

Challenge-Hindrance Stressors and Job Attitudes: Moderating Role of Leader-Member Exchange

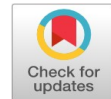
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Abstract: The study aims to comprehend the framework of challenge-hindrance stressors and examine the role of Leader-Member Exchange (LMX) between challenge-hindrance stressors and its outcomes (job satisfaction and turnover intention) in Pakistan. Data was collected from a sample of 253 employees working in Pakistani organizations. The model was tested by employing regression and correlation analysis. The findings show a positive association of challenge stressors with job satisfaction and LMX (whereas the insignificant relationship with turnover intention. On the other side showed a positive association of hindrance stressors with TI and an insignificant relationship with JS and LMX. Most importantly, the results supported the moderating role of LMX between challenge stressors and job satisfaction. The dissertation was a cross-sectional study; in the future different time lags or longitudinal analyses should be done to avoid ambiguity in results. Further, the uni-dimensional scale was used for LMX; in future studies, the multidimensional scale can be used. This study provides the basis for further research in exploring the moderating role of LMX between challenge-hindrance stressors with different outcomes. The study can be used for leaders to better understand the relationship of the leader with its members and how to handle challenge and hindrance stressors facing employees at the workplace.

Keywords: Challenge-Hindrance stressors, LMX, Attitudes, Turnover intentions, Job satisfaction

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INTRODUCTION

At the present time stress seems to be a part of everyone's daily life. The level of stress may differ from one and another but all of us are facing some type of stress. Some are facing emotional stress, some environmental stress and some are facing work stress. The demanding jobs, busy routine and hassles has increased the level of stress at workplace too. Different type of stressors (Edwards, Guppy, & Cockerton, 2007) have been found in different studies, such as role stressors (R.-P. Zhang, Tsingan, & Zhang, 2013), workplace stressors (Henle & Blanchard, 2008), social stressors (Lee, 2011), job stressors (Mauno, Ruokolainen, & Kinnunen, 2013; Park & Min, 2020), and organizational change stressors (Teo, Pick, Newton, Yeung, & Chang, 2013). In this research the center of attention is work stressors labeled as challenge and hindrance stressors (Boswell, Olson-Buchanan, & LePine, 2004; Bingham, Boswell, & Boudreau, 2005; Cavanaugh, Boswell, Roehling, & Boudreau, 2000; LePine, LePine, & Jackson, 2004; LePine, Podsakoff, & LePine, 2005; Price, 1977). Employees are facing strict rules to accomplish their tasks, time pressure and deadlines, unpredictable supervisors, in short, extreme level of stress has been found among most of the employees at workplace.

The relationship between supervisors and subordinates plays an important role in any organization for having/maintaining good working environment. LMX has been explained as two way relationship by Liden and Maslyn (1998). This exchange relationship can be explained as; if leaders are supportive then subordinates will also show loyalty and try to achieve the goals according to the requirement, in return they will get rewards and benefits from their supervisors. The LMX relationship has been studied by several researchers (Henderson, Liden, Glibkowski, & Chaudhry, 2009; Liden & Graen, 1980; Scandura & Graen, 1984). The relationship of LMX has been studied with turnover intention and job satisfaction (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Henderson et al., 2009; Volmer, Niessen, Spurk, Linz, & Abele, 2011).

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The limited research has been found on challenge and hindrance stressors framework but still needs to be explained and discussed in detail (Bingham et al., 2005; Boswell et al., 2004; Cavanaugh et al., 2000; LePine et al., 2005; Price, 1977; Y. Zhang, LePine, Buckman, & Wei, 2014). Most likely this research will help to contribute in the existing literature. The mediating effect of LMX between job stressors (role conflict and role ambiguity) and job attitudes (job satisfaction turnover intention) has been explored (R.-P. Zhang et al., 2013). It was suggested to determine the influence of LMX with other job stressors. This research will examine the influence of leader member exchange with challenge and hindrance stressors. Another thing; model was tested in Chinese context, their suggestions was to test the model in any other country in order to generalize it in some other context. Now the research will be conducted in Pakistan.

