

Is this a reality?? Occupational stress impacts on Employee Turnover Intention mediated by Democratic Leadership

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Abstract

Human Resource is an essential asset of any organization. Competent pool of employees imparts their potential for the success and sustainability of the organization but the democracy which prevail in some organizations render the potential of employees and employees suffered stress and anxiety which ultimately lead them towards quitting their jobs. Self-administered, and online method for surveying was used the gathering of data of the Pakistani banking sector. The data were collected from the 315 respondents. 400 questionnaires were distributed but get back only 315 responses for analysis. The structural model of Smart PLS and construct reliability and validity model were used which inclined towards the significant relationship between the variables. Results show that occupational stress and democratic leadership have contingent effect on the employee turnover intention. Organizations should eradicate the occupational stress on employees. They should develop the self confidence among the employees. Democracy should be minimized, and employees should be rewarded according to their performance not favoritism. These practices can eliminate the turnover intentions from the mind of employees. This study suggests that Occupational stress is the important factors that influence directly on the Employee Turnover Intention and Democratic Leadership also mediated the effect of Occupational stress and Employee turnover intention.

Keywords: Occupational stress, Democratic leadership and Employee Turnover Intention.

Introduction

The stress factor is especially pronounced in customer-oriented domains since employees constantly face conflicts with their employers, bosses, and customers., and these demands create ambiguity (De Ruyter, [2001](#)). In today's complex and challenging world, companies must focus on the challenges they must overcome to compete effectively. As a result, organizations face tension problems. It can be interpreted as unconsciously

responding to a situation or observing an undesirable danger when people are not consciously exiting stress (Zhao & Ghiselli, [2016](#)). The adverse impact of stress can be ascribed to the most important revenues of the world's economy, which are major components of investment banking (Nair, [2014](#)). In a stressful working environment, if the partnership is dissatisfied with its employee's performance, it can negatively impact the standard of services provided by their employees (Li, [2015](#)). Such an environment causes an increase in employee/workplace stress and leave taking, as well as an increase in the cost of training and facilities, all of which affects quality maintenance (Sonnetage & Fritz, [2015](#)). There is evidence in existing studies that executive stress levels are often higher than those of the workers in other industries (Zhao & Ghiselli, [2016](#)). Additional contributing factors include difficult working conditions, low pay, lack of rewards, job dissatisfaction, shift-based standard working hours, irrational work hours, low job opportunities, and competitive market climate (Shin & Jung, [2014](#)). Dissatisfaction at work is also caused by stress within the company. It is considered inefficient and causes mistakes like redundancy to occur when employees lack job satisfaction (Baker & Moore, [2015](#)). Employee success and redundancy are also likely to be influenced, among other variables, by occupational stress and job engagement (Lambert et al., [2016](#)). The hiring process provides organizations the opportunity to recruit high-quality employees. Management must, however, develop strategies to retain talent within their organizations so that their company can reap the rewards of their investment. This finding supports the hypothesis that is positive results and a reduction in employee resignation intentions are associated with this (Meyer, [2000](#); Cheng, 2003).

Tetik ([2010](#)) claimed that the democratic leadership involves harassment, bullying, psychological aggression, coercion, and threats of violence. Tinaz ([2006](#)) described that this leadership style creates discomfort and enclosure/barriers among the workforce. There is a "continuous and systematic" escalation of violent, insulting, threatening, and immoral acts which constantly and systematically weaken the survivor. According to Leyman, both the frequency and the duration of the mobbing are relevant. To qualify as mobbing, the above mentioned behaviour must persist for at least six months or occur once a week. Through mobbing, members of the community or organization are isolated, removed, and separated from the victim. According to Yavuz ([2007](#)), mobbing is most prevalent among those who hold managerial positions. According to Hanif

(2018), people prone to mob behaviour are vulnerable, jealous, often anxious about losing their own positions, and act on their own motives. The truth behind their actions lies in their disingenuousness and hypocrisy (Oak, 2008). Tınaz (2006) described that these people possess a deeply rooted inferiority complex which causes them to mistreat subordinates. Thus, existing literature suggests that those who engage in mobbing are weak-willed and lack the tenacity to defend individual rights and their concerns.

