

Exploring the Relationship between Despotic Leadership, Work Stress, and Turnover Intention: The Mediating Role of Work-Family Conflict

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Abstract

Purpose—This study was intended to measure the effect of despotic leadership, and work stress on turnover intention among nurses in Punjab Pakistan. To achieve the purpose and objectives current study targeted nurses from the healthcare sector of Punjab Pakistan. Building on the conservation of resources theory, this paper this theory covers all variables. **The design / methodology / approach** population of registered nurses was 64,848. A total of 573 questionnaires were distributed data were collected through cluster sampling using questionnaires 411. Data were assessed through SPSS and the model was assessed through Smart PLS. **Findings** – The results showed that despotic leadership and work stress have a direct positive effect on turnover intention, Overall interrelations among the independent variables showed a positive strong relationship and a negatively related to intent to leave the organization. The current study has several implications stated in the article. **Practical implications** – The results provide empirical evidence that despotic leadership, and work stress, are positively related to intent to leave the organization. Furthermore, the conceptual framework of this study can be a guide to future research on turnover intention. **Originality/value** – This study is unique, as it is the first study conducted on despotic leadership and work stress in a hospitality setting. The study responded to scholarly calls made to enrich the literature about despotic leadership, work stress, and its outcomes.

Keywords: *Despotic Leadership, Work Stress, Work-Family Conflict, Hospitals, Turnover Intention, Hospitals Industry, Nurses' Turnover.*

1. INTRODUCTION

The health sector is one of the world's major sectors, contributing to the medical needs of billions of people (Arevalo, 2020). The demand for global healthcare services is tremendous. In 2018, the global health industry was valued at \$8.45 trillion. Global spending on healthcare could cross over \$10 trillion by 2022 (Boeriu, 2019). The global healthcare market industry is growing faster than GDP in most countries, the World Health Organization (WHO, 2017). In 2018, the global healthcare industry's revenue was \$1.853 trillion, a rise of 4.5% on a year-on-year basis (Arevalo, 2020). The production and provision of goods and services relating to health, the opportunities for stable economic growth and employment in economies around the world are affected by the employment of health employees, emerging technology, and capital invested in hospitals, clinics, and other healthcare infrastructure .in fact, these effects lead to population health improvement (Mohammad & Wang, 2019). Current associations worldwide need a workforce that focuses on stable development and improvement of employer, employee, and network over the long haul. 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 grabbed increasing attention globally, and it includes departments, organizations, and resources such as physical, financial, and human resources organized to provide health services that fulfill people's needs (Summer & Hoadley, 2014).

In the healthcare 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 give better healthcare services and benefits, particularly when it comes to patient care for quality patient consideration and the human services framework. In like manner, the turnover intention is essential in holding and pulling in qualified staff in healthcare with the goal that they can serve human services at their most ideal (Rad & Yarmohammadian, 2006).

In the current era of globalization and competence, the nurses' turnover intention in the healthcare sector is a serious concern at the global level and getting more importance not only in developed economies like the USA and Italy (Viotti, Converso, Hamblin, Guidetti, & Arnetz, 2018) but also melting down to developing economies stated by Atefi, Abdullah, and Wong (2016); Hamid, Malik, Kamran, and Ramzan (2014) such as Malaysia, Pakistan, Thailand, Philippines, India, Ghana, and Rwanda. With the complexity of healthcare settings, high work stress, and burden causing numerous issues, most nurses showed their wish to leave the job from their current workplace (Singh & Loncar 2010).

In the Pakistan healthcare sector, nearly two-thirds of 64% of nursing workers were dissatisfied with their development prospects, low resources, and job schedule. The majority of nurses were showing turnover intention due to a lack of appropriate supervision (Malik and Sattar (2019). Most of this increased turnover intention among nurses in the Pakistan health care sector (Nazir, Ahmed, Nawab, & Shah, 2016).

In developing economies such as Pakistan, because of the tremendous importance of retaining employees to reduce the turnover rate in the healthcare sector among nurses, it has generated vibrant importance. Addressing this issue (turnover intention) is essential and urgent since only a satisfied workforce would strive to remain part of the organization for a longer period, further which leads to satisfy clients, patients, and customers and contribute as the backbone in developing economies.

The issue of turnover intention In Ittefaq hospital Lahore, Pakistan nurses' turnover rate remains high as reported by Naseer, Parveen, Afzal, Waqas, and Gillani (2017). Besides this issue of turnover intention has been witnessed globally (Pang, Dan, Jung, Bae, & Kim, 2020). Along with this, Shin et.al (2020) reported turnover intention among nurses in Korean hospitals it results in higher nurse-to-patient ratios, leading to negative results.

Likewise, Pakistan is also experiencing a similar issue as reported by Naseer et.al (2017) reported an issue of high turnover among nurses in Pakistan hospitals because of the high workload and shortage of nurses. Turnover intention, which refers to the consideration of changing careers, is one of the critical factors leading to actual nurse turnover (Khan et al. 2018), which was primarily the cause of several job factors and features on a collective basis such as work environment.

Factors behind the high turnover intention of public health care in Pakistan were also associated with, decrease in work 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), shortage of

nurse, lack of planning, focus, occupational stress, long working hours, and work responsibility (Naseer et al., 2017). However, these factors were found with high turnover intention.

