Examining the Effect of Interpersonal and Intrapersonal Conflict on Job Dissatisfaction and Employees Turnover Intention in the Health Care Sector of Pakistan

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Abstract
This study explains the effect of conflicts within individuals and between individuals in the healthcare industry, and examines their impact on employees' intentions to leave the organization. The objective of this study is to thoroughly examine the impact of certain factors, such as conflicts within oneself and conflicts with others, on employees' intention to leave their current positions. In addition, the study examines the moderating influence of perceived organizational support and the mediating role of job dissatisfaction. A structured questionnaire consisting of 40 items will be utilized to gather relevant insights and collect data. The analytical framework incorporates a variety of statistical tests, including factor analysis, descriptive statistics, reliability tests, correlation tests were performed using Smart PLS. In this study all the hypothesis were found significant. We found that interpersonal conflict with the supervisor has a positive influence on the turnover intentions of the young worker and an insignificant effect on job satisfaction and organizational commitment. Similarly a significant positive impact of intra-personal conflict on turnover intentions were people usually perceive themselves in a personality which also defines how they are going to react towards conflict resolution. We also found that intra-personal conflict of an individual causes barrier against their ability to resolve conflict as their desires and intentions. We also conclude that there is a significant positive impact of intra-personal conflict on the job dissatisfaction. Job satisfaction plays a vital role among employee's productivity and intention to stay in organization as job satisfaction has been defined as an internal happy feeling of an employee which caused by number of factors like good education, experience, work nature, job security, presence of work-life balance, chances of better career development opportunity.
Keywords: Interpersonal, Intrapersonal Conflict, Job Dissatisfaction, Turnover Intention

1. Introduction

1.1. Background of the Study

The human capital of a corporation is its most precious resource, crucial for building and sustaining a competitive edge over time (Ali et al., 2024; Billman et al., 2024; Syal et al., 2024). Ensuring the continued presence of employees is crucial for organisations to maintain their competitiveness and accomplish their objectives. Research has consistently demonstrated that higher rates of employee turnover can have a negative impact on the overall performance of an organisation (Ali et al., 2024; Billman et al., 2024; Syal et al., 2024; Quader, 2024). Hence, comprehending and tackling turnover intentions is crucial for sustaining organisational performance. The primary objective of this research is to examine turnover intentions rather than the actual turnover itself. This is because the intention to quit the organisation has been found to be a strong predictor of the eventual turnover (Tett & Meyer, 1993). This study attempts to examine the impact of interpersonal conflict and intrapersonal conflict on turnover intentions. Conflict is an intrinsic element of any setting, whether it is in the household, workplace, or elsewhere (Kirungi, 2023). The objective of this study is to investigate the precise influence of conflict, namely interpersonal and intrapersonal conflict, on an employee's likelihood of intending to resign from the organisation.

The prevalence of workplace conflict is widely acknowledged as a significant problem that has extensive ramifications, such as increased rates of absenteeism (Khateeb, 2024), adverse impacts on physical health (Alyaa, 2024; Aydemir, 2024), and reduced employee performance (Bandang et al., 2024; Rath, 2024; Iqbal & Abbas, 2024). This research enhances comprehension of the complexities associated with employee retention strategies by analyzing the distinct impacts of interpersonal and intrapersonal conflict on turnover intentions. It offers valuable insights for organizational leaders seeking to improve workplace environments and decrease turnover (Zhong et al., 2024; Ibrahim & Rasheed, 2024; Muhammad, 2023; Chang et al.,2023).

According to Halkos and Bousinakis (2017), job dissatisfaction is a cause of stress for employees and is thought to be adversely associated with productivity. Additionally, employees who perceived more organizational support tend to be more satisfied than others respectively. According to Kumar and Rao (2018), employees who feel more organizational support are likely to be happier at work and express less unhappiness.

In light of this context, this study aims to thoroughly examine the influence of conflicts within and between individuals on employees' inclination to quit their jobs due to dissatisfaction. Moreover, it aims to clarify how job dissatisfaction and perceived organizational performance can impact the connection between interpersonal and intrapersonal conflict and employees' choices to quit their jobs. By examining these dynamics, the study seeks to provide valuable insights for organizational leaders and policymakers in developing effective strategies to improve job satisfaction and decrease turnover in the service industry, specifically within healthcare.

