

The Role of Workload, Nepotism, Job Satisfaction, and Organizational Politics on Turnover Intention: A Conservation of Resources Perspective

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Background: Despite extensive research on employee turnover intention in the existing literature. Previous studies have paid rare attention to the role of workload (WL), nepotism (N), job satisfaction (JS), and organization politics (OP) on turnover intention, especially, mediating the effect of harassment between WL, N, JS and OP on turnover intention in the Pakistani context. This study is using Hobfoll's conservation of resources (COR) theory.

Methods: Data were collected from 189 female employees (doctors and nurses) working in public and private hospitals in the province of Sindh, Pakistan, by adopting a purposive sampling technique. SmartPLS and SPSS were used to analyze the data.

Results: The results demonstrated that workload and job satisfaction are positively related to harassment. At the same time, harassment has a direct effect on turnover intention. More importantly, harassment partially mediated the effect between workload and job satisfaction on turnover intention. In contrast, nepotism and organizational politics did not observe any significant relationship with harassment. However, it also did not have any mediating impact of harassment between nepotism and organizational politics on turnover intention.

Conclusion: There is a lack of research on the antecedents of turnover intention in the existing literature especially in the developing country context (Pakistan). Furthermore, this study examined the mediation mechanism of harassment on turnover intention. In this way, this is an original contribution to the body of knowledge. Finally, COR theory has been utilized to explain how antecedents of turnover intention play their role along with harassment at the workplace. This study also advances the existing literature on human resource management. The current study provides insightful guidelines to policymakers, managers, and HRM practitioners for devising employee-friendly policies at the workplace.

Keywords: *Workload, Nepotism, Job satisfaction, Organizational politics, Harassment, Turnover intention, Healthcare*

1 Introduction

Employee retention remains a critical issue for organizations. Besides the in-depth and numerous studies

on employee turnover issues, it is still a challenge for behavioural sciences researchers and industry practitioners (Hom et al., 2017). Moreover, earlier studies indicated due to turnover intention, companies suffer from losses, and it ranges from 90 to 200% of annual salary, talent acquisi-

tion, and talent management expenses (Reina et al., 2017). However, the turnover of the experienced workforce adversely affects the organizational environment and morale of retained employees and consequently, decreases the productivity and efficiency of an organization (Holtom & Burch, 2016; Price, 2001). It remains to be the most substantial challenge for an organization to retain a skilled and knowledgeable workforce.

As per a study conducted by the US Bureau of Labour Statistics (BLS, 2020), there are about 3.5 million people reported who have quit their jobs. Similarly, in Asian context, employee turnover has also drastically increased. The turnover problem has been widely studied for many decades. It has been found that employee turnover is an expense for organizations, and it not only affects productivity but also has devastating effects on effectiveness (Zheng and Lamond, 2010).

Previous research shows that employees' performance and competitiveness has triggered scholars' interest to highlight issues through research in the service or non-service sector (Hussain et al. 2020). In light of this, this study tries to examine the effects of workload, nepotism, job satisfaction, and organizational politics on turnover intention. The increased workload amongst nurses has shown to negatively impact wellbeing and turnover intentions (Jourdain & Chenêvert, 2010). Previous evidence revealed nepotism is a negative aspect that influences workers' performance appraisal, specifically performance evaluation, payments, and job satisfaction (Arasli and Tumer, 2008). There is also sufficient literature available on the relationship between politics and organizational consequences, and scholars have had the interest to explore this relationship further (Drory & Vigodagadot, 2010). Researchers have integrated politics with the most investigative job outcomes to analyze the intention to quit and its effect on organizational policies and the researcher has put efforts to investigate it further (Saad & Elshaer, 2017).

Most of the studies on this issue have been carried out in Western countries (Holtom et al. 2008). There are rare studies conducted in a non-Western context (Chen and Francesco, 2000; Pomaki et al., 2010). Moreover, Holtom et al. (2008) highlighted that there is a need to explore the turnover intentions of employees across cultures. Therefore, in this study, the focus is to explore the factors that lead to turnover intentions in the Pakistani context (Majeed & Jamshed, 2021). This research aims to identify the underpinning areas of turnover intention in Pakistan. Pakistan is an emerging economy and companies around the world are interested in investing and getting skilled labour. It is also different culturally from the western cultural context, specifically in power distance.

This study attempts to address the research gap in several ways with the existing literature. Firstly, this study is novel in the sense that it explored the factors that affect turnover intention, which is neglected in the context of Pa-

kistan. Secondly, this study tries to examine the main problem of harassment in the workplace for female employees, especially nurses in the hospital working environment. This study examined harassment as a mediator between workload, nepotism, job satisfaction, and organizational politics. To date, few studies focused on the mediating effect of harassment, but similar constructs like cynicism, bullying, mobbing were used as mediating variables (See Laeeque et al., 2018; Liu & Lo, 2018). Finally, this study tested COR theory to know the effect of antecedents of turnover intention via harassment in the power distant culture in Pakistan.

