TURNOVER INTENTION IN THE FACE OF WORKPLACE INCIVILITY AMONG HUMAN SERVICE PROFESSIONALS: POWER OF NON-WORK SOCIAL SUPPORT

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Abstract

Workplace incivility became an emerging issue and point of discussion since last few years. Scholars were in view point that workplace incivility acts like a workplace challenge for employees and can lead to negative consequence like burnout, turnover intention etc. Present study aimed at investigating the protective role of non-work social support in relation between workplace incivility and turnover intention among human service professionals. In order to meet the study objective family support index (subscale given by Caplan et al., 1975), Turnover Intention scale (O'Driscoll & Beehr, 1994) and newly developed workplace incivility scale were used. All measures have good reliability index. 545 human service professionals (doctors, nurses, teachers) with age range 25-50 years ($M = 1.66$, $SD = 0.47$) were recruited conveniently. Present study revealed that workplace incivility and all of its six subscales were significantly positively associated with turnover intention. It was also observed that workplace incivility and all of its subscales (except workplace disruption and intrusive behavior) were significantly negatively associated with non work social support. Findings underscored that non work social support could significantly moderate the relationship between workplace incivility along with its three subscales (professional disparagement, workplace discourtesy, workplace disrespect) with turnover intention among human service professionals. Present study highlighted the need for organizations to address the issue of workplace incivility in order to retain employees and to cut the cost for the employers.

Keywords: Workplace Incivility, Turnover intention, Non-Work Social Support, Human Service Professionals, Workplace challenges and stressors

Introduction

In the dynamic landscape of human service professions, where the dedication to helping others often intertwines with challenging work environments, the issue of turnover intention has emerged as a critical concern. Workplace incivility has become the topic of interest for last few years and it has been identified as a significant contributing factor to turnover intention among human service professionals. However, amidst these challenges, the role of non-work social support has garnered attention as a potential mitigating factor, offering a source of buffering against the adverse effects of workplace incivility.

Workplace Incivility (Definitional Issues)

It was unveiling from above cited literature that workplace incivility is a behavior that could bring negative consequences. It has no geographical specification and can occur globally in any organization and at any workplace. It has spiral structure once generated then proceed in its direction either upward or downward. It can bring negative consequences on individual level as well as on organizational level. Different scholars formulated different definitions for this phenomenon a few stated that it is deviant behavior but low in intensity, a few stated it is counter-productive work behavior, and even a few mixed this construct with bullying. But there are some scholars who described its distinctive features in essence of intensity, ambiguous intention of the doer.

Term Workplace Incivility first time coined as low-intensity deviant workplace behavior with an ambiguous intent to harm. Andersson and Pearson (1999) defined that it as a behavior that is characteristically rude and discourteous, displaying a lack of regard for others. It is a behavior in which mutual respect is violated, it is a sort of counter-productive work behavior (Porath & Erez, Giumetti et al., 2012)

Examples of incivility include give demeaning remarks for others, not listening to somebody or talking down to others (Porath & Pearson, 2009). Scholars defined workplace incivility in terms of deviant workplace behavior (Pearson et. al., 2000) and argued that it is understated harassment include behaviors like gossiping, spreading rumors, or acting rude. It is not only limited to verbal mistreatment rather it may comprised nonverbal behaviors exclusion, to ignore (Jiménez, Bregenzer, Leiter, & Magley, 2018).

Further, the definition of incivility was extended by the researches. Martin and Hine in 2005 mentioned four dimensions of workplace incivility, i.e; 1) Hostility (such behaviors like unfriendliness, opposing others). 2) Privacy Invasion (when individual could not respect the privacy of colleagues). 3) Exclusionary behavior (when individual make other employee feel being excluded from a group or discussion). 4) Gossiping (when individuals used to talk about their coworkers and discussed the information about her/him that is not necessarily true or that may be a rumor.

Incivility also refers as, daily hassle, of individual, if repeated again and again, it would be unpleasant and stressful, described by Kern and Grandey (2009). Literature revealed the fact about workplace incivility that it could bring many negative outcomes for both employees and organization. Among these outcomes many outcomes are directly related to organizational health like turnover intention (Namin et al., 2022). If an organization fails to retain the employees then it might not survive in longer run and become a weak organization. Beside this, Manzoor et al., (2020) argued that though workplace incivility is less reported but widely experienced at workplaces in Pakistan.

