Role of work constraints, work-life conflicts, and verbal abuse on turnover intentions of hospitals employees in Karachi

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Abstract

The study's aim is to examine the effect of work-family conflict, work constraints and VA on turnover intention. The current study used a quantitative approach to effectively generalize the results. The employees of the healthcare organization in Karachi, Pakistan, are the study's target population. Additionally, the study employed multiple linear regression analysis, together with model summary and ANOVA statistics, to test hypotheses using SPSS version 25. A survey technique was also used to gather data from a pre-selected group of respondents in order to gain knowledge. Furthermore, data was collected through convenience sampling. The study result showed that work constraint has a positive but statistically insignificant effect on TI whereas WFC also has a positive but statistically insignificant effect on TI. Likewise, VA has a positive and statistically significant effect on TI. In this way, managers of organizations should include informal work-family policies into their talent management system, such as flexibility and suggestions that help employees in balancing their responsibilities at home and at work. Increased resource scarcity and work constraints will also result in greater intentions to quit the job. Therefore, it is essential for company managers to prioritize providing opportunities for social support to all of their employees.

Keywords: Work-family Conflict (WFC), SPSS, Conservation of resource (COR) theory, Turnover Intention (TI), Verbal Abuse.

1-Introduction
1.1 Background of the study

Turnover intention is the conscious aim or determination to quit a given organization; the individual has the purposeful goal or decision to depart the company. Employees' turnover intentions are a critical mental antecedent to their actual turnover activities and the penultimate step before they show signs of wanting to leave the company(Akhlaghimofrad & Farmanesh, 2021). Bad workplace events, violence, and stresses, such as abusive leadership and supervision, interpersonal disputes, and bullying conduct, are linked to low job satisfaction and a high intention to leave(Yang et al., 2021).Furthermore, uncivil conduct is a sort of workplace deviance often viewed as workplace abuse; nonetheless, it is distinct from aggressiveness. Low-intensity deviant behavior with undetermined intent to injure the target, in breach of workplace standards for mutual respect, is what it is called(Cakal et al., 2021). Although the uncivil behaviors are small, they cost businesses millions of dollars in the form of poor performance and absenteeism. Moreover, it is difficult for companies to deal with incivility because of its subtle and ambiguous character, especially when formulating strategies or plans to prevent it(Akbolat et al., 2021). Moreover, enhanced absences, reduced satisfaction, inattentiveness, end-of-work negative affect, higher turnover intention, actual high turnover, decreased productivity, adverse effect on citizenship behaviour, performance,

lowered dedication, negatively impact individual's wellbeing, counterproductive work behaviour, depressed mood, anxiety, and work-to-family conflict have all been linked to workplace incivility(Namin et al., 2021).

1.2 Hospital/Healthcare Industry of Pakistan

Pakistan's health system combines governmental, parastatal, private, civil society, charitable contributions, and donor organizations. Consumer health care in Pakistan is organized into four categories: preventative, promotional, curative, and rehabilitative (Mustafa, 2021). The national health infrastructure includes 1201 hospitals, 5518 Basic Health Units, 683 Rural Health Centers, 5802 Dispensaries, 731 Maternity & Child Health Centers, and 347 TB centres, with a total of 123394 beds available in these institutions. Additionally, Pakistan ranks 154th out of 195 nations in healthcare quality and accessibility (Javed et al., 2019).

With its present resources, Pakistan's health system has little capacity to treat the many illness outbreaks in the nation. There is an apparent paucity of resources at the preventative, diagnostic, and therapeutic levels (Abbas et al., 2021). Safe needle practices, dirty surgical procedures, and unregulated and unskilled private health personnel are dangerous potential viral transmission to the general population that can be reduced by actions adopted at the service delivery level. Nosocomial diseases, including HIV/AIDS, are a risk in healthcare facilities. Poverty, ignorance, and the shame associated with the sickness exacerbate the problem (Abdullah et al., 2021, khattak et al.2021).

1.3 Statement of the problem

Work and family have increasingly become adversarial poles, requiring equal quantities of energy, time, and commitment(Rasheed et al., 2021). Increased occupational stress and burnout, turnover intention, lower wellbeing and performance, reduced job satisfaction, high absenteeism rates, reduced career commitment, increased mental trauma, increased parenting stress and marital distress, increased child behaviour problems, poor parenting styles, and lower satisfaction with parenting are all linked to the conflict between work and family(J. C. Li et al., 2021; Rehman et al.2021). WFC is also a major topic across the world. It is a difficult situation for both the employee and the company. On the one hand, WFC has a detrimental impact on employees' happiness, job satisfaction, dedication, and performance; on the other hand, WFC causes firms to underutilize individuals' skills and abilities(Yorulmaz & Sevinc, 2021). Job burnout is becoming more common in Pakistan since many cannot balance work and family duties(Syed et al., 2021). As a result, greater study on this topic is critical for employees and organizations in general, particularly in Pakistan.

