

**IMPACT OF TIME PRESSURE ON EMOTIONAL WELLBEING;  
MEDIATING ROLE OF STRESS, MODERATING ROLE OF  
EMOTIONAL INTELLIGENCE**



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# TABLE OF CONTENTS

<b>LIST OF TABLES</b> .....	1
<b>ACKNOWLEDGEMENT</b> .....	2
<b>ABSTRACT</b> .....	3
<b>CHAPTER 1: INTRODUCTION</b> .....	4
<b>1.1 Background</b> .....	4
<b>1.2 Aim of Study</b> .....	6
<b>1.3. Research Questions</b> .....	6
<b>1.4 Research Objectives</b> .....	6
<b>1.5 Significance of the Study</b> .....	6
<b>1.6 Delimitations of the Study</b> .....	7
<b>CHAPTER 2: LITERATURE REVIEW</b> .....	8
<b>2.1 Concepts &amp; Definitions</b> .....	8
<b>2.2 Theoretical Reflections</b> .....	11
<b>2.3 Substantiating Evidences</b> .....	12
<b>2.4 Critical Analysis of the Literature</b> .....	13
<b>CHAPTER 3: METHODOLOGY</b> .....	17
<b>3.1 Sample Selection</b> .....	17
<b>3.2 Population Frame</b> .....	17
<b>3.3 Unit of Analysis</b> .....	17
<b>3.4 Type of Study</b> .....	18
<b>3.5 Time Horizon</b> .....	18
<b>3.6 Instrument Development/ Selection</b> .....	18
<b>3.7 Data Collection Procedure</b> .....	20
<b>3.8 Data Analysis Techniques</b> .....	20
<b>3.8.1 Regression</b> .....	20
<b>3.8.2 Correlation</b> .....	20
<b>3.8.3 Moderation</b> .....	21
<b>3.8.4 Mediation</b> .....	21
<b>4.1 Frequency Analysis</b> .....	21
<b>4.2 Reliability Analysis</b> .....	23
<b>4.3 - Correlation Analysis</b> .....	24

<b>4.4</b>	<b>Regression Analysis</b> .....	25
<b>4.5</b>	<b>Moderation and Mediation Analysis</b> .....	28
<b>5.1</b>	<b>Interpretation of Results</b> .....	30
<b>5.2</b>	<b>Findings</b> .....	32
	<b>Conclusion</b> .....	34
	<b>Limitations and Recommendations</b> .....	34
	<b>REFERENCES</b> .....	35

## LIST OF TABLES

Table 1 Frequency Analysis (Statistics) .....	21
Table 2 Frequency Analysis (Gender) .....	22
Table 3 Frequency Analysis (Age) .....	22
Table 4 Frequency Analysis (Salary).....	23
Table 5 - Reliability Analysis - Time Pressure (IV) .....	23
Table 6 - Reliability Analysis - Emotional Intelligence (Moderator).....	24
Table 7 - Reliability Analysis - Stress (Mediator) .....	24
Table 8 - Reliability Analysis - Emotional Wellbeing (DV) .....	24
Table 9 - Correlation Analysis .....	25
Table 10 - Regression Analysis - Time Pressure (IV) Stress (DV) .....	25
Table 11 - Regression Analysis - Time Pressure (IV) Emotional Wellbeing (DV) .....	26
Table 12 - Regression Analysis - Stress (IV) Emotional Wellbeing (DV).....	27
Table 13 - Moderation Analysis .....	28
Table 14 - Mediation Analysis - Time Pressure (IV) Stress (Mediator) Emotional Wellbeing (DV) .....	28

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## **ABSTRACT**

I propose that emotional wellbeing is dependent upon the equilibrium between the positive and the negative effect of daily activities. Factors that offset this equilibrium in terms of the positive effect of such activities therefore have a negative effect on emotional wellbeing. Time Pressure is one such factor that has a negative relationship with emotional wellbeing. Moreover, workplace Stress positively mediates and strengthens the negative impact of Time Pressure on emotional wellbeing. Finally, Emotional Intelligence is the variable that positively moderates between workplace Stress and emotional wellbeing. In a survey questionnaire, a sample of the members of different industries in Islamabad (n=250) answered questions for our study about emotional wellbeing, workplace Stress, Time Pressure, and Emotional Intelligence. The data collected from the questionnaire was used in the Statistical Package for the Social Sciences (SPSS) and it supported four out of the five proposed hypotheses.

# CHAPTER 1: INTRODUCTION

## 1.1 Background

The modern world is extremely dynamic and regardless of the industrial or commercial nature of a business, employees associated with the operation or management of such sectors are susceptible to stressors such as Time Pressure and workplace Stress. These workplace Stressors can have adverse effects on the emotional wellbeing of employees but with the presence of coping mechanisms such as Emotional Intelligence, the adverse effects of such Stressors on emotional wellbeing can be minimized.

Time is money and in industries such as manufacturing, logistics, finance, marketing and most other dimensions of commerce meeting deadlines is the difference between profit and loss. Time Pressure that results from the requirement to meet a specific deadline is one of the most significant factors contributing to workplace Stress (Sethi, 2004). Time Pressure occurs when an individual feels as if he does not have adequate time to meet a deadline or finish a task in the assigned timeframe. According to (Menzies, 2005), research in organizational psychology has shown that many employees feel that they do not have sufficient time in a workday and have to work longer and exert more effort. Time Pressure can lead to employee dissatisfaction and absenteeism which are both a result of increased workplace Stress. When an employee undergoes Time Pressure his/ her mind is more occupied by keeping track of the remaining time which can distract the individual from the task on hand. This inefficiency causes a waste in the mental resources that could have potentially been used to finish the task in time. The inability to finish work on time results in employees working overtime which causes workplace Stress.

Leisure activities such as spending time with the family or physical exercise have scientifically been proven to reduce stress. Leisure activities create a psychological escape for employees from daily work-related obligations (Sonnetag, 2012). When employees spend extra time at work they are deprived of such activities and this results in increased workplace Stress. Stress itself is not necessarily bad because sometimes minor Stress can help employees stay focused, energetic and meet the daily challenges associated with the workplace. However, increased workplace Stress can have adverse effects on the emotional wellbeing of individuals as they feel worried and exhausted.

When it comes to the emotional wellbeing of employees it is the equilibrium between the positive and negative experiences of an individual. Factors that promote positive experiences such as leisure activities increase the emotional wellbeing of employees. Moreover, factors that hinder such positive experiences can have a negative impact on the emotional well-being of employees such as workplace Stress. Employees that have adequate time to relax after a regular day of work are far more productive than individuals who spend extra hours in the office because of the decreased amount of time they have to rest and this can result in poor sleep quality (Kahneman, 2006). Prolonged workplace Stress that arises from consistently working long shifts in an office environment can have a detrimental effect on health and can cause emotional exhaustion.

