



Impact of Workplace Bullying on Employee Intentions to Leave and Mediating Role of Employee Engagement: Banking Sector of Pakistan

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ARTICLE INFO

Article History:

Received: October 22, 2023

Revised: December 05, 2023

Accepted: December 06, 2023

Available Online: December 07, 2023

Keywords:

Workplace Bullying

Employee Intentions to Leave

Employee Engagement

Banking Sector

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

Employee intentions to leave may entail expensive consequences for the organization. This study examined the mediating impact of employee engagement on the relationship between workplace bullying and employee intentions to leave. This study adopts a quantitative approach to find the relationship between variables. The data was collected from the banking sector of Pakistan through a random sampling technique using a self-administered questionnaire where 350 was the sample. Structural equation modeling (SEM) analysis showed that employee engagement substantially mediates the relationship between workplace bullying and the intention to leave the organization. However, workplace bullying and the intention to leave the organization are positively associated. The results were integrated from a conservation of resources perspective and recommendations for practice were made.

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1. Introduction

In the current climate of the global economy, businesses are continuously looking into new avenues of innovation and adapting their business strategies to satisfy the requirements of their clientele better in order to preserve a competitive advantage. Since the Covid 19 event, when businesses started laying off hundreds of people, there has been a massive increase in the fear and fury felt among workers. Because of the rapid expansion of the economy and technological improvements, the methods businesses use to run their operations and supervise their workforces have undergone significant transformations in recent years. This is true for each of these different kinds of professional work. As a result of recent events, businesses now have a better chance of retaining their employees and keeping up with the ever-shifting competitive landscape within their industry. In addition, businesses now have a better chance of remaining competitive in the face of an ever-changing competitive landscape. Every company faces the ongoing challenge of employee turnover, particularly among talented individuals. This indicates that the organization must continue its efforts despite the insurmountable obstacles. Various studies proved that to make sense of the circumstances, those individuals still working in the relevant sector are actively investigating the mystery. The opportunity cost of losing an expert worker is proportional to the amount of money that would be required to replace that worker. The higher the amount of money required, the higher the opportunity cost. Keeping the employees you already have should be the primary goal of a developing company because it may take time to bring on new employees. This is because it may be difficult to locate fresh staff with the necessary skills. One of the most difficult issues companies must face in today's highly competitive global economy is retaining their most valuable personnel. This provides an exceedingly difficult hurdle for firms to overcome. A

firm's human resources are highly significant (Shkoler & Tziner, 2017). According to research, workplace bullying harms morale, increases stress, and prompts some individuals to resign from their jobs (Georgakopoulos & Kelly, 2017). Employees who have been bullied or who have experienced other forms of inappropriate behavior at work often report increased stress and despair, job dissatisfaction, a sense of isolation within the firm, and an overwhelming desire to leave their current position. Other forms of inappropriate behavior at work include sexual harassment and discrimination.

Inappropriate behavior in the workplace can also take the shape of sexual harassment and assault. It is necessary to maintain open and honest lines of communication between management and employees if a positive and productive work environment is to be maintained. Other considerations include showing staff respect and actively fostering interactions that benefit everyone involved. These are just some of the many potential components that could go into making a workplace more productive and safer. Keeping open lines of communication between management and workers is one method that may help maintain a healthy work environment and reduce employee turnover Deci and Ryan (2000) because of the findings that (Flint, Haley, & McNally, 2013). There is a growing consensus that bullying is a significant issue that contemporary businesses are obligated to address. Responsible creatives (Flint et al., 2013) Nearly every workplace contains at least one person bullied by another employee. According to Einarsen, Hoel, Zapf, and Cooper (2020), the prevalence of bullying in the workplace in Europe is believed to be between 5% and 10%, while the prevalence of bullying in the workplace in the United States ranges from 28% to 63% (León-Pérez, Escartín, & Giorgi, 2021). According to the findings of research conducted by Matthiesen and Einarsen (2007), bullying in the workplace is common and has the potential to cause employees considerable mental anguish. There is a possibility that the employee's level of stress will cause them to become less productive. The worker may be too stressed to do their tasks effectively. Furthermore, bullying may result in legal complications. According to a poll by León & Leon in 2021, 4% of workers worldwide have quit their jobs due to stress. According to Thoresen, Kaplan, Barsky, Warren, and De Chermont (2003), authorities in every jurisdiction should take action to address the issue of bullying. According to Hobfoll's resource conservation hypothesis, employees' perspectives on their jobs and the companies that employ them impact both their performance and their production level.

