CHAPTER 7

DISCUSSION AND CONCLUSION

7.1 Introduction

The objective of this chapter is to discuss the result of the current research with respect to theoretical and managerial implications. The general findings of the hypothesis has been highlighted with theoretical and managerial implications. The limitations of the present research are discussed in the later section.

7.2 Discussions

The first basic purpose of this research was to test whether socio-demographic characteristics and ethical ideology was related to overall job stress, job satisfaction and turnover intentions. The second aim was to test whether there was any moderating effect of trait emotional intelligence between the relationship of socio demographic variable and ethical ideology on job stress, job satisfaction and turnover intention among the Indian retail employees. With respect to accomplish the objective, 5 propositions and 30 hypotheses were proposed in the current research.

All the five propositions were accepted. Among 30 proposed hypotheses, 14 were accepted while 16 were rejected. The hypotheses were evaluated using correlation analysis and multiple hierarchical regressions.

Through the exploratory factor analysis, all the five propositions confirmed in which each construct and their dimensions were distinguished from each other. The two dimensions of ethical ideology, as suggested by Forsyth (1980), dimensions of emotional intelligence, as suggested by Wong and Law (2002), dimensions of overall job stress, as suggested by Shukla and Srivastava (2016a), job satisfaction construct, as suggested by Schriesheim and Tsui (1980) and turnover intention, as suggested by Camman, Fichman, Jenkins and Klesh [as cited in Chen et al. (1998)] was present within the Indian retail sector context.

Furthermore, this research revealed that the mean of idealism (M=31.441) was greater than relativism (M=26.847). These finding reported that the majority of the Indian retail employees were relatively more contingent on idealism (universal moral values) as compared to relativism (rejection of universal moral values). Therefore, people are adhering on universal
moral values almost in all situations in Indian society. It was found that in general people have tendencies to adhere the existing social values for determining their social behavior [Vittell (1988)]. Even there is no hesitation that adhering to existing social norms depicting the basic nature of idealism. These relatively high score in idealism in the sample result of these tendencies. Previous empirical studies in other collectivistic cultures have demonstrated similar findings [Lee and Sirgy (1999), Singhapakdi et al. (1994)]. However, Davis, Johnson, and Ohmer (1998) study contradicted the present finding, found high score in relativism. Therefore, further more studies are required to generalize the findings and explore more in ethical perspectives in Indian context.

All the hypotheses of this research are exploring the relationship between socio demographic characteristics, ethical ideology, emotional intelligence, job stress, job satisfaction and turnover intentions and their direct and indirect effects.

First two hypotheses were examining the relationship between idealism, relativism and job stress. The hypotheses were rejected, as it was not found the predicted relationship described in H1 (a) and H1 (b). As it was shown in Table 6.14 and Figure 6.1 (a), (b) and (c), overall ethical ideology of employees was negatively correlated to overall job stress ($r=-.211, p<0.01$). In other words, the employees were stick to their personal ethical ideologies; it helped them to decrease the overall job stress. Concerning idealism correlation with overall job stress, it was found that idealism was positively associated to job stress ($r=.090, p<0.05$), whereas, relativism was negatively related to overall job stress ($r=-.335, p<0.01$). The retail employees reported that the overall ethical ideology was helpful to decrease the overall job stress. Whereby, idealism was found increasing the overall job stress to some extent. It was due to the fact that there was a conflict found between organizational ideology and personal ideology, which creates a kind of ethical confusion, resulted into moral stress. A significant negative relationship was explored between total work ethic and staff’s job stress [Nader Soleimani (2011)] and positive relation between work ethics and employee’s productivity [Ahmadie et al. (2014)].

It was hypothesized that socio demographic characteristics of retail employees were associated with overall job stress. It was found that age was inversely related to overall job stress ($OJS=-0.272, p<0.01$). H1 (c) was rejected. It was found that as age increases the stress content related to job were decreased among retail employees. However, coworker support
increases with the increase in age and it does not contribute in the stress, however when the peers and coworker were not supportive then it leads to stress among employees. These results contradicted the results reported by Slaski and Catwright (2000), and Nikolaou and Tsaousis (2002). The correlation between gender and the constructs of job stress were represented in Table 6.15 and Figure 6.2. It was found that female experienced less stress as compared to males in retail organizations (OJS=-.553, p<0.01). Therefore, H1 (d) was rejected. The present research findings have favored the result reported by Swanson et al. (1996), whereas, contradicted from the results reported by Jick and Mitz (1985), Bogg and Cooper (1994), Davidson and Cooper (1984), Davidson et al. (1995), Vanagas and Bihari-Axelsson (2004).