1.2. Problem Statement

Nurse turnover is considered one of the most critical problems facing the global medical industry, and it needs to be dealt with to minimize costs related to it. Job insecurity permeates all industries in emerging nations like Pakistan, which are currently dealing with significant structural and economic reforms as well as a sense of uncertainty (Yasami et al., 2024); Sherani, 2019; Sulehri & Ali, 2020; Audi et al., 2022; Audi et al., 2023; Ali et al., 2023). The situation in the nursing or healthcare industry is very unfavorable. In Pakistan, the current nurse-patient ratio is 1:40. At the same time, the Pakistan Nursing Council recommends a nurse-patient ratio of 3:10 (Pakistan Bureau of Statistics, 2022-2023), which is also less as per whom is recommended the minimum nurse-patient ratio is 1:3 in teaching hospitals and 1:5 in general hospitals including a post of a senior nurse. Nursing is a profession that is in demand currently all over

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the globe. Pakistan is one of the most populated countries in the world. It is ranked at number six among all the countries in the world in terms of population (Nawaz, Gulzada, Islam, Bibi, Khaliq & Khan, 2024).

1.3. esearch Questions

The present study aims to answer the following questions;

Q1. Do interpersonal conflicts affect the job dissatisfaction of health care employees?

Q 2. Do intrapersonal conflicts affect the job dissatisfaction of health care employees?

Q3. Do interpersonal conflicts affect the turnover intension of health care employees?

Q4. Do intrapersonal conflicts affect the turnover intension of health care employees?

This resserch attempts to make theoretical contexutual and practical contributions to human resource management. The model has been tested in parts and under different theoretical lense. The novel theoretical contribution is that it attempts to establish and test a holistic model drawn on job demand resource model. The research model being discussed is strongly supported by the Job Demands-Resources (JD-R) model, a comprehensive theoretical framework put forth by Arnold B. Bakker and Evangelia Demerouti. This model provides a thorough perspective for analysing the complex dynamics within the healthcare sector, specifically regarding the connections between job demands, job resources, and the resulting employee outcomes.

1.4. Organizational Conflict – Interpersonal Conflict

Whether the participants are people, social groups, or organizations, conflict situations are characterized as those in which parties develop mutually conflicting aims (Mitchell, 1981). Life will inevitably involve conflict (Bercovitch, 1983). When an employee thinks that the interests of another person or another employee would be harmed, conflict will arise in the workplace (Aquino & Bommer, 2003).

Conflict is a process that initiates when two parties have discerns that another party has either already had a detrimental impact or is on the verge of negatively affecting something that is of significance to the first party. Regardless of the ultimate outcomes, it is typical for individuals to react to conflict with feelings of frustration and dissatisfaction (Ross, 1989).

Task conflict has been claimed to occasionally provide advantageous outcomes, such as greater satisfaction with group decisions and a stronger desire to stick with the group. Task conflict is referred to in this research as "positive conflict" whereas relational conflict is referred to as "negative conflict" However, there is still a dearth of research examining the mechanisms that relate task conflict with successful outcomes and interpersonal conflict with unsuccessful outcomes.

1.5. Conceptualization of Interpersonal Conflict

Task-related conflict, also categorized as task, and non-task-related conflict, also known as relationship conflict, are the two main types of conflict that occur in organizational contexts (Jehn, 1995, 1997; Barki & Hartwick, 2004; Solansky et al., 2014). Task-related conflict is also referred to as affective conflict and non-task-related conflict as emotional conflict by Bradford and Weitz (2009). While relationship conflict centers on differences between employees that are unrelated to work, task conflict deals with disagreements resulting from job-related difficulties (Jehn & Chatman, 2000). Relationship conflict can stem from differences in professional relationships, personal preferences, or variations in attributes such as religion, gender, social class, or political affiliation.

1.6. Conflict with Co-worker's

Organizations have two types of work conflict: one among peers known as horizontal conflict and one among employees and their superiorsknown as vertical conflict (Hellriegel, slocum and woodman, 1989). On both the human and organizational levels, these levels provide diverse results (Frone, 2000; Hershcovis & Barling, 2010). Different Parties can have different type of conflict (Xin & Pelled, 2003) as one of the most important interpersonal ties people have at work is with their coworkers (Mckenzie, 2015).