Workplace Stress and Time Pressure are variables that cannot be decreased in the fast-paced world that we live in today. However, the ability to cope with such variables is influential in improving the emotional well-being of employees. Coping is the conscious effort that an employee makes in order to reduce or manage workplace Stress (Weiten, 2014). Coping skills or coping abilities are characteristics that human beings learn as they mature by observation and through trial and error. As an employee gets better at coping with Stressful situations and gains mastery over them, he/ she gets better at managing stress and this, in turn, has a positive effect on emotional wellbeing. According to (Colman, 2015), Emotional Intelligence is one such coping mechanism which is also known as the emotional quotient. It is the familiarity and grasp of an individual's own emotional capabilities. Once an individual is aware of what situations are stressful or potential performance barriers then that individual makes efforts to resolve those situations. In terms of workplace stress, employees who are emotionally intelligent tend to realize the toll that extended hours at the workplace are taking on his / her health and therefore such individuals make efforts to cope with workplace stress. Thus, Emotional Intelligence is an effective coping mechanism that negates the effect of stressors on the emotional well-being of employees.



## **1.2 Aim of Study**

Essentially, the aim of this study is to achieve the research objectives. This study aims to find the impact of Time Pressure on emotional wellbeing i.e., how it negatively correlates to emotional wellbeing.

## **1.3. Research Questions**

- i. What is the impact of Time Pressure on Stress?
- ii. What is the mediating role of Stress between Time Pressure and Emotional Wellbeing?
- iii. What is the impact of Stress on Emotional Wellbeing?
- iv. What is the impact of Time Pressure on Emotional Wellbeing.
- v. What is the moderating role of Emotional Intelligence between Stress and Emotional Wellbeing?

## **1.4 Research Objectives**

- i. To find the impact of Time Pressure on Stress.
- ii. To find the mediating impact of Stress between Time Pressure and Emotional Wellbeing
- iii. To find the impact of Stress on Emotional Well-being.
- iv. To find the impact of Time Pressure on Emotional Well-being.
- v. To find the moderating impact of Emotional Intelligence between Stress and Emotional Wellbeing.

## **1.5 Significance of the Study**

The findings of this study will be conducive to the benefit of society considering that emotional wellbeing plays a vital role in our professional and personal lives. Understanding the degree to which stressors such as Time Pressure and workplace stress can negatively impact emotional wellbeing, administrators at workplaces can devise strategies to enhance the Emotional Intelligence of employees to cope with Time Pressure and workplace Stress. I propose that workplace Stress positively mediates between Time Pressure and emotional wellbeing which

means the formulation of tactics to reduce workplace stress is important. Emotional Intelligence is a coping mechanism that can minimize the negative effect of workplace Stress on emotional wellbeing. For corporate environments, this study will facilitate in developing solutions to decrease workplace stress by promoting activities that increase the Emotional Intelligence of employees. Since the data is collected from employees in various office environments, for the researchers, it is an interesting insight as to how these factors play their respective roles in various scenarios. Thus, new theories related to workplace stressors, Emotional Intelligence, and emotional wellbeing in various industries may be propagated.

### **1.6 Delimitations of the Study**

The study is delimited to the employees of different offices in Islamabad. Participants were approached for the collection of data through a questionnaire with scales and items for each of the four variables involved in the study. The sample size consisted of 250 employees ( $n = 250$ ) aged between 20 years old to 40+ years old with salaries ranging from less than Rs. 50,00 per month to more than Rs. 300,000 per month participated in the survey. The study is not applied to employees who are working outside Islamabad or individuals outside the Capital city. Thus, the study is limited to the employees from offices within Islamabad and Rawalpindi.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Concepts & Definitions**

Time Pressure describes the degree to which an individual senses the pressure of time or due date with regards to the completion of a task relative to other daily tasks (Alreck, 2009, pp. 1-4). It can also be defined as scarcity of time which is the difference between the required time and the time an individual has to accomplish a particular task (Rastegary, 1993, pp. 217-235).

It can be argued that individuals pressed for time tend to be stressed (Maule, A.J., Hockey, G.R. and Bdzola, L., 2000, pp. 283-301). (Kulviwat, S., Guo, C. and Engchanil, N., 2004) state that Time Pressure is how an individual experiences the availability of time. Such time-related limitations can be stressful (Maule, A.J., Hockey, G.R. and Bdzola, L., 2000).

Time pressure is when individuals experience the inadequacy of time and occurs when individuals are required to perform tasks in a time period that is shorter than the period required to complete the task (Punj, G., & Stewart, D. W., 1983). Moreover, when individuals experience time pressure, they make decisions that they normally would not (Dholakia, 2000). Time Pressure is also defined as a serious form of time constraint which causes stress among individuals and the fear of missing a due date or a deadline (Ordonez, 1997). Time pressure can negatively impact an individual's performance due to the increased stress which causes psychological burden (McDaniel, 1990).

Stress is defined as the human body's response to threats or demands (Smith, 2017). (Smith, 2017) state that low-level Stress is not always bad and can actually lead to increased

performance under pressure but a high level of stress can cause the mind and the body to pay the price.

Constant exposure to increased levels of stress can be detrimental to the human mind. E.g., if you are extremely Stressed about a work deadline then your emergency Stress system is activated (Smith, 2017). A constantly heightened state of Stress can have adverse effects on human health including; anxiety, depression, and other mental health problems. Moreover, Stress can be associated with cognitive symptoms such as; negativity, anxiousness, and memory problems. It can also be associated with emotional symptoms such as; isolation, depression, agitation, irritability, etc. (Smith, 2017).

At workplaces, many workers are stressed due to the time constraints arising from conforming to cost-containment and quality assurance programs (S., Schneider B. & Gunnarson, 1991). Stressors at the workplace can occur due to many environmental factors that are psychological, physical, or social in nature (Duquette A., Ke ´rouac S., Sandhu B.K. & Beaudet L., 1994). Stress resulting from increased time pressure is a major determinant of emotional exhaustion or adverse emotional wellbeing (J.A., Boumans N.P.G. & Landeweerd, 1996). When an individual is faced with constant stress a behavioral manifestation takes place in the form of perceived emotional burnout or in other words reduced emotional wellbeing (W.J., Cunningham, 1983).

Emotional Well-being is defined as the equilibrium between the duration and intensity of the positive and negative experiences. Factors that project a negative effect in terms of daily activities can have negative impacts on emotional wellbeing such as poor sleep quality (Kahneman, 2006). (Spector, P. E., 1998) developed a model that suggests that negative emotions are behavioral responses to Stressors at work. According to this model, individuals analyze and gauge their environment (Lazarus, 1991). This leads to negative emotional wellbeing in general and anger or anxiety to be specific (Spector, P. E., 1998). (Kahn R.L., 1964) have defined work Stressors as role conflict and role ambiguity. Interpersonal conflict (Spector, 1988) and situational restrictions (Peters, 1980) are other examples of workplace Stressors.