This study examined the effect of workplace stress on employee turnover intentions (ETI) in Pakistan. In Pakistan, high turnover is seen as a major obstacle by multinational corporations, it is also the reason for intense local rivalry among them (Khan, 2014). Another study suggested that Pakistan's banking industry suffered from high employee turnover (Irum, 2015). retail financial transactions staff does not please from the Banking Allover Scheme. Job turnover carries high assortment, recruiting, and working out costs involved. The banking sector of Pakistan's has faced several employee turnover problems over the past decade (Haq et al., 2014).

Literature Review and Hypothesis development:

Occupational Stress and Democratic Leadership:

Many democratic leadership styles have been provided but none of them have been agreed by all scholars. In our study, we assessed the behavioral patterns and concentration of managers by assessing their democratic leadership styles. In his study, Benfari (1995) revealed six main variables for efficient management. The democratic style is dependent on the administrator's personality, which is hard to alter (Ocak, 2008). Thus, adaptation or advice will work instead of modifying it, by deciding strong and weak sides. Second, the desires are element. The desires of individuals affect their behavior. One third is control. The principle of control, which affects other people, illustrates experiences in life. Some people tend to positively affect others whilst some tend negative approaches. Fourth, it's all about whether a beat-lose or win-win approach can pick up the conflicts (Tınaz, 2006). The fifth is ideals. It is about deciding and directing values and beliefs. The development of values is influenced by history, social institutions, and past observations. The last reason for that is tension. The response to pressure is stress. Stress responses are indicators of how you cope with the dispute. Past experiences and individual distinctions decide how we respond to externally and internally factors linked to stress (Tetik,

[2010](#)). It is essential to encourage, comprehend and fix the issues in their specific way, in its place of keeping away from the mess of "fight or flight" individually. Wiliamms ([1999](#)) notes that leaders' functioning styles occur on a continuum that is bipolar: from "developmental" styles to styles of "power." Developmental types are motivation, engagement in partnerships, encouraging change, widening the field of independence, and creating space for individual decisions, behaving sensibly and adaptively (Tınaz, [2006](#)). In these types, common advantages, and efforts such as conversation, debate, change assessment, collaboration and reconfiguration are important. These habits tend to occur when pursued to democratic leadership styles: providing guidance and power, one-way thought, attempting to maintain the current circumstances, making a disciplinary and organized work atmosphere, going to change effects correctly, finding continuity between work and willingness to work alone. To a great degree in this type, there is a duelist tactic like right wrong or bad.

Organizational stress is stress at work. It is not clear, however, what the outcome will be a single factor that increases or decreases stress. Stranks ([2005](#)) theorized that stress is caused by personal, organizational, and environmental factors. He analyzed three general factors that cause stress. Family issues, financial problems, and personality conflicts are examples of personal factors (Haque & Aston, [2016](#); Haque et al., [2016](#), Stranks, [2005](#)). According to Haque and Aston ([2016](#)), females are more affected by personal factors than males. A study also discovered that employees in Pakistan and the UK were more affected by the personal characteristics of operational level employees than managerial level employees. In addition to task demands and role demands, a number of other factors can also cause stress in an organization, such as its structure, its growth, its interactions, and its life cycle (Stranks, [2005](#)). This study found that, unlike female employees, male employees who face the same types of stressors, regardless of the country they live in, suffered from the effects of these stressors. According to the study, managerial employees are more likely to suffer from stress caused by these factors than low-level employees. Research by ul Haque et al. ([2020](#)) indicated that leadership styles in project-based organizations are greatly responsible for increased organisational stressors. Although the authentic leadership style cannot be established as the most effective way to handle organisational stresses, there are no conclusive results. There are a number of environmental stressors, including political uncertainties, economic uncertainties, and technological uncertainties

(Stranks, [2005](#)). In an organization, stressors such as these are typically associated with the external factors that accompany the work environment. Both in Pakistan and the UK, Haque and Aston ([2016](#)) found that environmental factors impact the performance and efficiency of IT employees. However, it is relatively unknown what causes more stress to employees in UK and Pakistani software houses working on timebound projects.

