (Bozkurt, Ayatc, Bondy, & Emirgil), Malaysia (Idris, 2011), India to check how stressors create stress by taking academic staff as a sample. The sample of our study is 280 which consists of academic staff of private colleges out of which useful responses were 205. Data is collected by using convenient sampling technique. It is the selection of a sample of participants from a population based on how convenient and easily available that group is. Such samples are easy to obtain and their cost is relatively low (Salkind, 2010).

Instrument:

Role conflict is measured through (Rizzo, J. House, & Lirtzman, 1970) five point scale ("I receive assignments without adequate resources and materials to execute it"). This gauge measure either the resources are sufficient, contradictory requirements, dependency of groups and various ways of work experience by teachers (Idris, 2011). Role overload is measured by using five item scale of (Reilly, 1982). It estimated how much time is assigned, length of task and expectation of others. All items are evaluated by using five point Likert scale (strongly agree to disagree). (House & Dessler, 1974) five item scale is used which will explain whether leader provide support for completion of job and take others suggestion how to complete the job. Organizational politics was measured by using Organizational politics was measured by using Ferris and Kacmar's (1992) 5 scale of (POPS). These questions were designed to measure the view of employees about political behavior in organization. Job stress is measured by using five items of Sheldon Cohen to check employees' feelings about work, how much control they have on their work, level of difficulties and irritation. For its measurement, five point Likert scale of (very often to never) was used. Cummann et al. (1979) five items is used to measure turnover intention of employees. These questions show employees concern for new job and their current and existing job. Demographic questions are designed to get personal information like age, gender and area and experience.

Data Analysis:

Descriptive statistical analysis is used to analyze percentage, frequency, percentage, mean and standard deviation. The purpose of descriptive study is to approve the developed hypothesis which demonstration present condition (Iqbal, Ehsan, Rizwan, & Noreen, 2014). Inferential statistical examination is used to investigate the relation among different variables and multiple linear regression to see the dependency or effect of one variable

on other. Multiple regressions are used because there are more than one independent variable in the study. Statistical Package for Social Sciences (SPSS) 16.0 version is used to evaluate the collected data. Reliability was checked through Cronbach Alpha.

First of all internal reliability of the questionnaire was checked. Analysis showed that overall reliability of the measuring instrument was 0.778 which is given below in Table 1.

Table1. Reliability Analysis	
Cronbach's Alpha	No .of Items
.778	28

Table 2 shows the descriptive statistics of quantitative variable; age. It shows that minimum age of the respondent was 22 and maximum age was 47 with an average of 29.81.

Table2. Descriptive Statistics of Quantitative Variables				
Variable	Minimum	Maximum	Mean	Std. Deviation
Age	22	47	29.81	4.460

Table 3 shows the demographic information of the respondents by gender, experience and area. Analysis showed that there were 116 male and 88 females who participated in the study. 84 respondents had an experience of 1-3 years, 66 respondents practiced 4-6 years, and 34 had an experience of 7-10 while remaining 14 respondents showed an experience between 11 to 14 years.

Table3. Demographic Variables		
Items	Percentage%	Frequency
Gender		
Male	56.6	116
Female	42.9	88
Experience		
1-3	41	84
4-6	32	66
7-10	16.6	34
11-14	6.8	14
Area		
Rural	28.8	59
Urban	52.7	108
Suburb	18	37

Correlation analysis has been done in two parts. The first part shows the correlation between role conflict, role overload, leadership support, organizational politics and stress whereas the second part indicates the correlation between stress and turnover intention. Correlation analysis showed that all the independent variables have positive relation with the dependent variable. The table below shows that value of alpha is less than 0.05 which specifies that there is a significant relationship between role conflict, role overload, leadership support, organizational politics and stress. Role conflict shows a positive significant and high correlation as its Correlation value is 0.335** and significance (0.00) is less than 0.05. Role overload has positive and highly significant relationship with stress and its Pearson Correlation is 0.695** and significance level is 0.00. Leadership support has negative and highly significant relation with stress, its correlation value is -0.230**. Organizational politics styles are also positively and highly significant in their relationship with stress and show Pearson Correlation of 0.490**. It means that by an increase in role conflict, role overload, and organizational politics employee will start feeling stress which can be an indicator of turnover intention. Leadership support has positive relation with stress which indicates that when support increases stress also increases. Research supports this result that managerial leadership is positively correlated with employee stress (Shermana, et al., 2012).

Table4. Correlation Analysis (a)

Stress	
Role Conflict	
Pearson's Correlation	.335**
Significance Level	.000
Role Overload	
Pearson's Correlation	.695**
Significance Level	.000
Leadership Support	
Pearson's Correlation	.230**
Significance Level	.001
Organizational Politics	
Pearson's Correlation	.490**
Significance Level	.000



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

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

Pearson correlation is .610** and significance level is .000 which indicates that there is strong relation among both variables The table below shows that Stress and Turnover Intention correlated positively. It means that if employee feels stress and have no suitable coping mechanisms to deal it with then he will find ways to quit the job. There is positive relation between job stress and turnover intention in this study (Yin-Fah, Foon, Chee-Leong, & Osman, 2010).