Likewise, long working hours, sleep disruptions owing to night shifts, WFC, loss of autonomy, daily coping with death and disease, fear of medical malpractice litigation, and more are everyday stresses for medical professionals(Yildiz et al., 2021). Indeed, issues that might make it difficult for health care workers to remain calm in stressful situations can affect their capacity to deliver quality treatment to their patients, leading to job turnover(Shah et al., 2021). Medical education and training take several years, and high turnover rates add to Pakistan's already-existing scarcity of healthcare workers(Tariq et al., 2021). Hence, addressing issues that influence healthcare workers' turnover intention is critical.

Furthermore, turnover is a costly issue that can only be addressed by a genuine interest in how the firm's talent is managed, kept, and trained, as well as how workers see the organization and its operations (Barkhuizen & Kasera, Ishaq et al. 2024). Employers unable to alter or adapt their human resource policies to address work and talent management approaches to lessen their employees' abuse or uncivil conduct will have significant challenges in keeping the best employees from the available pool(AMAN-ULLAH et al., 2021). Therefore, understanding the

relationship between work constraint, verbal abuse, and turnover intention are significant from a research aspect.

1.4 Research objectives

- The current study investigates the impact of work constraints, work-life conflicts, and verbal abuse at the workplace on turnover intention in the hospital sector of Karachi, Pakistan.

1.5 Research questions

Q1. What is the impact of work constraints on turnover intention?
Q2. What is the impact of work-life conflicts on turnover intention?
Q3. What is the impact of verbal abuse at workplaces on turnover intention?

1.6 Significance of the study

The outcomes of the study revealed vital new information about the impact of work-life conflicts on turnover intentions. The findings might help comprehend the value of work-life balance in reducing turnover intentions. Furthermore, the current study gives a roadmap for hospital employers to effectively create ways to keep and manage their employees in order to minimize any element of verbal abuse or work conflict that impedes excellent performance. Moreover, the findings may benefit practitioners interested in determining the underlying causes of discourteous and impolite behavior to reduce its occurrence by identifying the major components that cause it and devising strategies to eradicate it.Also, the findings added to the retention literature by giving empirical data that emphasizes the need to increase employees' vigour and devotion to mitigate the harmful impact of verbal abuse or violence on turnover intention. Finally, in the unstable business climate, understanding the role of work-life conflicts in reducing the detrimental impact of burnout on turnover intention is critical for talent retention and corporate performance initiatives.

2- Literature Review
2.1 Theoretical background
Conservation of resource (COR) theory

In 1988, Hobfoll developed what is now known as the COR hypothesis, which is primarily based on the concept of motivational stress. Individuals are said to suffer stress in accordance with the notion whenever their personal or social resources are placed in jeopardy or lost in spite of the individual's best efforts to acquire or defend them (Zhu et al., 2020). On the other side, the concept classifies resources as things, environments, and personality traits, forms of energy, monetary value, and data. These goods are given value by the person, or the individual offers access to other resources that do so(Huang et al., 2022).

As per theory, there are two types of resources psychological and physical. The theory has played a significant role in observing multiple potential factors that result in subsequent outcomes related to the workplace. The theory also suggests that an individual's work-related outcome can be predicted based on emotional and physical energy (Akhtar et al., 2021). Emotional energy is directly proportionate to the amount of time and effort that is put into an activity, while physical strength is directly related to the amount of success that may be achieved in that activity. Positive social contact, also known as social support, may be quantified because of the mitigating effect it has on the negative effects of working through difficulties(Tao, 2019).

Additionally, the idea brought attention to the active role that individuals play in acquiring and protecting their resources. Because people do not wait for difficult times to arrive before taking action, they are driven to enhance the resources they possess. In addition to this, it is essential to fortify these assets in the case of a loss in the near future (Asante et al., 2021).

Turnover intention
It is defined as whether the organization plans to remove employees from positions or a business or organization's employees plan to leave their positions. Turnover intention is of two types, voluntary and involuntary. The concept rotates around three stages: employees' perception of their work environment, intention and actual decision (Ngo-Henha, 2018). Since intention depends on attitude, behavioral, psychological, environmental and mental factors are involved in developing a negative or positive attitude. A reduced intention to turnover can be observed when increased job satisfaction exists as per the COR theory. An increase in satisfaction level and a reduction in loss of resources that is emotional can be expected (Jin et al., 2018). According to the COR theory, protection and maintenance of the existing resources, such as value fit, should be accomplished since a threat to resources can lead to emotional and physical exhaustion and turnover intention. Thus, an individual should be engaged in positive behavior for the best interest (Jolly & Self, 2020, Khan et al. 2023)

Work constraints
These are the constraints for which employees cannot exert a high job performance. It represents the situations or things that prevent employees from translating ability and effort. Individuals are prevented from completing tasks due to work constraints as they made of obstacles inherent in a job/workplace (Bader et al., 2019). Work constraints may result in reduced performance, frustration, and dissatisfaction. As per the COR theory, excessive workloads, time constraints, and low autonomy result in high psychological demand, resulting in resource depletion and increased burnout. Thus, the cognitive, emotional, and physical resources are drained out due to negative work experience, whereas these are required to invest in work; hence anxiety increases (Ferreira et al., 2019).
In addition, the theory suggested that there are not enough resources to fulfil the requirements of the job because of the contextual limitations that exist at the workplace. According to the COR hypothesis, a significant contributor to rising levels of anxiety, job discontent, and disengagement in one's work is a decrease in the available resources. Because of limited resources, it is impossible to fulfil the responsibilities of the role (Zhou et al., 2018).

