

# JOB STRAIN AND TURNOVER INTENTIONS: EVALUATING IMPACT OF EMOTIONAL EXHAUSTION AND PERCEIVED SUPERVISOR SUPPORT IN THE CONSTRUCTION INDUSTRY OF PAKISTAN

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## **Abstract**

*Turnover has been one of the major concerns for organisations since the start of the industrial revolution. Construction project managers and supervisors bear greater job strain (JS) than other fields because of tight deadlines and budgets. This study examines the role of JS in the determination of employees' Turnover Intentions (TIs) with mediating and moderating role of Emotional Exhaustion (EE) and Perceived Supervisor Support (PSS) respectively, specifically in projectized construction organisations in Pakistan. Data for this quantitative study from 181 middle management employees from construction enterprises of Northern Punjab was collected through a questionnaire. The statistical analysis carried out using Baron & Kenny method confirmed that in projectized construction organisations of Pakistan, EE strongly mediates the relationship between JS and TIs. Contrarily, the analysis also indicated that such organisations lack a hypothesised buffering role of PSS between EE and TIs. Conclusively, it has been recommended that employers conduct focused training to determine the well-being of their staff and take extra measures to lessen the JS of employees. This study aims to provide a base for future research on JS and TIs in projectized organisations operating in developing countries. Furthermore, it will help define suitable turnover policies for employees of various sectors and organisations.*

**Keywords:** Job Strain, Emotional Exhaustion, Perceived Supervisor, Projectized Organizations, Construction Industry.

## **Introduction**

Employment in an industrial environment has entered a new paradigm in recent years. It is a step away from conventional occupations, where generations were involved with specific occupations and specialised in their fields, such as agriculture, craftsmanship and service providers. At the same time, prospects of a career switch were limited. However, this phenomenon has changed significantly with industrialisation and the evolution of several similar establishments.<sup>1</sup> Resultantly, labour force members now have several opportunities to switch between firms and industries. Employee turnover is one of the major areas of concern for organisations currently.<sup>2</sup> It has substantially emerged as one of the major determinants for gauging a firm's success.<sup>3</sup>

Frequent switching or quitting in search of better job opportunities sometimes undermines training and development initiatives.<sup>4</sup> The turnover decision of an employee

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has a far-reaching impact on the firm's reputation and remaining employees.<sup>5</sup> Generally, an organisation's high turnover is observed as a negative indicator.<sup>6</sup> Therefore, employers are now more conscious of decisions and policies, their impact on employment conditions, and employees' perception of working conditions.<sup>7</sup> Several factors, including social, behavioural, external and demographical factors, have been identified to significantly impact the rate of 'employee turnover' and 'probability of turnover'.<sup>8</sup> It has been observed that employees from socially sound backgrounds have a higher probability of choosing to turnover, either due to disagreements or the availability of a superior alternative opportunity.<sup>9</sup> Besides, personality traits have also been identified as contributing to turnover. Female employees are more likely to experience job strain (JS), resulting in higher turnover rates (TRs).<sup>10</sup> TRs are significantly higher in cultures where social acceptability is higher than in traditional societies. There is a strong positive relationship between strain-causing factors and Turnover Intentions (TIs), actual turnover and withdrawal behaviour in employees.<sup>11</sup> Similarly, empirical evidence has been found amongst law enforcement officials to quit their jobs when crime rates are higher.<sup>12</sup> Among behavioural determinants, employee turnover has generally been attributed to JS.

