



Do despotic leadership and workplace incivility predict turnover intention: A mediation by work-family conflict?

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Abstract: The purpose of this study was to assess the effect of despotic leadership and workplace incivility on turnover intention among nurses in Punjab, Pakistan, by mediating the effect of work-family conflict. 573 questionnaires were distributed to nurses in Punjab, Pakistan's healthcare sector. SPSS was used to analyze the data, and Smart PLS was used to evaluate the model. The findings of the study reveal that despotic leadership and workplace incivility directly increase turnover intention. The independent variables were positively and negatively correlated with intent to leave the organization. The mediating effect of work-family conflict between despotic leadership and turnover intention was not supported. The study also examines how despotic leadership and workplace incivility affect work-family conflict, which has not been extensively studied. This research sheds light on employee turnover and stresses the importance of addressing negative workplace experiences to boost retention and well-being.

Keywords: Leadership, Workplace Incivility, Work-Family Conflict, Hospitals, Turnover Intention, Hospitals Industry

1. Introduction

The health sector is one of the major sectors of the world, contributing to the medical needs of billions of people (Arevalo, 2020). Global healthcare spending could exceed \$10 trillion by 2022 (Allen, 2019). The global healthcare market industry is growing more rapidly than the GDP in most countries, the World Health Organisation (WHO, 2017). The revenue of \$ 1.853 trillion in 2018 of global health organizations, a rise of 4.5% on a year-on-year (Arevalo, 2020). In fact, these effects lead to improvement in the population's health (Mohammad & Wang, 2019). Current associations around the world need a workforce that focuses on the stable development and improvement of the employer, employee, and network over the long term. This overall well-being was related to the healthcare system (Ginter, Duncan, & Swayne, 2018). The healthcare sector serves the basic needs of the country and provides economic expansion potential (Mahmud & Parkhurst, 2007). Therefore, healthcare has attracted increasing attention worldwide and includes departments, organisations, and resources such as physical, financial, and human resources organised to provide health services that meet the needs of people (Summer & Hoadley, 2014).

In the healthcare (medical) industry, nurses are the backbone of delivery services (Vahey, Alken, Sloane, Clarke & Vargas, 2004). According to Qureshi et al. (2018), nurses have a primary job after doctors provide better healthcare services and benefits, particularly when it comes to patient care for the quality of patient consideration and the human services framework. Currently, at the global level, turnover intention is one of the critical issues with nurses in hospital management, even in developed nations like Italy and the USA (Viotti, Converso, Hamblin, Guidetti, & Arnetz, 2018) and in developing nations such as Thailand and Pakistan India, Malaysia and Philippine (Atefi, Abdullah, & Wong, 2016; Hamid, Malik, Kamran, & Ramzan, 2013). When nurses are the front-line healthcare provider with increased workloads, long working hours, insufficient equipment, staff shortage, and unclear decision-making from despotic leaders, they have a tremendous impact towards increased turnover intention (Maloney, 2018). Despotic leadership is a new dimension of the destructive behaviour of autocratic or negative leadership. This destructive behaviour was recently observed in Pakistan (Iqbal et al., 2021; Naseer, Raja, Syed, Donia & Darr, 2016; Nauman, Fatima, & Haq, 2018), which potentially posed a serious threat to the increase in nursing turnover over intention (Malik & Sattar, 2019). Despotic leaders demand their subordinate's unquestioned compliance and obedience, are self-centred with poor ethical standards, and use their subordinates for personal benefit. (Nauman, Fatima & Haq, 2018). Similarly, abusive supervision

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affects turnover through the damaging mental and emotional state reported among healthcare workers by Mehmood, Aziz, and Husin (2023).

Additionally, most nurses in the healthcare sector in Pakistan were not satisfied with their jobs due to disrespectful behaviour at the workplace (Faheem, & Mahmud, 2015), and lack of proper supervision from their leaders (Bahalkani et al., 2011). Similarly, Malik and Sattar (2019) stated that due to such negativity of leadership turnover, intention increases among nurses in Pakistan. In the Pakistani healthcare sector, almost two-thirds of 64% of nursing workers were unhappy with their prospects for development, low resources, and schedule of work. Most nurses showed an intention to change jobs due to a lack of adequate supervision (Malik & Sattar, 2019). Most of this increased turnover intention among nurses in the Pakistan healthcare sector by Nazir, Ahmed, Nawab, and Shah (2016). The question of turnover intention In Ittefaq Hospital Lahore, the turnover rate of Pakistan's nurses remains high as reported by Naseer, Parveen, Afzal, Waqas, and Gillani (2017), In addition, this issue of turnover intention has been witnessed globally (Pang, Dan, Jung, Bae & Kim, 2020). In addition to this, Shin et al. (2020) reported the intention of turnover among nurses in Korean hospitals.

Likewise, Pakistan is also experiencing a similar problem as reported by Naseer et al. (2017) reported a high turnover issue among nurses in Pakistan hospitals due to the high workload and shortage of nurses. The intention to leave is considered a thought process to review other job options (Khan et al., 2019), due to several reasons for the current job. Such factors are also associated with Pakistan's healthcare sector, decreased productivity, inadequate working conditions, high absenteeism and low staff morale (Naveed, Tharani, & Alwani, 2010), along with this, inadequate resources, high workload, lack of quality care (Ebrahimi et al., 2017), staff shortage, improper planning stress at work long job hours, and additional responsibilities (Naseer et al., 2017). However, these factors were found with high turnover intention.

