

# Organizational Cease Of Healthcare Workers In Pakistan Investigating Covid & Post Covid Effects Of Work-Family Conflict, Lack Of Appraisal And Job Demand

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## ABSTRACT

The study has investigated the factors that provoke healthcare HR to leave their job in Pakistan. Therein, the study has examined the role of work-family conflict, lack of appraisal and job overload/demands on intention to leave their healthcare organization with the parallel mediation of work engagement and meaningful of work in the healthcare facilities of Karachi. The study has collected 372 responses from the employees of healthcare organizations in Karachi using a five-point Likert scale questionnaire based on purposive sampling technique and survey methodology for data collection. PLS-SEM using SmartPLS v3 has been employed for data analysis. The results have shown that WFC has a negative direct effect on WE, meaning of work and TI while lack of appraisal and job overload/demands have a negative direct on WE and meaning of work and positive direct effect on TI. Likewise, WE and meaning of work have negative direct effect on TI. Moreover, WFC, lack of appraisal and job overload/demands have a positive effect on TI with the parallel mediation of WE and meaning of work. The study concluded that healthcare organizations of Pakistan should emphasize on managing work-family conflict of their employees by introducing flexible working hours, job rotations, and paid leave policies. Mobilization of the medical and non-medical staff may also help healthcare facilities to improve work-life balance of their employees.

**Keywords:** Work-Family Conflict, JD-R Theory, Conservation of Resource (COR) Theory, Healthcare Sector, Pakistan.

## INTRODUCTION

Emerging diseases are on the rise, and there has recently been a pandemic that has affected the entire world, adding to the workload of medical professionals in the healthcare industry. The health care industry is still one of the most important ones as the world struggles with a severe manpower shortage (Memon et al., 2020). A productive working environment that enhances organizational performance is represented by work engagement. It has a considerable impact on employees' performance, job happiness, turnover

intentions, customer satisfaction, organizational success, and firm profitability, making it an important measure of organizational health (Cao & Chen, 2021). According to Ampofo and Karatepe (2021), highly engaged workers have a more favorable attitude toward their jobs and organizations, treat coworkers with greater respect, assist others in increasing their work effectiveness, continuously improve their work-related skills, are very active, and exhibit in- and extra-role performance. Organizations spend a lot of money on rules and procedures that encourage

workers' involvement at work in light of these advantages (Asghar et al., 2021).

With the rise of positive psychology, work engagement has become a problem that businesses are paying attention to. Employees that are engaged in their work have high energy while working, strive at their employment, perform their work with love, and sincerely appreciate their occupations (Fulmore et al., 2022). Also, job demands have been emphasized as an energy-draining factor that drains an individual's mental resourcefulness and causes them to become disengaged, according to scholars on psychological state of mind. People with demanding jobs have reportedly had health-related problems. Additionally, companies with too many demands on employees frequently produce subpar work performance and results, which lowers employee engagement. Workplace expectations including emotional problems and workload have been discovered to be extremely dangerous for employees since they deplete their drive. According to Mulang (2022), work-related repercussions of job pressures are followed by physical and psychological problems in employees. As a result, they also contribute to staff tiredness. In essence, a number of studies have shown that the demands of the workplace may have a severe impact on workers' mental and physical health, which can lead to absenteeism, a worn-out attitude at work, or even health problems (Aggarwal et al., 2022).

The International Labor Organization (ILO) estimates that there was a 13.6 million-person shortage in the global health workforce needed to meet healthcare demand in 2015. According to the World Health Organization, in order to properly meet the unmet demand for health care, 27 million additional healthcare workers would be needed by 2030 (Falatah, 2021). The prospect of attaining both the Sustainable Development Goals (SDGs) and Millennium Development Goals (MDGs) appears remote if this crisis is not handled (ILO, 2017). According to Namin et al. (2021), the global health care industry now has a turnover rate of

20%. Higher turnover rates is linked to elements including workplace difficulties, determination of career priorities, decreased job satisfaction, and recent employment experiences.

Moreover, turnover is defined as the act of a person leaving the confines of an organization and leaving their membership behind, however it can be challenging to monitor actual turnover behavior since it can be difficult to track down a former employee (Pratama et al., 2022). Given that turnover intention data is much easier to track and obtain, research demonstrates that turnover intention is strongly connected with the actual act of turnover and may be utilized as a substitute factor in studies and literature of turnover itself (Dodanwala & San Santoso, 2021). Turnover may be caused by a variety of circumstances and is frequently both voluntary and involuntary. The antecedents of turnover intentions have been the subject of several studies. Zafar et al. (2022), have hypothesized that misconduct on the part of supervisors may lead to plans for turnover. While Suárez-Albanchez et al. (2021), suggested that health workers leave their organization because of things like job dissatisfaction, the nature of their work, the workplace environment, supervision, a lack of autonomy, peer relationships, compensation, organizational commitment, and other demographics of the health care workers.

Pakistan is one of the 57 nations that have been identified as having a lack of health-related human resources. The number of staff available is declining while the healthcare sector continues to expand (Huma et al., 2021). And this shortfall has posed significant challenges to the future viability of the healthcare profession. As a result, it is now crucial to identify not just the causes of this shortage but also the steps that must be done in order to stop it from happening again in the world, and particularly in low- and middle-income nations. According to Samad et al. (2021), Pakistani private hospitals' turnover rates have stayed over 30%. Muhammad et al. (2021) and influential members of the industry are interested in this subject. Health

professionals are frequently very vulnerable to stress and might experience burnout. Therefore, Khan et al. (2022), has investigated the factors that provoke healthcare HR to leave their job in Pakistan. Also, the study has examined the role of work-family conflict, lack of appraisal and job overload/demands on intention to leave their healthcare organization with the parallel mediation of work engagement and meaningful of work in the healthcare facilities of Karachi (Farooq et al., 2022).

Public, parastatal, private, civil society, charitable contributions, and donor organizations are all a part of Pakistan's diverse health system. In Pakistan, the delivery of healthcare to patients is standardized into four categories: curative, preventative, promotional, and rehabilitative services (Kakar et al., 2022). Seventy percent of the population is cared for by the private sector through a variety of traditional faith healers and a skilled health staff. Pakistan has both vertical and horizontal Health Care Delivery Systems (HCDS). The key strength of the Pakistani HCDS is the outreach primary health care services provided at the community level by Lady Health Workers (LHWs), Lady Health Visitors (LHVs), and Community Midwives (CMWs) who have gained the respect and success of the communities (Purnomo et al., 2022). To achieve the intended health results, these LHVs, LHWs, and CMWs in Pakistan are affiliated to the government institutions from where they receive training and provide direct services to the community. Additionally, except for the federal region, Pakistan's provisional administration is obligated to provide health care services under the terms of Article 18 of the constitution. The main, secondary, and tertiary layers of the public health care system's three-layer structure are how it operates (Malik et al., 2022).