The healthcare sector of Pakistan mainly Punjab faces high turnover intention issues due to many reasons such as lack of proper supervision (Malik & Sattar 2019), and uncivil behavior (Laeque et al 2018). Furthermore, the high turnover intention was also observed among nurses in Punjab Pakistan due to work stress which they faced during working hours. Patients, patient attendants, and doctors were reported as a source of harassment to the nurses. They also reported depression, work-family conflicts, and inefficient work performance, as reasons for increased turnover intention (Abrar, Bashir, Nureen, & Shahzadi, 2019).

2. LITERATURE REVIEW

Theoretical perspective

Designed by Hobfoll (1988), one of the stress models is the conservation of resources model. According to Hobfoll (1989) that psychological stress occurs due to the loss of actual resources, shortage of resources gains, resource investment, and risk of loss of resources. The conservation of resources theory was designed to describe the core stress and coping process mechanisms (Hobfoll, 1989). Conservation of resource theory states that loss of resources is the primary mechanism that creates stress reaction (Hobfoll 1989).

Various studies used COR theory to test the relationship, a current study linked COR theory to despotic leadership, and work-family conflict Previous literature covers different theories that define dark 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 the dark side of leadership, the conflict between work and family.

Work-family conflict indicates a loss of resources because despotic leaders and workers are unable to perform their jobs in a better way. 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 the study by Michel, Kotrba, Mitchelson, Clark, and Baltes (2011) a variety of definitions have illustrated the relationship between work and family domains, including 'WFC', 'work-family interference', spillover, and work-family facilitation.

Conservation of resource (COR) theory was used in the study to support and substantiate our theoretical predictions. Employees exposed to a destructive workplace environment tend to have a more negative work attitude by showing less interest in the assigned work as compared to a cooperative work environment. Based on these negative behaviors, workers also experience a depletion of resources. It indicates an afterward motivation in the conservation of resources in work-related efforts (Miner, & Cortina 2016).

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). Employees having the ability to regain the lost resources and play a role in protecting the remaining resources are very suitable in resisting the negative consequences arising because of toxicity in the workplace environment (Khan, Gang, Fareed & Khan, 2020).

As per COR theory Perspective, there is a direct and significant relationship between work stress and turnover intentions. one could predict that, based on the Conservation of Resources Theory, nurses will have a higher turnover intention as a reaction to being expected to perform usually voluntary duties as a part of their job and to protect their energy resources.

However, if there is already substantial turnover intention present in the workplace, work will not be done well (Elci, Yildiz & Karabay 2018), and optimal care may not be provided to patients.

In summary, Hobfoll's (1989) COR model offers a theoretical guide for comprehending the literature. First, it suggests specific hypotheses about relationships between despotic leadership, and work stress with turnover intention and work-family conflict. Second, COR predicts the mediating role of work-family conflict between despotic leadership, and work stress, with turnover intention, lastly, COR incorporates the direct effect of work-family conflict on turnover intention.

2.2. Turnover Intention

Turnover: Turnover is defined as the separation or discontinuance of employment or membership within an organization where the employee receives compensation or benefits from the organization (Mobley, 1977). Turnover is described as a regular change of staff in the employment market among organizations, careers, and jobs as well as between the terms of being employed fulltime and being jobless (Kazi & Zedah, 2011). According to Adeniji (2009), employee turnover is a measure of the number of employees leaving and being replaced within a specific period, for example, for one year. It is expressed as a percentage of the total workforce at the commencement of this period. According to Basel and Fayza (2015), employee turnover refers to employees who leave the organization in a specific period. Price (2001) described turnover as the ratio of employees who leave the organization at a particular time to the total number of employees who are still in service at the same time.

According to Mobley (1977), the intention to leave happens just before the actual decision either to leave the current job or to remain is made. Hence, to avoid any confusion between turnover intention and turnover, researchers have attempted to explain both terminologies. According to Chen, Lee, and Chang (2010)

2.3. Despotic Leadership and Turnover Intention

Leaders and leadership are different, but the terms are inseparable. Leadership is the ability of someone to influence or direct the behavior of others to carry out activities or work in achieving common goals in an organization. A leader is a person who performs or implements leadership. The success of a leader in an organization is not a guarantee of success in leading other organizations or companies, as this depends on the style applied (Hutahayan and Yufra, 2019). Naseer et al., (2016) first introduced the concept of despotic leadership is marked by negative traits, such as authoritarianism, arrogance, and manipulation. Despotic leaders prioritize their interests over the well-being of their followers (Aronson, 2001; De Hoogh & Den Hartog, 2008). Despotic Leadership increases the level of Intention to Leave, the employees do not want to stay in the organizations under such a leadership style and employees are affected. This leadership style increases the level of turnover intention and reduces the performance of the organization. Because despotic leaders use their position and authority to reach their own goals, they may be less collaborative and show selfish behaviors towards their organizations and individuals (Adiguzel, 2019).