H1: There is significantly positive relationship among Occupational stress and democratic leadership.

Occupational Stress and Employee Turnover Intention:

From bibliography, it's also evident that the stress levels of an individual are affected by his or its direct atmosphere causing the victim to deviate from their normal psychological and physiological behavior (Berto, [2014](#)). When the amount of stress faced exceeds a person's ability to deal with it, the troubling side of stress enters the equation. (Hwaang et al., [2014](#)). Different influences in the workplace influence an employee's excellently-being and can lead to a range of responses including physical disability, mental illness, and aggressive behavior (Sonentag & Fritz [2015](#)). Lotfizadeh et al. ([2014](#)) found that occupational stress poses a workplace health threat. The way someone responds to intimidating and demanding factors in their surroundings be stress (Surr & Ngg [2014](#)). When people believe they are not in control, they are frustrated and there is a possibility that they will not be able to accomplish their goals in life. (Sahraian et al., [2014](#)). The stress levels of a person are affected by their immediate atmosphere that causes the individual to deviate from their ordinary mental and emotional behavior (Berto, [2014](#)). Employees with a high degree of work stress experience are often unhealthy, less driven, and less proactive less dedicated to remaining in the organisation (Arshadi, [2013](#); Meyerr et al., [1993](#)) reported that turnover intention as a deliberate planning for less output and a willingness to quit the job (Applebaum, [2010](#)). Prior scholar found the considerable amount of stress increases the turnover intention (Applebaum et al., [2010](#)) also found supportive correlations between stress and turnover intentions (Noor, [2008](#)).

H2: There is significantly positive relationship between Occupational stress and Employee Turnover Intention.

Democratic leadership and Employee Turnover Intention:

Organizational norms and structure causes mobbing, and so the company must be removed from influences that cause mobbing during the redesign of managerial activities. Abstract principles such as vision, purpose, corporate culture, and environment should be protected by management functions. For that reason, one of the reasons for preventing democratic leadership is a human-focused organizational culture (Ocak, [2008](#)). But in the other hand, the organizational characteristics that cause mobbing are identified as: bad management, extreme workplace stress, monotony, increased turnover intention, ignorance and skepticism by managers about the presence of mobbing in their organizations, unethical activities, changes in organizational infrastructure and lack of personal and emotional intelligence in leadership (Tetik, [2010](#)). The method of democratic leadership has significant consequences and consequences on people. There is no question that the individuals most adversely affected by this method are the mobbing victims. Different scenarios may lead via alienation via company to suicide. Tinnaz ([2006](#)) focuses on the economic, medical, and psychological aspects of bullying. A person who leaves his job due to democracy of subordinates falls into poor economic circumstances, is removed from the workplace, loses his professionalism, and all these often result in loss of status in the familial and community climate. In one's psychological and physical wellbeing negative reflections in both are seen.

H3: There is significantly positive relationship between democratic leadership and employee's turnover intention.

Occupational stress, Democratic leadership, and Employee Turnover Intention

Job stress has been one of the most researched subjects since it impacts the psychological wellbeing of workers and organizational effectiveness in the field of study. Scholars have found that Organizations and individuals working in organizations that damage unfaithfulness, low morality, exhaustion, absences, job search, or negative stress, such as annual leave, is linked to results (Hon, [2013](#)). Chuang and Lei ([2011](#)) have disclosed that stress decreases job satisfaction among the hotel industry chefs the study carried out. O'Neil and Daviss ([2011](#)) on examination carried out in the restaurant business and overwork interpersonal frustrated staff is the largest source of anxiety exposed, particularly in internal stress at work