Reduced emotional wellbeing is also known as emotional burnout or exhaustion which has three components; emotional exhaustion, depersonalization, lack of personal accomplishment with regards to others. Emotional exhaustion results in a loss of concern for

others and an eventual sense of failure and inadequacy whereas depersonalization occurs when individuals start treating others around them as objects with an unfavorable attitude towards them (C., 1993).

The emotional exhaustion stage is known as the first step in the reduced emotional wellbeing process (T.W., Cordes C.L. & Dougherty, 1993). authorities are tyrannical or overly control-oriented where individuals are asked to work faster, work more accurately, work beyond their physical capacity, or be reminded constantly of the inadequacy of time then this generates psychological symptoms of stress that are easily detectable such as increased systolic and diastolic blood pressure (J., 1985).

Employees with increased emotional wellbeing tend to have fewer cases of absenteeism, disability, and failure to meet productivity standards (Burton WN, 1999). According to a National Foundation for Brain Research survey of human resource professionals conducted in 1999, depression or adverse emotional wellbeing is a major problem among workers. Individuals suffering from such low emotional states lose 16 additional days as compared to 4-6 days for normal employees who are not suffering from depression or emotional exhaustion (Goetzel, R, et al., 1998). Individuals with positive psychological or emotional wellbeing have reduced absenteeism, increased cognitive abilities, creativity, decision making, job performance, job achievement, and job satisfaction (Woodward, Chan, & Burke, 1994).

Emotional Intelligence has its basis in social intelligence in the sense that it is about having interpersonal and intrapersonal intelligence (Naseer, Chishti, & Rahman, 2011). Interpersonal intelligence is described as the ability to interact with others while intrapersonal intelligence is the ability to understand one's own self (Naseer, Chishti, & Rahman, 2011). The various dimensions of Emotional Intelligence include self-awareness, self-management, self-motivation, social awareness, and relationship management (Goleman, 2001). According to (Goleman, 2001) dimensions such as self-awareness include the understanding of one's behavioral states, self-confidence, and the knowledge of one's abilities. Self-management includes managing one's emotions and controlling impulses. Self-motivation is about driving one's self to the desired goals and social awareness is about understanding the emotional states of others. Finally, relationship management refers to the effective communication by an individual to reach a desirable response (Goleman, 2001).

Emotional Intelligence is a broad element in a set of skills that enable individuals to create value for their organization by applying the coping skills necessary for dealing with workplace stressors (Salovey, P & Mayer, JD, 1990).

## **2.2 Theoretical Reflections**

Stress is subsequently caused by Time Pressure (Ordonez, 1997) e which reduces alertness (Vedhara, K, Hyde, J, Gilchrist, I, Tytherleigh, M, & Plummer, S, 2000), cognitive ability (Lieberman, H., Tharion, W., Shukitt-Hale, B., Speckman, K., & Tulley, R., 2002), and working memory (Oei, N., Everaerd, W., Elzinga, B., & Bermond, B., 2006). Individuals under Stress tend to simplify their search for information and decision strategies (Rastegary, 1993) and show reduced cognitive performance (Earles, J.L., Kersten, A.W., Mas, B.B., & Miccio, 2004). When an individual fails to successfully deal with Time Pressure it results in Stress generation including changes in feelings, behavior, physiology, and cognition (Hill Rice, 2012).

In most corporate work environments employees endure constant pressure with regards to quality control and maintenance of various corporate standards (S., Schneider B. & Gunnarson, 1991). (J.G., 1981) state that work stress indirectly affects absenteeism which entails emotional burnout among employees. Workplace Stress has been one of the major causes of employee burnout or adverse emotional wellbeing (B.E., 1996).

Time Pressure requires workers to perform at a pace that is faster than usual or when they perceive the available time to be inadequate (Baer, 2006); (Kinicki, 1994). Time pressure represents a stressor that can adversely affect the vitality or emotional wellbeing of individuals as they provoke strain and deplete individuals of the energy required throughout the workday. In order to meet the deadlines workers or individuals have to invest additional effort or time at work (Hockey, 1997).

Negative emotional wellbeing or strain is the result of job Stressors and can be psychological (e.g., the intention to leave the job), physical (e.g. nausea, headaches, and high blood pressure), or behavioral (smoking or work abandonment) (Lazarus, 1991). Emotions play a vital role when there is exposure to job Stressors because emotions are a representation of the immediate response (Lovallo, 1997). Moreover, emotions fuel and motivate consequent behavioral change (Spector, P. E., 1998). Workplace Stress and Time Pressure are Stressors that lead to conflicts within the workplace and Emotional Intelligence dimensions are determinants of

an individual's preference for conflict-handling styles (Jehn, 1997). Emotional Intelligence is a construct that can not only create effective work teams, improve organizational culture, stimulate creativity, increase an employee's acceptability of change but also reduce employee turnover (Fernandez-Araoz, 1999). According to (Huy, 1999) Emotional Intelligence is gaining acceptance in organizations such as businesses, public-school systems, and non-profit organizations. This phenomenon is due to the belief that individuals can and should be trained to be emotionally intelligent (Reich, 1999). According to (Goleman, 2001) the various aspects of Emotional Intelligence include (a) empathetic response; the facility to pick up on others' feelings, (b) mood regulation; the capacity to control negative emotions, (c) interpersonal skill; social competence to interact smoothly with others, (d) internal motivation; the ability to delay gratification in pursuit of a goal and (e) self-awareness; psychological insight into one's own true feelings.

Emotional Intelligence can be associated with a range of outcomes that are related to the quality of life or increased emotional wellbeing. This includes better quality of social interaction or intrapersonal aspects such as mood regulation. Positive associations also include life satisfaction and negative associations include a sense of loneliness (Ciarrochi, 2002); (Dawda, 2000) (Palmer, 2002); (Saklofske, 2003).

Higher emotional intelligence in individuals is negatively correlated to psychological distress (Slaski, 2002) and depression (Dawda, 2000); (Schutte, 1998). Individuals who are emotionally intelligent tend to cope with adverse environmental factors that could potentially harm their emotional wellbeing. Workers with a high level of emotional intelligence seek professional and non-professional help for emotional problems and depression (Ciarrochi, 2002).

### **2.3 Substantiating Evidences**

When a person is aware of the time limit, they feel compelled to do more than they should do (Strazdins, 2011). Time pressure negatively affects emotional health. Time pressure also determines how people deal with stress, such as working longer hours (Gamble, 2012). According to (Gamble, 2012) , people who are under time pressure work longer hours.