The destructive leader behavior is perceived as harmful and unexpected towards the organization and or subordinates which can be direct or indirect, physical or verbal, and active or passive (Harms, et al., 2017). Accordingly, leadership style continues to put impact on turnover intention, among nurses (Magbity, Ofei & Wilson 2020). Accordingly, the factor of the dark effects of destructive leadership behavior exhibited by despotic leadership has recently

been indicted in the Pakistani context (Nauman, Fatima, & Haq, 2018). Therefore, the importance of the positive influences of despotic leadership on nurses' turnover intention in the healthcare sector is very high. Therefore, this leads to base this study hypothesis:

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

2.4. Work Stress and Turnover Intention

Since many years of empirical research on the relationship of work stress and turnover intention have been investigated, much of such literature evidence supported the idea of a positive association between the relationship of work stress with employees turnover intention (Zunaidah, Nengyanti, & Hadjri 2019) Beside this, influencing individual turnover intention, there are many factors those affect turnover intention. Likewise, work stress is an important factor that influences turnover intention with a positive correlation (Lu Y et al., 2017).

The previous study referred to is Azlina and Mustapha (2012) examining the relationship between work stress and turnover intention of accounting staff in local government. Job stress is positively related to turnover intention. Due to job stress, the employee may have the intention to leave the organization summed up by (Haq 2014)

Shukla and Sinha (2014) also consider stressful working environmental stimulus to a person. The experience of job-related stress also known job stress make employees to be quit from the current job. When individuals face stress due to various conditions of their occupation and failed to cope with stress it will result in exhaustion. Work stress, influencing factor of turnover intention among physicians in Guangdong Province China. Reducing working hours, providing more opportunities for career development and training, supporting and encouraging physicians by senior managers could potentially contribute to the reduction in turnover intention (Lu Y et al., 2017) whereas some studies disclosed that work stress had a positive effect on turnover intention (Kim & Kao 2014; Liu & Onwuegbuzie 2012)

This can be elaborated as work stress increase it will high the employee turnover intention, in another way, lower the work stress lower will be the employee turnover intention. According to Zunaidah, Nengyanti, and Hadjri (2019), work stress easily leads to frustrate workers' turnover intention. Besides this, Mahfooz, Arshad, Nisar, Ikram, and Azeem (2017) conducted a study in the health care sector they found that work stress was positively correlated with turnover intention. Based on the literature evidence cited above, the higher the work pressure, the higher will be the employee turnover intention. Therefore, the current study has hypothesized that:

H2: *There is a positive relationship between work stress and turnover intention.*

2.5. 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 used unethical codes of conduct, and they have less regard for the interest of others (Naseer et al., 2016). Following their interest, they can be exploitive, controlling, and vengeful (Bass, 1990; Howell & Avolio, 1992; Aronson, 2001). Despotic leadership's harmful consequences highlight the significance of understanding the influence of such 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) Greenhaus and Beutell, (1985) recommended suggesting that

“participation in the work (family) role is made more difficult under participation in the family (work) role”.

The current study investigating the work-family conflict, subsequently focusing on the assessment of despotic leadership that encircles the work and family. Hence, the current study discusses that despotic leadership is a stressor in the workplace that leaves subordinates emotionally exhausted and drained, intensely putting their lives under stress. Therefore the current study has hypothesized as:

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

2.6. Relationship of Work Stress with Work Family Conflict

Accordingly, Byron (2005) highlighted that family-work conflict and work-family conflicts are key facets of work stress perception. Due to educational improvement in women, employee numbers in dual-income families are rising. Therefore, it is mandatory to think about the dual roles of work and family that generate stress people (Armstrong et al., 2015).

Additionally, Boyar, Maertz, Pearson, and Keough (2003) stated that, when there is high employees demand at work, it increases work pressure, due to which employees become unable to play good family member roles. Based on cited literature review current study has hypothesized the following relationship. Based on evidence current study hypothesize.

H4: *Work Stress Will Positively Affect Work-Family Conflict*

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

Turnover intention is a dependent variable of work-family conflict, Turnover is described as a regular change of staff in the employment market among organizations, careers, and jobs as well as between the terms of being employed full-time and being jobless (Kazi & Zedah, 2011). Literature shows that those individuals who assert work-family conflict are usually left their jobs.

Different research work such as Asghar, Gull, Bashir, and Akbar (2018); Ozbag and Ceyhun (2014) indicate a positive relationship between work-family conflict and turnover intention. Based on Kahn research, cited by Greenhaus Beutell (1985), dan that work-family conflict occurs where 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.

According to Netemeyer et.al (1996), work-family conflict denotes work-related results such as the intention of turnover, and organizational loyalty. Besides this, accounting professionals were found to increase quit jobs among employees especially when different work activities conflict with family issues.

Though some literature evidence such as Post, Tomaso, Farris, and Cordero (2009); and Armstrong, Atkin-Plunk, and Wells (2015) not found such results. Kusumanegara (2018), have investigated, the influence of work-family conflict on Turnover Intentions with Work Stress as an intervening variable. Basically, Work stress as an intervening variable is expected to bridge the effect of Work-Family Conflict on Turnover Intentions which may affect their turnover intention positively.

Turnover intention is most frequently discussed by scholars. Some of the earlier researches regarding the relationship between work-family conflict and turnover intention were shown by Islam, Ahmad, Ahmed, and Ahmer (2019) they found that, work-family conflict 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) Chen, Brown, Bowers, and Chang (2015) have also reported positive relationships with turnover intention in the work-family conflict. Contrary to this, there is no link between work-family conflict and turnover intention and Work-family conflict didn't influence turnover intention (Han, Han, & Choi, 2015).