Work-family conflict
It is defined as when the demand in another role is not fulfilled due to pressure in one role. The overall wellbeing is reduced due to WFC, thus resulting in depression, health problems, psychological strain, anxiety and increased burnout. COR theory suggests that insufficient resources result from WFC, due to which work-related performance decreases (Molina, 2021, Jan et al. 2025). Owing to WFC, work and family domains experience pressures that tie up necessary cognitive, emotional and physical resources. COR theory argues that WFC employees lose their physical, mental and psychological resources, such as reduced career commitment, high absenteeism rates, psychological distress, and poor parenting styles. Thus, WFC results in resource depletion (Pan & Yeh, 2019). Since WFC results from resource depletion, it is vital to understand that WFC can be prevented if companies provide employees with flexibility in work responsibilities. The risk of WFC will decrease if employees perceive that they are given adequate support and a supply of resources that restrain them from stress or depression (Yu et al., 2018).

Verbal abuse
Verbal abuse is a behavior that results in a reduction in physical contact between both employee and employer. Verbal abuse includes gossiping, swearing, yelling, criticizing, teasing, and excluding from favorable job opportunities. Relatively to other abuse sources, verbal abuse occurs more frequently (Yun et al., 2019). The workers' psychological reserves were reduced

as a direct result of the lack of civility displayed by their superiors, which resulted in job dissatisfaction and a stronger desire to leave the organization. These two key outcomes were largely caused by the depletion of workers' psychological reserves. According to the COR hypothesis, the use of limited resources that results from verbal abuse prevents those resources from being utilized to meet other labor needs (Chin & Yi, 2019).

Due to verbal abuse, employees become deprived of values and care; as a result, fear, obligation, and guilt are indirectly caused. Various work outcomes are affected due to verbal abuse, such as job satisfaction and employee wellbeing (Jabbar et al., 2020). Both emotional and psychological resources are essential for the wellbeing of employees. The theory suggests that employees cannot cope with stressful situations such as task pressure, deadline achievement, and creativity due to the deprivation of these resources. Therefore, employees must be prevented from verbal abuse (De Clercq et al., 2021).

2.2 Development of the hypotheses

Relationship between work constraints and turnover intention
At the workplace, every employee is given particular tasks; however, due to some related work obstacles, individuals are unable to achieve those tasks. Thus, it is termed work constraints. Modaresnezhad et al. (2021)Found that turnover intention results from anxiety and stress, and owing to work issues, employees are likely to feel the urge to leave the job. Besides, Shah et al. (2020)argued that turnover intention is related to the employee satisfaction level. in some conditions where employees feel exhausted and burned out due to low autonomy and excessive workloads, they resign. Yeh et al. (2020)Found that every work requires cognitive, emotional, and physical resources; however, due to negative work experience, the employees drained their resources; hence their burnout and exhaustion level increases resulting in turnover intention. In a study conducted by Koveshnikov et al. (2022), a positive and significant relationship was found as the findings indicated that work constraints could be related to equipment, space, internet quality, sub-ordinates behaviour, and workplace environment. Due to these factors, employees often feel burned out as they cannot fulfil their task with Excellency and on time.Giao et al. (2020) suggested that turnover intention can be of two types either the workplace creates such an atmosphere that persuades the employee to leave the job, or the employee left the job voluntarily. Hence, on experiencing work constraints employees often feel demotivated, useless or burned out, subsequently it results in high turnover intention. Hence the study hypothesized that:
H1.Work constraints have a positively significant effect on turnover intention.

Relationship between work-family conflict and turnover intention
The conflicting roles such as work and home result in work-family issues. Campos-Garcia et al. (2021)have found that psychological wellbeing is vital to level up the performance and retention of employees in an organization. However, when employees cannot fulfil the needs of either role, their turnover intention increases. Similarly, Rhee et al. (2020) found a positive relationship between WFC and turnover intention. Besides, as per Liu et al. (2020), it was found that the overall wellbeing of employees was reduced due to WFC. Owing to these conflicts, employees either suffer from psychological problems like depression, physical problems like fatigue, cramps, or emotional stress. Since conflict causes psychological strain, it reduces the ability of employees to focus; hence, they end up making impulsive decisions such as resigning. While examining the WFC and turnover intention relationship, it was found that WFC occurs typically when there is a heavier workload and high engagement (Zhou et al., 2020; Ali et al. 2024). In order to earn, more employees commit more time and energy to their work domain; this creates an imbalance between work and family life, producing conflict. Harun et al. (2020)Found that employees often struggle to balance work and family roles due to fluctuating work environments. Owing to such an environment, escalating demands have

been placed on the employees, due to which they cannot develop a balance between work and family. Hence the study hypothesized that:

H2. Work-family conflict has a positively significant effect on turnover intention.