is the consequence of poor job satisfaction, intention to quit reinforced (Anser et al., [2020](#)). Work stress and the association between the plans to quit study and that there is typically more than the intention of leaving the job of getting with severe pressure indicated the relationship among occupational stress and the turnover intention (Qureshi, [2013](#); Noor & Madd, [2008](#)). Karatepee ([2010](#)) plays a significant role in the dispute between his research workers who work at obverse workplace operations in Northern Cyprus hotels and has a major effect on the purpose of expressive collapse to quit the reported job. Jung and Yonn ([2014](#)) is rendered among cafe workers study exposed the aim to quit the positive levels of depression at work. A term closely linked to Democratic leadership and the decision to quit and the relationship between the job's workplace stress and turnover intent. Mobley's frustration with the employees at work may cause them to leave the company. Similarly, it is possible to lift and support Hellmann ([1997](#)) who runs quitting the job of growing frustration.

H4: Democratic leadership mediated the significantly positive impact of occupational stress and employee turnover intention.

Problem Statement

Different Scholars have defined stress tools differently (Bhatti et al., [2011](#)) the physical stresses of the causes of stress (indoor environment and environmental impact, high temperature, light and other stimuli, noise and vibration), role requests (role ambiguity, role instability, and housework balance), and task requests (skilled category, routine tasks, and function with the potential unconsciousness). Workplace and employee tension (frustration, depression, and medical complications) as well as the company (to speed up the pace of work leave and diminished morale and poor moral standard of service, credibility impaired) are damaging (Chiang, [2010](#); Blasse, [1986](#)). Exposed to tension, the outstanding employees conquer the challenges they face in the confusion and seek to learn and apply a variety of techniques in this regard. It depends on those people who are said to be more popular than others. But the management of organization doesn't give them the chance to expose their talent that's why the employees take occupational stress and try to quit their job (Blase, [1986](#)). Thus, the triple predictor in this analysis was not used in the relation of the previous literature. Connection between workplace stress and job satisfaction is generally high as opposed to employees' low morale with anxiety and physical stress, turnover intention has unveiled this in the way of effect

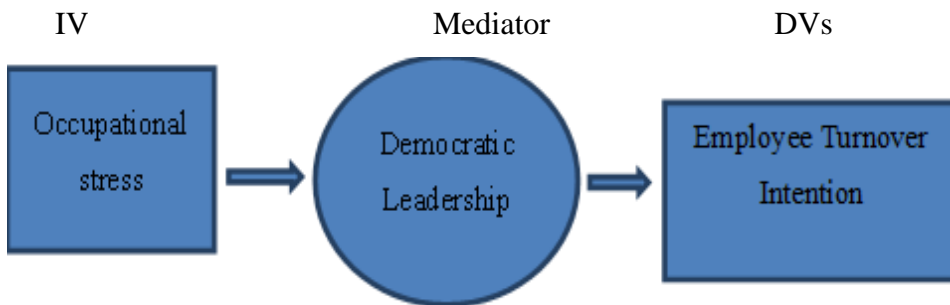
(Bhatti, [2011](#)). Further in all previous literature the impact of democratic leadership on these two contingent variables were unanswered yet. So, this study inclined the influence of democratic leadership on occupational stress and employee turnover intention respectively.

Purpose of the Study

Human resource is the real asset of any organization which play a pivotal role towards the achievement of goals and objectives of any organization. But it has been observed that some management personals practice the democratic stunts on the stressed employees just because to humiliate them and to realize them their minority level, which leads them to quit the organization. So, the primary objective of the research is to investigate the direct impact occupational stress on employee turnover intention and secondly the objective the purpose of the research is to analyses the mediating effect of democratic leadership on occupational stress and employee turnover intention.