The ultimate objective of the study is to examine whether LMX, as one form of social support, operates as a moderator between job stressors (challenge and hindrance stressors) and job attitudes (job satisfaction and turnover intention) in Pakistan.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Challenge-hindrance stressors and job satisfaction

Challenge and hindrance stressors is explained by Cavanaugh et al. (2000) as stress reported by an individual that signify him to attain challenges given to him at workplace and manage the tasks properly can be taken as challenge stressors. On the other hand, stress reported by an individual, which causes him difficulty to achieve anything, not pleased with the working situation and not able to accomplish the tasks are taken as hindrance stressors. Challenge and hindrance stressor framework has been investigated by many researchers (Cavanaugh et al., 2000; LePine et al., 2005). Before the conceptual framework of challenge and hindrance stressors in early 1970's; stress has been taken as positive and negative life time events (Bhagat, McQuaid, Lindholm, & Segovis, 1985; Kanner, Coyne, Schaefer, & Lazarus, 1981; Scheck, Kinicki, & Davy, 1997).

Job satisfaction is defined by Hoppock (1935) as a blend of feelings that is a reason for an individual to agree that he is satisfied with his job and working conditions. He wants to continue with the job having internal satisfaction that his job decision is good to stay with the organization. Job satisfaction can also be defined as delighted emotional state, achieved through fulfillment of one's job requirements. Satisfaction is more associated with enjoyment of needs and wants (Knoop, 1994). When employees complete their job task effectively with an internal satisfaction that their work is worthwhile and rewards are expected for their efforts, this rewarding and gratifying experience is defined as job satisfaction (Ahmad, 2011). In simple words, it is illustrated as response of an employee's reaction towards his job (ARSLAN & ACAR, 2013).

The effect of challenge and hindrance stressors on work behavior have been examined (Webster, Beehr, & Christiansen, 2010). The different effects of stressors have been exhibited by job satisfaction, work self-efficacy and strains. According to their model, the relationship of challenge-hindrance stressors and organizational citizenship behavior/job performance is intervened through job satisfaction, work self efficacy and physical and psychological strains. They hypothesized when direct relationship of challenge and hindrance stressors are studied then challenge stressors may positively be related to job satisfaction and hindrance stressors are negatively related to job satisfaction and results supports their model. Two dimensional challenge-hindrance stressor framework relates to positive and negative job attitudes (LePine et al., 2005). If employee is showing positive behavior, he will take all tasks as challenges and will try to accomplish that task within the given time period, as a result he will be satisfied with his job. But the employee, who is showing negative behavior, will not take the tasks seriously and at the end, he will blame that short notice was given and time was not enough to complete the tasks. As a result he will not be satisfied at the workplace and will consider the tasks as hindrances. Challenge stressors are taken as positive behavior and will result in positive response whereas hindrance stressors are taken as negative behavior showing negative results. On the basis of previous research it is proposed that:

H1: Challenge stressors are positively related to job satisfaction.

H2: Hindrance stressors are negatively related to job satisfaction.

Challenge-hindrance stressors and turnover intention

Turnover was defined as percentage of employees that are willing to leave the organization as compare to the total employees that are still working in the organization (Price, 1977). It can also be defined as the employees ready to leave the organization and have intention to find another job. Turnover intention is a conscious aspiration to hunt for new job with another organization (Tett & Meyer, 1993). According to many researchers turnover intention is a state of mind of an individual that causes him to leave the organization on his/her own choice (Alniacik, Cigerim, Akcin, & Bayram, 2011; Griffeth, Hom, & Gaertner, 2000; Ohana & Meyer, 2010; Tett & Meyer, 1993). He goes through cognitive process of thinking to leave the organization (Mobley, Griffeth, Hand, & Meglino, 1979) and then intend to leave the organization.

Self-reported work stress can be positively and negatively related to different work outcomes like job satisfaction, job search and turnover intention. Self reported stress can be categorized in two terms i.e., challenge stressors and hindrance stressors and it was analyzed on the basis of confirmatory factor analysis, reliability and correlation analysis (Cavanaugh et al., 2000). From the results, Cavanaugh and his colleagues found that hindrance stressors are positively related to voluntary turnover and job search. Challenge stressors showed positive relationship with job satisfaction on the other hand showed negative relationship with withdrawal and turnover intention. On the job, employees face different types of behaviors. Some have positive and some have negative impact on their jobs.

