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# Impact of Role Stressors on Turnover Intention and Affective Commitment: The Mediation Role of Happiness at Workplace and Job Burnout

**Saba Saira** [1]

[1] The University of Lahore

**Corresponding author***
**Saba Saira**
The University of Lahore

Email:

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## ABSTRACT

This study aimed **to evaluate** the impact of role stressors on affective commitment and turnover intention, both directly and indirectly through mediation effects of happiness at workplace and job burnout. Also, this study has intended to investigate the moderating role of psychological empowerment on the relationship of role stressors with happiness at workplace and job burnout. To fulfil these aims, researcher has collected the data from 205 doctors, nurses and administrative staff of private and public hospitals of Lahore, Pakistan. The collected data was tested through using structural equation modelling (SEM) technique. Findings revealed that role stressors have significant negative influence on happiness at workplace and affective commitment, while role stressors have positive impact on job burnout and turnover intention. Another finding revealed that happiness at workplace and job burnout, both play a partial significant mediation role between role stressors and affective commitment as well as turnover intention. Moreover, the findings of this study supported the moderating effects of psychological empowerment on the relationship of role stressors with happiness at workplace and job burnout. As study was conducted in the context of private and public hospitals of Lahore, Pakistan; therefore, findings may not be generalized on other areas. This study has both theoretical and practical contributions for students, management and practitioners.

## INTRODUCTION

Unlike traditional firms, modern organizations are much concerned about the wellbeing of their employees (Prasad, Vaidya, & Mangipudi, 2020). Especially, the pandemic has further enhanced the concern of organization about their employees in order to raise their commitment level and to retain them. As increasing level of turnover intention has negatively affected the goodwill and revenues of organizations; therefore, many scholars have recently highlighted the importance, determinants and outcomes of emotional attachment or affective. These chemicals have a stimulating action on the sympathetic nervous system, resulting in a fleeting feeling of activity and joy as well as anxiety and mood disruption (Brenneisen et al., 1990; Hassan NA, Gunaid AA, El-Khally FM, 2002). Khat, qat, chat, or miraa are all names for the plant Catha edulis (S. Beckerleg, 2010). Drug-induced male reproductive system dysfunction causes husband and wife estrangement over time. As a result, the substance is thought to be a contributing cause in one out of every two divorces in Djibouti (Kalix P, 1985). Khat has a high misuse potential and significant negative impacts, hence it should be taken into account by international drug policy. These findings indicate the need for quick action to stop or lessen the negative effects of Khat consumption (Asfaw, 2022). At the household level, purchasing Khat diverts funds from being utilized for food, home improvements, education, or other. Similarly, the decreasing level of affective commitment is also majorly linked with different forms of stress, dissatisfaction, depression and lack of organizational support (Enos, 2020). Some scholars also believe that centralized systems restrain employees from enjoying empowerment; therefore, employees feel lack of attachment as well as working as outsiders, who are not valuable for the organization

(Ibrahim, 2020). In order to change this perception, organizations empower their employees, which in turn help them to achieve loyalty, engagement and commitment of employees. Also, Tripathi and Bharadwaja (2020) asserted that psychologically empowered employees are comparatively more committed, loyal, engaged and creative. Safari et al. (2020) also believes that psychologically empowered employees are comparatively more resilient, committed and quick to recover from crisis, shocks or stress.

Recently, some scholars have found that the turnover ratio of doctors and other staff, has considerably increased owing to increasing level of burden and current pandemic situation (Hussain, Hussain, & Hussain, 2020). While Nazir et al. (2016) highlighted the increasing level of stress, cynicism and turnover intentions owing to lack of clarity of role, over-burden, conflict of role, lack of organizational support and appreciation (Jan, Haque, & Naveed, 2015). Mufarrih et al. (2019) also noted that the stress level among medical students and healthcare professionals is increasing with the passage of time. While Zehra et al. (2017) compared the stress level of males and females in the hospitals of Karachi and Lahore cities of Pakistan. These studies have highlighted that healthcare professionals are increasingly becoming the victim of stress, dissatisfaction, job burnout and turnover intentions. In such situation, it is very necessary to conduct a research study to investigate the causes of turnover intentions as well as to examine the effective factors which prove to be helpful for reducing the level of turnover intentions. Previously many scholars have investigated the impact of role stressors on turnover intention (Chang, 2008; Chen, Lin, & Lien, 2011; Jan et al., 2015; Kim & Stoner, 2008; Park & Min, 2020). Similarly, many scholars have explored the relationship of role stressors and job burnout (Garwood, Werts, Varghese, & Gosey, 2018; Pflügner, Maier, & Weitzel, 2021; Smith, Emerson, & Everly, 2017). However, there is still need to explore the relationship between role stressors and affective commitment. Similarly, there is a lack of evidence regarding the relationship of role stressors and affective commitment in the mediation role of happiness at workplace. Similarly, less studies are available to highlight the influence of role stressors on turnover intention in the mediating role of happiness at workplace. Particularly, there is a need to conduct these relationships in the context of private and public hospitals of Lahore city in Pakistan. Up to the knowledge of researcher, there is no previous study available to find out the moderating effects of psychological empowerment on the relationship of role stressors with happiness at workplace and job burnout. Therefore, this study is aimed at investigating the following research questions.

- Do role stressors influence affective commitment and turnover intentions?
- Is there a mediation role of happiness at workplace between role stressors and affective commitment as well as turnover intention?
- Is there a mediation role of job burnout between role stressors and affective commitment as well as turnover intention?
- How the moderating effect of psychological empowerment influences the relationship of role stressors with happiness at workplace and job burnout?