2 Literature Review

2.1 Conservation of resources (COR) theory

Employees who quit their present employment are likely to need to spend significant resources (cognitive, emotional, and physical) or not just seeking new employment but also adapting to the new environment, according to the COR hypothesis (Hobfoll, 1989). Importantly, the COR model suggests three distinct ways in which employees' desire to leave is influenced by workload, nepotism, job satisfaction, organizational politics, and harassment. When a worker perceives a danger to his or her valuable resources, he or she expects a probable loss in the first scenario. The second scenario is when the worker has already used all of his or her resources (e.g., trust from co-workers, confidence in the job, or valued window office due to re-organization). The third scenario occurs when a worker is unable to acquire a substantial quantity of resources after investing them (e.g., no promotion despite updated educational credentials). Harassment is the fourth circumstance, and it leads to a good desire to leave. Any one of these four scenarios may cause employees to get burnt out and eventually quit since the pace at which job demands deplete human resources is usually faster than the pace at which resources are repaired or replaced (Hobfoll & Freedy, 1993).

2.2 Workload

According to previous evidence, workload widely affects turnover intention (Liu & Lo, 2018). More importantly, workload can have a positive or negative impact on a doctor's performance. If the impact is long term, nurses and doctors intend to leave the organization, and this also results in mental and physical health problems, weak family relations, job stress, and increasing divorce rates.

H1: Workload will be positively associated with harassment

2.3 Nepotism

The word nepotism has a negative connotation. It refers to giving an advantage to a cousin or relative in an organization based on kinship rather than the individual's talents, competencies, experience, or skills for the position. A prior study conducted by Kerse & Babadag (2018), investigated the effect of nepotism/favouritism on turnover intention of hotel workers. Their study found nepotism to have a positive result on turnover intentions. An employee who is facing nepotism may have a negative attitude towards the organization's atmosphere, and this results in turnover intention. Although, when skilful employees know about nepotism, they feel demotivated, they do not perform up to their mark, and most employees leave their jobs and due to this the turnover ratio of these organizations is exceptionally high (Aldossari & Bourne, 2016).

H2: Nepotism will be positively associated with harassment

2.4 Job Satisfaction

According to the available literature, job satisfaction has the most significant impact on turnover intention (Trevor, 2001) and it is a key predictor to determine the reasons of turnover intention (Yanchus et al., 2017). Job satisfaction is reinforced employee perception about organizational change and management and its effect on job attitudes and turnover intentions (Armenakis & Bedeian 1999). A prior study explored job satisfaction as a potential moderator between organizational support, perceived alternative job opportunity and organizational commitment with turnover intention (Albalawi et al., 2019). Additionally previous research also revealed that job satisfaction and turnover intention had a weak relationship (Porter & Steers 1973). It is also important to mention that prior studies have focused on the turnover intentions of nurses in the Western context (Quek et al., 2021).

H3: Job satisfaction will be negatively associated with harassment

2.5 Organization Politics

Organization politics plays a vital role in the performance of employees at workplace. Employees prefer to leave the organization but do not engage themselves in organizational politics (Labrague et al., 2017). In the current literature review, two types of removal behaviours were exercised by Hulin (1991), one was psychological removal and the other physical removal. Withdrawal from any situation due to psychological factor makes a worker physically present but mentally absent / disengaged from the workplace. Physical absence from the workplace is the

real outcome of the downfall of an organization, and this physical absence can be found in the context of organizational politics.

However, Labrague et al., (2017) found that the greater the perception of organizational politics, the greater the rate of turnover intention at an individual level, and this makes them leave the organization. Leaving an organization, especially in the private sector, is substantially high and still, this price is not intolerable by the management. According to Vigoda (2000), when the employees in the tested private organizations were exposed to the political scenario, they chose to be withdrawn psychologically rather than leaving the organization. From culture to culture across different organizations, there was a strong link between perceptions of org: politics and employee Turnover Intention. Due to organizational politics, employees who work hard have job stress and thus, they do not want to be a part of that organization and all that is causing a distraction for them; all of these are the reasons that employee turnover intention is too high (Labrague et al., 2017).

H4: Organizational Politics will be positively associated with harassment

2.6 The mediating effect of harassment

There are few studies where harassment has been considered as a mediating variable, but similar constructs like cynicism, bullying, and mobbing were used as a mediating variable. The results concluded that nepotism has a positive impact on cynicism and work withdrawal, and cynicism mediates between nepotism and withdrawal. Furthermore, the study also revealed that the effects of Employee Cynicism on withdrawal were more on females (6.7 times) and the impact of nepotism on Work Withdrawal were more on Males (2.1 times) and outlined the strategies that should be followed to keep employees more productive (Abubakar et al. 2017). As a mediating variable, Workplace Bullying was used that affects Organizational Politics. This analysis revealed that organization, politics, and conflicts have a positive impact on Workplace Bullying among nurses. The study also showed that workplace bullying increases conflict between groups (Hong et al. 2019).

