

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Examining Turnover Intentions as
the Outcomes of Workplace
Bullying Testing a Mediated and
Moderated Model**

by

Shahnaz Kousar

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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Department of Management Sciences

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Thesis is dedicated to my great late father, beloved mother, my elder brothers, adorable sister, teachers and all those friends who have supports me since the beginning of this thesis.



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CERTIFICATE OF APPROVAL

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Abstract

This study was primarily conducted to understand the impact of workplace bullying on Turnover intention with mediating role of employee rumination and moderating role of neurotic personality. The model of the current study proposes that workplace bullying leads to turnover intentions impacting neurotic personalities. The other purpose of the study seeks to identify whether or not neurotic personality moderates the relationship between employee rumination and workplace bullying. Data was collected from 270 personnel through convenience sampling technique, using adopted questionnaires consisting of measuring each variable on five point likert scales. For data analysis statistical tools such as reliability, correlation and Regression were used. Results indicate workplace bullying has positive and significant relationship with turnover intentions. The mediating role of employee rumination among workplace bullying and turnover intentions was also supported by results. According to results moderating role of neurotic personality, between workplace bullying and employee rumination did not gain full support. Therefore organization should used neurotic personality traits as an important shield to reduce the negative thinking and emotions of the employees for managing the Turnover intentions.

Keywords: Workplace bullying, Employee rumination, Neurotic personality, Turnover intention.

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Chapter 1

Introduction

This chapter explains the relation of workplace bullying and turnover intention with mediating role of employee rumination, moderating role of neurotic personality in Pakistani context in different telecom, banks and some private organizations. This chapter elaborates the research questions, problem statement, back ground of study, objectives of the study, underpinning theory and significance.

1.1 Background of the Study

Bullying is a form of aggressive behavior, which is used against persons who cannot easily defend themselves. Physical or direct verbal attacks are included in bullying. The workplace bullying phenomenon is getting more attention in the eyes of social researchers and much literature establishes that it negatively affects organizational performance and also individual performance. Various issues like a lack of role clarity can lead to inadequate information to manage with workplace bullying in the workplace. Workplace bullying include different behaviors like insult, violence, meaningless tasks, rumor spreading and not providing credit when employees deserved it (Fox & Stallworth, 2005; Parzefall & Salin, 2010). Workplace bullying is the result of unequal power. Furthermore, workplace bullying come into sight as universal problem (Nielsen et al., 2009). According to Beale and Hoel (2011), workplace bullying literature can be developed in different ways,

like practical discussions in workshops and in seminars. In other words, it can be analyzed that workplace bullying can get or arise conflicted nature which many labors have. It can be concept that hotly contested political parties participation with labor process are responsible of these features and for results. In other words, workplace bullying is a very rigid condition that can create long-term psychological and physical injuries.

From a stress point of view, bullying is a large group of related things of social stressors (Zapf, 1996) and it can be a concept of daily difficulties (Kenner et al., 1981). Social complications negatively affect on employee's health (Melamed, Shirmo, Berliner & Shapira, 2006). we can say that it is immediate or nearer to the fact of the stressors. In fact workplace bullying can be more dangerous and harmful for employees rather than other work related-tension (Einarsen, 1999). In the recent decade many studies have been conducted and got more attention because of very serious issues caused from it (Einarsen, Raknes and Matthiesen, 1994).

Actually workplace bullying not only leads the psychologically injuries, it is pointed out the health-related problems like financial problems, ratio to increased staff leaving problems, low working power, low behavior and attitude and less quality of loyal (Hutchinson, 2005; Quine, 1991; Rayners & Cooper, 1997). Our framework is based on this statement that workplace bullying is basically related with organizational features. Relationship between physical existence of bullying and the organizational role is stated since the pioneer studies of (1990) was specifically narrated on working conditions and job design (Giorgi & Majer, 2008), Laissez-fair leadership (Skogstad, 2007) organizational change, (Skogstad, 2007), violence climate and organizational climate (Giorgi, 2009). Relationship with workplace bullying has been discussed in this basic studies, there was a significant relationship with bully, depression, and stress and build up of bullying and attitude problem show the positive correlation.

Employee rumination is the fix line of an individual to grow up the negative feelings and experiences in rage attitudes and behavior. In multiple ways, rumination has been defined, but is broadly distinguished by tedious, boring, previous

thoughts about negative happiness (Holman & Silver, 1998). Rumination explains the repetitive thinking which focuses on different incidents of individuals in his life (Hoeksema, 1991). Rumination is aggressive type of behavior of an individual to bring up the negative experiences (Hoeksema, 1919). Always more employees behave ruminate after misbehaving of the supervisor, as a result inimical attitudes occur (Wang, 2013). Gradually rumination develops hostile responses to perceived abuses (Collins & Bell, 1917). Rumination implicates and focus thinking of an individual (Collins & Bell, 1917) about undesirable happenings is occurred in his life. Some happenings in their life are positive and some are negative. Individuals think again and again about negative happenings. Sometimes these thinking can be very serious and could not controlled and individuals get distressed or may face anxiety and depression. Rumination is associated with strong feelings of rage (Martin & Tesser, 1989) vengeance thinking to be visible dissatisfaction to an irritation (Kilpatrick & Johnson, 2001). Real incidents of the individuals prevents entirely plan for the present. Rumination always the still remain of sorrow and distress feelings (Martin & Tesser, 1989). Gradually describe employee rumination develops hostile response to perceived abuses (Collins & Bell, 1917). They further proved that employee rumination always raises temper to give answer of unproven languages and psychological distress being retained for a long period (Greenberg, 1995). This study suggests that workers feel bullying behavior on workplace will lead employee rumination, on another side there are some negative outcomes of rumination like decreased organizational commitment (Tesluk, Vance & Mathieu, 1999) and intentions to quit (Chiaburun, 2013). After these serious outcomes this study suggests that rumination will lead dissonance work behavior, due to ruminate thinking there will be result in negative working attitudes like bullying behavior. Workplace bullying is unreasonable behavior direct effects on workers or any group, creates a risk to health and safety. Neuroticism is the important personality trait, and its related factors influence the affectivity of human has interaction with the organization. Individuals with this trait are always in a state of strain, and self-pity.

Neuroticism signifies the person's tendency to endure psychological depression

(Costa & McCrae, 1992). On the other side Eysenck (1983) gave vital importance to personality and stress relationship. For example this is possible that low personality and poor competencies employees are victims of bullying (Michelson & Einarsen, 2002). Neuroticism is the liability of individual collaboration in these feelings like fearfulness, grief, and temper (Costa & McCrae, 1987). Higher neurotic personalities are assembled in some characteristics, such as moodiness and extremely nervous personality, nervousness turn towards unpleasant factors (Nevid & Rathus, 2005). Workers with neurotic trait point out fearfulness, an expected feeling of anger, and being misfit with the environment. Some individuals whose are more willing to disclose their unpleasant feelings, these persons are impetuous, unhappy in any environment (Schmitz, Kugler & Rollnik, 2003). In the above lines describing Langelaan and colleagues pointed that domain of workplace terrifying for those workers whose are naturally neurotic. Negative mood and disappointed conditions are directly attached with bullying (Barling, 1996). Bullying has affected very harmful factors on social, psychological emotions (Craig, 1998; Nansel, Nishina, Juvonen & Witkow, 2005). and academic problems (Nakmoto & Schwartz, 2010; Nishina, 2005). Bullying can happen in any work place, because of bullying health and abilities are affected, if anyone reports bullying then this person will be seen a neurotic and sensitive person by the management.

During years of psychological studies many studies have concluded that harmful personality traits developing depressive symptoms. Depression is positive correlated with high level neuroticism. Always anxious, depressed, guilty, tense, shy, overly emotional and self confidence involves to being neuroticism (Grav, Stordal, Romild & Hellzen, 2012).