If employees were threatened at workplace then their behavior will result in negative attitudes and they will intend to leave the job. They will take their jobs as hindrance. If the tasks were accepted and taken as challenge, they will be motivated to accomplish the tasks in the given time period and will show their commitment towards the job. Intention to leave the organizations will be reduced. On the basis of previous researches, the following hypothesis is being proposed:

H3: Challenge stressors are negatively related to turnover intention.

H4: Hindrance stressors are positively related to turnover intention.

LMX with job satisfaction and turnover intention

LMX relationship was first defined as to way exchange relationship between leader and subordinate (Liden & Graen, 1980). It was initially proposed as alternative model to average leadership style. According to LMX theory, every employee builds the relationship with the leader which is distinctive in nature (Greguras & Ford, 2006). Leader-member dyad is differentiated into two bases; dyads with low and high LMX relations (Scandura & Graen, 1984). LMX differentiation is defined by Henderson et al. (2009) as the exchange relationship in which leader has different type of relationships with each individual, categorizing from high or low quality relationships.

According to LMX theory there is an exchange relationship between the leader and his different subordinates. LMX relationships are divided into two groups; in-group and out-group. In in-group followers have high quality of relationship with leaders and the relation is based on respect, acknowledgement of the responsibility and trust. Out-group members receive little attention of their leader and their response indicates dissatisfaction. However this exchange relationship is primarily based on position power (Culbertson, Huffman, & Alden-Anderson, 2009).

When the direct relationship of LMX with job satisfaction and turnover intention was studied they found that leader member exchange relationship decreases the turnover intention of employees and increases the job satisfaction. The mediating role of job satisfaction between leader member exchange and turnover intention has also been investigated. The study was cross-sectional and data was collected from US hospital. Through the results they found that high level of LMX relationship has reduced the turnover intention of the employees and increased the level of satisfaction. From different research and findings, relationship of LMX with job satisfaction has been found highly increased and with turnover intention decreased (Dulebohn et al., 2012; Volmer et al., 2011). If followers trust their leaders who follow the rules told by their leaders, followers will be satisfied with their jobs and try to work better than

before. Intention to leave the organizations will be reduced. On the other side when there is no trust relationship between leader and subordinate, leader not motivating the employees; and employees not performing according to the requirement then performance will start declining. Employees will not be satisfied with the job and as a result he will intend to quit the job. The proposed hypothesis:

H5: LMX relationship increases job satisfaction.

H6: LMX relationship decreases turnover intention.

Moderating role of LMX

The multilevel moderated and mediated model was tested by (Y. Zhang et al., 2014). In the model organizational justice works as an intervening variable between work stressors (challenge and hindrance) and job performance (helping, counterproductive behavior, task performance, creativity and voice) including intervening role of strain. They also reflected as to how leadership controlled the intervening role of justice in stressor and performance relationship. As transactional leaders are those who give rewards on good performance and also gives punishment if work not performed according to the requirements. On the other side, transformational leaders have enhanced the effect of challenge stressors on performance of employees. Transformational leaders help the followers to achieve the end goals; they help the challenging employees to achieve their targeted goals. So from the research it may be concluded that if the LMX relationship is effective, it can reduce the negative effect of hindrance stressors. The moderating role of LMX between workload and three dimensions of job burnout (emotional exhaustion, cynicism and professional efficacy) was explored by Lee (2011). Results showed that with effective leader member exchange relationship the positive and negative affect was controlled.

The proposed model suggests that high level of LMX relationship will decrease the negative effect of hindrance stressors that will result in increased level of satisfaction and reduce the turnover intention. Alternatively, high level of LMX relationship will enhance the effect of challenge stressors that will result in decreased turnover intention and increased job satisfaction. When leader has the relationship of trust and loyalty with his subordinate then it will weaken the hindrance stressors and enhance the challenge stressors. As when employees trust their leader, their stress of being overburdened and restrictions will be reduced, they will feel satisfied and turnover intention will be reduced. On the other side this trust based relationship will give them support to be more challenging; they will feel satisfied to achieve their targets and will not intend to quit their jobs. Good intervening role of leader member exchange will facilitate to reduce the negative behavior of employees and increase their positive behavior at workplace. The employee will perceive the job as more challenging rather than hindrance or obstacle in their way to achieve their goals. The hypothesis will be proposed that:

H7: LMX moderates the relationship between challenge stressors and job satisfaction.

