

# Does workplace toxicity influence turnover intentions among Indian healthcare employees?

## Investigating the moderating role of gratitude

Toxicity,  
gratitude and  
Turnover

Naval Garg

*University School of Management and Entrepreneurship,  
Delhi Technological University, Delhi, India*

Manju Mahipalan

*NIT, Calicut, India, and*

Nidhi Sharma

*Kirori Mal College, University of Delhi, Delhi, India*

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### Abstract

**Purpose** – The study examined the relationship between workplace toxicity and turnover intentions among Indian healthcare employees. It also explored the role of gratitude as a moderator in the workplace toxicity–turnover intentions relationship.

**Design/methodology/approach** – The study is based on a cross-sectional research design. The sample comprises 315 employees from the Indian healthcare sector. Approximately, 400 employees are approached both through email and office visits. Responses were received from 336 participants, and 21 incomplete questionnaires were discarded. The relationships between four variables of workplace toxicity and turnover intentions are examined using correlation and hierarchical regression. The moderation effect of gratitude is studied using the PROCESS macro in SPSS 21.

**Findings** – The results revealed that workplace toxicity could explain 45.8% variations in employees' turnover intentions. It also reported significant negative regression coefficients between all four dimensions of workplace toxicity and turnover intentions. It suggested that toxic health organizations may promote turnover intentions among healthcare employees. Also, findings recommended a significant moderating effect of gratitude amid the relationships of four dimensions of workplace toxicity and turnover intentions.

**Practical implications** – Hospital administrators must ensure that health professionals have the necessary support to remain effective in the field by providing a conducive working environment emerging from sound human resource practices that promote respect, collegial relationships, teamwork and collaboration. The present research demonstrates gratitude as one such factor that could act as a catalyst within the workplace.

\*The datasets generated during and/or analyzed during the current study are available from the corresponding author on reasonable request.

\*Informed consent of respondents was taken.

\* All authors contributed equally in the conceptualization and writing of the study

**Declaration:** We hereby declare that the present article is compiled with Ethical Standards as below.\*

1. Disclosure of potential conflicts of interest.

2. No conflict of interest.

3. Research involving human participants and/or animals- Informed consent of human respondents taken.

4. **Funding:** Not applicable.

5. Data is not shared owing to the promise of confidentiality with respondents.

6. **Ethical approval:** All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.



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