Figure 1

Theoretical Framework



Methodology

Hypothesis was tested by using the self-administered questionnaire and online survey from the Multan, Faisalabad and Karachi banking sector of Pakistan. Items related to occupational stress was adapted by the Parker and DeCotiis ([1983](#)). For measuring the reliability of variable, the study adapted the 9 items from this scale. For measuring the reliability of the variable (Democratic leadership) the scale with 6 items was adapted by (Oza & Shiroya, [2015](#)). Constructs and the items related to employee turnover intention was adopted by Youcef et al. ([2016](#)) and for measuring the reliability 9 items were used. All the responses were recorded based on

seven-point Likert scale. The study was cross sectional in nature because we targeted the banking sector of Pakistan. Purposive sampling technique was being used and respondents were targeted like employees of the different branches of banking sector of Pakistan. Quantitative method was used to check the results of the responses and the data was analyzed by using the Smart PLS3.

Sampling and Data Collection Techniques

Purposive sampling technique was used for the collection of data. Online questionnaire was forwarded towards the employees of different branches of the banking sector of Pakistan. Questionnaire was forwarded mainly in Bank Al Habib, Bank Alfalah and Meezan bank of Pakistan. 350 questionnaires were forwarded, and 310 responses were recorded. And then data sheet was analyzed through PLS.

Measures

PLS (Partial Least Square) is statistically multivariate method of analysis, which is being used to classify dependent relationships, independent and multi self-governing variables (Ringle, [2005](#)). Partial Least Square has become one of the interpretive structural model-based variant statistical approaches should be used when measurement difficulties, such as limited sample size, have not been distributed normally (Hair, [2012](#)). Partial Least Square can simultaneously evaluate the convergent validity (outer perfect) and the organizational equation modeling (inner perfect). Model of size also used define the connection among the reported object and predictor variable to assess the validity and reliability structural equation model being used determine the relationship between the latent variables to assess causality. The data were examined using Smart Partial Least Square 2.0 M3 software. To assess the validity and reliability of the model study, the first step is the measurement model (outer model) assessment. The validity test is a test of convergent validity and a test of discriminate validity. Convergent views of validity on the average score (AVE) and load factor differential (Hartoono & Abdillah, [2014](#)).

Data Analysis

Figure 2
Structural Model

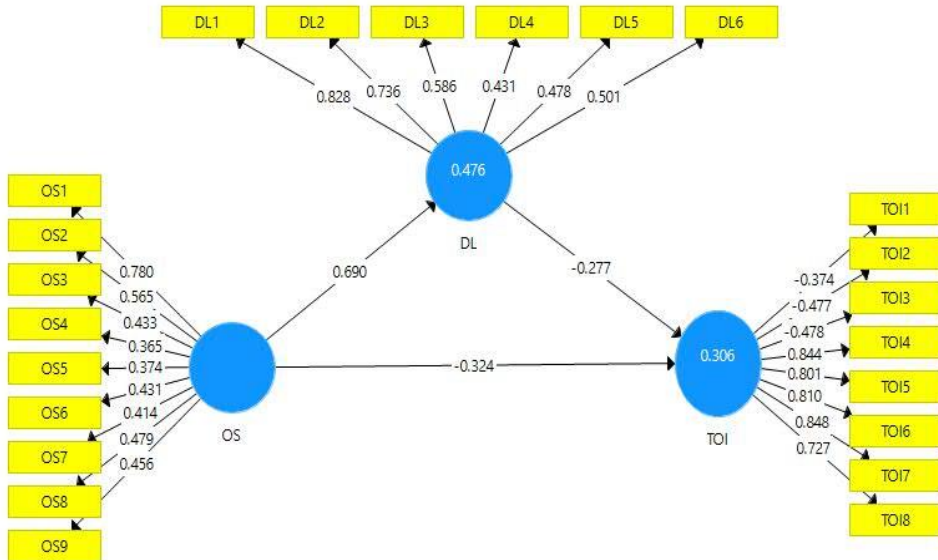


Figure 2 demonstrates the findings of the structural model which indicates there significantly positive relationship between occupational stress and democratic leadership with the value of (0.690) which inclined towards the acceptance of hypothesis. Second path also specifies the positive association among democratic leadership and turnover intention with the value of (0.476) also indicate strong contingent effect between the variables. Same as all the variables indicate their positive relationship between the variables.