1.7. Task Conflict

Jehn (1997) defines task conflict as differences between group members' perceptions of the actual activities being completed. It is important to note that task conflict is common when working in a team and that it increases employee productivity (Tafvelin, Keisu, & Kvist, 2020). Ayoko and Pekerti (2008) defined it as the difference of opinions and having different ideas than other employees about doing job tasks, known as task conflict. It may be contingent that task conflicts are focused on work (Jehn & Bendersky, 2003).

1.8. Relationship Conflict

According to Janssen et al (1999), Interpersonal incompatibility among team members due to disparities in personality, values, and personal views lead to relationship conflict (De Dreu & van Vianen, 2001; Jehn & Bendersky, 2003). Relationship conflict is typically defined as "tension, enmity, and irritation among people working in teams" (Jehn, 1995). It has been found that this conflict causes team members to feel stressed and anxious, uses up much of their time and energy that would otherwise be dedicated to the task at hand, and decreases their commitment to the team and organization, and declines quality of good decisions (De Wit, Jehn, & Scheepers, 2013). It follows that it is not surprising that interpersonal conflict constantly has a negative impact on team performance (Mubarok, Safutri, Gideon, 2024).

1.9. Process Conflict

Conflicts within groups can take three main forms which usually occurs such as relationship conflict's, task conflicts and finally process conflicts (Maltarich, Kukenberger, Reilly & Mathieu,2018). Process conflict occurs when employees show disagreement regarding allocation of tasks and assigning of responsibilities (Wu, Zhao & Zuo, 2017). It is further stated that process conflict at times asserts negative impacts on the overall team performance due to its nature (Jimmieson, Tucker & Campbell, 2017).

Based on past research, all the above three types of conflicts are not correlated with employees' productivity, performance, or efficiency (Jimmieson, Tucker & Campbell, 2017). It is further recommended that these conflicts have different effect on the employee's satisfaction, gratification or happiness (Tafvelin, Keisu & Kvist, 2020).

1.10. Intra-Personal Conflict

The type of conflict that arises within an individual known as intrapersonal conflict. It is defined as an internal dialogue within an individual due to different ideas or opposing motives defined as intrapersonal conflict. Intra-personal conflict usually occurs when

individuals face a situation of choosing between reciprocally exclusive resolutions (Hamaideh, 2014). It is also described that individuals often make choices among different given options in their personal and professional life. Hamaideh (2014), described the intrapersonal conflict as a psychological factor. Sometime due to some internal and external contradictions individuals behave differently. So, intrapersonal conflict arises due to individual's own different ideas, opinions, thoughts, and values (Lothian, 2013).

1.11. Turnover Intention
Turnover intention is defined as the employee intention to voluntary leave an organization. This phenomenon causes the organization to bear additional financial and human costs as the organization spends time and resources on the overall hiring process of employees (Giao, Voong, Huan, Tushar, & Quan, 2020). It is even measured for some specific time interval. Also, the turnover intention is the last stage in the withdrawal process. Other stages may also include thinking of quitting and searching alternative job options etc. (Tett & Meyer, 1993).

1.12. Job Dissatisfaction
Stajkovic and Luthans (1998) defined Job satisfaction as an employee's emotional to their work environment; it cannot be observed. Also, job satisfaction is determined by the comparison of expectations and outcomes.

If the employee feels that he is working hard but not receiving the compatible outcomes then he would be dissatisfied by his job (Luthans, 1998). Numerous studies have demonstrated that the nature of the work, pay, and opportunities for advancement, supervision, working conditions, recognition, achievement, status, growth, and responsibility can affect both job satisfaction and dissatisfaction (Lukosi, 2015; Robbins and Judge, 2007; Williams, 2007 and Fredrick Herzberg; 1974).

2. Factors of job satisfaction
2.1. Job enrichment
Job in which employee have opportunity for achievement, recognition, career advancement, sense of responsibility and growth chances known as job enrichment. it can be defined as job is enriched if employees are involved in the overall production of goods and services from start to end (Heneman & Judge, 2009). These jobs are not monotonous or repetitive. Relatively, in enriched jobs worker got opportunity to observe operations. Five work aspects make up a mostly enriched job: task identity, task significance, skill variety, autonomy, and feedback.