This means they have less time for leisure activities that could help them relax. Time-pressed people are overburdened with work and family obligations, making it difficult to prioritize tasks and relax (Trougakos, 2008). Work/school, family life, and leisure are defined by

(Pinquart, 2010). According to (Sonnetag, 2012) , one of the benefits of leisure activities is that they provide a psychological break from daily work obligations. Without such activities, employees are less able to handle workplace stress, increasing their vulnerability (Hartig, 2003).

(Bass, 1990) states that work stress occurs when employees deal with situations that are unclear, complex, ambiguous, or highly demanding. These situations can be physical, mental, or social (Duquette A., Ke ´rouac S., Sandhu B.K. & Beaudet L., 1994). Emotional exhaustion is caused by factors such as an employee's psychological state, workload, supervisor support, and advancement opportunities (Boumans, 1996).

Role ambiguity and conflict are major workplace stressors (Kahn R.L., 1964). Uncertainty or unpredictability is associated with the outcome of role performance (O'Driscoll, 1994). Role ambiguity has been linked to psychological strain and emotional burnout (O'Driscoll, 1994). Role conflict occurs when roles have conflicting expectations, increased demands, and insufficient resources. Thus, workplace stress factors like role ambiguity and conflict may play a role in determining employee emotional burnout or poor mental health (Bass, 1990).

Trait EI (or trait emotional self-efficacy) and ability EI (or cognitive-emotional ability) are two distinct constructs of Emotional Intelligence (Petrides K. V., 2001). According to (Petrides K. V., 2007), trait EI is concerned with behavioral perceptions and self-perceived abilities, and self-reporting methods are used to measure it. Emotional intelligence, on the other hand, is assessed through performance tests. Also, trait EI is measured using personality charts, while ability EI is measured using cognitive ability charts. Its methodology and concept are distinct (O'Connor Jr, 2003). Mood regulation is an intrapersonal aspect of Emotional Intelligence that is linked to increased life satisfaction and emotional wellbeing (Austin, 2005). The link between Emotional Intelligence and emotional wellbeing is significant because one of its dimensions is emotion management. Employees with high Emotional Intelligence are better at managing stress and have lower levels of psychological distress and depression (Slaski, Health, performance and emotional intelligence: An exploratory study of retail managers, 2002).

## **2.4 Critical Analysis of the Literature**

In order to determine whether the literature supports the various variables' hypotheses, they must be critically analyzed. In the case of Time Pressure, it is obvious that working long



hours or being pressed for time results in workplace stress. Because most workers work longer hours to finish extra tasks, they don't have time to spend with family or exercise, which can negatively impact their emotional wellbeing. However, if they are required to finish extra tasks quickly, it can increase workplace stress. There is a constant authoritative demand to meet a specific deadline.

Perceived time pressure occurs when people believe they are running out of time to complete a task. Authorities often ask workers to work faster than they normally would in order to complete a task in a shorter amount of time. In both cases, workers may feel pressed for time.

In such situations, workers either work longer hours to finish faster or work the same amount of time but under immense pressure, causing workplace stress. Role ambiguity and conflict cause workplace stress. When people are asked to do more than their job requires, they see it as a burden.

Role ambiguity arises from a lack of clarity in the job description. Role conflict also occurs when individuals are asked to perform tasks in a short time frame with limited resources. Role ambiguity and conflict are major sources of workplace stress and are a result of time constraints.

Long workdays leave little time for activities that may help reduce stress. Leisure activities help workers relax and unwind from the monotony of work, and people spend this time in various ways. Some people prefer to spend time with their families while others prefer to spend time exercising, swimming, running, golfing, etc. When employees stay late at work, they deprive themselves of leisure activities that could improve their emotional health. Staying late at work has a huge impact on employees' emotional wellbeing.

Employees with poor emotional wellbeing are often stressed and exhausted. Furthermore, impossible deadlines, role ambiguity, role conflict, and overly complex situations clearly cause workplace stress. Stress caused by exposure to these situations can lead to emotional burnout or poor mental health. Absenteeism increases, as does unproductive work and poor decision-making. Inability to handle workplace Emotional exhaustion from stress. Emotionally exhausted workers show signs of fatigue, lack of concern for self and others, depression, loneliness, a lack of accomplishment, and a general sense of inadequacy.

Companies today constantly stress the importance of their human resource and their morale as tools for growth and progress. Any business that wants to succeed in any market needs motivated, healthy, and driven employees who are happy. Emotionally exhausted employees not only lack contribution but also negatively impact the company's performance.

The dependent variable is emotional well-being, which is influenced by both workplace stress and time pressure. As previously stated, Time Pressure can negatively impact emotional wellbeing if it is high enough to cause a person to ignore methods to reduce workplace stress. Work-related stress can lead to emotional burnout if not managed properly. In some odd cases, personality traits are thought to be important in determining an individual's ability to perceive increased Stress from a stressful situation.

Time pressure and workplace stress will always be stressors. Workers with coping skills outperform those without them in difficult situations. Coping skills or coping mechanisms are ways workers can confront, resist, or handle potentially harmful situations. To be effective, coping mechanisms must be clearly defined and applied in specific situations.

Employees' five interpersonal and intrapersonal dimensions are covered by Emotional Intelligence. People with higher Emotional Intelligence are less prone to emotional exhaustion, depression, and loneliness. Moreover, emotionally intelligent employees can better manage their own emotional states and reduce the impact of stressors like workplace stress and time pressure on emotional wellbeing.

Emotional intelligence is a coping mechanism for workplace stress and time pressure. Emotional Intelligence is the ability to understand and interact with others as well as oneself. Emotional Intelligence encompasses both intrapersonal and interpersonal skills. Intrapersonal intelligence involves exploring one's own self-awareness, self-management, and self-motivation.

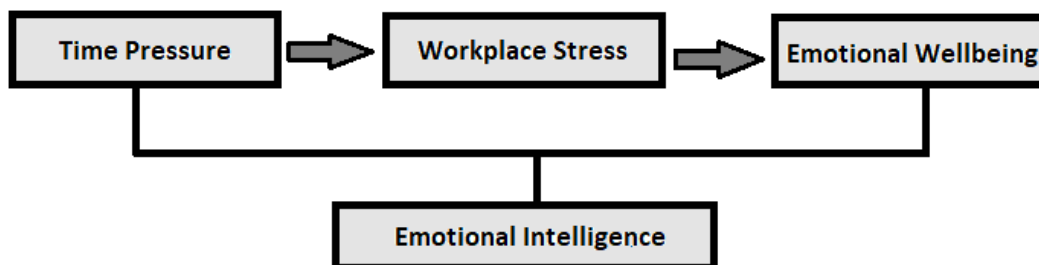
Self-aware individuals avoid situations that may cause psychological distress and, if they do encounter stress, they are better able to manage it and motivate themselves to find a solution. Furthermore, emotionally intelligent people can regulate their mood, which helps them deal with stressful situations that less emotionally intelligent people would struggle with. Interpersonal dimensions of emotional intelligence such as social awareness and relationship management help people cope with workplace stress.