Stress has been found more in males as compared to female as evident from the fact that males encompass more personal as well as professional responsibilities as compared to females. Males reported that they were more stressed due anxiety, role conflict and work life balance, whereas, females are better in these job stressors. Even it was also found that in Indian society males are more burdened from the various responsibilities as compared to female such as growth perspective, income, organizational responsibilities, expectation from males are different from females and family commitments, which results in stress. As predicted, the annual income was found having significantly negative correlation with overall job stress (OJS=-.170, p<0.01). H1 (e) was accepted. This was found that individuals who received handsome salary were more educated and had good experience in the organization, support from coworkers also increases, consequently increases many growth opportunities, which resulted in reduction of job stress. It was established from the Table 6.15 and Figure 6.2 (d), that there was no significant correlation between education of an employee and overall job stress (OJS=-.051, p >0.05). Work experience was an important individual characteristic from organizational perspective. It was found that work experience was low but negatively correlated with overall job stress (OJS=-.158, p<0.01). Hypothesis H1 (g) was rejected. This result has favored the findings established by Lunau (2015). It was due to the fact that as the experience increases their skills and knowledge also increases, which open the door for many opportunities in the sector. Employees are more confident about their growth prospects, which positively affect the well-being of the employees [Duesenberry (1949), Wilkinson (1996, 1997)], resulted into less stress. Marital status was found no correlation with overall job stress (OJS=-.050, p>0.05). H1 (h) was rejected. It was observed that work life balance was reported
well by single status employees as compared to married employees. Due to imbalance between work and family, high level of stress was expected [Firth-Cozens (1998), Mira et al. (1994), May (1985)].

It was against as predicted found that the overall ethical ideology and job satisfaction were low but significantly correlated with each other ($r = .094, p < 0.05$). Job satisfaction was found negatively correlated with idealism and positively correlated with relativism ($r = -.149, p < 0.01; r = .250, p < 0.01$). Therefore, H2 (a) and H2 (b) were rejected. It was found that the employees who followed the idealism ideology are less satisfied with their jobs, as compared to the employees, who follow the relativism ideology. It was established in this research that ethical ideology helped employees to decrease their job stress. Concerning idealism it was found positive and relativism found negative association with job stress, consequently idealism found negative and relativism found positive association with job satisfaction. The idealistic employees were rigid with respect to moral values. At every situation, the idealism ideology will be difficult to follow, which leads to stress among employees. Earlier studies have established that stress would be negatively related to job satisfaction [Babin and Boles (1996), Judge et al. (1994)]. However, it was revealed in the present research that job satisfaction was not significantly correlated to overall ethical ideology.

It was observed that the results were against as predicted, that age was not significantly correlated to job satisfaction ($JS = .072, p > 0.05$). Hypothesis H2 (c) was rejected. It was found that as age increases, the income and experience of the employee increases, due to which the satisfaction from income perspective found in the retail employees. This result was consistent with previous studies [Clark and Oswald (1996), Ward and Sloane (2000)]. No correlation found between gender and job satisfaction ($JS = -.063, p > 0.05$). H2 (d) was accepted. The present research finding has favoured the result reported by Dole and Schroeder (2001), Eskildsen et.al. (2004), whereas, contradicted from the results reported by McDuff (2001), Dhawan (2000) and Sundar and Kumar (2012). The annual income found significantly positive correlated with job satisfaction ($r = .360, p < 0.01$). H2 (e) was accepted. In other words, as the income of an employee increases the satisfaction also increases. The findings are consistent with previous findings reported by Clark and Oswald (1996, p.11). As hypothesized it was found positive significant correlation between education of an employee and job satisfaction ($r = .106, p < 0.01$). H1 (f) was accepted. The present findings were consistent with
previous studies results [Sundar and Kumar (2012)]. Work experience was low but positively correlated to job satisfaction ($r=.305$, $p<0.01$). Furthermore, experience was positively correlated to supervision, peers relation, pay, promotion and job situation ($\text{Supervision}=-.167p<0.01$; peers relation$=.371$, $p<0.01$; pay$=.275$, $p<0.01$; promotion$=.225$, $p<0.01$; job situation$=.376$, $p<0.01$), whereas nature was not correlated with experience ($r=.032$, $p>0.05$). Hence, hypothesis H2 (g) was accepted. This result has favored the findings established by Mathieu and Zajac (1990), Meyer et al. (2002). It was because as the experience increases their skills and knowledge also increases, which open the door for many opportunities in the sector. The employee as it stay in the organization for much longer time, and earn the experience will resulted into more emotional and cultural attachment with the organization [Mathieu and Zajac (1990), Meyer et al. (2002)]. Employees are more confident about their growth prospects, which positively affect the well-being of the employees [Duesenberry (1949), Wilkinson (1996, 1997)], resulted into more satisfaction towards their job. Marital status was found positive correlation with job satisfaction ($r=.119$, $p<0.01$). However, job situation was positively correlated with marital status ($r=.194$, $p<0.01$), whereas, other constructs of job satisfaction were not significantly correlated to marital status. Therefore, H1 (h) was accepted. The results were consistent with previous reported results [Austrom et al. (1988), Federico et al. (1976), Garrison and Muchinsky (1977), Watson (1981)]. It was observed that married employees were more satisfied with their job as compared to single status employees. This was because the married employees felt the job was important and steady, which make them to be in the job for a longer time, which increases the experience, skills and income. Therefore, married employees foresee themselves with the growth of the organization, whereas single status employees were more vulnerable.

