



Emotional Dynamics in Workplace Conflict and Employee Turnover

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Abstract

The turnover intention is an inclination of the employee to leave a job. It has become a topic of interest for researchers in business. This study examines the impact of role conflict, role ambiguity, and interpersonal conflicts on turnover intention with the mediating role of emotional exhaustion and moderating role of emotional regulation. This study focuses on the banking sector of Karachi. The research has utilized SMART PLS .4 for data analysis. The study found that role conflict and interpersonal conflict significantly affect turnover intention, but role ambiguity insignificantly affects turnover intention. We found emotional exhaustion significantly mediates (i) role conflict and turnover intention, but emotional exhaustion insignificantly mediates (ii) role ambiguity and turnover intention and interpersonal conflict and turnover intention. Using emotional regulation as a moderator, we found emotional regulation significantly moderates (i) role ambiguity and turnover intention and (ii) interpersonal conflict and turnover intention, but emotional regulation insignificantly moderates (iii) role conflict and turnover intention. The implications of these conclusions extend beyond the banking sector, suggesting a broader relevance in understanding the emotional dynamics that underlie employee turnover across industries

Keywords Role Conflict, Role Ambiguity, Interpersonal Conflict, Turnover Intention, Emotional Exhaustion, Emotional Regulation



Introduction

Karim et al.(2019) suggest that employees are the key to success for an organization. It will cost high for organizations if they have a risk of losing their employees. An organization's profitability and cost suffer due to a high turnover rate (Thuda, Sari, & Maharani, 2019). Luo, Li, Hu, and Xu (2020) believe organizations in the prevailing competitive era must focus on developing and nurturing their human resources. Turnover intention is the carefully mindful planning and readiness to leave the organization. Because of the turnover intention, firms face a lot of losses, including weak performance and less productivity (Guzeller & Celiker, 2020). These losses thus result in an increased turnover rate. Many recent studies are available on turnover intention in Pakistan in sectors like I.T., education, hospital management, hotel, airline, and banking (Namin, Øgaard, & Røislien, 2021).)Turnover intention is an employee's plan to quit the job as a whole, location, role, and work environment (Zahra et al., 2018).

The turnover intention in an organization has direct and indirect costs (Guzeller & Celiker, 2020). Selection of new personnel, recruitment, and training come under direct cost, whereas the decreased confidence of existing employees, increased workload, and loss of social capital are all indirect costs ((Pratama, Suwarni, & Handayani, 2022). It is important for the management of an organization to be aware of employees' intentions to leave so that the management can take appropriate action to reduce turnover intention (Labrague et al., 2020). A precursor to turnover is turnover intention. That is why it is vital to be aware of the antecedents of the turnover intention so that the management can focus on them (Guzeller & Celiker, 2020). Besides other sectors, the turnover intention has also become problematic for financial institutions, adversely affecting their performance, cost, and profitability (Pratama, Suwarni, & Handayani, 2022)

The intention to turn over is the phase right before turnover, indicating whether an employee plans to leave. Turnover is the withdrawal from the employee's status from an organization, which means that the particular employee will no longer belong to that organization (Labrague et al., 2020). One employee's turnover affects other employees' willingness to stay and work in that firm. The more employees leave, the more the firm will face extra expenses of recruiting, selecting, and training new personnel. The service quality also harms turnover and adversely affects organizational performance. Hence there is now great stress on decreasing the turnover rate of employees (Zahra et al., 2018).



The demand for talented employees has increased significantly in the present competitive era. Therefore, organizations focus more on retaining employees (Aziz et al., 2019). Pahi et al. (2016) assert that employees in the banking sector are overloaded with excessive work promoting stress and high intention to switch to new jobs. The share of the banking segment in Pakistan is 75% of the whole financial industry, and its contribution towards employment generation and GDP is significantly higher than other service sectors (Naeem & Khurram, 2020).

The banking industry is an important pillar of the economic system of a country (Irawati et al. 2019). Gangi et al. (2019) assert that every trade and business around the globe needs a strong banking system for effective and efficient operation. In the present era, the banking system has become an integrated part of all commercial and non-commercial activities globally (Naeem & Khurram, 2020). Similarly, the banking sector in Pakistan significantly contributes to economic development, providing employment opportunities, catering to the financial needs of individuals, and contributing to international trade (Khan et al., 2020). The banking profession is considered a job with great workloads, including meeting deadlines, dealing with customers, dealing with time limitations, qualitative pressure, extra paperwork, incompatible demands, and much more. The employees who face such issues may intend to leave the bank (Naeem & Khurram, 2020).