In recent years, a significant increase in construction-related projectized organisations in Pakistan has been observed. Generally, at any construction project, numerous stakeholders are simultaneously involved in a complex process to complete various tasks within a specific time.<sup>13</sup> Project managers and supervisors of contractors on a construction project are key entities for the success of a project<sup>14</sup> as they have to plan construction, organise human resources, and involve machinery to control operations and budget.<sup>15</sup> Therefore, at any stage of a construction project, the enhanced role of supervisors cannot be ignored.<sup>16</sup> Turnover and TIs have been extensively studied from behavioural, medical, management and social science perspectives. However, particularly in the construction industry, limited attention has been paid to linking JS with TIs and employees' perceptions of supervisor support. Moreover, the 'moderating' role of Perceived Supervisor Support (PSS) has been rarely studied in the context of projectized organisations in the construction industry of Pakistan. Therefore, considering the challenging nature of jobs in a projectized environment with demanding schedules, budget constraints and low job security, a comprehensive study is needed to develop an in-depth understanding of employee turnover behaviour in the construction sector of Pakistan. The basic research questions are: Are *JS and EE* significant factors in predicting and reducing TIs of employees in the construction industry of Pakistan? To what extent PSS serves as a mediator in reducing TIs in employees?

A rarely used empirical approach based on the job-demand-control model has been adopted in this study to evaluate work-related strains on employees' TIs by examining emotional exhaustion (EE) and the moderating impact of PSS in projectized organisations of the construction industry Pakistan. The relationship between JS and employees' TIs has been examined by hypothesising EE as a "mediator" and PSS as a "moderator." Data were collected from middle management employees of construction sector organisations of Northern Punjab, one of the most literate provinces of Pakistan. A sample data of 181 construction industry workers was analysed using the regression method. The particular goals of this study were to find the impact of JS on employees' TIs

and employees' EE in the construction industry of Pakistan, mediating role of EE on the relationship of JS and TIs of employees of the construction industry of Pakistan, and moderator and mediator relationship in turnover intentions (TI) and emotional exhaustion (EE).

This study will provide a base for future research on JS and TIs in projectized organisations operating in developing countries and will be helpful in defining suitable turnover policies for employees of various sectors and organisations.

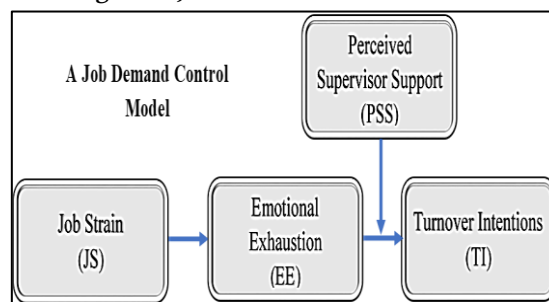
## Hypothesis Development

The major variables used in this study, JS, EE, employee TIs and PSS, and the theoretical framework have been detailed in this section. In addition, hypothesised relationships have been explained between the dependent, independent, mediating, and moderating variables. Finally, the theoretical framework has also been presented.

- **Job Strain (JS):** JS occurs when a job is highly demanding, and the on-job decision-making freedom of employees is low. Hence job-related strain may be defined as a reaction or outcome of experiencing job stress.<sup>17</sup>
- **Emotional Exhaustion (EE):** The state of EE arises when an individual develops a chronic feeling of lack of emotional and physical energy and is depleted.<sup>18</sup>
- **Turnover Intentions (TI):** Employee turnover is the rate at which employees leave an organisation and are replaced.<sup>19</sup> TIs refer to whether employees in an organisation plan to leave their current positions and search for alternative employment.<sup>20</sup>
- **Perceived Supervisor Support (PSS):** PSS can be defined as an employee's perception of the degree to which a supervisor successfully creates a supportive job working environment and is concerned about their well-being.<sup>21</sup>

The practical framework of this study is a conceptual model based on the theoretical relationship between variables, shown in Figure 1.