Following sections are comprised upon reviewing the theoretical background in the second chapter, followed by methods to conduct this study. In the fourth chapter, results are calculated with the help of SPSS, AMOS and Process Macro. Finally, in the fifth chapter, researcher has included discussion on results, followed by highlighting the limitations and future indications.

## LITERATURE REVIEW

Humans are naturally in crave of happiness not only in routine life but also in professional life (Bhatia & Mohsin, 2020). Usually, happiness is considered as a joy, fun and positive emotions, which provides only the half understanding of the concept. However, the other researchers have connected happiness with success and goals achievement, which completes the sense of the concept (Rao, Vijayalakshmi, & Goswami, 2018; Rego, Ribeiro, e Cunha, & Jesuino, 2011). During working in an organization, employees can better perform if they are happy and in a good mood. However, sometimes, the goals of organizations require employees to put extra efforts. In order to gain competitive edge, organizations have to take some critical steps which lead to strict policies and implications for employees; thus, often lead to stress (Adnan Bataineh, 2019; Naseem, 2018a). Previous scholars have identified three common role stressors including role conflict, ambiguity, and overload (Addae, Parboteeah, & Velinor, 2008; Garwood et al., 2018; Udod, Cummings, Care, & Jenkins, 2017). Despite of strong relationship of happiness and productivity, employees perform well when they are happy at workplace (Bellet, De Neve, & Ward, 2019; Graziotin & Fagerholm, 2019). On the contrary, role stressors are totally opposite to happiness at workplace; thus, have negative influence. Naseem (2018a) has found that job stress decreases the happiness and satisfaction at workplace; however, those employees who have high level of emotional intelligence, they can better cope with this situation, and receive less effect of role stress. Comparatively, employees with lower level of emotional intelligence are more likely to get high effect of role stress; thus, their happiness is more negatively influenced by role stress. Rao et al. (2018) have noted that happiness comes from goals achievement, positive emotions, appreciation, acknowledgement, organizational support and good environment; however, happiness is possible if environment is stress free. The effect of this stress can be reduced through empowering employees regarding their work-related decisions. Scholars have asserted that psychological empowerment reduces employees' stress, and they work with more enthusiasm (Pines et al., 2012; Tripathi & Bharadwaja, 2019). Therefore, following hypotheses are developed to test above mentioned relationships.

**H1a:** Role stressors have negative influence on happiness at workplace.
**H1b**: Psychological empowerment has a moderating role on the relationship of role stressors and happiness at workplace.

Apart from above, researchers have extensively explored that happy and satisfied employees are less intended to leave their organization (Al-Ali, Ameen, Isaac, Khalifa, & Shibami, 2019; Rasheed, Okumus, Weng, Hameed, & Nawaz, 2020). Similarly, Yang, Fan, Chen, Hsu, and Chien (2018) has evaluated that when employees are unclear about their role, they are stressed and unhappy; while unpaid overload also causes stress and unhappiness. Authors further noted that continuous stress and lack of happiness force employees to think about leaving the organization. In addition, Rasheed et al. (2020) has also noted the negative relationship between role stressors and happiness as well as negative relationship between happiness and turnover intention. Thus, following hypotheses are developed to test these relationships.

**H1c**: Happiness at workplace has negative relationship with turnover intention.
**H1d**: Happiness at workplace plays a significant mediating role between role stressors and turnover intention.

As happiness is negatively connected to turnover intention, there are other positive

outcomes which appear due to happiness at workplace. Out of these outcomes, researchers have highlighted the importance of affective commitment, which is the emotional attachment of employees with the organization. For instance, Rego et al. (2011) noted that happy employees are more engaged and emotionally committed with their jobs as well as their organization. Similarly, Semedo, Coelho, and Ribeiro (2019) asserted that happiness is the strong predictor of affective commitment at workplace. Likewise, Fisher (2010) highlighted that stress reduces the happiness of employees, while unhappy and unsatisfied employees have lack of emotional attachment with their organization.

Therefore, in order to test these relationships, following hypotheses are developed.
**H1e:** Happiness at workplace has positive impact on affective commitment.
**H1f**: Happiness at workplace plays a significant mediating role between role stressors and affective commitment.

Accomplishment of goals and encouragement at work is always important for an employee; however, sometimes organizations put extra burden on their employees in order to get maximum output for competitive advantage (Kissi, Asare, Agyekum, Agyemang, & Labaran, 2019). For the short period of time, this situation may not appear to be much disturbing for the employees; however, in the long run and continuous overload, lack of clarity and extra roles enhance the stress level of employees (Altinay et al., 2019; Jalagat, 2017). When employees feel this continuous stress for a long time, at a point of time, they feel exhausted. This situation often leads to quit the job or lose confidence and motivation level, which is termed as job burnout (Chiang & Liu, 2017; Mullen, Malone, Denney, & Santa Dietz, 2018; Zhou et al., 2017). While studies have presented a positive influence of psychological empowerment on role stressors. Schermuly, Schermuly, and Meyer (2011) found that psychologically empowered employees can better handle the stress; thus, less likely to move towards burnout. While Malik and Waheed (2010) asserted that not only role stressors result in job burnout and turnover intention but also lead to decreasing the level of employees' affective commitment and satisfaction. Based on above discussion, following hypotheses are developed.