The healthcare sector of Pakistan mainly in Punjab faces high TI problems due to many causes, such as lack of good and accurate supervision (Malik & Sattar, 2019), and uncivil behaviour (Laeque et al., 2018). Furthermore, a high intention to change jobs was also observed among nurses in Punjab Pakistan due to the uncivil behaviour of the attendants of patients and also one of the key reasons for the intention to leave. Along with this, WFC, depression, and lack of performance were among other reasons for the increase in turnover intention (Abrar, Bashir, Nureen, & Shahzadi, 2019). Nurses confirmed that they were generally faced with verbal abuse in the morning shifts and physical assault in the night shifts. They also reported depression, work-family conflicts, and inefficient work performance, as reasons for increased turnover intention (Abrar, Bashir, Nureen, & Shahzadi, 2019). Carlson, Ferguson, Hunter, and Whitten (2012) have found that insulting supervision has a positive relationship with work-family conflict.

2. Literature Review

2.1. Theoretical Perspective

Designed by Hobfoll (1988), one of the stress models is the COR model. According to Hobfoll (1989), psychological stress occurs due to the loss of actual resources, shortage of resources gains, resource investment, and risk of losses about resources. COR theory was designed to describe the mechanisms of the core stress and coping process (Hobfoll, 1989). The COR theory suggests that people tend to obtain and sustain resources (Hobfoll, 1989). COR talks about the gain of resources, the potential, or the actual loss of resources, whereas according to other theories, stress is approached differently. Several studies used COR theory to test the relationship; a current study linked COR theory to despotic leadership, work-family conflict, and turnover intention. The previous literature covers different theories that define despotic leadership style work negative work outcomes, The objective for selecting COR theory instead of other theories as a supporting framework is that the current study model talks about despotic leadership, the conflict between work and family.

According to COR, the employees face despotic leadership, and they experience more turnover intention (Mahdi, Mohd, Mohd, Skat, & Abang, 2012; Bandhanpreet, Mohindru, & Pankaj, 2013; Lau, McLean, Lien, & Hsu, 2016; Elci et al., 2018; Chang et al., 2019; Amrosy, Elkholy, & Elshal 2019). Thus, it would be difficult for the workers, especially nurses facing the issue of despotic leadership, to remain in the same organisation, so therefore they think to switching from their existing job hence turnover intention rate increases among nurses in the healthcare sector.

Work-family conflict indicates a loss of resources because despotic leaders and workers are unable to perform their jobs better. The conservation of resources theory can also be used to describe WFC (Kossek, Pichler, Bodner, & Hammer, 2011) Conservation of resource theory explains that employees do not show interest in a positive work attitude when experiencing work-family conflict (Clercq, Haq & Azeem, 2020). such as job demands can prevent one's resources (time, energy, and effort) from being used to meet the demands of family life (Ahmad & Ahmad, 2021; Ahmad et al., 2023). WFC indicates a loss of resources because despotic leaders and workers are unable to perform their jobs in a better way (Barbuto, 2000).

In line with these resource losses, it is expected that the current study model is justified by COR theory in a better way in comparison to other theories. Based on COR theory, support has been noticed for the current research framework. Employees show reactions to the unpleasant work environment and respond with negative

behaviour and less interest in work. Due to this, these employees also deal with a lack of resources (Khan, Gang, Fareed & Khan, 2021).

Therefore, as resources are used in one domain, conflict plays a role, leaving other domains ignored. Netemeyer, Boles, and McMurrian (1996) work-to-family conflict refer to 'interrogate conflicts in which the normal time demands, and stress created by the job conflict with the performance of family-related duties,' while family-to-work conflict shows the opposite Ahmad (2008) theorised that WFC can be considered a dual-direction (work-to-family and family-to-work) structure, multiple types (time-based, strain-based, and behaviour-based) and unique to multiple roles in life (spouse, parent, elder care, home care, and leisure).

According to COR, people are motivated to preserve and protect their resources and expand their resource pool. When employees maintain the existing resources, they may deal with work more freely, transfer little tension to a family domain, and decrease role conflict, which will lead to lower turnover intention (Li, Yu- chuan, & Feng-jiang 2011).

Furthermore, several researchers have considered the Conservation of Resources (COR) model as a suitable framework for work-family studies. The COR theory suggests that people tend to obtain and sustain resources (Hobfoll, 1989) Individuals experience anxiety and increased turnover intention if resources are lost or threatened. In the management of both work and family roles, when individuals lose their identity, their resources (time, energy) gradually reduce, leading to stress, depression, and even restlessness. As a result, when the expectations are too high, people experience high turnover intention and conflict between work and family such that they stop caring about the wellbeing of their co-workers and try to conserve energy to recover those losses (Hobfoll 2001). Employees who have the ability to regain lost resources and play a role in protecting the remaining resources are very suitable for resisting the negative consequences arising from toxicity in the workplace environment (Khan, Gang, Fareed & Khan, 2021).

2.2. Turnover intention

Turnover is a state of separation from a current organisation by leaving the job (Mobley, 1977). Also treated as a regular change of staff (Kazi & Zedah, 2011) and leaving the organisation and being replaced by other newly hired employees during a specific period (Adeniji, 2009; Basel & Fayza, 2015).

2.3. Despotic Leadership and Turnover Intention

Leadership is the ability to directly or indirectly affect employee behaviour to carry out work activities considering organisational goals. These activities are carried out by a person known as a leader. Organisational success depends on the style of leadership (Hutahayan & Yufra, 2019). According to Naseer et al. (2016), Despotic leadership is introduced by negative leadership as having arrogant behaviour. According to De Hoogh and Den Hartog (2008), this type of leader is in self-interest and does not have a deep interest in the well-being of other employees.

