

## The Impact of Workplace Interpersonal Conflict on Job Performance, Job Depression and Turnover Intention

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### Abstract

*The objective of the current study is to check the impact of workplace interpersonal conflict's impact on job performance, job depression and turnover intention. The current study is been set to make cross sectional analysis of employees working in both public and private organizations. A pre-planned and well-structured questioner is been designed and provided to 350 respondents. 215 respondents returned the fill questioners. Simple statistical tools are been used to find the demographic features and average behavior of the respondents. Regression technique is been used for hypothesis testing and inferential statistics. The findings of regression analysis showed the interpersonal conflicts reduces job performance. Increase in interpersonal conflict increase the job depression. The impact of interpersonal conflict on turnover intention is been observed positive and statistically significant at 1%. All three-null hypotheses are been rejected while alternative hypotheses are been accepted. The moderating and mediating factors i.e. organizational maturity and supervisor behavior help reducing the interpersonal conflicts. It is been suggested that the organization need to promote employees frankly strategies and policies.*

### Keywords

interpersonal conflicts; job performance, job depression; turnover intention; regression analysis



## I. Introduction

Interpersonal relationship in any organization's workplace are inescapable truth and reality for all those who are part of the organization. The most important part of this interpersonal relationship among employee, employer and between employers not only facilitate in a context of only working environment but also individuals can meet and fulfill their needs and demand where they belong (Giao et al., 2020). A positive interpersonal relationship indicates the growth of learning, higher job performance, having least job depression. All these are key instruments to retaliate the turnover intention of any organization. Sometimes there is been observed conflicts among the people inside the organization (Jalagat, 2019). The first part or sector that quickly get affects because of the interpersonal conflicts in the organization is job performance (Lai, 2019). An individual who is suffering conflicts with his co-worker or employer loss its job concentration. This directly affect the job performance of the individuals. When the job performance affects, there is chance to increase interpersonal interest. Therefore, the workplace unable to deliver the true performance that what is expected by the organization.

Interpersonal conflicts at workplace is a pervasive and important workplace stressor or simply we can say casual reason of work depression. It represents the extent to which the organization observe negatively charged social interactions and relation with co-workers or employee. The interpersonal conflict in the workplace is been observed related

to different psychological, behavioral, physical, and attitudinal outcomes. It is been observed increase in the counter productive work behavior in the organization because interpersonal conflicts at behavioral level that reduce the job performance (Malik & Bjorkqvist, 2020). Additionally, the mistreatment or interpersonal conflicts been observed positively affecting overall turnover intention of the organization (Lai, 2019). The psychological factors also depend on the interpersonal conflicts inside the organization. Poor work-related attitudes, and psychological states like organizational commitment, job dissatisfaction, turnover intentions, emotional exhaustion, and negative emotions. For example, Spector & Jex (1998) found that interpersonal conflict is negatively related with job satisfaction having correlation -0.42, while positively related with turnover intention having correlation 0.41. This mean, for organization growth and improvement interpersonal conflict play key role. The employer or supervisor focuses to achieve sustainable growth and positive outcomes while employee look towards the benefits, recognition, and rewards for their services. Any kind of conflict if its external one, then organization suffer it slowly but when there interpersonal one than it starts from an individual and soon affect the organization as whole if not been under consider on proper time (Deshpande, 2019). The job performance, job satisfaction, job depression, and turnover intentions are the major sectors that affect inversely because of the interpersonal conflicts.

The interpersonal conflict directly affects the job performance creating job dissatisfaction, job depression and turnover intention. Job performance affects because individual either do not get what he is doing, or either his right is going to someone others benefit, therefore he gets creepy of the work. Secondly, he gets disturb that lead to depression He gets internally dissatisfied and unable to work heartedly. As there are large number of organizations providing job opportunities, therefore the chances of turnover intention in the organization increases. Therefore, the current study tries to explore the impact of interpersonal conflicts on three major organizational instruments i.e. job performance, job depression and turnover intentions.

## 1.2 Research Questions

The current study makes to explore the relationship between Interpersonal conflicts and job performance, job depression and turnover intentions. To find out the relationship the current study seeks to answer the following questions.

1. Do interpersonal conflicts reduce job performance or not?
2. Do interpersonal conflicts cause job depression?
3. Do interpersonal conflicts increase turnover intention in the organization or not?