Validity Test and Construct Reliability

Table 1
Validity and Construct Reliability

	Cronbach Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
DL	0.658	0.725	0.771	0.372
OS	0.608	0.674	0.73	0.243
TOI	0.631	0.844	0.638	0.482

The AVE score and composite reliability (CR) of each build above 0.5 and 0.7 are shown in Table 1, with a strong loading factor value of 0.5 (Krishnan & Ramasamy, 2011). These findings indicate convergent validity is met. Measurement model scores obtained study are shown in Table 2. It can be shown, based on Table 2, that all loadings were greater than 0.50, which is the threshold proposed by (Hair, 2013). All constructs had an AVE of more than 0.5 (Bagozzi & Yi, 1988), while the CR scores were all greater than 0.7 (Hair, 2013). Table 1 indicates that the CR value is higher than 0.7 for every one of the variables, such that the composite reliability requirements have been met. Based on these findings, the assessment methods for the total measurement items were met and can be assumed that the tools used in this analysis are reliable and accurate

Discriminate Validity Test

Table 2

Validity and Construct Reliability

	DL	OS	TOI
DL	0.61		
OS	0.69	0.492	
TOI	0.501	0.515	0.694

Compared to a correlation between the latent variables, Table 2 reveals discriminating opinions on validity from charging ratings and grade roots Average Variance Extracted (Hartono & Abdillah, 2014). Table 2 indicates the greater root value of the AVE as opposed to the value of the build correlation.

Table 3

Outer Weigh

	DL	OS	TOI
DL1	0.41		
DL2	0.347		
DL3	0.233		
DL4	0.149		
DL5	0.213		
DL6	0.205		
OS1		0.443	
OS2		0.25	

	DL	OS	TOI
OS3		0.236	
OS4		0.137	
OS5		0.143	
OS6		0.197	
OS7		0.135	
OS8		0.152	
OS9		0.204	
TOI1			0.116
TOI2			0.177
TOI3			0.188
TOI4			0.207
TOI5			0.173
TOI6			0.176
TOI7			0.212
TOI8			0.202

Table 3 shows the results of outer weight test and inclined the significant value of all the items related to the all variables. All the items loaded into the separate column which indicate that there is no cross loading among the data and the scale was reliable which is used in this study.

Statistics Collinearity (VIF)

Table 4

Collinearity Statistics (VIF)

	VIF
DL1	1.006
DL2	1.026
DL3	1.014
DL4	1.177
DL5	1.119
DL6	1.178
OS1	1.305
OS2	1.192
OS3	1.079
OS4	1.088

	VIF
OS5	1.147
OS6	1.08
OS7	1.106
OS8	1.244
OS9	1.127
TOI1	1.27
TOI2	1.202
TOI3	1.255
TOI4	1.056
TOI5	1.252
TOI6	1.919
TOI7	1.24
TOI8	1.741

Table 4 indicate the multi collinearity of the items and all the values shows the valid results Of multi collinearity ranging from > 1.05 which indicates that all the items relates to specified predictors and the results are valid which is generated in this study.

F Square Test

Table 5

F Square

	DL	OS	TOI
DL			0.581
OS	0.908		0.792
TOI			

Table 5 shows the relationship between the variables and approved hypothesis due to the valid results generated during the analysis. Table 5 shows that the direct relationship between democratic leadership and turnover intention have significantly positive with the value of (0.581) and occupational stress and democratic leadership have also indicate the positive relationship with the value of (0.908) and the direct relationship between OS and TOI indicate significantly positive relationship with the value of (0.792). All the results inclined towards the acceptance of hypothesis.

Table 6
R Square Test

	R^2	Adjusted R^2
DL	0.476	0.474
TOI	0.306	0.301

Table 6 indicate the value of R^2 and adjusted R^2 narrates the positive results of directional variables. Positive values inclined towards the acceptance of hypothesis, the value of r square and adjusted r square of DL is (0.476) and (0.474) and TOI having these values (0.306) and (0.301) respectively.