In addition, research by Agustini (2008) even shows that there is no effect of Work-Family Conflict on Turnover Intention. This research was conducted on 529 employees at the public accounting firm in Jakarta and Bandung. The absence of Work-Family Conflict Influences Turnover Intention in this research because the respondents (employees) are senior employees; therefore, the possibility to get out and find a new job is very slight.

Furthermore, according to Yildiz, Yildiz, and Arda, (2021), Meta-analyses on the relationship between work-family conflict and turnover intention resulted in a reliable positive relationship between all forms of work-family conflict and turnover intention. For individuals facing conflict in their work roles, their turnover intention tends to increase. However, questions exist that why still there scarce research on work-family conflict is affecting turnover intention. Henceforth, by following the empirical evidence cited earlier current study has proposed as:

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

2.8. Work Family Conflict as a Mediator

Du Prel and Peter (2014) studied the mediating effect of work-family conflict in the association between work stress and depressive symptoms, according to Blomme, Rheede, and Tromp (2010) work-family conflict was used in the study as a mediator between workplace flexibility and turnover intentions of employees working in the hospitality industry.

In the past, scholars have associated work-family conflict as mediating variable with turnover intention. Such as (Chen, Brown, Bowers, & Chang, 2015) found a mediating effect of work-family conflict with turnover intention 976 managers showed work-family conflict has a significant negative impact on job satisfaction (Namayandeh, Juhari, & Yaacob, 2011) Similarly, found a significant mediating role of workload and work-family conflict, work-family conflict mediated the effects of passive leadership (abusive leadership on workplace behavior) (Ahmed & Omar, 2013).

Based on the evidence on the mediation of Work-family conflicts, the current study has proposed the mediating role of work-family conflict in the relationship of work stress, and despotic leadership, with turnover intention.

H6: *work family conflict will positively mediate the relationship of despotic leadership with turnover intention*

H7: *work-family conflict will positively mediate the relationship between work stress with turnover intention*

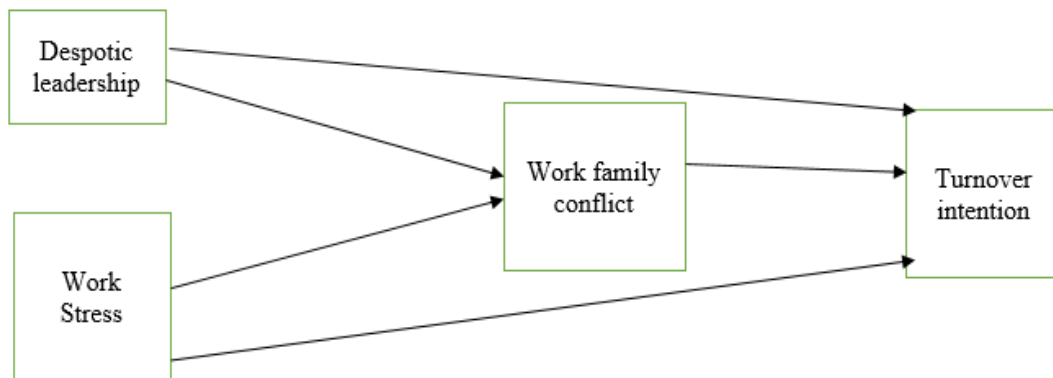


Figure 1: Research Framework

3. METHODOLOGY

3.1. Population Respondents and Sampling Technique

Registered nurses in Punjab province the target population for this study, working in the public healthcare sector. There is a total of 64,848 registered nurses in public health care hospitals in Punjab (Rafique & Nazir 2018). Salkind (2012; 1997) recommended sampling and stated that “If you are mailing out 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, a total number of 573 questionnaires were distributed among nurses concerning the allocated number of questionnaires per cluster required among working nurses in 25 districts in Punjab Pakistan which ensures generalization regarding an average response rate with previous studies in the same context.

Cluster sampling is appropriate especially when the research design covers several geographical clusters (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).

3.2. Model Assessment Approaches

The model was analyzed through SEM by using Smart PLS

4. RESEARCH INSTRUMENT AND OPERATIONAL DEFINITION

4.1. Turnover Intention

Turnover intention is defined as the thought of employees to move out from the organization, and it is defined as the conflicting judgment between whether to stay or to leave the organization (Sager, Griffeth, & Hom, 1998). The scale by Cammann, Fichman, Jenkins, & Klesh (1979) was also cited in Chen, Hui, and Seago, (1998) where the instrument has shown sufficient reliability. The scale by Cammann, Fichman, Jenkins, & Klesh (1979) was also used in Owolabi (2012).

Table 1

The measure of turnover intention

<i>Items</i>
I often think of leaving my organization
I may look for a new job next year
If I may choose again, I will choose to work for the current organization

4.2. WS (Work Stress)

Holmgren, Henseng, and Dahlin Ivanoff (2009) stated that work stress is a feeling of pressure faced in the workplace being under pressure affects the individual negatively and results in a variety of symptoms of illness and sick. Based on the definition given here, the current study operationalized work stress as a negative situation as employees face pressure while working in an organization. The current study will measure work stress among nurses in government hospitals of Punjab province, Pakistan, with 8 items (5-point Likert, 1- disagree strongly with 5- strongly agree).