Mostly organization is setup to meet a specific objective and goal. To reach that specific goal the human resource play significant role. The understanding, respect, passion, commitment, sincerity, merit-based decision, and promotion etc. play vital role in the improvement of human capital. Sometimes there arises internal and external conflicts that not only affect the individual performance, but organization also get suffer at all. Therefore, it is much needed to explore the relationship between interpersonal conflicts with job performance, job depression and turnover intentions. Such that it will be easy to adopt policies like Control over Employee, Control over Organization, Supervision etc. to promote the organizational objective rather to get engaged with interpersonal conflicts. This research will give a deep inside to recommend policies that how interpersonal conflicts in workplace affect the organization environment like job performance, job depression and turnover intentions.

## II. Research Methods

### 2.1 Research Methodology

The objective of the current study is to explore the impact of interpersonal conflicts in workplace on job performance, job depression and turnover intention among the employees of different organization. The study is been conducted as open ended with having no organizational, experience, age, or gender restriction. The population of the study is all those people who are currently or previously working with any organization in Islamabad. We have sent the online questionnaire to different employees with whom we were connected. They send their responses in about 1 month via online forms. We collect data through online survey due to Covid-19. As Covid-19 has restricted almost all sector of life. Many of the organization's employee working from their home. The data is been collected with a pre-prepared questioner, where the respondent's views and arguments are been considered for the analysis. The researcher has minimum interference in the data collection, while the findings of the study is been connected and related with different organizational and individual knowledge on the topic. This was field study because employees of different age, gender, experience, organization, locality, areas are asked to fill prepared questioners that is been designed to meet the objectives of the study.

### 2.2 Statistical Tools and Regression Analysis

Different researchers have applied different statistical and econometrical tools and techniques. Since we are seeking the impact of interpersonal conflicts on job performance, job depression and turnover intention. Mathematical representation of the model is given as blow

$$Y = f(IPC) \quad \text{Eq. 1}$$

Where “Y” denotes the dependent variable which in our case are job performance, job depression and turnover intention, while **IPC** is used for inter-personal conflicts. The econometric specification of model is given as below.

$$Y_i = \alpha + \beta_1 IPC + \epsilon_t \quad \text{Eq. 2}$$

Where  $\alpha$  and  $\beta_s$  show the co-efficient values of Interpersonal conflicts and control variables.  $\epsilon_t$  denotes the error term.

### 2.3 Hypothesis Development

Interpersonal conflict at workplace affect the organization sector in different ways but the job performance of the individual in the organization is the first part that get suffer. Once someone started to feel that he is been neglecting or there is ostracism environment in the organization, he does not work properly as he was doing previously. (Soler, 2019) stated that the first attack interpersonal conflict is on the job performance, because an individual not furthermore get serious towards its task and job. One of the famous works on interpersonal conflict is Spector (2019) found that interpersonal conflict is negatively related with job performance having correlation -0.38 that means, there is negative correlation between interpersonal conflicts and job performance. (Lai, 2019) argued that job performance gets affected because of the organizational conflicts either interpersonal or either personals among employees. The literature helps us to build hypothesis among interpersonal skills and job performance to be tested is as below.

***H1: The interpersonal conflict negatively impacts the job performance***

Different author argued different opinion about why job performance is affected because of interpersonal skills? (Deshpande, 2019) studied the behavior of relationship between change in climate of caring and job satisfaction, where he probed that the employee gets job depression because of interpersonal conflicts. Therefore, the job performance of the employee gets affected inversely. The job depression indicates that how the individuals physical, mental, behavioral and attitude get affected. (Malik & Bjorkqvist, 2020) suggested that it is tough time for the employee to survive in the environment of ostracism while Spector (2019) argued that there is positive correlation between job depression and interpersonal conflicts. The average correlation Spector (2019) recorded among interpersonal conflicts and job depression is recorded 0.37. This means that both move in the same direction. Increase in interpersonal conflict will increase the job depression. Therefore, the below given alternative hypothesis we are going to reject in our current study.