2.2. Good Managerial Relations
Management always play an important role in employee's job dissatisfaction, the responsibility lies on managers or supervisors to identify the reasons for job dissatisfaction (Bruce & Blackburn, 1992). Managers need information to make decision which lessen the employee job dissatisfaction and improves satisfaction. For this purpose, job satisfaction survey is conducted like attitude, opinion, or quality of work life, which depicts the employee feelings towards their jobs and working environment (Matz. Et al., 2013). It is believes that to improve job satisfaction relations with manager play an integral part (Ghosh et al.,2013). Employees describe that when mangers try to help them in job related problems, listen to them, and provide them positive feedback, awered about their problems and give them feedback on their performance (Galletta et al.,2013; Emami et al., 2012). Employees also feel that they want input into the decision which affect them in their job. When a job carries job recognition, respect, and employees experience it leads toward job satisfaction (Gates et al.,2006).

2.3. Fair and Adequate Compensation:
Fair compensation is also considered as an important element for employee job satisfaction (Khan et.al., 2014). Employees expect that they should be treated equally rather than more from other employees. Still, employee's satisfaction related to equal pay is more based on the fairness judgement which they get by comparing their efforts in terms of their efforts, skills and education and compensation received from employer (Jehanzeb, Rasheed, and Rasheed, 2013). Employees want their experience, seniority, education and performance to be recognized by employer and appreciation from management (Karatepe and Shahriari,2014).

2.4. Pakistan Healthcare Sector
The sector chosen for the study is the Health care industry of Pakistan. More precisely, this research is just considering the nurses employed by Pakistan's several government hospitals.Because nurses are the largest group of employees in hospitals and play a crucial role in providing patients with high-quality care (Kumari & De Alwis, 2015). As the demand of the healthcare system is increasing due to more increasing population requires more number of nursing staff (Snavely, 2016; Jones et al., 2017). A severe health care problem in the health industry can be arise in the USA and all over the world. A troublesome situation can result in the health care industry, which impedes the smooth sailing of health services (Dandridge, 2019). Furthermore, this shortage of nurses creates problem to the health managers as on the one hand, there is a shortage of supply while on the other, due to dissatisfaction and less work engagement nurses are intended to leave their jobs (Hetzel-Riggin, Swords, Tuang, Deck & Spurgeon, 2020).

A study on stress-causing factors among nurses has suggested that future researchers should consider the impact of job stress, nurse-patient relationships, and social conflict. This will help identify the agents causing stress and ultimately alleviate dissatisfaction among nurses(Seo, Lee, MacDougall, Liu, Hofkirchner, Sharma & Yoon, 2024).By investigating the effect of interpersonal conflict on turnover intentions in Pakistan, we intend to close this gap. Therefore, from the available literature we can draw the following hypothesis:

H1: There is a significant positive impact of interpersonal conflict on the turnover intentions.

2.5. Intra-personal Conflict and Turnover Intention
A recent study conducted in India has revealed a noteworthy correlation between work stress, work-life conflict, and turnover. The study concluded that further research should be conducted using longitudinal studies in other regions with significant data to delve deeper into the long-term effects of work and life conflict and stress. This cross-sectional design provides a foundation for future researchers to explore these results (Rathi & Kumar, 2023). A recent study recommended that effect of other variables like job dissatisfaction, perceived organizational support on conflict and job performance should analyzed in future (Khushk, 2020).

H2: There is a significant positive impact of intra-personal conflict on the turnover intentions.

2.6. Interpersonal Conflict & Job dissatisfaction

Interpersonal conflict with the supervisor has a negative impact on job satisfaction, thus indicating a positive impact on the job dissatisfaction of young workers(Frone, 2000). According to Andrade et al. (2021), conflict is characterized as a distinct form of social interaction that arises when parties hold contradictory or mutually exclusive values. Interpersonal conflict and job satisfaction are significantly inversely correlated by researchers, or this might say that there is a positive association between interpersonal and job dissatisfaction (Chen & Spector, 1991). Studies show a positive association between interpersonal conflict and job discontent, indicating a significant negative correlation between interpersonal conflict and nurses' job satisfaction at Ismailia General Hospital ($r = -0.303$, $p .0001$). Also, the study indicates that interpersonal conflict significantly predicts job satisfaction i.e. significant negative beta value(El-Hosany, 2017).