Table 2

The measure of Work Stress

<i>Items</i>
1. My supervisor considers my views
2. I can decide on my workplace
3. I feel that the workload is stressful.
4. My goals at the workplace are stressful
5. Conflicts at the workplace are stressful
6. My supervisor involved in solving conflicts at the workplace
7. Taking more responsibility at the workplace is stressful
8. My extra working hours to complete the assignment at the workplace are stressful

4.3. DL (Despotic Leadership)

In this study, despotic leaders are described as having little regard for others and not concerned with behaving in socially constructive ways and will likely score low on concern for others and low on self-judgment.

Despotic leadership refers to a supervisory style to practice unethical leadership behavior and abuse resources by being selfish, displaying counterproductive behavior, unwilling to cooperate, unwell offended, and reluctant to power delegation (De Hoogh & Den Hartog 2008).

Despotic leadership has been operationalized as uncooperative supervisory style that does not support the subordinates being a selfish person. (Hanges & Dickson 2004). (This variable is calculated by 6- an item scale (5-point Likert, 1- strongly disagree with 5- 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 who 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. Supervisor wants unquestioning obedience from subordinates who report him/her
6. The supervisor is revengeful and pursues revenge when mistreated.

4.4. WFC (Work-Family Conflict)

The current study explained work-family conflict as a problem between work and family that increased experience of stress, increased absenteeism, or increased intent to turnover due to job demands (Kelloway, Gottlieb, & Barham, 1999). Greenhaus and Beutell (1985) stated work-family conflict as an inter-role conflict between the role of work and family. Based on the definition given above, the current study operationalized work-family conflict as a problem between work and family that arises due to job demands. Furthermore, to measure work-family conflict in the current study, questionnaires are adapted, 6 items were developed from Kelloway, Gottlieb, and Barham (1999), having alpha 0.797 recently has been used by Sanaz, Syqirah, and Khadijah (2013) having alpha 0.835. A further 5-point Likert scale (1- strongly disagree to 5- strongly agree).

Table 4

Work family conflict scale

Items
Kelloway, Gottlieb, & Barham, (1999)
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 for the stuff I need to do at home
5. My work puts me at home in a bad mood
6. The expectations of my work make it impossible for me to enjoy the time I spend with my family

5. 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.

5.1. Measurement Model

5.2. Reliability and Validity

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

study found all scores 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	0.932		
dl2	0.896		
dl6	0.586		
Turnover Intention		0.843	0.646
ti1	0.862		
ti2	0.869		
ti3	0.662		
Work family Conflict		0.854	0.512
wfc1	0.721		
wfc2	0.813		
wfc3	0.834		
wfc4	0.702		
wfc5	0.797		
wfc6	0.263		
work stress		0.838	0.512
ws2	0.773		
ws3	0.811		
ws4	0.557		
ws5	0.729		
w8	0.680		

Note: dl3, dl4, dl5, ws1, ws6, ws7, were deleted due to low factor loading

5.3. Discriminant Validity

Current research also assessed discriminant validity by Fornell and Larcker (1981) criteria known as the square root of AVE (table 6), and HTMT scores (table 7).

Based on scores of the square root of AVE, all values were found higher than the corresponding scores. Bold values present the square root of AVE. based on scores current study has found a sufficient level of discriminant validity in the current research model.

Table 6

Square root of AVE				
	DL	TI	WFC	WS
DL	0.819			
TI	0.425	0.804		
WFC	-0.025	-0.083	0.716	
WS	0.232	0.148	0.556	0.715

Henseler, Ringle, and Sarstedt (2015) have recommended $HTMT_{inference}$ to assess discriminant validity. Recommended values regarding HTMT are $HTMT_{0.85}$ (Kline, 2011; Clark, & Watson, 1995). Further to this Teo, Srivastava, and Jiang (2008); Gold, Malhotra, and Segars (2001) recommended $HTMT_{0.90}$. This means that if HTMT values lie below $HTMT_{0.85}$ or $HTMT_{0.90}$ shows establishment of adequate discriminant validity. All HTMT values were

found well below recommended range. Based on the results this can be narrated that current study has established sufficient validity.

Table 7

HTMT Criteria				
	DL	TI	WFC	WS
DL	0.819			
TI	0.425	0.804		
WFC	-0.0250	-0.083	0.716	
WS	0.2320	0.148	0.556	0.715

5.4. 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, and current research has found a 19.9% variance in turnover intention and a 33.5% variance in Work-family conflict. Hence there are sufficient R2 values in current research.

Table 8

R-Square values R²		
Construct	R²	Adjusted R²
Turnover Intention	0.199	0.193
Work-Family Conflict	0.335	0.332

5.5. Effect size

Hair et al. (2017): Cohen (1988) recommended values for f square are 0.02, 0.15, and 0.35 indicate as small, medium, and large effects. Results regarding effect size are presented in Table 9, current research found a medium effect of despotic leadership on turnover intention and a small effect on work-family conflict. Work-family conflict has a small effect on turnover intention. Similarly, work stress has a small effect on turnover intention and a large effect on work-family conflict.

