

Effect of Punitive Supervision on nurses' Turnover Intention: the mediating role of stress and moderating role of Resilience

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Abstract. The present study aimed to scrutinize the impact of punitive supervision on turnover intention in the presence of the mediating role of stress and moderating role of resilience. This study contributed to the literature by linking the relationship of variables with the leader-member exchange theory. Using a questionnaire survey approach, responses from private hospitals were gathered. 342 nurses working at private hospitals in Rawalpindi and Islamabad, Pakistan, provided the data. Data analysis in SPSS was carried out using Process Macro. Descriptive statistics tests, correlations, mediation, and moderation were used for the data analysis. The findings of the present study demonstrated a significant connection between punitive supervision and the intention to leave one's job. The literature evaluation that was done for this study lends further credence to this theory. This study also shows a favorable relationship between punitive supervision and job stress. Additionally, job stress has a strong and positive relationship with the intention to leave. Based on both direct and indirect impact data, it is possible to infer that the relationship between punitive supervision and the intent to leave the work mediates job stress. The discussion includes practical implications, limitations, and recommendations for further study. Future study is advised to take into account time-lag studies with a sizable data set and additional dimension.

Key words: Punitive Supervision, Turnover Intention, Job Stress, Employee Resilience

1 Introduction

Workers' aim towards leaving organizations has been rapidly increasing nowadays. The whole world's private hospitals are facing high nursing turnover which is the biggest challenge for supervisors (Labrague et al., 2020). According to Saeed et al. (2014), the definition of turnover intention is "a plan for the employees to quit the organizations; it is a planned attempt to search for a job outside the organization". Because a high intention to leave the company can undermine workplace morale and prevent workers from displaying any level of loyalty to the company, the high turnover intention is frequently acknowledged as a major concern for managers (Poon and Law, 2022). Intentional turnover is a significant issue for businesses Sadaqat et al. (2022), since excessive turnover may negatively impact the working environment and result in worse performance (Ribeiro et al., 2022).

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Existing literature demonstrated that primary predictors of turnover intention are work-context characteristics [Kang et al. \(2021\)](#), stress [Dodanwala et al. \(2022\)](#), job burnout, and social characteristics [Jamil et al., 2022](#). [Chang et al. \(2013\)](#), observed that the most influencing factor which enforce employees to leave the organization could be social characteristics i.e., leadership. Recently, numerous researchers are focusing to explore the outcomes of dark-side leadership ([Haider et al., 2018](#); [Kurtulmuş and Kurtulmuş, 2019](#)). The dark side of leadership mainly results in employee turnover intention ([Khan et al., 2021](#)). They are making an effort to investigate the detrimental effects of punitive supervision ([Cangiano et al., 2019](#); [Sarwar et al., 2021](#)). The present study is also focusing to explore what could be the factors that are enforcing nurses to leave the organization. Since, the turnover intention could badly harm the organizational environment and reduce nurses' productivity ([Puhakka et al., 2021](#)). Therefore, one of the objectives of studying punitive supervision and turnover intention in today's context is to better understand the effect of punitive supervision on worker outcomes.

Specifically, research in this area seeks to inspect the relationship between punitive supervision and turnover intention, as well as the underlying mechanisms and moderating factors that may contribute to this relationship. To explore the underlying mechanism in this relationship also needs to consider which increases the turnover intention. Though previous research highlights how employee negative behavior and attitudes can badly impact turnover intention, still there is room to explore other underlying mechanisms such as job stress. Employees are switching to the organization as they cannot handle the stress ([Yukongdi and Shrestha, 2020](#)). Employee stress may either increase or decrease significantly depending on the level of leadership ([Harms et al., 2017](#); [Nguyen et al., 2018](#)). Positive leadership styles result in a reduction of stress [Harms et al. \(2017\)](#); [Suryawan et al. \(2021\)](#), while negative leadership styles enhance stress in employees ([Nisar et al., 2021](#)). Consequently, the existing research was conducted to examine the impact of one of the negative leadership styles. i.e., punitive supervision on stress. So far, we know that if the employee is working under stress their output and productivity will decrease by many folds if the employee cannot cope with the unfavorable condition ([Street et al., 2019](#)). Ironically, most people who work for organizations are unable to bear pressure and change their character, which causes them to leave their positions and work for other companies. Punitive supervision includes the purposeful use of aggression by the supervisor to make the subordinates obedient, act according to his/her command, and follow their instructions, which sometimes creates job stress, and if the employee is unable to handle the stress created by the authorities, he compelled to switch the job by his own ([Pishgooie et al., 2019](#)). Therefore, the present study argues that punitive supervision (PS) is one of the key factors that produce the stress which compelled the employee to switch from one organization to another.