Many past studies on turnover intention in Pakistan have used different independent, mediating, and moderating variables and domains (Mehmood et al., 2016). A study on call centers in Pakistan examined the association between emotional exhaustion and turnover intention and used commitment as the mediating variable (Naeem & Khurram, 2020). Khan (2014), in a study, examined the connection between cynicism and turnover intention and used job satisfaction and intrinsic motivation as mediators. Another study in the banking sector documents that employees are satisfied with the banking sector. Therefore it suggested the banks must focus on identifying other factors contributing to turnover intention (Mehmood et al., 2016).

Ahmad (2022) also suggests that role conflict, role ambiguity, role overload, failure in making decisions, the pressure of time and work, insufficient resources, high and conflicting demands, less sleep, dim lights, nonsuitable work environment, and other conflicts lead to job stress and dissatisfaction and poor health, hence in the turnover intention. (Raza et al., 2017) define role conflict as a miss alignment between assigned roles and duties. Apart from other factors, role ambiguity significantly contributes to role conflict (Yan et al., 2021). Employees'



lack of skills related to jobs promotes role ambiguity (Ahmad, 2022). According to Purohit and Vasava (2017), employees who cannot perform their job-related duties well are often unclear about their work-related duties. Furtado et al. (2016) assert that miscommunication is a major cause of role ambiguity. Therefore, clarity in communication is necessary for employees' work-related duties (Amiruddin, 2019).

Conflict theorists assume that conflicts are the natural, intentional, dysfunctional, and in-built relationship between the firm and the employee. Interpersonal conflicts promote stress leading to organizational politics and adverse outcomes (Venz & Nesher-Shoshan, 2022). The behavior and attitudes of employees are also affected by interpersonal conflicts. Interpersonal conflict stimulates organizational politics promoting self-interest in employees, which hurts firms and the employees (Ahmad, 2022).

Besides other factors, emotional exhaustion also stimulates turnover intention. Most employees, especially those in the service sector, suffer from emotional exhaustion. Therefore, organizations must focus on it to reduce turnover intention (Kim et al., 2012). Apart from other factors, a higher level of human interaction and stressful work situations promotes emotional exhaustion (Dodanwala, & Shrestha, 2021). Chen et al. (2020) assert that the pressure of work and time, lack of support, and role conflict are precursors of emotional exhaustion. Consequently, it adversely affects employees' well-being and attitudes toward work. Lee (2019) also believes that emotional regulation is a control mechanism for emotions. It helps individuals to cope with stressful situations. It is important for individuals' well-being and interpersonal relationships.

Research Objectives

Given the above discussion, the study objectives are:

- To examine the impact of role conflict, role ambiguity, and interpersonal conflict on turnover intention.
- To examine the moderating role of emotional regulation on the relationships between (i) role conflict and role ambiguity and (ii) interpersonal conflict and turnover intention.
- To examine the mediating role of emotional exhaustion in the relationship between (i) role conflict and role ambiguity and (ii) interpersonal conflict and turnover intention.

Literature Review and Theoretical Underpinning

The study has extended the Role Stress Theory, Core Theory, and JDR Model.



Role Stress Theory

A higher role demand than expectation creates stress. Employees at work have multiple roles, and each is demanding and, at times, conflicting, promoting undue stress (Wen et al., 2020). Role Stress Theory postulates that role ambiguity also promotes undue stress resulting in negative attitudes toward work (Smith et al., 2020). The organization's demands from its employees while performing their jobs result in anxiety in employees and may stimulate role conflict and role ambiguity. A mismatch or conflicting job requirements stimulates role conflict. For example, employers demand to increase product quality while decreasing costs (Dodanwala & Santoso, 2022). At the same time, role ambiguity is a lack of clarity on the defined roles for the employees (Shin et al., 2020). Wen et al., (2020), while explaining the Role Stress Theory, argue that excessive demand at work promotes unwarranted stress, especially if it is beyond employees' capacity, resulting in high mental pressure and other psychological issues. It also promotes emotional exhaustion.