According to Adiguzel (2019), despotic leaders mainly focus on self-interest. This type of destructive behaviour is dangerous to the health of the organisation (Harms et al., 2018). This imparts the effect on turnover intention, which is harmful to the organisation and other stakeholders (Magbity, Ofei & Wilson, 2020). Such dark-side leadership effects have been observed in Pakistan (Nauman, Fatima, & Haq, 2018) thus positive association can be proposed between DL and TI.

H1: *Despotic leadership of supervisors has a positive influence on Turnover intention.*

3. Workplace Incivility and Turnover Intention

Due to the fact that incivility is the feeling of rudeness and uncivil behaviour expressed by spoken words, gestures, or actions, as well as impolite or discourteous conduct performed without concern for others (Andersson & Pearson, 1999). According to Mobley et al. (1978), TI refers to an organisational member's intention to quit their job and search for another one due to job disappointment. According to Podsakoff et al. (2007) that it is a reason for stress for employees; workplace incivility can drive individuals to leave their jobs. Therefore, based on the research by Wilson and Holmvall (2013): Cortina et al. (2013) said that due to incivility, there are more chances of an increase in turnover intention among employees.

In fact, workplace incivility has the potential to harm employees' mental and physical health (Heaphy and Dutton, 2008). The final stage before employees quit their jobs is known as employee turnover intention. It begins with uncivil conduct and concludes with turnover intention (Carpenter and Berry 2014). According to some research, incivility at work as a result of the attitudes of colleagues and employees may result in job replacement or job search. For example, Mahfooz et al. (2017) found that due to WI, employees usually show less intention to continue their job, and researchers Lim, Cortina, and Magley (2008) showed in their study that victims of incivility lead toward the turnover intention.

According to Rahim and Cosby (2016), rudeness in the workplace has a positive association with TI, tardiness and absenteeism and a negative influence on higher productivity and satisfaction at work (job satisfaction). Cortina et al. (2013), Sharma and Singh (2016), and Rahim and Cosby (2016) have witnessed important information on the relationship between WI and TI. Besides this, Pearson and Porath (2005) and Rahim and Cosby (2016) notice that due to workplace incivility, employees do not give proper time to their job, put in

less effort and have low performance. This can be narrated that due to higher workplace incivility, there are more chances of higher turnover intention, so, therefore, this can be hypothesised as:

H2: *There is a positive relationship between workplace incivility and turnover intention.*

4. Despotic Leadership and Work-Family Conflict

Nauman, Fatima, & Haq (2018) interchangeably used the dark side and despotic leadership in their research. Authoritative and unethical leaders are known as despotic leaders, they use unethical codes of conduct, and they have less respect for the interest of others (Naseer et al., 2016). Following their interest, they can be exploitive, governing, and implacable (Bass, 1990; Howell & Avolio, 1992; Aronson, 2001). The harmful consequences of despotic leadership highlight the importance of understanding the influence of this kind of leadership on the lives of subordinates. Work-family can be defined as 'a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect' (Greenhaus & Beutell, 1985) recommended that 'participation in the work (family) role is made more difficult under participation in the family (work) role' by Greenhaus and Beutell (1985). The current study invests in the WFC, subsequently focussing on the assessment of despotic leadership that encircles work and family. Therefore, the current study discusses that despotic leadership is a stressor in the workplace that leaves subordinates emotionally exhausted and drained, putting their lives under intense stress. Therefore, the current study hypothesised that the following is true:

H3: *Despotic leadership has a positive effect on work-family conflict.*

5. Relationship of Workplace Incivility with Work-Family Conflict

When the dominion of work clashes with personal life to a certain degree and create hindrances in meeting work and family demands, it is known as a work-family conflict (Greenhaus & Beutell, 1985). Due to workplace incivility, resources and energy are reduced, and when employees notice such an experience of reduction in resources, they also experience difficulty in meeting family demands. Due to workplace incivility, to achieve targets, extra time and effort are needed. Therefore, due to this situation, employees have less time to manage their families' demands (Demsky et al., 2018). In addition to this, WI is possibly affecting work even after work events (Demsky et al., 2018; Nicholson & Griffin, 2015). In such a situation, employees have less motivation to gain resources, and if employees remain away from working, then organisations may reduce their existing resources, which will influence their productivity adversely; thus, they become weak in meeting work and family demands and thus, clashes get birth. Besides this, according to Zhou et al. (2015) and Tremmel and Sonnentag (2018), due to workplace incivility, employees show negative emotions due to reduces resources and reduced time of working, and this will adversely affect resource recovery.

Lim and Lee (2011) found insignificant results of coworker and incivility and subordinate incivility toward work-family conflict, as their target audiences were from Singapore, and it is treated as a society of high-power distance (Avolio, Zhu, Koh & Bhatia, 2004). The high-power distance between employee and supervisor creates workplace incivility from supervisor more noticeable, which can also affect their nonwork domain; contrarily, incivility from subordinates and coworkers may not be assessed as harmful as compared to incivility from supervisor, and it may not affect their behaviour and feelings outside of work.

Evidence shows that work-family conflict and different types of misbehaving are positively related. A study by Demsky, Ellis, and Fritz (2014) found that workplace violence was positively associated with work-family conflict. Similarly, Carlson, Ferguson, Hunter, and Whitten (2012) have found that insulting supervision has a positive relationship with the WFC. Workplace incivility is a mixture of hostile, aggressive, and interpersonal behaviours that are antisocial, that are loaded with shocking practices which can distort the self-image of victims and leave them exhausted physically and emotionally, due to which they become incapable of performing their responsibilities domestically (LaVan & Martin, 2008; Einarsen & Raknes, 1997).