Turnover intention was found to be negatively correlated to overall ethical ideology ($r=-.272$, $p<0.01$). Concerning to idealism it was found no correlation with turnover intention, whereas relativism was negatively correlated to turnover intention ($r=-.356$, $p<0.01$). H3 (a) was rejected and H3 (b) was accepted. In other words, as the employees follow the ethical ideology, it will decrease the turnover intention of the employees. This is due to the fact that, individual ethical ideology is helpful in creating ethical climate in an organization [Putranta (2008)]. Previous studies revealed that ethical climate was a critical determinant for
employee’s job satisfaction and organizational commitment, which are the two key predictors of turnover intention [Babin et al. (2000), Valentine and Barnett (2003)].

In order to ascertain relationship between age and turnover intention, Age was found to be significantly positively correlated to turnover intention ($r=.203$, $p<0.01$) (Table 6.15). H3 (c) was rejected. This was due to the fact that every aged employee working in Indian retail sector were earning skillful work experience, and on the basis of work experience, employees look for the growth prospects in different organizations, which increases the attrition rate of the organization. The present findings are in contradiction with the previous results [Cotton and Tuttle (1986), Carbery et al. (2003), Ghiselli et al. (2001), Kim et al. (2010), Karatepe et al. (2006), Pizam and Thornburg (2000), Chen et al. (2010), Iverson and Deery (1997), Lambert (2001), Lambert (2006), Martin and Roodt (2008)]. The turnover intention was also found to differ based on age. Similar to the earlier research in general [Carbery et al. (2003), Ghiselli et al. (2001), Karatepe et al. (2006), Kim et al. (2010), Pizam and Thornburg (2006)], it was found that the older people had a lower turnover intention. The reason that the older people had a lower turnover intention can attribute to the fact that they do not have similar thoughts and expectations compared to younger people.

It was found that gender was significantly associated to turnover intention. It has been found that there is a negative relationship between gender and turnover intention ($r=-.402$, $p<0.01$). In other words, females have low turnover intention as compared to males in Indian retail. This result does not support H3 (d), thus H3 (d) was rejected. This result was consistent with previous studies that found females had lower turnover intention than males [Stier and Lewin-Epstein (2001), Göransson et.al. (2009), Shukla and Srivastava (2016c)] and contradicts the previous findings [Carbery et al. (2003), Cotton and Tuttle (1986)], Lambert (2006), Emiroğlu et.al. (2015)]. Previous studies concluded that female were more likely to quit the jobs was due to the role and responsibilities assumed for the female employees were within their families and limit their career opportunities. Griffeth et al. (2000) indicated that this situation is a consequence of the primary responsibilities of women as traditional household chores and childcare, and that childbearing requires women to leave their paid employment. While other researchers who have studied this issue reported that this result stems from the responsibility of women in their families [Keith and McWilliams (1995), Sicherman (1996)], the availability of limited opportunities to women for improvement [Stroh et al. (1996)] and
the poor commitment to their jobs [Chaudhury and Ng (1992)]. The traditional hypothesis was that both females were more likely to quit. However, this traditional hypothesis came under challenge, particularly with regard to gender. While this study postulates that, the female working in Indian retail believed in independence from financial as well as social perspective. In India, females are working to support their families financially at same time they have their own social independence. Women are less likely to exit the organization due to familial commitments [Stier and Lewin-Epstein (2001)]. This pattern holds true across different countries studies, in large part because of organizational policies supportive of working mothers [Stier and Lewin-Epstein (2001)], especially maternity leave policies [Waldfogel et.al. (1999)]. We found some support for the suggestion that the traditional hypothesis is simply outdated by the fact that more recent research rarely finds an impact of gender on turnover even when failing to include many of the gender-relevant controls whose absence was used to critique older studies [Huang et al. (2003), Iverson and Currivan (2003), Kim (2005)]. Changing patterns of employee’s participation have made it less likely to quite women from the job.