Resilience is measured as a significant variable as it could mitigate hostile outcomes including turnover intention ([Athota et al., 2020](#); [Meneghel et al., 2019](#)). Previous work on job embeddedness contended that employees with high resilience, have a low turnover intention ([Thohiroh and Satrya, 2019](#)). It is proven that employees with high resilience always wanted to remain part of their current organization. This study analyses how the relationship between PS and turnover intention is indirectly impacted by resilience. The existing study claims that nurses with high resilience. Former scholars identify the relationship between punitive supervision and turnover intention ([Jamil et al., 2022](#)). In sum, the present study argues that punitive supervision results in job stress, which ultimately enhances employee turnover intention. Additionally, when employee resilience is high the relationship between PS and turnover intention weakens as compared to when resilience is low.

1.1 Underpinning Theory

Since the relationship between the supervisor and the follower is one of two-way exchange, [Graen and Uhl-Bien \(1995\)](#), described the LMX theory as a relationship-based approach. They explained that it is a relationship in which dyadic members develop their relationship. Numerous existing researchers used this theory in their model for theoretical support. The relationship between transformative leadership and employee public behavior was investigated [Rofcanin and Mehtap \(2010\)](#), using the leader-member exchange theory. According to research, executives that primarily depend on punitive tactics to control employee behavior risk creating lower-quality LMX relationships, which may in turn result in greater intent to leave their positions. When employees feel that their leader is punishing them rather than providing support and encouragement, it can result in lower levels of trust and commitment to the organization. In contrast, when leaders focus on building high-quality LMX relationships with their followers, it can lead to greater levels of job satisfaction, motivation, and commitment, which can reduce turnover intentions.

2 Literature Review

2.1 Punitive Supervision and Turnover Intention

Punitive supervision and employee turnover intention are frequently positively associated, which means that as the amount of punitive monitoring grows, so does the possibility of employee turnover [citepjamil2022](#). Punitive supervision is a management style in which punishment or threats of punishment are used to inspire personnel. This sort of monitoring can generate a hostile work atmosphere, resulting in lower job satisfaction and higher stress levels among employees. Employees may have a higher desire to leave their work if they suffer high levels of stress [Dodanwala et al. \(2022\)](#) and lower job satisfaction [Ladelsky and Lee \(2022\)](#), as a result of punitive management [citepjamil2022](#); [haider2018](#). This emphasizes the necessity of firms avoiding punitive management styles in favor of fostering a helpful and pleasant work environment that promotes employee well-being and job satisfaction.

A punitive supervisor treats employees unfairly by blaming them for mistakes ([Hamblin, 1964](#)). Employees hold organizations liable for improper treatment of supervisors due to their position and respect the supervisors' activities. As a result, working pressures force dissatisfied employees to feel and behave in the workplace [citepjamil2022](#). Punitive monitoring is a major source of workplace stress [Cangiano et al. \(2019\)](#), and it might encourage employees to engage in conflicting activities. Work-related stress can arise from a variety of factors, including bad sought of negative supervision, high workloads, deadlines, and demands for high levels of performance. When these demands exceed employees' ability to cope, they can experience stress and burnout, leading to increased turnover ([Bevan et al., 1997](#)). According to [Demerouti et al. \(2001\)](#), the research cited supports the idea that job burnout is related to low levels of job satisfaction and career commitment, which can increase the likelihood of employee turnover. Therefore, based on the above arguments current study proposed that punitive supervision could affect turnover intention.

H₁: Punitive supervision is positively related to employee turnover intention.

2.2 Punitive Supervision and Job Stress

Previous research supports the idea that the “dark side of leadership,” or punitive supervision, can become a source of workplace stress. Studies have shown that supervisors who engage in harmful or destructive behavior can create a negative work environment that contributes to employee stress [Khan et al. \(2019\)](#) and burnout. These negative outcomes can impact employee well-being, job satisfaction, and commitment to the organization, increasing the likelihood of turnover. Organizations need to promote constructive and supportive supervision practices and intervene when harmful supervision practices are identified to create a positive work environment and reduce the risk of turnover.

[Sarwar et al. \(2021\)](#), suggest that exposure to abuse, such as that which can occur in the context of punitive supervision, can result in the depletion of valued resources, leading to emotional exhaustion. The authors argue that abuse can have a profound impact on employees, leaving them without adequate resources to handle workplace stress and leading to burnout. The experience of burnout can have negative consequences for employees, including decreased job satisfaction, reduced organizational commitment, and increased intentions to leave their current job ([Jun et al., 2021](#)). Organizations should try to encourage constructive and supportive supervision practices and step in when damaging supervision practices are recognized to lower the risk of burnout and turnover. According to [Lee and Ashforth \(1993\)](#)’s research, the interpersonal conflict and ongoing assault on the subordinate’s self-esteem and self-efficacy that frequently accompany abusive supervision may be the cause of the association between abusive supervision and emotional weariness. [Harvey et al. \(2007\)](#) suggest that this type of negative experience can lead to emotional exhaustion, which can have negative consequences for employees, including decreased job satisfaction, reduced organizational commitment, and increased intentions to leave their current job. To reduce the risk of emotional exhaustion and turnover, organizations should work to promote supportive and constructive supervision practices and intervene when harmful supervision practices are identified. By creating a positive work environment, organizations can enhance employee well-being, job satisfaction, and commitment to the organization ([Harvey et al., 2007](#)).