Turnover Intention

When employee start thinking to quit his/her job and plans to look for a new job near in future (O'Driscoll & Beehr, 1994) is known as turnover intention. It can also state as one's willingness to leave his/her organization (Thoresen et. al., 2003). When employees decide to quit their present job to avail other better opportunities because they are not satisfied at their present job also comes in

sphere of turnover intention (Mobley, et. al., 1978). As per argument provided by Hancock et. al., (2013) turnover intention is not set all of the sudden rather before reaching upto to turnover intention stage employees used to engage in reflection period. Therefore, turnover intention can be sated as an idea of an employee to leave their present job and organization to try to find other job because of their dissatisfaction with their current job or organization (Chen & Wang, 2019).

Workplace Incivility Can Predict Turnover Intention

In order to know the dynamics of workplace incivility and turnover intention peer reviewed articles were considered and recruited through three data bases Google Scholar, Emareled and BASE. Surprisingly, from the time when the term workplace incivility has been coined limited number of the said scope could find. Literature reported that workplace incivility could significantly predict the turnover intentions for example, Matthews & Ritter, 2019; Huang & Lin, 2019; Alola et al., 2019; Chen & Wang, 2019; Mackey et al., 2019; Miner et al., 2019; Potipiroon & Ford, 2019; Fida et al., 2018; Abubakar et al., 2018; Sao et al., 2022; Pu et al., 2022.

In previous studies several antecedents of turnover intention have been identified (as cited in Park & Martinez, 2022). Prominent predictors of turnover intention were classified into nine groups (work attitudes, job strains, role stressors, supervisor and leader behaviors, emotional labor, performance, organizational contexts). The current study focused on the antecedental role of workplace incivility that could bring job strain (turnover intention). It has been observed that only handful studies published in peer reviewed journal discussed the turnover intentions as the outcome of workplace incivility (Namin et al., 2022). Whereas limited research is available considering the burnout as outcome of workplace incivility. Therefore present research aimed to investigate the workplace incivilityas the reason of turnover intention.

Moderating Role of Non-Work Social Support

Scholars were in favor of social support that it could buffer the negative effect of stressors on strain (Kahn & Byosiere, 1992). It was also reported that social support functions as a buffer in the stressors–strain relationship (Cohen & Wills, 1985; Daniels & de Jonge, 2010). It has been counted as a significant factor to protect an employee's health and wellbeing. It is known as the resources provided by others (Cohen & Syme, 1985) and comprises emotional, informational, and instrumental support (House et a., 1988). It has been observed that social support is negatively associated with strains (Viswesvaran et al., 1999). For example study pointed social support being negatively related to burnout. It was observed that the high social support could buffer the effect of workplace incivility either experienced coworker or supervisor incivility and witnessed supervisor incivility on its negative outcomes (Holm et al., 2015). Work and family domains, both are interdependent on each other. In essence work life can effect family life and family life can effect work life. Especially, family support has potential to mitigate the negative effect of workplace incivility. Social support from wife, friends and relatives/ social support from family is known as non-work social support (Caplan et al., 1975). Social support may also be taken as if one has quality helping relations (Leavy 1983). The idea of resource protection through resource investment given by Hobfoll and Lerman (1989). In present study non work social support or family support was conceptualized as a complementing resource, employees do invest in their families so that their families could help them to cope with challenges at their workplace. There is an empirical evidence about buffering effect of social support in reducing work stress (Cohen & Wills, 1985). It has been observed that individuals who scored high on family support depicted weak relationship between workplace incivility and its negative outcomes (Alcover et al., 2018).

Rationale

Human service professionals play a vital role in society by providing critical support and care to individuals and communities facing diverse challenges. However, the nature of their work often