**Figure 1:** Job Demand Control Model



(Source: Compiled by Authors)

#### a) Relationship between JS and EE

Work-related strain can be caused by numerous factors, such as a mismatch between an employee's capabilities and job demands, inconsistent organisational policies, and co-worker relationships. These factors are directly related to emotions of job insecurity and uncertainty and can lead to a chronic feeling of physical and psychological exhaustion. Numerous studies have found JS to be a significant factor causing EE among employees. Tetrick et al. employed the stress-strain-outcome model to compare the stress-strain difference between business owners and non-owners (managers and employees).<sup>22</sup> In this context, this study aims to explore the hypothesis:

*H<sub>1</sub>: JS is positively associated with EE.*

#### b) Relationship between JS and TIs

Studies have established that strain at the workplace is among the highest contributors to employee turnover.<sup>23</sup> Studies in several sectors with traditionally higher exposure to stressful situations, such as healthcare, sales and customer services, have been found to have higher TRs and TIs among employees.<sup>24</sup> Employees in these sectors have also expressed higher intentions for leaving a stressful job and are more likely to switch to less stressful environments.<sup>25</sup> JS has been found to influence job satisfaction and TIs directly. TRs in projectized organisations are attributed to the diversified nature of the job being a time-bound and volatile endeavour.<sup>26</sup> The current study aims to explore the hypothesis:

*H<sub>2</sub>: JS is positively associated with TIs.*

#### c) Relationship between EE and TIs

TIs are considerably lower in employees with greater work-time control, and flexibility-absence is considered to be one of the leading causes of EE.<sup>27</sup> Such behavioural tendencies of EE resulting in higher TIs are augmented in projectized organisations due to the fickle nature of work. EE may be considered a major contributing factor to the increase in TIs. Lapointe et al. studied the relationship between EE and turnover and indicated that EE remains the most crucial factor for the withdrawal of employees from an organisation.<sup>28</sup> Adriaenssens et al. examined the relationship between EE and TIs using a time series study for nurses in Belgium.<sup>29</sup> It was found that interventions in the workplace are essential for EE, and redundancy should be lowered. In light of the above discussion, the current study aims to explore the following hypothesis:

*H<sub>3</sub>: EE is positively associated with TIs.*

#### d) Mediating Role of EE between JS and TIs

Singh et al. conducted a detailed examination of 377 customer service representatives for the theoretical basis and empirical evidence of the moderating role of burnout between role stressors and behavioural and psychological job outcomes.<sup>30</sup> They concluded that exhaustion diminishes employees' energy and hampers the effort they put into their work. Their empirical evidence confirmed that burnout significantly, consistently and unconstructively partially mediates the relationship between job stressors and performance outcomes. Wright and Cropanzano based their research on the

Conservation of Resources model to develop an understanding of EE. They deduced that EE is not associated only with job performance and turnover.<sup>31</sup> Knudsen et al., from a sample of 410 leaders of addiction treatment organisations, tested to see if the job demands and job resources, such as decision-making innovation and long-range strategic planning, were related to EE and turnover intention.<sup>32</sup> The mediating role of EE between the relationship of job-related measures and TIs was also tested for full or partial mediation. The current study aims to explore the hypothesis:

*H<sub>4</sub>: EE mediates the relationship between JS and TIs.*

#### e) Moderating Role of PSS between EE and TIs

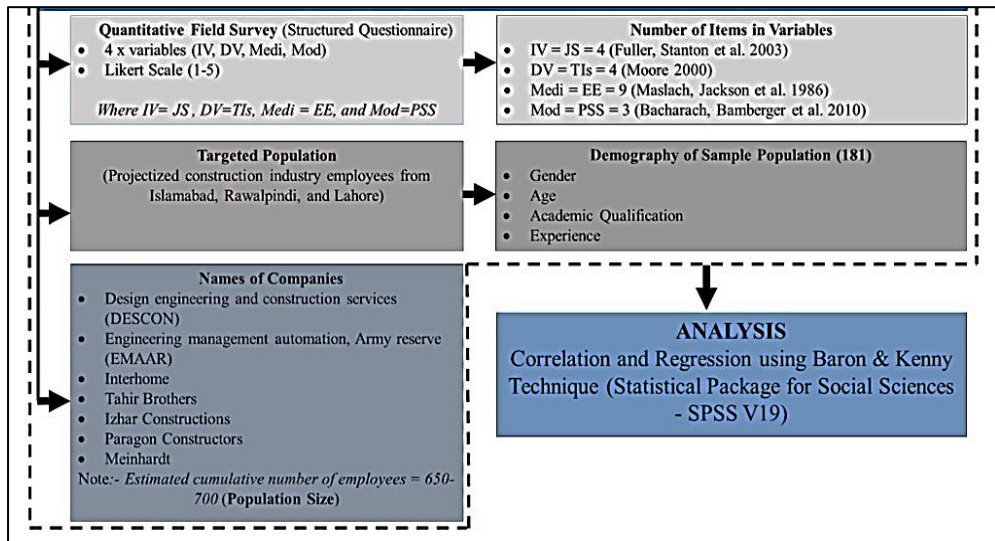
Supervisors act as representatives of the organisation by implementing policies of the organisation to achieve organisational goals. The employees often base their future perspectives in an organisation on the kind of behaviour of their supervisors and corporate support.<sup>33</sup> Casper et al. hypothesised that PSS positively correlates with affective commitment. PSS may also mediate the relationship between work-family conflict (stressor) and organisational commitment in a sample of 168 Brazilian professionals.<sup>34</sup> The results concluded that employees who PSS to be of higher level reported higher affective organisational commitment, that is, lower TIs. The current study aims to explore the hypothesis:

*H<sub>5</sub>: PSS negatively moderates the relationship between EE and TIs.*

## Methodology

Much research has been conducted to examine aspects of workplace stress, JS experienced by employees, subtypes of burnout - EE, depersonalisation and reduced personal accomplishment, and TIs. Theoretical literature presents several models on the subject, e.g., theories of Burnout, General Theory of Strain, Conservation of Resources Theory, Stress-Strain-Outcome Model, Job Demand-Control-Support (DCS) Model, etc. The findings have been applied to various fields ranging from Psychology, Economics, Management Studies, Biological Sciences, Medicine, Organizational Behaviour, etc. The topic's popularity may be attributed to its significance for individuals, organisations, and societies and the gravity of consequences associated with misguided policies and actions.

This research was carried out to investigate the relationship between JS and employees' TIs through mediating and moderating roles of EE and PSS respectively, in the construction sector of Pakistan. The methodology used in this research, including details of the population, variables, demographic considerations and method of analysis, has been explained in this section. Questionnaires used for the data collection are adopted from previous research. Responses to all questions were measured on a 5-point Likert scale: where 1 = strongly disagree, 2 = disagree, 3 = Neutral, 4 = Agree, and 5 = strongly agree.

**Figure 2:** Research Design (Type of Study, Data Source and Target Population)

(Source: Compiled by Authors)

## Data Analysis and Results

### a) Demographics of Sample

The demographics of the respondents (Table 1) show that 59.1 % of the total respondents were male, while the remaining 40.9 % were female. The age group of the respondents is given in Table 2.

**Table 1:** Gender of Respondents

Variable	Frequency	Valid Percent	Cumulative Percent
Male	107	59.1	59.1
Female	74	40.9	100.0
Total	181	100.0	---

(Source: Compiled by Authors)

**Table 2:** Age of Respondents

Variable	Frequency	Valid Percent	Cumulative Percent
20-30	106	58.6	58.6
31-40	41	22.7	81.2
41-50	31	17.1	98.3
51-60	3	1.7	100.0
Total	181	100.0	---

(Source: Compiled by Authors)

Most of the middle management employees in construction sector organisations are recent graduates or master's degree holders and hold limited PSS.