The government of Pakistan has established autonomous entities (NICVD, SIUT, GIMS, SMBB Trauma center) to serve the populace because the public sector hospitals lack governance and monitoring policies (Ali et al., 2022). Monitoring is a crucial step that the

company adheres to equally in private hospitals. On the other hand, at public sector hospitals, the situation is the opposite. There is no external or internal influence in recruiting or dismissing, there is no compromise on patient health, and the staff is instructed they are required to observe the rules in serving the community in private sector (Pratama et al., 2022).

Thin et al. (2022) addresses requests for continued knowledge of engagement and professional turnover in addition to building on prior work in the human resource management (HRM) field relating to the relationship between work engagements. Therefore, Özkan (2022), established a connection between engagement and intention to leave the healthcare industry. Overall, the study makes a variety of contributions to the investigation of nurse retention. First, rather than examining reasons why doctors quit their current jobs, the research instead focuses on intention to leave the profession and offers full insights on professional retention of healthcare workers. Theoretically, this study offers a thorough investigation of the relationships between many aspects of work engagement and its results (i.e. meaning of work and turnover intentions) (Jeong & Lee, 2022). In response to past requests for research, this study intends to close this gap in the literature by analyzing the mediating role of work engagement and meaning of work between work-family conflict and turnover intention (Fu et al., 2022). The results of this study might help human resource managers create efficient plans to lower voluntary turnover (Oliveira & Najnudel, 2022).

Lastly, the rest of the research is organized as follows: The second section focuses on the literature review and hypothesis building. The research methodology is the focus of Section 3. Section 4 dives deeper into the analysis and findings, as well as a discussion of the empirical findings. Section 5 closes with a summary of the findings, their practical consequences, and future research objectives.

## LITERATURE REVIEW

### Theoretical Background

#### Job Demand-Resource (JD-R) theory

Demerouti and Bakker (2011) developed the JDR theory. This theory proposed that working conditions may be divided into two main categories: job demands and job resources. These two are associated in different ways with various workplace behaviors (Moreno Cunha et al., 2022). According to the theory, job demands are defined as those physical, social, or organizational aspects of the job that require on going physiological and psychological costs (such as exhaustion), and they are a type of stressor that, as an external factor, negatively affects workers (Kim & Wang, 2018). In contrast, job resources are conceptualized as those physical, social, or organizational job aspects that are useful in achieving work goals, reduce job demands and the associated physiological and psychological costs (Zhou et al., 2022). This theory placed greater emphasis on external (organizational, social) than internal (cognitive traits and behavioral patterns) resources since the former may be seen as stable or situationally independent and managed by job design (Gross et al., 2019). Also, lack of resources makes it difficult for employees to handle the negative effects of demands, which ultimately results in failure to achieve objectives (Obrenovic et al., 2020).

The JDR model also suggested that job resources might mitigate the negative effects of job demands on employees' health and wellbeing (Acquadro Maran et al., 2020). More precisely, it is suggested that the negative impacts of job demands on employee health and well-being will be reduced if employees have plenty of job resources to handle their workload. In contrast, a lack of job resources will also make it difficult to satisfy job demands, leading to high job strain (Jamal et al., 2021).

#### Conservation of Resource (COR) theory

Dr. Stevan E. Hobfoll (1989) presented COR theory. The COR, a stress theory, explains

why people are motivated to preserve their current resources as well as seek for new resources. This theory suggested that individuals should constantly strive to seek, acquire, and keep resources (Bakker et al., 2022). This theory describes how individuals respond to situations in which there is a risk of losing resources, a loss of resources that actually occurs, or a lack of expected gains in resources, where resources might be things, energies, or personal characteristics (Snyder et al., 2020). Until they acquire enough resources to make up for the resource losses, the reaction often manifests as withdrawal states (Fatima et al., 2018).

According to the COR, resources are crucial in determining whether or not people perceive events as stressful, and resources determine how well people can handle stressful situations. Resources are valued both for their own sake because they provide possibilities for people to invest in order to accumulate additional resources (Lin et al., 2021). Personal resources may be derived from individual differences. These resources differ from person to person and how employees respond to stressful situations depends on the level of these resources (Yu et al., 2021). Additionally, stress develops in reaction to a net loss of resources or the threat of a loss of resources as per theory. People must spend more resources since additional resource loss might be so stressful. People are more susceptible to continuous resource depletion after suffering an initial loss (Lin & Bai, 2022). As per COR, resources may create new resources. When individuals with more resources spend these resources to expand their own resource pool, a gain spiral is developed (Guo et al., 2020).

#### Relationship of WFC, lack of appraisal and job overload demands with work engagement

Work-family conflicts are caused by a person's inability to manage their many spheres of life in a way that prevents them from complimenting rather they begin competing with one another. People's life can become complicated by

balancing obligations to their jobs, families, and communities with need for their physical and mental health, such as hobbies, exercise, and other personal interests (Hamilton Skurak et al., 2021).

Moreover, workers' level of engagement at work is a sign of their internal motivation. Inevitably, individuals have lives outside of work. The capacity to "switch off" or psychologically distance oneself from duty while non-work time is a crucial element in employee engagement. Typically, social interactions and pursuits, such meeting up with friends or engaging in pastimes or other activities, are involved in psychological detachment (Liao et al., 2019).

Furthermore, the term "appraisal" refers to comparing a worker's present and/or historical performance to their performance expectations. Lack of appraisal makes it impossible to align the organization's performance properly, which is crucial for achieving business goals and objectives. Employee communication, employee development, incentive, and recognition have a major impact on employee work engagement, according to a prior study that employed correlation and regression analysis to make its findings (Conte et al., 2019).

Work overload is a serious challenge in today's competitive corporate world. Workplace stress or work overload significantly affects how employees behave at work. Also, demands and time constraints exceed employees' capacity to complete tasks, which leads to work overload. In addition to it, the perceived workload and an employee's level of engagement are related. A "good, rewarding, job-related mental state with qualities of vitality, devotion, and attention" is described as being engaged at work (Altinay et al., 2019). According to the JD-R paradigm, there are two distinct sets of working conditions, namely job demands and job resources, which are connected to engagement and burnout as both bad and positive outcomes. Job demands are defined as "aspects of physical, spiritual, social, or organizational labor that need continual physical and/or

spiritual (rational and emotional) efforts and are consequently associated to specific bodily and/or mental expenses". Typical instances include role overload and other unfavorable contextual factors. Also suggested as antecedent factors of work engagement are job demands, job resources, and connections between needs and resources (Barriga Medina et al., 2021). Therefore, the current study proposes the following hypothesis:

- H1. WFC has a significant impact on work engagement.
- H2. Lack of appraisal has a significant impact on work engagement.
- H3. Job overload has a significant impact on work engagement.