exposes them to high levels of stress, emotional strain, and workplace incivility, which can lead to increased turnover intentions and burnout. By delving into the impact of family support or non-work support in this dynamic, researchers can uncover invaluable insights into the coping mechanisms that help mitigate the negative effects of workplace incivility. Family support, assistance from family members and significant others, can act as a crucial buffer against the adverse consequences of incivility-induced stress and job dissatisfaction. Similarly, non-work support, including support from friends, social networks, and external resources, plays a pivotal role in providing emotional validation, coping strategies, and a sense of balance outside the workplace. Understanding how these support systems interact with workplace dynamics such as incivility and turnover intentions is not only academically intriguing but also practically relevant for organizations and policymakers. It can inform the development of targeted interventions, support programs, and organizational policies aimed at fostering a supportive work environment, promoting employee well-being, and enhancing retention rates among human service professionals. Research on the role of family support or non-work support in the context of workplace incivility and turnover intentions among human service professionals is supported by empirical evidence highlighting the crucial influence of support systems on employee well-being and organizational outcomes. Studies have demonstrated that workplace incivility, characterized by disrespectful behavior and interpersonal mistreatment, significantly contributes to increased turnover intentions and job dissatisfaction among employees across various industries. These empirical findings underscore the critical role of family support or non-work support as a moderator that might mitigate the negative effect of workplace incivility on turnover intention among human service professionals. Present study has the potential to contribute the workforce by highlighting the importance of enhancement of coping through external resource benefiting both employees and the communities they serve.

Conceptual/ Proposed Model of the Study

Objectives
1. To examine the relationship between workplace incivility, non-work social support and turnover intentions among human service professionals.
2. To examine the role of non-work social support in relationship between workplace incivility and turnover intentions among human service professionals.

Hypotheses
1. There is a positive relationship between workplace incivility and turnover intentions among human service professionals.
2. There is a negative relationship between workplace incivility and non work social support among human service professionals.
3. There is a negative relationship between non work social support and turnover intentions among human service professionals.
4. The more Non Work social support, the weaker the relationship between workplace incivility and turnover intention among human service professionals.

Operational Definitions

Workplace Incivility. Andersson and Pearson (1999) defined incivility as low-intensity deviant acts, such as rude and discourteous verbal and nonverbal behaviors directed to co-workers with ambiguous intent to harm the target. High scores on the workplace incivility scale indicate high workplace Incivility and vice versa.

Turnover Intentions. O'Driscoll and Beehr (1994) defined turnover intentions as employee thinks quitting his/her job and plans to look for a new job near in future. High score on turnover intention scale indicates high turnover intention and low score indicates low turnover intention.

Non-Work Social Support. Social support from wife, friends and relatives/ social support from family is known as non-work social support (Caplan, Cobb, French, Harrison, Pinneau, 1975). High scores on subscale that measures non work social support index indicate high non work social support (from friends and family) and low scores indicate low social support from the same.

Instruments

Workplace Incivility Scale. We used newly adapted workplace incivility scale in current study based on the scales developed by Handoyo et al., (2018), Martin and Hine (2005) and Cortina et. al., (2001). It has forty items in total with alpha reliability 0.96 and six factors namely Professional Disparagement includes eight items with $\alpha = 0.88$, Workplace disruption has four items with $\alpha = 0.81$, Communication Misconduct includes seven item with $\alpha = 0.88$, Workplace Discourtesy includes eight items with $\alpha = 0.89$, Workplace Disrespect includes nine items with $\alpha = 0.91$ and Intrusive Behavior includes four items with $\alpha = 0.79$. The WIS has good reliability index. All items were positively scored. It has five response options (Never=1 to very often = 5) and score ranged from 40-200.

Turnover Intention Questionnaire. It is a three item scale originally developed on six response option format (O'Driscoll & Beehr, 1994). It was adapted and used in present study with following modifications. (1) Instructions were changed as "How much do you think the following statements apply to you?". (2) Response options were modified in order to make response easier, a five point likert response format was adopted instead of the original response options i.e, from Never =1, rarely = 2, sometimes =3, often =4, all the time =5. (3) We modified the second item from "I plan to look for a new job within the next 12 months" as "I plan to look for a new job within the next 12 months (one year)". (4) We changed the third item from "how likely is that, over the next year you will actively look for a new job out of this firm" as "How likely is that, over the next year, you will actively look for a new job outside of your current organization?". All items were positively scored. Score ranged from 3-15. Good reliability index ($a = .91$) reported for this scale (O'Driscoll & Beehr, 1994) suggested it was suitable to use.

Non Work Social Support Index Scale. Social support index developed by Caplan et al. (1975). It measured both work related social support (i.e; social support from the supervisor & coworkers) and non-work social support (i.e; social support from wife, friends and relatives/ social support from family). It has twelve items, out of which four items (items no 3, 6, 9 & 12) could measure no-work social support. In present study subscale of these four items utilized to measure non-work social support among human service professionals. Non-work social support subscale has 5 point response options (Not at all = 1, A little bit = 2, somewhat = 3, occasionally = 4, very much = 5). All items were positively scored. Score ranged from 4-20. Reliability index reported as .83 in current study suggested it was suitable to use (Ursachi et al., 2015).