People who are highly neurotic are associated to escalate reports of spiritual burnout (Hills & Norvell, 1991). It is a cause of negative spiritual outcomes as bad as some sign of diseases (Rosmalen, Neeleman, Gans & de Jonge, 2007), distress (Clark, Watson & Mineka, 1994), fearfulness and bullying aggression (Wilkowski & Robinson, 2008). Unfavorable responses are encourage this conflict condition, for instance bargaining with employees, negotiation with other employee, will ascendancy to anxiety, stress eventually low work services (Leung et al., 2011). Different

people have different type of personality traits; will have leave the different effects on the employees thinking (Carver, 2005). Author indicated that neuroticism is positively pretending, rumination stabilizing with these lines whose individual's neuroticism score is high, always feel that workplace is bullying for them (Almada, 1991; Langelan 2006). Perhaps negatively condition is increased when people take interaction which leads to anxiety, depression, stress when cladding like this stressful situation like bullying at the organization. Basis of this discussion there is positive relation between workplace bullying and employee rumination, and when we take neurotic personality as a moderator this relation will be stronger when there is a high score in neuroticism. There are a lot of evidence have found where neuroticism is also linked with employee rumination (Teasdale & Green, 2004; Trapenhell & Campbell, 1999).

A measurement of whether a business' or organization's employees decide for leaving their positions or organization decide to remove employees from positions, is turnover intention. Turnover intention, like turnover itself, can be either on temporary or basis or permanent basis. In human's state of affairs, turnover intention is play the role of replacing an employee with a new employee. Turnover intention is conceived like a conscious and careful consideration to leave the organization, Always it measured with reference to a specific time period (e.g., within the next 6 months), and has been explained in a sequence of withdrawal process, a set to which thinking of quitting and for alternative employment search also (Mobley, Homer & Hollings, 1983). Evaluating turnover models those inverbaly apply to self motivated (i.e., voluntary) termination 1978 voluntariness are relevant of leaving. Researchers excluded is known cases of involuntary turnover as samples. But there is major difficulty is in this study is that voluntaries assess gives grounds for taking care to concern findings in aggregate.

Furthermore, employees who feel frustrate with their jobs are more likely to have higher turnover and always go absent from their work (De Croon et al., 2004). Turnover is a major problem for work administration because social worker turnover negatively affects the quality, consistency, and stability of customer services (Mor Barak, Nissly & Levin, 2001). Specifically, worker turnover not only

causes psychological distress in remaining staff members or in new and inexperienced workers who fill vacated positions (Powell & York, 1992), but this situation leads to customers entrusted of the system (Geurts, Schaufeli & De Jonge, 1998) and financial problems for the organization (Kompier & Cooper, 1999).

1.2 Gap Analysis

Ample evidence in research history tells us (Quine, 2001) that relation between workplace bullying and blurring is mediated by some highly significant variables like psychological contract breach. However, the more important variable that can change relations among workplace bullying and turnover intentions is Employee rumination, which as a gap needs to be studied.

It is quite difficult to know how specific employee rumination impact workplace bullying outcome relationships. Hence there is a need to study employee rumination in relationship work place bullying-outcomes.

In addition, neurotic personality indicates the way an employee makes effort to attain career development. Previous studies have focused relationship of workplace bullying with psychological contract breach and then examined moderating effect of Neurotic personality. Interestingly those individuals having salient hope on workplace have been identified to often direct actions or dispute and more likely be less accepting to negative aspects of workplace i.e. Workplace bullying is that is considered to be hurdle towards anticipated future rumination. A previous study suggests to focus different possible outcomes in this condition such as turnover intention. Here this is need to study chances of turnover intention among employees having high level of future with neurotic personality in an environment where workplace bullying triumph (Yu et al., 2016).

Finally this study aims to focus research gaps mentioned earlier in order to provide practical implications not only for practitioners work in the public sector organization of Pakistan but also future researchers intending to work in this field of study.

1.3 Problem Statement

Workplace bullying is present and leaves dangerous impacts on the employee's household affairs, life and job career. This quantitative research clearly shows workplace bullying by the managers and its outcomes (turnover intentions) have an effect on employees in the organizational context of Pakistan. These employees may have been a target of workplace bullying or witnessed bullying in their workplace and typical unpleasant something like rumination and turn over intention have been occurred its outcomes. In order to reduce such type of negative behavior some kind of support is required that is helpful for employees in time of need. Employee with high level of neurotic personality support may be the one who is least adversely affected by life changes. This study focuses on neuroticisms support and analyzes how it plays vital role in addressing this problem. Employee Rumination is used as the potential mediator to establish the link between workplace bullying and turnover intentions.

1.4 Supporting Theory

1.4.1 Social Exchange Theory

This model has support of Social Exchange Theory. According to this theory, social behavior is result of some exchange theory material or non- material compensation like identification and status and individuals who engaged with social behavior must expect the same behavior from the others and this circle remains in order to balance the contributions from both parties involved in the social exchange. Social exchange theory helps to understand method of evaluation of their different work events as well as to understand employees' emotions. In social exchange principles (Blau, 1964), mistreatment from supervisor encourage vindictory behavior (Mitchell and Ambrose, 2007). Abused employees by their supervisor seek to respond their harm doer in some way (Skarlicki & Folger, 2004). Employees who think that their manager interpersonally misbehave them are more likely to resist their manager's influence tactics and subsequently engage in deviant

attitudes targeted toward the supervisor (Innes et al., 2005) and the organization (Detert et al., 2007). Similar arguments have given Skarlicki and Folger (1997). They merged principles of social exchange theory come up with employees seek to retaliate for perceived mistreatment and unfair acts. Vengeance is a form of workplace deviance that surround attitudes seeks to get back or to make the culprit pay (Skarlicki & Folger, 2004). Skarlicki and Folger (1997) contend manager play as organizational agents because making decision is the responsibility of the manager that impact employee's outcomes (turnover intentions) and employee rumination. However unfair supervisory treatment increase organization vengeance as employees hold their organization answerable for its agents' actions and target their deviant behaviors accordingly (Skarlicki & Folger, 2004). According to these words when a manager or supervisor uses abusive language on workplace this will give rise to deviant attitudes in the employees, as result bullying will occur. As manager or supervisor will continue using abusive language, or abuse treatment, the employee will finally intend to leave workplace (Tepper et al., 2009).

1.5 Research Questions

The purpose of this study is exploring the association between workplace bullying and turnover intention through employee rumination. Neurotic personality is used as the potential moderator for link between workplace bullying and employee rumination.

The particular research questions are narrated:

Question # 1: Does workplace bullying affect turnover intention?

Question # 2: Does rumination act as a mediator between workplace bullying and turnover intention?

Question # 3: Does neurotic personality act as a moderator between workplace bullying and rumination?

1.6 Objective of the Study

The reason for which something is done (research) is to test the anticipated model and to take a look at the association between workplace bullying, employee rumination, and turnover intentions. Neurotic personality is used as the moderator between the link workplace bullying and employee rumination.

The particular objectives are:

- (1) To explore the association between workplace bullying and turnover intentions.
- (2) To explore the association between workplace bullying and turnover intention through rumination
- (3) To examine the moderating effect of neurotic personality on the link between workplace bullying and rumination.
- (4) To empirically test and establish the proposed relationships in the different telecom and different private sectors in Pakistan.

1.7 Significance of the Study

Last twenty years research on workplace bullying is very high range. Previous research shows that workplace bullying does not only exist in various countries but it has significant psychological and physiological effects on the employees.

Workplace bullying is causing of bad health condition of the working employees (Nijinsky & Lynch, 2005). The happening is linked with certain direct and indirect cost for the major organization. Few forms of direct cost are employee's turnover, absenteeism, increased security and legal charges (Namie, 2003; Needham, 2003). Self confidence, anxiety, depression job dissatisfaction and low productivity are indirect cost are more challenging to measure but are visible in a tense workplace environment.

Present study is conducted in different public sector organizations of Pakistan to analyze the impact of bullying on the workplace, increase and decrease the abilities of the organizations employees. Furthermore it also covers the research problem and varied objectives of research with its rationale and significance in literature body. With the help of results found from this research, author will be able to give valuable suggestions for preventing bullying .Most of the work on prevented Bullying increasing work abilities and decreasing stress and emotional conflict and no specific research addresses this issue in Pakistani context. So the present study would be an addition to literature in a sense that it would explore the nature and type of bullying and turnover intention.