***H2: There is positive relationship between interpersonal conflicts and job depression***

Here question arises what would happen to organization when there is poor job performance, higher job depression and higher interpersonal conflicts? (Giao et al., 2020) briefly analyzed the impact of interpersonal conflict on different indicators and determinants of job performance. They concluded that rising interpersonal conflict lead to turnover intention. Turnover intention means the chance of an employee to leave the current organization. (Rabenu, Radomski, & Belkin, 2015) found that turnover intention in the organization get higher because of increasing interpersonal conflicts because an individual get job depression, so hard for him to continue with current organization while the poor job performance in the organization create hurdle to catchup the objection, therefore the organization willingness to rusticate the employee for organizational betterment. Therefore, the chances of turnover intention increase with increase in interpersonal conflicts. (Zhang, et al., 2020) analyzed the doctors job intention due to interpersonal conflict under the null hypothesis that “Interpersonal and job intentions are not related with each other” and they rejected the null hypothesis because the data suggested that due to higher interpersonal conflicts the doctors turnover intention in China increases, showing positive relationship with each other. The current study tests the below alternative hypothesis to find the relationship between interpersonal conflicts and turnover intentions.

***H3: The interpersonal conflicts impact on turnover intentions positively***

### **III. Results and Discussion**

#### **3.1 Demographic Features of the Respondents**

To meet the objectives of the study, prepared questioner in the form of google docs is been mailed to 350 respondents working in different public and private organizations. Out of 350 respondents 215 filled questioners are been received which is 61.42% of the total respondents. We can see that out of 215 respondents 134 respondents are male which is 62.3% of total respondents while 81 of the respondents were female which is 37.7% of total respondents. The age group with respect to gender shows that maximum number of respondents have age group between 31-40 followed by 20-30 having 61 respondents while the age group 41-50 years have total 53 respondents. The age group 50 and above have only 17 respondents. We have maximum number of respondents have masters and above qualification that accounted around 44% of total respondents. The respondents having bachelor's degree accounted 34.5%. Respondents having qualification less than bachelors accounted 21.5% of total respondents. Around 46% who have filled the questioners are working in private sector while 36% of the respondents showed that they

are part of Government sector. 19% of the respondents said that they are working with Semi Government sector. We have maximum frequency of total working experience lie in the year group 5 to 7 years. It means that maximum number of the respondents have working experience of 5 to 7 years followed by more than 7 years having valid percentage of 24%. Least total experience in the group is been found 1 to 3 years that have valid percentage of 12%. We have maximum of the respondents who are working in the organization have 1 to 2 years' time period. They are working under the current supervisor 6 months to 1 years. Lowest frequency is been observed in the organization's group having experience less than 6 months and more than three years who are working under the leadership of current supervisor less 6 months to 1 year. This implies that most of the respondents working in the organization have experience between 1 to 2 years and who are working under the current supervisor around 6 months to 1 years. The results of demographic features of the respondents is given in the below

Table 1.

**Table 1.** Demographic Features of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender of the Respondent		1	0.5	0.5	0.5
	Male	134	62	62	62.5
	Female	81	37.5	37.5	100
Age of the Respondent	20 -30	61	28.2	28.2	28.7
	31-40	84	38.9	38.9	67.6
	41-50	53	24.5	24.5	92.1
	50 and above	17	7.9	7.9	100
Type of the Organization	Government	77	35.6	35.6	36.1
	Semi Government	40	18.5	18.5	54.6
	Private	98	45.4	45.4	100
Designation of the Respondent	Line Management	94	43.5	43.5	44
	Middle Management	92	42.6	42.6	86.6
	Top Management	29	13.4	13.4	100
Education of the Respondent	Below Bachelors	46	21.3	21.3	21.8
	Bachelors	74	34.3	34.3	56
	Master and above	95	44	44	100
Working in Current Organization	Less than 6 Months	16	7.4	7.4	7.9
	6 Months to 1 Year	44	20.4	20.4	28.2
	1 to 2 Years	68	31.5	31.5	59.7
	2 to 3 Years	64	29.6	29.6	89.4
	More than 3 Years	23	10.6	10.6	100
Total Experience	1 to 3 years	27	12.5	12.5	13
	3 to 5 years	36	16.7	16.7	29.6
	5 to 7years	100	46.3	46.3	75.9
	More than 7 years	52	24.1	24.1	100
Working Under Current Supervisor	Less than 6 months	39	18.1	18.1	18.5
	6 months to 1years	77	35.6	35.6	54.2
	1 to 2years	50	23.1	23.1	77.3
	2 to 3 years	49	22.7	22.7	100
	Total	216	100	100	