**Table 3:** Qualification of Respondents

Variable	Frequency	Valid Percent	Cumulative Percent
Graduation	41	22.7	22.7
Masters	75	41.4	64.1
MS/ MPhil	65	35.9	100.0
Total	181	100.0	--

(Source: Compiled by Authors)

**Table 4:** Experiences of Respondents

Variable	Frequency	Valid Percent	Cumulative Percent
Less than 1 year	40	22.1	22.1
1-5 years	86	47.5	69.6
6-10 years	35	19.3	89.0
More than 10 years	20	11.0	100.0
Total	181	100.0	--

(Source: Compiled by Authors)

#### b) Reliability Analysis

The reliability analysis (Table 5) shows that Cronbach's Alpha of the independent, mediating, dependent, and moderating variables lies comfortably between the ranges of 0.701 to 0.905, which means that the instruments adopted for all variables in the study were reliable. The results of the reliability analysis carried out for all variables in the model are given in Table 5.

**Table 5:** Reliability Analysis

Variable	Cronbach's Alpha
JS	.701
EE	.850
TIs	.761
PSS	.846

(Source: Compiled by Authors)

#### c) Correlation Analysis

A correlation between the variables of the model, JS, EE, PSS, and TIs are given in Table 6. The variables JS and EE are statistically significantly correlated at 0.594, indicating a strong relationship between both variables. The correlation value is

significant at 0.01 level (99 %), indicating a high significance level. The results showed a strong correlation between EE at the workplace and JS faced by employees. Similarly, a strong positive correlation exists between JS and TI and EE and TI, both at 0.01 level of significance, that is, 99% confidence interval. TI and JS are significantly correlated at 0.547, while EE and TI correlate significantly with each other at 0.563. Interestingly, a strong negative correlation exists between PSS and all other variables; that is, PSS is negatively correlated with JS, EE, and TI, which is in line with the available literature. Correlation analysis was carried out to establish whether a statistically significant relationship exists between the variables.

**Table 6: Correlation Analysis**

	1	2	3	4
JS	1			
EE	.594**	1		
PSS	-.491**	-.462**	1	
TIs	.547**	.563**	-.412**	1

(Source: Compiled by Authors)

#### d) Regression

The regression analysis for the determination of a relationship between independent and mediating variables of JS and EE, respectively was conducted, and results are summarised in Table 7. In the light of regression analysis, one unit increase in JS will increase EE by 0.59 units. Further, the relationship is statistically significant and positive as  $p < 0.001$ . In light of the results above,  $H_1$  is accepted. The results of regression analysis to test the hypothesised relationships and to determine the magnitude and direction of causality between the major variables of the model are presented in Tables 7 and 8.

**Table 7: Regression Analysis for Relationships between EE and JS**

Predictors	EE		
	$\beta$	R <sup>2</sup>	$\Delta R^2$
<b>Step 1</b>			
Control variables		.073	
<b>Step 2</b>			
JS	.594***	.451	.379***
* $p < 0.05$ , ** $p < 0.01$ , *** $p < 0.001$			

(Source: Compiled by Authors)

Results of regression analysis presented in Table 8 between JS and TI reveal that after controlling for demographic variables in the first step, in the second step regression, a unit change in JS will bring 0.569-unit change in TIs of the employees. The relationship

is statistically significant at  $p < 0.01$ , and both variables are positively related, leading to the acceptance of  $H_2$  that JS is positively associated with TIs. Further, a unit change in EE will lead to a 0.578 unit increase in TIs of the employees as per the outcome of regression reported above. The relationship is highly significant at  $p < 0.001$ , whereby a positive association between the two is observed, meaning acceptance of  $H_3$ ; EE is positively associated with TIs. The overall model is also highly significant with  $F = 75.23$ , whereby JS and EE are explaining 44 % variation in TIs.