Spector and Goh's (2001) emotion-centred model of the occupational stress method is also helpful in understanding the effects of WI on WFC. According to Spector and Goh (2001), bullying and physical assault show strong negative emotions in victims. Psychological and physical problems are produced due to such negative emotions; (Spector & Goh, 2001; Gallo & Matthews, 2003) and many chronic diseases (Begley, 1994), due to which victims do not fulfil family and work roles. Collectively, employees may have less or no resources to fulfil their work and family roles at a higher level of work behaviour. As a result, these individuals experience high levels of work-family conflict.

Contrarily, the low-power gap in Western culture, while studying both supervisor and coworker incivility, both have similar effects on employees such that influence from coworker incivility may also extend to the nonwork domain as supervisor incivility does (Ferguson, 2012). Although external incivility is not investigated in previous research work as a predictor of work-to-family conflict, previous literature showed that mistreatment in the workplace from outsiders, such as daily mistreatment, also positively predicted work-to-family conflict (Chi, Yang, & Lin, 2018).

Based on theoretical and empirical evidence, we assume that workplace incivility from coworkers, outsiders, and supervisors can drain the resources of the employees expecting work to family conflict. Furthermore, the same patterns are observed within individuals. Employees face more workplace incivility, and his/her resources

are depleted more as compared to normal conditions; thus, employees face more work-to-family conflict. Therefore, the relationship between workplace incivilities to WFC has been hypothesised as follows.

H4: *Workplace incivility will positively affect work-family conflict.*

6. The Effect of Work-Family Conflict on Turnover Intention.

Different research works, such as Asghar, Gull, Bashir and Akbar (2018); Ozbag and Ceyhun (2014), indicate a positive relationship between WFC and TI. Based on Kahn's research, cited by Greenhaus and Beutell (1985), WFC happens when the burden comes from work to family, which is opposed in a few terms, based on involvement in a work role (family) in such participation in family role (work) is made more complex. According to Isenhour et al. (2012), work-family conflict arises when certain roles demand in one's life the demand in work and family.

Accordingly, Netemeyer et al. (1996), WFC denotes work-related results such as the intention of turnover and organisational loyalty. In addition to this, accounting professionals were found to increase the number of quit jobs among employees, especially when different work activities conflict with family issues. Although some literature evidence such as Post, Tomaso, Farris, and Cordero (2009); and Armstrong, Atkin-Plunk, and Wells (2015) have not found such results.

The intention of turning over is most frequently discussed by scholars. Islam, Ahmad, Ahmed and Ahmer (2019) showed some of the previous research on the relationship between WFC and TI and found that WFC substantially affects the working family. After this, Aboobaker and Edward (2020) also found an association between work-family conflict and turnover intention. Various empirical works, such as Harun, Mahmood, and Som (2020) and Chen, Brown, Bowers, and Chang (2015) have also reported positive relationships with turnover intention in the WFC. However, with respect to Han et al. (2015): Agustini (2008) found that there was no link between WFC and TI.

Furthermore, according to Yildiz, Yildiz, and Arda (2021), meta-analyses of the relationship between work-family conflict and turnover intention resulted in a reliable positive relationship between all forms of WFC and TI. For people who face conflict in their work roles, their intention to leave tends to increase. However, questions arise about why their scarce research on WFC is still affecting TI. Therefore, by following the empirical evidence cited above, the current study has proposed as:

H5: *Work-family conflict has a positive relationship with turnover intention.*

7. Work-Family Conflict as a Mediator

According to Du Prel and Peter (2015), WFC is used as a mediator in different research, such as work stress and depressing indications. Workplace flexibility and TI in the hospital industry (Chen et al., 2015) with a significant negative effect on job satisfaction (Namayandeh et al., 2011). The WFC mediated the effects of passive leadership (abusive leadership on workplace behaviour) (Ahmed & Omar, 2013). Based on evidence on WFC mediation, the present study has proposed the mediating role of work-family conflict in the relationship of workplace incivility and despotic leadership with turnover intention.

H6: *Work-family conflict will positively mediate the relationship of despotic leadership with the intention to change.*

H7: *Work-family conflict will positively mediate the relationship between workplace incivility and turnover intention.*

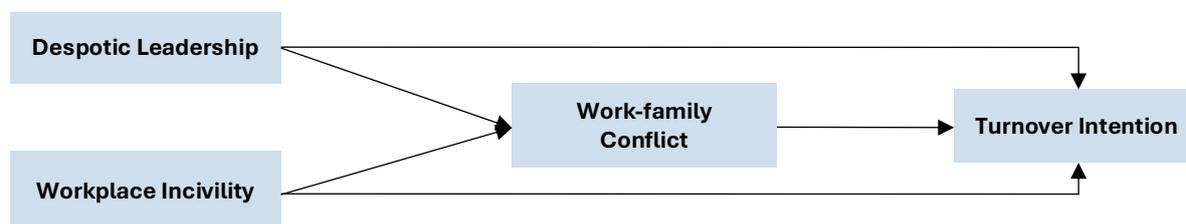


Figure 1. Research Framework

3. Methodology

3.1. Population Respondents and Sampling Technique

Registered nurses in Punjab province are the target population for this study, working in the public health sector. There are a total of 64,848 registered nurses in public healthcare hospitals in Punjab (Rafique & Nazir 2018). Salkind (2012, 1997) recommended sampling and stated: "If you are sending surveys or questionnaires, count on increasing your sample size by 40%-50% to account for lost mail and uncooperative respondents". To maintain an appropriate average response rate, at least 50% additional questionnaires will be distributed on a sample size of 382, and a total number of 573 questionnaires will be distributed among nurses regarding the number of questionnaires assigned per cluster required among working nurses in 25 districts in Punjab, Pakistan.