Time pressure can increase workplace stress and fear among employees due to the pressure of meeting a specific deadline in a short amount of time. Due to the increased workload, workers often have to give up personal time and leisure activities. Increased workplace stress and inaction to reduce it can lead to poor emotional wellbeing among employees. Emotional intelligence helps workers understand the dynamics around them and what they need from themselves to cope.

Emotionally intelligent people have better self-control than people who lack it. They have better work relations, higher productivity, resilience, and ability to deal with dynamic and challenging environments, reduced absenteeism, and a general willingness to contribute to the organizational needs of the company.

The four variables are related. In contrast, time pressure is positively related to work-related stress while work-related stress is negatively related to the emotional wellbeing of employees. Emotional intelligence is a coping mechanism for workplace stress. Thus, the literature review provides enough evidence for us to move forward with data collection and take this research to the next level.

## 2.5 Theoretical Framework



- Hypothesis 1:** Time Pressure is positively related to Stress.
- Hypothesis 2:** Stress negatively mediates between Time Pressure and Emotional well-being.
- Hypothesis 3:** Stress is negatively related to Emotional Well-being.
- Hypothesis 4:** Time Pressure is negatively related to Emotional Well-being.
- Hypothesis 5:** Emotional Intelligence positively moderates between Stress and Emotional wellbeing

## **CHAPTER 3: METHODOLOGY**

### **3.1 Population Frame**

The population frame selected for data collection consisted of individuals with blue- and white-collar jobs in Islamabad. Therefore, the population frame consists of individuals such as managers, clerics, accountants, etc.

### **3.2 Sample Selection**

Google Forms was used to generate a questionnaire which was then sent to individuals, working in an office environment, who are under immense pressure to meet office work requirements in a timely manner. The sample is not representative of other workplaces in Pakistan.

### **3.3 Unit of Analysis**

Collectively the unit of analysis was members of individuals with blue and white-collar jobs in Islamabad, however, managers, clerics, accountants, etc. were the specific units of analysis.

### **3.4 Type of Study**

Since the quantitative approach was used for the collection of data through questionnaires this is a quantitative study.

### **3.5 Time Horizon**

The main concern with respect to the time horizon was the timely collection of feedback. The data was then entered into SPSS for Data Analysis. The questionnaires were received from 250 members in a period of 8 weeks from November 2021 to December 2021.

### **3.6 Instrument Development/ Selection**

The study was conducted from November 2021 to December 2021 among office workers in Islamabad. The sources and items for each of the four variables from [Inn.theorizeit.org](http://Inn.theorizeit.org) in our study are as follows:

Note: 5-point response scale was used to answer statements in the questionnaire; *1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree, and 5= Strongly Agree.*

<b>Variable:</b>	<b><u>Time Pressure</u></b>
<b>Source:</b>	Garst, Harry (2000), "The Temporal Factor of Change in Stressor-Strain Relationships: A Growth Curve Model on a Longitudinal Study in East Germany", <i>Journal of Applied Psychology</i> , 85, 417-438.
<b>Source:</b>	Ilies, Remus, Michael D. Johnson, and David T. Wagner (2007), "When Can Employees Have a Family Life? The Effects of Daily Workload and Effect on Work-Family Conflict and Social Behaviors at Home", <i>Journal of Applied Psychology</i> , 92, 1368-1379.
<b>Items:</b>	I often experience Time Pressure.

My workload is high.

I feel that I have to work under Time Pressure.

Sometimes I feel aggressive due to Time Pressure.

My attitude is affected when I am under pressure.

**Variable:** **Stress**

**Source:** Pinar, Rukiye, Raziye Celik, and Nefise Bahcecik (2009), "Reliability and Construct Validity of the Health-Promoting Lifestyle Profile II in an Adult Turkish Population", *Nursing Research*, 58, 184-193.

**Items:** I accept things in my life that I cannot change.  
Sometimes I can't control my Stress.  
I don't get enough sleep.  
I don't have time to relax.  
I feel insecure about my job.

**Variable:** **Emotional Intelligence**

**Source:** Law, Kenneth (2004), "The Construct and Criterion Validity of Emotional Intelligence and Its Potential Utility for Management Studies", *Journal of Applied Psychology*, 89, 483-496.

**Items:** I always know whether or not I am happy  
I have a good sense of why I have certain feelings most of the time  
I often use how I feel about a problem to define [the] attention I give to it.  
I can usually imagine what another person is feeling.  
I have a good understanding of my own emotions

**Variable:** **Emotional Wellbeing**

**Source:** Sharkey, Patrick (2008), "The Intergenerational Transmission of Context", *American Journal of Sociology*, 113, 931-969.

**Items:** I've been feeling optimistic about the future.  
I can laugh and see the funny side of things.  
I don't go through worrying thoughts.  
I don't feel frightened if something awful is about to happen.  
I've been dealing with problems well.

**Note:** Using the scales and items listed above a questionnaire pertaining to the variables was generated to gather data from the members.

### **3.7 Data Collection Procedure**

As part of the data collection procedure, a Questionnaire was developed consisting of the items and scales mentioned earlier for Time Pressure, Emotional well-being, Stress, and Emotional Intelligence.

### **3.8 Data Analysis Techniques**

Data received from the questionnaires was analyzed using *Statistical Package for Social Sciences (IBM ® SPSS ® Statistics Version 20; Release 20.0.0)*. Several tests of Correlation and Regression were conducted along with Moderation and Mediation Analysis.

#### **3.8.1 Regression**

The regression analysis, in essence, helps to identify the degree to which a dependent variable changes with a variation in an independent variable while other variables remain the same. In our research, the presence of an independent variable, dependent variable, and one moderator makes it ideal to use regression analysis and identify the relationship among variables. Regression analysis also helps to identify the strength or intensity of the relationship between two variables.

#### **3.8.2 Correlation**

Correlation is a statistical evaluation technique that identifies the relationship between two variables that are numerically measured. Correlation is especially used to identify the relationship between the independent and dependent variables. Moreover, correlation is mostly used for quantitative data as is done in this research.

### 3.8.3 Moderation

Moderation analysis identifies how much of a difference the addition or elimination of a moderating variable has on the relationship between the independent variable and the dependent variable. In other words, moderation analysis helps to identify the degree to which a moderator strengthens or weakens the relationship between the dependent and independent variable.

### 3.8.4 Mediation

The mechanism or process that underlies an observed relationship between a dependent and independent variable can be explained by the inclusion of a mediator variable. Instead of a direct relationship between the independent variable and the dependent variable, a mediation model proposes that the independent variable influences the mediator variable, which in turn affects the dependent variable. As a result, the mediator variable serves as a means of clarifying the relationship between the independent and dependent variables.