Emotionally exhausted employees have negative attitudes toward work and low job satisfaction. Unpleasant social interaction at work also stimulates emotional exhaustion (Anastasiou & Belios, 2020). The Role Stress Theory postulates emotional exhaustion adversely affects employees' behavior and increases turnover intention, leading to low organizational sustainability (Zhao & Jiang, 2021)

The JD-R model

Chen and Hsu (2020) assert that emotional regulation aligns with a job resource from a JDR perspective. JD-R model suggests that the working conditions stimulate psychosomatic responses in employees: work engagement and burnout (Rajendran et al., 2020). Work engagement is a positive response that enhances motivation and dedication toward work. In contrast, burnout is a negative response that adversely affects attitude towards work and enhances turnover intention (Scanlan & Still, 2019). Emotional exhaustion reduces employees' resources (i.e. time and energy), resulting in an imbalance between the demands of work and family (Kim et al., 2020).

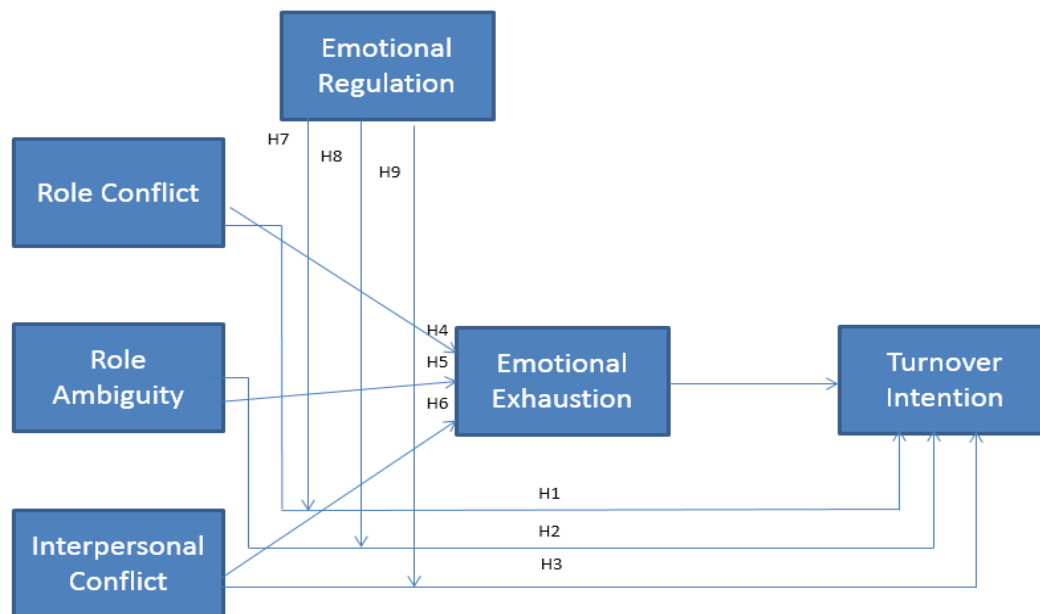
Nguyen et al. (2020) argue that work-related resources enhance employee engagement, resulting in high motivation and job performance. In contrast, job demands create stress and reduce performance resulting in emotional exhaustion. Shin et al. (2020) state that job resources such as somatic, psychosomatic, public, and organizational facets help employees

achieve job-related goals. Thus job resources, on the one hand, increase job performance and, on the other hand, cause exhaustion (Kim et al., 2020). Mensah et al. (2023) assert job demands can be beneficial and harmful. It can be beneficial in the sense of new job roles and increased responsibilities and can harm job insecurity, interpersonal conflict, and role ambiguity.

Conceptual Framework

Based on the above theoretical discussion, we have developed a conceptual framework that has three independent variables (i.e., Role conflict, role ambiguity, and interpersonal conflict), one moderating variable (i.e., emotional regulation), one mediating variable (i.e., emotional exhaustion) and one dependent variable (i.e., turnover intention).

Figure 1
Conceptual Framework





Role Conflict and Turnover Intention

Confusing, unclear, or limited knowledge of job expectations creates role conflict. Smith et al., (2020) argue that when employees in an organization have a high level of role conflict, it promotes low job satisfaction, leading to turnover intention. Managing conflicting roles can be mentally and emotionally draining, leading to higher stress levels and burnout (Guzeller, & Celiker, 2020). As a consequence, employees start looking for new job opportunities. A study on role conflict and turnover intention concluded that employees' commitment toward work significantly decreased due to role conflict. Consequently, the employees feel disconnected from the organization leading to a decreased willingness to stay with the organization (Yildiz et al., 2021).