Relationship between verbal abuse and turnover intention

Verbal abuse is defined as behavior that could be gossiping, yelling, swearing, criticizing, teasing and excluding from favorable job opportunities. It is a source of abuse that comes more frequently from supervisors or those at the workplace at higher positions, such as managers and subordinates. Wu et al. (2020), found a positive relationship between verbal abuse and turnover intention since many employees become demotivated or psychologically strained when encountering verbal abuse. Hence with an increase in verbal abuse, this condition increases. Beside,Hanifah et al. (2021) found that many employees do not feel job autonomy due to verbal abuse. They cannot set up their creative ideas or feel reluctant while making social contact.

Similarly, as per Akbolat et al. (2021) findings, it was concluded that increased verbal abuse turnover intention increases. Verbal abuse is also regarded as a threat. While facing threats, employees feel physical and mental problems as well. Also, verbal abuse and physical abuse are representative of workplace violence. Giao et al. (2020)suggested that verbal abuse correlates with a low intention to stay in the company. Turnover intention increases due to less satisfaction and organizational commitment. Since personal accomplishments, depersonalization and emotional exhaustion resulting from verbal abuse result from burnout, employees may develop turnover intention (Modaresnezhad et al., 2021). Hence the study hypothesized that:

H3. Verbal abuse has a positively significant effect on turnover intention.
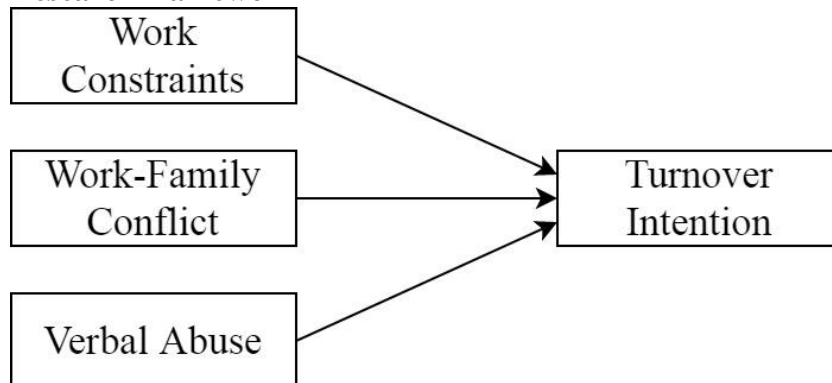
Research framework

Figure 1: Research Framework

2.3 Empirical reviews

Simard and Parent-Lamarche (2022)investigated the influence that work-organization circumstances, abusive leadership, and the connection between the two had on the mental health of healthcare professionals and their intention to leave the industry during the 2009-2010 COVID-19 pandemic in Quebec. Methods The MPlus tool was used to choose 921 healthcare professionals in Quebec at random for the purpose of conducting a mediation and moderated mediation study. The study also found that workers were more likely to abandon their professions as a consequence of abusive bosses, which reduced the positive effects that praise and responsibility had on employees' lives (moderated mediation effects). The findings highlighted the significance of work-organization settings and leadership style on the psychological well-being of healthcare staff as well as their inclination to quit in the face of a pandemic. In light of the gravity of the situation, those in positions of authority and management have a responsibility to give consideration to the impact that the leadership style they employ may have on the employees' attitudes toward the company as well as their

decisions regarding whether or not to resign. Therefore, programs that teach leaders and managers to avoid abusive leadership styles should be easily available. X. Li et al. (2021)Examined about 1,513 mainland Chinese preschool teachers on their personal pay, work-family conflict, organizational commitment, and desire to leave their professions. The purpose of this study was to investigate the direct connection between income and intention to leave an organization, as well as the indirect relationship between the two variables, which was investigated via the lens of the mediating functions of WFC and organizational commitment. Both of these links were investigated independently and in the appropriate order. For Chinese preschool teachers, neither income nor organizational commitment nor work-family conflict nor family-to-work conflict independently mediated the relationship between income and intention to leave, nor did work-family conflict or organizational commitment independently mediate the relationship between income and intention to leave in a sequential manner. Neither did work-family conflict or organizational commitment independently mediate the relationship between income and intention to leave in a sequential manner. The findings have important repercussions for next research as well as the design of interventions that are aimed at lowering the likelihood of preschool teachers leaving their jobs.

Yeh et al. (2020)Looked at how job control, psychological requirements, and social support influenced work value and intention to leave their jobs. The education of hospital administration and policymakers as well as a reduction in the high turnover rate among nursing staff are the key goals of this study. Cross-sectional research was used as the approach for this study, and the quantitative research conducted highlighted the complexity of the link between WV and desire to quit. Participants were registered nurses working at either rural or suburban teaching hospitals in Taiwan's central region. Out of the 268 questionnaires that were sent out, only 213 were filled out and mailed back. The results provide new insight into previously conducted research and highlight the intricate nature of the connection between WV and turnover intent. Hospitals should work to improve their capacity to address and manage violent situations in clinics, reduce the psychological stress of their staff, and establish communication channels for social assistance in order to reduce the number of WV incidents that take place in healthcare facilities. This will allow for a reduction in the number of WV incidents that take place.