(Author's Own Estimation using Frequency Distribution)

### 3.2 Reliability Statistics

About the importance of reliability statistics, (Khan, 2020) argued that it is very important to highlight the validity and reliability of collected data because of lower of the reliability means less surety on the findings while higher reliability means accurate and reliable data. Cronbach Alpha suggested by (Khan, 2020) is best measure of the reliability. Since we are taking four major variables as focused variables and each variable in our questioner comprises 9 sub scaled questions. Therefore, we will find-out Cronbach Alpha for each of variables summing up the sub scaled questions. The reliability statistics of our focused variables is given in the below table.

**Table 2. Reliability Statistics (Cronbach Alpha)**

Variable	Cronbach's Alpha	Number of Items
Interpersonal Conflicts	0.750	7
Job Performance	0.813	9
Job Depression	0.690	9
Turnover Intention	0.792	9
Overall	0.828	34

The above table tell us about the reliability statistics of the focused variables. We have total 34 sub-scaled questions that is been used to represents our focused variables. The Cronbach's Alpha value lies between 0 and 1, nearer to 1 means more reliable while nearer to 0 means less reliable data. From the above table we can see that we have on average overall Cronbach's Alpha value 0.828 having 34 items representing the reliability of our data. We can conclude from the above data that we have reliable statistics such that we can carry on our further statistical and econometric regression analysis.

### 3.3 Regression Analysis and Hypothesis Testing

To meet the research objectives, the current study briefly highlighted the demographic and descriptive nature of the responses of respondents. But the major of the study is to examine the impact of independent variable on our dependent variables. Different researchers have used different econometrical tools and techniques i.e. (Hassan & Husain, 2020) applied correlation and F-statistics analysis among Anxiety and job depression while (Ramos-Villagrana, et al., 2019) applied Exploratory Structural Equation Modeling (ESEM) to find the job performance brief scale. (Khan, 2020) utilized simple regression analysis to explore the impact of work-study conflicts on job performance and turnover intention. To explore the impact of interpersonal conflicts at workplace, the following questions have been taken as sample questions for the regression analysis based on two major factors i.e. highest Cronbach's Alpha value and minimum number of missing cases. The sample questions with their reliability values are given in the below table.

**Table 3. Regression Sample Questions**

S. No	Variable Name	Sample Question	Alpha
1.	Interpersonal Conflicts	Been shown lack of respect or felt underappreciated by others at work?	0.821
2.	Job Performance	I Adequately complete assigned duties	0.913
3.	Job Depression	I was bothered by things that usually do not bother me.	0.629



4. Turnover Intention	I intend to leave this organization within a short period of time.	0.819
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The above questions are been used as proxy to define the considered variables and are been used for regression analysis as our dependent and independent variables.

Since we are using interpersonal conflicts at workplace as our main independent variable while Job Performance, Job Depression and Turnover Intention as dependent variable, therefore we have three different equations. The findings of regression results are given in the below table.

**Table 4.** Findings of Regression Analysis

Independent Variable: Interpersonal Conflicts						
Dependent Variables	B	Std. Error	T	Sig.	R-Square	F-Statistics
1 Job Performance	-0.468***	0.081	-5.771	0.00	0.368	33.307
2 Job Depression	0.205***	0.078	2.614	0.01	0.177	6.832
3 Turnover Intention	0.192***	0.081	2.363	0.019	0.16	5.586

Note: (\*, \*\*, \*\*\* denotes significance of the variables at 10%, 5% and 1% respectively)

From the above given table 5, the regression results of the relationship between interpersonal conflicts at workplace on job performance, job depression and turnover intention are shown. The result indicates that around 46.8% variations in job performance are been recorded due to variation in interpersonal conflicts. The value of R-Square shows the variation in dependent variables due to variation in independent variable. The variation in job depression suggests that around 18% variations is because of the variation in interpersonal conflict while turnover intention shows that around 16% variation are due to variation in interpersonal conflicts, respectively. The F-Statistics shows that all of the three models are statistically significant having statistical value greater than 2. This implies that all of the three model are significant at 1% level of significance.