H1: Role conflict has a positive impact on turnover intention.

Role Ambiguity and Turnover Intention

Extant literature documents that role ambiguity is positively associated with turnover intention (Shin et al., 2020). A decreased level of job satisfaction and organizational commitment may result in turnover intention when the information to perform a job is unclear, the expectations of colleagues and subordinates are not known, and performance evaluation system is ambiguous, the stress of work is high, and less consensus of work between peers exist (Asfahani, 2022). Role Stress Theory suggests when individuals believe that the information regarding job responsibilities is unclear, it results in poor attitudes toward work and high turnover intention. Many past studies have documented that high turnover intention stems from role ambiguity (Shin et al., 2020). For example, Dodanwala and Santoso (2022) document that unclarity in an organization's quality assessment criteria results in role ambiguity, leading to a high turnover intention.

H2: Role ambiguity has a positive impact on turnover intention.

Interpersonal Conflict and Turnover Intention

A study on turnover intention found that the interpersonal relations between managers and employees directly affect their satisfaction with work and turnover intention (Akhlaghimofrad & Farmanesh, 2021). Apart from other factors, organizational stress depends on interpersonal relationships and career development. They individually and collectively affect turnover intention (Basińska & Soltys, 2020). Interpersonal conflict refers



to disagreements, clashes, or tensions between individuals within an organization. It can occur due to differences in personalities, communication styles, values, goals, or conflicting interests (Shin et al., 2020). Frequent, intense, or unresolved interpersonal conflict can significantly affect turnover intention (Akhlaghimofrad & Farmanesh, 2021). For example, interpersonal conflict can create a negative work environment characterized by tension, hostility, and a lack of cooperation (Shin et al., 2020). Such an environment often leads to reduced job satisfaction, as individuals may feel unhappy or dissatisfied with the constant conflict and its impact on their work relationships (Basińska & Soltys, 2020).

Failure to promptly and effectively resolve interpersonal conflicts can contribute to turnover intention (Akhlaghimofrad & Farmanesh, 2021). Employees may perceive the organization as indifferent or unresponsive to their concerns, leading them to seek alternative employment that may address their issues (Basińska & Soltys, 2020). Organizations can reduce turnover intention by promoting open communication and dialogue, fostering a positive and inclusive work culture, providing conflict resolution training for employees and managers, and establishing clear policies and procedures for addressing conflicts (Shin et al., 2020)

H3: Interpersonal conflict' has a positive impact on turnover intention

The Mediating Role of Emotional Exhaustion

Emotional exhaustion is when the employees feel washed off, irritated, and drained due to way too excessive a workload and reduction in resources (Dinc et al., 2022). It has become a worldwide issue linked to job burnout (Karuna et al., 2022). Abdelmounaim et al. (2022) assert that employees in the service industry face more emotional exhaustion. Job demand and cor theories propose that valuable resources tend to be reduced during unfavorable situations, which stresses employees to prioritize resource prevention. Continuous reduction in resources in the service sector hinders employees from handling negative situations like role conflict, which makes them emotionally exhausted (Dinc et al., 2022).

Many studies have used emotional exhaustion to mediate the relationship between psychosomatic empowerment, offensive management, work stress, and employee turnover intention. (Ru-Wen et al., 2020). Asfahani (2022) asserts that role ambiguity is becoming challenging for managers. Role ambiguity occurs when individuals lack clarity in their job description. Middle managers communicate with upper management and employees, and organizations expect to meet both levels' demands (Dinc et al., 2022). For example, the employee expects high wages, salaries, and benefits, whereas upper managers expect high



profit and efficiency. In such cases, managers are less likely to understand the clear goals of their jobs, and in turn, they start feeling exhausted and frustrated, resulting in delays in fulfilling their job demands (Asfahani, 2022).

Consequently, role ambiguity has become a crucial demand in the job, which strongly makes the employees emotionally exhausted, resulting in a turnover. Mañas et al. (2018) assert that from the perspective of JD-R theory, job crafting helps employees reduce their role ambiguity by increasing job resources and decreasing obstruction in job demands, which consecutively shrinks emotional exhaustion and turnover intention. When managers face stress arising from ambiguity, they should work on their intellectual and emotional resources so that they can protect themselves from emotional exhaustion.