**Table 8:** Multiple Regression Analysis for Determinants of TIs

Predictors	Turnover Intentions		
	$\beta$	$R^2$	$\Delta R^2$
<b>Step 1</b>			
Control Variables		.048	
<b>Step 2</b>			
JS	.569**		
EE	.578***	.489	.441***
* $p < .05$ , ** $p < .01$ , *** $p < .001$			

(Source: Compiled by Authors)

#### e) Mediated Regression Analysis

Table 9 shows the results of the Mediated Regression Analysis using bootstrapping technique.<sup>35</sup> In the stepwise mediation analysis, first, the direct impact of independent variable JS was analysed on dependent variable-TIs. Results indicate a highly significant relationship between the two as  $\beta = .537$  at  $p \leq 0.000$ . Secondly, the impact of independent variable JS was regressed on the mediator EE with a similar outcome of a highly significant relationship with  $\beta = 0.6079$ , significant at  $p \leq 0.000$ . In the third step, the mediator EE was tested for its direct impact on the dependent variable – TIs. The relationship was significant despite the independent variable's absence with  $\beta = 0.5397$  and  $p \leq 0.000$ . Finally, after controlling for the mediator in the fourth step, it was found that the impact of JS on TIs was still significant with  $p = 0.004$ ; however, the relationship was weakened.. These results indicate that EE statistically significantly mediates the relationship between JS and Employee TIs, leading to the acceptance of  $H_4$ .

**Table 9:** Mediation Effect of EE between JS and TIs

	$\beta$	SE	t	p
JS $\rightarrow$ Tis	.5375	.0614	8.7486	.000
JS $\rightarrow$ EE	.6079	.0535	11.3683	.000
EE $\rightarrow$ Tis	.5397	.0760	7.0992	.000
JS $\rightarrow$ EE Tis	.2094	.0714	2.9340	.004
Bootstrap results for indirect effect	Indirect Effect	LL 95% CI	UL 95% CI	
	.3281	.2092	.4637	

Notes: Un-standardized regression coefficients reported. Bootstrap sample size 1000.  
LL=Lower Limit; CI= Confidence Interval, UL=Upper Limit

(Source: Compiled by Authors)

### f) Moderated Regression Analysis

Table 10 shows the results of the moderated regression analysis. In the first step, the demographic variables were controlled for their possible effect on the model. The impact of EE and PSS was regressed in the second step, where EE significantly explained variation in TIs, and PSS showed insignificant relation with TIs. The results of the analysis indicate that after incorporating the interaction term in the third step, i.e., EE\*PSS, the change in  $R^2$  is insignificant. Therefore, as per the findings, PSS does not statistically significantly moderate the relationship between EE and TIs, leading to the rejection of  $H_5$ .

**Table 10:** Hierarchical Moderated Regression Analysis

Predictors	Turnover Intentions		
	$\beta$	$R^2$	$\Delta R^2$
<b>Step 1</b>			
Control Variables		.048	
<b>Step 2</b>			
EE	.635***		
PSS	.026	.485	.437***
<b>Step 3</b>			
EE*PSS	-.049	.490	.005
* $p < .05$ , ** $p < .01$ , *** $p < .001$			

(Source: Compiled by Authors)

### g) Accepted/Rejected Hypothesis

The accepted and rejected hypotheses are given in Table 11.

**Table 11:** Summary of Hypothesis Accepted or Rejected

Hypothesis	Statements	Results
$H_1$	JS is positively associated with EE	Accepted
$H_2$	JS is positively associated with TIs	Accepted
$H_3$	EE is positively associated with TIs	Accepted
$H_4$	EE mediates the relationship between JS and TIs	Accepted
$H_5$	PSS negatively moderates the relationship between EE and TIs	Rejected

(Source: Compiled by Authors)

## Discussion

The statistical analysis results provided interesting insights into the relationships between model variables in projectized organisations of the construction sector in Pakistan. The findings are discussed in detail as under:

### a) Hypothesis-1

The results provide empirical evidence in support of the hypothesised positive relationship between JS and EE as the demand-control model posits, high strain results from increased job demands or on-job stressors manifested through fatigue, depression, exhaustion, anxiety, and absenteeism due to ill health. In projectized organisations, workers face high job demands and low control/decision-making authority regarding their work, exposing them to high on-JS and thus increasing their vulnerability to EE. Employees in managerial positions at project-based organisations are likely to feel emotionally exhausted because, in the majority of cases, they are both doers and managers, as they perform most of the tasks themselves to ensure the timely completion of tasks to meet stringent deadlines.<sup>36</sup> The positive association between JS and EE has also been observed in varying contexts.<sup>37</sup>