Punitive supervision and employee job stress are frequently positively connected, which means that as the amount of punitive monitoring grows, so does the level of employee job stress. Punitive supervision is a management style in which punishment or threats of punishment are used to inspire personnel. This style of monitoring may produce a hostile and unpleasant work atmosphere, increasing employee stress levels.

H₂: Punitive supervision is positively related to employee job stress.

2.3 Job Stress and Turnover Intention

Theoretical and scientific research have focused a lot of emphasis on workplace stress. Workplace stress arises when an individual perceives their external commitments as being burdensome or beyond their resources ([Lazarus, 1999](#)). When demands at work seem to be too great for an employee’s skills or resources to handle, or to be too expensive to ignore, they must be evaluated as stressful by the employee. These thoughts are quite personal; the emphasis is “in the eye of the beholder.” Physicians in particular deal with a variety of stressors, such as long work hours, unreasonable work requirements, a demanding work environment (many patients and insufficient time for each patient), sleep disorders brought on by night shifts, a loss of autonomy (the physician must deal with the financial, social, and legal repercussions of his or her

decisions; patients are better informed as a result of exposure to the internet), an unbalanced work-life balance, and more (Bevan, 1999). Therefore, it is not surprising that nurses experience stress at work.

Today, managing work stress is vitally essential since it impacts the majority of businesses and is particularly detrimental to multinational enterprises. The relevance of work-related stress in an employee's life led researchers to conduct research to identify and treat the factors that lead to workplace stress. Sager defines "job stress" as any underlying physical, psychological, or environmental factor or incident that results in a person's physical or psychological imbalance at work. Up to a certain point, if such aspects are not disclosed, they continue to serve their internal purpose, which eventually leads to a higher rate of employee turnover. Psychological job-related stress is the most dangerous type, affecting employees physically but principally emotionally and preventing them from producing their best work (Bevan, 1999). The main cause of this workplace stress is boundary bridging, which occurs when employees are subject to continuous, long-term employment migration from one region to another. These actions are a function of both individual environmental perception and environmental adaptation to change.

People in different professions feel stress in a variety of ways and to different extents. Nursing is one of the professions with the highest stress, according to (Selye, 1976). He underlined the need of considering occupational stress and doing research in nursing since performance worsens in stressful situations. While some studies indicate that low levels of work-related stress are associated with high levels of job effectiveness (Jones et al., 1996). A reasonable amount of stress, however, has been found to increase work performance, according to research. Recognizing the complicated link between stress and work performance, which both individual and environmental factors may impact, is crucial. According to Leveck and Jones (1996), if you want to retain your nurses you need to manage their stress on the job, as an employee with higher job stress leads to burnout. Studies have shown that nurses experience high levels of job stress due to a variety of reasons such as heavy workload, role ambiguity, role conflict, poor relationships with colleagues and supervisors, poor working conditions, low job control, and lack of support. This high level of job stress can lead to negative outcomes such as burnout, decreased job satisfaction, increased absenteeism and turnover, and a negative impact on patient care. Therefore, organizations need to implement effective stress management strategies and provide a supportive work environment for nurses to reduce job stress and improve overall job performance and well-being. As a result, we aim to discuss this concept in the current research. Our objective is to look into the connection between job stress and nurses' intentions to leave private hospitals. In light of this, the following theories have been proposed for the investigation at hand.

H₃: Employee job stress is positively related to turnover intention.

2.4 Job Stress as a Mediator

Numerous earlier research back up Luthans et al. (2006), results, indicating a negative relationship between work satisfaction and employee turnover intention. According to Yin-Fah et al. (2010), there is a negative link between job satisfaction and employee intentions. Employees are less likely to leave a company if they are satisfied with their jobs. On the contrary, the lower the perceived level of satisfaction, the greater the employees' desire to leave the business. Punitive supervision may create a work environment that is characterized by high levels of pressure, criticism, and a lack of support. This can lead to employees feeling anxious, stressed, and overwhelmed, as they perceive their work environment as hostile and non-supportive. This

type of work environment can be particularly damaging for employees who are highly sensitive to stress, as it can lead to a range of negative health outcomes, including burnout, physical health problems, and mental health issues. Numerous research reveals ambiguous evidence and varied outcomes for the influence of role pressures on the linkages between Intentions to turnover (Bhuian et al., 2005; Ferris and Aranya, 1983).

Although specific investigations indicate that personal pressures have a direct effect others Singh et al. (1994), contend occupation pressure plays a vital function in moderating the interaction between role stressors and turnover intention (Singh et al., 1994). This study applies the work characteristics theory to evaluate the probable mediating influence of job stress. To examine a turnover intention model that adds job stress as a relevant mediator. to create a study model of turnover intentions that takes job stress into account as a major mediator. to create a study turnover intention model that takes occupation stress into account employing a major mediator. and the ramifications are seen as substantial and undefined (Greenberg, 2003).