Koveshnikov et al. (2022)developed a new model to investigate the stress-inducing effects of intra-family conflicts and workplace discrimination on expatriates' decisions over whether or not to go back to their home countries in the context of the ongoing COVID-19 epidemic. The influence of gender and job adjustment on the chance that health problems within the family and workplace discrimination would cause psychological stress was also investigated. It seems that there is widespread support for the idea, as shown by the results of a study that was conducted among 381 international workers in the United Arab Emirates. According to the results of the research, making adjustments at one's place of employment seems to have a moderating effect on the association between family health issues and psychological stress.

Rhee et al. (2020)evaluated the frequency of workplace flexibility among South Korean low-wage employees as well as the mechanisms by which it effects workers' propensities to leave their job for financial and personal reasons. The research was conducted in South Korea. There were a total of 250 employees that participated, all of them had monthly incomes of less than 2 million Korean won ($1,900). It was shown that workplace flexibility had a large protective impact on turnover intention among low-wage employees. This benefit was seen to be exerted indirectly, via reduced WFC and improved job satisfaction.

Lin et al. (2021)investigated the relationship between tour leaders' perceptions of emotional blackmail, work dissatisfaction, and intentions to quit. Participants in this research were licensed tour guides who were invited to complete a self-administered survey questionnaire. After the investigation, 355 valid questionnaires were gathered. The results revealed that the more the tour leaders' felt blackmailed, the greater their work discontent and desire to leave.

Furthermore, according to the findings, job frustration positively impacts the likelihood of quitting.

Giao et al. (2020)investigated the case on the relationship between EQ and turnover intentions using a mediation study of work-family conflict, job tiredness, and perceived organizational support. The responses of 722 individuals working in Vietnamese banks were collected and analysed as part of a survey. The findings of the PLS-SEM analysis carried out using the SmartPLS 3.0 software showed that emotional intelligence had a negative influence on employee turnover intent. Work-family conflict and exhaustion functioned as partial mediators in this relationship. There is a possibility that the primary findings of the research will have some empirical repercussions in the banking industry in Vietnam. It was proposed that service providers make it easier for their workers to maintain a healthy balance between their personal and professional lives outside of the office, with the goals of lowering the incidence of employee burnout and raising the level of productivity achieved.

Campos-Garcia et al. (2021)investigated the work-life balance of professionals in a demanding and high-risk occupation in a security firm. Research focuses on the relationship between supervisory actions, culture, turnover intention, and WFC. This analysis is based on data from a Latin American public security agency (3861). CFA was used to assess the measuring equipment's validity. The link between variables was then evaluated using SEM. The findings revealed that supervisor actions significantly influence organizational (turnover intention) and individual outcomes (WFC). Organizational culture, on the other hand, has a negative impact on turnover intentions and WFC. While the impact of supervisor behaviours and culture is confirmed by studies from the private sector in other countries, that has implications for work and family practices in this type of organization.

Akbolat et al. (2021)Investigated the fear of future violence among health care workers and their intention to leave the profession. They also investigated the role that fear of violence plays in mediating the impact of direct and observed violence on intention to leave the profession. Two hundred ninety-nine members of the medical team took part in the study. Both descriptive and SEM analysis were carried out on the gathered data. It was found that direct and observed workplace violence had a significant influence on both the desire to leave one's job and the worry that future workplace violence will occur. It is imperative that proactive measures be made to eliminate the risk of violence against medical staff in order to preserve and improve the health of the population as a whole. Keep in mind that strong human resources are a must for a healthy society.

Hanifah et al. (2021)examined the impacts of verbal abuse and abusive supervision on the intention of garment workers in Indonesia to quit through emotional exhaustion as a mediator. The data for the study came from a survey of 2897 garment workers in Java, Indonesia. Workers' perceptions of the organization might be influenced by poor working conditions, particularly regarding their health. If the organization fails to address working conditions that fulfil employees' basic needs, the impact is an increased chance of employee turnover due to emotional exhaustion. Structural Equation Modeling was employed as a study approach. The findings suggest that emotional exhaustion partially mediates the impact of verbal abuse and abusive supervision on turnover intention in a time-dependent manner.

Martins and Sobral (2021)looked into the results of the survey answers of 89 individuals over the age of 18 who were either working remotely or attending college online. In order to evaluate levels of satisfaction, predict future adoption of this model, and make comparisons between remote learning and work and traditional methods, a number of variables, including gender, age, parenting status, ownership of equipment, personal workspace, and internet quality, were required. Women are more enthusiastic than men about the benefits of telework and distance education, and those who have children are more optimistic about the advantages of telework and distance education than those who do not have children. These statistics suggest a relationship between gender and motherhood. The distance model is more likely to be selected

by those who place a high value on maintaining their sense of personal space and privacy while at work.