The total population of the current study is 64 848 nurses from 25 district government hospitals in the Punjab province of Pakistan (Rafique & Nazir 2018). Based on a given population, each cluster (district) approximately has a population of $(64848/25= 2594$ nurses) because only the combined population of nurses in hospitals is published. The data sample was chosen through cluster sampling as most appropriate in covering many geographical areas (Sekeran & Bougie, 2016) The cluster sampling's objective is to obtain the cluster economically while preserving the distinctiveness of a probability sample. The cluster sampling technique has advantages in terms of simplicity and cost (Sekeran & Bougie, 2016). Therefore, this study will apply the cluster sampling technique to divide the 25 (25) districts that cover government hospitals located in geographical regions of different countries. In this study, the clusters will be considered 25 districts that cover public hospitals in Punjab Pakistan. Under cluster sampling, the total population is divided into groups called clusters. Barreiro and Albando (2001) argued that when the population is divided into groups, it requires the selection of cluster samples in order to study specific cases being shared within the cluster.

As, the use of a rating scale lets the researcher evaluate the standard deviation and mean on variables and the midpoint of the scale (Sekeran & Bougie, 2016). In line with the original authors, workplace incivility, work-family conflict, despotic leadership, and turnover intention will be measured through a 5-point Likert scale. The Likert scale was invented by Likert (1932), who described this technique to measure behaviour and attitudes. It has been widely used and validated in research studies in various fields of social sciences (Garland, 1991).

3.2. Model Assessment Approaches

The model was analyzed through SEM using Smart PLS

3.3. Research Instrument and Operational Definition

3.3.1. Turnover intention

According to Chen, Hui, and Sego (1998), the turnover intention is defined as the intention to leave work voluntarily and look for other jobs. The scale of Cammann, Fichman, Jenkins and Klesh (1979) was also cited in Chen, Hui, and Sego (1998), where the instrument has shown sufficient reliability. The scale by Cammann, Fichman, Jenkins and Klesh (1979) was also used in Owolabi (2012) with three items.

Table 1: The measure of turnover intention

#	Items
1	I often think about leaving my organisation.
2	I may look for a new job next year.
3	If I may choose again, I will choose to work for the current organization.

Source: Adapted by Cammann, Fichman, Jenkins and Klesh (1979)

3.3.2. Workplace Incivility

WPI has been operationalised as a verbal and non-verbal presentation of works with an uncivil act that intends to harm individuals and nurses, and social interaction or uncivil acts performed at work operationalise WI (Cortina et al., 2001). The WI variable for this research is calculated by six items developed by Cortina et al. (2001). The workplace incivility variable for this research is calculated by 6-items developed by Cortina et al. (2001)

Table 2: The measure of workplace incivility

#	Items
1	I always get little attention about my opinion at work.
2	I always face rude and insulting remarks at the workplace.
3	I always been treated unprofessionally either publically or privately at work.
4	I always been kept out of professional fellowship.
5	Everyone shows doubt about my opinion regarding my responsibility.
6	People at work always draw my attention towards a discussion of personal matters.

Source: Adapted by Cortina et al. (2001)

3.3.3. Despotic Leadership

Despotic leadership has been operationalised as an uncooperative supervisory style that does not support the subordinates being selfish person. (Hanges & Dickson, 2004). (This variable is calculated by 6- an item scale (5-point Likert, 1- SD (strongly disagree) with 5- SA (strongly agree).

Table 3: The Measure of Despotic Leadership

#	Items
1	The supervisor is a punishing type of leader who has no sympathy or empathy.
2	The supervisor is in authority that does not accept disagreement, and it only gives orders.
3	The supervisor acts like a dictator and authoritative
4	Supervisors tend to be unwilling to surrender control of any task.
5	The supervisor wants unquestioning obedience from subordinates who report him.

6	The supervisor is revengeful, which pursues revenge when mistreated.
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Source: Adapted by Hanges & Dickson, 2004

3.3.4. Work-Family Conflict

According to Greenhaus and Beutell (1985), work-family conflict is a type of conflict among different roles in which, in some respects, role stresses from the fields of work and family are commonly incompatible. To measure work-family conflict in the current study, questionnaires are adapted, 6 items were developed by Kelloway, Gottlieb, and Barham (1999), having alpha 0.797 recently been used by Sanaz, Syqirah, and Khadijah (2014) having alpha 0.835. A further 5-point Likert scale (1- strongly disagree to 5- strongly agree).

Table 4: Work-Family Conflict Scale

#	Items
1	Employment expectations prevent me from spending the amount of time I want with my family.
2	Job duties make it impossible for me to do family chores / errands.
3	I have to restrict the number of activities I do with family members to satisfy the demands of my work.
4	After work, I have no energy left to do what I need to do at home.
5	My work puts me in a bad mood at home.
6	The expectations of my work make it impossible for me to enjoy the time I spend with my family.

Source: Adapted by Kelloway, Gottlieb, & Barham (1999)

4. Analyses

This section discusses the model assessment by two main approaches, assessment of the measurement model and assessment of the structural model through Smart PLS.