**H2a:** Role stressors have positive influence on job burnout.
**H2b**: Psychological empowerment has a moderating role on the relationship of role stressors and job burnout.
**H2c**: Role Stressors have positive influence on turnover intention.
**H2d**: Role Stressors have negative influence on affective commitment

Apart from above, Mullen et al. (2018) have found that role stressors are the strong predictors of job burnout and turnover intention and; however, role stressors are negatively connected to job satisfaction. Similarly, Cui et al. (2018) have found that not only the higher-level faculty staff but also the basic school level teachers may find to be the victims of job burnout owing to continuous higher authorities' pressures, especially in private schools where teachers are also pressurized regarding their job security. In addition to this, Chiang and Liu (2017) have noted that role stress positively increases the job burnout, and leads to turnover intentions. Labrague et al. (2017) have noted a positive relationship amid job burnout and turnover intention. Similarly, Wen, Zhou, Hu, and Zhang (2020) asserted that continuous stress creates a situation of burnout, which forces them to think about leaving the organization. Thus, following three hypotheses are developed.

**H2c:** Job burnout has positive effect on turnover intention.
**H2d**: Job burnout has a significant mediation role between role stressors and turnover intention.

As job burnout results in employees' exhaustion, it leads to negative behavioral aspects of employees. Khan, Jehan, Shaheen, and Ali (2018) have found that employees who are continuously facing stress and pressure, they are more likely to face the situation of job burnout, which will lead to lack of affective commitment among employees. Similarly, Setti et al. (2018) stated that the situation of burnout reduces emotional attachment with job as well. as organization because employees perceive lack of organizational support. Furthermore, Akar (2018) and Koo, Yu, Chua, Lee, and Han (2020) found a positive relationship between stress and burnout; while, author found a negative relationship between job burnout and affective commitment. Thus, following hypotheses are developed.

**H2e**: Job burnout has negative impact on affective commitment.
**H2f**: Job burnout has a significant mediation role between role stressors and affective commitment.

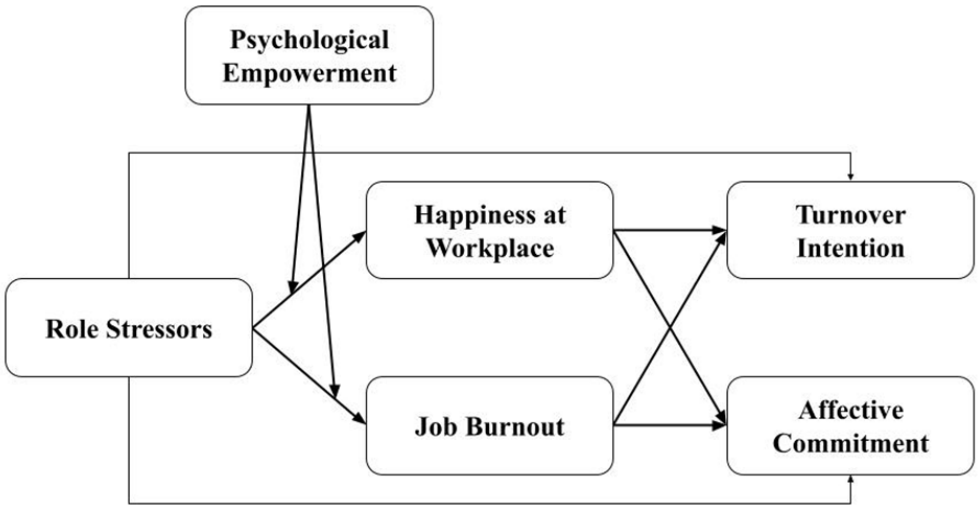


**Figure 1**. Research Framework

Based on the developed hypotheses, above research framework is presented (see figure 1). In this framework, role stressors predict the happiness at workplace and job burnout in the moderating effects of psychological empowerment. However, turnover intention and affective commitment are the outcome variables, which are directly and indirectly predicted by role stressors.

## METHODOLOGY

### *Population and Sampling Techniques*

Majid (2018) defined research population as the comprehensive group of individuals, organizations or any objects with common characteristics, which are the interest of a researcher. In addition, Saunders, Lewis, and Thornhill (2009) asserted that sample is

the sub-part or small portion, which represents the entire population. In this study, the targeted. population includes all the nurses, administrative staff, and doctors in public and private hospitals of Lahore, Pakistan. Particularly, the prevailed situation of COVID-19 has increased the stress as well as burnout among medical staff; therefore, this sector is selected for this study in order to examine their happiness, affective commitment and intentions towards turnover. As the exact population is unknown; therefore, convenience sampling technique (a technique of non-probability) is utilized, in which researcher selects respondents in accordance with his/her ease (Elfil & Negida, 2017).

Before collection of data, it is important to measure the required sample size, which may be appropriate to represent the population. Previous scholars have identified various sample size formulas and software, amongst which G*Power software is common and popular to calculate the minimum required sample size. Figure 2 shows that the sample size is calculated through G*Power software while considering 15% effect size, 5% probability, 95% confidence interval and 4 predictors of this study. After putting this information, software displayed 129 as the minimum required sample size. However, in this study the sample size is larger as Majid (2018) asserted that higher sample size more accurately represents the population.