3-Methodology

3.1 Research Design
Research designs are categorized as experimental and non-experimental. This study used a **non-experimental correlational design**, which examines relationships between variables in a natural setting without establishing causation (Blessing & Chakrabarti, 2009). This design helps determine the strength of relationships between variables and allows for real-world applicability (Dooley & Gullickson, 1995; Urooge et al. 2019).The study follows an **explanatory research** approach, aiming to explore under-researched topics and refine models for future studies (Babbie & Benaquisto, 2009; Sekaran & Bougie, 2016). This approach enhances understanding of the study's components and provides deeper insights (Blessing & Chakrabarti, 2009; Saunders et al., 2009).

Target Population, Sample Size, Data Collection and Instrumentation
Pakistan's healthcare sector comprises both public and private providers, with the private sector serving about 70% of the population. Over 175,000 registered physicians offer medical services, and healthcare access has significantly improved (Khan et al., 2022). This study focuses on medical professionals in **Karachi, Pakistan** as its target population.Following the 20:1 sample-to-variable ratio (Hair et al., 2018), a minimum of 80 responses was required for the four-variable model. Kline (2016) recommends over 200 responses for large-scale studies, so **250 responses were collected**. The study employed **convenience sampling**, which selects participants based on availability without predefined inclusion criteria (Emerson, 2015). This method is widely used in pilot studies due to its simplicity, cost-effectiveness, and speed (Lunneborg, 2007; Etikan et al., 2016). Data was collected through a **questionnaire survey** consisting of closed-ended questions on research variables. A **5-point Likert scale** (ranging from "strongly agree" to "strongly disagree") was used to enhance response accuracy and result effectiveness (Baker, 2003; Goddard & Villanova, 2006)

Table -A

Variable Name	N Items	Likert Type	Source(s)
Work Constraints	4	5-Point	(Modaresnezhad et al., 2021)
Work Family	3	5-Point	(Matthews et al., 2010)
Conflict	2	5-Point	(Modaresnezhad et al., 2021)
Verbal Abuse	2	5-Point	(Modaresnezhad et al., 2021)
	1	5-Point	(Lee et al., 2022)
	2	5-Point	(Aryee et al., 2007)
Turnover Intention	5	5-Point	(Lin et al., 2021)

Definition of the variables

Work constraints
The variables inside and outside the organization that limit the job holder's abilities are known as work constraints(Anamari-Beatrice, 2015).

Work-family conflict
WFC is a kind of inter-role conflict that occurs when the energy, time, or behavioral demands of the work role clash with those of the family role (Seiger & Wiese, 2009).

Verbal abuse

Using verbal gestured and written words against a victim is verbal abuse a psychological/mental abuse (Ferns & Meerabeau, 2008).

Turnover intention

Turnover intention measures whether workers of a company or organization want to quit their jobs or whether that organization intends to demote people from their positions (Cohen et al., 2016).

4- RESULTS AND DISCUSSIONS

Demographic profile

The following table 1 provides the demographic profile of 257 respondents.

Table 1: Demographic Profile (n=257)

		Frequency	Percent
Gender	Male	193	75.1
	Female	64	24.9
Age	21-25 years	55	21.4
	26-30 years	96	37.4
	31-35 years	64	24.9
	36-40 years	21	8.2
	Above 40 years	21	8.2
Education	Undergraduate	11	4.3
	Graduate	138	53.7
	Postgraduate	87	33.9
	Others	21	8.2
Job Position	Administration	63	24.5
	Senior management	87	33.9
	Healthcare practitioner	107	41.6
Work Status	Permanent	226	87.9
	Contractual	31	12.1
Work Experience	Less than 1 year	33	12.8
	1 to 5 years	95	37.0
	6 to 10 years	76	29.6
	More than 10 years	53	20.6

Reliability analysis

The following table 2 provides the result of reliability analysis using Cronbach's alpha test.

Table 2: Reliability Analysis

Variable Names	N Items	Cronbach's Alpha
Work Constraints	4	0.706
Work Family Conflict	5	0.699
Verbal Abuse	5	0.846
Turnover Intention	5	0.777

Nunnally (1978); Nunnally and Bernstein (1967, 1994) suggested that alpha coefficient should be higher than 0.60 for adequate internal consistency of the variable. Above table has shown

that work constraints has four items with an internal consistency of 70.6 percent, work-family conflict has five items with an internal consistency of 69.9 percent, verbal abuse has five items with an internal consistency of 84.6 percent and turnover intention has five items with an internal consistency of 77.7 percent.

Model summary

The following table 3 provides the result of model summary for model fitness of the regression analysis.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	S.E. Estimate
1	0.465	0.216	0.207	0.830
a. Predictors: (Constant), Verbal Abuse, Work Family Conflict, Work Constraints				
b. Dependent Variable: Turnover Intention				

Above table has shown that turnover intention has been predicted upto 21.6 percent in the model manifesting strong predictability of the endogenous variable (Chin, 1998; Falk & Miller, 1992).