### **Relationship of WFC, lack of appraisal and job overload demands with meaning of work**

Employees strive hard to safeguard, preserve, and gain resources including energy, individual traits, and working circumstances. However, a lack of enough resources, appraisals and a heavy workload within a particular area might influence employees' attitudes and behavior. Similar to this, the employees must work in a demanding setting with limited opportunities for professional advancement, autonomy, and rewards. Work family conflicts as a result of their continued inability to strike a balance between work and family life (Obrenovic et al., 2020). Constant demands from job or family drain their energy, preventing them from being immersed and passionate by their profession. This may have an influence on the actions and attitudes of employees (Altinay et al., 2019). Moreover, the significance of one's work enhances the workplace. It is connected to giving one's work a higher worth, being content with it, and being dedicated to the company. It becomes crucial to consider the elements causing psychological fulfilment and creates a positive meaning of work for the employees, which then inspires greater professional accomplishments (Sheikh et al., 2018). As a result, it is important to pay more attention to the variables that cause conflict, uncertainty, discontent, and insecurity since

they have a negative impact on meaningfulness and organizational performance (Conte et al., 2019). Hence, the current study formulated the following hypothesis:

- H4. WFC has a significant impact on meaning of work.
- H5. Lack of appraisal has a significant impact on meaning of work.
- H6. Job overload demands have a significant impact on meaning of work.

#### **Relationship of WFC, lack of appraisal and job overload demands with turnover intention**

Employees may feel more important if they are satisfied with the organization's commitment to their growth and the assessments that are given to them. Work overload is a symptom that an employee's competence and motivation to complete tasks are outstripped by views of their cumulative role demands. As increased perceptions of role overload are linked to poorer organizational commitment, work satisfaction, and higher job stress, their presence also has an impact on performance (Mahlasela & Chinyamurindi, 2020).

Also, the happy emotional state that results from believing that the employment is helping one reach the professional goals lets one stay with the organization for long. Furthermore, appraisals have beneficial impact on work performance, company performance, and customers' perceptions of service quality, satisfaction, and retention (Zahra et al., 2018). When a partner's opportunities at work expand, the other spouse can encourage them and support their happiness (Shahzad et al., 2020). Work-life conflict is significantly impacted by a number of factors, including individual happiness, safety, and health. It may also have negative effects, such as depression, which increases the likelihood that a person would leave their job (Hakro et al., 2022). Hence, the current study formulated the following hypothesis:

- H7. WFC has a significant impact on turnover intention.

H8. Lack of appraisal has a significant impact on turnover intention.

H9. Job overload demands have a significant impact on turnover intention.

#### **Relationship of work engagement with turnover intention**

Turnover intention is a typical indicator of impending workplace turnover in academic literature. When a formal and psychological contract between an employee and a company is broken, this is referred to as employee turnover (Memon et al., 2020). According to research (Lee et al., 2019), greater employee retention and productivity, customer satisfaction, profitability, and work satisfaction are all effects of employee engagement that are extremely beneficial to the firm. Furthermore, in the research on work-life balance and engagement, turnover intentions are another factor of interest (Zhang et al., 2020). Empirical data has shown that a higher degree of employee engagement minimizes staff turnover (Asghar et al., 2021). Therefore, the investigation created the following hypothesis:

H10. WE has a significant impact on turnover intention.

#### **Relationship of meaning of work with turnover intention**

Enhancing an employee's capacity for anticipating obstacles in the future can make a significant difference in how meaningful they perceive their work to be. Time investment is connected to work and personal resources, such as self-esteem, for example, spending time in one's work is related to improved job performance (Sun et al., 2019). Additionally, improving work performance and job capabilities is beneficial for guaranteeing psychological safety (Van der Heijden et al., 2019). Employees are anticipated to respond with high levels of performance when training satisfaction creates a feeling of fulfilment and meaning. Being highly engaged also lessens the possibility of an employee exiting the company (Akgunduz et al., 2020). To put it another way,

businesses that support staff skill development and give them ongoing opportunity to grow their workers feel obligated to them because of their personal and professional abilities and stay committed (Nurjaya et al., 2020). Hence, the study put forward the following hypothesis:

H11. Meaning of work has a significant impact on turnover intention.

### **Mediating effect of work engagement between WFC, lack of appraisal and job overload demands towards turnover intention**

Employee engagement is a powerful force that connects and inspires workers with their company. An individual who is content and has found balance in their job and personal lives will relate to the organization on an emotional, mental, or bodily level (Johnson & Pike, 2018). More crucially, motivated individuals who understand the organization's business objectives, the processes necessary to accomplish those objectives, and how their efforts contribute to those objectives are engaged (Yildiz et al., 2021). In addition, if they obtain favorable feedback on their work, people will look for greater significance in their daily jobs than in their personal life. The most efficient method for workers to give back to their company is through being engaged (Tariq et al., 2021). Employees will decide whether to participate based on the resources they get from their organization. This perspective demonstrates a positive feedback loop between the organizational supports provided to employees and their commitment to maximize both individual and team performance (Kalyanamitra et al., 2020).

Also, the social exchange offers a theoretical justification for why workers choose to engage in their employment or remain with their company. It is evident that job overload refers to the degree of stress brought on by an employee's many tasks (Asriani & Riyanto, 2020). Because they tend to put off doing the prescribed task, employees might likewise be considered a burden. As a result, a reasonable

workload will always keep workers engaged since they do their responsibilities efficiently and hence stay with the firm for a longer period of time (Wan et al., 2018).

- H12. WE mediate the relationship of WFC with turnover intention.
- H13. WE mediate the relationship of lack of appraisal with turnover intention.
- H14. WE mediate the relationship of job overload/demands with turnover intention.

### **Mediating effect of meaning of work between WFC, lack of appraisal and job overload demands towards turnover intention**

The experiences workers have acquired through their work will be the variables that affect how they perceive their jobs and their wellbeing, as well as how likely they are to stay with the company (Akgunduz et al., 2020). People's negative responses to undue pressure or demands imposed on them at work ruin the balance between work and life and provide an unsatisfactory workplace (Hakro et al., 2022). Employees no longer perceive their work as having significance or having meaning.

Moreover, employees are offered coping mechanisms to help them become more resilient to stressful circumstances (Barriga Medina et al., 2021). Employees are more motivated to perform well in their jobs and are more likely to stick with a company when they feel that their efforts are valued. Findings showed that employee perceptions of their work and, consequently, their desire to quit, are influenced by appraisals and positive feedback (Boakye et al., 2021).

- H15. Meaning of work mediates the relationship of work life conflict with turnover intention.
- H16. Meaning of work mediates the relationship of lack of appraisal with turnover intention.
- H17. Meaning of work mediates the relationship of job overload/demands with turnover intention.

