

You abuse but I will stay

The combined effects of job stress, customer abuse, and emotional intelligence on employee turnover

Job stress,
customer
abuse, and EI

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Abstract

Purpose – The purpose of this paper is to investigate the combined effects of customer aggression, job stress, and emotional intelligence (EI) on job satisfaction and organizational turnover among managers from a developing country, i.e. Pakistan.

Design/methodology/approach – Data are collected from 230 respondents working as bank managers in Pakistan by means of a cross-sectional survey. The collected data are analyzed by employing a structural equation modeling (SEM) technique.

Findings – The employees perceive that job stress positively influences emotional exhaustion among employees. Furthermore, EI negatively influences job exhaustion to minimize the potential to lead it through to organizational turnover.

Originality/value – The combined effects of customer- and organization-related elements have been scarcely investigated – the heart and soul of contribution regarding this research. The moderation of EI to lessen the emotional exhaustion is a significant contribution to this study. Finally, the context of Pakistan's banking sector is also unique to this study.

Keywords Pakistan, COR theory, Customer abuse, Organizational turnover, Workplace emotions

Paper type Research paper

Introduction

The efficient management of employee turnover is a pressing issue for many high-contact service organizations. When productive employees leave, the quality of services offered is adversely affected (Mardanov *et al.*, 2008) as employees are the heart and soul of a service organization. There are several elements already identified by researchers which cause an employee to leave organizations – both personal as well as organizational. The perceptions of superiority among demanding customers, who are certain that organizations will go their maximum to meet their demands, usually results in misbehaviour with frontline service staff (Yagil, 2008). The demanding attitude of customers leaves employees helpless, especially where a culture of care for employees does not exist and there is a lack of organizational support (Yagil, 2008). Another pressing reason which triggers employees to leave organizations is job stress. With an increase in competition, organizations (considering employees as prime resource) are striving hard to improve the level of service where frontline service employees can play a critical role. Hence, to meet the increasing demands of customers, organizations (the managers) push frontline staff to meet the deadlines and make