The Stress Role Theory suggests the hindrance and frustration caused by role ambiguity are the main causes of emotional exhaustion. Therefore, managers with vague roles are more likely to get exhausted, resulting in a turnover. (Shin et al., 2020). Researchers believe that interpersonal conflict is more stressful than other stressors. Interpersonal conflict becomes more complex when seniors do not respect their subordinates and do not treat them poorly (Karuna et al.,2022). Negative emotions like discontent and fretfulness emerge from interpersonal conflicts. Subordinates are reluctant to express their emotions despite having interpersonal conflicts with their supervisors. Consequently, such employees are vulnerable to emotional exhaustion (Mañas et al.2018). Members of the firms and emotional exhaustion are interconnected, and subordinates face intense burnout due to their hostile relationship with their bosses. Therefore we argue that interpersonal conflicts mediate workaholic bosses and emotionally exhausted employees (Kim et al., 2020).

H4: Emotional exhaustion has a mediating impact on the relationship between role conflict and turnover intention.

H5: Emotional exhaustion has a mediating impact on the relationship between 'role ambiguity and turnover intention.

H6: Emotional exhaustion has a mediating impact on the relationship between 'interpersonal conflict' and turnover intention

Moderating effect of emotional regulation

When individuals attempt to regulate their emotions, it results in better communication standards, physical condition, psychosomatic health, and job performance. Studies also show



that when an individual tries to regulate emotions on an interpersonal basis, that is, when they help others in emotional regulation, this will result in better customer services, better parleying outcomes and gratification, affirmative clientele, and higher levels of trust and acquaintanceship. (Niven et al.,2013). Researchers often use emotional regulation and emotional intelligence interchangeably, although they are unique and distinct constructs (Geßler, Nezlek, & Schütz, 2021). Emotional intelligence has four parts. One is the capability to observe an emotion. The second is to control emotions. The third is knowledge of emotions. And the last one is the talent of managing emotions in oneself and others (Hoffmann et al., 2020). Emotional regulation relates to certain emotions that individuals express and how they express those emotions. When facing negative feelings at work, individuals use emotional regulation to cope with the stress (Jiménez-Picón et al., 2021).

Emotional regulation is a way of managing stress, which may help in dealing with the stressful response toward workplace hostility. Most organizations have strict rules for displaying certain emotions. Hence, employees display emotions that are not real, for example, meeting a customer with a smile. Rather than being strict towards certain emotions, firms should make and help employees follow the rules and code of conduct (Asfahani, 2022). All employees must follow the code of conduct when dealing with customers so that they express the same emotions (Hoffmann et al., 2020). A conflict between employees affects the emotional condition of employees positively or negatively. In conflict resolution, emotions play a significant part (Asfahani, 2022).

Employees may face hindrance, irritation, pressure, or unhappiness during the conflict. One of the most important features of emotional intelligence is coping with conflicts. One dimension of emotional intelligence stress individuals can observe their exact emotions, track them, and display them naturally(Geßler, Nezlek, & Schütz, 2021). Michinov (2022) asserts that individuals who manage their emotions are likelier to listen to their superiors for alternative solutions and not worry about being incorrect.

Emotional self-control helps in such conditions. Even though emotional intelligence has provided different ways to regulate emotions, emotionally intellectual employees go for the most appropriate strategies to manage problematic situations (Hoffmann et al., 2020). Giau et al. (2020) state that employees with high emotional intelligence avoid displaying emotions that may not be appropriate in a particular situation. Instead, they express their emotions only to reduce frustration and burnout stress.



According to Salovey and Mayer (1990), a person with higher emotional intelligence tends to be more creative, cheerful, and strong in the workplace and at home. The second aspect of the Emotional intelligence dimension is to monitor and recognize the emotions of others. People having command in this dimension can predict the behavioral reactions of others. The third dimension helps employees use their emotions to improve their performance. Individuals with this ability may quickly return to normal after being depressed. The last dimension states that the skills to regulate emotions help individuals achieve expected goals while keeping themselves normal and mentally alert to solve problematic issues.

Hoffmann et al.,(2020) state that emotionally intelligent employees help themselves in times of frustration and stress and help others cope with unnecessary stress. Optimistic and pessimistic emotions are the ones that have positive and negative effects on organizations as well as personal well-being, respectively(Asfahani, 2022)_ The emotionally stressed employee faces insecurity, lack of self-confidence, or lack of enthusiasm. If employees get involved in negative emotions, they start being disengaged from their work resulting in poor performance and greater turnover intention. Emotional intelligence helps individuals to make rational decisions to stay with the existing firm or find a new job (Jiménez-Picón et al., 2021).