### Hypothesized research framework

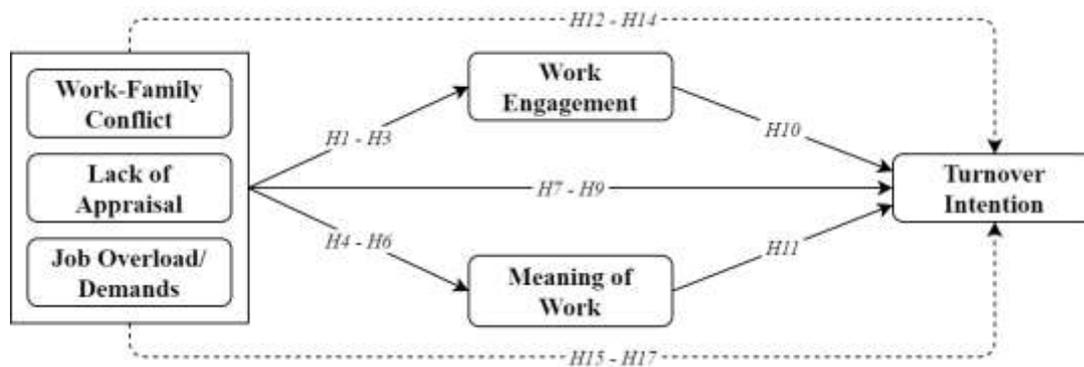


Figure 1: Research Model

## METHODOLOGY

### Research design

There are two different types of research methodologies: deductive and inductive. Before forming a hypothesis based on a theory, the deductive approach calls for research and understanding of the theory (Sprenger, 2011). It also emphasizes data collection and analysis in order to conduct hypothesis testing. The development of logical conclusions based on a variety of arguments leading from one statement to the next is also aided by this technique (Mordeson et al., 2007). Deductive logic is a style of argument that may be applied to the process of reasoning to establish a connection between the evidences and sufficient data in order to produce fruitful and effective hypothesis results (Kothari, 2004). Hence, the deductive approach was applied in this research because it helped identify the causation results regarding the variables.

Furthermore, quantitative choice has been effectively used in a number of research since it is very easy to execute (Cavana et al., 2001). The numerical facts that make up the quantitative option may be examined using statistical analysis methods. Similarly hypothesis testing, which is based on numerical data is more suited to a deductive approach (Saunders et al., 2009). The quantitative approach makes it possible to collect more insightful data with a bigger sample size. The

researcher can gather data by focusing on the respondent's attitude and behavior in relation to the study's objective by using a quantitative approach (Newman & Benz, 1998). As a consequence, quantitative choice was utilized in this study since it assisted in the development of generalizable data that could be used to a broader population.

Additionally, any hint of manipulation or outside involvement is explained and minimized by the causal research design, sometimes referred to as the non-experimental design. In this type of design, the relationships in a cause-and-effect scenario are presented and explored (Saunders et al., 2009). This design specifies the impact on the variables and their particular reason. It also helps to guide their interaction. Additionally, a separate variation of an independent variable is defined by the causal design (Creswell, 2002). So, this study has used causal design and the reason was that it helped in knowing about different causes behind process so that the researcher could take appropriate steps to mitigate a problem.

Moreover, there are two different kinds of time horizons: cross-sectional and longitudinal time horizons. The cross-sectional horizon is based on data gathering over a predetermined time period or at a certain moment in time (Saunders et al., 2007). The advantages of this perspective include the ability to gather data more quickly and cheaply, as well as the absence of any explicit limitations (Welman et al., 2005).

Additionally, it gives respondents more current and pertinent information about the study's objective, which is concentrated on the target populations' current situations (Creswell, 2002). As a result, the cross-sectional horizon was used in this study to aid the researcher get new and fresh data from the respondents.

### **Sampling design**

Both governmental and private healthcare options are accessible in Pakistan. The private sector provides services to around 70% of the population. Private hospitals and healthcare facilities often outperform their public counterparts in terms of overall healthcare quality and patient satisfaction. The quality of healthcare in Pakistan has increased throughout time. Currently, 100% of the urban population and 92% of the rural population have access to health care (Afzal & Arshad, 2022). However, Hair et al. (2018) recommended sample-to-indicator ratio of 10:1 and therefore, 372 responses have been collected from the healthcare employees of Karachi.

A researcher has the option of using probability-based or non-probability-based sampling techniques while gathering data. Non-probability sampling is used when no two persons in a sample have the same chance of being picked (Beck, 2013). Purposive sampling is when a researcher gathers information from sources who can give information that is pertinent and distinctive to the topic or field of the research since the information must be sufficient because it was gathered from subject-matter experts (Churchill & Arthur, 1999). Purposive sampling was used in this study because it required information from people who could provide rich and relevant information from industry experts.

Furthermore, the primary premise of a unit of analysis is that the study's critical and focused entity will be examined. In other words, the "who" or "what" of the research that has to be specifically addressed serves as the unit of analysis in most cases (Hopkins, 1982). In most of the researches, individual-level unit of analysis is the most appropriate and widely

used unit of analysis (Chamberlin et al., 2018; Thompson & Walker, 1982). In research, the most prevalent analytical unit is the individual. When combined, data about people and their individual experiences can show patterns and trends shared by a society or certain subgroups within it, and can provide light on societal issues and potential solutions (Harter et al., 2002; Nesselroade, 2018). The current study has also taken similar viewpoint and generalizability; thereby, individual-level unit of analysis has been considered appropriate. In this regards, individual employees of the healthcare industry of Pakistan has been considered for analysis.

### **Research instrument**

Work-family conflict has five measures adapted from Netemeyer et al. (1996) based on a five-point Likert scale and a sample item, "The demands of my work interfere with my home and family life." Lack of appraisal has five measures adapted from Türk (2008) based on a five-point Likert scale and a sample item "Overly customer-focused; too much attention is paid to quantitative measurements." Job overload/demands have five measures that were adapted from Choi et al. (2012) based on a five-point Likert scale of Job Content Questionnaire (JCQ) and a sample item "My job requires working very hard." Five measures were adapted from Seppälä et al. (2009) based on a five-point Likert scale of the Utrecht Work Engagement Scale (UWES) and a sample item "I am enthusiastic about my job." Meaning of work scale has a total of five measures; four were adapted from Arnoux-Nicolas et al. (2016), while one item was adapted from Akgunduz et al. (2018) based on a five-point Likert scale, and a sample item, "My current job gives meaning to my life." Turnover intention scale has five measures adapted from Labrague et al. (2018) based on a five-point Likert scale and a sample item "I will probably not stay with this organization for much longer."