4.1. Measurement Model

4.2. Reliability And Validity

In the measurement model, reliability and validity scores were assessed. Charges above 0.50, scores (composite reliability) above 0.70 and AVE scores (average variance) above 0.50 (Hair et al., 2017) were recommended. Current research found that all values exceeded the stated threshold. The loading, CR, and AVE are presented in Table 5. There are a few items which have low factor loading, and these items were deleted to maintain the required recommended thresholds. The current study found that all scores were satisfactory, and the current study found sufficient reliability in the current research model.

Table 5: Assessment of Reliability and Validity

Construct	Loading	CR	AVE
Despotic Leadership		0.855	0.671
dl1	0.934		
dl2	0.896		
dl6	0.581		
Turnover intention		0.843	0.645
Ti,1	0.860		
Ti,2	0.867		
Ti,3	0.665		
Work Family Conflict		0.881	0.598
Wfc,1	0.721		
Wfc,2	0.859		
Wfc,3	0.791		
Wfc,4	0.696		
Wfc,5	0.789		
Work-Place Incivility		0.857	0.548
Wpi,1	0.739		
Wpi,2	0.859		
Wpi,3	0.786		
Wpi,4	0.687		
Wpi,5	0.605		

Source: Calculated by the author. **Note:** dl3, dl4, dl5, wfc6, and wpi6 were deleted due to low factor loading.

4.3. Discriminant Validity

Current research also assessed discriminant validity using Fornell and Larcker (1981) criteria known as the square root of AVE (table 6), and HTMT scores (table 7). On the basis of the square root scores of AVE, all values were found to be higher than the corresponding scores. The bold values represent the square root of AVE. Based on scores, the current study has found a sufficient level of discriminant validity in the current research model.

Table 6: Square root of AVE

	DL	TI	WFC	WPI
DL	0.819			
TI	0.426	0.803		
WFC	-0.044	-0.106	0.773	
WPI	0.337	0.196	0.296	0.740

Source: Calculated by the author

Henseler, Ringle, and Sarstedt (2015) have recommended HTMT inference to assess discriminant validity. The recommended values for HTMT are HTMT 0.85 (Kline, 2011; Clark & Watson, 1995). All HTMT values were found to be well below the recommended range. On the basis of the results, this can be narrated that the current study has established sufficient validity.

Table 7: HTMT Criteria

	DL	TI	WFC	WPI
DL	-			
TI	0.549	-		
WFC	0.181	0.171	-	
WPI	0.500	0.251	0.352	-

Source: Calculated by the author

4.4. Variance in Endogenous Factor

Current research also assessed variance in an endogenous variable through R- square values (Hair et al., 2016; Henseler et al., 2016; Ramayah et al., 2018). Ong and Puteh (2017) recommended 0.10 and above R2 values; current research has found a 19.7% variance in turnover intention and an 11.1% variance in work-family conflict. Therefore, there are sufficient R2 values in the current research.

Table 8: R-square values R²

Construct	R ²	Adjusted R ²
Turnover intention	0.197	0.191
Work-Family Conflict	0.111	0.107

Source: Calculated by the author

4.5. Effect size

Hair et al. (2017) and Cohen (1988) recommended values for f square are 0.02, 0.15, and 0.35 indicate as small, medium, and large effects. The results regarding the effect size are presented in Table 9

Table 9: Effect size (f²)

Construct	TI	WFC	Effects
Despotic Leadership	0.161	0.026	Medium, Small
Work-Family Conflict	0.015		Small
Workplace Incivility	0.010	0.123	Small, Small

Source: Calculated by the author

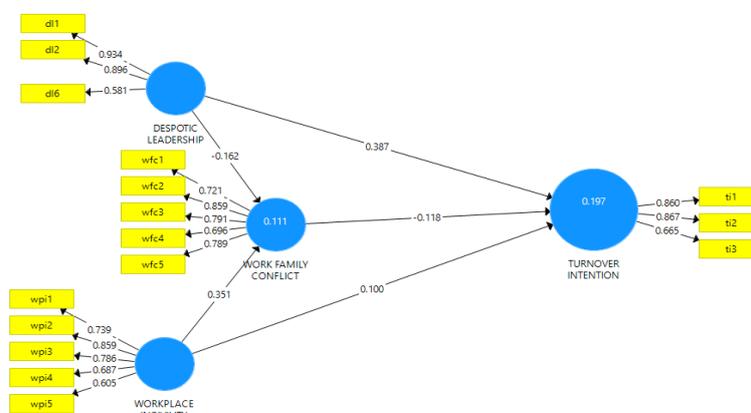


Figure 2: Measurement Model

4.6. Assessment of the structural model

Based on findings in the structural model, Table 10 represents findings on hypothesised relationships. A total of seven hypotheses were proposed, and six hypotheses were accepted based on p-value and t-value scores H1 between DL→TI (B= 0.387, t value = 9.297, p-value =0.000), H2 WPI→TI (B=0.100, t value =1.969 p-value =

0.049), H3 DL→WFC (B= -0.162, t value = 2.836 p-value =0.005), H4: WPI → WFC (B= 0.351, t value = 7.803 p-value = 0.000), WFC → TI (B= -0.118, t value =2.287 p-value = 0.022) were accepted during the direct relationship. Although in the mediating effect, WFC did not mediate between DL and TI (B= 0.019, t value = 1.664, p-value 0.096), WFC significantly mediated the relationship between WPI and TI (B= -0.041, t value = 2.164, p-value 0.030) and was accepted.