According to Deery, et al., (2011) found the difficulties of harassment that nurses have to face from the patients, their colleagues, and the top management of the hospital. It also indicates that despite the existence of zero-tolerance policy on harassment in the hospital, the reports suggest that nurses are harassed due to which the turnover ratio is too high. According to past literature, we found that sexual harassment may have a different meaning from males' and females' perspective. Normally, females are more receptive to sexual attitudes than males (Geer & Robertson, 2005). Females also find themselves uneasy due to workplace romance. According to Baumeister & Twenge

(2002) research, this can be explained by the western culture where harassment of females at the workplace is given more hype and male harassment is left relatively unnoticed. This results in females' severe behavioural intentions for quitting the job. Similarly, Fredrickson et al., (1998) revealed that women usually are exposed to sexual harassment, which is linked to their disrespect and being emotionally blackmailed. Prevailing sexual harassment at the workplace may influence women's job attitudes and give rise to their nervousness at work. As the authority of the organization is mostly in the hands of males. Hence, every situation that has to happen at the workplace negatively hits females' job performance and causes adverse

feelings in females leading to increased turnover intention (Ajzen & Fishbein, 1975).

H5. Harassment is positively associated with turnover intention.

H6. Harassment will mediate the relationship between workload and turnover intention.

H7. Harassment will mediate the relationship between nepotism and turnover intention.

H8. Harassment will mediate the relationship between job satisfaction and turnover intention.

H9. Harassment will mediate the relationship between organizational politics and turnover intention

(See Figure.1)

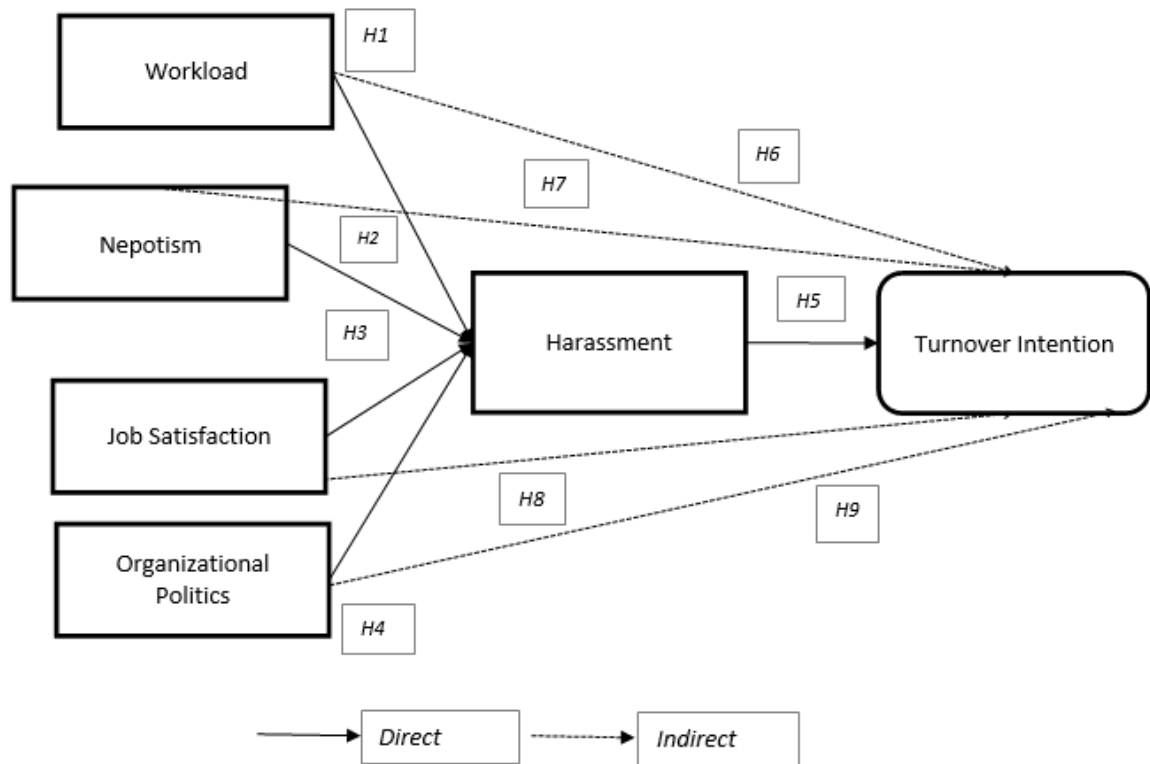


Figure 1: Conceptual Framework

3 Method

3.1 Sample and Procedure

To obtain accurate measurements, we have conducted a statistical analysis for which we have used a quantitative approach because the nature of our study is deductive. The tools we have used in this research to conduct statistical analysis include IBM SPSS 21 and Smart PLS 3.0. For the collection of data, we have distributed the questionnaire

and used descriptive and inferential statistics to analyze the data.

The population for this research includes all female doctors and nurses of Pakistan, who are working in private and public sector hospitals. The total number of Doctors/ Dental Surgeons in Pakistan is 136292 who have done bachelors and 26134 are those who have done specialization. There are 60330 registered Nurses, out of which 11912. We have calculated the sample by the product of 30 respondents and the number of constructs, i.e., 30 x 6 = 180 respondents. As our research contains a complex mod-

el, and it is necessary to obtain accurate results to interpret our findings. We have collected 189 responses by using a purposive sampling technique.