### **Data analysis technique**

PLS-SEM can handle small sample size with adequate accuracy of the results (Hair et al., 2011) and therein, it has been suggested by Roscoe (1975) that sample responses below 500 are considered as small and the current study has collected 372 responses from the target population. Furthermore, violation to data distribution aspects and OLS assumptions also enable the study to apply PLS-SEM for data analysis (Hair et al., 2011). Mediation and moderation analyses have been encouraged using PLS-SEM (Shiau et al., 2019); the study has a parallel mediating role of work engagement and meaning of work and

therefore, PLS-SEM has been employed in the current study. Lastly, the appropriation of results and different statistical techniques like cross loadings, HTMT ratio and PLS blindfolding for predictive relevance (Hair, Hollingsworth, et al., 2017) have also given PLS-SEM an edge for application in the current study.

## RESULTS AND FINDINGS

### Respondents' profile

The following table 1 provides the demographic profile of the respondents.

Table 1:  
Demographic Profile (n = 372)

		Frequency	Percent
Gender	Male	192	51.6
	Female	180	48.4
Age Group (Years)	Below 25	87	23.4
	25 to 34	96	25.8
	35 to 44	99	26.6
	More than 45	90	24.2
Education	Undergraduate	97	26.1
	Postgraduate	79	21.2
	Others	97	26.1
Job Status	Contractual	194	52.2
	permanent	178	47.8
Healthcare Type	Primary	122	32.8
	Secondary	132	35.5
	Tertiary	118	31.7
Experience	Less than an year	79	21.2
	1 to 5 years	100	26.9
	5 to 10 years	100	26.9
	More than 10 years	93	25.0
Ethnicity	Punjabi	59	15.9
	Sindhi	59	15.9
	Urdu Speaking	68	18.3
	Balochi	59	15.9
	Pashtun	60	16.1
	Others	67	18.0

In regards to the demographics the study has collected data from total 372 participants. Out of those, 192 (51.6%) were male and 180 (48.4%) were female. Additionally, 87 (23.4%) were below the age of 25; 96 (25.8%) were between the ages of 25-34; 99 (26.6%) were between the ages of 35-44; and 90 (24.2%) were above the age of 45. Moreover, 97 (26.1%) of the participants were undergraduates, 79 (21.2%) were post graduates, 97 (26.1%) were graduates, and 99 (26.6%) were others. Furthermore, 194 (52.2%) were contractual job; 178 (47.8 %) were

permanent. Similar to this, 122 (32.8%) were classified as primary healthcare, 132 (35.5%) as secondary healthcare, and 118 (31.7%) as tertiary healthcare. In addition, 79 (21.2%) were less than one years' experience, 100 (26.9%) were between 1-5 years' experience, 100 (26.9%) were between 5-10 years' experience, and 93 (25%) were more than 10 years' experience. Further, 59 (15.9%) were Punjabi, 59 (15.9 %) were Sindhi, 68 (18.3 %) were Urdu speaking, and 59 (15.9 %) were Balochi whereas, 60 (16.1 %) were Pashtun, 67 (18.0 %) were others.

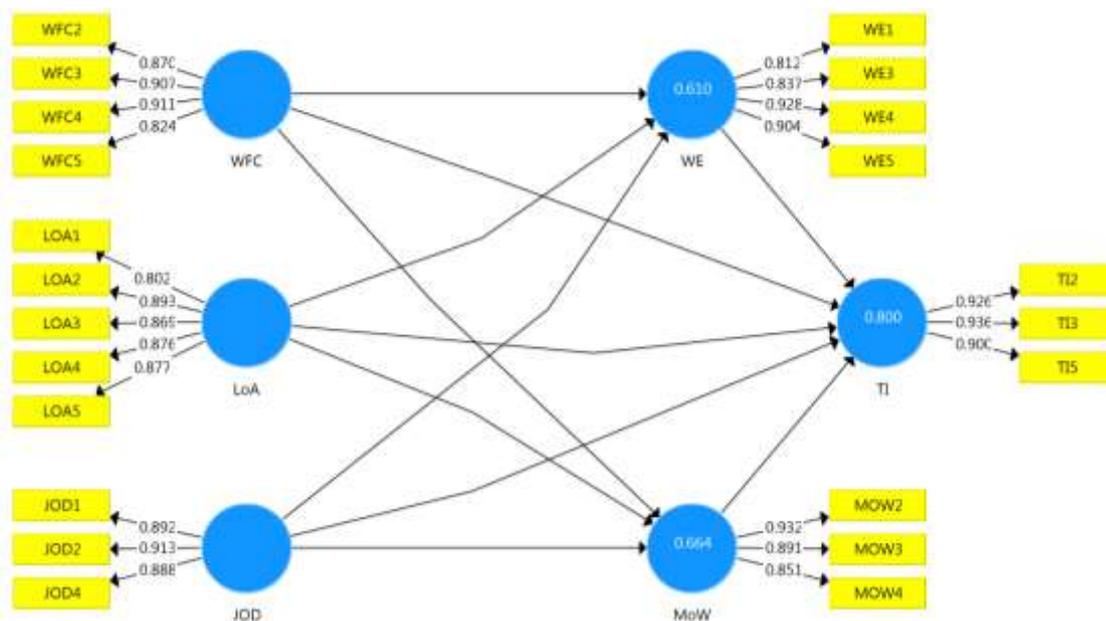


Figure 2: PLS Algorithm using SmartPLS v3

**Measurement model**

The following table 2 provides the result of measurement model for statistically assess the relationship between indicators and constructs that have theoretical underpinnings (Hair et al., 2011). In this regards, Hair et al. (2019); Shiau et al. (2019) recommended that indicator reliability should be higher than 0.70 and

statistically significant at 5 percent while VIF should not be higher than 5 (Hair et al., 2011) while constructs should have composite reliability (CR) and AVE coefficients higher than 0.80 and 0.50 respectively for substantial degree of convergence between indicators and constructs (Hair, Hult, et al., 2017).

Table 2:  
Measurement Model

	Loadings	Prob.	VIF	CR	AVE
JOD1 <- JOD	0.892	0.000	2.521		
JOD2 <- JOD	0.913	0.000	2.705	0.926	0.806
JOD4 <- JOD	0.888	0.000	2.201		

LOA1 <- LoA	0.802	0.000	1.991		
LOA2 <- LoA	0.893	0.000	3.421		
LOA3 <- LoA	0.869	0.000	3.095	0.936	0.746
LOA4 <- LoA	0.876	0.000	3.351		
LOA5 <- LoA	0.877	0.000	3.388		
MOW2 <- MoW	0.932	0.000	3.362		
MOW3 <- MoW	0.891	0.000	2.548	0.921	0.796
MOW4 <- MoW	0.851	0.000	2.032		
TI2 <- TI	0.926	0.000	3.335		
TI3 <- TI	0.936	0.000	3.523	0.943	0.848
TI5 <- TI	0.900	0.000	2.633		
WE1 <- WE	0.812	0.000	1.900		
WE3 <- WE	0.837	0.000	2.155	0.926	0.759
WE4 <- WE	0.928	0.000	4.074		
WE5 <- WE	0.904	0.000	3.454		
WFC2 <- WFC	0.870	0.000	2.383		
WFC3 <- WFC	0.907	0.000	3.583	0.931	0.772
WFC4 <- WFC	0.911	0.000	3.549		
WFC5 <- WFC	0.824	0.000	2.024		