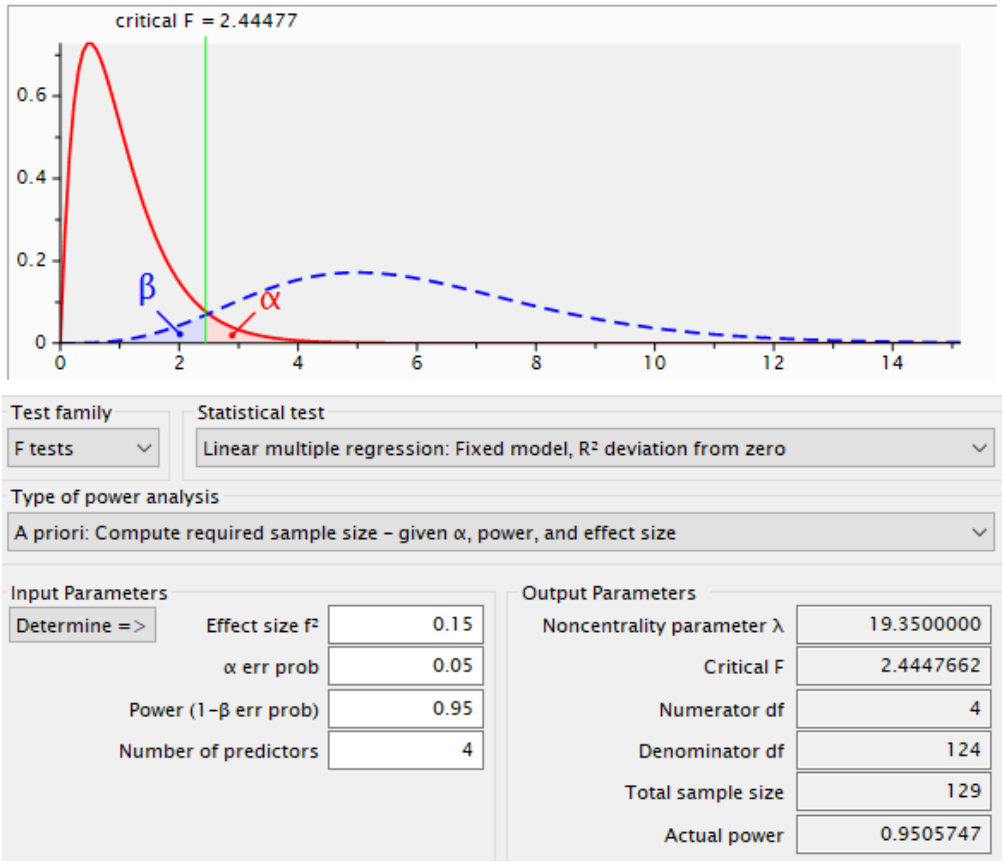


**Figure 2**. GPOWER Sample Size Calculation

## Research Design

Based on the research onion proposed by Saunders, Lewis, and Thornhill (2007), choices are made in this study. Firstly, researcher has selected positivism philosophy

as this study is quantitative, and positivism philosophy requires researchers to not interfere or manipulate the data (Saunders et al., 2009). Besides, this research is based on deductive approach, where hypotheses are tested, in contrast to inductive approach where new theories are developed (Quinlan, Babin, Carr, & Griffin, 2019). Furthermore, data was collected through survey strategy and cross-sectional time horizon as Zikmund, Carr, and Griffin (2013) proposed the appropriateness of these selections along with positivism philosophy.

### Data Collection

Before approaching decided hospitals for data collection, researcher took appointments from hospital management; therefore, each hospital was visited one by one in accordance with the given date by the management. There were three kinds of respondents including nurses, administrative staff, and doctors, who were requested for their volunteer participation. Each participant was given the questionnaire in hard form and provided enough time to respond properly. A total of 210 questionnaires were distributed among respondents, out of which 205 were finalized after scrutinizing inappropriately filled responses.

### Instruments

The second part of structured questionnaire was consisted upon scales regarding the variables of the study. These scales were adapted from previous studies. For three kinds of role stressors, a 7 items scale was adapted from House, Schuler, and Levanoni (1983). Sample item related to role ambiguity is "I often have unclear orders from my boss". While the sample item for role conflict is "I receive incompatible requests from two or more people". Similarly, the sample item for role overload is "My workload is too heavy". Turnover intention was measured with a 3 items scale developed by Mobley, Horner, and Hollingsworth (1978), where sample item is, "I frequently think of leaving of this organization". These above two scales were measured on a 5-points Likert scale, where 1 is considered as "strongly agree", while 5 is considered to be "strongly disagree".

Happiness at workplace is measured with a 6 items scale, which was adapted from Bhattacharjee and Bhattcharjee (2010). These questions were related to four different kinds of dimensions including economic wellness (e.g., I am satisfied with the salary.), environmental wellness (e.g., I can trust my colleagues in profession related matters.), social wellness (e.g., The society admires me because of my profession.) and democratic wellness (e.g., I can approach my seniors with my requirements). Affective commitment was measured through a 4 items scale, which was developed by Allen and Meyer (1990). The sample item for affective commitment is "I really feel as if this organization's problems are my own". Above two scales were measured on a 5-points Likert scale where 1 is considered as 'strongly disagree', while 5 is considered as "strongly agree". Job burnout was measured with a 10 items scale, developed by Malach-Pines (2005). Sample item includes "disappointed with people". Job burnout was measured on a 5-points Likert scale where 1 is equal to "never" and 5 is equal to "always". Finally, psychological empowerment is measured on a 5 points Likert scale ranging from 1=strongly disagree to 5=strongly agree. The 5 items scale for psychological empowerment was adapted from Spreitzer (1995). The sample item of this scale includes "I have significant autonomy in determining how I do my job."