H8: LMX moderates the positive relationship between hindrance stressors and job satisfaction.

H9: LMX moderates the positive relationship between challenge stressors and turnover intention.

H10: LMX moderates the negative relationship between hindrance stressors and turnover intention.

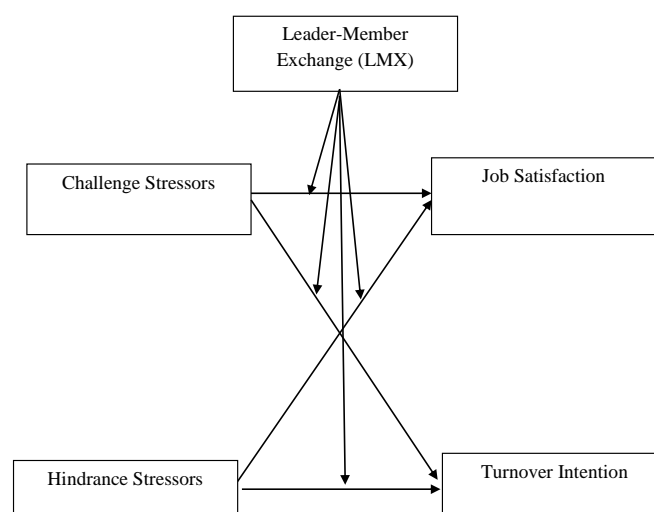


Figure 1. Theoretical framework

RESEARCH METHODOLOGY

Population and sample

Sampling technique used in this paper was convenience sampling. It is a technique in which respondents give their responses that are easily available to give their generous feedback. The selected participants were given generous information regarding the purpose of information flow with their honest opinions. The sample study was conducted in Pakistan. Data was collected from different employees of different organizations like Capital Development Authority (CDA), Pakistan Television (PTV Headquarter), Bank Islami (Operations Department), Ministry of Defense, Military Accountant General (MAG) and Mari Petroleum Company Limited (MPCL). 350 questionnaires were circulated among employees of different organizations. Among the targeted population, 64% were male respondents and 36% were female respondents. The age group falling under 31-40 showed the highest response rate of 34%, on the second number 32.8% response rate was shown by under age group of 21-30. 42.3% employees with Masters Degree as their highest level of education. 65.2% employees were earning income more than 40,000, shows the good financial position of employees. The maximum response rate of 72.3% was given by the employees who have experience of working with the organizations more than 5 years.

Scales and measures

Challenge-hindrane stressors: Scale was adapted from the study of [Cavanaugh et al. \(2000\)](#). Six-item scale for challenge stressors, from which one of the item is “The number of projects or assignments I have” and five-item scale for hindrance stressors, one of the item includes “The amount of red tape I need to go through to get my job done”. Items assessing these constructs were rated on 5-point Likert-scales ranging from 1 very less to 5 very much. Alpha reliability for both challenge and hindrance stressors was 0.76.

LMX: Seven item scale of LMX is adapted from [Scandura and Graen \(1984\)](#) which was further refined by [Hui, Law, and Chen \(1999\)](#). The uni-dimensional relationship of employees with their supervisors has been assessed by ([Greguras & Ford, 2006](#); [Y. Zhang et al., 2014](#)). A 5-point Likert-type scale was used with higher scores representing higher quality exchanges. One of the item of LMX-7 includes “Do you usually feel that you know where you stand do you usually know how satisfied your immediate supervisors with what you do?” Alpha reliability of LMX was 0.80.

Job satisfaction: Six-item scale was used for job satisfaction adapted from the research of [Tsui, Egan, and O’Reilly III \(1992\)](#). Respondents indicated on a 5-point Likert-type scale, ranging from 1 very less to 5 very much to questions such as “I am satisfied with the nature of the work I perform.” Alpha reliability of job satisfaction was 0.73.