Previous research has attempted to bring the topic of workplace bullying to the attention of human resources specialists and employees, with the hope that they will take steps to mitigate its potential negative impacts on efficiency and morale. Workplace bullying is carried out despite its well-documented harmful effects on both the bully and their victims' employers (Vie, Glasø, & Einarsen, 2012). For a deeper understanding of the effects of bullying on the job, several researchers have turned to the Affective Events Theory (Weiss & Cropanzano, 1996). Many adverse outcomes have been connected to bullying in the workplace. It remained mostly unarticulated before Weiss and Cropanzano formalized the concept in 1996. Research conducted and published in 2011 found that victims' emotional experiences (in particular, their negative affective reactions to bullying occurrences) partially moderated the relationships between bullying and work satisfaction, as well as the victims' decisions to leave their jobs as a result of the bullying. How the victim perceives the timing and significance of workplace events may influence how they feel about being bullied. We hypothesize that victims' cognitive defenses are triggered in response to bullying experiences. Although AET recognizes the significance of emotional processes in forming experiences, this is the case. This is because research shows that bullies often become the targets of their own aggression (e.g. reassessment of psychosocial safety in their work environments). For these reasons, we believe that workplace bullying can affect more than just victims' emotional well-being. This is the conclusion we have formed as a result of the evidence. Some of the unfavorable results are listed below. Parzefall and Salin (2010); Penhaligon, Louis, and Restubog (2013); Trépanier, Fernet, and Austin (2013) all point to complex psychological processes that can emerge from bullying, although few of these processes have been well investigated.

When people talk about "bullying in the workplace," they usually mean long-term, repeated harassment by a coworker or coworkers, including social isolation and the use of foul language. This is what most people mean when discussing "bullying in the workplace." This

form of behavior might be carried out by a single harasser or by a group of harassers working together. There are many different manifestations of fear and harassment in the workplace (six months or more). The term "escalation of bullying," which refers to the worsening of a disagreement over time as the harassing behaviors develop in severity and frequency, is a crucial component in this scenario. Escalation of bullying describes the worsening of a disagreement over time as the harassing behaviors develop in severity and frequency. When interpersonal tensions between people, as well as the frequency and severity of harassment, rise, bullying of any kind will inevitably become more severe. It offers a chronological account of the progression of the conflict, beginning with its earliest stages and continuing up to the present day (Einarsen & Skogstad, 1996). Workplace bullying occurs when one or more individuals in the workplace have an unfair advantage over those they bully. The characteristics that were discussed earlier serve as examples of some of the many unfavorable results that have been linked to bullying in the workplace.

First of all, if an individual is bullied on the job, they may develop a negative attitude about their work, which in turn may hinder their productivity. This may be the case if they are subjected to bullying at work. Bullying in the workplace has been linked to lower levels of employee engagement in a few studies (Rodríguez-Muñoz, Baillien, De Witte, Moreno-Jiménez, & Pastor, 2009; Trépanier et al., 2013). Rodríguez-Muñoz, Baillien, Moreno-Jiménez, and Pastor's writings are excellent resources for learning more about these probes. These professionals drew from widely held beliefs that have been examined in depth, such as having a good outlook on one's job and displaying loyalty to one's company. Employees whose "pleasant, gratifying, job-related state of mind" is reflected in their high levels of interest, effort, and focus on their work are said to be "engaged" in their work. The term "work engagement" is used to describe this "positive, satisfying, job-related mood." According to the American Psychological Association, "work engagement" refers to "a pleasant, fulfilling mood state associated with work" (Bakker, Schaufeli, Leiter, & Taris, 2008). Staff members who are genuinely interested in their jobs are more likely to take pride in their work and look forward to coming to the office each day (Bakker et al., 2008). According to Rodríguez-Muñoz et al. (2009) research, workplace bullying does not affect an employee's happiness on the job. Harassment and discrimination in the workplace can make employees feel alienated from their work and cause them to become less productive as a result. Our hypothesis, based on this research and others, is that victims of workplace bullying are less committed to their jobs than their non-victimized coworkers (Glasø, Bele, Nielsen, & Einarsen, 2011). Work disengagement and bullying are linked in several ways, and the Conserve of Resources (COR) theory offers a theoretical explanation for these ties. According to COR's research, workers with more options for dealing with stress have a lower risk of burnout and a more extraordinary ability to mitigate the harmful effects of stress on the job. This is because, as the COR hypothesis suggests, workers who have access to a broader array of resources are better able to strike a good work-life balance (Hobman, Restubog, Bordia, & Tang, 2009). Resources can be anything from an individual's knowledge and network to a physical object like a computer (e.g., knowledge). Individuals will go to great lengths to acquire, protect, and take pleasure in their ownership of valuables, as postulated by the theory of rational utility (COR). More specifically, it implies that people will resort to any means necessary to safeguard their financial stability (Gorgievski & Hobfoll, 2008). Increasing one's investments is one approach to prevent the slow erosion of one's wealth that would occur if one did nothing to preserve it. The longer the stressful situation is permitted to last, the more the person is exposed to it, and the worse their resilience becomes (Hobfoll, 1989).