Sample

In order to collect data we conveniently approached 545 human service professionals from private, government and semi government health and education sector of Rawalpindi and Islamabad, Pakistan.

Sample comprised both Males ($n = 184$) and females ($n = 358$) (Missing value reported= 3, $M = 1.66$, $SD = 0.47$). By profession they were college and university teachers, medical professionals (doctors, nurses and medical lab technicians). Age range of sample was 25-50 years ($M = 31.95$, $SD = 6.82$). Human service professionals with minimum one year of job experience considered for data collection.

Procedure
After finalizing the study tools approval was taken from review board in order to continue the study as it was planned. Authorization was obtained from relevant bodies in order to collect data. We approached human service professionals from public, private and semi government health and educational set-ups of Rawalpindi and Islamabad, Pakistan. Consent was obtained from research participants. Newly adapted Workplace Incivility scale, Turnover intention scale and non-work social support index were used to measure the workplace incivility, turnover intention and non-work social support among human service professionals. We requested them to respond each item honestly. We assured them their responses will be kept confidential and only use for research purpose. They took upto 20 minutes to complete the research questionnaires.

Results
Table 1: Descriptive statistics of the Workplace Incivility, its subscales, Turnover Intentions Scale and Non-Work Social Support for study (N = 545).

Sr no	Variables	k	α	M	SD	Range Potential	Actual	Skewness	Kurtosis
1	**WPI**	40	.96	76.81	30.05	40-200	40-195	.75	.01
2	*PD*	8	.88	15.10	6.65	8-40	8-40	.88	.14
3	*WD*	4	.81	9.08	4.11	4-20	4-20	.45	-.84
4	*CM*	7	.88	13.01	5.96	7-35	7-35	1.07	.73
5	*WDC*	8	.89	14.03	6.58	8-40	8-40	1.09	.44
6	*WDR*	9	.91	17.04	7.95	9-45	9-45	.89	.10
7	*IB*	4	.79	8.55	3.65	4-20	4-20	.78	.04
8	**TOI**	3	.85	7.84	3.45	3-15	3-15	.31	-.83
9	*NWS*	4	.83	14.84	3.92	4-20	4-20	-.51	-.54

Note: k = No. of items, *α* = Cronbach's Alpha reliability, *M* = Mean, *SD* = Standard Deviation, WPI= *Workplace Incivility, PD=Professional Disparagement, WD=Workplace Disruption, CM=Communication Misconduct, WDC=Workplace Discourtesy, WDR=Workplace Disrespect, IB=Intrusive Behavior* TOI = Turnover Intention, *NWS* = Non-work Social Support.

Table shows the psychometric properties of the scales and subscales used for hypotheses testing. Results revealed that Cronbach's alpha reliability of the scales ranged from acceptable ($α ≥ .76$) to very good ($a = .96$) (Ursachi et al., 2015). The data also followed the normality requirements as values of skewness and kurtosis were between $± 2$.

Table 2: Correlation Between all the Scales and Sub-Scales of the Study (N = 545).

Sr no	variables	1	2	3	4	5	6	7	8	9
1	**Workplace Incivility**	-	.91**	.74**	.87**	.88**	.91**	.68**	-.23**	.30**
2	*Professional Disparagement*		-	.63**	.78**	.77**	.80**	.55**	-.19**	.29**
3	*Workplace Disruption*			-	.54**	.61**	.66**	.51**	-.06	.28**
4	*Communication Misconduct*				-	.73**	.74**	.56**	-.27**	.23**
5	*Workplace Discourtesy*					-	.77**	.50**	-.29**	.21**
6	*Workplace Disrespect*						-	.56**	-.21**	.25**
7	*Intrusive Behavior*							-	-.02	.27**
8	***Non-Work Social Support***								-	.03
9	**Turnover Intention**									-

*p < .05, **p < .01, ***p < .001

The table reveals that all six factors of workplace incivility (professional disparagement, workplace disruption, communication misconduct, workplace discourtesy, workplace disrespect and intrusive behavior) are significantly positively correlated with total score of workplace incivility. It was also revealed that workplace incivility and all subscales (except workplace disruption and intrusive behavior) are significantly negatively correlated with non-work support that is family support. Correlation matrix also shed light that workplace incivility and its subscales are significantly positively associated with turnover intention scale. It is evident from the results that Non-work social support is not significantly related with turnover intentions among human service professionals.