Table 9

Effect size (f²)			
Construct	TI	WFC	effect
DESPOTIC LEADERSHIP	0.172	0.038	medium, small
WORK FAMILY CONFLICT	0.019		small
WORK STRESS	0.016	0.503	small, large

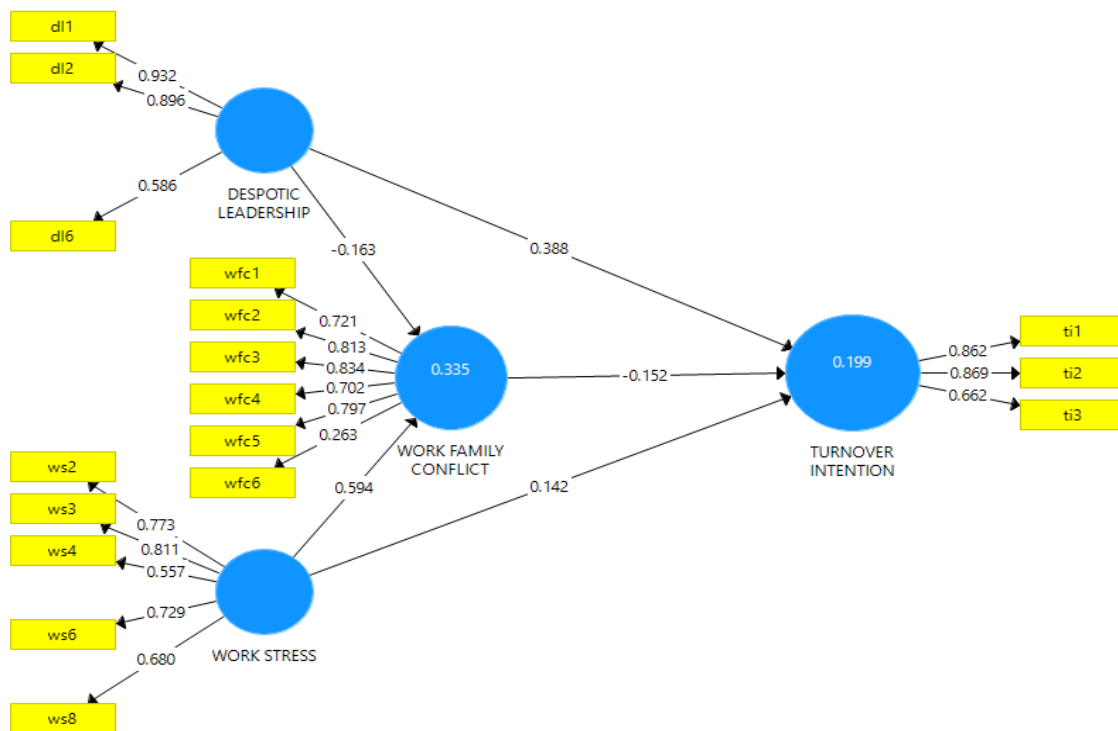


Figure 2: Measurement Model

5.6. Assessment of Structural Model

Based on findings in the structural model, table 10 represents findings on hypothesized relationships. Total seven hypotheses were proposed six hypotheses were accepted based on p-value and t-value scores H1 between DL→TI (B= 0.388, t value = 9.645, p-value =0.000), H2 WS→TI (B=0.142, t value =2.172p-value = 0.030),were accepted but H3 DL→WFC (B= -0.163, t value = 4.564 p-value =0.000),was not accepted H4: WS → WFC (B= 0.5941, t value = 15.825p-value = 0.000),was accepted and WFC → TI (B= -0.152, t value =2.433p-value = 0.015) was not accepted during the direct relationship. While in mediating effect, WFC did not mediate between DL and TI (B= 0.025, t value = 1.692, p-value 0.065) but WFC significantly mediated the relationship between WS and TI (B= 0.091, t value = 2.134, p-value 0.043) and was accepted.

Table 10

Assessment of structural model					
Path	Beta	SD	T value	P value	Decision
DL → TI	0.388	0.040	9.645	0.000	accepted
WS → TI	0.142	0.065	2.172	0.030	accepted
DL → WFC	-0.163	0.036	4.564	0.000	Rejected
WS → WFC	0.5941	0.038	15.825	0.000	accepted
WFC → TI	-0.152	0.063	2.433	0.015	Rejected
DL →WFC→TI	0.025	0.012	1.692	0.065	Rejected
WS→WFC→TI	0.091	0.019	2.134	0.043	accepted