## DATA ANALYSIS

After collection of data, it is paramount significant to examine this data through statistical tools. For this study, three software were used including SPSS, Process

Macro and AMOS. Firstly, data was examined for missing values, outliers and normality. In addition, the summarized results were extracted through descriptive statistics, while the strength of relationships among all the variables was evaluated through correlation. Similarly, the internal consistency and relationship among items is measured through reliability and validity, respectively. These all tests were performed through SPSS; however, AMOS was used to perform factor analysis for model fitness and structural equation modelling (SEM) technique for path coefficients and mediation analysis. While Process Macro was employed to conduct the moderation analysis.

### Ethical considerations

Many scholars have highlighted the importance of ethical considerations (Hsu, Hendriks, Ramos, & Grady, 2021; Ingham-Broomfield, 2017). Saunders et al. (2009) asserted that ethical standards are the moral principles that a researcher needs to follow during his/her research process, and these standards enhances the credibility of the research. For this study, researcher has not forced or bribed any individual to participate or give biased responses. During this research process, nobody was physically or psychologically got hurt. Moreover, respondents were ensured that their confidential information would be kept secret.

## RESULTS

### Demographic Profile

Elaborating the demographic profile enhances the authenticity and validity of the study in accordance with the selected methodology (Bell, Bryman, & Harley, 2018). Therefore, table 1 presents the demographic information. Although both males are females were participants in this study; however, almost 74% respondents were males, while around 26% respondents were females. Also, table 1 highlights that more than 55% respondents fall in the age range of 21 to 30 years, while least number of respondents are above 50 years of age. Around 54% respondents are doctors, while most of the respondents have graduation or equal education in the field of medicine. Out of 205 respondents, mostly hold 1-5 years working experience.

Table 1. Demographic Characteristics

| | | Frequency | Percent |
|---|---|---|---|
| Gender | Male | 152 | 74.1 |
| | Female | 53 | 25.9 |
| | Total | 205 | 100.0 |
| Age | 21-30 Years | 113 | 55.1 |
| | 31-40 | 60 | 29.3 |
| | 41-50 | 24 | 11.7 |
| | More than 50 Years | 8 | 3.9 |
| | Total | 205 | 100.0 |
| Designation | Administrative Staff | 73 | 35.6 |
| | Doctor | 110 | 53.7 |

| | | | |
|---|---|---|---|
| | Nurse | 22 | 10.7 |
| | Total | 205 | 100.0 |
| Qualification | Intermediate or Equal | 31 | 15.1 |
| | Graduation or Equal | 91 | 44.4 |
| | Master/Equal or Above | 72 | 35.1 |
| | Specialized Qualification | 11 | 5.4 |
| | Total | 205 | 100.0 |
| Experience | Less than one year | 34 | 16.6 |
| | 1-5 year | 90 | 43.9 |
| | 6-10 year | 67 | 32.7 |
| | More than 10 years | 14 | 6.8 |
| | Total | 205 | 100.0 |

## Descriptive Statistics

Researchers commonly utilize descriptive statistics to highlight a summarized form of results in the form of mean and standard deviation (SD) values. Apart from this, the reliability and correlation are also incorporated for descriptive statistics (George & Mallery, 2016; Pérez-Vicente & Ruiz, 2009; C. B. Thompson, 2009). In table 2, the mean value of role stressors show that doctors are moderately agree regarding the availability of role stressors in their daily routine. While mean value of happiness at workplace shows that doctors are moderately agree that their workplace provides them social, environmental, economic and democratic wellness, which are the dimensions of happiness at workplace. The mean value of job burnout shows that doctors are moderately agreed that they sometimes face job burnout owing to increasing burden and stress. While mean value of psychological empowerment shows that doctors are moderately agreed that they enjoy psychological empowerment during their work. In case of affective commitment, doctors are moderately agreed that they are emotionally connected to their organization. Finally, the mean value of turnover intention reveals the moderating agreeableness of doctors regarding their turnover intentions owing to continuous stress and sometimes burnout situation.

**Table 2. Descriptive Statistics**

| | Mean (SD) | α | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|---|
| (1) Role Stressors | 2.149 (1.081) | .868 | | | | | | |
| (2) Happiness at workplace | 3.057 (1.016) | .811 | -.477** | - | | | | |
| (3) Job Burnout | 2.245 (1.018) | .833 | .493** | -.559** | - | | | |
| (4) Psychological Empowerment | 3.997 (.971) | .840 | -.534** | .570** | -.525** | - | | |
| (5) Affective Commitment | 3.868 (1.085) | .791 | -.617** | .317** | -.384** | .461** | - | |
| (6) Turnover Intention | 2.989 (1.054) | .779 | .562** | -.361** | .484** | -.470** | -.730** | - |

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

According to Hair, Black, Babin, Anderson, and Tatham (2006), the threshold for coefficient alpha is 0.5; however, values greater than 0.7 are preferred to prove the internal consistency of scale. In table 2, there is no value lower than 0.7; therefore, reliability is proved. Besides, table shows that all the role stressors have strong negative significant relationship with happiness, psychological empowerment and affective commitment; however, positive correlation with job burnout and turnover intention. Similarly, happiness at workplace has strong negative correlation with job burnout and turnover intention; however, it is positively connected to psychological empowerment and affective commitment. Psychological empowerment has negative correlation with turnover intention; however, positive connection with affective commitment. Finally, affective commitment has strong negative correlation with turnover intention. In case of positive correlation, both correlated variables move in the same direction; however, under negative correlation, both moves in the opposite direction (Benesty, Chen, Huang, & Cohen, 2009). For instance, with increasing affective commitment, the turnover intention decreases.