As stated by Giau et al. (2020), employees' chances of turnover are reduced when they are satisfied with an organization. Emotionally intelligent employees can manage and cope with job-related stress. Therefore, their turnover intention is low. Salovey and Mayer (1990) also endorse that emotional intelligence individuals can manage their and others' emotions and are well-equipped to manage emotion regulations. Hoffmann et al.,(2020) argue that emotional intelligence is the ability to recognize the emotions of others and find their solutions. Niven et al., (2013) suggest emotionally intelligent individuals can understand their own emotions and know how to use them in difficult times.

Emotions are important in molding others' behaviors and helping them adopt strategies to improve somatic and psychological well-being. Emotional intelligence directly affects the psychological health of individuals and inspires them to shape success in life (Michinov, 2022). Researchers argue that emotional intelligence comprises basic capabilities, societal skills, surviving and handling abilities, strain-managing capabilities, and general sentiments.(Geßler, Nezelek, & Schütz, 2021) Individuals with resilient emotions can easily go through difficult times during work and personal life They have an optimistic influence on their mental health and are less likely to take stress and execute their plans more easily than individuals with low emotional intelligence (Asfahani, 2022).



Similarly, Tarrar and John (2020) concluded that emotional intelligence helps manage emotions and cope with stressful situations much more easily. Researchers found that role ambiguity and turnover intention are positively connected, and emotional intelligence moderates ambiguity and turnover intention. Emotional regulation includes observing, assessing, and altering emotional responses internally and externally to achieve planned goals. Emotional regulation helps in stressful situations and actively reacts to every emotional situation, resulting in automatic impulsive or controlled reactions (Giao et al. 2020). Even though interpersonal conflicts and emotional regulation are still not much researched, social functions may result from emotions, and these emotions get disturbed by psychological issues like depression (Geßler, Nezlek, & Schütz, 2021). The more positive individuals are, the more they can regulate emotions. Overpowering the expressions of emotions during any relationship promotes disruption, low receptiveness, and a weaker relationship (Michinov, 2022))

H7: Emotional regulation has a moderating impact on the relationship between role conflict and turnover intention.

H8: Emotional regulation has a moderating impact on the relationship between 'role ambiguity and turnover intention.

H9: Emotional regulation' moderates the relationship between 'interpersonal conflict' and turnover intention.

Methodology

Research Design

In this quantitative research, we have empirically tested nine relationships. We collected the data from the targeted commercial banks. The study is quantitative since, based on the literature, we developed the hypotheses which we tested empirically. We have adopted the questionnaire from past studies.

Population and Sample

The study focuses on Commercial Banks located in Karachi, Pakistan. The study used the Raosoft online calculator to estimate the minimum sample size and found that a sample of 387 would be appropriate. We distributed 425 questionnaires and received 395 questionnaires. The study collected the data online and personally visiting the target population.



The respondent profile is as follows. 38% were females, and the remaining 62% were males. In terms of age, 21.6% of the respondents were in the age group of 18 to 24 years; 32.4% were in the age group of 25 to 30 years; 40.5% were in the age group of 31 to 35 years; 5.4% in the age group of 36 years and above. Regarding education, 25% of the respondents had intermediate qualifications, 35% had bachelor's degrees, and 40% had postgraduate qualifications.

Scales and Measures

The questionnaire used in the study consisted of a "five-point Likert scale, where one represents strongly disagree, and five represents strongly agree." We adopted role conflict and role ambiguity scales from Palomino and Frezatti (2016). The study modified the interpersonal conflict and turnover intention of Akhlaghimofrad and Farmanesh (2021). We used the scales of Gross et al. (2011) and Schaufeli et al. (2020) for emotional exhaustion and emotional regulation, respectively.

Results

Descriptive Statistics

The study used Exploratory Factor Analysis to determine the factor loadings of the items used to measure each construct. While doing EFA, we removed the indicators with low factor loading. In Table 1, we have presented the factor loading of all the indicator variables, AVE, and composite reliability of all the constructs.