Because they are under ongoing social stress, those who are chronically pessimistic have a higher risk of experiencing significant health problems and are more likely to consider quitting their professions (Balducci, Cecchin, & Fraccaroli, 2012). When an employee is subjected to harsh treatment from a superior or a coworker, there is a fair spectrum of responses that the employee may have, and the concept of bullying in the workplace captures that range. When people are forced to interact with one another, bullying may and does take place, and it happens rather frequently. Very high employee turnover rates have the potential to be disastrous for any company. It is a huge concern that there is such a high percentage of planned employee exits, and it is also an issue in the educational system in China (Tan & Le, 2019). Management ought to make every effort to keep employees from quitting their jobs and leaving the organization. A company's bottom line might take a hit if its employees are overworked and stressed out to the point that they complain about workplace bullying or

express a wish to leave their existing jobs. Employees who are overworked and weary may be more prone to complain about bullying at work and indicate a desire to find new work (James & Mathew, 2012). Employees who are interested in keeping up with the fast-paced changes in the banking sector are more inclined to accept positions that give excellent working circumstances. The reason for this is that people have higher expectations of achievement in these roles (Paul & Kee, 2020). Over the past twenty years, researchers have poured a lot of time and energy into investigating workplace bullying (Bergbom, Vartia-Vaananen, & Kinnunen, 2015; Einarsen, Skogstad, Rørvik, Lande, & Nielsen, 2018). Ten percent to twenty percent of workers experience adverse effects from workplace bullying on a regular basis. In contrast, in other firms, the great majority of workers experience adverse effects from workplace bullying daily (Einarsen et al., 2018). Bullying in the workplace can be characterized as aggressive behavior (verbal or nonverbal) directed towards an individual repeatedly over a long period (for example, weekly) with the intent to cause severe distress (emotional, physical, or all three) to that individual. This pattern of conduct may involve verbal or nonverbal cues, and it may occur repeatedly (Einarsen & Raknes, 1997). Any form of harassment that has a detrimental effect on the victim qualifies as bullying, according to (Einarsen & Mikkelsen, 2002). The victim may suffer actual damage, experience emotional discomfort, or have their productivity at work suffer as a result. Cyberbullying, or harassment over the Internet, is another kind of bullying. Its gloomy effects are felt not just by workers individually but also by institutions and society at large (Einarsen et al., 2018). In today's society, bullying is a significant problem that can affect relationships between people in many ways (Einarsen et al., 2018). Academics in this discipline have looked at the root causes of employee turnover because it has been shown to significantly affect company performance (Hinkin & Tracey, 2000). There is much rivalry among workers. Therefore, businesses are focusing on retention measures to keep their best people (Lockwood, 2006). Constant pressure is put on experts due to the difficulties of maintaining a high-quality, cohesive academic team.

The banking industry, which benefits from a workforce that is more committed than in many other sectors due to the certain policies of the State Bank of Pakistan, is one in which it is especially necessary to keep a close check on turnover rates. The focus of a great number of studies, on the other hand, has been on the factors that influence an employee's choice of whether or not to remain with an organization, as well as the models that can anticipate this result (Abugre & Acquah, 2022; Kim & Jogaratnam, 2010). There is a widespread agreement that factors that increase productivity, such as having friends at work (Razzaghian & Ghani, 2014). Bullying refers to any behavior that intentionally creates a hostile work environment for other people. When people already have the perception that they are helpless and defenseless, this only serves to heighten their feelings of insecurity and fear further. Which, following the logic of the situation, leads to less resolve, which leads to less interest in the gig, which leads to more work disappointment; the display of employees possibly stopping; the dedication factor for the association of employees also decreasing; consequently, all of these variables lead to an increase in the amount of employee turnover that is expected. The significant employee turnover rates that developing countries experience in their administrative and executive positions present them with a particularly difficult task (Fahlevi, Ahmad, Balbaa, Wu, & Aljuaid, 2023). The successful completion of employee turnover goals can replace actual employee turnover. The board members in charge of human resources have been concerned about employee turnover for some time now, and finding a solution to this issue has been and will continue to be one of the company's top priorities. Sundas et al., 2023 also studied intrinsic and extrinsic factors. The new employee-boss dynamic is proving difficult for banks to accommodate, and as a result, they are failing. In the recent past, junior faculty working in institutions have been subjected to some of the harshest treatment that can be found anywhere in the world. Hence, schools that care about their reputations and the success of their students cannot afford to hire individuals who aren't competent to teach in the subject area that they specialize in. Policymakers have been encouraged to adopt large HRM mediations in order to retain their academics and maintain the consistent delivery of high-quality research and instruction. Many employees report feeling pressured by their supervisors, which leads them to believe they must leave their jobs. In this article, we delve into the complexities of bullying in the workplace, including how it can influence employees' decisions about whether or not to stay with their present employers and how organizations can use commitment to bridge this gap and keep employees from leaving. Specifically, we