It was found significant positive correlation between annual income and turnover intention ($r = .176, p < 0.01$). This finding does not support the H3 (e), hence the hypothesis H3 (e) was rejected. This study contradicts the previous research findings [Green and Salkind (2011) Hayes (2015)] and supports the finding reported by Shukla and Srivastava (2016c). This was due to the fact that as the employee’s income increases, their work experience as well as their professional skills also increases, which gives confidence for them to get new high paid job opportunities, due to which indirectly increases the attrition of the organization. Secondly, organizational policies make them to find new job for e.g. stagnated growth in the current organization, monotonous working environment, no new learning and enhancement of the professional skills.

Pearson correlation coefficient estimated that education was found positive correlation with turnover intention ($r = .375, p< 0.01$). In other words, as the education of the employee increases, turnover intention also increases as compared to less educated employees. Therefore, H3 (f) was accepted. The present result contradicts the previous results [Karatepe et al. (2006)] and supports the previous few findings [Carbery et al. (2003), Shukla and Srivastava (2016c)]. Higher earnings should reward the education of an employee. In the
organization, an employee with higher education does not be complemented with handsome annual income, which increases the turnover intention. In the present study, it has been revealed that positive correlation between education and turnover intention suggests that employees with higher education are not satisfied with their current job and likely to change the job, leads in turnover intention. The positive relationship between education and turnover intention implies that education does play an important role in the growth of the Indian retail employees, which increases the chance to get higher pay job in the same industry resulted in increased attrition rate of the organization.

The results revealed that work experience had positive relationship with turnover intention (r =.193, p<0.01). In other words, as the work experience of an individual increases turnover intention also increases. Hence, H3 (g) will be rejected. This study contradicts the previous research findings [Karatepe et al. (2006), Nadiri and Tanova (2010), Uludağ et al. (2011), Emiroğlu et al. (2015)]. This was due to retail sector is flourishing in the country, which creates many opportunity for the employees. Even, human resource managers of retail sector always in a look for experienced candidate due to the shortage of skilled work force in Indian retail. Therefore, attrition increases in the retail sector once the employees are skilled in their particular domain.

Additionally, point biserial correlation were conducted, in order to investigate the relationship between marital status (Single and married) and turnover intention. It was found that marital status has been positively related with turnover intention (r=.206, p<0.01). More specifically, married employees scored significantly higher on turnover intention than single status employees. Therefore, hypothesis H3 (h) was accepted. This study contradicts the previous research findings [Carbery et al. (2003)] and supported by finding reported by Shukla and Srivastava (2016c). This was due to the fact that married employees experienced more responsibility as compared to single status employees. In particularly Indian retail sector does not give good annual pay scale, which makes married employees more vulnerable about their job. The difficulty faced by married employees, as their responsibility increases and accordingly the pay does not increased, due to which married employees particularly in retail sector are more likely to quit the job.

To examine direct and moderating effects of demographic variable, ethical ideology and emotional intelligence on job stress, job satisfaction and turnover intention hierarchical
regression was employed and result reported that demographic variable were found significant predictor for outcome variable. In model a, it was clearly mentioned that demographic plays a significant role in predicting overall job stress (OJS) (adjusted $R^2=.569$, $F=124.69$, $p<0.01$), whereas gender ($\beta=-.881$, $p<0.01$), education ($\beta=-.132$, $p<0.01$), work experience ($\beta=-.718$, $p<0.01$) and marital status ($\beta=-.455$, $p<0.01$) were related to overall job stress (OJS). The ethical ideologies was not found significant predictor of overall job stress (OJS) ($\Delta R^2=0.02$, $p>0.05$). Emotional intelligence found significant negative relationship with overall job stress ($\beta=-.356$, $p<0.01$). In other words, as the emotional intelligence increased among the employees, their job stress decreased significantly. Emotional intelligence found significant predictor of overall job stress ($\Delta R^2=0.040$, $\Delta F=57.08$, $p<0.01$). This result favored the previous results [Shukla and Srivastava (2016b), Darolia and Darolia (2005), Gohm et.al. (2005), Oginska-Bulik (2005)]. Emotional intelligence does not significantly moderate the relationship between the ethical ideology and overall job stress ($\beta=-.009$, $p>0.05$). Therefore, hypothesis H4 (a) was rejected. It was observed that an employee’s emotional intelligence abilities were not moderate the relationship between ethical ideologies and all the dimensions of job stress.

The interaction effect of demographic variable and emotional intelligence found significant on overall job stress. The results of the hierarchical moderated multiple regressions for the interaction effect between demographic variable and trait EI suggested that the investigative power of the model increases due to the inclusion of the interaction term. As can be seen in Table 6.16, an additional 9% of variance ($\Delta R^2 = 0.090$, $p<0.01$) in job stress was explained by the inclusion of the interaction term. Therefore, hypothesis H4 (d) was accepted. This result favored the previous results [Shukla and Srivastava (2016b), Darolia and Darolia (2005), Gohm et.al. (2005), Oginska-Bulik (2005)].