Table 3: Moderating effect of non-work social support between Workplace Incivility, its Subscales (Professional Disparagement, Workplace Disruption, Communication Misconduct, Workplace Discourtesy, Workplace Disrespect, Intrusive Behavior) and Turnover Intention (N=545).

	b	SEB	t	p
Constant	7.29 [4.42,10.16]	1.46	4.99	P < .001
Professional Disparagement	-.04 [-.21,.13]	.09	-.50	P = .617
Non-work social support	-.12 [-.30,.06]	.09	-1.33	P = .183
Non-work social support *Professional Disparagement	.01 [.00,.02]	.00	2.42	P < .05
R^2	0.10			
F	20.88			
Constant	6.81 [4.13,9.49]	1.37	4.98	P < .001
Workplace Disruption	.03 [-.24,.31]	.14	.23	P = .818
Non-work social support	-.07 [-.24,.09]	.09	-.85	P = .396
Non-work social support* Workplace Disruption	.01 [-.00,.03]	.01	1.50	P = .133
R^2	0.08			
F	16.89			
Constant	6.88 [4.05,9.71]	1.44	4.77	P < .001
Communication Misconduct	-.02 [-.21,.16]	.09	-.24	P = .811
Non-work social support	-.07 [-.24,.11]	.09	-.74	P = .457
Non-work social support* Communication Misconduct	.01 [-.00,.02]	.01	1.95	P = .052
R^2	0.07			
F	14.25			
Constant	8.59 [5.79,11.40]	1.43	6.01	P < .001
Workplace Discourtesy	-.15 [-.32,.03]	.09	-1.65	P = .099
Non-work social support	-.17 [-.35,.00]	.09	-1.90	P = .057
Non-work social support* Workplace Discourtesy	.02 [.01,.03]	.01	3.18	P = .001
R^2				
F				
Constant	7.82 [5.01,10.63]	1.43	5.46	P < .001
Workplace Disrespect	-.06 [-.21,.08]	.07	-.87	P = .383
Non-work social support	-.12 [-.30,.05]	.09	-1.41	P = .158

Non-work social support* Workplace Disrespect	.01 [.00,.02]	.00	2.54	P < .05
R^2	0.08			
F	16.06			
Constant	6.32 [3.51,9.13]	1.43	4.42	P < .001
Intrusive Behavior	.12 [-.18,.42]	.15	.76	P = .447
Non-work social support	-.04 [-.22,.13]	.09	-.48	P = .628
Non-work social support* Intrusive Behavior	.01 [-.01,.03]	.01	.94	P = .345
R^2	.08			
F	15.15			
Constant	7.18 [4.03,10.32]	1.60	4.48	P < .001
Workplace Incivility	-.01 [-.04,.03]	.02	-.46	P = .642
Non-work social support	-.14 [-.34,.06]	.10	-1.39	P = .162
Non-work social support* Workplace Incivility	.00 [.00,.00]	.00	2.50	P < .05
R^2	.10			
F	22.09			

*p < .05, **p < .01, ***p < .001

A moderation test was run with professional disparagement, Workplace Discourtesy and workplace disrespect as the predictors, turnover intention as outcome and non-work social support as moderator. There was a significant interaction found by non-work social support on workplace disparagement and turnover intention as b= .01, BCa CI [.00, .02], t=2.42, $p < .05$, workplace discourtesy and turnover intention as b= .02, BCa CI [.01, .03], t= 3.18, p =.001, workplace disrespect and turnover intention b= .01, BCa CI [.00, .02], t=2.54, $p < .05$, workplace incivility and turnover intention b= .00, BCa CI [.00, .00], t=2.50, $p < .05$.