## Confirmatory Factor Analysis (CFA)

Scholars have highlighted that CFA is a pre-liminary necessary part of structural equation modelling (SEM), which confirms the model fitness, reliability and validity. Table 3 presents factor loadings, composite reliability (CR), average variance extracted (AVE) and variance inflation factor (VIF). Although some scholars have proposed to remove factor loadings which are below 0.3 (Hair, Money, Samouel, & Page, 2007; Kline, 2014); however, Shevlin and Miles (1998) asserted that if factor loadings are significant at 0.05; there is no need to remove them. All the factor loadings, presented in table 3, were significant at 0.05. While the reliability is also proved through CR as values are greater than 0.7 (Bacon, Sauer, & Young, 1995). Besides, dos Santos and Cirillo (2021) noted that the convergent validity is acceptable at AVE greater than 0.5, which is also proved in table 3. For discriminant validity, researcher used the criterion proposed by Fornell and Larcker (1981), in which the squared correlation among any two variables should be lower than the AVE values. From table 3, the discriminant validity is also proved. While the multicollinearity is measured through VIF, and values are lower than 5 (C. G. Thompson, Kim, Aloe, & Becker, 2017); thus, there is no multicollinearity among variables.

**Table 3**. Confirmatory Factor Analysis

| Variables and Items | Loadings | CR | AVE | VIF |
|---|---|---|---|---|
| **Role Stressors** | | .871 | .521 | 1.804 |
| RS1 | .61 | | | |
| RS2 | .78 | | | |
| RS3 | .72 | | | |
| RS4 | .75 | | | |
| RS5 | .70 | | | |
| RS6 | .76 | | | |
| RS7 | .80 | | | |
| **Happiness at Workplace** | | .831 | .506 | 1.766 |
| HAPP1 | .64 | | | |
| HAPP2 | .68 | | | |
| HAPP3 | .77 | | | |
| HAPP4 | .80 | | | |
| HAPP5 | .78 | | | |
| HAPP6 | .72 | | | |
| **Job Burnout** | | .815 | .511 | 1.776 |
| JB1 | .68 | | | |
| JB2 | .80 | | | |
| JB3 | .77 | | | |
| JB4 | .68 | | | |
| JB5 | .67 | | | |
| **Psychological Empowerment** | | .831 | .501 | 1.838 |
| PE1 | .60 | | | |
| PE2 | .86 | | | |
| PE3 | .83 | | | |
| PE4 | .75 | | | |
| PE5 | .67 | | | |
| **Affective Commitment** | | .799 | .572 | 1.695 |
| AC1 | .77 | | | |
| AC2 | .82 | | | |
| AC3 | .68 | | | |
| **Turnover Intention** | | .784 | .549 | 1.636 |
| TI1 | .69 | | | |
| TI2 | .79 | | | |
| TI3 | .74 | | | |

Apart from above, it is necessary to prove the fitness of employed model; therefore, CFA shows the values of CMIN/DF, CFI, NFI, GFI and RMSEA along with threshold values. Figure 3 shows that all of these fit indices are proved; therefore, model is fit for SEM.

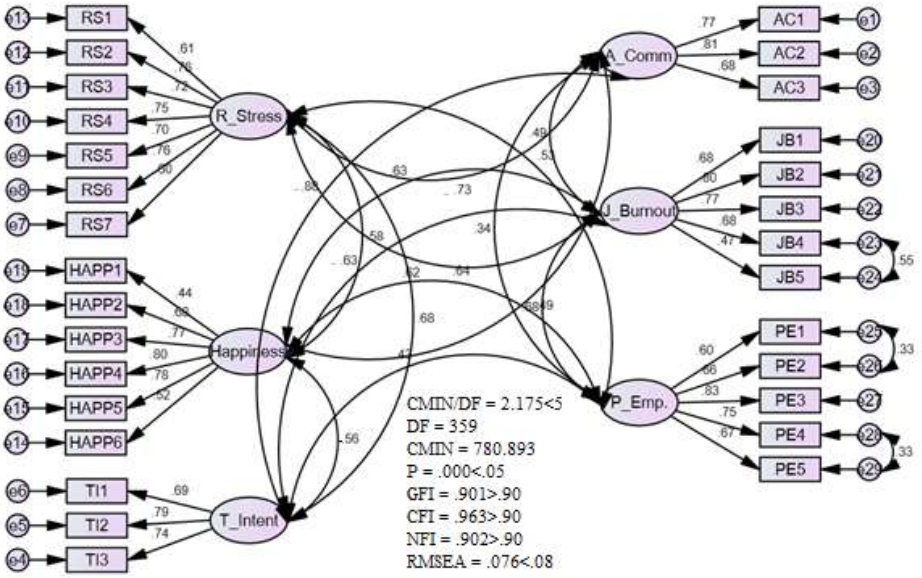


**Figure 3**. Confirmatory Factor Analysis

## Structural Equation Modelling (SEM)

Hair et al. (2006) and Ullman and Bentler (2003) noted that SEM is more appropriate approach to find the causal relationships as compared to regression analysis. Through this technique, the path coefficients and indirect effects are measured. Table 4 shows that role stressors have 44.8% negative influence on happiness at workplace, which means the increasing role ambiguity, conflict and overload lead to reduction of happiness at workplace. This effect is significant at p<0.01 and supported the first hypothesis (H1a). Similarly, table 4 shows that happiness at workplace has only 8% negative effect on turnover intention, which means the increasing happiness at hospitals, decrease the turnover intention of doctors, nurses and administrative staff in hospitals. This impact is significant at p<0.01 and supports the H1c hypothesis of this study. Moreover, table 4 highlights that happiness at workplace has 20.1% positive effect on affective commitment at p<0.01, which supports H1e hypothesis. Furthermore, role stressors have 46.4% impact on turnover intention at p<0.01, which means increasing role stressors in hospitals, enhance the job burnout; thus, H2a hypothesis is supported.