From the Table 6.16, it was observed that interaction between age, gender, income, work experience, marital status and total emotional intelligence (EI) were found significant which is depicted in Figure 6.6 (a,b,c,d and e respectively). With respect to Figure 6.6 (a) it represents the interaction between age and emotional intelligence on overall job stress. Early aged employees found more stressed as compared to older aged, and in with same concern high EI scored employees were less stressed as compared to low EI scored employees apart from the age. Although low EI employees were found decreasing trend of job stress with
respect to age increases, but at older aged with low EI the stress were more as compared to high EI employees. With respect to gender, male found more stress in contrast to female. However, both male and female with low and high EI were representing decreasing trends, but high EI scored employees in both male and female were less stressed as compared to low EI. With respect to annual income and work experience, almost reflect the same trend represented in Figure 6.6 (c and d). As the annual income and work experience increases, the job stress also increases among low EI employees in contrast to high EI scored employees. Whereas, emotional intelligence does not much influence the job stress among married employees. However, it was found that single and married employees with high EI experienced less stress as compared to low EI scored employees, but as EI increase in single and married employees it was not much influence the job stress.

As far as the direct effect of demographic variable and ethical ideology on job satisfaction were concerned and found that demographic variable was a significant predictor of job satisfaction ($\Delta R^2=.509$, F=98.23, p<0.01) whereas, the ethical ideology was not significant predictor of job satisfaction ($\Delta R^2=0.000$, $\Delta F=0.059$, p>0.05). Therefore, 50% of the job satisfaction variance explained by demographic variable and ethical ideology does influence the job satisfaction of the employees. The hypothesis is rejected as it is found that ethical ideology of Indian retail employees plays significant role in predicting job satisfaction. It was found that the socio demographic variables are the best predictor of job satisfaction. Moreover, it is the right combination of demographic characteristics with their ethical ideology can improve the job satisfaction among the employees.

The interaction effect of emotional intelligence on the relationship between demographic variable, ethical ideology and job satisfaction were found that there was a significant interaction effect of demographic variable, ethical ideology with emotional intelligence on job satisfaction. It was 29% of the variance explained by the interaction terms to predict job satisfaction ($\Delta R^2=0.029$, $\Delta F=135.18$, p<0.01). Therefore, hypothesis H4 (b) and H4 (e) were accepted. Interaction effect of ethical ideology and emotional intelligence was significantly predict the job satisfaction ($\beta=-.046$, p<0.05), but in a negative direction. In other words, as the EI score of an employee increases the satisfaction level also increases. Although there was some affect of ethical ideology also the increase the level of job satisfaction, but it was seen that as ethical ideology increase those who scored less in EI would have decrease
trend of job satisfaction. Therefore, it was the EI which can change the perception towards satisfaction in job.

The interaction of demographic variable and emotional intelligence was contributed in larger part to predict the job satisfaction. Likewise, interaction term of annual income and EI were significantly related to nature, peer support, pay and supervision, interaction variable of education and EI were significantly related to supervision and pay, interaction variable of experience and EI were associated with only nature and marital status. In addition, EI was associated to nature, pay and job situation. In other words, the job satisfaction in the retail organization was depending on demographic variables and ethical ideology

The findings of direct and interaction effects of demographic variable and EI to predict the turnover intention were found significant ($\Delta R^2 = .036$, $F=42.31$, $p<0.01$). In other words, 30.6% variance was explained by demographic variable to predict turnover intention. Whereas, ethical ideology was significantly related to turnover intention ($\Delta R^2 = .035$, $\Delta F=29.76$, $p<0.01$). Therefore, ethical ideology explains 3.5% of variance to predict turnover intention. Even though emotional intelligence had a direct effect on turnover intention ($\Delta R^2 = .056$, $\Delta F=51.81$, $p<0.01$). It was found that emotional intelligence was stronger variable to predict turnover intention as compared to ethical ideology.

It was clearly visible that there was a significant interaction effect of ethical ideology and emotional intelligence on turnover intention ($\beta = .201$, $p<0.01$). Hence hypothesis H4 (c) was accepted. From the table 6.16, model n depicted that there was an interaction effect found between demographic variable and EI to predict turnover intention ($\Delta R^2 = .106$, $\Delta F=16.97$, $p<0.01$). In other words, 10.6% variance explained by interaction terms to predict turnover intention. Therefore, H4 (f) was accepted.

In general, findings of the current research had a number of scholarly and managerial implications, which will be discussed in the subsequent sections.