The Coefficient values of the variables implies that interpersonal conflict have significant impact on our three dependent variables i.e. job performance, job depression and turnover intention. The results are statistically significant at 1% for each of the variables. From the given table we can see that interpersonal conflict have significant impact on job performance. Which implies that increase in interpersonal conflict at workplace reduces the job performance in the organization. With an increase in interpersonal conflicts at workplace will reduce the job performance by 0.368 units as compare to those organization where the interpersonal conflicts exist rarely. The result are statistically significant at 1% level of significant. Social Exchange theory suggests that increase in the interpersonal conflicts at workplace first affect the job performance of the employees. (Khan, 2020) also concluded that for better job performance, there should be minimum interpersonal conflicts in the organization while (Lai, 2019) stated that increase in interpersonal conflicts in the organization let the organization to suffer because the job performance is reduces because of interpersonal conflicts. Therefore, our estimates of the impact of interpersonal conflicts on job performance suggest that increase in the interpersonal conflicts at workplace reduces the job performance significantly.

The relationship between interpersonal conflict and job depression is been found significant and positive. From the findings, it is been observed that those organization where there is higher interpersonal conflicts exist among the employees or employers have on average 20.5% higher depression chances as compare to those where there is least or no interpersonal conflicts. To have least depression at workplace, it is important that

employees have least conflicts with his co-workers and employers. Social Exchange Theory also support the results that increase in interpersonal conflicts creates hurdle and problems for the employee, therefore he feels and get depressed. (Hassan & Husain, 2020) studied the job depression and anxiety in Pakistani professionals and concluded that higher or increasing conflicts in the organization let the employees to get depressed both mentally and physically. Our results supported the previous results of (Khan, 2020; Hassan & Husain, 2020; Rasool, Wang, Zhang, & Samma, 2020) who also concluded that increase in interpersonal conflicts also increase the job depression among the employees in the organization.

The results regarding turnover intention suggest that there is positive relationship between interpersonal conflicts at workplace and turnover intention. From the above table, we can see that organization where the interpersonal conflicts are higher as compare to other organization, the employee's intention of leaving the organization is 19.2% higher. The results are statistically significant at 1%. Social Exchange Theory suggest that increasing interpersonal conflicts in the organization increase the chances of an employee's willing to leave the organization. Because the job performance of the employee reduces. The employee gets depressed and search other organization to move on. As a result, the turnover intention in the organization increases with increase in interpersonal conflicts. The findings of the study support the previous studies of (Giao et., 2020; Lai, 2019; Soler, 2019; Vui-Yee & Yen-Hwa, 2019) who have concluded that increase in interpersonal conflicts increase the chances of turnover intention in the organization.

### 3.4. Acceptance or Rejection of Research Hypothesis

There is been developed three main research hypotheses from the literature review. The null hypotheses are been designed for the rejection while the alternative hypotheses are been considered as focused for the acceptance. Because nullified or null hypotheses been considered as wrong statement that we usually do in statistical analysis when following t-statistics values. The acceptance or rejection of null and alternative hypothesis with t-statistics and probability values are given in the below table.

**Table 5.** Hypothesis Testing of the Study

S. No	Null Hypothesis (H <sub>0</sub> )	Alternative Hypothesis (H <sub>1</sub> )	T-Stat	Prob	Decision
1	Interpersonal Conflicts do not reduce Job Performance	Interpersonal Conflicts reduces job performance	-5.771	0.00	H <sub>0</sub> : Rejected H <sub>1</sub> : Accepted
2	Interpersonal conflicts do not increase Job Depression	Interpersonal Conflicts increases Job Depression	2.614	0.01	H <sub>0</sub> : Rejected H <sub>1</sub> : Accepted
3	Interpersonal Conflicts have no significant impact on turnover intention	Interpersonal Conflicts increase Turnover Intention	2.363	0.019	H <sub>0</sub> : Rejected H <sub>1</sub> : Accepted

From the above table, all three null hypotheses are been rejected that were stating no significant impact of interpersonal conflicts at workplace on job performance, job depression and turnover intention. The alternative hypothesis showing negative impact on job performance while positive impact on job depression and turnover intention are been accepted. The hypothesis acceptance are been supported the previous findings of (Khan, 2020; Lai, 2019; Soler, 2019) who also concluded with the same way that interpersonal



conflict reduces the job performance while increase the job depression and turnover intentions.