Previous research has indicated that job stress is positively related to the intention to leave (Jamal, 1984; Kemery et al., 1985). In job stress studies, social support is frequently found to be negatively associated with job stress or strain, even though it may be comforting to employees (Beehr et al., 1995; Kahn and Byosiore, 1992). Strong relationships with coworkers and bosses greatly lessen emotions of working stress. Service providers, according to Leiter (1991), often anticipate their coworkers to be encouraging to be an additional mutual goal to aid their consumers. Here is a favorable relationship between the efficacy of leadership and organizational performance (Smith and Carroll, 1984). On the other hand, the experience and a variety of circumstances that contribute to occupational stress speedy people to abandon their companies (Firth et al., 2004). Leadership effectiveness and organizational performance have a favorable relationship (Smith and Carroll, 1984). A study has evaluated a theoretically developed pattern of particular correlations between job stresses and outcome variables using two separate populations. Job stress can play a mediating role in the relationship between punitive supervision and turnover intention. Punitive supervision refers to a management style that involves the use of punishment or threats of punishment to motivate employees. This type of supervision can create a hostile work environment and increase stress levels among employees. Research has suggested that stress may play a mediating role in the relationship between punitive supervision and turnover intention. Specifically, when employees perceive their supervisors as punitive or controlling, this can lead to increased stress levels, which in turn can lead to higher levels of turnover intention.

H₄: Job stress plays a mediating role in the relationship between punitive supervision and turnover intention.

2.5 Employee Resilience as a Moderator

Resilience refers to an individual's ability to adapt and cope with stress, adversity, and challenges. Resilient individuals can bounce back from setbacks and are more likely to see challenges as opportunities for growth and learning (Sauer et al., 2022). In the context of a punitive work environment, more resilient employees may be better equipped to handle the stress and pressure that comes with this type of supervision. Research has suggested that more resilient employees may be less likely to experience negative outcomes associated with punitive supervision, such as decreased job satisfaction and increased turnover intention. Resilient employees may be better able to cope with the stress and pressure of a punitive work environment and may be more

likely to perceive their work environment as challenging rather than threatening.

Resilience refers to a person's capacity to handle risk, hardship, and change. Capacity is influenced by both personal and environmental protective factors (Davies et al., 2019). Instead of being overcome by difficulty, disaster, or failure, they figure out how to change course, make a public repair, and begin moving forward. By using a turnover expectation model, which identified an initial purpose of departing as the proportion of turnover behavior, the researchers sought to clarify employees' turnover behavior. It has already been demonstrated that purpose to leave is a predictor of representative turnover (McNall et al., 2009). When an employee quits their job before their employment agreement expires, this is known as intentional workforce turnover. According to Dodanwala et al. (2022), resilience is also seen as a personal resource that shields people from suffering the negative effects of workplace demands. This study investigates the moderating (or buffering) impact of staff members' resilience on how they experience and respond to the results of punitive supervision (such as perceived rudeness).

Finally, it is important to acknowledge the role of power dynamics in shaping the resilience and well-being of individuals and communities. Interventions should be designed in ways that promote equity and address power imbalances, such as social inequalities, gender discrimination, and resource access, to ensure that they are just and sustainable. To do so, it is important to involve affected communities and stakeholders in the design and implementation of policies and interventions and to promote transparent and accountable decision-making processes. By taking these actions, practitioners can help promote resilience and well-being in ways that are socially just and sustainable and contribute to a more equitable world. Researchers and scholars have identified several contributing factors to employee turnover, and the consequences of ignoring this issue can be significant for organizations. Pishgooie et al. (2019) emphasized the importance of addressing employee turnover, as it can have a significant impact on the financial and organizational success of a company. The cost of replacing employees decreased morale and productivity among remaining employees, and a negative impact on the organization's reputation are just a few of the potential consequences of ignoring this issue. Therefore, it's important for organizations In challenging conditions, people are less inclined to quit. Furthermore, resilient employees are frequently more engaged and motivated, which can lead to increased job satisfaction and a deeper commitment to their organization. Other considerations, such as job security, remuneration, and work-life balance, play a part in an employee's decision to stay or quit a company. Finally, the decision to stay or quit work is a personal one that can be impacted by a variety of variables, both personal and organizational (Beehr et al., 1995; Kahn and Byosiene, 1992). Previous research has shown that persons with high resilience will buffer supervisors' actions to lessen turnover intention "People with strong degrees of resilience are less prone to engage in undesirable behaviors like turnover" intention and low self-esteem, as a result of supervisors' behavior" (Bhuian et al., 2005; Ferris and Aranya, 1983). Resilience may influence an employee's reaction to leadership conduct and, ultimately, their decision to stay or quit a business. Your hypothesis emphasizes the link between resilience, leadership behavior, and negative consequences such as turnover intention and low self-esteem. These findings show that firms should prioritize employee resilience to prevent turnover and enhance good outcomes. Resilience may moderate the association between punitive supervision and turnover intention because resilient workers may be better able to deal with the negative impacts of punitive supervision and may be less likely to exhibit high levels of turnover intention.