3.2 Measurement Scale

For data collection, the five-point Likert scale has been used to measure the items, ranging from strongly agree (1) to strongly disagree (5). The adopted questionnaire has a total of 36 questions, all of which have been adopted from previous studies. It is based on six variables, five of which are independent. The independent variables include Nepotism, Organization, Politics, workplace harassment, and workload. Whereas, the dependent variables are employee turnover intention and job satisfaction. The questionnaire was circulated online via Google Docs as well as physically. The construct workplace Harassment and its items were adapted from Savicki et al., (2003), the construct Organization Politics and its items were revised from Kacmar & Ferris, (1991), This eight-item construct of nepotism was adopted from the previous study of Arsali et al., (2006), The seven-item construct of Workload was adapted from Zahra et al. (2018), the construct Job Satisfaction was modified from the previous study by Macdonald & MacIntyre (1997) and this seven-item construct of Turnover Intention was adapted and (Arasli, Bavik, & Ekiz, 2006). All these constructs have already established reliability, i.e., $CA > 0.7$. According to Cronbach (1951), the questionnaire is reliable as all values of Cronbach's alpha are greater than 0.7.

3.3 Analyses

3.3.1 Demographic Profile

Our sample consists of 189 responses out of which 118 respondents (62%), the majority are between the age of 21 and 30, and 3 respondents (2%) belong to the age group above 50 years. Majority of the respondents were those with a bachelor's degree, i.e., 117 (64%), and 5 respondents (3%) have completed their MPhil/PhD degree. Majority of the respondents, i.e., 87 (45%), are receiving their salary between 25,000 PKR and 50,000 PKR, and 9 respondents (5%) are receiving their salaries less than 25,000 PKR. Moreover, 37 (19%) respondents are getting their salaries between 50,000 PKR and 75,000 PKR. The majority of the respondents, i.e., 99 (52%), are experienced from 1 year to 5 years, and 9 respondents (5%) are experienced more than 10 years. Moreover, 44 (23%) of the respondents are experiencing less than 1 year that is also a significant proportion representing young female healthcare practitioners.

3.3.2 Descriptive Analysis

To check the normality of the data, descriptive statistics have been performed. It is used to test the univariate validity. The skewness and kurtosis within a range of ± 3 represent that the data is normally distributed. The tool which we have used to perform descriptive statistics was IBM SPSS21. The results are shown in Table 1.

Table 1: Descriptive Analysis

| Constructs | Mean | Std. Deviation | Skewness | Kurtosis |
|------------------------------|------|----------------|----------|----------|
| Harassment (H) | 3.55 | 1.48 | -0.69 | -0.96 |
| Turnover Intention (TOI) | 3.50 | 1.42 | -0.55 | -1.03 |
| Organizational Politics (OP) | 4.28 | 1.13 | -1.78 | 2.34 |
| Nepotism (N) | 4.30 | 1.14 | -1.88 | 2.66 |
| Workload (WL) | 4.31 | 1.13 | -1.97 | 2.98 |
| Job Satisfaction (JS) | 3.37 | 1.19 | -0.55 | -0.63 |

If the data is not normally distributed, regression analysis cannot be conducted. After confirming the normal distribution of data using the conditions. It was identified that the data fulfils the normal distribution conditions, i.e., the values of skewness and kurtosis are within the range of ± 3 as depicted in Table 1.

3.3.3 Reliability of the Construct

The values of Cronbach's alpha and composite reliability are greater than 0.7, which means all constructs are reliable. With the current responses, we have reestablished the reliabilities, which are shown in Table 2.

Table 2: Measurement Model and Reliability and Validity Analysis

| Constructs | Indicator | Factor Loading | Average Variance Extracted (AVE) | rho_A | Composite Reliability | Cronbach's Alpha |
|------------------------------|-----------|----------------|----------------------------------|-------|-----------------------|------------------|
| Workload (WL) | | | | | | |
| | WL1 | 0.958 | | | | |
| | WL2 | 0.941 | | | | |
| | WL3 | 0.974 | | | | |
| | WL4 | 0.974 | 0.924 | 0.985 | 0.987 | 0.984 |
| | WL5 | 0.957 | | | | |
| | WL6 | 0.963 | | | | |
| Nepotism (N) | | | | | | |
| | N1 | 0.974 | | | | |
| | N2 | 0.966 | | | | |
| | N3 | 0.967 | | | | |
| | N4 | 0.972 | | | | |
| | N5 | 0.975 | 0.941 | 0.991 | 0.992 | 0.991 |
| | N6 | 0.969 | | | | |
| | N7 | 0.972 | | | | |
| | N8 | 0.963 | | | | |
| Job Satisfaction (JS) | | | | | | |
| | JS1 | 0.760 | | | | |
| | JS2 | 0.752 | 0.586 | 0.972 | 0.850 | 0.839 |
| | JS3 | 0.765 | | | | |
| | JS4 | 0.784 | | | | |
| Organizational Politics (OP) | | | | | | |
| | OP1 | 0.913 | | | | |
| | OP2 | 0.971 | 0.909 | 0.963 | 0.968 | 0.950 |
| | OP3 | 0.975 | | | | |
| Harassment (H) | | | | | | |
| | H1 | 0.957 | | | | |
| | H2 | 0.958 | 0.898 | 0.982 | 0.984 | 0.981 |
| | H3 | 0.914 | | | | |
| | H4 | 0.907 | | | | |
| | H5 | 0.961 | | | | |
| | H6 | 0.966 | | | | |
| | H7 | 0.971 | | | | |
| Turnover Intention (TOI) | | | | | | |
| | TOI1 | 0.959 | | | | |
| | TOI2 | 0.965 | | | | |
| | TOI3 | 0.975 | 0.926 | 0.985 | 0.987 | 0.984 |
| | TOI4 | 0.965 | | | | |
| | TOI5 | 0.935 | | | | |
| | TOI6 | 0.975 | | | | |

The above table shows that all variables have values of Composite Reliability and Cronbach's alpha higher than 0.7. Thus, it fulfils the criteria of not less than 0.6 validity.