look at how bullying can influence employees' decisions about whether or not to stay with their present employers, as well as how it can influence those decisions (Rasool, Wang, Tang, Saeed, & Iqbal, 2021). During the course of the previous few years, a significant number of workers have departed their places of employment. It is common knowledge that employees in the banking industry, in particular, are famously switching to different employers. In addition to exploring the moderating effect of organizational commitment, this study provides a rare opportunity to examine the connection between bullying in the workplace and employee turnover at universities. The relationship between workplace bullying and, perhaps, performance at higher organizational levels has been demonstrated to be moderated by job unhappiness or burnout in prior studies (Rasool et al., 2021).

1.1. Objectives of the Study

This study consists of the subsequent specific objectives:

- To understand how workplace bullying impacts employee intention to leave the banking sector.
- To study the impact of workplace bullying on employee engagement in the banking sector.
- To analyze the impact of employee engagement on employee intention to leave the banking sector.
- To find the mediating impact of employee engagement on the relationship between workplace bullying and employee intention to leave the banking sector.

2. Literature Review

2.1. Workplace bullying

When people use the term "bullying," they typically refer to a pattern of repeated, hostile interactions involving numerous people that continues over a lengthy period of time and leads the victim's negative feelings towards the aggressor to harden or even become permanent. This is due to the fact that bullying usually takes place over a considerable amount of time. The fact that the concept of bullying has been around for a while lends credence to this analysis of the issue. One or more groups of people can engage in bullying behavior towards another person or another group. However, the effects of even a single traumatic event can quickly add up and have a cumulative effect on the people who go through it (Woodrow & Guest, 2017). Workplace bullying, which involves the persistent victimization of workers by unacceptable behavior, can have disastrous impacts. Bullying at work may have severely negative effects. Bullying at work may have major detrimental effects (Rai & Agarwal, 2018). Bullying at work is known to be a significant cause of stress and may have detrimental effects on both the victims and the employers. Today, this attitude is shared by the vast majority of professionals in this area. They're convinced it's the best option available. I've heard that there's been a recent uptick in workplace bullying, which might have far-reaching effects on people all across the world. An employer can bully an employee in the workplace in various subtle and overt ways. Some such methods include calling people names, using physical force, and openly sabotaging the project. With an added complexity, bullying can take on both overt and covert forms simultaneously. As an example, Certain forms of bullying manifest themselves more obviously than others (Glambek, Matthiesen, Hetland, & Einarsen, 2014). A sense of helplessness and defenselessness is typical among victims due to the disparity in power between the two parties (Woodrow & Guest, 2017). Many studies have shown that bullying occurs frequently on the job (Einarsen et al., 2018).

2.2. Intentions about turnover

According to Sager, Griffeth, and Hom's definition of "intent to depart," this is the time frame within which an employee announces their intention to leave and when the individual begins actively pursuing new work (Sager, Griffeth, & Hom, 1998). To put it another way, "intent to exit" characterizes the window between when a person gives notice of resignation and when that employee begins actively seeking new employment. The term "intent to depart" refers to the period between an employee announcing their intention to quit and the beginning of formal job-search preparations. The term "intent to depart" refers to the period after an employee has given notice of their intention to quit until they actually leave their post. When an employee gives notice of their intention to quit, they are said to have "intent to depart," which refers to the time between the resignation notice and the actual resignation. The notice period is the time between when an employee gives notice of resignation and when the employee actually begins the process of quitting their job. Researchers have found that