Chapter 2

Literature Review

2.1 Interaction between Workplace Bullying and Turnover Intention

The term burnout was introduced to refer to a phenomenon observed among human service workers who had to deal with emotionally demanding individuals. Since then, the majority of burnout studies have been based on Maslach and Jackson's (1986) conceptualization of burnout. There are three components of turnover intention definition: emotional exhaustion (increasing of feelings and reduced of emotional and fleshly materials), divest or distrust (unnecessarily disconnection to different types of the job) decrease personal achievements lack of achievement at workplace). Turnover has customary been anticipated in the form of workers to set them to leave the organization (Hopkins, Cohen-Callow, Kim and Hwang, 2010). For this the leavers observe a series of elimination behaviors at workplace among them workplace bullying is main reason to leave the organization (Griffeth, Hom & Gaertner, 2000). The attitude of leaving the job brings upon oneself is an actual expense of the organization (Waldman, Kelly, Arora & Smith, 2004). Bullying is also a main factor to affect the employer productivity, such as that: labor and agricultural productivity loss, turnover, absents increased, incentives of employees, workers should be logically can be used as a source of self motivation to reduce workplace bullying (Hoel & Einarsen, 2010).

A lot of studies have indicated the significance structure of different population factors about the description of burnout and turnover intention. For instance (Shapard's, 2004) reviewed of meta-analytic research on burnout studies, different ages are related to employees burnout. Jackson (1993) searched that male or female are important population factor of burnout (Brewer & Shapard, 2004). Many studies have indicated that employees with temporary working period (Somers, 1996) are mostly excessive discontented with low wages (Currall, Towler, Judge & Kohn, 2005) and have more possibilities to leave their jobs; because of this condition sometimes employees got high tempered and do not do work heartedly and go another side for job.

Moreover, employees who beware of burned out and feel frustration about their work more possible on high rate turnover and can disappear from their work (De Croon, 2004). There is a great problem of employee's turnover for the welfare work administration, since as employee's turnover extremely damaged the, constancy, solidity of customer's dealing (Mor Barak, Nissly & Levin, 2001). Specially mentally disappointed feelings in workers or in new comers not only cause of turnover from job and absent workers (Powell & York, 1992) as a result it guides to client for be doubt full about the system (Geurts, Schaufeli & De Jonge, 1998) and to raise the monetary problems also (Kompier & Cooper, 1999) for the organization (Kompier & Cooper, 1999). As a result these workers suddenly leave the job without any informed, resignation letter and organization has to face the great loss.

Sometimes many employees do lobbying on the workplace, and some workers do not like lobbying and quarrel with each other, if the organizations develop and practice the ethical attitude and as previous literature shows that the organization which have good reputation in market and reliability show results in competitive advantages for organizations in the competitive market (Piccolo et al., 2010), explore that ethical leadership is a high significance task which improves the work of the employees and discourages the bullying activities at workplace as a results employees do not think about leaving the job. When employees of organization

move beyond the moral and ethical boundaries of the organization, it leads to employee turnover.

The workplace bullying has been emerged in Scandinavia in the 1980s, in which the work of Heinz Leymann, this researcher has used the term mobbing for explaining the happenings and facts (Duffy & Sperry, 2007; Einarsen et al., 2003; Leymann, 1996). Globally researchers use different tags for explaining this aspect of hostile workplace attitudes.

Workplace Bullying is defined as the troubling and irritated behavior which negatively influences other works. In bullying behavior the who is in low position is threatened who is on low position and become the victim of systematic negative social act (Einarsen, Hoel, Zapf & Cooper, 2011). Some researchers in Finland define the workplace bullying as repeated and negative act towards one or more individuals, which are always involved in a perceived power imbalance and create a hostile work environment (Slain, 2003, p. 1214). There are two types of people who are involved in bullying one who is victim and the other who is the bully. Bullying may includes torture and sorrows on focus employers and these torture may be physical, social, educational or psychological (Gladden, Vivolo-Kantor, Hamburger & Lumpkin, 2011).

Longitudinal studies show that bullying is anticipated warning of problems. Most researcher has examined the development of bullying, either the role of the work environment (Salin & Hoel, 2010) and the role of the characteristics (Zapf & Einarsen, 2010). Employees who suffer from bullying may be in distress and torture in physical and psychological form like stress, anxiety, fearfulness, loss of confidence, decreased organizational commitment, depression and lowered job satisfaction (Ayoko, 2003; Bjorkqvist, 1994; Einarsen & Raknes, 1997; Leymann, 1990; Price-Spratlen, 1995; Vatria & Hyyti, 2002). Swedish National Board of occupational safety and health has carried out the first anti bullying law in 1994 Health (The Swedish National Board of Occupational Safety and Health, 1994). Individuals feel discomfort and they become unable to perform their job satisfactorily because of workplace bullying.

Furthermore if any act threaten to employees like physically and psychologically well being, as result performance in poor outcomes and turnover intentions(Huynh, Amy & Jane, 2007). In such a way reward system should be managed that discourages bullying behavior among employees in an organization (Salin, 2003). If employees will be rewarded for dangerous act or harming to other employees then bullying behavior will be occurred in the organization (Salin, 2003) and if employees are ranked in relation to one another may rise bullying among competitive employees in the organization. In this condition the employees whose are connected with bullying behavior give good productivity, on the other hand low productivity is showed by those, who are targeted by bullying behavior (Samnani & Singh, 2014) which illustrates the unintended result, linked with performance based compensation practices for bullying behavior (Al-Karim Samnani & Parbudyal Singh 2014). They also explain that how benefits and compensation can represent forecast of individual bullying person's competition and stress of bullying affected persons (Agervold, 2007).

Initially research on bullying has been conducted in Scandinavian countries. Although research was focused on studying schoolyard bullying. After this a researcher Heinz Leymann, has been introduced in this field of study (Lutgen-Sandvik, Tracy & Albert, 2007). When he recognized similar kind of behaviors among adult workers (Leymann, 1996) dilate the work on workplace bullying work. Previous studies suggest that workplace bullying in the organizations is an universal problem. A large growing body of empirical results strongly recommended that bullying on workplace is a wide spread and critical situation. Across countries regular speed of bullying is with the range from 3% to about 50% (Hansen et al., 2006; Leymann, 1996; Samnani & Singh, 2012; Cowie & Berdondini, 2001; Rayner, 1997).

Rayner (1997) indicated that 53% of UK workers had been bullied. Like this, same study explained 77% has witnessed bullying at work. Same results has been written something by (Gillespie, Gates & Schafer, 2012) more specifically, reported that over the past 6-month period (44.7%) persons having experience of bullying at workplace. Many studies disclosed that almost 30% of workers are bullied in

their career (Lutgen-Sandvik, 2007). Numerous prior studies have documented evidence for the severe consequences of bullying as it comes to the effects of workplace bullying for both bullied individuals and for organization in which bullying take place. There is proper evidence which points out that mostly employees suffer by the side effects of stress like (Mikkelsen & Einarsen, 2001) (Namie, 2003; Mikkelsen & Einarsen, 2002; Groeblichhoff & Becker, 1996; Kivimaki, 2003), anxiety, high blood pressure, depression, excessive worry, and suicidal thoughts. This problem might be a reason of suicide in most extreme cases (Leymann, 1992; Fleming & Jacobsen, 2010). Some studies shows that individual effects of revelation obviously can be itself effects organizationally which decreases creativity and motivation, as well as hike mistakes (Hoel, Sheehan, Cooper & Einarsen, 2011). Earlier studies observed positive relation between workplace bullying and an increase in employees elimination of behavior as the intention to leave, turnover and absenteeism from job (Kivimaki, Elovainio & Vahtera, 2000; Moayed, Daraiseh, Shell & Salem, 2006). Many studies proved that bullying is negatively linked with production, gratification and engagement, (Namie, 2007; Vartia, 2001; Fisher-Blando, 2008), also indicated that bullying have terrible economic effects on organization. For instance (Leymann, 1990), There are a lot of studies which have observed that psychological health outcomes appear in the form of revelation to bullying, leading to depression and anxiety including major depressive incidents, shows a significant relationship between bullying and psychosocial stress (Finne, Knardahl & Lau 2011; R.Rugulies 2012). Now this is clear that revelation to bullying can increase extremely retrogression of employee's psychology health, especially by stress. However it has been investigated in many (Nielsen & Einarsen, 2012) studies the possible effects of bullying on productivity other than psychological ones also, for instance mentally well set up factors such as job stress or effort regarding reward imbalance, which always (Peter, Hammarstrm, Hallqvist, Siegrist & Theorell, 2006). Moreover many researchers have pointed out that the literature between psychosocial factors by bullying which is evaluated through personal reports, mental productivity, and common method of unfairness due to personal factors such as negative affectivity may be particularly subjected by the bullying

(Theorell & Hassel Horn, 2005).