H₅: Employee resilience plays a moderating role in the relationship between job stress and turnover intention such that, high resilience weakens the relationship between job stress and turnover intention

and vice versa.

3 Research Methodology

In the current study, job stress acts as a mediator, while resilience acts as a moderator, to examine the relationship between punitive supervision and desire to leave. Explanatory studies are used to investigate this link since they concentrate on cause-and-effect connections. The current study is not staged; hence no fake environments were made to gather data. The nurses working in Islamabad and Rawalpindi's private hospitals were the unit of analysis for this study, which examined the link between punitive supervision and turnover intention. The present study concentrated on gathering information just once, suggesting that it is cross-sectional. The one-time data collection is done, as it's not easy to collect data at different time intervals from nurses. The population is the total group you're trying to infer something from. Pakistan's private hospitals make up the study's target population. The nurses employed at Islamabad's and Rawalpindi's private hospitals serve as the sample. The sample size is established to examine the relationship between punitive supervision and turnover intention in the occurrence of job stress as a mediator and employee resilience as a moderator. In the present study, the sample size has been measured by using the book by [Saunders et al. \(2007\)](#). Initially, 500 questionnaires were distributed and 350 respondents fill the questionnaire. 8 incomplete questionnaires were discarded and 342 valid questionnaires were used for further analysis. To avoid employing any probability sampling approaches, the present study employs convenience sampling approaches rather than probability sampling approaches. A paper-pencil questionnaire, as well as an online pool, was used. The respondents were ensured of the privacy of the data set. Data was used only for study purposes and it was mentioned in the cover letter attached to the questionnaire. The questionnaire was majorly consisting of two-part, one was of demographic information and the second contained items to measure the variables namely punitive supervision, job stress, resilience, and turnover intention.

3.1 Instruments

The self-rated questionnaire was used to get an evaluation of supervision behavior and employee behavior. The questionnaire was used to measure punitive supervision, employee stress, employee resilience, and turnover intention. Data collection focused on how Pakistan's private healthcare system handles employee monitoring. We reassured respondents that their information will be private and confidential when we take it from them. A total of 500 questionnaires were distributed in all, and 350 were returned. A total of 342 valid replies were utilized, leaving 8 incomplete responses, for a response rate of 68.4%. Because the data were collected at a given period, the study was cross-sectional.

3.1.1 Punitive Supervision

This study's objectives are to examine the effects of punitive supervision on turnover intention as well as the mediating roles of job stress and the moderating role of resilience. A three-item scale created by [Cangiano et al. \(2019\)](#), was used to assess punitive supervision. Sample items include, "My supervisor gets angry or upset with staff if they make a mistake", "My supervisor takes responsibility away from staff if they make a Mistake", and "My supervisor blames

staff personally if things go wrong". The variable is measured using a Likert scale ranging from strongly disagree =1 to strongly agree =5.

3.1.2 Employee Resilience

In the study, the 9-item scale established by [Näswall et al. \(2015\)](#) is utilized to assess the resilience of subordinates. "I effectively interact with others to face unforeseen obstacles at work", "I successfully manage a high workload for lengthy periods", and "I resolve crises properly at work", are some examples. The variable is measured using a Likert scale ranging from strongly disagree =1 to strongly agree =5.

3.1.3 Job Stress

[Motowidlo et al. \(1986\)](#) designed a four-item scale that is used to assess job stress. "I practically never feel anxious because of my work" and "Very few stressful things happen to me at work" are two examples. The variable is measured using a Likert scale ranging from strongly disagree =1 to strongly agree =5. These are some of the items included in the 4-item stress at work scale established by [Motowidlo et al. \(1986\)](#) and utilized in the study.

3.1.4 Turnover Intention

To assess turnover intention, the study employs a 4-item scale established by [Kelloway et al. \(1999\)](#), "I want to hunt for new employment", "I am considering quitting this organization," and "I do not intend to stay in this organization for long".

4 Results and Analysis

A linear regression was carried out to evaluate the impact of a variable on the dependent variable being studied. The impact of variables is investigated using regression analysis. numerous factors on the dependent variable and offers information on whether existing research on the components supports or rejects the suggested hypothesis. For additional mediation and moderation analyses, the [Hayes and Preacher \(2014\)](#) technique was applied. A separate study was carried out to examine mediation and moderation. The regression analysis and the Hayes & Preacher approach provide insights into the relationships between variables and can aid in the development of conclusions concerning the study's hypotheses.