Correlation analysis between interpersonal conflict and job satisfaction of nurses working in intensive care units indicate that a negative correlation exists between the two. According to Califf and Brooks (2020), job-related tension directly impacts job satisfaction, which in turn affects turnover intentions.

It was proposed to look more closely at the reasons behind the disputes that teachers and other professionals encounter in their homes and places of employment. Male and female nurses may have various motivations for wanting to leave their jobs (Dandridge, 2019). It is recommended to consider the effect of the proposed model on the employees' behavioral outcomes such as organizational citizenship behaviour, organizational commitment, and job satisfaction (Lalegani, Isfahani, Shahin & Safari, 2019).

From the available literature we can draw the following hypothesis:

H3: There is a significant positive impact of interpersonal conflict on the job dissatisfaction

2.7. Intra-personal Conflict & Job Dissatisfaction

In a study conducted on the banking sector to identify the reasons of job dissatisfaction among employees known that when employees did not able to get salaries according to their experience, presence of job insecurity, and absence of recognition and monotonous nature of work are the main factors (Ahsan, 2017).According to Nwatu (2004), intra-personal conflict occurs when an individual's personal goals clash with externally imposed values or expectations. Some concluded that interpersonal relations of employees, inadequate salary and benefits, low rate of promotion, absence of training are the factors create low satisfaction and commitment (Parveen & Khan, 2014). Conflict arises due to job or family produce negative outcomes for employees like stress, dissatisfaction, and some psychological and physical problems (Aslam, Shumaila, Azhar & Sadaqat, 2011). It has been observed that conflicts within organizations can harm employees, regardless of whether they are interpersonal or intrapersonal (Wogwu, Vinazor & NNE, 2023).

H4: There is a significant positive impact of infra-personal conflict on the job dissatisfaction

2.8. Job dissatisfaction & Turnover Intention

Employee's decision to leave a job occurs in multiple stages. When an employee is dissatisfied from the job, first, he/ she thinks of quitting the job, then he/ she evaluates the idea for searching the new job, then he/ she plan the search for job, actually do the search, evaluate job alternatives, compare alternatives to existing job, plan to quit and then finally quit the job. This shows the pathway of how job dissatisfaction leads to employee turnover intention and then results in actual turnover(Mobley, 1977). Intentions of exit are negatively related to job satisfaction of public sector employees in Israel, this indicates a positive impact of the job dissatisfaction on the turnover intention (ß = -0.23, p< 0.001)(Vigoda, 2000).

A comprehensive study was conducted to examine the correlation between psychological contract and turnover intention, with a focus on the mediating role of job satisfaction. The researchers suggest that future investigations should explore the impact of job dissatisfaction on this relationship (Mohamed, Wahba, Ragheb & Ahmed, 2024).

From the available literature we can draw the following hypothesis:

H5: There is a significant positive impact of job dissatisfaction on the turnover intentions

The JD-R model supports these relationships by emphasising the important role of job resources, such as perceived organisational support, in mitigating the negative impact of job demands on employee outcomes. This model helps to understand the complex ways in which conflicts can contribute to job dissatisfaction and highlights the role of perceived organisational support in moderating the relationship between conflicts and turnover intention.

Although the JD-R model is widely recognised as a comprehensive framework, it is important to acknowledge that other management theories and frameworks can provide valuable insights into specific aspects of the research model. Integrating diverse perspectives is crucial for gaining a comprehensive understanding of the intricate relationships within the healthcare sector, which enhances our overall comprehension of the phenomenon being studied.