JOD = Job Overload/Demands; LoA = Lack of Appraisal; MoW = Meaning of Work; TI = Turnover Intention; WE = Work Engagement; WFC = Work-Family Conflict

Above table has shown that all indicators have reliability higher than 0.70 as recommended while LOA1 has the least outer loading of 0.802 with statistically significant at 5 percent, whereas WE4 has the highest VIF coefficient of 4.074 i.e. below than recommended cut-off value of 5; thus, construct validity has been achieved. Moreover, meaning of work (MOW) has the least CR of 0.921 while lack of appraisal (LOA) has the least AVE coefficient of 0.746; therefore, convergent validity has also been achieved.

#### Discriminant validity

Constructs that are theoretically different should also be statistically different in the structural model and therefore, HTMT ratio (Henseler et al., 2015) has been used for discriminant validity assessment using PLS-SEM in the following table 3. In this regards, Henseler et al. (2016); Henseler et al. (2015) recommended that HTMT ratio between latent constructs should not be higher than 0.90 for acceptable discriminant validity.

Table 3:  
HTMT Ratio

	JOD	LoA	MoW	TI	WE	WFC
JOD						
LoA	0.891					
MoW	0.818	0.893				
TI	0.889	0.874	0.862			
WE	0.797	0.810	0.848	0.897		
WFC	0.626	0.787	0.714	0.591	0.723	

JOD = Job Overload/Demands; LoA = Lack of Appraisal; MoW = Meaning of Work; TI = Turnover Intention; WE = Work Engagement; WFC = Work-Family Conflict

In the above table 3, it has been shown that highest HTMT ratio of 0.897 was found between work engagement (WE) and turnover intention (TI) and therefore, discriminant validity using HTMT ratio has been achieved exhibiting that constructs are substantially different from each other in the structural model.

### Predictive power and relevance

Table 4:  
Predictive Power and Relevance

	<b>R Square</b>	<b>Q Square</b>
Turnover Intention	0.800	0.673
Work Engagement	0.610	0.459
Meaning of Work	0.664	0.524

Above table has shown that turnover intention has a strong predictability of 80 percent with a strong relevance of 67.3 percent in the structural model, work engagement has a moderate predictability of 61 percent while 45.9 percent relevance in the structural model, and lastly, meaning of work has a moderate predictability of 66.4 percent in the model and 52.4 percent of strong relevance in the structural model.

The following table 4 shows the predictive power ( $R^2$ ) and predictive relevance ( $Q^2$ ) of the endogenous latent constructs using PLS algorithm and PLS blindfolding respectively. In this regards, Hair et al. (2011) recommended that construct with  $R^2$  higher than 0.50 and 0.75 should have moderate and strong predictability while Hair et al. (2013) recommended that constructs with  $Q^2$  higher than 0.35 should have substantial relevance.

### Structural model

The statistical technique for assessing the hypothesized relationships between latent constructs in the structural model is known as structural model and the following table 5 shows the result of hypothesis-testing using PLS path modeling analysis (Henseler et al., 2016; Nitzl & Chin, 2017) based on PLS bootstrapping technique at 5000 subsamples and two-tailed estimations (Hair et al., 2011).

Table 5:  
Hypothesis-Testing using PLS Path Analysis

<b>Predictors</b>	<b>Direct-Effect</b>			<b>Specific Indirect-Effect</b>	
	<b>MoW</b>	<b>WE</b>	<b>TI</b>	<b>MoW</b>	<b>WE</b>
WFC	-0.138***	-0.266***	-0.182***	0.020**	0.112***
LoA	-0.508***	-0.267***	0.296***	0.073***	0.112***
JOD	-0.238***	-0.344***	0.264***	0.034**	0.144***
WE			-0.419***		
MoW			-0.144***		

Note: \*\*\* denoted to probability level at 1 percent; \*\* denoted to probability level at 5 percent; JOD = Job Overload/Demands; LoA = Lack of Appraisal; MoW = Meaning

of Work; TI = Turnover Intention; WE = Work Engagement; WFC = Work-Family Conflict

Above table has shown that work-family conflict has a negatively significant effect on meaning of work ( $\beta = -0.138$ ;  $p < 0.001$ ), work engagement ( $\beta = -0.266$ ;  $p < 0.001$ ) and turnover intention ( $\beta = -0.182$ ;  $p < 0.001$ ). Similarly, lack of appraisal has a negatively significant effect on meaning of work ( $\beta = -0.508$ ;  $p < 0.001$ ) and work engagement ( $\beta = -0.267$ ;  $p < 0.001$ ) while positively significant effect on turnover intention ( $\beta = 0.296$ ;  $p < 0.001$ ). Likewise, job overload/demands have a negatively significant effect on meaning of work ( $\beta = -0.238$ ;  $p < 0.001$ ) and work engagement ( $\beta = -0.344$ ;  $p < 0.001$ ) while positively significant effect on turnover intention ( $\beta = 0.264$ ;  $p < 0.001$ ). Moreover, work engagement ( $\beta = -0.419$ ;  $p <$

$0.001$ ) and meaning of work ( $\beta = -0.144$ ;  $p < 0.001$ ) have a negatively significant effect on turnover intention.

In regards to the indirect-effect (i.e. mediation analysis), the results have revealed that work-family conflict ( $\beta = 0.020$ ;  $p < 0.05$ ), lack of appraisal ( $\beta = 0.073$ ;  $p < 0.001$ ) and job overload/demands ( $\beta = 0.034$ ;  $p < 0.05$ ) have a positively significant effect on turnover intention with the mediation of meaning of work. Likewise, work-family conflict ( $\beta = 0.112$ ;  $p < 0.001$ ), lack of appraisal ( $\beta = 0.112$ ;  $p < 0.001$ ) and job overload/demands ( $\beta = 0.144$ ;  $p < 0.001$ ) have a positively significant effect on turnover intention with the mediation of work engagement.