4.1 Sample Characteristics

The sample characteristics of the study include the age, gender, qualification, and work experience of the employee. The details of Sample features are as follows: The study aimed to establish gender equality, however, the results revealed that male employees outnumbered female employees with 72.5% male and 27.9% female. One of the demographic characteristics is age. Due to some defendants' reluctance to reveal their ages, the information was collected in ranges. Results demonstrate that the majority of responders were between the ages of 18-25 (44.2%), followed by those between 26-33 (48.8%) respondents having an age range between, 34-41 (6.7%) a small percentage (0.3%) of respondents were between the ages of 42-44. According to data, the majority of respondents (79.8%) held a bachelor's degree in nursing or BS nursing. Diploma holders made up 55 respondents or 16.1% of the total. 11 respondents (3.2%) and 3

with matriculation (generating the remaining (0.9%) of the total answers) were respondents. To understand the effect of work experience on turnover intention, the respondents' experience was quantified in years. Less than 1 to 5 years, 6 to 10 years, 11 to 15 years, 16 to 20 years, and more than 20 years of experience are possible categories for experience. According to the collected data, the majority of respondents had experience actuating between 6 and 10 years, or 47.1%, while 43.6% had experience actuating between 0 and 5 years, 6.1% had experience actuating between 11 and 15 years, 2.0% had experience actuating between 16 and 20 years, and 1.2% had experience actuating at least 20 years.

4.2 Description

The table depicts descriptive facts for all factors such as punitive supervision, turnover intention, resilience, and job stress. Table 4.1 displays information on variable minimum and maximum values, as well as potential and common deviations. Higher numbers indicate the respondents' proclivity to agree, whereas lower values indicate their proclivity to disagree. The reliability of a measurement refers to the steadiness and constancy of results obtained through the dimension procedure.

Table 4.1: Descriptive Analysis

Variable	Mean	Std. Dev.	Chronobach Alpha
Punitive Supervision	4.05	0.73	0.78
Resilience	4.22	0.62	0.89
Job Stress	4.19	0.7	0.8
Turn Over Intention	4.21	0.77	0.83

A reliability coefficient of 0.78 for the variable of punitive supervision indicates that the measurement is consistent and stable to a moderate degree. On the other hand, a reliability coefficient of 0.89 for employee resilience indicates a higher level of reliability and stability in the dimension method, which is considered to be above the threshold value. Turnover Intention's reliability is 0.83, greater than the threshold amount and the reliability of job stress 0.80 is also satisfactory. The conclusion that all of the scales used in this study are reliable measures is made since overall all of the measures exhibit sufficient reliability and are higher than the cutoff criterion.

4.3 Correlation Analysis

Punitive supervision is positively related to Employee resilience ($r=0.371$, $p<0.01$), job stress ($r=0.412$, $p<0.05$), and turnover Intention ($r=0.361$, $p<0.05$). Employee Resilience is positively related to job stress ($r=0.338$, $p<0.01$) and turnover intention ($r=0.326$, $p<0.01$). Whereas, job stress is positively related to turnover intention ($r=0.438$, $p<0.01$).

Table 4.2: Correlation Analysis

	1	2	3	4
Punitive Supervision	1			
Resilience	.371**			
Job Stress	.412**	.338**		
Turnover Intention	.361**	.326**	.438**	1

4.4 Simple Regression

4.4.1 Test Hypothesis 1

We conduct a One-way ANOVA Analysis and the result was insignificant there is no control variable for this study, therefore, no demographic was controlled. There is a positive and significant relationship between punitive supervision and turnover intention. This means that higher levels of punitive supervision are associated with higher levels of turnover intention. The beta value of 0.22** indicates that 22 units of Turn over intention are predicted by 1 unit change in the punitive supervision. The p-value reveals that punitive supervision and job stress have a positive and significant association. Consequently, accepting the H1.

Table 4.3: Hypothesis 1

Structural path	B	SE	T	P-value
PSM → TIM	0	0		0

4.4.2 Test Hypothesis 2

According to the second path explored in this study, which was from punitive supervision to job stress, punitive supervision exhibited a positive and substantial correlation. The B value of .39 shows that one unit change in punitive supervision predicts .39 units of variance in occupational stress. According to the P-value, punitive supervision and job stress are highly associated in a positive and significant way. As a result, the H2 of the study is accepted.

Table 4.4: Hypothesis 2

Structural path	B	SE	T	P-value
PSM → JSM	0	0.04	8.33	0

4.4.3 Test Hypothesis 3

The final path evaluated in this study was from job stress to turnover intention, which revealed a positive link between job stress and turnover intention. The B value of 0.37 shows that

a 1-unit variation in job stress predicts 43 units of variance in turnover intention. The p-value suggests a positive and significant association between job stress and turnover intention, hence supporting the study's hypothesis (H3). The p-value expresses the level of significance or the likelihood that the link between two variables is attributable to chance. A p-value of fewer than 0.05 is deemed statistically significant, this recommends that there is a less than 5% possibility that the association is coincidental. As a result, the H3 of the study is accepted.

Table 4.5: Hypothesis 3

Structural path	B	SE	T	P-value
JSM → TIM	0.37**	0.05	6.67	0.00

4.4.4 Test Hypothesis 4

According to the model's considerable effect on job stress, the consequences of mediation analysis imply that job stress plays a mediating role in the relationship between punitive supervision and turnover intention. The usage of Model 4 in SPSS Process Macro, as well as the 5000 bootstraps with a 95% confidence interval, increase the findings' validity. These findings emphasize the significance of treating occupational stress in businesses, as well as the role it plays in shaping employee outcomes such as turnover intention.