7.3 Theoretical Implication

At a theoretical stage, given that this research was conducted in India, it served to contribute to the validation of Shukla and Srivastava (2016a) five dimensional model of overall job stress, Wong and Law (2002) model of emotional intelligence, Schriesheim and Tsui (1980) for job satisfaction and Camman, Fichman, Jenkins and Klesh [as cited in Chen et
This research was one of the first studies investigating the simultaneous relationships between various types of demographic characteristics and ethical ideology, emotional intelligence and the five facets of job stress, job satisfaction construct and turnover intentions. This type of an investigation has not been examined in previous studies. Thus, this research added to the literature by providing insights into how various types of ethical ideology related not only to job stress, but also to job satisfaction and turnover intentions.

Previous studies conducted in western countries related to EI, demographic variable and job stress, but there is paucity of studies with respect to Asian countries particularly India. There is a lack of literature related to EI, incorporating as a vital, influencing and moderating factor in managing individual’s stress [Cherniss et al. (1998), Johnson and Indvik (1999), Dulewicz and Higgs (1999,2000)]. The current research extend the previous findings [Nikolaou and Tsousis (2002)] by adding more demographic characteristics and their by attempting to identify emotional intelligence as moderator in the stress management process on Indian demographic sample. The limitations of previous studies [Nikolaou and Tsousis (2002), Rintangu (2013), Salguero et al (2012)] have been addressed.

In contrast to prior studies, addressing the impact of ethical ideology on job stress [Huang (2014)], emotional intelligence [Angelidis and Ibrahim (2011)], job satisfaction and turnover intention. However, studies to investigate the relationship and affects on above described constructs left unexamined. This research contributed to filling the gaps in prior studies concerning these relationships, particularly, in Indian retail settings.

The following section discusses the managerial implications of this research.

7.4 Managerial Implication

The problem gap of this research has practical significance in that the suitability of approaches used to manage employee’s job stress, which is reliant on socio demographic characteristics and the score of emotional intelligence. Employees scored high in EI had low score in overall job stress scale. As far as relationship between demographic variable, EI and Job stress are concerned, some contradictions were found in comparison to the findings of previous studies (Bar On et.al, 2000; Slaski and Catwright, 2002). This might be explained by
the fact that employees who are more emotionally intelligent experienced less stress, which will be reflected in their behavior.

The findings of the present study are interesting and unique in the ethics literature. As shown in this research, employees differ in their job stress level depending on their personal ethical ideology. Correlation analyses indicated that relativism was negatively related to job stress while on the contrary to prediction idealism was positively correlated to job stress. Regression analysis demonstrated that overall ethical ideology was not significantly interacted to predict overall job stress. Employees higher in relativism were less likely to induce job stress and when they were higher in idealism are more likely to induce job stress. This is due to the conflict between the idealism and relativism ideologies, which leads to increase in job stress. In this respect, this ethical ideology is similar to ethical egoism. As relativists, they do not accept universal moral rules as applicable to ethical dilemmas. The ethical ideology seems to be associated with job stress has important implications. It was found from the present study that individual supports both the dimensions of ethical ideology. However, it is depend on the dimension and its strength of the ethical ideology in individual personality, which can be an effective tool in reducing the job stress. It should be noted here that ethical ideology of individual could affect job stress in organizations. Therefore, it is important to favor the ethical ideology in an organization by the management, which influences other employees to behave ethically. Top managers in an organization [Koh and El'Fred (2001)] can influence the employees by demonstrating the management support for ethical behavior, organizational ethical climate, and the association between ethical behavior and career success. Thus, by consciously working on these variables, management can reduce job stress among employees and in the workplace by implementing ethical ideologies. In summary, this study demonstrates that certain ethical ideology is associated with employee’s job stress. While this does not argue for the superiority of one ideology over another, it indicates that some ideologies are linked to the different dimensions of job stress.

There was an unexpected finding that warrants further discussion. Idealism was positively correlated to total job stress, but ethical ideology does not significantly interact with EI to predict job stress. Although this was contrary to the study’s hypothesis, but this is not surprising. Relativists reject universal moral values according to the situation. On the other hand, idealists always follow the moral values and believe that good outcomes always depend
upon good values. Therefore, idealists are not flexible enough according to situation, which might increase the job stress whereas relativists are adaptive according to the situation, which reduces the job stress. Thus, we can include some situation moderators in the future study in which we might have found the relationship between idealism and job stress.

Previous studies showed that stress had little influence on people recognition of moral issues; it showed a negative effect on the establishment of a moral intent [Selart and Johansen (2011)]. Ethical ideology of the employees leads to ethical behavior, which increases the organizational commitment [Zhuang et al (2005), Cullinan et al (2008)], ethical values positively influences the job satisfaction [Koh and El'Fred (2001), Valentine et al (2010)] and negatively influence the employee turnover. Therefore, the current findings suggest that ethical ideology can help organizations to imbibe ethical cultural in the organization among employees so that directly and indirectly it will benefit the organization.