## CHAPTER 4: PRESENTATION ANALYSIS

### 4.1 Frequency Analysis

**Table 1** Frequency Analysis (Statistics)

<b>Statistics</b>			
	Gender	Age	Salary
Valid	250	250	250
Missing	0	0	0

#### Result:

The above table shows the frequencies of the Demographics section. Data was collected from 250 people and there are no missing values in the data.



**Table 2** Frequency Analysis (Gender)

Gender	Frequency	Percent	Valid	Cumulative
			Percent	Percent
Male	140	56	56	56
Female	110	44	44	100.0
Total	250	100.0	100.0	

Results: The table shows that there were 56% Female respondents and 44% Male respondents.

**Table 3** Frequency Analysis (Age)

Age	Frequency	Percent	Valid	Cumulative
			Percent	Percent
20-25yrs	48	19.2	19.2	19.2
26-30yrs	94	37.6	37.6	56.8
31-35yrs	49	19.6	19.6	76.4
36-40yrs	17	6.8	6.8	83.2
Above 40yrs	42	16.8	16.8	100
Total	250	100	100	

Results:

The table shows that respondents from age 20 to 25 years are 19.2%, respondents from age 26 to 30 years are 37.6%, respondents from age 30 to 35 years are 19.6%, respondents from age 36 to 40 years are 6.8% and respondents aged 40+ are 16.8%.

**Table 4** Frequency Analysis (Salary)

Salary	Frequency	Percent	Cumulative
			Percent
Below 50000	78	31.2	31.2
50000-99999	87	34.8	66.0
100000-199999	63	25.2	91.2
200000-299999	07	2.8	94.0
Above 300000	15	6.0	100.0
Total	250	100.0	

**Results:**

The table shows the salaries of respondents below Rs. 50,000 are 31.2%, salaries of respondents from Rs. 50,000 to Rs. 99,999 are 34.8%, salaries of respondents from Rs. 100,000 to Rs. 199,999 are 25.2%, salaries of respondents from Rs. 200,000 to Rs. 299,999 are 2.8% and salaries of respondents above Rs. 300,000 are 6.0%.

**4.2 Reliability Analysis**

**Table 5 - Reliability Analysis - Time Pressure (IV)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.808	5

**Results:**

The table above shows the reliability of five items of Time Pressure and data is Acceptable as Cronbach's alpha is 0.808.

**Table 6 - Reliability Analysis - Emotional Intelligence (Moderator)**

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Reliability Statistics	
Cronbach's Alpha	N of Items
.839	4

---

**Results:**

The table above shows the reliability of four items of Emotional Intelligence and data is Acceptable as Cronbach's alpha is 0.839

**Table 7 - Reliability Analysis - Stress (Mediator)**

---

Reliability Statistics	
Cronbach's Alpha	N of Items
.722	4

---

**Results:**

The table above shows the reliability of four items of Stress and data is Questionable as Cronbach's alpha is 0.722

**Table 8 - Reliability Analysis - Emotional Wellbeing (DV)**

---

Reliability Statistics	
Cronbach's Alpha	N of Items
.746	5

---

**Results:**

The table above shows the reliability of five items of Emotional Wellbeing and data is Questionable as Cronbach's alpha is 0.746

### **4.3 - Correlation Analysis**

**Table 9** Correlation Analysis

Correlations	1	2	3	4
1	1			
2	-.779**	1		
3	-.205**	-.027	1	
4	.595**	-.513**	.101	1

**Notes:**

1 = Time Pressure, 2 = Emotional Wellbeing, 3 = Emotional Intelligence, and 4 = Stress

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Results:

The table shows that the relationship of Time Pressure with Emotional Well-being is strongly negative and is significant.

Relationship of Stress with Emotional Intelligence is weakly positive and is significant.

Relationship of Time Pressure with Stress is moderately positive and is significant.

Relationship of Emotional Intelligence with Emotional Wellbeing is slightly negative and significant

Relationship of Emotional Intelligence with Stress is slightly positive and significant

Relationship of Stress with Emotional Wellbeing is moderately negative and significant

And the relationship of each variable with them is perfect positive and significant.

**4.4 Regression Analysis**

**Direct Hypothesis Testing**

**Table 10 - Regression Analysis - Time Pressure (IV) Stress (DV)**

Regression						
R <sup>2</sup>	F	B	T	Sig.	Status	

Time Pressure	0.354	135.784	0.595	11.653	0.000	Accepted
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Results:

R square shows the explanatory power of the dependent variable and presents how much percentage change in variation occurred. In addition, it shows how much variance has occurred in the dependent variable which is Stress in this case. R square, in this case, is 35.4% which shows Time Pressure is explaining 35.4% of Stress in this case.

F-statistic and significance value is only useful in this case. F-statistic shows the fitness of the model and shows whether variables chosen are accurate and suitable or not. In this scenario, the value is 135.784 which means the model is fit and good. P-value should be less than 0.05 to check whether it is significant or not, and the value in the table is 0.00, so it is significant.

In coefficients, we will check P, T, and beta values. T value should be greater than 1.95 which is an absolute value. In this case, the T value is 11.653 which is greater than 1.95 means it is significant. P-value is also less than 0.05 so is completely significant. With beta which is positive in this case, with 1 unit increase in Time Pressure, there will be an increase of 0.595 in Stress.

**Table 11 - Regression Analysis - Time Pressure (IV) Emotional Wellbeing (DV)**

	Regression					
	R <sup>2</sup>	F	B	T	Sig.	Status
Time Pressure	0.606	382.138	0.779	-19.548	0.000	Accepted

Results:

R square shows the explanatory power of the dependent variable and presents how much percentage change in variation occurred. In addition, it shows how much variance has occurred

in the dependent variable which is Stress in this case. R square, in this case, is 60.6% which shows Time Pressure is explaining 60.60% of Emotion well-being in this case.

F-statistic and significance value is only useful in this case. F-statistic shows the fitness of the model and shows whether variables chosen are accurate and suitable or not. In this scenario, the value is 382.138 which means the model is fit and good. P-value should be less than 0.05 to check whether it is significant or not, and the value in the table is 0.00, so it is significant.

In coefficients, we will check P, T, and beta values. T value should be greater than 1.95 which is an absolute value. In this case, the T value is -19.548 which is greater than 1.95 means it is significant. P-value is also less than 0.05 so is completely significant. With beta which is positive in this case, with 1 unit increase in Time Pressure, there will be an increase of 0.779 in Emotional Well-being.