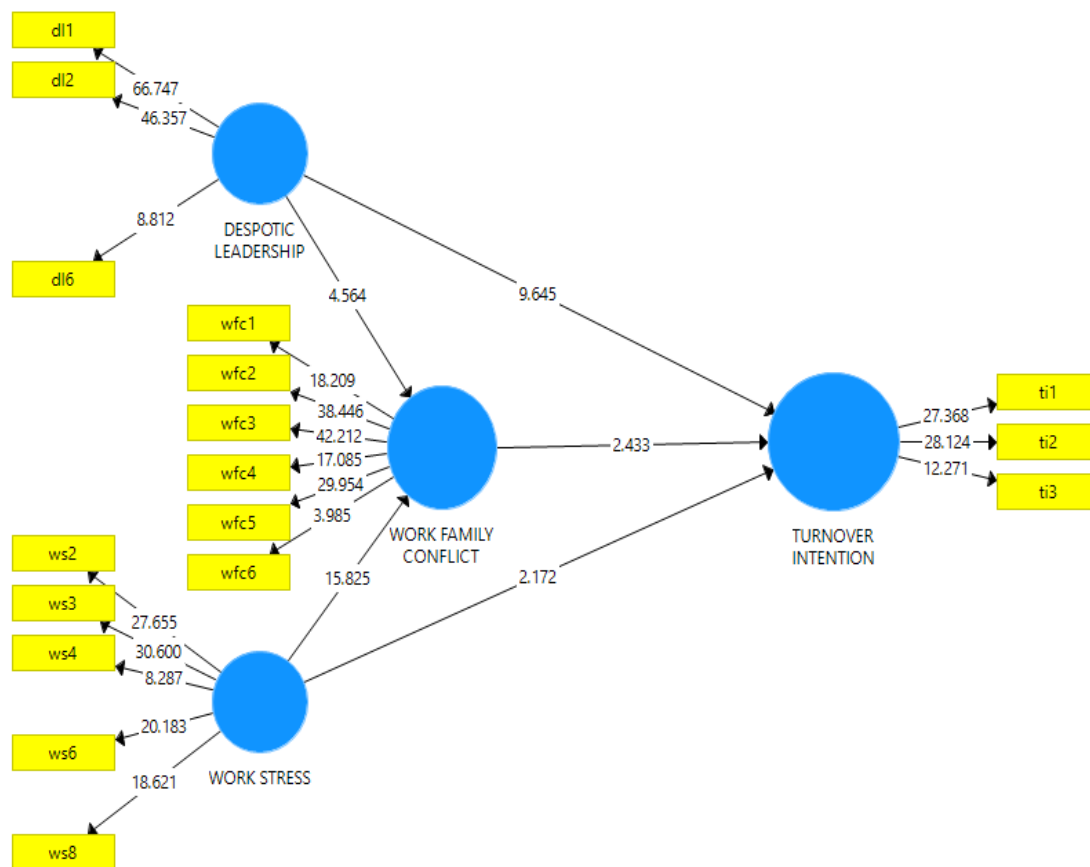


Figure 3: Structural Model

6. DISCUSSION

Results were achieved through two main approaches, measurement model and structural model through Smart PLS. Current research proposed a positive significant effect of despotic leadership on turn over the intention of nurses in the healthcare sector of Pakistan based on the empirical evidence (Hamwan, Mat, & Al Muala, 2015: Nauman, Fatima, & Haq, 2018). Current research has found a positive significant effect of despotic leadership on turnover intention DL→TI (B= 0.388, t value = 9.645, p-value =0.000), Current study findings are also in line with empirical evidence in the literature that supports current study findings. Such as those who have narrated the effect of despotic leadership which increases the intention to leave their current job among nurses. As despotic role played by the supervisor reveals abusive and poor leadership which increases turnover intention (Hamwan, Mat, & Al Muala, (2015). Due to the despotic leadership style, there are chances of delivering poor and delayed services by nurses which may harm the organization in both financial and non-financial aspects (Alharbi 2017). Additionally, there are chances that the dark side effects of despotic leaders are showing influence on nurses’ behavior which ultimately increases the intention to leave the job (Nauman, Fatima, & Haq, 2018).

Current research following the empirical evidence quoted in the literature review section such as Zunaidah, Nengyanti, and Hadjri (2019); Lu Y et al. (2017); Yang et al. (2017); Mahfooz, Arshad, Nisar, Ikram, and Azeem (2017) found positive association between work

stress and turnover intention. Based on such evidence current research has proposed a positive significant relationship between work stress and turnover intention. While assessing of structural model current study also found a positive significant relationship between work stress and turnover intention. $WS \rightarrow TI$ ($B=0.142$, t value $=2.172$ p -value $= 0.030$). based findings proposed hypotheses were accepted and supported by existing literature. The findings of current research are also in line with existing empirical evidence. When nurses are the frontline healthcare with the increased workload, long working hours, insufficient equipment, shortage of staff, and unclear decision-making from superiors, increase stress and have a tremendous impact on increased turnover intention (Maloney, 2018). This can be elaborated as work stress increases it will increase the employee turnover intention, in another way, lowering the work stress lower will increase the employee turnover intention. Furthermore, when there is a high level of stress at work that creates frustration among employees (Zunaidah, Nengyanti, & Hadjri, 2019)

To investigate the proposed relationship, the current study from collected data found a negative but significant relationship between despotic leadership and work-family conflict. $DL \rightarrow WFC$ ($B= -0.163$, t value $= 4.564$ p -value $=0.000$). The 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 conflicts with 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, 2020; Clercq, Haq & Azeem 2020; Nauman, Fatima, & Haq, 2018) but current research findings are negative but significant association. Found that as despotic leadership increased, work-family conflict decreased, suggesting a reverse relationship between the two variables. This implies that despite the potentially high impact of despotic leadership, it paradoxically leads to a decrease in work-family conflict among nurses in hospitals in Pakistan. (Nauman et al .2018) which has been proved in current research that there is a negative significant relationship between despotic leadership and work-family conflict among nurses in the healthcare sector of Pakistan. Current research has proposed hypotheses that there is a positive significant effect of work stress on work-family conflict. Based on collected data current study found a positive significant effect of work stress and work-family conflict. $WS \rightarrow WFC$ ($B= 0.5941$, t value $= 15.825$, p -value $= 0.000$) based on the finding's stated hypotheses were supported. In the current study (nurses) must balance their work and life due to high demands at work, work pressure, deadlines, and family responsibilities (Duong, Hussain, & Subramaniam, 2020) all these become stress creators at work shape work stress which ultimately misbalance the work and life so at the end conflict get birth at work-family conflict. Hence organizations should set the best working environment and reduce the workload to a reasonable level along with this special consideration should be given to working hours (Dodanwala, Santoso, & Shrestha, 2022) so that work stress can be reduced to the minimum level of avoid the work-family conflict. All these stated reasons give clear indications that there is a positive and significant relationship between work stress and work-family conflict. Based on the empirical evidence such as Aboobaker and Edward (2020): Harun, Mahmood, and Som (2020): Chen, Brown, Bowers, and Chang (2015) have proposed a positive significant relationship between work-family conflict and turnover intention. During the assessment of the structural model based on collected data current study found a negative but significant relationship between work-family conflict and turnover intention $WFC \rightarrow TI$ ($B= -0.152$, t value $=2.433$, p -value $= 0.015$) finding shows that hypothesis was rejected. Conflict