On internationally it has been observed that workplace bullying has negatively affects on organizations because if bullying occurred on workplace, it not only affects the employee's psychologically behavior but also affects the organizational performance in the shape of un productivity, lack of interventions (Rayner, Hoel & Cooper, 2002).

How workplace bullying increase employee turnover intentions? Such a question suggests that a mediator must account for this relationship. As it is explained in this study that employee's turnover is above mentioned mediating variable, this research is based on these lines that when employees have higher level of turnover intentions they will have more ruminant thinking and that high level of quitting the job or moved another place is a consequence of workplace bullying. Thus we proposed the following hypothesis:

Hypothesis 1: Work place bullying is positively associated with turnover intention.

2.2 Employee Rumination Mediates the Relationship between Workplace Bullying and Turnover Intentions

Workplace bullying involves all the recurring actions and practice towards a worker or more, which are undesirable to the target, done intentionally causing disgrace, offence and anguish, which may affect work performance and form intimidating work environment (Einarsen, 1999). Researchers have examined various adverse impacts of the workplace bullying to the individuals employees and the organizations.

Rumination has been defined in multiple ways, but it is broadly distinguish by tedious, boring, previous thoughts about negative happiness (Holman & Silver,

1998). Longitudinal research of rumination has focused on understanding psychopathology, also explained how it contributes to the developments and maintenance of strain, anxiety, untidiness (Rusting CL & Nolen-Hoeksema, 1998). Therefore, to evaluate rumination developed various tools in particular background like that depression (Nolen-Hoeksema, Morrow & Frederickson, 1998) anger (Sukhodolsky & Golub Cromwell, 2001), anxiety (Rachman & Shafran 2000). Even though rumination may have a general function for the long time on various negative emotions, these feelings have been shown to be linked with different physiological profiles.

There is a literature that suggests that if tried to get rid unwanted thoughts, which are in our mind lay down more reachable accessible (Erber & Werner, 1996; Wegner, Schneider, Carter & White, 1987). According to (Cropley & Zijlstra 2011), it's possible because of this condition, people will get experience relating to bad emotional treatment, which will be in the form of stress, anxiety, anger, there are clearly bad effect on the treatment process, is the one factors of though which get involved in turnover intention (Querstret & Cropley, 2012). Martin and Tesser (1996) has given the concept about the rumination as it is a kind of thinking that results in absenteeism at work place. When rumination effects on health and the job of the employees then it becomes a major problem that's why Cropley and Zijlstra (2011) indicated that in free time people do not take tension or think about their work, more thinking about work do not exists after the job place, but it makes it difficult to get better from work after facing rumination. But in spite of that it can be connected to be positive results if thinking and by giving consideration about work can also have beneficial effects. Cropley & Zijlstra (2011) gave the concept about work related rumination in three ways, first is effective rumination, is cognitive state distinguish by the appearance invasive, aromatic, reoccurring thinking about work, coming thoughts are negative in feelings terms. If coming thoughts about work did not control, become seriously interference in free time. Cropley indicated that many studies explained negative aspects of rumination, if the people think about their work at night, means they are extremely serious, power button is on for their work, wanted to recover at night or weekend, in this

way it is negative effect of retrieval process. On the other side it is not necessary that people thinking remain negative, they can be positive also, it is a second part of work related rumination, problem solving contemplate, Cropley & Zijlstra (2011) explained that for solving the problem, is a map of thinking which can be separated by mental increasing inspection in order to discover the solution of a previous specific job or work. Third, can be defined being away from the job position, also explained that there are people to push them off button and leave the employment status, called turnover intention.

There is lot of literature that explain, trying to reduce unwanted thoughts out of sentient, what happens is put them more reachable (Erber & Werner, 1996; Wegner, Schneider, Carter & White, 1987). This is reality thinking come into humans mind about any incident, which is occurring in our daily life. In (Cropley & Zijlstra 2011), point of view because of this in such a way is possible in this situation, that the employees would get negative psychological response experience cleared in the creation of strain, vexation or infuriate that obviously have a negative effect for repossession procedure. In previous studies explained separation from work is related to being positive and low fatigue also. (Sonnentag & Bayer, 2005; Sonnentag, Mojza, Binnewies & Scholl, 2008). Cropley and Zijlstra (2011) explained that it is suitable to think that who's are able to leave from work can lead a good life after this incident. Bullying of workplace also effect the worker's mentality, and the result comes in the situation of turnover intention. For example, if worker faced bullying on workplace regularly, he keep in mind and after off time, they think again and again, sometimes cannot control and got stress, and leave the job.

Many studied revealed that employees who gave the report to be unable to be relaxed after work, become three times risk to be in distress heart disease (Suadicani, 1993), when they do not relax from their job they think again and again for leaving the job or move another place where they feel relaxation. In (Puerto Rico, Rosario-Hernández, 2015) indicated that affective rumination predicted to move or leave the job of employees.

When people are not at workplace, they may ruminate think about work place problems and events as pointed out (Cropley & Zijlstra 2011) and said people can

do very well. Many people think about tasks, some think about un completed work, other ruminate about some issues and problems, which are needed to be solved. Some people think about employee's relationship, and some about negative and positive works. People not only think about events or issues which are already occurred, but also expectedly ruminate about coming demands, incidents, issues, problems which they are expecting on the workplace. These arguments designate, that this seriously worrier condition indicates that after a stressful work a person needs, to be able to get full rest. If could not rest then it will be unpleasant experience during the free time (Vahle-Hinz, Bamberg, Dettmers, Friedrich & Keller, 2014).

This is true that job stress rumination is absolutely linked with psychological and physiological states of employees (Frankenhaeuser, 1981). Because they have not capabilities for facing these issues like bullying at workplace or teased by the managers. Several studies suggests that employees who focus to themselves and have negative moods and feeling of demonization. They do not move from one place to another. As a result ruminative thinking becomes hindrance for helpful actions and can be inappropriate and dangerous.

Workplace bullying is a mental situation at workplace where negative and positive thinking comes repeatedly, and rumination helps to in decision making thus bullying on workplace develop employee rumination that leads high level negative thoughts of turnover intention. Based on above discussion following hypothesis is formed:

Hypothesis 2: Rumination mediates the relationship between workplace bullying and turnover intention.

2.3 Neurotic Personality Moderates the Relationship between Workplace Bullying and Employee Rumination

Basically neuroticism is the important personality trait, and its factors, influence the affectivity of human which has association with some other human beings inventiveness. On the other side Eysenck (1983) gave vital importance on personality and stress relationship. Stress defined in these words, stress is primarily a physical response when someone's in stressed, the body thinks it is under attack and switches to fight or flight mode, releasing a complex mix of hormones and chemicals such as adrenaline, cortisol to prepare the body for physical action. High score in neuroticism to that encourage with high level strain and extremely effected on an individual, but with a low neurotic score will respond like the same stimuli without stress. In reality Neuroticism is a factor of such negative spiritual results such as anger motivated violence (Wilkowski & Robinson, 2008), some signs of (Rosmalen et al., 2007), generalized anxiety disorder (Hettema, 2006) and stress (Clark, Watson & Mineka, 1994). Many studies indicated persons who have neurotic personality will review antagonism in such painful condition (McCrae & Costa, 1986). Even according to this statement Miller and their colleagues indicated that there are plenty of relating proves of antagonism and self behavior of individuals' health (Miller, Smith, Turner, Guijarro & Hallet, 1996). Also stated on another side (Carver, 1989) that also grows other items like lack of confidence, unreliability and distress. David and colleagues's indicated neuroticism is the title of more negative events (David, Green, Martin & Suls, 1997). Neurotic personalities with different characteristics such more tensed events can be emotionally reacted. (Bolger & Zuckerman, 1995). It's a major brainstorm re energetic to adverse stimulus isolation in an individual person whose level is high in neuroticism (Canli, 2004). Lazarus Neuroticism is a personality trait (Lazarus 1998) that stated an individual who give more attention to those events that encourage such that traumatic situations. Constantly with this line Veroff and colleagues described that stress, sorrows, anxiety a psychologically consternation of an individual link with

sadness (Veroff, Feld & Gurin, 1962). McCrae and Costa (1991) recommended that two types of celebrity's action prospect. First is involved perspective and second is emotionally perspective. In involved perspective an individual get very often experience such negative events that are naturally neurotic. On the other side, in emotionally perspective neurotic person have the higher levels response show to such incidents and such these reactive procedure are more important element considering neuroticism's related results.