Direct Effect Punitive supervision has a direct impact on turnover intention, depicted in the table below. The findings demonstrate that punitive supervision has an important direct impact on turnover intention (beta=0.22, t=4.15, p<0,001). The bootstrap result demonstrated that the results of the ULCI and LLCI do not contain zero, which validates the significance of the findings.

4.3.4.2 Indirect Effect The table below illustrates that the direct effect indicates the relationship between punitive supervision On Job stress and its impact on turnover intention. With boot-strapping results, the outcome demonstrates that Punitive supervision has a considerable indirect influence on job turnover intention. (b=0.15, LLCI=0.04, ULCI = .30).

Table 4.6: Hypothesis 3

PSM	Effect	SE	T	P-value	LLCI	ULCI
Direct Effect	0.22	0.05	4.15	0	0.12	0.33
Indirect Effect	0.15	0.06	0	0	0.12	0.33

Based on direct and indirect effect results could be concluded at the mediation that job stress exists as the result of punitive supervision and turnover intention. Therefore, Hypothesis 4 is Accepted.

4.4.5 Test Hypothesis 5

Employee resilience plays a moderating role in the relationship between job stress and turnover intention in such a way that high resilience weakens the association between work stress and turnover intention. Preacher and Hayes have been used using SPSS process macro, model 1 is used to evaluate the moderating influence of employee resilience on the relationship between Turnover intention and job stress. The results demonstrate that worker resilience has an important negative moderating effect on the connection between work stress and intention to leave. (b=-0.11, t=-2.46, p=0.014). It appears that the outcomes of the research indicate that employee resilience serves as a moderator in the relationship between job stress and turnover intention. Specifically, it was established that at upper ranks of worker resilience, the impact of punitive supervision on turnover intention was diminished, suggesting that resilience may help to mitigate the detrimental effects of job stress on an individual’s likelihood of leaving their job. This information can be useful for organizations looking to reduce turnover rates by creating a supportive work environment that promotes employee resilience. Since the values of ULCI and LLCI do not point in the same direction, there is no moderation in the relationship and the results are insignificant. The result shows that employee resilience does not moderate the relationship between punitive supervision and turnover intention. Hence Hypothesis 5 is not supported by current data as shown in the table.

Table 4.7: Hypothesis 5

	Coeff	SE	T	P-value	LLCI	ULCI
JSM*ER → TIM →	0.12	0.11	-2.46	0.014	-0.21	-0.02

5 Discussion

As stated in Graen and Uhl-leader Bien’s member exchange hypothesis (1995). The study’s goal was to put a model of workplace incivility to the test at healthcare centers because of punitive leadership, which would cause job stress and leads to turnover intention. Data was gathered for this purpose from Islamabad’s private and public healthcare sectors. The findings indicated a positive connection between punitive leadership and the desire to turnover. Furthermore, in another study, it has been discovered that workplace resilience controls the influence of leadership on job stress.

Understanding the impact of punitive leadership on employee job stress was the main objective of this study. This study has hypothetically merged the key elements that contribute to a worker’s workplace stress by examining the influence of punitive leadership. In conclusion, this study found that job stress acted as a mediator between the punitive leadership of a person and their intention to leave their current position. The study is being undertaken to compare the effectiveness of HR practices in light of the variance in these aspects. The majority of respondents, according to the study’s findings, think that disciplinary actions should consider turnover intentions. The possibility of greater professional progress is one of the main justifications for this.

The first recommendation investigates the association between punitive supervision and employee turnover intentions and finds a substantial relationship. The first path evaluated in

this study was from punitive supervision to turnover intention, which revealed a positive and substantial link between punitive supervision and turnover intention. The beta value of 0.22** suggests that a 1-unit change in punitive supervision predicts 22 units of turnover intention. The p-value reveals a positive and significant association between punitive supervision and turnover intention. Hence, accepting the H1, [Porath and Pearson \(2010\)](#)'s study revealed that unethical leadership behavior took a direct impact on employee turnover intentions. Academically, the scores were shown to be the greatest when workplace disagreements were permitted to persist. The main cause of this turnover intention was shown to be the workers' uncivil behavior induced by the leaders. According to recent research, the punitive leadership style results in the majority of occurrences of turnover intention. The more punitive the leadership's stance, the more turnover intention employees experience at work. The next pathway evaluated in this research came from punitive supervision to job stress. That revealed punitive supervision has a positive and substantial link with job stress. The B value of .39 shows that 1 unit change in punitive supervision predicts 39 units of variance in occupational stress. The P-value implies that there is an optimistic and substantial association between punitive supervision and work stress. As a consequence of this, accepting the study's H2.

The third hypothesis is that employee job stress is connected to turnover intention. There is also a substantial association with turnover intention. The third path evaluated in this study was from job stress to turnover intention, which revealed a favorable connection between job stress and the intention to leave. The B value of 0.37 shows that 1 unit variation in job stress predicts turnover intention varies by 43 units. The p-value suggests a progressive and important association between occupational stress and the intention to leave. As a result, the H3 of the study is accepted.