### b) Hypothesis-2

The results of the analysis have provided support in favour of a significant positive relationship between JS and TIs. High turnover rates in organisations can impede the effectiveness, productivity, and morale of the remaining officers, therefore demanding special attention. Agnew's General Strain Theory (GST) links strain to deviant or non-deviant coping behaviour through a set of pathways.<sup>38</sup> Recent works have included turnover and TIs in the analysis through non-deviant coping behaviour in GST, whereby high strain can result in higher intentions to turnover on the job. The proposition of JS increasing TIs in employees has been studied, and both variables are positively related.<sup>39</sup>

### c) Hypothesis-3

EE has also been found to significantly increase TIs by the results of statistical analysis. These findings agree with the theoretical ground of the Stress-Strain- Outcome Model of burnout, which suggests that emotional dissonance leading to EE results in lower organisational citizenship behaviour, which is characterised by higher TIs. It is because an emotionally exhausted employee lacks the motivation, energy, and will to perform in a high-strain environment, thus eventually leading to the outcome of turnover. Even if turnover doesn't occur, the employees in strain-prone environments, such as project-based organisations, are more likely to have higher TIs. The relationship between EE and TIs has been studied in various settings where evidence presented among others also suggests an enhancing impact of EE on TIs.<sup>40</sup>

### d) Hypothesis-4

Test of mediation between JS and TIs revealed that EE significantly mediated the relationship between the two. This implies that EE has a vital role in determining

employees' decision to turn over or stay in an organisation in the presence of JS. These results are backed by the theoretical postulations of the Conservation of Resources theory which states that individuals look to attain, nourish and protect the things they consider valuable.<sup>41</sup> Therefore, in an event where a negative stimulus such as JS is presented that threatens a resource of value that is emotional stability, the employee, to conserve the resources of value, both personally and environmentally, the employee will distance themselves from the negative situation and is likely to turnover. The empirical evidence favouring the mediating role of EE is in line with research carried out in various settings.<sup>42</sup>

#### e) Hypothesis-5

The Buffering impact of PSS could not be established in the model despite theoretical solid evidence favouring the same being available. Despite the enhanced role of supervisors in projectized environment of the construction sector, the results show that the supervisors did not significantly impact the emotional well-being and job satisfaction of the middle management employees. The weak interactive relationship of PSS is in line with the evidence collected and conclusions made.<sup>43</sup> This conclusion raises serious questions about the role that supervisors play in the construction sector organisations of Pakistan. Policymakers and strategists need to devise policies so that the supervisors are responsible for their part in employee retention and well-being.

A probe into the literature reveals that the lack of evidence for the role of supervisor support is not uncommon in empirical research. In a detailed examination of empirical literature testing the Job Demand-Control-Support Model, there is considerable empirical evidence where a significant moderating impact of social support (from co-workers and supervisors) has not been found despite being the main component of the model.<sup>44</sup> Further, they found that only one out of 13 studies conducted to test the three-way interaction of the Job Demand-Control-Support Model with EE provided support for the multiplicative effect of the buffering hypothesis, whereas all remaining studies revealed non-supportive results. However, on review of empirical evidence, questions have been raised on the persistence of the buffering hypothesis in literature and theory despite a minority of empirical studies supporting it.