ANOVA

The following table 4 provides the result of ANOVA statistics for regression model.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.089	3	16.030	23.285	0.000
	Residual	174.169	253	0.688		
	Total	222.259	256			
a. Dependent Variable: Turnover Intention						
b. Predictors: (Constant), Verbal Abuse, Work Family Conflict, Work Constraints						

Above table has shown that f-statistics (23.285, 3) has been found significant at 5 percent; therefore, regression model has adequate fitness (Hair et al., 2018).

Multiple regression analysis

The following table 5 shows the result of regression analysis for hypothesis-testing.

Table 5: Multiple Regression Analysis

	Beta	S. E.	t-Stats	Sig.	VIF
(Constant)	1.265	0.346	3.656	0.000	
Work Constraints	0.048	0.061	0.787	0.432	1.263
Work Family Conflict	0.108	0.071	1.526	0.128	1.029
Verbal Abuse	0.487	0.066	7.395	0.000	1.274
a. Dependent Variable: Turnover Intention					

Above table has shown that hypothesis-1 has been rejected providing that work constraints () has a positive but statistically insignificant effect on turnover intention. It showed that one percent increase in work constraints will somehow increase turnover intention by 4.8 percent. Also, there is no multicollinearity found between work constraints and other predictors as the VIF value found higher than 5 (Tabachnick & Fidell, 2007).

Moreover, hypothesis-2 has been rejected providing that work-family conflict () has a positive but statistically insignificant effect on turnover intention. It showed that one percent increase in work constraints will somehow increase turnover intention by 10.8 percent. Also, there is no multicollinearity found between work-family conflict and other predictors as the VIF value found higher than 5 (Tabachnick & Fidell, 2007).

Lastly, hypothesis-3 has been accepted providing that verbal abuse () has a positive and statistically significant effect on turnover intention. It showed that one percent increase in work constraints will increase turnover intention by 48.7 percent. Also, there is no multicollinearity found between verbal abuse and other predictors as the VIF value found higher than 5 (Tabachnick & Fidell, 2007).

Discussions

Hypothesis-1: Work constraint and turnover intention

The study found an insignificant positive relationship between WCs and TI. This result is also supported byKhor (2021) and indicated that WCs could include obstacles that come with a job or workplace and prevent people from finishing tasks. For instance, equipment problems have been identified as a significant source of employee stress and turnover. These constraints may reduce performance, cause stress and dissatisfaction at work. AlsoSquillaci (2020) found that high psychological demands brought on by heavy workloads and lack of time constraints and a lack of autonomy have caused resource depletion and higher employee burnout. Additionally, negative workplace experiences deplete the cognitive, emotional, and physical resources needed for work, which increases anxiety and leads to employees quitting their jobs. LikewiseLu et al. (2015) found the same outcome and reveals that work-related constraints have been reported to reduce productivity, increase feelings of frustration, and increase TI. WCs might potentially make employees work longer hours and harder to make up for a lack of resources including personnel, consumables, knowledge, and equipment.

Hypothesis-2: Work-family conflict and turnover intention

The study also identified a positive insignificant effect of WFC and TI. This result is also consistent withAboobaker and Edward (2020) and stated that WFC happens when pressures in one role (work/family) impede meeting demands in the other role. WFC leads in decreased overall well-being, job satisfaction, reduced work commitment, as well as stress, anxiety, and depression. When individuals are unable to fulfill the requirements of either role, they are more likely to leave. SimilarlyGiao et al. (2020) suggested the same result and shows that WFC often happens when there is a high level of involvement and a heavier workload. More employees spend more time and effort to their work in order to earn a living; this imbalance between work and family life leads to conflict. AlsoLiu et al. (2020) identified that employees quit when company policies result in unacceptable stress and conflict in families. In addition, conflict between the family and work domains drains vital mental, emotional, and/or physical resources, leaving inadequate resources for job-related performance. In the end, this use of resources makes individuals more stressed.

Hypothesis-3: Verbal abuse and turnover intention

The study also found that VA has a significant positive effect on TI which is also in line withModaresnezhad et al. (2021)and revealed that VA from coworkers and supervisors is the most common kind of abuse experienced by employees. VA from supervisors resulted in decreased job satisfaction and higher TI. Victims of verbal abuse eventually feel more stressed, tired out, and depressed. Additionally, VA taxes finite resources, lowering their availability and making it harder to fulfill other work demands. AlsoHanifah et al. (2021) found the same outcome and identified that TI is significantly impacted by verbal abuse because of emotions of stress and pressure from job. Regularly experiencing VA make employees more prone to stress, job dissatisfaction, and increased task neglect. After suffering VA, employees get emotionally exhausted, which has a detrimental impact on their morale, lowers their productivity, and impairs their ability to perform their jobs. Likewise,Wu et al. (2020) indicated

that VA has been linked to depersonalization, anxiety, and staff mental stress, all of which have an impact on TI. It can also cause interpersonal relationships to fall apart, cause employees to become less committed to their jobs, and cause frequent changes in the workspace.