Hypothesis 4 proposed that affective job stress mediates the association between punitive management and the intention to quit. The influence of a mediating variable among punitive supervision and turnover intention is tested using mediation analysis. In the SPSS process macro, mediation analysis, model 4 has been employed. The investigation was carried out at 5000 bootstraps and a 95% confidence interval, [Leiter et al. \(2015\)](#), the disdain for office standards is the primary cause of employees' lack of resilience in the business. A key element of the organization is punitive leadership, and effective leaders foster a positive work atmosphere. Even hardy workers can become mildly uncivil towards coworkers and the company if the leadership is punitive, which increases employee job stress. We discovered that while acting loyally, employees preferred to operate following their higher moral judgment. According to the leader exchange theory, employees analyze a leader's behavior and respond appropriately, which leads to ethical influence. Employees exhibit resiliency and loyalty if the company upholds certain standards; if not, they show no interest in the company.

5.1 Theoretical Implications

The research has several theoretical ramifications. To begin, based on the leader membership exchange hypothesis, the study concludes that punitive supervision has a direct effect on worker resilience burnout. Second, the research aids in identifying the factors that influence employees', in this case, leaders', intention to leave a business. Employee turnover is influenced by both punitive leadership and occupational stress. Third, the study discovered that some elements, in this example, resilience, alter this association and can help speed or impede the process.

5.2 Practical Implications

The main real-world use for enterprises, particularly those in the healthcare industry, is to look for strategies to minimize turnover intention. According to the study, employee resilience fatigue is accelerated by turnover intention. Employees will feel better in their working environment if this is maintained under control, and stress on the job will be decreased. A suitable working environment must be given to improve productivity, and turnover intention is the major hindrance. According to the research, managers should also be vigorous, helpful, and sympathetic to their employees. If the management is harsh and then lets the issues fester, it may have serious ramifications for the employees' decision to quit. Employee resilience will suffer as a result, as will productivity and loyalty. Punitive supervision is a type of management that places more emphasis on punishing underperforming employees than praising those who do well. On the other side, an employee's desire to leave their work is referred to as turnover intention. According to research, harsh supervision may be detrimental to an employee's loyalty to the organization, work happiness, and general well-being. Employee disengagement and disenchantment with their jobs may raise turnover intentions when they believe they are being penalized for their faults or deficiencies rather than being supported and pushed to grow.

In practical terms, this means that managers should avoid relying solely on punitive measures to correct employee behavior and performance issues. Instead, they should adopt a more supportive and constructive approach that emphasizes communication, coaching, and collaboration. This can help to develop a good work atmosphere in which workers feel appreciated, motivated, and empowered to succeed. In turn, this can help to reduce turnover intention and improve retention rates, which can have significant benefits for organizational productivity, morale, and performance.

5.3 Limitations of the Research

The study was undertaken in a condensed period of time and during a pandemic, thus it has a number of limitations. First and foremost, the workload in the healthcare sector prevented obtaining a sufficient sample size. A larger sample size would have enhanced the study. Only 342 of the expected 380 answers were received due to time restrictions and contact information. Furthermore, other moderators may have been utilized to improve the study's accuracy and discover what factors influence this link. This study and earlier research have shown that moderators have an effect on punitive supervision leadership and turnover intention. The study's time constraint was a significant limitation. More data-collecting avenues may have been investigated if more time had been available. This would have increased the study's validity and authenticity. If we have restricted variables with very little similarity, we can construct broad areas for future investigation. Second, the approach used This study was quantitative, it was utilized to launch a new study if one was to begin working on it with a quantitative and qualitative approach, as a result, the results of respondents can be evaluated more thoroughly. For this, it is a cross-sectional study rather than a time lag study.

5.4 Future Research Direction

Future studies in the domain of punitive supervision and turnover intention might go in a number of different ways, including the ones listed below: Explore the factors behind the connection between punishing monitoring and the intention to depart in more detail. For instance,

research may look at the part that Possible mediators in this relationship include organizational commitment, work engagement, and job satisfaction. Investigate the temporal association between punishing supervision and the intention to leave by conducting longitudinal research. This might provide insight into whether turnover intention causes perceptions of punishing supervision or if turnover intention causes increasing turnover intention over time. Overall, more studies in this area might aid in improving understanding of the impact of poor supervision on intentions to quit as well as the development of mitigation techniques for the detrimental effects of this management style on employee outcomes.

6 Conclusion

More study is required to address the growing issue of turnover intention in the healthcare sector. The current study examined the impact of punitive leadership, job stress, and employee resiliency on workers who are considering leaving their jobs. Punitive leadership is believed to have a significant influence based on the factors and testing of the variables. The study's goal was to determine how punitive supervision affected employees' intentions to switch over by using stress as a mediator. Resilience's moderating impact was also examined. The findings show that stress and intention to leave an employer are highly influenced by punitive supervision. Additionally, it was shown that stress acted as a mediator in the association between turnover intention and punitive supervision. The study's findings also demonstrate how, in cases when workers possess a certain degree of resilience, stress might affect their desire to leave their jobs.

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