3.3.4 Correlation analysis

Correlation is used to check and measure the relation-

ship between the variables. It is the prerequisite of regression and used to check the existence of multi-collinearity. The acceptable range of correlation should be between 0.2-0.9. If the correlation is less than 0.2, then that item should be dropped and, in the case where the correlation is greater than 0.9, then it should be dropped or merged. The results are shown in Table 3.

Table 3: Correlation Analysis

| Constructs | Harassment | Job Satisfaction | Nepotism | Organizational Politics | Turnover Intention | Work-load |
|------------------------------|------------|------------------|----------|-------------------------|--------------------|-----------|
| Harassment (H) | 1 | | | | | |
| Job Satisfaction (JS) | -0.336 | 1 | | | | |
| Nepotism (N) | 0.518 | -0.235 | 1 | | | |
| Organizational Politics (OP) | 0.510 | -0.231 | 0.945 | 1 | | |
| Turnover Intention (TOI) | 0.817 | -0.247 | 0.478 | 0.47 | 1 | |
| Work load (WL) | 0.532 | -0.275 | 0.768 | 0.766 | 0.487 | 1 |

The above table shows that all variables have a significant relation among one another, i.e., greater than 0.2. Therefore, all were valid for the regression analysis.

3.3.5 Discriminant Validity

Discriminant validity were calculated to ascertain the uniqueness and distinctiveness of predictors (Hair et al., 2010). According to Henseler et al., (2015), the square root of the variant explained should be greater than the square of each pair of correlations. Since all variables were developed in different geographical areas, so it is necessary to check the validity according to our current data. Dis-

criminant validity are the tools that are used to determine the validity of constructs (Fornell & Larcker, 1981). Table 2 shows that the cumulative factor for all constructs was also above the threshold of 0.5 or 50%. Therefore, the convergent validity of the current set of data is established. Therefore, this data set fulfilled the requirement of discriminant validity presented in Table 4.

The result shows that the square root of the total variance explained by every construct is greater than the correlation values of all other constructs, which means that each construct is behaving uniquely to all other factors. The outcomes represent that the data fulfils the discriminant validity criteria (Fornell & Larcker, 1981).

Table 4 Discriminant Validity

| | Harassment | Job Satisfaction | Nepotism | Organizational Politics | Turnover Intention | Work-load |
|------------------------------|--------------|------------------|--------------|-------------------------|--------------------|--------------|
| Harassment (H) | 0.948 | | | | | |
| Job Satisfaction (JS) | -0.336 | 0.766 | | | | |
| Nepotism (N) | 0.518 | -0.235 | 0.970 | | | |
| Organizational Politics (OP) | 0.510 | -0.231 | 0.945 | 0.953 | | |
| Turnover Intention (TOI) | 0.817 | -0.247 | 0.478 | 0.470 | 0.962 | |
| Workload (WL) | 0.532 | -0.275 | 0.768 | 0.766 | 0.487 | 0.961 |

Notes. Square root of AVE (in bold on the diagonal).

Table 5: Heterotrait-Monotrait Ratio (HTMT)

| | Harassment | Job Satisfaction | Nepotism | Organizational Politics | Turnover Intention | Workload |
|------------------------------|------------|------------------|----------|-------------------------|--------------------|----------|
| Harassment (H) | | | | | | |
| Job Satisfaction (JS) | 0.265 | | | | | |
| Nepotism (N) | 0.524 | 0.139 | | | | |
| Organizational Politics (OP) | 0.524 | 0.143 | 0.972 | | | |
| Turnover Intention (TOI) | 0.831 | 0.167 | 0.484 | 0.484 | | |
| Workload (WL) | 0.540 | 0.180 | 0.777 | 0.791 | 0.494 | |

According to Henseler et al., (2015), discriminant validity was also confirmed through the Heterotrait-Monotrait ratio (HTMT). Each HTMT ratio, as mentioned in Table 5, was less than the restraining threshold of 1.0.

3.3.6 Common method bias

Harmon's Single Factor test is used as this is a cross-sectional data. This test recommended that a single factor should explain more than 40% of the variance that reduced the chances of common method bias (CMB). Therefore, this study fulfils the requirement of CMB. Thus, the common method bias was not a problem in the present study (Podsakoff et al., 2012).

4 SEM Results

PLS Structural Equation Modelling technique was used in this research to ascertain the results of the hypotheses. This approach was selected because it is applicable to a small dataset and is considered as the best approach for hypothesis testing (Hair et al., 2017). PLS Algorithm technique was used to calculate the SEM results and the bootstrapping test was used to calculate the significance of hypotheses for direct and indirect effects (Hair et al., 2017). Confirmatory Factor Analysis in PLS SEM approach is conducted by testing the measurement model and hypotheses are tested using the bootstrapping test (Streukens & Werelds, 2016).