### Practical and Policy Implications

Modern construction projectized organisations have complex and dynamic structures; in such an environment, project deadlines and limited resources can lead to the temptation of promoting turnovers. The results of this study linked JS and TIs to moral courage in the form of PSS and the halting of EE in the complex environment of the construction industry. The organisational leaders should consider these four components of projectized organisations to discourage TIs. Therefore, leader development programmes are very important, specifically focusing on self-awareness and moral judgment talks. This exercise can be enhanced by frequent interaction between polished leaders and employees. It not only helps define policy but also overcomes the challenges of TIs in the projectized organisations of Pakistan's construction industry. Thus, the

employee can take extra measures to safeguard the organisations from JS and lower TIs. The symptoms of EE should be observed at all levels of an organisation; in response, such policies can be formed mentally relax employees at the job site by providing a comfortable environment to minimise stress and strain. Moreover, focused training and regular workshops can effectively reduce the chances of TIs and JS. This can also be done by providing employees chances for higher skills and education.

## **Managerial Implications**

In projectized organisations, an activity of prime importance is defining project personnel. Knowledge-full and well-qualified managers can effectively support organisations in mitigating TIs and finally suppress overturn behaviour. While hiring project teams, impactful work and inter-role conflicts should be the main priorities of projectized organisations, and job descriptions should be communicated to each project team member. The job descriptions and terms of the organisation should be refreshed time-to-time to employees either by notifications or seminars. It needs more to be extensive under challenging situations in achieving the tasks of a project. It is ultimately helpful in reducing the development of TIs.<sup>45</sup>

## **Limitations of the Study and Directions for Future Research**

Future research may expand the model beyond EE to account for all three dimensions of burnout. Additionally, a larger sample size may also be employed to test the hypothesised relationships. Finally, it may be fruitful to study the existing theories in an experimental setting rather than empirical testing to establish whether or not variables such as PSS, with little empirical backing, should remain part of the theoretical arguments. However, the phenomena may also be analysed with the help of altered instruments and analysis techniques before dismissing their role. Indelicately, this study's findings lack generalisation, as these findings are based on individual experiences, which greatly vary from one organisational working environment and its structure to another.

## **Conclusion**

Even though the relationship between job stress, burnout and employee turnover has been studied at length by researchers, relatively lesser attention has been paid to the impact of JS that is caused by job stress on TIs of employees, especially in the construction industry of Pakistan. Inquiry into employee intentions is important because whether or not these intentions are subsequently translated into actual actions depends on several internal and external factors such as the job market, skill set, compensation structure, personality type, social status, family responsibilities, etc. Studies on the hypothesised relationships have been conducted in traditional industrial, manufacturing, or service-oriented organisations. In contrast, the investigation of the relationships in projectized organisations in developing countries, despite significant differences in organisational structures and requirements, is almost non-existent. This research adds to the literature by studying the relationship between JS and employee TIs in projectized organisations considering mediating and moderating the impact of EE and PSS in Pakistan's

construction sector. In the projectized organisations of the construction industry in Pakistan, this study has confirmed a positive linkage between JS and TIs. EE is positively correlated with TIs; on the other hand, EE is negatively associated with job satisfaction. The results of this study are in collaboration with previous studies.<sup>46</sup> Similarly, the results of this study reveal that EE, as a consequence of JS, acts as a mediator between JS and TIs. Project deadlines and nervousness are dimensions of JS; surprisingly, both lack support to mediate track between JS and EE.

The research provides ample livelihood for the significance of JS experienced by construction sector employees employed on project-based tasks; this phenomenon has also been discussed previously.<sup>47</sup> Intriguingly, PSS failed to provide the buffering impact between EE and TIs, even though theoretically, it should weaken the relationship between EE and TIs of employees. These results provide useful insights for policymakers and employees alike, where they should keep an eye out for signs of these phenomena occurring in their organisations to control turnover. Furthermore, a significant contribution of the proposed model is its ability to be implemented conversely, which helps identify corrective approaches and supports modification in management strategies. For instance, employees' performance can be enhanced by promoting PSS in an organisation. Integrating EE, TI, PSS, and JS provides a framework for other studies, helpful in reducing TIs of employees with better job performance. Findings put forward a future investigative prospect for the projectized organisations involved in the construction industry of Pakistan.

## Endnotes

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