Neuroticism comprise a major encounter characteristic of personality (Costa & McCrae, 1992) and its incurable inclination toward to encountered such negative thoughts and feelings (John & Srivastava, 1999). Aspects of Neuroticism are obstacles, mental depression, impulsive behavior, self confidence, generalized anxiety disorder, rage antagonism (Costa & McCrae, 1992). High score of neuroticism can be easily give unnerved and sudden frighten to individuals (Clarke, 2004). Literature of Eysenck (1991) point out those neurotic trait individuals having guiltiness and distress.

Past research showed there are some negative outcomes related to neuroticism involved, complex in employees (Watson, Suls & Haig, 2002), high level strain (Costa & McCrae, 1992), sickness (Friedman & Booth-Kewley, 1987), low elasticity (Campbell-Sills, Cohan & Stein, 2006) untidiness symptoms (Vervaeet, Audenaert & van Heeringen, 2003). Neuroticism is the trait with high anxiety and instability of emotions the individuals, who have highly neuroticism score, treated with adverse emotions as: severe depression, apprehension, intense and, Individuals with high score in neuroticism are likely to experienced adverse emotions such as: depression, anxiety, impulsive and self-esteem (Costa & McCrae, 1987). Similarly in Bolger and Zuckerman (1995) point of view employees' engagement in personal incidents lead to them empty of feelings wealth. Costa (1985) indicated that positive affect of neuroticism is on rumination, with these lines the employees who have high score of neuroticism they feel frightening on the workplace and they got complex (Langelaan, 2006), sometimes ruminate employee think about the environment of the workplace. Like that if employee's neuroticism is very high. Cannot to get rid of these negative thinking and become bully. Above line bases

discussion told the positive relation between workplace bullying and organizational rumination, neurotic personality trait taken as a moderator if the workplace bullying and rumination have strengthen association between them then neuroticism score will be very high.

It is necessary for the organization to make an environment which can develop the employee's feelings (Isaksen & Lauer, 2002). One useful way to develop the employee's supportive behavior inside an organization (Amabile et al., 1996; Cantor, Morrow & Montabon, 2012; Chen & Huang, 2007; Roffe, 1999). Cummings and Oldham (1997) described the importance of supervisor's behavior to develop a good environment. They revealed encouraging managers as those who always try being aware of employees thinking, positive and negative feedback provide help for developing their skills. Due to the bullying on workplace, link with employee's rumination, with the personality traits of the employees we can propose the following hypothesis:

Hypothesis 3: Neurotic personality moderates the relationship between employee rumination and workplace bullying, in such a way that where high neuroticism improves the relationship between workplace bullying and employee rumination, relationship is strengthened, and it is weakened when neuroticism is low.

2.4 Research Model

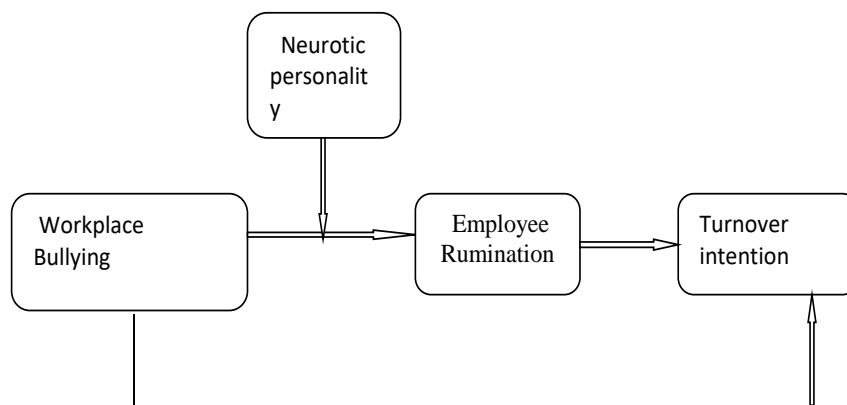


FIGURE 2.1: Hypothesized model of the study.

Chapter 3

Research Methodology

This chapter is illustrating the research design visualized in this study, the sampling technique, population, and methods.

This study is identify the impact of workplace bullying on employee's turn over in the work design of public sector of Pakistan. This study do experiment on different hypotheses to prove the validity or accuracy of (something) like rumination manufacture outcomes (turnover intention in response to workplace bullying. One of the most important personality trait neuroticism is used as the moderator in the relationship between workplace bullying and rumination.

3.1 Type of Research

This is quantitative research and cross-sectional method is used. Data gathered in one time. This is cross-sectional and quantitative research. Data were gathered in one time setting from (November 2017-December 2017) from employees of public sectors organizations through arranged questionnaires.

3.2 Study Plans

Employees were accessed for filling the questionnaire at their regular working hours in offices.

3.3 Research Interference

Actually there were no research hurdles, which have an impact on result of the research.

3.4 Population and Sampling

3.4.1 Population

Public sector organization's employees were included in this study, belong from the Lahore, Rahim Yaar Khan, Islamabad and Rawalpindi.

3.4.2 Why Public Region

Because politics is present in organizations round the world that's why have been chosen the public sector organization. There is a short supply accessibility of jobs in Pakistan. Employee facing bullying on workplace in such a form of politics on workplace, he or she cannot leave the workplace because private job is a everlasting job, employee do not think about leaving the job.

3.4.3 Population and Sample Procedure

Convenience sampling technique has been used in this study owing to time limitations. Employees were found through personal contacts. All questionnaire were well managed and all questionnaire were filled by the employees no one a single variable could be filled by the managers or supervisors. Preliminary note was used for distributing the questionnaire, was described the objective of the study and its relevancy also, gave assurance that their replies would be keep in secret, and this would be only used for recent research result.

Total 279 questionnaires were distributed among participants out of which I received 270 usable responses. Data were collected from the public sector employees

on time (November 2017-December 2017). Researcher follows up with filling on SPSS sheet during data collection.

3.5 Instrumentation

Different sources were used for data collection through adopted questionnaires. The nature of the items included in the questionnaire is such that all of them, i.e. workplace bullying, neurotic personality, employee rumination, turnover intention have to be filled by the employees. Demographic variables concerning the replying to something, Gender, Age, Qualification and Experience information would be included.

3.5.1 Workplace Bullying

From (Hershcovis, 2011), 7 items are used to measure this variable. All items used in the questionnaire are set on five-likert scale of ranging from 1 = strongly disagree to 5 = strongly agree. Sample items are (Work and efforts are devalued by the manager, There are often slander or rumors about me at the workplace).

3.5.2 Turnover Intentions

From (Kelloway, Gottlieb & Barham, 1999), 4 items were used to measure this variable. All items used in the questionnaire are set on five likert scale of ranging from 1 = strongly disagree to 5 = strongly agree. Sample items are (I am thinking about leaving this organization, I don't plan to be in this organization much longer).

3.5.3 Employee Rumination

From (Sukhodolsky, Golub & Cromwell, 2001) 9 items were used to measure this variable. All items used in questionnaire are set on five likert scale of ranging from 1 = strongly disagree to 5 = strongly agree. Sample items are (I ponder about the

injustices that have done to me, I have difficulty forgiving people who have hurt me).

3.5.4 Neurotic Personality

From (John & Srivastava, 1999) 8 items were used to measure this variable. All items used in questionnaire are set on five likert scale of ranging from 1 = strongly disagree to 5 = strongly agree. Samples are included (I dislike myself, I often feel stressed).

TABLE 3.1: Instrumentation.

Variables	Sources	Items
Workplace bullying	Hershcovis (2011)	7
Rumination	Sukhodolsky, Golub & Cromwell (2001)	9
Turnover intention	Kelloway, Gottlieb & Barham (1999)	4
Neurotic personality	John & Srivastava (1999)	8

3.6 Data Analysis Tool

For investigated data collected through questionnaire was used IBM SPSS (Statistical Package for the Social Sciences) version 20.00. The data has been tested for analyzing correlation, regression and mediation analysis. For analyzing how independent variable brings change in dependent variable regression analysis was conducted. In this data correlation is used to analyze the strength of relation between variables.

3.7 Reliability

Reliability is a way of assessing the quality to collect data in a study. Cronbach's alpha is a reliability coefficient which shows how well the items in set are positively correlated to another (Sekran, 2003). Cronach alpha values below 0.6 are considered as book (Sekran, 2003). In this study Cronbach's alpha values were ranging from 0.68 to 0.71, hence, is acceptable range (Sekran, 2003; Hairetal, 2014) as shown in table.