risers when there is a clash between work and family (Isenhour et.al 2012) due to these clashes' workers, especially nurses are overloaded due to a greater number of patients and a 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, the negative effect shows that if work-family conflict increases then the effect among nurses shows decreased turnover intention (Yildiz, Yildiz, & Arda 2021). Reasons can be several behind this, as nurses may become habitual in dealing with the work-life balance, and another reason could be that the current job of the 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 work-family conflict and turnover intention. While during the assessment of the mediating relationship, WFC did not mediate between DL and TI ($B = 0.025$, t value = 1.692, p -value 0.065) Based on the findings this can be narrated that work family conflict has mediated the proposed relationship and the proposed hypotheses was supported. Based on empirical evidence despotic leadership is the key reason for more turnover intention because leaders prioritize their choices over subordinates (Aronson, 2001; De Hoogh & Den Hartog, 2008) due to which there are more chances of high turnover intention.

Secondly, WFC significantly mediated the relationship between WS and TI ($B = 0.091$, t value = 2.134, p -value 0.043) and was accepted. Work-family conflict arises when there are frequent clashes between work and family demands, making it challenging for healthcare staff to manage. This imbalance often leads to conflicts in the workplace. Emslie, and Hunt (2009); Hon and Chan (2013) narrated that organizations always try to help employees handle the conflicts that arise due to several work and family demands by introducing flexible working schedules and arranging substitute shift hours working styles due to which conflicts are at a minimum level and employees are less intended to think of switching from the job (Helmle et al., 2014). Research such as Babalola et al (2016) stated that work-family conflict raises employee turnover. Along with this WFC has a high power of predicting turnover intention (Wang 2009). Such as Khan and Muhyuldeen (2020) found a significant mediating role of WFC between job stress and turnover intention.

7. IMPLICATIONS AND FUTURE RESEARCH

The findings of this research will add literature evidence on the effect of despotic leadership, and Work stress on turnover intention. This current research also adds to the literature on the insignificant mediating role of work-family conflict between relationships of despotic leadership, and turnover intention, however, more adds to the literature on the significant mediating role of work-family conflict between relationships of work stress, 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 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 organization so, therefore, they think to switch from their existing job hence turnover intention rate increases among nurses in the healthcare sector. Additionally, COR theory was chosen as it covers the overall framework. Work-family conflicts talk about the loss of resources due to which workers become unable to maintain the balance between work and family, so conflict arises between work and family (Kossek, Pichler, Bodner, & Hammer, 2011; Lapierre & Allen, 2006). Besides

this COR theory also supports the attitude of employees in terms of stress behavior towards other employees (Hobfoll 2001) here in current research there is a huge stress behavior in the shape of work stress (Khan, Gang, Fareed & Khan, 2020). The employees who face adverse perceptions are supposed to be facing different unusual conditions that alter their personal lives or surviving in such an environment in which they experience losing different resources.

Besides theoretical implications, current research has several practical implications. Current study findings will be helpful for medical ruling bodies such as the Pakistan Medical Council for implementation of the strategies that will be helpful to cope with the severe issue of turnover intention. This will be helpful for the whole healthcare industry especially the Ministry of Health Punjab based on the limited resources to be utilized effectively to resolve the issue of turnover intention. Furthermore, by utilizing current study findings health professionals can develop good working behavior to control work stress, work-family conflicts, and despotic leadership. Due to the lack of effective policies and relationships work environments are an important issue. This research has implications for policymakers to set policies that are beneficial for the health industry and better for work-related. Furthermore, current study findings will provide valuable information to set policies for general and special working styles to increase motivation among nurses ultimately leading to improvement in the healthcare sector of Pakistan in a better way even with the shortage of workforce.

Firstly, current research is based on healthcare nurses, but future research can be done at the vast scope of covering many healthcare professionals. Further future research can be done to cover other industries. Secondly, this research was done on nurses only, future research can be done to cover leaders and other senior-level staff to find out more concrete findings on reasons for turnover intention. Thirdly, 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.

8. CONCLUSION

Currently, this provides various perspectives, that employees (nurses) from the healthcare industry experience high despotic leaders, work stress, 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-centered and have no support for their nurses' staff. Nurses are facing work stress from patients, attendants, and hospital staff. If nurses are not being motivated and supported while performing their job at the healthcare center, this will adversely affect the health industry in terms of the loss of valuable lives of patients, and heavy financial losses are expected in terms of loss of nursing staff due to their switching behavior from the current job.

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