**Table 12 - Regression Analysis - Stress (IV) Emotional Wellbeing (DV)**

	Regression					
	R <sup>2</sup>	F	B	T	Sig.	Status
Stress	0.263	88.442	0.513	-9.404	0.000	Accepted

Results:

R square shows the explanatory power of the dependent variable and presents how much percentage change in variation occurred. In addition, it shows how much variance has occurred in the dependent variable which is Emotional Wellbeing in this case. R square, in this case, is 26.3% which shows Stress is explaining 26.3% of Emotional Wellbeing in this case.

F-statistic and significance value is only useful in this case. F-statistic shows the fitness of the model and shows whether variables chosen are accurate and suitable or not. In this scenario, the value is 88.442 which means the model is fit and good. P-value should be less than 0.05 to check whether it is significant or not, and the value in the table is 0.00, so it is significant.

In coefficients, we will check P, T, and beta values. T value should be greater than 1.95 which is an absolute value. In this case, the T value is -9.404 which is greater than 1.95 means it is significant. P-value is also less than 0.05 so is completely significant. With beta which is positive in this case, with 1 unit increase in Stress, there will be an increase of 0.513 in Emotional Well-being.

#### 4.5 Moderation and Mediation Analysis

##### Indirect Hypothesis Testing

**Table 13 - Moderation Analysis**

Stress (X or IV) **Emotional Intelligence (M or Moderator)** Emotional Wellbeing (Y or DV)

Conditional effect of X on Y at values of the moderator(s):							
Emotional Intelligence	Effect	SE	t	p	LLCI	ULCI	
-0.8760	-.5320	0.0545	-9.7684	0	-.6392	.4247	
0.0000	-.4319	0.0452	-9.5539	0	-.5210	.3429	
0.9459	-.3240	0.0618	-5.2416	0	-.4457	.2022	

##### Results:

The table shows the effect of minimum, no, and maximum presence of Emotional Intelligence on Stress and Emotional Well-being. So, when Emotional Intelligence showed minimum presence, the effect is -53.2% on Stress and Emotional Wellbeing, when Emotional Intelligence is absent there is -43.19% effect on Stress and Emotional Wellbeing and when Emotional Intelligence is showing maximum presence its effect on Stress and Emotional Wellbeing is -32.4%.

**Table 14 - Mediation Analysis - Time Pressure (IV) Stress (Mediator) Emotional Wellbeing (DV)**

<b>Total effect of X on Y</b>						
Effect	SE	t	p	LLCI	ULCI	

-0.7028	0.0360	-19.5483	0	-.7737	-.6320
<b>Direct effect of X on Y</b>					
Effect	SE	t	p	LLCI	ULCI
-0.6617	0.0446	-14.8364	0	-.7496	-.5739
<b>Indirect effect of X on Y</b>					
	Effect	SE		LLCI	ULCI
Stress	-.0411	.0260		-.0967	0.0074

**Results:**

The table above shows the total effect of independent on the dependent variable through the mediator, the direct effect of independent on the dependent variable, and the indirect effect of independent and dependent variables through a mediator.

So, the total effect of Time Pressure on emotional well-being is -70.28%, the direct effect of Time Pressure on emotional well-being is -66.17% and the indirect effect of Time Pressure on emotional well-being through Stress is -4.11%.

**CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSIONS, AND  
RECOMMENDATIONS**



## 5.1 Interpretation of Results

The aim of this study is to analyze the impact of Time Pressure on Emotional Well-being with the Mediating role of Stress and the Moderating role of Emotional Intelligence. I collected data from the offices of Islamabad and Rawalpindi through questionnaires. The number of questionnaires filled was 250 and there was no data missing data from the feedback received through the questionnaires (**Table 1**). Demographics show that there are 56% Female respondents and 44% Male respondents (**Table 2**). The age group we took for our research is 20 to 40+ and were further categorized into four age groups (**Table 3**); respondents from age 20 to 25 years are 19.2%, respondents from age 26 to 30 years are 37.6%, respondents from age 30 to 35 years are 19.6%, respondents from age 36 to 40 years are 6.8% and respondents above 40 Years are 16.8%. I also set a salary bracket, for my research (**Table 4**, i.e., <Rs.50, 000 to >Rs.300, 000+, where respondents with salaries below Rs. 50,000 are 31.2%, respondents with salaries from Rs. 50,000 to Rs. 99,999 are 34.8%, respondents with salaries from Rs. 100,000 to Rs. 199,999 are 25.2%, respondents with salaries from Rs. 200,000 to Rs. 299,999 are 2.8% and respondents with salaries above Rs. 300,000 are 6%.

The reliability of the data was analyzed with Cronbach's alpha for each variable; results show that the Cronbach's alpha for five items of Time Pressure is 0.808 (**Table 5**) which shows that the variable is good in terms of reliability for this research as any value between 0.9 and 0.7 is considered as good. Likewise, the Cronbach's alpha for four items of Stress is 0.722 (**Table 6**) which shows that this variable is reliable and acceptable as it is good to have Cronbach's alpha > 0.7. Cronbach's alpha for four items of Emotional Intelligence is 0.839 (**Table 7**) which shows that this variable is good in terms of reliability for this research, Cronbach's alpha for five items of Emotional wellbeing is 0.746 (**Table 8**) which tells that this variable is reliable and acceptable for this research. Thus, all the variables are reliable and good for conducting research as the values of Cronbach's alpha are greater than 0.7.

Hypotheses were tested through correlation and regression (**Table 9**), where H1 is that Time Pressure is positively related to Stress. H2 is that Stress negatively mediates between Time Pressure and Emotional well-being. H3 is that Stress is negatively related to Emotional Wellbeing. H4 is that Time Pressure is negatively related to Emotional Wellbeing and H5 is that Emotional Intelligence positively moderates between Stress and Emotional Wellbeing. Results of

correlation show that the relationship of Time Pressure with Emotional Well-being is strongly negative and is significant. Relationship of Stress with Emotional Intelligence is weakly positive and is significant. Relationship of Time Pressure with Stress is moderately positive and is significant. Relationship of Emotional Intelligence with Emotional Wellbeing is slightly negative and significant. Relationship of Emotional Intelligence with Stress is slightly positive and significant. The relationship of Stress with Emotional Well-being is moderately negative and significant. The relationship of each variable with them is perfect positive and significant.