TABLE 3.2: Variable Names, Sources, No. of Items & Reliabilities.

Variables	Sources	Items	Reliability
Workplace bullying (iv)	Hershcovis (2011)	7	.717
Rumination(Med)	Sukhodolsky, Golub & Cromwell (2001)	9	.704
Turnover intention	Kelloway & Barham (1999)	4	.680
Neurotic personality	John & Srivastava (1999)	8	.708

Total respondents were 270, 153 were male and 117 were female, the percentage is making of in overall sample and 56.7 male employees are more in number not much more. Mostly candidates were young, respondent having age between 18-25 were 35 and, on another side having age 26-33 were 67. Middle age respondents from 34-41 years were 76. Respondents were between 42-49 were 49 and above age respondents were 43 only. Respondents qualification in terms of number of years metric (9.3) were 25, inter 28(10.4), Bachelor 90 (33.3), Masters 100 (37.0), were also PHD1 (.4) according to this table most respondents were young. Similarly respondents having experience 0-10 years were 112 (41.5), 11-20 years were 93 (34.4), 21-30 years 21(7.8), 31 and above years were 44(16.3).

3.8 Demographics

TABLE 3.3: Gender.

	Frequency	Percent
Male	153	56.7
Female	117	43.3
Total	270	100.0

TABLE 3.4: Marital status.

	Frequency	Percent
Married	180	66.7
Un married	90	33.3
Total	270	100.0

TABLE 3.5: Education.

	Frequency	Percent
Metric	25	9.3
Inter	28	10.4
Bachelor	90	33.3
Masters	100	37.0
Ms/M phill	26	9.6
Total	270	100.0

TABLE 3.6: Age.

	Frequency	Percent
18-25	35	13.0
26-33	67	24.8
34-41	76	28.1
42-49	49	18.1
50 and above	43	15.9
Total	270	100.0

TABLE 3.7: Experience.

	Frequency	Percent
0-10	112	41.5
11-20	93	34.4
21-30	21	7.8
31 and above	44	16.3
Total	270	100.0

3.9 Analytical Techniques and Tools

Correlation and Regression analysis, Reliability test, and Descriptive test were used under the analytical techniques and tools. Software package SPSS version 20.0 were used for conducting the statistical calculations. Mediation and moderation analysis were run on SPSS using the plug-in of Process software by Preacher and Hayes.

Chapter 4

Results

This chapter is included regression analysis, correlation analysis, mean, descriptive statistics, mediating and moderating: every hypothesis description is involved with results, discussions and summary of the hypothesis.

4.1 Descriptive Statistics

A numerical description of characteristics of data in meaningful order is known as descriptive statistics. Descriptive statistics is in actual précis of data. Tables are created for this motive involves maximum, minimum, mean and standard deviation.

TABLE 4.1: Descriptive statistics.

Variables	No.	Min.	Max.	Mean	Std. Dev.
Work place bullying	270	2	5	3.94	0.721
Employee Rumination	270	1	5	3.56	0.763
Neurotic personality	270	1	3	2.81	0.531
Turnover intention	270	2	5	4.21	0.689

Table showing the descriptive statistics of the variables stand in. Table involves mean, standard deviation along with minimum and maximum values. The first columns consists about the information of the variables; in second column sample

size is identify, minimum and maximum values locates in third column and in fourth also. In this study four variables are measured from 1 to 5. Independent variable (workplace bullying) go through standard deviation and value of mean is 3.94, .721. Dependent variable (Turnover intention) having a standard deviation 0.689 and mean values are 4.21, (Employee rumination) as a mediator showing the mean value 3.56, standard deviation value is .763 here, and as a moderator has standard deviation .531, and mean is 2.81 respectively.

4.2 Correlation Analysis

Correlation analysis shows association among variables in term of direction and strength. Two and more variables are associated with each other in correlation analysis. In this analysis to examine how two or more variables are change together. In positive correlation states the dimensions in parallel to which one variable is decrease as other is increase. In negative correlation states the dimensions in which one variable is increase as other decrease. Pearson correction analysis usual approach is used for analyzing dependence between two quantities. Correlation coefficient is calculated for this purpose. Limit range of Correlation coefficient within -1.00, +1.00. (+1.00 range specify perfect positive correlation and -1.0 indicates perfect negative correlation.

If having values range from -1.0 to -0.5, value range from -0.5 to -0.3 or 0.3 to 0.5 come under high and strong correlation and also moderate correlation while the ranges value is from -0.3 to -0.1 or 0.1 to 0.3 is in weak and low correlation, but if the range value is 0 then no correlation exists within variables.

Table 4.2 is showing the correlation between variables in current study. Correlation among the workplace bullying and other variables are significantly and positively correlated to Neuroticism, Turnover intentions, and Employee rumination with these values($r = .495$, $p = .000$), ($r = .517^{**}$, $p = .000$) and ($r = .254^{**}$, $p = .000$) respectively. Neuroticism is significantly and positively correlated with Turnover intentions and employee rumination with values ($r = .304^{**}$, $p = .000$) and ($r = .216^{**}$, $p = .000$) respectively and also Turnover intenions and employee

TABLE 4.2: Correlation.

	1	2	3	4
Workplace Bullying (iv)	1			
Neurotic personality (mod)	.495**	1		
Turnover intention (dv)	.517**	.304**	1	
Employee Rumination	.254**	.216**	.231**	1

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

rumination positively and significantly related with these values ($r = .231^{**}$, $p = .000$).

4.3 Mediation Analysis

Mediation model is used for analyzing and explain the process that describe the perceive link among the independent variable and dependent variable through the participation of third hypothetical variable named as the mediator model. Spss was used for mediation run, the plug- in of process software by preacher and Hayes. In current study employee rumination is as a mediator among workplace bullying (IV) and turnover intention (DV).

TABLE 4.3: Mediation analysis results for Rumination.

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in		Total effect of IV on DV		Bootstrap results for indirect effects	
β	T	β	T	β	t	β	T	LL95 CI	UL 95 CI
0.24**	4.29	0.10**	1.98	0.46	9.12	0.49	9.89	0.003	0.06

n = 270, Control variables were, Gender, Age, Experience and Qualification, Marital status
**P < .05; **P < .01*

(IV = workplace bullying, M = employee rumination and DV = turnover intention)

Hypothesis 2, of the study predicts employee rumination is mediates the relationship between workplace bullying and turnover Intention. Above table indicated relation of workplace bullying on turnover intention via rumination. Upper and

lower limits 0.06 and 0.003 show in Bootstrap results and in 95% confidence interval zero is not find, thus we can observe that employee rumination mediates the relation between workplace bullying and turnover intention and hence our 2nd hypothesis is accepted.

4.4 Regression Analysis

A descriptive statics tool is used for estimating the relationship among independent and dependent variables are called regression analysis. There are two types of regression analysis i.e. simple or linear regression and multiple regression. If one independent variable then this type of regression is called as linear or simple regression, if the multiple independent variables are involved is called multiple regression.

Getting regression results under the mediation analysis (Table 4.4), it was found that workplace bullying positively predicted turnover intentions with total effect on this table values (β) 0.49, (t) 9.89 are showing positive relation that why first hypothesis is accepted.

4.5 Moderation Analysis

A moderator is a variable that specifies condition under which a given predictor is related to an outcome. Moderation strongly suggests an interaction effect, where a moderating variable change the direction or greatness of the relationship among two variable. In moderation, model 1 from process macro by Hayes has been used.

TABLE 4.4: Moderation analysis results for Neurotic personality on relationship Employee rumination and workplace bullying.

	β	SE	T	P	LLCI	ULCI	R ² Change	F
Neurotic personality	0.07	0.09	0.86	0.38	-0.10	0.25	0.002	0.75

Hypothesis 3 neurotic personality moderates the relationship between Employee rumination and workplace bullying in such a way where high neuroticism improves the relationship between workplace bullying and rumination, relationship is strengthened when neuroticism is high and it is weakened when neuroticism is low. In moderation table it has been examined that the workplace bullying and neurotic personality positively affect the relationship with employee rumination, as has been shown above that workplace bullying with lower -0.10 and upper limits 0.25 and 0 is present in the 95% of confidence interval, therefore consequently neurotic personality does not moderate the relationship between Employee rumination and workplace bullying. Here negative sign reveals the direction of moderation such as, if the neuroticism is high then the relationship between employee rumination and workplace bullying would be high and insignificant, hence it fully supports the rejection of 3rd hypothesis.