Table5. Correlation Analysis (b)

Stress	
Turnover Intention	
Pearson's Correlation	.610**
Significance Level	.000

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

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

Regression analysis also consists of two parts. Multiple linear regression was used to check the change in dependent variable due to change in independent variables. Multiple regression is applied when there is one dependent and more than one independent variables. Table 6 shows the results of multiple linear regression analysis applied on role conflict, role overload, leadership support and organizational politics as independent and stress as dependent variable. Regression was used to check the dependency of variables. The results of the regression analysis showed that there was a change of 57.5% in criterion due to change in predictor variables. (R-square= 0.575, p-value= 0.00) which indicates that model is fit for prediction and the proposed hypotheses are being accepted. Results show that p-value of role conflict is 0.00, role overload 0.00, leadership support 0.012 and organizational politics show p-value of 0.001 which is less than α and shows that model is fit for prediction. Regression analysis showed that all the independent variables contributed in increasing stress level of employees. Though higher level of leadership support can lower the stress factor among employees but it also played an important role in increasing the stress level of employees.

Table6. Regression Analysis (a)

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.758 ^a	.575	.566	2.15760		
a. Predictors: (Constant), OP, LS, RC, RO						
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1259.194	4	314.799	67.622	.000 ^a
	Residual	931.050	200	4.655		
	Total	2190.244	204			
a. Predictors: (Constant), OP, LS, RC, RO						

b. Dependent Variable: Stress

Model		Unstandardized Coefficients		Coefficients ^a		T	Sig.
		B	Std. Error	Standardized Coefficients	Beta		
1	(Constant)	2.929	1.199			2.443	.015
	RC	.225	.054	.200		4.180	.000
	RO	.492	.047	.564		10.548	.000
	LS	.027	.011	.120		2.531	.012
	OP	.150	.045	.179		3.360	.001

Simple linear regression was applied on stress as independent and turnover intention as dependent variable. Stress caused a change of 37.2% in TOI with p-value of 0.00 which shows that increased level of stress can lead toward turnover intention.

Table 7. Regression Analysis (b)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.610 ^a	.372	.369	2.51026	

a. Predictors: (Constant), Stress

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	756.793	1	756.793	120.099	.000 ^a
	Residual	1279.187	203	6.301		
	Total	2035.980	204			

a. Predictors: (Constant), Stress
b. Dependent Variable: TOI

Model		Unstandardized Coefficients		Coefficients ^a		t	Sig.
		B	Std. Error	Standardized Coefficients	Beta		
1	(Constant)	4.471	.995			4.492	.000
	Stress	.588	.054	.610		10.959	.000

a. Dependent Variable: TOI

IV. Discussion

The present article is an attempt to check the relationship concerning role conflict, role overload, leadership support, organizational politics and stress and its consequent impact on turnover intention. The findings of the study revealed that all these variables are significant in predicting stress and then turnover intention. Results disclosed that all the independent variables were significantly and positively correlated with stress. Later on, stress also showed a positive and significant relationship with turnover intention. (Srivastava, 2009) said work-related stress is linked with role conflict, overload, ambiguity, political pressure, no power, poor relation among peers and low participation. Role conflict happens when employee face incompatible job requirements and have to perform such things which they don't want to do and think such activities are not part of their job (Smith & Cooper, 1994). The finding on the positive relationship between work conflict and stress is consistent with the findings of (Nasuridin, Ramayah, & Kemaresan, 2007) which showed that increase in incompatible roles can create stress at job because they create expectations that are hard to fulfill. Employees experience high stress if work stressors (role ambiguity and role conflict) are high (Ram, Khoso, Shah, Chandio, & Shaikih, 2011). Work overload is the intensity of work assignments and a cause of employee stress. To get the high performance and reduce the stress level the workload must be moderate it must not be too high or low (Shah, Jaffari, & Ul-Haq,

2011). Teachers confronted stress due to workload they have to deal with and there is positive relation of overload and stress in our study. Employees want to have less work while managers want to take maximum output from them and in doing so they give them excess work and fewer resources which create stress (Shah, et al., 2011).

Leadership support is linked with low levels of stress but the outcomes showed that it caused an increase in stress. Employees perceived leadership support is present but still they felt stress. It can be due to unkind behavior of leader/manager, low level of delegation, limited participation in team building or low level of understanding about leadership support. Research supports this result that managerial leadership is associated with employee stress, health and absenteeism (Westerlund, et al., 2010). Leaders' view of what is related to subordinates stress doesn't always coincide with the views of subordinates which they associate with stress (Offermann & Hellmann, 1996). It is common perception that leaders have higher stress than nonreaders which may be the cause of stress in employees (Shermana, et al., 2012).