It was found that participants who have higher than average levels of Non work social support experienced lower effect of workplace disparagement on turnover intention ($b = .03$, BCa CI [.05, .17], t = 3.54, $p <.001$), when compared to average or lower than average levels of social support ($b = .02$, BCa CI [.12, .21], t = 7.61, $p <.001$, $b = .03$, BCa CI [.05, .17], t = 3.54, $p <.001$, respectively). Participants who have higher than average levels of non-work social support experienced lower effect of workplace disrespect on turnover intention ($b = .04$, BCa CI [.15, .29], t = 5.96, $p <.001$), when compared to average or lower than average levels of non work social support (b= .02, BCa CI [.09, .18], t=6.19, $p <.001$, b= .02, BCa CI [.01, .12], t=2.22, p =.001 respectively).

Human service professionals with higher score on non work social support experienced lower effect of workplace disrespect on turnover intention ($b = .02$, BCa CI [.11, .22], t = 6.27, $p <.001$), as compared to average or lower scores on non work social support ($b = .02$, BCa CI [.08, .15], t = 6.41, $p <.001$, b= .02, BCa CI [.02, .12], t = 2.60, p =.009 respectively).

Last but not least, research participants who scored high on family support tend to experience less effect of Workplace incivility on turnover intention ($b = .01$, BCa CI [.03, .06], t = 7.13, $p <.001$), as compared to average and lower scores on non work social support ($b = .00$, BCa CI [.03, .05], t = 7.77, $p <.001$, b= .00, BCa CI [.01, .03], t = 3.69, $p < .001$ respectively).
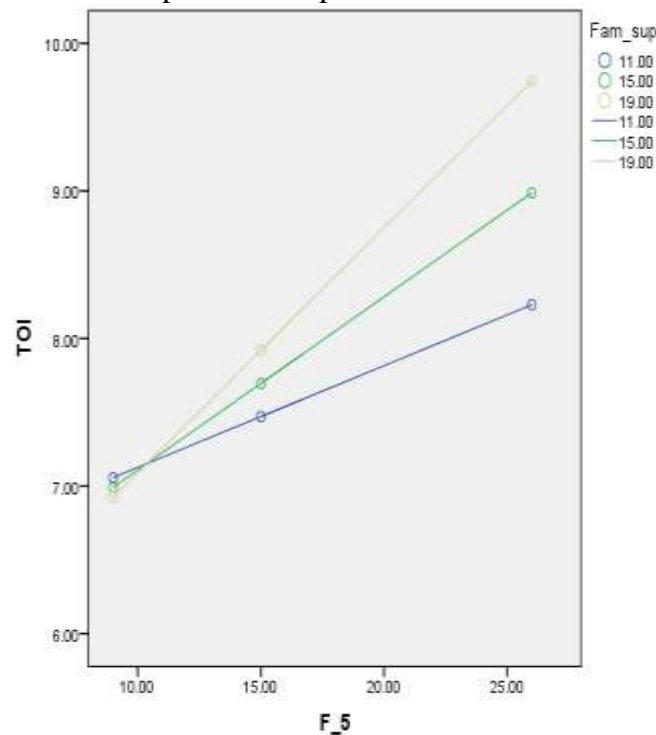
Figure 2: Graphical Representation of the Moderating Effect of Non Work Social Support between Professional Disparagement and Turnover Intention.
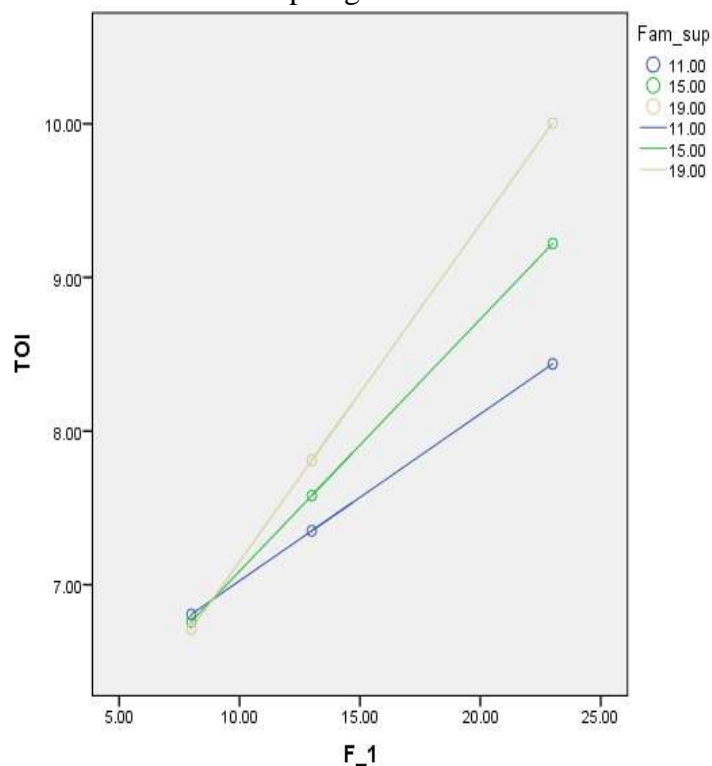