Regression analysis is for testing the fitness of the model and the fitness of the relationship of the variables. Results show that when Time Pressure is an independent variable Stress is the dependent variable that 35.4% of the variation in Stress is caused by Time Pressure. Model is fit as the value of F is 135.784 ( $F > 4$ , sig.: .000). Relationship exists between the variables as value of T is 11.653 ( $-2 > T > 2$ , sig.: 0.00). One unit change in Time Pressure will cause a 0.595 unit change in Stress. When Time Pressure is the independent variable and Emotional Well-being is the dependent variable results show that 60.6% of the variation in Emotional Well-being is caused by Time Pressure. Model is fit as the value of F is 382.138 ( $F > 4$ , sig.: .000). Relationship exists between the variables as value of T is -19.548 ( $-2 > T > 2$ , sig.: 0.00). One unit change in Time Pressure will cause a 0.779 unit change in Emotional Wellbeing. When Stress is an independent variable and Emotional Well-being is the dependent variable, the results show that 26.3% of the variation in Emotional Well-being is caused by Stress. Model is fit as the value of F is 88.442 ( $F > 4$ , sig.: .000). Relationship exists between the variables as value of T is -9.404 ( $-2 > T > 2$ , sig.: 0.00). One unit change in Stress will cause a 0.513 unit change in Emotional Well-being.

Moderation analysis is done through model 1 of Preacher and Hayes (**Table 13**). Stress is the independent variable; Emotional Well-being is the dependent variable and Emotional Intelligence is the moderating variable.

The result shows the effect of minimum, no, and maximum presence of Emotional Intelligence on Stress and Emotional Well-being. So, when Emotional Intelligence showed minimum presence, the effect is -53.2% on Stress and Emotional Wellbeing, when Emotional Intelligence is absent there is -43.19% effect on Stress and Emotional Wellbeing and when Emotional Intelligence is showing maximum presence its effect on Stress and Emotional Wellbeing is -32.4%.

Mediation analysis is done through model 4 of Preacher and Hayes. Time Pressure is the independent variable, Emotional Wellbeing is the dependent variable and Stress is the mediator between Time Pressure and emotional wellbeing (**Table 14**).

The table shows the total effect of independent on the dependent variable through the mediator, the direct effect of the independent on the dependent variable, and the indirect effect of independent and dependent variables through a mediator.

So, the total effect of Time Pressure on emotional well-being is -70.28%, the direct effect of Time Pressure on emotional well-being is -66.17% and the indirect effect of Time Pressure on emotional well-being through Stress is -4.11%.

## **5.2 Findings**

The first crucial finding rejecting **H5** was that individuals' level of Emotional Intelligence positively moderates between Stress and Emotional Well-being. Some of the positive relationships between work-related Stress and emotional wellbeing are in alignment with Richard Dienstbier's (1989) theory of mental toughness where he explains why some Stressors, with recovery in between, can improve mental and physical health. One reason could be that individuals become more accepting and use their Stressors as motivators to outperform themselves and grow which improves their emotional wellbeing. Another reason could be that it helps develop an optimistic attitude towards work-related Stress and hence, is appreciated instead of being condemned as it keeps individuals inspired to achieve more. On the other hand, previous research and studies have indicated that Stress indeed deteriorates Emotional Well-being by emphasizing enormous pressure on the individual. However, the findings of my research show that the total effect is still positive and significant. Future studies should aim to

study the effects of Time Pressure on emotional wellbeing among the working classes from various subcultures within the country with the mediating role of work-related Stress.

The second vital finding is accepting **H4** i.e., increasing Time Pressure decreases emotional wellbeing. This can be proven by the research carried out by Leroy (2009), where she concluded that if Time Pressure faced by an employee to a certain percentage it encourages employees to minimize ambiguity by focusing on current tasks rather than previous ones instills confidence and a feeling of success that leads to the achievement and nourishment of emotional wellbeing but at the same point if Time Pressure exceeds its limit by a certain percentage it decreases emotional wellbeing as employees feel under pressure and they are not able to concentrate on their work. Hence this hypothesis is accepted that Time Pressure is inversely proportional to Emotional Well-being.

Furthermore, the findings are in line with hypothesis **H1**, meaning that as Time Pressure increases, work-related Stress increases with the same magnitude. The greater the Time Pressure experienced by one, the likelier it is for one to face work-related Stress. This emphasizes the significance of the reduction of Time Pressure experienced by individuals in order to manage work-related Stress well enough to serve as a motivator in the performance so as to encourage emotional wellbeing.

Moreover, the results of our study prove hypothesis **H5** correct, in that they imply that the presence or absence of Emotional Intelligence at the workplace has opposite effects on emotional wellbeing. The increased presence of Emotional Intelligence at the workplace results in increased emotional wellbeing or emotional exhaustion. Similarly, Emotional Intelligence affects the relationship between work-related stress and emotional wellbeing but does so inversely. When Emotional Intelligence is at its lowest, the effect of Stress on emotional wellbeing is increased. When Emotional Intelligence is moderate, the other two variables are likewise. When Emotional Intelligence is at its peak, then the effect of Stress on emotional wellbeing is reduced. This can be reasoned by understanding that the mind has deviated its direct attention from Stress to Emotional Intelligence and hence, does not feel that Stress is inducing Emotional Wellbeing. This implies the importance of only the presence of Emotional Intelligence in the workplace to affect the cause-and-effect relationship between Stress and Emotional Well-being in maximizing emotional wellbeing.

Unlike the previous two hypotheses, hypothesis **H2** stands corrected as Stress does not play a crucial role in mediating the effect of Time Pressure on emotional wellbeing. This means, that a direct relationship exists between Time Pressure and emotional wellbeing negating the effect of Stress as a variable. This brings us back to hypothesis H2, where Time Pressure nurtures the emotional well-being of an individual at the workplace.

## **Conclusion**

With the evolving work environment and culture, all employees are now facing increasing Time Pressure which has raised questions about its effects on their emotional wellbeing. The purpose of my study was to investigate the question of whether and to which extent an individual's emotional wellbeing is related to Time Pressure in the absence or presence of Emotional Intelligence in the workplace. The results of the survey provide theoretical and practical insights into the workplace at different offices of Islamabad and Rawalpindi. I found, contrary to the hypothesis, that Time Pressure increase is positively related to emotional wellbeing, except in the presence of Emotional Intelligence.

All studies have limitations, as is the case with this one. First, the sample size is based only in Islamabad and Rawalpindi specifically the offices located in these twin cities. This may not be representative of the entire population of Pakistan and other offices as the time pressure faced by employees in the workplace would differ from area to area and company to company and in turn, would affect emotional wellbeing differently.

## **Limitations and Recommendations**

Another limitation is that the sample consisted mostly of individuals working in Islamabad and Rawalpindi. This means that, in general, all employees, administration, and staff experienced similar working conditions so this could have confounded the results of my research. In addition, the participants might have collectively filled the survey, further confounding the results.

Secondly, my study neglected the Time Pressure experienced by red and pink collars workers and focused more on blue-collar and white-collar jobs. Although studying blue and white-collar jobs provides a fruitful insight, it does not cover the challenges faced by red and pink-collar

employees, especially red collars as they are highly skilled professionals working for the government which requires meeting deadlines promptly. In order to gain insight into the Time Pressure faced by these individuals and how that manipulates their emotional wellbeing, future research is required to specifically study these individuals.

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