The above regression is been found without the mediation and moderation effects of organization maturing and supervisor behavior. Social Exchange Theory consistently supports the positive role of supervisor behavior and organizational maturity. The general perception towards supervisor behavior is, the employees mostly do and follow what the supervisor behave and treat them. Therefore, supervisor behavior and organizational maturity play key role in the reduction of interpersonal conflicts in the organization. Below table give a quick overview of the correlation among supervisor behavior and organizational maturity with workplace of interpersonal conflicts.

**Table 6.** Supervisor behavior and Organizational Maturity Correlation with Interpersonal Conflicts

	<b>Correlations</b>		
	Interpersonal Conflict	Organization Maturity	Supervisor Maturity
Interpersonal Conflict	1		
Organizational Maturity	-.046	1	
Supervisor Maturity	-.029	.381**	1

From the above given table, we can see that time duration with current supervisor and time period in the current organization are negatively correlated with interpersonal conflicts. This means that spending higher time period in the organization and with current supervisor reduces the interpersonal conflicts in the organization. Hence, we can say that organizational maturity and supervisor behavior play key role in the reduction of interpersonal conflicts at workplace. Therefore, for higher job performance, lower job depression and to minimize turnover intention in the organization, the organizational maturity and supervisor behavior play key role. Social Exchange Theory and previous studies also support the findings that the organizational maturity and supervisor behavior of key determinants of interpersonal conflict measurement.

#### IV. Conclusion

Workplace interpersonal conflicts play key role in the success of any organization. Most of the literature suggest that interpersonal conflict have significant impact on workplace environment. The current study is been carried out to find the impact of workplace interpersonal conflicts impact on three major workplace environment indicators i.e. job performance, job depression and turnover intention. The objectives of the study are been believed and inspired from Social Exchange Theory that suggest that mostly employees learnt from the behavior and experience of his leader or supervisors. The interpersonal conflicts highly influence and reduce the job performance while increase the job depression and turnover intention.

The reliability statistics i.e. Cronbach's Alpha value for the given variable's interpersonal conflicts, job performance, job depression, turnover intention and overall questions been recorded 0.750, 0.813, 0.690, 0.792 and 0.828, respectively. The impact of interpersonal conflicts on job performance is been observed negative and significant. The

result showed that around 36% variations in job performance are been observed due to variations in interpersonal conflicts. The coefficient value show that on average 0.468 units reduction in the job performance as compare to those where the interpersonal conflict is low or least. The impact of interpersonal conflicts on job depression is observed positive. The result showed that on average increase in interpersonal conflicts lead to increase job depression by 0.205 as compare to least conflicts organization. The R-Square value suggest that around 18% variation in job depression is due to variation in interpersonal conflicts. The Coefficient value of interpersonal impact on turnover intention suggest that increase in interpersonal conflict increase the turnover intention in the organization. On average 0.192 units increases in the turnover intention due to increase in interpersonal conflicts. The average variation in turnover intention is been recorded 16% due to variation in interpersonal conflicts. The overall model significant i.e. F-statistics for all three models are been observed statistically significant at 1%.

The correlation among organizational maturity and working under current supervisor with interpersonal conflicts is been observed negative and statistically significant at 5%. This implies that increase in the time period of working current organization under a supervisor for longer period of time help to reduce the interpersonal conflicts at workplace. Hence it is much needed to reduce the interpersonal conflicts in workplace. By promoting merit system, encouraging our working staff, providing incentives and rewards etc. will help us to reduce the interpersonal conflicts. The organizational maturity and supervisor behavior showed negative correlation with interpersonal conflicts. This implies that giving more chances to our current employees to grow in the organization will help to reduce the conflicts. Working under supervisor for longer period of time also reduce the interpersonal conflicts. Hence through giving better opportunity to working supervisor or leader will also help us to reduce the conflicts.

One of the key limitations of the study is we have taken sample questions based on Cronbach's Alpha and minimum missing values. So, by increasing the sample size may have made other sample questions more suitable to represent the given constructs. The research has been focused on a single independent variable, therefore the variation in dependent variables have been found lower. The current study can be extended with larger number of independent variables impact on the focused dependent variables such that we can get more accurate and unbiased results. The methodology can also be extended by including Component Factor Analysis or Principal Component Analysis such that we can create index for the given variables and can find more significant and beneficial results.

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