Figure 3: Graphical Representation of the Moderating Effect of Non Work Social Support between Workplace Discourtesy and Turnover Intention.
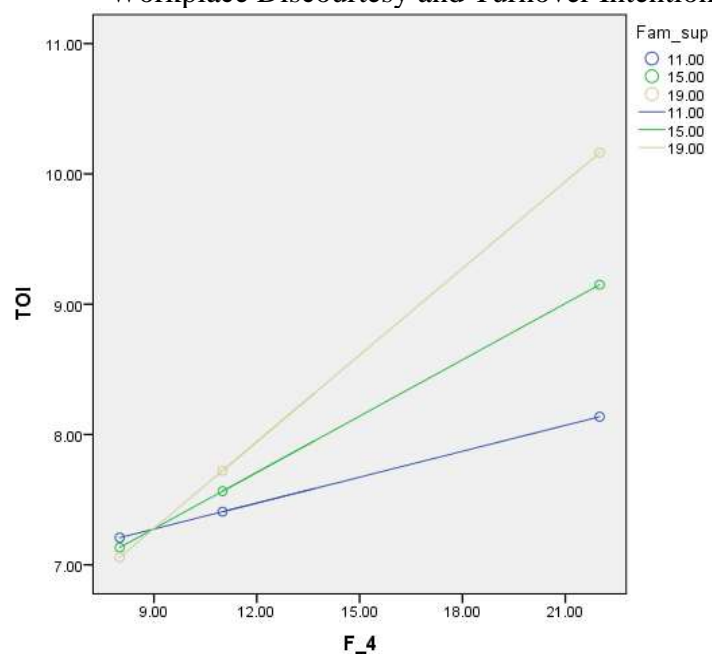
Figure 4: Graphical Representation of the Moderating Effect of Non Work Social Support between Workplace Disrespect and Turnover Intention.

Figure 4: Graphical Representation of the Moderating Effect of Non Work Social Support between Workplace Incivility and Turnover Intention.
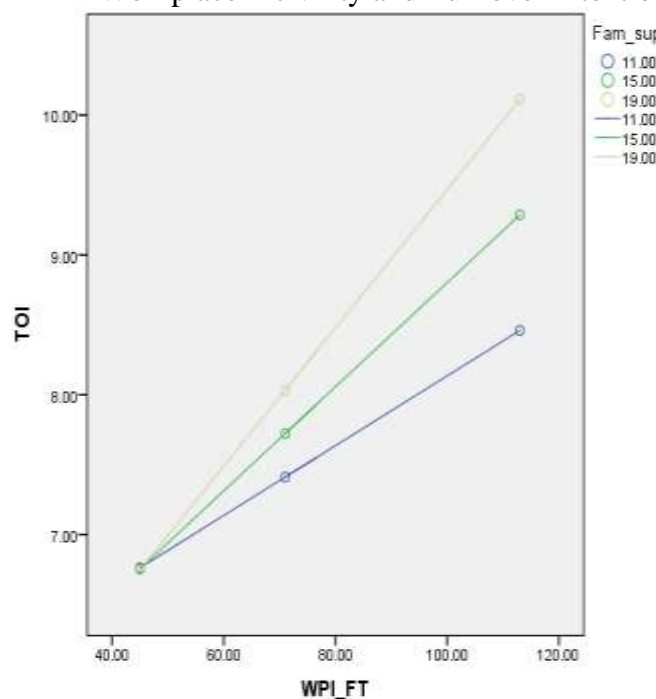
Discussion

Present study aimed at investigating the buffering role of non work social support/ family support in relationship between workplace incivility and turnover intention. In order to meet the study objectives the newly developed scale of workplace incivility, turnover intention scale and non work social support subscale have been used. All instruments depicted good reliability. Result revealed that workplace incivility and all of its dimensions are positively associated with turnover intention which

is consistent to the recent studies results (e.g; Rubab, 2024). Whereas; non work social support is negatively related to turnover intention, which is also consistent with previous literature (Le et al., 2022).