Table I
Descriptive Analysis

Constructs	Items	Loading ^a	AVE ^b	CR ^c	Rho A ^d
Role Conflict	RC2	0.671	0.664	0.932	0.946
	RC3	0.860			
	RC4	0.768			
	RC7	0.738			
Role Ambiguity	RA3	0.800	0.639	0.913	0.893
	RA4	0.895			
	RA5	0.896			
	RA6	0.838			
Interpersonal Conflict	IC2	0.754	0.737	0.918	0.886
	IC3	0.671			
	IC4	0.800			
	IC5	0.869			
	IC6	0.871			
	IC7	0.814			
Turnover Intention	TI3	0.817	0.581	0.846	0.830
	TI4	0.622			



	TI5	0.853			
	TI6	0.877			
Emotional Exhaustion	EE1	0.706	0.638	0.874	0.815
	EE2	0.662			
	EE3	0.850			
	EE4	0.872			
	EE5	0.888			
	EE6	0.844			
	EE7	0.853			

Items removed below 0.6 loadings

Since the factor loadings of all indicator variables are greater than 0.60, Ave values are at least 0.60, RHOA values are more than 0.70, and composite reliability values of the constructs are greater than 0.70. Therefore, we have inferred that the constructs fulfill the requirements of internal consistency and convergent validity.

Discriminant Validity

The study has examined the discriminant validity using Fornell and Larcker (1981). We have presented the results in Table 2:

Table2

Fornell-Larcker Criterion

	EE	IC	RA	RC	TI
EE	0.815				
IC	0.305	0.800			
RA	0.013	0.372	0.858		
RC	0.410	0.435	0.256	0.762	
TI	0.311	0.786	0.422	0.320	0.799

Table 2 reveals that the square root of each construct's AVE (diagonal values) is greater than its associated correlation coefficients, indicating appropriate discriminant validity (Fornell & Larcker, 1981).

Discriminant Validity (HMTM ratio)

Apart from the Fornell Larcker (1981) criterion, we have assessed the discriminant validity based on the HTMT ratio. We have presented the results in Table 3.

Table 3

Heterotrait-Monotrait Ratio

	EE	IC	RA	RC	TI
EE	-				
IC	0.353				
RA	0.160	0.414			
RC	0.457	0.510	0.404		
TI	0.345	0.812	0.505	0.383	-



HTMT value close to 1 indicates a lack of discriminant validity. If the HTMT value is less than 0.85, it is a conservative threshold (Kline, 2011), and if it is less than 0.90, then discriminant validity is conceptually and empirically distinct (Gold et al., 2011). Based on the results, we have inferred the constructs are unique and distinct

Structural Model and Hypothesis Results

The structural model is analyzed using a bootstrapping approach Hair et al. (2013) with a 5000-sub-sample. We have presented the summarized results in Table 4.

Table 4
Hypotheses Results

	Beta	T Stats	P Values	Results
Direct Effects				
Role Conflict. -> Turnover Intention (H1)	0.069	1.996	0.046	Accepted
Role Ambiguity. -> Turnover Intention (H2)	0.073	0.897	0.370	Rejected
Inter Personal Conflict -> Turnover Intention (H3)	0.077	7.756	0.990	Accepted
R. Con. -> Emot. Exahsution -> Turnover Intent.(H4)	0.030	2.129	0.027	Accepted
R. Ambuity. -> E. Exahsution -> Turnover Intent.(H5)	0.023	1.227	0.202	Rejected
I.P. Conflict -> E. Exahsution -> Turnover Intent.(H6)	0.032	1.176	0.240	Rejected
R. Conflict ->Emot. Reg*-> Turnover Intent (H7)	0.060	0.904	0.366	Rejected
R. Ambiguity ->Emot. Reg*-> Turnover Intent (H8)	0.067	2.736	0.006	Accepted
I.P. Conflict ->Emot. Reg*-> Turnover Intent (H9)	0.084	4.308	0.000	Accepted

We have tested nine hypotheses. The results support two direct hypotheses (i.e., H1 and H3) but do not support one direct hypothesis (i.e., H2). Concerning mediating relationships, we found support for one hypothesis (i.e., H4) but not for two hypotheses (i.e., H5 and H5). Regarding moderating relationships, we found support for one hypothesis (i.e., H7) but not for two hypotheses(i.e., H8 and H9)

Discussion and Conclusion

Discussion

The current study examined how role conflict, ambiguity, and interpersonal conflict affect bank workers' intentions to leave their jobs in Karachi, Pakistan. These roles, particularly role- conflict and interpersonal conflicts, are significantly associated with higher intentions to quit.