Turnover intention: Scale is measured by using three items adapted from the research of ([Hom & Griffeth, 1991](#); [Luna-Arocas & Camps, 2008](#)). One of the items includes “I often think about quitting”. Responses

ranged from 1 strongly disagree to 5 strongly agree. Alpha reliability of turnover intention was 0.86.

Control variables: Control variables were checked through one-way ANOVA. Control variables for job satisfaction are age, gender, highest level of education, income level and tenure. Control variables for turnover intention are age, gender, marital status, highest level of education, income level and tenure.

RESULTS

A correlation analysis is done to check the association between two variables, reveals that whether it shows positive or negative relationship between the two variables. In the study, the results show correlation in the expected direction, results are shown in Table 1. Positive and highly significant relationship was shown between challenge stressors and job satisfaction ($r = 0.43, p < 0.01$). The relationship between challenge stressor and turnover intention shows negative and highly significant value ($r = -0.25, p < 0.01$). No relationship was shown between hindrance stressors and satisfaction ($r = 0.00, p > 0.5$). The relationship between HS and TI shows positive and highly significant relationship ($r = 0.25, p < 0.01$). The moderator LMX with JS shows highly significant positive relationship ($r = 0.39, p < 0.01$). Negative and highly significant relationship was shown between LMX and TI ($r = -0.2, p < 0.01$). The following table shows the means, standard deviation, correlations and reliabilities of the study variables:

Table 1: Means, standard deviations, correlations and reliabilities

	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11
1. Age	2.94	0.85											
2. Gender	1.36	0.48	-0.10										
3. MS	1.27	0.46	-.40**	.15*									
4. Edu	2.13	1.03	-0.02	0.05	0.02								
5. Income	2.53	0.71	.40**	-.36**	-.30**	.21**							
6. Tenure	2.66	0.60	.54**	-0.08	-.37**	0.08	.51**						
7. CS	3.85	0.70	.16*	.23**	-0.04	.26**	0.00	.143*	(.76)				
8. HS	2.90	0.93	.16*	.21**	0.11	-.16*	-0.11	-.14*	0.08	(.76)			
9. JS	3.55	0.72	.24**	.17**	-0.06	.24**	.19**	.22**	.43**	0.00	(.73)		
10. TI	2.39	1.22	-.29**	-.16*	.16**	-.15*	-.17**	-.30**	-.25**	.25**	-.38**	(.86)	
11. LMX	3.59	0.71	0.01	.21**	0.05	.30**	0.06	.14*	.43**	-.17**	.39**	-.21**	(.80)

Note: $N = 253$; alpha reliabilities are represented in parenthesis. * $p < 0.05$. ** $p < 0.01$

CS = Challenge Stressors, HS = Hindrance Stressors, JS = Job Satisfaction, TI = Turnover Intention

Regression analysis was run to test the validity of the created hypothesis. On the basis of regression analysis we reject or accept the hypothesis. The test was run through three steps. In the first step dependent and control variables were entered. In the second step all the independent variables and moderator were entered, in the third and last step interaction terms were entered. In the first step age, gender, highest level of education, income level and tenure were entered as control variables for job satisfaction (dependent variable), with turnover intention (dependent variable) marital status was also entered as a control variable.

Table 2 shows that challenge stressors (CS) and job satisfaction (JS) shows positive and highly significant relationship ($\beta = 0.272, p = .000$). The relationship between hindrance stressors (HS) and JS shows insignificant value ($\beta = -0.005, ns$). No significant relationship between CS and turnover intention (TI) ($\beta = -0.244, ns$). Positive relationship between HS and TI as found ($\beta = 0.44, p < 0.001$). According to results, positive relationship between LMX and JS ($\beta = 0.219, p < 0.001$). The insignificant relationship between LMX and TI ($\beta = -0.017, ns$). According to results, LMX positively moderates between CS and JS ($\beta = 0.209, p < 0.05$). When LMX as moderator between HS and JS the results shows negative β value as well as insignificant relationship ($\beta = -0.089, ns$). When the moderator LMX was entered between CS and TI then the β value shows negative as well as insignificant results ($\beta = -0.091, ns$). The result shows that LMX does act as a moderator between CS and TI. In the last step, LMX was entered as moderator between HS and TI the β value shows positive results but p -value is greater than 0.05 ($\beta = 0.188, p = ns$). The results shows insignificant value which reveals that LMX does not acts as a moderator between HS and TI.