Conceptual Framework
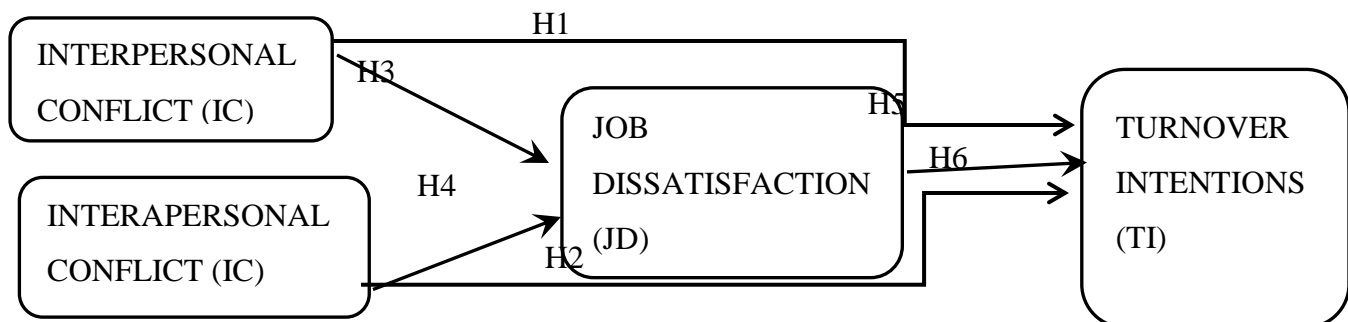
3. Methodology

In this study the purposive sampling technique were used. Judgmental Sampling is also called purposive sampling, in which the researcher selects the sample according to his/her own expertise and knowledge. In the judgmental sampling, the selection of the respondents is made upon the researcher's past experience and skills. We used a structured questionnaire to collect the data then we analyzed the data as discussed below.

3.1. Demographic profile of sample

There are two categories of demographic profiles in this section: those of employees and customers. Participants were asked about their age and gender. Full details are provided in the sections that follow.

Table 1: Frequency analysis of Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	171	42.4	42.4	42.4
Female	232	57.6	57.6	100.0
Total	403	100.0	100.0	

As listed in Table 1, 171 males responded to the survey (42.4%) and the rest of the 232 were female respondents (57.6%).

Table 2 shows that the 52 respondents (12.9%) of the study were from the age group less than 25 years, 35.2 percent of the respondents of the study were from the age group 26 to 35 years, 34.5 percent of the respondents of the study were from the age group 36 to 45 years, and 17.4 percent of the respondents of the study were from the age group more than 45 years. Same can be seen in the figure below that majority of respondents were from the age group 26 to 35 years, and 36 to 45 years.

Table 2: Frequency of Age

	Frequency	Percent	Valid Percent	Cumulative Percent
>25 years	52	12.9	12.9	12.9
26-35 years	142	35.2	35.2	48.1
36-45 years	139	34.5	34.5	82.6
>45 years	70	17.4	17.4	100.0
Total	403	100.0	100.0	

Table 3: Frequency ofQualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Metric	54	13.4	13.4	13.4
FSc	175	43.4	43.4	56.8
Nursing School	131	32.5	32.5	89.3
MBBS	43	10.7	10.7	100.0
Total	403	100.0	100.0	

The table 3 shows the qualification level of different respondents of the study. It can be seen that 13.4% of respondents were matriculate, 43.4% had the qualification F.Sc., 32.5% had their degrees from nursing school, and 10.7% of the respondents had the qualification MBBS. Same can be seen in the figure below, which shows that majority of the respondents had the qualification equal to F.Sc.

Table 4: Frequency of Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
<1 year	14	3.5	3.5	3.5
2-5 years	196	48.6	48.6	52.1
6-10 years	180	44.7	44.7	96.8
11-15 years	9	2.2	2.2	99.0
>15 years	4	1.0	1.0	100.0
Total	403	100.0	100.0	

Table 4 represents the work experience of different respondents of the study in years. It represents that 3.5% respondents have less than 1 year of experience, 48.6% have 2 to 5 years of experience, 44.7% have 6 to 10 years of experience, 2.2% have 11 to 15 years of experience, and only 1% of the respondents have more than 15 years of experience. The figure below also represents that only a small proportion of the respondents have more than 15 years of experience, while the majority of the respondents have 2 to 5 years of work experience.