On organizational outcomes, the literature suggested that job stress is a psychological and physiological phenomenon that decreases the profitability and productivity of the organization. Increased job stress resulted into reduced productivity [Halkos and Bousinakis (2010)]. Due to the stressful job, most of the employee’s job performance was degraded [Shahid et al. (2011)]. Therefore, stress in job negatively affects performance and productivity. A significant negative relationship was reported between total work ethic and staff’s job stress (Nader Soleimani and Behrooz NiaAzari (2011)) and positive relation between work ethics and employees productivity [Ahmadie et al. (2014)]. Thus in the context of aforementioned, it is clearly visible that the ethics is directly and indirectly associated with organizational performance and employee job stress. Ethical ideology of the employee in the organization should be given emphasize so that every employee in the organization should follow the ethical ideology, which is helpful in crating ethical climate in the organization, reduces their job stress and increases the productivity. This study finding showed a new path to think about the ethical ideology and their organizational benefits.

To increase the moral and ethical sense, it is suggested to include the ethics related course in the graduation and particularly in the training programs [Henle (2006), Sims and Felton (2006)]. Enhancement in ethical sensitivity, moral reasoning, and ethical behavior can be achieved by studying such courses in particular courses [Loe and Weeks (2000), Weber and Glyptis (2000)]. Interestingly, a study found that ethics education could influence ethical
behavior [Mayhew and Murphy (2008)]. The organization can include ethics training in their different professional training programs. The finding of this study will be breathtaking for organizations, which have not included ethics in the organization until now.

An interesting finding of the present study is the moderating effect of the EI in the relationship between demographic variable and job stress. It was found that EI would be as effective competency as individual demographic characteristics. However, this study revealed that EI would be more powerful competency as compared to any biological-socio demographic characteristics. The interaction between demographic characteristics and EI is effective in reducing job stress in organizations. It was found that high EI employees are experienced less stress as compared to low EI scored employee in any of the demographic characteristics. So it becomes more important for organizations to impart EI awareness among the employees.

Considering the findings of this study from a practical perspective, the identification of EI as a moderator in the stress process will have a significant potential as a stress management technique. EI training is well established and widely used in western countries. However, Asian countries such as India are lagging behind from EI perspective. Therefore, this study helps human resource practitioners to use the results of the study and implement the training sessions for better organizational environment. Organizations that offer a combination of EI and stress management training according to the demographic characteristics of their employees provide them opportunity to acquire necessary skills, in order to deal with the customer service in retail organizations. EI questionnaire can be included in the psychometric test used in recruitment and selection seems very effective technique in order to improve the accuracy in selection methods and may decrease the attrition rate. Although there is lack of a well established and widely researched instrument of EI [Dulewicz and Higgs (2000)] in recruiting and selecting employees with high level of EI, especially in top management position where the stress is very high.

With reference to job satisfaction construct related implication; results of previous study revealed that there were effects of individual and occupational factors on job satisfaction. Previous study related to age, job title and marital status had positive effects and organizational factors have negative influence on job satisfaction [Buker and Dolu (2010)]. Even some studies reported that there were no relationships between job satisfaction of
workers in respect of sex, educational level, age and marital status [Long (2007), Tabatabaei (2011)]. In the continuation, this study extended the previous finding on Indian demographic samples. The present study showed a consistent relationship between demographic variable and job satisfaction. It was found that annual income, education, work experience and marital status are the major influencing factors, which influence the job satisfaction in organization. Service organizations also require a more educated and experienced work force, and this could affect the degree of association between education and satisfaction in service.

As it was discussed above that ethical ideology leads to ethical behavior, which increase the organizational commitment [Zhuang et al (2005), Cullinan et al (2008)], decreases the job stress, consequently ethical values increases the job satisfaction [Koh and El'Fred (2001), Valentine et al (2010)] and decreases the employee turnover. Therefore, the current findings recommended that ethical ideology could help organizations to imbibe ethical cultural in the organization among employees, so that directly and indirectly it will benefit organization.

The literature suggested that job satisfaction is a psychological phenomenon that affects the profitability and productivity of the organization. Increased satisfaction leads to increase in productivity [Ostroff (1992)]. A significant positive relationship was explored between ethics and employee’s job satisfaction [Vitell and Davis (1990), Koh and Boo (2001)] and positive relation between work ethics and employee’s productivity [Ahmadie et al. (2014)]. The finding of this research can be an effective tool as ethical ideology to be directly and indirectly associated with organizational performance and employee job satisfaction. The finding of the present study showed a new path to think about the ethical ideology and their organizational benefits. Finding of the present study showed that there is a strong association between demographic variables and ethical ideology. It was found that income, education, work experience and marital status are strongly associated with ethical ideology. Organization can recruit accordingly to the present study demographic findings to encourage individual ethical ideology, which increases the job satisfaction.