Table 2: Regression analysis

Predictors	Job Satisfaction			Turnover Intention		
	β	R	R^2	β	R	R^2
Step 1						
Control Variables		0.167	0.167		0.167	0.167
Step 2						
Challenge Stressors	0.272***		-0.244			
Hindrane Stressors	-0.005		0.44***			
LMX	0.219***	0.301	0.134	-0.017	0.278	0.111
Step 3						
CS*LMX	0.209*		-0.091			
HS*LMX	-0.089	0.32	0.018	0.188	0.287	0.009

***. Correlation is significant at 0.00 level (2-tailed).

*. Correlation is significant at 0.05 level (2-tailed).

Graphical representation of the interaction effect

Figure 2 depicts the interaction of challenge stressors and LMX on job satisfaction. The figure shows that low level of challenge stressors with low LMX has less rate of change in job satisfaction (independent variable), on the other hand high LMX even with low level of challenge stressors has significant high rate of change in job satisfaction.

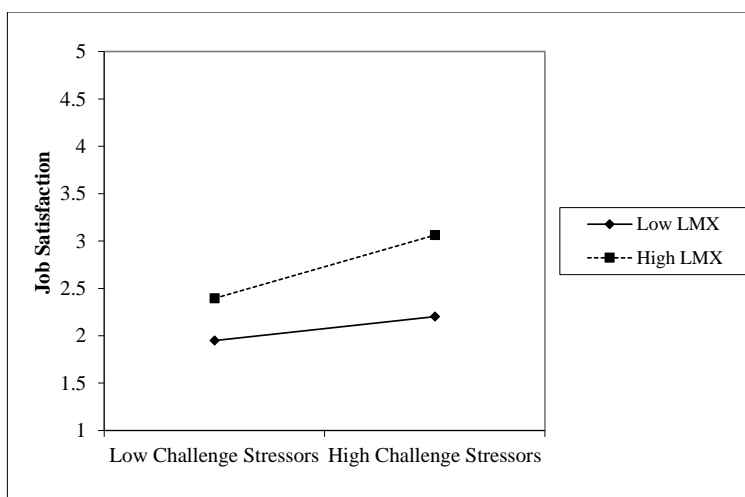


Figure 2. Interaction of challenge stressors and LMX

DISCUSSION

The challenge and hindrance stressor framework has been investigated by several researchers (Boswell et al., 2004; Bruk-Lee, Nixon, & Spector, 2013; LePine et al., 2005). Still it needs to be investigated with different outcomes to explain the true difference between challenge and hindrance stressors and their impact on different outcomes. The intention of the following research was to understand the challenge-hindrane stressors framework and to comprehend the moderating role of LMX with different outcomes. In the study, challenge-hindrane stressors were taken as independent variables; job satisfaction and turnover intention as outcome variables and LMX as a moderator. After testing and comprehending results, challenge stressors have highly significant positive association with job satisfaction and it is consistent with other researches (Cavanaugh et al., 2000; Webster et al., 2010). The result supports the first hypothesis. On the other hand, no statistically significant association was found between hindrance stressors and job satisfaction. There may be some contextual factors that hindrance stressors didn't affect employees working in Pakistani organizations. Abbas and Raja (2014) conducted their study in Pakistani context and have taken perceived politics as one type of hindrance stressors and found insignificant relationship between perceived politics and job stress showing that the insignificant relationship may exist

due to contextual or personal factors. The result still highlights the importance of discriminating between challenge and hindrance stressors, when we try to understand the level of stress among employees and their job satisfaction. The result depicts that challenge stressors and hindrance stressors acts differently, they are opposite in nature.