3.2. Reliability Analysis

In SmartPLS the composite reliability used to measure the reliability of the constructs of each indicator.The researcher usually rely more on composite reliability than that of Cronbach alpha values (Peterson & Kim, 2013).Reliability shows that the data is credible, trustworthy and plausible.It also represents the quality of the measurement scale items. The primary criteria in the analysis in the measurement model is to check the composite reliability (internal consistency) of the measurement model.

Table 5: Composite Reliability

Construct Name	Cronbach's alpha	Compositereliability (rho_a)
IC	0.958	0.962
IaC	0.957	0.958
JD	0.965	0.965
TI	0.88	0.897

The table figures and charts indicate the values Cronbach alpha and composite reliability were tests to estimates relationship of the indicators of the variables. We have calculated the Cronbach alpha of all the variables. The all values of Cronbach's alpha are in the acceptance range. In the SmartPLS SEM composite reliability is used to evaluate the internal consistency. The composite reliability ranges from 0 and 1. The acceptable values of Cronbach alpha from .60 to .70 and satisfactory values are considered 0.70 to 0.90 and above values are desirable that represents that the variables are evaluating the same phenomenon. The table shows the composite reliability and values of Cronbach alpha of all the variables. The values of the composite reliability were more than 0.70 and maximum 0.965 not more than that. All the variables range was reliable between 0.88 to 0.965. In the present situation all the values of the instruments are more than 0.70 as composite reliability is proven. This shows that measurement scale is highly reliable, and researcher can be used with confidence and can trust on the responses.

3.3. Correlation Analysis

Table 5: Correlation Analysis

	IC	IaC	JD	TI
IC	1			
IaC	.414**	1		
JD	.492**	.454**	1	
TI	.439**	.474**	.449**	1

**. Correlation is significant at the 0.01 level (2-tailed).

This table represents the correlation coefficients between different variables. Each row and column represent a different variable, and the numbers in the table indicate the correlation coefficient between each pair of variables.

The correlation coefficient is a statistical measure that indicates the strength and direction of the linear relationship between two variables. It ranges from -1 to 1, where a value of -1 indicates a perfect negative correlation (when one variable goes up, the other goes down), a value of 1 indicates a perfect positive correlation (when one variable goes up, the other goes up), and a value of 0 indicates no correlation (there is no linear relationship between the variables).

Looking at the table, we can see that the variables IC is positively correlated to IaC (r=.414), JD (r=.492), and TI (r=.439). Also, IaC is positively correlated to IC (r=.454) and JD (r=.474), Also, IaC is positively correlated with TI (r=.474). Similarly, , and positively with TI (r=.449). The table also shows that POS is negatively linked with TI (r= -.439).

4. Conclusion

The current study aims at different factors of turnover intentions. There are several objectives which have been framed. These objectives were to find out the effect of interpersonal and intrapersonal conflicts on turnover intention, to investigate the effect of intrapersonal conflicts on turnover intention, to analyse the effect of interpersonal conflict and job dissatisfaction, to examine the effect of intrapersonal conflicts on job dissatisfaction, to analyse the effect of job dissatisfaction on turnover intention.

the study has framed several hypotheses such as the first hypothesis states that there is a significant positive impact of interpersonal conflict on the turnover intentions. While second hypothesis assumes that a significant positive impact of intra-personal conflict on turnover intentions. Similarly, the third hypothesis assumes that there is significant impact of interpersonal conflict on the job dissatisfaction. While, the fourth hypothesis states that there is a significant positive impact of intra-personal conflict on the job dissatisfaction. The fifth hypothesis is about the job dissatisfaction and its effect on the turnover intentions. All the study hypothesis were found significant like interpersonal conflict with the supervisor has a positive influence on the turnover intentions of the young worker and an insignificant effect on job satisfaction and organizational commitment. Similarly a significant positive impact of intra-personal conflict on turnover intentions. People usually perceive themselves in a personality which also defines how they are going to react towards conflict resolution, Intra-personal conflict of an individual causes barrier against their ability to resolve conflict as their desires and intentions. We also conclude that there is a significant positive impact of intra-personal conflict on the job dissatisfaction. Job satisfaction plays a vital role among employee's productivity and intention to stay in organization as job satisfaction has been defined as an internal happy feeling of an employee which caused by number of factors like good education, experience, work nature, job security, presence of work-life balance, chances of better career development opportunity.

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