**Table 4**. Path Coefficients (Direct Effects ◎ Unstandardized)

| | Estimate | S.E. | C.R. | P | Hypothesis |
|---|---|---|---|---|---|
| Role Stressors → Happiness at Workplace | -0.448 | 0.058 | -7.75 | .000 | Accepted |
| Happiness at Workplace → Turnover Intention | -0.080 | 0.032 | -2.50 | .002 | Accepted |
| Happiness at Workplace → Affective Commitment | 0.201 | 0.066 | 3.045 | .000 | Accepted |
| Role Stressors → Job Burnout | 0.464 | 0.057 | 8.083 | .000 | Accepted |
| Role Stressors → Turnover Intention | 0.415 | 0.069 | 6.036 | .000 | Accepted |
| Role Stressors → Affective Commitment | -0.572 | 0.07 | -8.195 | .000 | Accepted |
| Job Burnout → Turnover Intention | 0.279 | 0.066 | 4.231 | .000 | Accepted |
| Job Burnout → Affective Commitment | -0.121 | 0.067 | -1.81 | .000 | Accepted |

**Table 4** also shows that role stressors have 41.5% (p<0.01) positive effect on turnover intention and 57.2% (p<0.01) negative effect on affective commitment. These effects support H2c and H2d hypotheses. Moreover, job burnout has 27.9% (p<0.01) positive impact on turnover intention and 12.1% (p<0.01) negative effect on affective commitment. These relationships support H3a and H3c hypotheses. Unlike unstandardized effects represented in table 4, figure 4 shows the standardized effects.

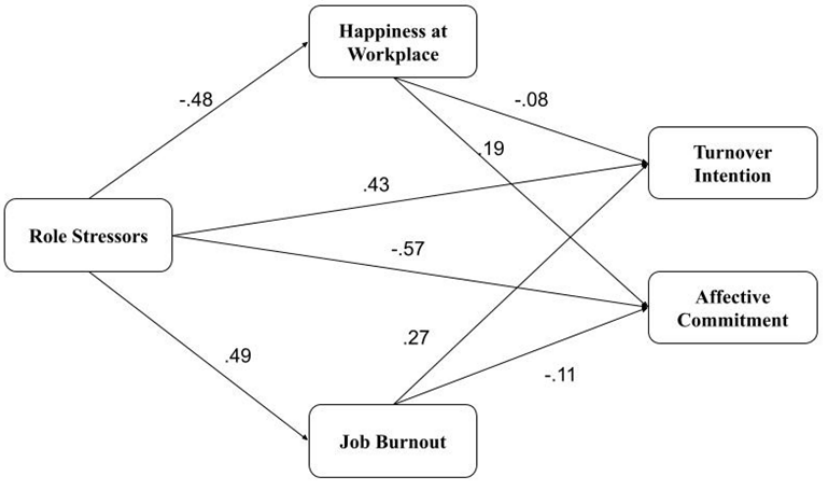


**Figure 4**. Path Coefficients through SEM

Not only the direct effects but also indirect effects are calculated through SEM, which are calculated on the same model as represented in figure 4. The results of indirect effects are represented in table 5 below. This table shows that role stressors have 13.7% positive effect on turnover intention in the mediation role of happiness at workplace. Here one thing is important, which is the difference between direct and indirect effects. According to table 4, role stressors have 41.5% direct effect on turnover intention; however, this effect is reduced to 13.7% in the mediation role of happiness at workplace (see table 5), which means the turnover intentions which are enhanced due to role stressors, can be reduced through happiness at workplace. This relationship has proved the H1d hypothesis of this study. Conversely, role stressors have 4.7% negative effect on affective commitment in the mediation role of happiness at workplace. Here the effect of role stressors on affective commitment is reduced from 57.2% to 4.7%. It means in the mediating role of happiness, the negative effect of role stressors on affective commitment will be considerably reduced. This relationship supports H1f hypothesis.

**Table 5.** Indirect Effects

| | Coeff. | P | Hypothesis |
|---|---|---|---|
| Role Stressors → Happiness at Workplace → Turnover Intention | .137 | .000 | Accepted |
| Role Stressors → Happiness at Workplace → Affective Commitment | -.047 | .000 | Accepted |
| Role Stressors → Job Burnout → Turnover Intention | .510 | .000 | Accepted |
| Role Stressors → Job Burnout → Affective Commitment | -.631 | .001 | Accepted |

**Table 5** also shows that role stressors have 51% positive effect on turnover in the mediation role of job burnout. It means the mediating role of job burnout has increased the effect the effect of role stressors from 41.5% to 51%. Therefore, it can be concluded that the turnover intentions of hospital staff are more likely to increase when job burnout plays a mediating role between role stressors and turnover intention. This relationship has supported H3b hypothesis. Finally, role stressors have 63.1% negative impact on affective commitment in the mediating role of job burnout. It means job burnout has increased the negative impact of role stressors on affective commitment from 57.2% to 63.1%. Therefore, when role stressors create the job burnout, the emotional attachment of hospital staff with job and hospitals will reduce. This relationship has proved H3d hypothesis.