5-CONCLUSION AND RECOMMENDATIONS

Conclusion
The study's goal was to investigate the impact of WCs, WFCs, and VA at the workplace on TI. The current study used a quantitative methodology to collect data using surveys or questionnaires. Additionally, the correlational design was employed to establish the casual relationships between the variables. Explanatory purpose was also used to investigate a topic that hasn't been thoroughly studied, to assist in prioritizing future research, and to develop a more precise model.Also, a 5-point Likert scale questionnaire was utilized to improve the significance of the responses, which ultimately enhances the effectiveness of the results. Data was also collected using a convenience sampling method. Similar to this, the study employed multiple linear regression analysis with SPSS version 25 for testing hypotheses.The study concluded that WCs and WFC both have a positive insignificant effect on TI. Similarly, VA has a positive significant effect on TI. Moreover, TI is the deliberate intention or decision to leave a certain organization. Employees' TI are the last step before they express a desire to quit the organization and a crucial mental precursor to their actual turnover actions. In addition, aggressive behavior is different from uncivil behavior, which is a type of workplace deviance that is frequently perceived as workplace abuse. It is referred to be low-intensity deviant behavior that violates mutual respect rules at work and has no specific intention of harming the target. Even if the uncivil behavior is small, the poor performance and absenteeism it causes costs businesses millions of dollars. The subtle and ambiguous nature of incivility makes it challenging for companies to deal with it, especially when developing strategies or plans to prevent it. Additionally, workplace incivility has been linked to increased absences, decreased satisfaction, inattentiveness, end-of-work negative affect, higher TI, decreased productivity, performance, and lowered dedication, as well as negatively affecting an individual's wellbeing, depressed mood, anxiety, and work-to-family conflict.

5.1 Recommendations
Firstly, TI is more strongly linked to conflict between work and family. Job designs that maximize potential for improving family environments are characterized by manageable workloads, suitable work hours, flexibility, optimal supervisor support, job security, and a feeling of control or autonomy over one's work. Managers must understand the factors that influence these outcomes in order to create organizational objectives and intervention strategies that promote positive employee outcomes. Additionally, firm managers should develop programs that focus on WFC, such as flexible work arrangements, since they may differ significantly from those intended to improve FWC, such as dependent care supports. Personalized policies should be developed by managers in order to enhance the performance of teams, individuals, and organizations.

Also, organization managers should include informal work-family policies into their talent management system, such as flexibility and recommendations that help employees balance their responsibilities at home and at work.Organizations must also train their managers to better promote employees' professional growth by incorporating family support strategies and providing more informal family support. Likewise, managers should develop strategies to train supervisors how to be more family-supportive. Supervisors should receive training on how to empathize with employees' emotional concerns about balancing work and family

responsibilities. Supervisor training in the best ways to use organizational work-family resources and guidance to assist employees in resolving WFC.

Secondly, TI is impacted by WCs as well. It indicated that lowering employee demands and raising job resources will result in the greatest reduction in burnout and the consequent occupational TI. Firm managers must have a major responsibility to protect employees' employability, protect plenty of opportunities for career growth, and provide strong social support to deal with all workplace stressors.Managers who fail to identify their lack of resources and fail to give enough job resources and other types of (career) support to assist employees cope with rising workloads will see a rise in employee dissatisfaction and potential early departure. Increased intentions to leave the job will be the outcome of a more significant lack of resources and work constraints. So, it is crucial for firm managerto put social support opportunities for all employees at the top of their priority list.

Lastly, VA also has an effect on TI. It showed that verbal abuse may have a significant influence in raising employee emotional exhaustion and intention to quit. Therefore, a firm manager should consider factors other than salary and working conditions in order to lower employee turnover. They should also pay attention to the employee perspective and understand that the employee is not always right. Employees also experience emotional exhaustion when they deal with verbal abuse from customers, especially repeated aggression. Managers must find new resources to make up for each loss if they want to keep the balance of their resources. Physical threats made by colleagues are associated with secondary trauma, thus it is crucial to have a strong management strategy in place to minimize them. In order to do this, the manager must foster a friendly work environment. Facilitating employee communication is also important. A system for reporting workplace violence should also be established by the firm manager, and if there is unintentional non-physical aggression, feedback should be given.

5.2 Future research directions

A number of future recommendations are included in the paper. Firstly, to clarify causality and the order in which predictive factors should be considered, future study should use longitudinal data. This will help researchers better understand the processes that lead to employees developing a desire to leave their jobs. The study's research was also based on a self-report measure of employees' desire to leave their jobs, or turnover intention. The actual turnover behavior should be considered in future research. Additionally, data from self-reports could be biased. To thoroughly investigate the relationship between WFC and employee turnover intention, future research utilizing qualitative approach is required. Future studies should also try to get data on WFC from partners or spouses. It is advised that future researchers use longitudinal studies using a quasi-experimental method to investigate the relationship in order to understand how the study variables interact.Also, the research sample size was too small. Future studies suggest using more varied samples in a thorough investigation to provide more generalized research findings. The study should also be extended to include cities other than Karachi for a more comprehensive and all-encompassing knowledge.

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