Table 10: Assessment of structural model

Path	Beta	SD	T-value	P-value	Decision
DL → TI	0.387	0.042	9.297	0.000	Accepted
WPI → TI	0.100	0.051	1.969	0.049	Accepted
DL → WFC	-0.162	0.057	2.836	0.005	Accepted
WPI → WFC	0.351	0.045	7.803	0.000	Accepted
WFC → TI	-0.118	0.052	2.287	0.022	Accepted
DL →WFC→TI	0.019	0.012	1.664	0.096	Rejected
WPI→WFC→TI	-0.041	0.019	2.164	0.030	Accepted

Source: Calculated by the author

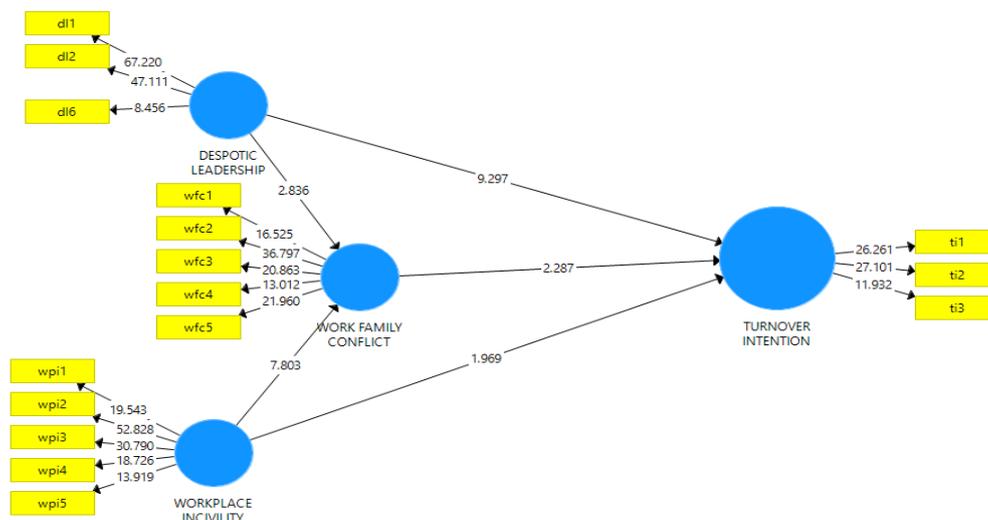


Figure 3: Structural Model

5. Discussion

The results were achieved through two main approaches, the measurement model and the structural model through Smart PLS. Current research proposed a significant positive effect of DL on TI (turnover intention) among medical staff (nurses) in the healthcare organization in Punjab of Pakistan based on empirical evidence (Hamwan, Mat, & Al Muala, 2015; Nauman, Fatima, & Haq, 2018). Current research has found a significant and positive effect of DL on TI. DL→TI (B= 0.387, t value = 9.297, p-value =0.000), the Current study is also consistent with empirical evidence in the literature supporting the findings of the current study, such as those who have narrated the adverse effect of despotic leadership, which increases the plan to quit their job among nurses. The despotic role played by the supervisor reveals negative and poor leadership, which ultimately increases the intention of turnover (Haman, Mat & Al Maule, 2015). Due to the despotic leadership style, there are chances of providing poor and delayed services to nurses, which can damage the organization in both financial and non-financial aspects (Alharbi, 2017). Furthermore, there are chances that the dark side effects of despotic leaders show an adverse influence on nurses' behaviour which ultimately increases the intention to leave the job (Nauman, Fatima, & Haqq, 2018).

Current research has proposed a positive significant effect of workplace incivility on turnover intention based on existing literature evidence (Rahim & Cosby, 2016). Sharma and Singh (2016) and Cortina et al. (2013) Hendry Adi and Zannati (2018). While assessing the research model, the current research found a positive but insignificant relationship between workplace incivility and turnover intention WPI→TI (B=0.100, t value =1.969 p-value = 0.049) As incivility is treated as harmful behaviour at work, but is ambiguous (Andersson & Pearson, 1999) which indicates more towards burnout and exhaustion, but not directly toward the turnover intention. Therefore, based on evidence from the literature, it was quite possible that WI had a significant direct effect on TI.

To investigate the proposed relationship, the current study from collected data found a negative but significant relationship between despotic leadership and work-family conflict. DL→WFC (B= -0.162, t value = 2.836 p-value =0.005), Thus based on the consideration of the p-value Finding of the current research is also in line with the conservation of resource theory as this may be the reason that due to the lack of resources, create conflict at work and family life, hence create work-family conflict, this may be due to lack of proper supervision (Malik & Sattar, 2019). It is clear from previous research examples that despotic leadership directly affects work-family life and creates work-family conflict. The proposed relationship was a positive significant relationship

based on (Nauman, Zheng, & Basit, 2021; De Clercq, Haq, & Azeem, 2020; Nauman, Fatima, & Haq, 2018) but the current research findings are a negative but significant association. It was ambiguous that there is a negative relationship between despotic leadership and work-family life (Chi, Yang, & Lin, 2018) which has been proven in current research that there is a significant negative relationship between despotic leadership and WFC of nurses in the healthcare industry of Pakistan.