4.1 Direct effect

Our results demonstrate that Workload (WL), job satisfaction (JS) have a significant positive relationship with harassment (H). Thus, the regression coefficients and t-values showing: WL ($\beta = 0.275$, $t = 2.662$), JS ($\beta = -0.199$, $t = 3.578$). Whereas the nepotism (N) and organizational politics (OP) hypotheses are rejected (see Table 5). Figure 2 depicts the structural model of the direct effects.

4.2 Indirect effect

The structural model further shows an indirect effect as per our analysis; the results show that harassment (H) has a positive impact on turnover intention through a mediating variable; Harassment ($\beta = 0.821$, $t = 21.507$), at the same time workload (WL) and job satisfaction (JS) have a significant impact on turnover intention via a mediating variable; TMC with an estimation of WL ($\beta = 0.224$, $t = 2.609$) and JS ($\beta = -0.163$, $t = 3.538$)

4.3 Coefficient of determination (R2)

The coefficient indicates the percentage of variation in the Dependent Variable that has been explained by the predictor (independent) variable. On the other hand, the Adjusted R2 shows the amount of variance in the endogenous construct defined by the exogenous constructs. From Table 5, the estimated R2 of H (0.349) indicates the combined effect of the constructs, which explains some 34% of the variation in the H: WL, N, JS, and OP (as independent variables). Again, the R2 of turnover intention (0.667) shows some 66% variation in the construct: the construct explains turnover intention: H and this could be traced in Table 6 and Figure 2

Table 6 summarized that harassment could be considered as a Mediation Variable between 1) Job Satisfaction and Turnover Intentions and 2) Workload and Turnover Intention. Mediating test is an analysis undertaken by using a bootstrapping test. The Bootstrapping method with 2000 subsamples was used in this research.

All construct is reliable, that is Cronbach's alpha higher than 0.7, and valid that its cumulative factor is greater than 0.5 or 50%. The result shows (See Table. 7) the NFI of 0.90. which is closer to 1. According to the set criteria, it should be greater than or equal to 0.9. On the other hand, the SRMR is 0.07, which is less than 0.08, and according to (Asparouhov & Muthen, 2014), the SRMR should be less than or equal to 0.08. On the basis, it shows that our model is fit.

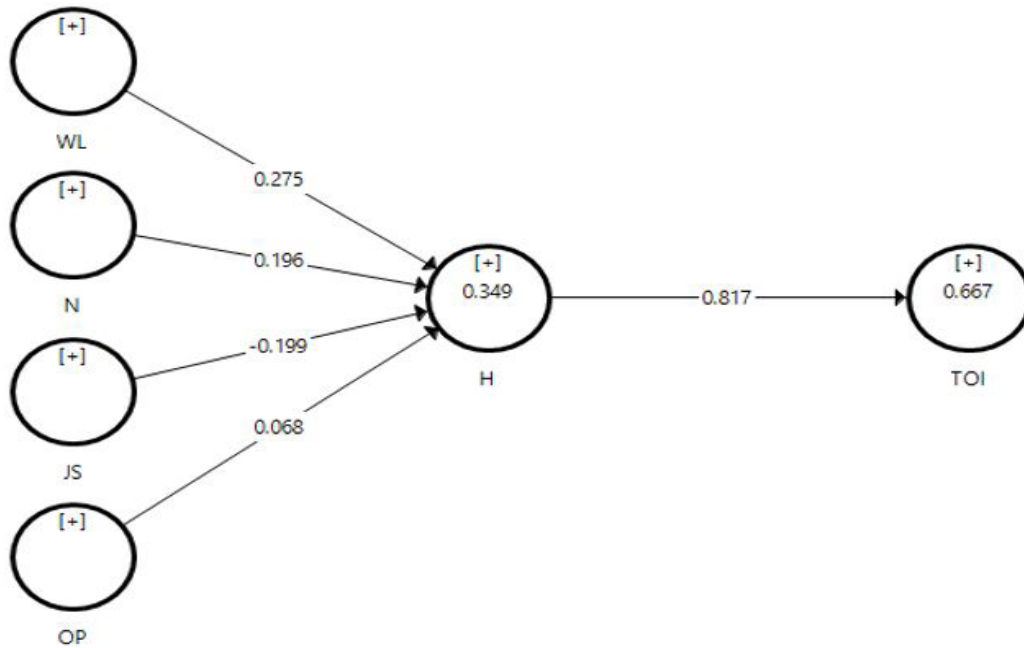


Figure 2: Structural Model (Extracted from SmartPLS 3.0)