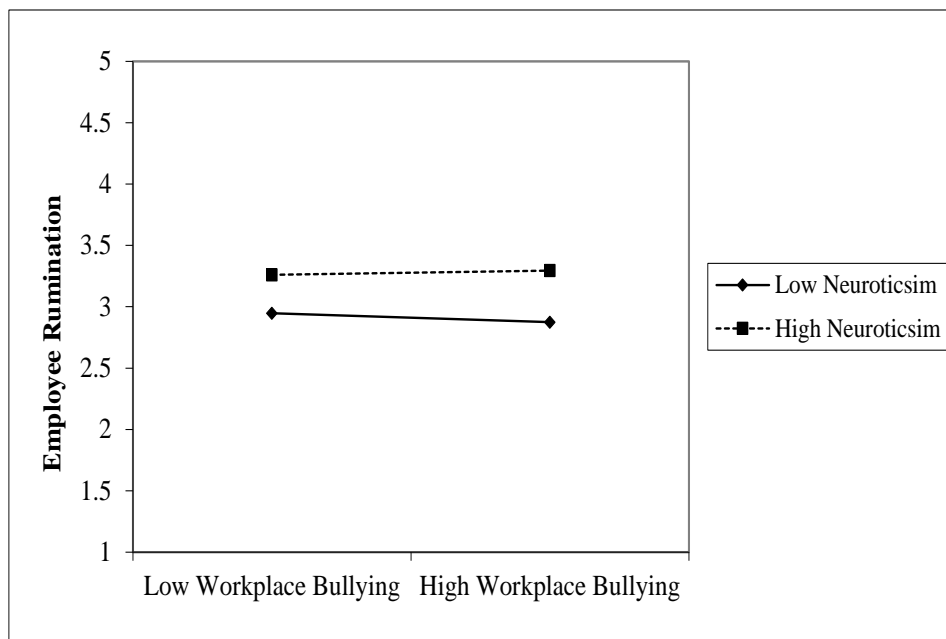


FIGURE 4.1: Results of moderation analysis.

TABLE 4.5: Summary of hypothesis.

H1:	Work place bullying is positively associated with turnover intention	(Accepted)
H2:	Employee Rumination mediates the relationship between workplace bullying and turnover Intention	(Accepted)
H3:	Neurotic personality is moderates the relationship between workplace bullying and rumination in such a way where high neuroticism improves the relationship between turnover intention and rumination, relationship is strengthened when neuroticism is high and it is weakened when neuroticism is low	(Rejected)

Chapter 5

Discussion, Implications, Limitations, Recommendations and Conclusion

5.1 Discussion

The purpose of this chapter is to analyze the obtained results of the present study based on the results of the previous chapter and has need tried to discuss the relationship of results between present and previous studies.

5.1.1 Discussion on Research Question No. 1

Does workplace bullying affect turnover intention?

For finding the answer to the 1st question:

H1: There is a positive association between workplace bullying and turnover intention.

The workplace bullying phenomenon is getting more attention in the eyes of social researchers and previous literature has proved that it has negatively affected not only the organizational performance but also individual performance. Bullying is

a social stress of a larger group of (Zapf et al., 1996) and a concept of as daily difficulties (Kenner et al., 1981) which employees face on the workplace, created from employees or from the high authority. Social complications negatively affect employee's health. Workplace bullying not only becomes cause of the psychologically injuries but also becoming one of the major reason of health-related problems like financial problems, ratio to increased staff leaving problems, low working power, low level of loyalty, behavior and attitude (Hutchinson et al., 2005). Impact of workplace bullying on turnover intention has been observed in this study, in our daily problem at workplace, bullying is negatively effecting to employees. (Rayner & Keashly, 2005) as well as the development of the organization (Needham, 2003). Sometimes employees take serious pressure of bullying intrinsically and consequently and have been involved in intention to leave the job (Djurkovic, McCormick & Casimir, 2004). They think and try to search the job place according to their mood and attitude. Moreover turnover intention has been identified to be a meaningful predictor for leaving the organization (Begley, 1998). In present study it has been proved that there is a positive and significant relationship between the workplace bullying and turnover intention. To observe the relationship between the variables Pearson product-moment correlation coefficient has been used. To determine the proportion of variance in the dependent variable (turnover intention) that was predicted by the independent variable (workplace bullying), Logistical regression analysis has been conducted.

5.1.2 Discussion on Research Question No. 2

Does rumination act as a mediator between workplace bullying and turnover intention?

For finding the answer to the 2nd question:

H2: Employee rumination mediates the relationship between workplace bullying and turnover Intention.

The results of the present studies are supporting that the relationship between the workplace bullying and employee rumination is mediated by the neurotic personality, and they are consistent with previous literature results. For the acceptance of second hypothesis the result provides support, that the relationship among workplace bullying and employees' rumination is mediated by the neurotic personality. Hence it has proved that the individual differences play a vital role in employee rumination and are responsible for creating the bullying on the workplace.

This is reality that daily life incidents affect human mind and their lives, by Cropley and Zijlstra (2011), point of view because accidents of daily life, negative psychological spillover effect transfer in the minds of the employees and automatically affect their performance and finally intention to leave the job has been observed to get rid from fatigue. (e.g., Sonnentag & Bayer, 2005; Sonnentag, Mojza, Binnewies & Scholl, 2008).

Bullying of workplace affects the mental capability of employees and is resulted in the form of turnover intention. For example, if worker faced bullying on workplace regularly, they keep in mind and after off time, they think again and again, sometimes cannot control and get stress, and leave the job. Previous health relating research shows that many employees unable to relax after work because of mental stress have three times more risk to be involved in the heart disease (Suadicani et al., 1993). In Puerto Rico, Rosario-Hernández et al. (2015) indicated that affective rumination has been predicted to move or leave the job.

When people are not at workplace, they may be in rumination or thinking about workplace problems and events as pointed out Cropley and Zijlstra (2011). Many people think about tasks, some think about un-completed work, other ruminate about some issues and problems, which are needed to be solved. Some people think about employee's relationship and some about negative and positive aspects of works. Just people do not think about events or issues which are already occurred, but expectedly ruminate about coming demands, incidents, issues, problems which they are expecting on the workplace such as workplace bullying. These arguments revealed that condition indicates that after a stressful work, a person should get full rest. If could not get rest would carry the unpleasant experience during the

free time (Vahle-Hinz, Bamberg, Dettmers, Friedrich & Keller, 2014). This is true that job stress rumination is fully associated with the employee psychology even employees think about detached their work and the workplace also. In present study there is a significant and positive relationship has been shown among the variables and correlation table shows that there is significant relationship among variables and employee rumination significantly mediates the workplace bullying and turnover intention.

5.1.3 Discussion on Research Question No. 3

Does neurotic personality act as a moderator between workplace bullying and employee rumination?

For finding the answer to the 3rd question:

H3: Neurotic personality moderates the relationship between employee rumination and workplace bullying in such a way that high neuroticism improves the relationship between workplace bullying and employee rumination, relationship is strengthened when neuroticism is high and it is weakened when neuroticism is low.

It was indicated that neurotic personality moderates the relationship between workplace bullying and employee rumination, according to this way the direction of their relationship changes from negative to positive. For the acceptance of those particular assumptions, a strong support has been found in this study. Many studies indicated that the persons who have neurotic personality will review antagonism in such painful condition (McCrae & Costa, 1986). It has been stated that the other negative aspects also grows like lack of confidence, unreliability and distresses. Neuroticism is a personality trait that stated an individual who gives more attention to those events that encourage traumatic situations. Constantly with this line Veroff et al. (1962) described that stress, sorrows, anxiety a psychologically consternation of an individual link with sadness. (Veroff, Feld & Gurin, 1962). High score of neuroticism can be easy cause of sudden fright to individuals

(Clarke, 2004). Literature of Eysenck (1991) point out that neurotic individuals have feelings of guilt and distress.