Based on research evidence (Lim & Lee, 2011; Chi, Yang, & Lin, 2018), current research proposed a positively significant relationship between WPI and work-family conflicts. While assessing the structural model to test the hypotheses based on collected data, current work found a significant and positive association between WPI (workplace incivility) and WFC. $WPI \rightarrow WFC$ ($B = 0.351$, t value = 7.803 p -value = 0.000) Therefore, based on the findings of the current study, the proposed hypotheses were accepted. This was quite possible because of incivility at the workplace (Demsky, Fritz, Hammer, & Black, 2018; Nicholson & Griffin, 2015); employees become less engaged at work, raising negative concerns between leaders and employees and thus creating conflict incivility and work and family. Additionally, due to uncivil behaviour from leaders at work, employees feel negative emotions and a negative effect on time after work due to a lack of resources (Tremmel & Sonnentag, 2018) feel work-family conflict. Furthermore, in line with COR theory, due to the loss of resources, employees feel incivility at work and try to invest resources from the family side, and thus due to such action, work-family conflict gets raised (Hobfoll, 1989). Hence, based on both theoretical and empirical findings of current research are supported by the literature.

Based on empirical evidence such as Abobaker and Edward (2020), Harun, Mahmood, and Som (2020), and Chen, Brown, Bowers, and Chang (2015) have proposed a significant positive relationship between work-family conflict and turnover intention. During the evaluation of the structural model based on the collected data, the current study found a negative but significant relationship between work-family conflict and turnover intention $WFC \rightarrow TI$ ($B = -0.118$, t value = 2.287 p -value = 0.022) Conflict increases when there is a clash between WF (Isenhour et al., 2012) due to these clashes workers, especially nurses, who are overloaded due to more patients and shortage of both resources (Maloney, 2018) and supporting staff (Abdullah et al., 2014) due to which nurses start thinking of quitting from an existing job. In the long run, a negative relationship between the relationship of work-family conflict and turnover intention is quite possible (Yildiz Yildiz, & Arda, 2021). There may be several reasons behind this, as nurses may become habitual to deal with the work-life balance, and another reason could be that the current job of nurses is need-based, and they do not see any other suitable option for new jobs, so they tend to show a negative association between WFC and TI.

During the evaluation of the mediating relationship, WFC did not mediate between DL and TI ($B = 0.019$, t value = 1.664, p -value 0.096) Based on the findings, this can be narrated that work-family conflict has mediated the proposed relationship and the proposed hypotheses were supported. Based on empirical evidence that despotic leadership is the key reason for more turnover intention because leaders prioritise their choices over subordinates (De Hoogh & Den Hartog, 2008) due to which there are more chances of high turnover intention. Second, WFC significantly mediated the relationship between WPI and TI ($B = -0.041$, t value = 2.164, p -value 0.030) and was accepted. WFC becomes born when there are more clashes between WFC demands, making it difficult for healthcare personnel to manage, and this misbalance becomes the reason for conflict at work. Research such as Babalola et al. (2016) stated that work-family conflict raises employee turnover. Along with this, the WFC has a high power of predicting turnover intention (Shuren, 2009).

5.1. Implications and Future Research

The findings of this research will add evidence from the literature on the effect of despotic leadership and WPI ON TI. This current research also adds to the literature on the significant mediating role of work-family conflict between relationships of despotic leadership, workplace incivility, and turnover intention. Current research has many theoretical implications in terms of the conservation of resource theory. According to COR the employees face despotic leadership, and they experience more turnover intention (Mahdi, Mohd, Mohd, Skat & Abang, 2012; Bandhanpreet, Mohindru & Pankaj, 2013; Lau, McLean, Lien & Hsu, 2016; Elci et al., 2018; Chang et al., 2019; Amrosy, Elkholy & Elshal, 2019). Thus, it would be difficult for the workers, especially nurses facing the issue of despotic leadership,, to remain in the same organisation, so, therefore, they think to switch from their existing job hence turnover intention rate increases among nurses in the healthcare sector.

Besides theoretical implications, current research has several practical implications. The findings of the current study will be helpful for medical ruling bodies, such as the Pakistan Medical Council, for the implementation of strategies that will be helpful to cope with the severe problem of the intention of turnover. This will be helpful to the entire healthcare industry, especially the Punjab Punjab Ministry of Health, based on the limited resources that need to be utilised effectively to solve the issue of intention to turnover. Furthermore, by using the findings of the current study, health professionals can develop good working behaviour to control workplace incivility, work-family conflicts and despotic leadership.

6. Conclusions

Currently, this provides various perspectives, which show that employees (nurses) from the healthcare industry experience highly despotic leaders, workplace incivility, and work-family conflict while working. All these are due to a high workload shortage of staff and other supporting resources. This study found that despotic leaders are

self-centred and do not have support for the nurses' staff. Nurses are facing uncivil behaviour from patients, attendants, and hospital staff. If nurses are not motivated and supported while performing their job at the healthcare centre, this will definitely adversely affect the health industry in conditions of the loss of precious lives of patients, and heavy financial losses are expected in terms of loss of nursing staff due to their switching behaviour from the current job as this research has found a significant role for despotic leaders, work-family conflict, and workplace incivility as predictors of turnover intention. These results can be improved by providing training to both leaders and subordinates.

Furthermore, this research is limited to nurses, furthermore, for comprehensive results, leaders should be added as a sample of the research; additionally, more variables can be added, as due to time and budget constraints, this research was limited to two independent variables, one mediator and one dependent variable, in future more variables as mediators or moderators can be added. First, current research is based on healthcare nurses, but future research can be done in a vast scope that includes many healthcare professionals. Further future research can be done to cover other industries. Second, this research was carried out on nurses only, future research can be carried out on leaders and other senior-level staff to find more concrete findings on the reasons for the intention of turnover. Third, this research was based on cross-sectional covering one-time data collection, future research can be done based on longitudinal bases to measure the cause-and-effect relationship.

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