Previous studies also revealed that family support could bring desirable outcomes or changes in turnover intention (Bajaba et al., 2022). Present study found that there is a significant positive association between workplace incivility and turnover intention. This result is also parallel with the previous studies (e.g; Namin et. al., 2021; Kavaklı & Yildirim, 2022). In order to examine the role of non-work social support in relationship between workplace incivility and its subscales Professional Disparagement, Workplace Disruption, Communication Misconduct, Workplace Discourtesy, Workplace Disrespect, Intrusive Behaviour and Turnover Intention and turnover intentions among human service professionals we run moderation analysis by using Process-Macro by Andre-Hayes. The interaction effect of moderator (non-work social support) and predictors (Workplace Incivility and its three subscales Professional Disparagement, workplace discourtesy and workplace disrespect) on outcome variable (Turnover Intention) was significant. This is parallel with the study conducted by Razzaq et al. (2023). They found the family support as a moderator between workplace incivility and outcome relationship such that when family support was high effect of workplace incivility on outcome got weakens. Following might be the plausible reason that non work social support / family support could buffer the stressor (Workplace incivility) and strain (turnover Intention) relationship.

Social support has potential to provide emotional resource to individuals to cope with stressful or negative experiences (for example; workplace incivility, professional disparagement) at workplace. Besides this, non-work social support provides us sense of belonging or social identity beyond the workplace. This could protect us from developing strain (for example turnover intention in this case) as a result of negative workplace experiences (for example; workplace incivility in this case).

Moreover, social support potentially changes the way we perceive or appraise different situations. When we have supportive relations outside the workplace we tend to feel less effect of negative experiences (WPI) on turnover intention. Literature suggested that social support act as a resource in terms of advice, practical assistance, emotional assistance with help of these resources individual can cope with work related challenges in far better way. Hence, availability of these resources can mitigate the impact of work related stress (workplace incivility) on work related strain (turnover intention.

In present study the family support could not mitigate the effect of three dimensions of workplace incivility (communication misconduct, workplace disruption and intrusive behavior) on turnover intentions due to following plausible reasons. Nature of stressors or negative experiences matter a lot. As these three experiences are intense in nature and often could effect wellbeing and job satisfaction. Whereas; family support might not address these stressors and could provide only emotional support and comfort to individual. As our sample comprised of human service professionals and they often face challenges in acquiring work life balance, even with significant amount of family support they are not able to cope with the workplace stressors, this may lead them to turnover intention. Besides this if their workplace faces persistent issues, this can nullify the effect of external support system. Individual might became overwhelmed and tend to experience turnover intention regardless of non-work social support.

Family support is the valuable coping resource but it may not always sufficient to counter the stressors at workplace like communication misconduct, intrusive behavior or disruption. It is consistent with the study conducted by Lim and Lee (2011). Last but not least, organizational culture matters a lot in shaping the individual's response to workplace stressors. If the culture has potential to diffuse or perpetuate the disruptive behaviors and allows unethical communication then it can undermine the efficacy of external support system (family support / non work social support) in experience of turnover intention among human service professionals.

Limitation and future Directions
Present study based on cross sectional research design that limits its ability to establish causal relationship. In future, researchers can use longitudinal research design in order to provide evidence

regarding buffering role of non-work social support in relationship between workplace incivility and its negative consequences. Longitudinal studies can track changes in turnover intention and buffering role of non-work social support over the period of time, proving deeper insight into causal relationship. Explanatory researches can also be done on present construct as qualitative complement on quantitative findings provide rich understanding by capturing nuanced factors that quantitative measures may skipped. Present study findings are sample and context specific. These findings can be cautiously generalize to other population due to potential variations in organizational cultures and workforce dynamics.

Implications

Present study highlighted the prevailing issue at workplace on which no policies has been designed so far. This concept is operating on abstract level just. Present study highlighted the need for organizations to address workplace incivility as a critical factor that could lead to turnover intention. This study underscored the importance of family support or social support outside the work that could mitigate the negative effect of workplace challenge (incivility) on turnover intention among human service professionals. Hence it highlighted to design the interventions on enhancing non-work social support that could beneficial for organizations to retain employees. Strategies and policies regarding promoting culture of mutual respect and conflict resolution can buffer the negative effect of WPI.

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