Table 6: Path coefficient direct and indirect relationship

| Hypothesis | Hypothetical Path | Coefficient (β) | Mean | Standard Dev | t-value | p-value | Remarks |
|----------------------------|-------------------|-----------------|-----------------------------------------------------|--------------|---------|---------|-----------|
| Direct Effect | | | | | | | |
| H1 | WL → H | 0.275 | 0.271 | 0.103 | 2.662 | 0.008 | Supported |
| H2 | N → H | 0.196 | 0.177 | 0.183 | 1.070 | 0.285 | Rejected |
| H3 | JS → H | -0.199 | -0.211 | 0.056 | 3.578 | 0.000 | Supported |
| H4 | OP → H | 0.068 | 0.086 | 0.161 | 0.419 | 0.675 | Rejected |
| H5 | H → TOI | 0.817 | 0.817 | 0.040 | 20.532 | 0.000 | Supported |
| Indirect Effect | | | | | | | |
| H6 | WL → H → TOI | 0.224 | 0.222 | 0.086 | 2.609 | 0.000 | Supported |
| H7 | N → H → TOI | 0.160 | 0.144 | 0.149 | 1.076 | 0.282 | Rejected |
| H8 | JS → H → TOI | -0.163 | -0.172 | 0.046 | 3.538 | 0.000 | Supported |
| H9 | OP → H → TOI | 0.224 | 0.222 | 0.086 | 0.419 | 0.675 | Rejected |
| Dependent Variable: | | | Coefficient of determination (R²) | | | | |
| Harassment | | | 0.335 | | | | |
| Turnover Intention | | | 0.665 | | | | |

Table 7: Model fit

| | Saturated Model | Estimated Model |
|------------|-----------------|-----------------|
| SRMR | 0.077 | 0.078 |
| d_ ULS | 3.502 | 3.819 |
| d_ G | 1.988 | 1.990 |
| Chi-Square | 1769 | 1772 |
| NFI | 0.900 | 0.862 |

5 Discussion

The purpose of this study was to test the direct and indirect effects of workload, nepotism, job satisfaction, and organizational politics on the turnover intention of female employees working in public and private hospitals in Pakistan, considering harassment as a mediating variable. The problem of harassment is usually faced by female doctors and nurses working in hospitals as they have to work in night shifts as well. The responses were collected from female staff in hospitals to evaluate the conceptual model developed in this study.

This study confirms that (H1) workload is positively associated with harassment. This finding is consistent with previous research (Lewis et al., 2017). Harassment can also be caused by a heavy workload. Heavy workloads burdened the employees that lead to frustration, which contributes to employees' dissatisfaction (Hoel and Cooper, 2000). A brief period required to overcome confrontations which may exacerbate into harassment is such explanation for the link between workload and harassment.

Interestingly, the current study found that H2 nepotism did not observe any statistically significant association with harassment. In contrast, our finding is contradicting with a prior research (Abubakar et al., 2017). Employees who are facing nepotism may have a negative attitude toward the organization atmosphere (Arasli et al., 2019).

The results related to the hypothesis, i.e., H3: job satisfaction is negatively associated with harassment. The result is consistent with previous research (Alrawadieh et al., 2021). The results of this study suggest that economic incentives may drive hospitals to change their work environment considering the workloads, commandment, style of management, and using abstract communication tools. The result related to hypothesis H4: organizational politics is positively associated with harassment, did not observe any statistically significant association. This result is not aligned with the results of prior research (Walsh et al., 2013). Prior study suggests the finding that organisational politics is a strong predictor of workplace harassment that could be explained by a poor system of exploring, alleviating, and safeguarding possible victims (Farooq et al.,

2021). However, the nonsignificant result shows that the organization's politics do not play a significant role in the harassment of female staff of the hospital.

The result related to hypothesis H5: harassment is positively associated with turnover intention, has been substantiated. This research offers practical policy recommendations in response to turnover issues. Professional organisations have recently begun to pay more attention to workplace harassment, particularly regarding senior employees' careless therapy of their subordinates. Because of the wider accessibility of records proving harassment, organizations can now penalise senior staff who harass their subordinates. Organizations define methods for dealing with common workplace harassment situations, allowing employees to easily counter these kinds of circumstances. The results are consistent with prior studies on harassment and turnover intention (Deery et al., 2011; Laeeque et al., 2018).

The result related to the hypothesis H6: harassment mediated between workload and turnover intention, which has been substantiated in this study. The results are similar to prior studies on harassment as a mediator between workload and turnover intention (Laeeque et al., 2018; Liu & Lo, 2018).

The result related to the hypothesis H7: harassment mediated between nepotism and turnover intention, which has been rejected in this study. Nepotism and organizational politics did not observe any statistically significant association considering the mediating effect of harassment. As far as doctors are concerned, these people are skilled people. Therefore, nepotism may exist but not in such a way that may supersede other factors.

The results related to the hypothesis H8: Harassment mediates between job satisfaction and turnover intention, which has been substantiated in this study. The relationship between job satisfaction and turnover intention is well supported in the literature (Spector et al., 2007). The result related to hypothesis H9: Harassment mediates between organizational politics and turnover intention, which has been rejected in this study. Due to organizational politics, employees who work hard have job stress, they do not want to be the part of the organization's politics and all that causes a distraction to them. These reasons may lead

to high employees' turnover intention. The reason of the nonsignificant effect may include the skilled expertise of doctors and nurses who are less involved in the administration-related work.

This study contributes to the literature in several ways. To date, few studies have been found on employees' workload, nepotism, job satisfaction, and organizational politics due to their attitudinal and behavioural outcomes towards turnover intention. The present study enhances the importance of employee turnover intention and its determinants. Notably, by individually examining the factors (workload, nepotism, job satisfaction, and organizational politics), this study is also contributing to extend the literature. This study also confirms the significance of harassment as a mediator between workload, nepotism, job satisfaction, organizational politics, and turnover intention. Importantly, few studies have investigated the mediating role of harassment towards turnover intention (Laeque et al., 2018; Elçi et al., 2014). This study also broadens the existing literature by introducing the mediating effect of harassment among employees at the workplace. In this way, it is an original contribution to the body of knowledge. Moreover, this study takes its roots from the conservation of resources theory, this theory plays a crucial role in increasing the satisfaction and performance of employees.