**Table 6**. Moderation Effects

| | Coeff. | se | t | p | Hypothesis |
|---|---|---|---|---|---|
| Role Stressors * Psychological empowerment _ int → Happiness at Workplace | -.03 | .011 | 2.73 | .001 | Accepted |
| Role Stressors * Psychological empowerment _ int → Job Burnout | .09 | .04 | 2.25 | .000 | Accepted |

Finally, the moderating effects of psychological empowerment are calculated through Process Macro and results are presented in table 6 above. This table shows that psychological empowerment reduces the effect of role stressors on happiness at workplace. The direct effect of role stressors on happiness at workplace, represented in table 4, is -44.8% which reduced to -3% owing to psychological empowerment. It means when hospital staff is psychologically empowered, there is less effect of role stressors on their happiness. This effect has proved H1b hypothesis. Conversely, the positive effect of role stressors on job burnout is reduced from 46.4% to 9% due to psychological empowerment. This relationship has supported H2b hypothesis.

## CONCLUSION

In this study, researcher has investigated the impact role stressors on turnover intention and affective commitment, directly and in the mediation role of happiness at workplace and job burnout. Also, this study has examined the moderating impact of psychological empowerment on the relationship of role stressors and happiness at workplace, as well as the relationship of role stressors and job burnout. From the results of this study, researcher has found a positive significant effect of role stressors on job burnout and turnover intention; however, a negative effect on happiness at workplace and affective commitment. Also, results have revealed that happiness at workplace plays a mediating role between role stressors (independent), affective commitment and turnover intention (dependent). Also, researcher has found that job burnout also plays a significant mediation role between role stressors (independent), turnover intention and affective commitment (dependent). Furthermore, results have supported the moderating effects of psychological empowerment on the relationship of role stressors with happiness at workplace and job burnout.

Not all of these effects are previously calculated together; however, the separate direct relationships of current study variables are consistent with the previous studies. However, the mediating and moderating effects are not studied before, similar to the current study model. Chang (2008) have found that increasing level of ambiguity, conflict and overload enhance the level of stress, which lead workers to think about

leaving the current organization. While, Kim and Stoner (2008) found that not only turnover intention but job burnout is also an outcome of role stressors. They further found that job burnout is the cause of role stressors and job burnout leads to turnover intentions. Similarly, Udo, Guimaraes, and Igbaria (1997) asserted that role stressors are the strong predictors of job burnout and turnover intention. However, this positive relationship can be reduced with the help of empowering employees to take their decisions along with responsibility of the work. In this way, they feel to be appreciated; thus, results in less burnout or turnover intention. Oyeleye, Hanson, O'Connor, and Dunn (2013) studied the relationship between job burnout, stress, turnover and psychological empowerment and found that stress, burnout and turnover intentions are positively correlated; however, psychological empowerment has negative relationship with these three variables, which means the increasing level of psychological empowerment reduces the level of stress, burnout and turnover intention.

Apart from above, role stressors not only influence job burnout and turnover intention but also decreases the happiness of employees. Naseem (2018b) found that continuous stress of employees leads to reduction of happiness as well as satisfaction of employees. However, those employees who have high level of emotional intelligence, can best cope with stress, which help them to maintain their level of happiness and satisfaction. Similarly, Yang et al. (2018) found that role stress, if continues for a long period, often lead to turnover intention; however, organizations try to keep their employees happy through offering them various rewards, facilities, appreciations and promotions, which make them feel valuable in the organization; therefore, they do not want to leave the organization. It means the impact of role stress can be mitigated through keeping employees happy at workplace.

Malik and Waheed (2010) have noted that role stressors reduce the level of emotional attachment of employees with their job and organization; however, the effect is mitigated with the help of employees' satisfaction, which can be achieved through organizational support in manner of various facilities and employees' care. Chenevert et al. (2013) further noted that increasing level of stress on regular basis, decreases the level of satisfaction and affective commitment; however, passive leadership plays a significant role amid this relationship to mitigate the effect. Therefore, increasing level of role stressors can lead to lack of satisfaction, happiness (Parasuraman, Greenhaus, & Granrose, 1992), affective commitment (Chenevert et al., 2013), and increase the level of job burnout and turnover intention (Cho, Choi, & Lee, 2014).

Based on the results of this study, there are multiple theoretical and practical implications which are valuable for students, teachers, practitioners, executives and policy makers. This study has contributed theoretically to investigate the direct and indirect effect of role stressors on turnover intention and affective commitment in the context of public and private hospitals of Lahore, Pakistan. Also, it has measured certain new relationships. For instance, the moderating effects of psychological empowerment has not studied before similar to current study model. This study can also be used for practical purposes, especially in public and private hospitals, where doctors, nurses and administrative staff face continuous issues of role stressors owing to increasing level of role burden. Especially in the current situation, when COVID-19 is prevalent everywhere around the world, the workload of doctors, nurses and administrative staff of both private and public hospitals, has increased, which has increased the level of stress, burnout and turnover intention. In this respect, hospital management can help such employees by enhancing those activities, which keep them happy during working hours. For instance, Hwang (2019) recommended to increase

rotation, which will decrease the level of stress and burden. Also, they noted that facilities, rewards and appreciations can help to keep nurses happy at workplace.

This study has certain limitations, which can be covered in future research. It is conducted in the context of private and public hospitals of Lahore city of Pakistan; therefore, owing to cultural, social and economic differences across cultures, the findings of this study may vary. Future researchers can adopt a wider approach to represent a large population. Also, future researchers are suggested to use perceived organizational support in place of psychological empowerment as previous scholars have highlighted the importance of perceived organizational support in mitigating the effects of role stressors and turnover intention (Li, Bonn, & Ye, 2019; Lobburi, 2012; Srivastava & Agrawal, 2020).

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