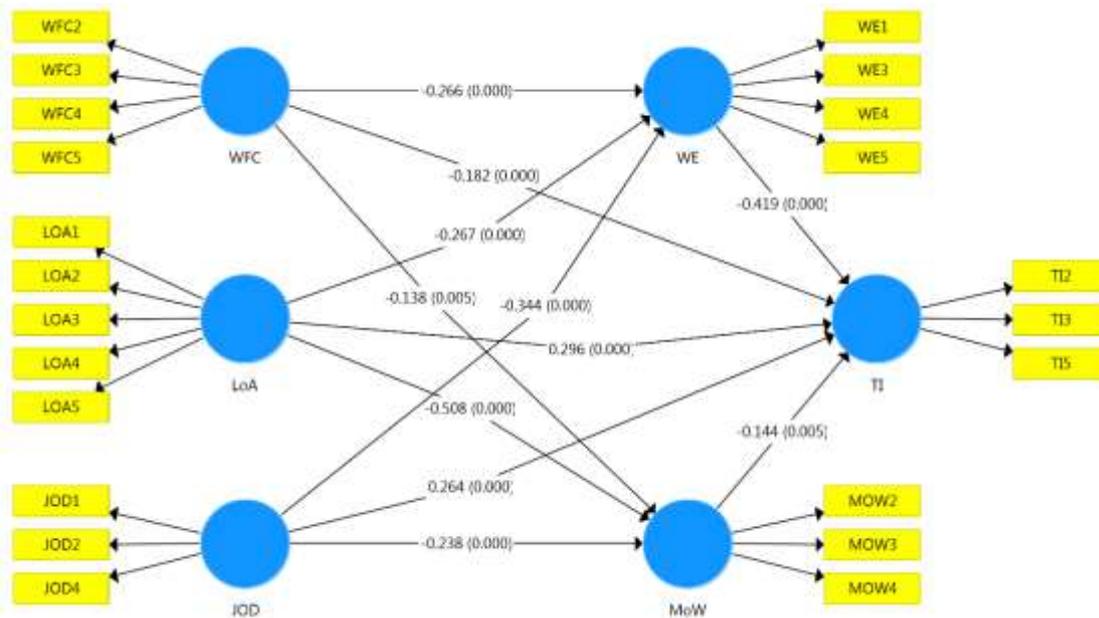


Figure 3: PLS Bootstrapping using SmartPLS v3

## Discussions

The study found a significant negative relationship between WFC, lack of appraisal, JOD and WE. This result is also supported by Ugwu et al. (2022) and indicated that WFC arises when the duties of one domain potentially clash with those of the other domain and the range of roles it includes. Due to the fact

that each individual has a limited amount of time in the day, time pressure can cause work and family conflicts when obligations from one might interfere with those from the other. When working from home, employees with high level of work-time autonomy may have increased stress due to worries about their performance and decision-making. They may also

experience cognitive overload, and as a result of stress and job overload, their work engagement may decline. Also, Orgambidez and Extremera (2020) found that job demands are defined as physical, psychological, social, or organizational demands of the job that necessitate persistent physical and/or psychological effort. The employee's ability to complete tasks and achieve goals is hampered by job demands, which can have a negative impact on work engagement. It is also impossible to achieve successes and rewards at work. Additionally, O'Connor and Crowley-Henry (2019) identified that companies have a moral responsibility to look out for their employees, and chances for professional growth are an important factor of this care. The main source of potential identification, employee performance and potential evaluations, may be highly political and subject to bias, which can result in actions that employees may view as unfair. The organization's performance cannot be properly aligned due to a lack of appraisal, which is essential for accomplishing company goals and objectives.

In addition, the study identified a significant negative effect of WFC, LOA, JOD and MOW. This result is also consistent with Lyu and Fan (2020) and concluded that the MOF includes a strong desire to produce outstanding job results. The conflict between work and family is primarily characterized by the conflict of time, stress, and a lack of resources for appropriate behavior, including an understanding of the meaning of work. In order to determine the meaning of work, it is specifically necessary to reconstruct the quantity, category, and scope of the tasks, as well as their inter-personal interactions' level of quality. Therefore, since they have a negative impact on meaningfulness and organizational performance, it is crucial to pay more attention to the factors that lead to conflict, ambiguity, discontent, and insecurity. Also, Somech and Miassy-Maljak (2003) reveals that the individual's work values—a collection of perceptions between the individual's emotional orientation and the set of

external objects that provide him or her with satisfaction—are what give work its meaning. Lack of feedback causes employees to feel as though their job is irrelevant and meaningless, which leads to turnover, low performance, and quits. Additionally, a lack of meaning in the workplace contributes to low self-esteem, sadness, and hopelessness, all of which are signs of stress. Clausen and Borg (2011) also showed that situational factors in the psychosocial workplace may be significant in determining experiences of meaning at work since they appear to be intimately related to the satisfaction of fundamental psychological and social needs. High job demands, such as work pace, emotional demands, and role conflicts, may make it difficult for an employee to perform their duties effectively. This may prevent the employee from meeting basic needs related to their job, such as autonomy, competence, and positive social relationships. Similarly, the study found that WFC has a negative but LOA and JOD both have a significant positive effect on TI which is also in line with Suifan et al. (2016) and showed that employee turnover is a constant problem that all organizations deal with. Organizations must pay significant direct and indirect costs to replace departing employees. Employee motivation will be hampered by a lack of work-life balance practices, leading them to reveal withdrawal symptoms including absenteeism and turnover. Employees struggle to maintain a balance and finally leave their jobs when more conflict between work and family develops. Also, Yildiz et al. (2021) suggested the same result and stated that the likelihood of turnover is significantly influenced by WFC. The major reasons of WFC and the subsequent decision to quit one's job are organizational problems including stressful work conditions and insufficient human resources management practices. Similarly, Jones et al. (2007) concluded that JOD increases TI. Employees' physical and emotional health deteriorates as work-related stress increases. Work overload is a sign that an employee's perception of their cumulative role expectations exceeds their

ability and drive to perform the job. Performance is affected by increasing perceptions of JOD since these perceptions are associated with lower organizational commitment, lower job satisfaction, and higher levels of stress at work. Moreover, Rubel and Kee (2015) revealed that performance evaluation is seen as a factor in job satisfaction that influences employees' intentions to quit, and employee dissatisfaction with performance evaluations increases that intention. Employee commitment and intent to remain in the organization are reduced when there is a lack of appraisal.

Likewise, the study identified a significant negative effect of WE on TI. This outcome is also consistent with Gupta and Shaheen (2017) and identified that WE may be thought of as an antecedent of turnover intention. Employees who are actively and consistently immersed in their job have so much good energy, they have little time or space for negative ideas, such as leaving the company. As a result, if the work is engaging, employees won't consider quitting their current companies. Malik and Khalid (2016) also supported this result by suggesting that when resources are few and job demands are high, it results in exhaustion, the opposite of engagement, which in turn increases turnover intention.