Indirect Effect of Variables

Table 7
Indirect Effect

	DL	OS	TOI
DL			
OS			0.571
TOI			

Table 7 shows the indirect effect of occupational stress and turnover intention and the results shows that there is strong contingent indirect effect of OS on TOI with the positive value of (0.571) which indicate the relatively positive relationship between the variables.

Discussion

A definition closely linked to job involvement and the decision to abandon the correlation among employee happiness and the job's turnover intention. Mobley's frustration with the workforce at work, they may be guided to leave the status quo (Le, 1988). Also, it is possible to lift and support Hellmann (1997) who runs leaving the job of growing frustration. Tourism has found a great deal of work investigative the association between employee satisfaction and the turnover intention the region between job performance and job fulfillment and the intention to quit in a negative association (Chooi & Snned, 2001; Kim, 2005).

The unfavorable occupational stress is correlated with the plans to quit and gender, age, education, tenure job fulfillment, Karatepe et al. (2006) and reported that the impact of variables is intended to leave. Except for

those who tended to affect the intention to quit the work satisfaction of several studies carried out and improved job satisfaction, the greater intention is determined to leave the lower workers (Albattat & Som, [2013](#)). However, this cannot efficiently control the situation and works in persons who struggle in this respect as absenteeism, alcohol, substance use, mismanagement, poor results, and effective announcement are evolving as chronic diseases (Law, [1995](#)). Anxiety often decreases the amount to achieve the goals set by employee performance is a significant factor. Stressed employees who are unable to achieve these targets, can affect the company's vision and mission situation in the sector (Shankar & Keerthi, [2010](#)). The present findings would help the types of activity designed to resolve the turnover problem in the sector. Strategies aimed at reducing turnover levels and raising retention levels may do well to concentrate on improving job satisfaction, mitigating work stress, improving support structures for the workplace, and ensuring reasonable and enough levels of rewards and other types of employee compensation and promotion. Our study results that occupational stress and intention to quit have a strong bond when job stress rises than leave intention also increases and democratic leadership has contingent effect in this regard.

Conclusion

Our results are in line with Arshadi ([2013](#)) that there is a positive connexion between stress at work and stress turnover intension. Arshadi ([2013](#)), advocate that the aim to increase turnover was also increased by work stress. Occupational stress was correlated with Turnover Intention. Occupational stress has a negative impact on job satisfaction and impacts on high employee turnover, however, its employees believe that stress would increase their or their turnover rate and job satisfaction attempts to reduce employee turnover intention (Sheraz, [2014](#)). Ultimately, stressful climate, purpose to change jobs (Applebaum, [2010](#)). Techniques for higher work satisfaction correspond to less occupational stress and lower employee turnover (Jaramillo, [2006](#)). In mediating between occupational stress and the aim to reduce the turnover of workers, democratic leadership is most significant. Democracy decreases the efficiency of its workers in the best possible way and tends not to continue with the company. The findings of the study narrate that the occupational stress has the contingent effect on employee turnover intention. Democratic leadership play crucial role with the increase of high turnover and when democracy prevail in the

organization employee feel high occupational stress and do not focus on organization stated goals and objectives. So, employees feel discomfort and when this practice prevail for a longer period ultimately turn over intention also increased.

Limitations & future Recommendations

This research is undoubtedly not without limits. Although the expected return of the scale is less than a percentage within realistic limits, one of the drawbacks of this study. The selection of the place was commercial banks in Punjab, Pakistan, considers the researchers' proximity, restricted time and expenses faced by investigators. Such restrictions cannot be more broadly generalized, contributing to the findings of this review. Further analysis is expected to take advantage of more data sampling methods to generalize findings. In the public sector, study should be replicated, which knows what contradiction between the two sectors. Other variables evaluate with strength of turnover, too. There could have been differences in outcomes if the data were obtained from all over Pakistan, but our date is linked to the same physical location. Additional study next aim all over Pakistan can be acquired to provide more Strength.

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