When examining the relationship of challenge and hindrance stressors with turnover intention, no statistically significant association was found between challenge stressors and turnover intention that was consistent with results of [Cavanaugh et al. \(2000\)](#). It means challenge stressors do not affect employees' job, it doesn't threat employees to tend them to switch from their jobs. The third hypothesis is rejected on the basis of results. On the other side, highly positive significant association was found between hindrance stressors and turnover intention. The previous studies show the same results ([LePine et al., 2004, 2005](#)). Statistically the fourth hypothesis is accepted. Employees take hindrance stressors as the barriers between their jobs and tend to quit their jobs. Hindrance stressors play a negative role for employees' job and shows positive association with turnover intention, as the level of hindrance stressors increases the turnover intention rate of employees will also start to increase.

When discussing the relationship of LMX with job satisfaction and turnover intention, highly positive significant association was found between LMX and job satisfaction. It is consistent with the previous studies ([Dulebohn et al., 2012](#); [Volmer et al., 2011](#)) that LMX relationship increases the level of job satisfaction of employees; it enhances the relationship of leader and the member and results in job satisfaction. Statistically the fifth hypothesis is accepted. On the other hand, insignificant association was found between LMX and turnover intention. [Harris, Kacmar, and Witt \(2005\)](#) found curvilinear relationship of LMX with turnover intention which is not appropriate as according to Pearson correlation coefficient, only linear relationships are appropriate. Ambiguous results were found for the relationship between LMX and turnover intention ([Griffeth et al., 2000](#)). The result depicts that no significant relationship between two variables were found by several researchers, needs to study the relationship more precisely. Hence, statistically the sixth hypothesis is rejected. Turnover intention does not vary as a function of LMX relationship.

The findings regarding unique moderating role of LMX relationship plays an important role in the research. The following research is the first to provide cohesive explanation of LMX relationship as a moderating variable between challenge-hindrance stressors framework with different outcomes namely job satisfaction and turnover intention. According to the results, LMX moderates the challenge stressors and job satisfaction relationship such that there is a positive significant relationship between challenge stressors and job satisfaction for the employees who have high quality of LMX relationship. On the other hand, statistically no significant moderating role of LMX was found between hindrance stressors-job satisfaction; challenge stressors-turnover intention and hindrance stressors-turnover intention. So statistically, seventh hypothesis is accepted whereas eighth, ninth and tenth hypothesis are rejected. Still this research provides the basis to further explore the role of LMX between challenge stressors and job satisfaction. Good quality relationship of leader and the members enhances challenge stressors and job satisfaction relationship.

LIMITATIONS AND FUTURE RECOMMENDATIONS

There are several limitations of the study. Research has explored cross-sectional relationship so there may be some loops existed in the feedback of employees. The different sources, different time lags and longitudinal analysis should be done to avoid such loopholes. Further, this dissertation has been carried out with uni-dimensional construct of LMX, only the response of subordinates has been investigated. In future research, multidimensional scale of LMX should be taken to understand more precisely the two way relationship of leader and the members. The relationship between the variables has been investigated through correlation and regression analysis; there are several other tools to explore the relationships between variables. Validity of the results can be checked with running different tests. Moreover, the insignificant relationships shown in the results may exist due to some contextual or personal factors. My sample respondents mostly were government officials whom were satisfied from their jobs and salaries. So, future research should consider possible contextual or personal factors. Public as well as private organizations should be considered in future research.

CONCLUSION

This research highlights that job satisfaction has the most significant impact on challenge stressors. Employees fulfilling their tasks and responsibilities on time are more satisfied. If leader supports its members than it will enhance the job satisfaction, moderating role of LMX strengthens the relationship of challenge stressors and job satisfaction. Hence, if the leader pays attention on its employees and helps them to understand the job demands and challenges required from them on the job; then it will result in their job satisfaction. Hindrance stressors and job satisfaction have insignificant relationship, suggesting that job satisfaction is adversely affected by increase in hindrance stressors. The challenge stressors have insignificant relationship with turnover intention, which suggests that challenge stressors don't affect employees to leave the jobs. The significant and positive relationship between hindrance stressors and turnover intention implies that with the increase of hindrance stressors, more employees intend to quit the jobs. LMX and job satisfaction have significant and positive relationship, suggesting that more the high quality relationship between leaders and its members, more the employees are satisfied with their jobs. The insignificant relationship between LMX and turnover intention suggests that the exchange relationship between leaders and the members whether in-group or out-group members don't force employees to leave their jobs.

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