The study further found a negative significant relationship between MOF and TI which is also in line with Arnoux-Nicolas et al. (2016) and showed that accepting the idea that employees desire to be involved in work that gives their life meaning is necessary for the manifestation of spirituality at work. In fact, employees who work in hazardous conditions are more inclined to voluntarily quit their existing positions, and if their company does not take the required steps to enhance the working environment, employees will not change their minds about leaving. Likewise, Van der Heijden et al. (2019) suggested that enhancing an employee's capacity for foreseeing future challenges can significantly impact how meaningful they believe their work to be. When individuals feel they have a lot of personal control and

participation rights in organizational decisions, employees are more committed and engaged. When employees can identify to the organizational mission, they are more likely to stay with the company.

Also, the study found a significant positive mediating effect of WE between WFC, LOA and JOD towards TI. This result is also supported by Memon et al. (2019) and concluded that a performance evaluation's effectiveness to increase employees' satisfaction with the system depends on their perceptions of fairness. Individuals have positive feelings about an organization when they believe that they will be handled fairly during an appraisal evaluation and that there is trust between them and their organization. In other words, achieving employee satisfaction with appraisal system and subsequently engagement depends on perceptions of fairness. Also, Noor and Maad (2008) found the same result and stated that work-life balance policies assist in lowering workload and view it as an antecedent to organizational commitment. Organizations must create and implement benefits and policies (such as flexible work schedules) that enable employees to balance their work and family life. Also, a balanced workload will always keep employees motivated since they do their tasks effectively and stay with the company for a longer period of time.

Lastly, the study found a significant positive mediating effect of MOW between WFC, LOA and JOD towards TI. This result is also consistent with Ghislieri et al. (2021) and indicated that the use of technology minimizes job overloads by giving employees the impression that their organization is requiring them to complete extra tasks outside of regular working hours. The increased workload and flexibility made possible by technology, along with a better understanding of WFC, reduces the desire to leave. Similarly, Khairunisa and Muafi (2022) found that job demands and the MOW are anticipated by job resources. The greatest reduction in employee turnover intention will occur in workplaces that reduce

workloads. Increasing job resources will also increase levels of MOW and decrease the likelihood of turnover intentions.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusive remarks**

The objective of the study is to find out how WFC, LOA, and JOD affected WE, MOW and TI. It also examined the effect of WE and MOW on TI. The mediating role of WE and MOW between WFC, LOA, and JOD towards TI was also investigated in this study. In this study, quantitative choice was used to develop generalizable data that could be used to a larger population. The cross-sectional horizon was employed to help the researcher gather new and fresh data from the respondents, and this study has used causal design to learn about many factors behind the process. Purposive sampling was also employed in this study to gather information from people and important information from industry specialists. Furthermore, the study used PLS-SEM for data analysis and the use of cross loadings, the HTMT ratio, and PLS blindfolding for predictive relevance has given PLS-SEM an advantage for use in the current study.

The study concluded that WFC has a significant negative effect on work engagement whereas LOA and JOD both have a significant negative effect on WE. Likewise, WFC, LOA and JOD all have a negative significant effect on MOW. Similarly, WFC has a negative but LOA and JOD both have a positive significant effect on TI. The study also identified that MOW and WE both have a significant negative effect on TI. Similarly, the study also found that MOW and WE have a positive significant mediating impact between WFC, LOA and JOD towards TI.

Work engagement is the indicator of a positive workplace environment that improves organizational performance. It is a crucial element of organizational health since it has a significant influence on employee performance, job satisfaction, intentions to quit,

customer satisfaction, organizational success, and firm profitability. Highly engaged employees have a more positive attitude on their jobs and organizations, treat coworkers with more respect, help others become more productive at work, constantly develop their work-related abilities, are very active, and demonstrate in- and extra-role performance. Job demands have also been highlighted as a drain on energy that depletes a person's mental resourcefulness and makes them disengage. Additionally, organizations that put excessive demands on their employees usually see a decline in productivity and outcomes, which lowers employee engagement.

### **Recommendations**

The study has therefore firstly recommended that WE is impacted by WFC. It indicated that the organization's manager may take into account wellness programs or on-site care to help employees balance certain family responsibilities with their jobs. The physical distance between work and family/life may be lessened in part by these initiatives. Individual might be able to feel less stressed as a result, which would reduce WFC and reduce the loss of work engagement. The availability of resources for work-family balance supported by the organization may ultimately be seen as an additional personal resource for individuals. Second, WE is also impacted by a lack of appraisal. High-performing employees are more satisfied in their jobs, yet the existing system lacks performance appraisal that adequately assess an employee's actual efficacy. Effectiveness and efficiency at work should encourage each employee to produce more. The manager of the company should give rewards to all employees fairly. Before everything else, training should be given to every employee of the organization using the proper ranking method. Additionally, managers should promptly distribute salaries, wages, allowances, and promotional plans. This will help the organization that conducts performance appraisals to increase productivity.

Additionally, job overload has a detrimental impact on productivity. As a result, managers can improve employee work performance by reducing the impact of the factors contributing to work overload. In this situation, introducing analytical and problem-focused training on how to handle situations involving overload, carefully planning all activities an employee must complete, and limiting down the number of items on employees' to-do lists to the most important priorities may help to reduce job overload and increase workplace engagement. Further, WE also influences TI. If top performers are to be retained, organizations' managers should focus on the level of pay performance. A performance-linked compensation plan guarantees that experienced and high performing employees are more likely to be retained, in addition to helping to attract and motivate employees. In addition to ensuring pay satisfaction, managers must guarantee employee satisfaction with additional steps that could increase engagement at work. These procedures, which also involve performance appraisal and selection, would lower the voluntary turnover rate in organizations.

Lastly, each organization should focus on factors important to its employees since the meaning of work has been changing constantly and people want to do interesting and satisfying job. Through various training programs provided to employees as a job resource, managers should encourage work engagement and a trust-related environment in the workplace. The manager of the organization should also continue to put emphasis on enhancing employee trust, WE, and integrating in various initiatives in order to lower TI. WFC also affect the meaning of work. Workload's negative influence on WFC was consistently mitigated by organizational support and the perceived meaning of work. In order to help employees feel satisfy in their job, managers should attempt to create a supportive, friendly environment at work. Additionally, managers need to put more effort into training supervisors on how to listen to employee concerns and

needs, how to provide help when needed, and how to resolve employee problems in a constructive manner.

### **Future research**

The generalizability and application of the findings were restrained by certain limitations in the current study. Firstly, only healthcare employees in Karachi, Pakistan, were the study's target population and the data were only collected from one country, Pakistan. Since culture affects people's attitudes and behaviors, future researchers will examine the same study in different countries to generalize the finding. As the data were gathered by a self-report questionnaire, there was a higher chance of common method bias due to positive affect and other personal characteristics. Future studies may also eliminate common method bias by using observational analysis and qualitative techniques to collect data, and they may build time-series data to more thoroughly assess the causal relationships examined in this study. Moreover, longitudinal study design might reveal more details regarding the underlying process. Also, data from more diverse national and international working professional populations should be gathered in order to further assess the results of this study in the future.

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