The mediating effect of harassment is rarely studied in the context of Pakistani. This research helps managers and human resource practitioners to enhance organizational performance. Training should be given to managers and supervisors on how to avoid organizational politics and nepotism. The community should be built in an organization where female employees can discuss harassment-related issues openly with the management. We also recommend the hospital's administration to give special attention to work environment conditions, language use, favouritism, employee commitment, organization politics, and gender differentiation. Additionally, if such an incident occurs, a precedent must be set for the rest of employees. Managers and policymaker should devise employee-friendly policies, specifically for female employees working in hospitals that include nurses and doctors.

6 Conclusion

This study aimed to examine the impact of workload, nepotism, job satisfaction, and organization politics on turnover intention. The mediating role of harassment in organizational politics, nepotism, workload, job satisfaction, and turnover intention was also assessed. A sample size of 189 female healthcare service providers and medical workers were selected for this study.

In developing nations such as Pakistan, women face many hardships and challenges in achieving their goals. It is a predominant social set-up where females experience

harassment at some stage in their lives at workplace. In this male-dominant culture, they tend to stay silent, avoid talking to their female colleagues, and, consequently, take no action against anyone because of the fear of society. The results of this study confirm that female healthcare practitioners experience these issues in hospitals.

Harassment at the workplace is increasing exponentially, and there have been no efforts made to subdue it. Therefore, this study tested the relationships defined in the literature and confirms the association between workload, job satisfaction, and turnover intention. This study further provides guidelines to managers and HRM practitioners with regards to devising employee policies at an organizational level.

6.1 Limitations and Future Research

This study has a few limitations; firstly, this study is limited in geographical concern (Pakistan) which has a dominant power culture. The specific focus of the research was to collect responses from the metropolitan city areas where females usually work. Harassment is a practical issue for female employees at the workplace in the prevailing power society. Other urban areas and small towns were ignored in this study. Future research will cover this limitation and other researchers may also replicate our model in other cultural settings. Secondly, our research provides an avenue for further research by evaluating other factors in determining turnover intentions like job stress, work-life conflict, work engagement, compensation satisfaction, and job security. These factors may be selected in future research to provide further analysis related to the work issues females have to face at workplace. Thirdly, future research looks at the interaction effect of abusive supervision on turnover intention and psychological wellbeing. Finally, the psychographics and demographics of the female participants were not used in the model for analysis because of the limited scope of this research. In the future, psychographics and demographics of the females may also be selected for further analysis.

Acknowledgement

The authors are thankful to the Internal Grant Agency of FaME TBU No. IGA/FaME/2020/010, project title: "The Measurement of Performance in Selected Sectors with The Emphasis on Human Resources Indicators" for providing financial support to carry out this research.

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Vpliv delovne obremenitve, nepotizma, zadovoljstva z delom in organizacijske politike na namen zamenjati zaposlitev iz perspektive ohranjanja kadrovskih virov

Ozadje: Raziskave o nameri fluktuacije zaposlenih so redko namenile pozornost vlogi delovne obremenitve (WL), nepotizmu (N), zadovoljstvu z delom (JS) in organizacijski politiki (OP) pri nameri menjave zaposlitve, še zlasti niso namenile pozornosti posrednemu učinku nadlegovanja, med WL, N, JS in OP o nameri zamenjave zaposlitve. Naša študija izhaja iz Hobfoll-ove teorije ohranjanja virov (COR).

Metode: Podatke smo zbrali pri 189 zaposlenih ženskah (zdravnicah in medicinskih sestrah), ki delajo v javnih in zasebnih bolnišnicah v provinci Sindh v Pakistanu z namensko tehniko vzorčenja. Za analizo podatkov smo uporabili SmartPLS in SPPS.

Rezultati: Delovna obremenitev in zadovoljstvo pri delu pozitivno povezana z nadlegovanjem. Hkrati ima nadlegovanje neposreden vpliv na namen zamenjave zaposlitve. Še pomembneje je, da ima nadlegovanje delno posredni učinek med obremenitvijo in zadovoljstvom z delom na namero o menjavi zaposlitve. Nasprotno pa nepotizem in organizacijska politika nista pokazala pomembne povezave z nadlegovanjem. Tudi nismo ugotovili nobenega posrednega vpliva nadlegovanja na namen zamenjave zaposlitve med nepotizmom in organizacijsko politiko.

Zaključek: Izvirni prispevek te študije je preučevanje posredovalni vpliva nadlegovanja na namen zamenjave zaposlitve. COR uporabljena za razlago, kako predpostavke namena menjave zaposlitve vplivajo skupaj z nadlegovanjem na delovnem mestu. Študija daje oblikovalcem politik, menedžerjem in kadrovskim delavcem vpogled v smernice za oblikovanje zaposlovanju prijaznih politik na delovnem mestu.

Ključne besede: *Delovna obremenitev, Nepotizem, Zadovoljstvo z delom, Organizacijska politika*