There are some negative outcomes related to neuroticism, which have been shown in past research, related to complex employees as (Watson, Suls & Haig, 2002), high level strain (Costa & McCrae, 1992), sickness (Friedman & Booth-Kewley, 1987), low elasticity (Campbell-Sills, Cohan & Stein, 2006) untidiness symptoms (Vervaeet, Audenaert & van Heeringen, 2003). Neuroticism is the trait with high anxiety and instability of emotions, whose individuals have highly neuroticism score, treated with adverse emotions as: severe depression, apprehension, intense and individuals with high score in neuroticism are likely to get adverse negative emotions such as: depression, anxiety, impulsive and self-esteem (Costa & McCrae, 1987). Similarly in Bolger and Zuckerman (1995) point of view employees engaged themselves in personal incidents which lead to them empty feelings. Costa et al. (1985) it has been identified that the positive effect of neuroticism is depends on employee rumination. Neurotic employees feel frightening on the workplace (Langelaan, 2006). The discussion revealed the positive relation between workplace bullying and organizational rumination.

Baron and Kenny (1986) referred to that a variable function as a moderator when it make changes direction and/or strength of the effect of a predictor variable on a criterion variable. This study does not support the moderation that is neurotic personality, moderates the relationship among workplace bullying and employee rumination. Different type of people having different personalities is working in public sector organizations of Pakistan. Research of Wu et al. (2012) indicated in their study that individual's different factors to more models of workplace bullying, and in this study neurotic personality is taken as a moderator, but it does not work as a moderator in relationship of workplace bullying and employee rumination.

Research of Leung et al. (2011) have taken neuroticism as moderator between the relationship of workplace ostracism and work engagement; they supported the moderation of neuroticism in the relation the relationship of independent variable and the criterion variable. Hofstede (1980) indicated that Pakistan is a higher power distance society there are tall hierarchical levels and barriers for employees

in organization. Being a neurotic person individually might not pose a threat due to the long space among the levels in the organizations. That why large hierarchy aspects might not have any effect from the personalities working in the organization.

5.2 Implications and Recommendations

5.2.1 Theoretical Implications

There are a lot of theoretical implications in this literature which have been discussed below:

In this study it has been discussed that the Employee rumination plays its role as a mediator between workplace bullying and turnover intention. Employee rumination has been tested to observe that how workplace bullying affects turnover intention behaviors of workforce. Previous research has shown that Employees rumination has been affected by the workplace bullying. In this study sense of rumination has been analyzed that from the public sector employees when employees facing workplace bullying resulting outcome will be rumination turned towards organization and will ascendancy to bad feelings about turnover intention.

Next step is consisted to test the neuroticism as a moderator between in workplace bullying and Employee rumination. Moderator has been tested and revealed that its effects on ruminate person's attitudes towards private organizations. Moderator result was significant and positively affected. On third step this study gives assistance to understand the impacts of workplace bullying and how it increases the turnover intention behaviors about those who are doing work in different public sector organizations in Pakistan.

Fourthly, the study provides support for the social exchange theory in this an employee who are bullying by the other employees, these employees cannot get their desires behavior from others they will get stress end to end, eventually drain their mentally resources, but when this condition happen again and again, it's

become very difficult to deal with stressful situations day by day. As a result rumination thinking comes in to mind and end result will be turnover intention. For future research it has been suggested that longitudinal time frames for present variables should be used. Certain new variables like openness to experience and psychological hardiness which may reduce the impact of workplace bullying can be used and for the outcome emotional conflict and commitment, can test other possible moderator such as personality traits Locus of control. The present research is more focused on the employees bullying behavior. The perspective of this research may add up to employee to employee, manager to manager subordinate to manager bullying or bullying by the customers to employees in different service provider organizations.

5.2.2 Practical Implications

Some practical implications are present in current study which can provide some help for the organizations that workplace bullying is very major problem but there less attention has been given to this problem. This study provides very useful results that workplace bullying lead to the employees towards turnover intention. There are some recommendations which I am giving to the organizations. When a manager see an employee not feeling well on work place, he is taking stress and disturbs to another employees also and bullied with another, in this condition manager should see and notice that what is problem and how he can remove this problem from workplace. For solving the employee's problem manager can take feedback about relating problem. Managers should be have elevated concern for their employees as success of organization is based on employee's effort. Employee's expectation should be completed. Actually when organization show well behaves towards employees, then employee's reaction is in a positive mode. They should be promoter in order to report about the un-ethical behavior of the employees. They should be reported confidently. Managers should encourage the establishment of ethical environment at workplace. Such as manager is the key person of the organization, he should given proper guide line to the employees; this attitude of manager will motivate to employees for playing an effective role

in organization. Importance of the current study was the findings about the role of neurotic personality as a strong variable for decreasing the employee's rumination. Individuals should be hired by the organizations that have mentally strong personalities, since in burden situation can perform better than others. Training programs should be introduced by the organizations which improve the rigid behavior of the employees. Workplace bullying is a major problem; it should be made clear what leads to avoid the workplace bullying.

Because of lack of resources like accounts, approach and time, limited staff in different departments i.e., exploration, having different working condition, geographic area, culture, environment factors are responsible for conducting changes in answers of different questions.

5.3 Limitations

The aim of the current work is to decrease the problems which have been faced in previous study but there are some limitations that should be keep in mind to be improved in coming years. Present study face the main limitation of sample size, this was because of short time, but in future before analyzing data sample size should be consider. Data has been collected from different telecom, different banks, and different private sectors. For this purpose data has been collected by questionnaire survey, other method for collecting data can be used in future research for instance group discussion, interview, can provide more strength to the topic.

Future study can also be done in communication government organization, by using different variables, emotional conflict, commitment as outcome, can be done by conducting the longitudinal research on this present study.

5.4 Conclusion

The motive of the present study was to examine the relationship among workplace bullying and turnover intentions. It also explored the mediating role of

employee rumination between workplace bullying and turnover intentions. Furthermore moderating effect of neurotic personality was explored among relationships workplace bullying and employee rumination. The current study organized to constitute to the bullied employees working in the workplace of Pakistani public sector organizations with positive relationships between workplace bullying and turnover intentions of employees. The result of the study revealed that employee rumination did mediate the positive relationship between workplace bullying and turnover intentions of employees. The result also proved that neurotic personality did not moderate the relationship of workplace bullying and employee rumination. The study found that when employees are being bullied, it will lead to negative behavior towards an organization. Consequently, working in a bullying place will affect on employees thinking and will lead towards turnover intentions.

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Appendix A

Questionnaire

I am the student of Capital University Science and Technology, I am conducting a Research Examining Turnover intention as the outcomes of Workplace Bullying Testing a mediated and moderated Model. You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Section 1: Demographics

	1	2
Gender	Male	Female

	1	2
Marital status	Married	Un-married

	1	2	3	4
Experience	0-10	11-20	21-30	31 and above

	1	2	3	4	5
Age	16-25	26-35	36-45	46-55	55 and above

	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

Section 2:

Please insert a check mark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements.

Turnover Intention		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Toi1	I am thinking about leaving this organization.					
Toi2	I am planning to look for a new job.					
Toi3	I intend to ask people about new job opportunities.					
Toi4	I don't plan to be in this organization much longer.					

Workplace Bullying		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Wb1	I am ridiculed (teased)at the workplace by the manager.					
Wb2	I get repeated reminders of my blunders the workplace by the manager.					
Wb3	There are often slander or rumors about me at the workplace.					
Wb4	I am social excluded from co. Worker work group activities.					
Wb5	I am verbally abused by the manager.					
Wb6	My work and efforts are devalued by the manager.					
Wb7	My opinions or views neglected by the manager.					

Rumination		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Rum1	I ponder about the injustices that have done to me.					
Rum2	I keep thinking about the events that argued me for a long time.					
Rum3	I feel angry about the certain things in my life.					
Rum4	I ruminate about my past anger experience.					
Rum5	I think about my certain events from a long time ago and they still make my angry.					
Rum6	I have long fanatsie of revenge after the conflict is over.					
Rum7	I have day dreams and fantasies of violent of nature.					
Rum8	When someone makes me angry I cannot stop thinking about how to get back this person.					
Rum9	I have difficulty forgiving people who have hurt me.					

Neurotic Personality		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Neuro1	I dislike myself.					
Neuro2	I am often down in the dumps.					
Neuro3	I have frequent mood swings.					
Neuro4	I am filled with doubts about things.					
Neuro5	I panic easily.					
Neuro6	I feel threatened easily.					
Neuro7	I often feel stressed.					
Neuro8	I get stressed out easily.					