When stress levels go above a certain point, defense mechanisms such as psychological or behavioral responses activate (Dodanwala & Santoso, 2022). Regarding the connections



between role conflict, role ambiguity, and emotional exhaustion, prior research by Shin et al., (2020) suggests that role conflict and role ambiguity connect with emotional exhaustion among employees in several occupations. This study's mediator, emotional exhaustion, found a substantial correlation between turnover intention and role conflict and increased inclinations to quit the organization.

The Role Stress theory postulates that employees feel stressed when they cannot grasp or comprehend the important rights and duties associated with their jobs (Akhlaghimofrad & Farmanesh, 2021). Extant literature also documents that unclear directions toward work-related assignments promote unnecessary stress and adversely affect turnover intentions (Asfahani, 2022).

Rational Model theory is related to interpersonal relationships based on authority and equality. According to this theory, people with different morals, values, and standards are most likely to develop interpersonal conflict (Zhao & Jiang, 2021; Losada-Otalora et al., 2022) Our findings also validate that interpersonal conflicts significantly affect turnover intention.

The COR theory also suggests when employees face emotional challenges, such as a dearth of resources at work, they utilize their emotional resources to cope with it. Employees who cannot cope with stress start looking for new jobs (Lee et al., (2019). Employees who can control their emotions can handle unpleasant job-related experiences without difficulty. The characteristics of emotional regulation and emotional exhaustion may be positively correlated. The COR theory states that those with more resources are less prone to resource loss and more inclined to put those resources at risk to acquire other resources, which could bring favorable results. In line with the COR theory, our study found emotional regulation moderates between (i) role ambiguity and turnover intention and (ii) interpersonal conflict and turnover intention. Past studies using the JD-R model also document that stress and emotional exhaustion are reliable indicators of the likelihood of turnover (Hoonakker et al., 2013).

According to recent studies, emotional regulation techniques offer a better understanding of individual processes and emotional manifestations in the workplace. Employees with better emotional regulation and control experience better results, such as reduced levels of burnout, work engagement, and psychological wellness. (Dodanwala & Santoso, 2022)



Implications

This study provides managers with solid evidence that controlling employees' emotions is crucial for reducing employees' propensity to quit. Managers must create realistic job expectations and ensure that these goals align with the capability of the employees.

Employees who express their emotions on the job are more likely to leave. Recognizing and addressing emotional fatigue in workers is essential to reducing their intentions to quit the organization. Instead of pursuing proactive efforts to minimize or decrease the impact of emotional exhaustion, it may be preferable to focus on reactive measures that help employees cope with emotional exhaustion that is occurring or has already occurred. If workers appear to be experiencing emotional depletion, training them to use their emotional capital and resources as effectively and efficiently as possible may help lessen and avoid physical and emotional exhaustion.

Conclusion

This study assesses the influence of role stressors on bank workers' intention to quit their jobs, such as role conflict, role ambiguity, and interpersonal conflicts. Also, we examined the moderating role of emotional regulation and the mediating role of emotional exhaustion. We adopted the questionnaire from past studies and used a sample of 395 bank employees. The study articulated nine hypotheses, of which we found support for five hypotheses.

The study found that role conflict and interpersonal conflict significantly affect turnover intention, but role ambiguity insignificantly affects turnover intention. We found emotional exhaustion significantly mediates (i) role conflict and turnover intention, but emotional exhaustion insignificantly mediates (ii) role ambiguity and turnover intention and interpersonal conflict and turnover intention. Using emotional regulation as a moderator, we found emotional regulation significantly moderates (i) role ambiguity and turnover intention and (ii) interpersonal conflict and turnover intention, but emotional regulation insignificantly moderates (iii) role conflict and turnover intention.

Limitations and Future Research

Survey-based research can have social desirability bias. Therefore, we suggest others use a qualitative survey or mixed methodology. In this study, we have used emotional exhaustion as a mediator. Other studies can use other variables, such as organizational citizenship behaviors and leadership styles, as mediators. The study used emotional regulation as a moderating variable, and we recommend that other studies use cultural aspects. The focus of



the research was on the banking sector and one city. Given this limitation, we suggest others use other domains and other cities in Pakistan.

Disclosure statement

No potential conflict of interest was reported by the authors.

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