Organizational politics is significantly related to job stress which is evident from the past studies that it is related with increased levels of stress which can also create conflict and ultimately cause turnover intention. Due to turnover intention organizations have to bear extra costs (Goodman, Evans, & Carson, 2011). Results specified that stress also positively correlated with turnover intention which shows that increased stress level can lead towards voluntary turnover. It occurs in those individuals who don't have stress resistant qualities and cannot deal it with (Motowidlo, Packard, & Manning, 1986). There can be many sources of stress like, inadequate pay, unfair policies, inequality at work, burden of work, lack of employees, poor performance systems and lack of management support which sources of stress were inadequate pay, inequality at work, too much work, staff shortage, lack of promotion, job insecurity and lack of management support which in turn can create intention to leave the organization (Mosadeghrad, 2013).

Findings revealed positive and significant relationship between all stressors (Qureshi, Iftikhar, Hassan, & Abbas, 2013). It shows that employees felt stress when they were unable to handle the conflicts, workload, organizational politics and perceived leadership support but not exercised properly. All these factors were significant predictors of job stress which anticipated that stress increased due to these issues can be an important source for employee to leave the organization causing a huge loss. Research supports this notion that there exists positive relationship between stress and TOI (Arshadi & Damiri, 2013). Job stress is positively related with intention to quit (Fong & Mahfa, 2013) our study also create positive link with TOI.

Stress is the major cause that effects the performance of employees. It has become a critical problem for the workforce with the increase in role demands and work pressures (Ram, Khoso, Shah, & Chandio, 2011). By keeping in view the above mentioned results it can be proposed that organizations should take steps to remove the stress of employees to avoid any kind of negative consequences. Based on the current study interventions should be made to increase communication between employees and management to talk about work conflicts and overload. Employees should be provided with necessary support, clear guidelines, proper resources and time to perform work activities and improved security at work. Organizations should also ensure positive relationships between manager and subordinates and equality at work. These aspects are very supportive in reducing the stress level of employees and can be very helpful in creating an effective and responsive organization (Finney, Stergiopoulos, Hensel, Bonato, & Dewa, 2013).

Limitations & Suggestions:

Although the study showed positive and significant relationship between work stressors and job stress and subsequently on TOI but it is not without limitations. One limitation is that study was conducted only in a specific area and private sector. Therefore, it is recommended that an increased sample size should be used for future research and comparative study can be conducted to examine the employees who belong to two different sectors. Second limitation is that employees may have not provided the actual results due to lack of knowledge or suspicion. If such a problem is reported it would require additional research to know the reason for these inconsistencies. Future research can be conducted by including some mediating or moderating effects of variables and stress can also be used as a mediator between work stressors and turnover intention. Many other independent variables can be used like job insecurity, organizational justice, deviant work place behavior, organizational commitment, organizational environment and organization citizenship behavior.

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Appendix:

Questionnaire

Role Conflict						
#	Questions	Scale				
1	I have to do things that should be done differently.	SA	A	N	D	SD
2	I receive assignments without adequate resources and materials to execute it.	SA	A	N	D	SD
3	I have enough time to complete my work.	SA	A	N	D	SD
4	I work with two or more groups who work quite differently.	SA	A	N	D	SD
5	I work under incompatible policies and guidelines.	SA	A	N	D	SD
Role Overload						
6	I have to do things that I do not really have the time and energy for.	SA	A	N	D	SD
7	I need more hours in the day to do all the things that are expected from me	SA	A	N	D	SD
8	I cannot ever seem to catch up.	SA	A	N	D	SD
9	I do not ever seem to have any time for myself.	SA	A	N	D	SD
10	There are times when I cannot meet everyone's expectations.	SA	A	N	D	SD
Leadership Support						
11	My Supervisor asks employees for their suggestions on what assignment should be made?	SA	A	N	D	SD
12	My supervisor gives advance notice of changes.	SA	A	N	D	SD
13	My supervisor treats all employees equally.	SA	A	N	D	SD
14	My supervisor is friendly and approachable.	SA	A	N	D	SD
Organizational Politics						
15	Favoritism rather than merit determines who gets ahead around here.	SA	A	N	D	SD
16	There has always been an influential group in this department that no one ever crosses.	SA	A	N	D	SD
17	People here usually don't speak up for fear of retaliation by others.	SA	A	N	D	SD
18	When my supervisor communicates with me, it is to make himself/herself look better, not to help me.	SA	A	N	D	SD
19	I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the organization.	SA	A	N	D	SD
Turnover Intention						
20	I would quit my present job for a similar position with better pay in another organization at the least opportunity.	SA	A	N	D	SD
21	Continuation with my present employer will not fulfill my life expectation.	SA	A	N	D	SD
22	As soon as I can find a better job, I will quit this organization.	SA	A	N	D	SD
23	I often think about quitting my job.	SA	A	N	D	SD

Always (A), Very often (VO), Sometimes (S), Rarely (R), Never (N)

Stress						
24	How often you felt nervous and stressed.	A	VO	S	R	N
25	How often have you found that you could not cope with all things that you had to do?	A	VO	S	R	N
26	How often have you been angered because of things happened that been outside your control?	A	VO	S	R	N
27	How often have you been able to control to control irritation in your life?	A	VO	S	R	N
28	How often have you felt that difficulties were increasing that you could not overcome	A	VO	S	R	N

Thank you for your consideration!