Ethical issues are proliferating in business especially among retail salespeople in comparison to other kinds of personnel, as retail sales workforce are likely to encounter situations that could be ethically troublesome. Due to the nature of their boundary-spanning role, salespeople must deal with multiple expectations from customers and management
Driven by the need to meet their performance targets, sales employees often face an ethical dilemma in making the choice to use coercive selling tactics or lose sales [McFarland (2003)]. The resulting inner conflict faced by the sales employees is likely to result in emotional distress and, ultimately, higher turnover intention and lower performance [Laczniak and Murphy (1993), McFarland (2003), Schwepker (2003)]. Individual’s ethical ideology provides certain direction to take decision according to different situation, it can help retail employees to resolve their inner conflict about inconsistent expectations from organizational stakeholders, diminish the perplexity about job responsibilities, and improve job satisfaction [Schwepker and Hartline (2005)].

As shown in the correlation matrix (Table 6.14), the correlations between ethical ideology and turnover intention corroborated the proposed model. Socio demographic characteristics also maintain the theoretical relations, showing positive correlations with turnover intention. It was found from the result that males are more prone to leave the organization as compared to females. Age, gender, education, income, work experience and marital status are positively related to turnover intention. In other words, as the employees grows older, earns experience and paid higher, their probability of quitting the job is also higher. However, ethical ideologies would help organization to control the turnover intention. This can be one of the implications for the organization to decrease the attrition rate. Therefore, organization should promote employees to strictly follow their individual ethical ideologies which could lead to decrease in their job stress and increase in job satisfaction which further results in decreasing their turnover intention.

In prediction of the turnover intention by hierarchical regression, socio-demographic variables were entered in the first step, gender, age; marital status, experience and annual income were significantly related to turnover intention. Annual income, age, experience, marital status and gender were significant and important predictor of turnover intention. Female employees were found to be more loyal to the organization as compared to male employees. Younger employees reported low levels of turnover intention than employees over 30 or 40 years old. Age just like educational qualification was found to have significant independent influence on turnover intention. This is consistent with findings in the literature as Walsh and Taylor (2007); and Blomme et al. (2008) confirmed that retaining highly experienced employees was quite challenging. It was also found that annual income is
negatively influencing the turnover intention (Table 6.16), whereas in correlation annual income of employees was positively correlated with turnover intention (Table 6.15). This might be because other demographic characteristics such as age, education, work experience, gender and marital status, could be mediating the relationship between annual income and turnover intention. Therefore, it is implied for the organization to recruit employees possessing right combination of demographic characteristics includes annual income, age, education, work experience, gender and marital status, as it will definitely decrease the attrition rate.

It was found that the combination of overall ethical ideology and emotional intelligence was significantly predicting the turnover intentions. It followed from the results that employees with high EI demonstrated less intention to quite for the job as compared to low EI scored employees. As the ethical ideology of an employee becomes stronger, it will decreases the turnover intention for low EI employees, whereas high EI scored employees showed more detrimental trend as ethical ideology increases. This implied that organizations could use these results for creating the right combination of demographic variable, ethical ideologies and emotional intelligence, which decreases the job stress, increases the job satisfaction and resulted in control over the organizational attrition rate.

7.5 Limitations

While interpreting the findings of the study, the following limitations are borne in mind. This research has also some limitation similar to other research. The important limitation of this result was socially desirable biases. Although, this kind of responses was expected to be present due to the sensitivity of the research. However, great effort has been made to diminish these responses by filling the consent form from the employees and assuring the confidentiality of the responses.

As this research consists the cross sectional design, the lack of ability to capture the change in respondent’s perception, as the responses was collected at one point of time. This design also made difficult to conclude the findings of an organization. Due to the fact that responses were collected at single point of time, the perception at that time would not necessary be the same before or after of the collection of the responses. For example, in this research ethical ideology would not be of much help to decrease the job stress in the retail organization, but may be the result would be different in different point of time.
Another limitation is from the sample and sampling frame. The sample in this research was used from retail organizations operating in NCR region of India. However, the findings of this research cannot be generalized to include other retail organizations and locations. Another limitation concerns the sample of employees. Additional research with larger national samples would be necessary to confirm these findings. An individual’s ethical perspective could be influenced by geographical and cultural location [Shaub (1994)]. The use of non probability sampling technique such as purposive and judgmental techniques also an important factor to rendered improbable generalization of the results.

7.6 Conclusion

This chapter discussed the findings in detail. This chapter converse the findings of the current research with respect to theoretical and managerial implications. The general results of the hypothesis highlighted with reference to theoretical and managerial implications. The limitations of the present research are also discussed.