employees' stated reasons for leaving their positions are a significant determinant of turnover rates. As it is, it's terrible enough that workers have to make up their own minds about leaving. This has placed the situation in a highly precarious state. Because of this, the situation is quite fragile and perilous right now. Now that things have reached a critical stage, many employees may (Xu, Li, Tian, Li, & Kong, 2020). Boosts to productivity have been shown to result from even small increases in employee enthusiasm. These benefits show up right immediately or down the road depending on a variety of different factors. This is because it opens the door for the company to recruit talented new employees with fresh perspectives and ideas. The growth of the company can be traced back to this decision. The company will benefit from introducing novel ideas and procedures. This is the direct result of the company being exposed to new points of view and ideas. But, when the staff turnover rate is high, a disorganised workforce is costly to retain and raises inefficiencies across the board. This virtuous loop leads to rising costs and inefficient operations. Until the underlying issue is addressed, this cycle will persist (Qadeer, Rehman, Ahmad, & Shafique, 2011; Watto, Monium, Qurban, & Ali, 2020). Results reveal that ethical context has positive impact on employees in-role performance (Watto et al., 2020). As per findings, ethical leadership and organizational justice affect work outcome. The authors of the study concluded that poor management and a lack of interest in their employees' well-being and job happiness are the root causes of high turnover rates. Employee turnover rates that are consistently high are another sign of management's indifference to their staff's welfare. In addition, high turnover rates demonstrate a disregard for the well-being of the entire workforce. In addition, studies have indicated that high employee turnover rates raise workplace stress.

2.3. Employee engagement

The level of enthusiasm and commitment that people bring to their jobs can be inferred from how engaged they are in their jobs. Because the objective of the association is what moves the organization forward, encouraging staff members to adjust their thinking to align with that ideal can be an effective method to boost productivity. The association's vision and purpose, which both expresses and manages the employees' adherence to the organization's hierarchical goals, is just as essential to the sketch as the employees themselves (Rasool et al., 2021). A new employee who is young, enthusiastic, and full of vitality will provide the company a boost in its profile within the community. The practice of encouraging employees to shift negative emotions into positive ones and boosting morale all while at work is a healthy one that can help keep a corporation level-headed and emotionally separate from its people. In addition, the practice can help boost morale while at work. Because there is such a stark contrast between the thoughts and behaviors of engaged and disengaged persons, the idea of employee engagement has been acquiring a lot of credibility among professionals in recent years. In the past twenty years, academics in the field of management studies have only recently started researching the topic of employee engagement. (Ellis & Sorensen, 2007; Rafferty, Maben, West, & Robinson, 2005). Although there is a correlation between employee engagement and other organizational behaviors, the latter has gotten a much greater amount of attention. Previous research has differentiated employee engagement from concepts such as commitment, involvement, organisational citizenship behaviour, and job happiness (Burmam & Zeplin, 2005; Saks, 2006; Slåtten & Mehmetoglu, 2011). Saks (2006) also differentiated between two separate types of occupational pleasure, namely engagement and enjoyment. To "engage" in anything means to make a promise and then follow through on that pledge. According to Rafferty and his colleagues, engagement is a two-way street, in contrast to the one-way motorways of commitment and contentment (2005). Employee engagement, in contrast to organizational commitment, is a more powerful bonding factor within an organization.

2.4. Hypothesis development

2.4.1. Workplace bullying and Employee Engagement

Bakker and Albrecht (2018) define an engaged employee as one who is convinced, free, and contributive to the team, who acts as a substantial extension of HR and advances various levelled advancement and improvement. A fundamental link between bullying in the workplace and employee engagement has been demonstrated by a number of earlier studies, and these studies have received several confirmations. Ramesh (2021) aggregates employee involvement into two sorts: job engagement and legitimate engagement. Work engagement is the spark that ignites employee obligation, which in turn exhibits unambiguous monitoring of

accountability and work execution, which in turn charts a road for progressive development. The concepts of employee commitment and employee dedication are woven throughout the process of progressive engagement to form a unified whole. The notion that bullying in the workplace has a negative impact on the relationship of the individual, work happiness, and lively traits for work, while employee engagement and progressive engagement are repulsively influenced, is maintained in the piece of writing that came before it, according to what has been stated previously (Arnetz et al., 2018). Furthermore, in the same way as before, the COR hypothesis upholds the negative correlation between workplace bullying and employee engagement. Accordingly, a dangerous work environment is often linked to the kind of employee engagement that occurs. Furthermore, in the same way as before, the COR hypothesis upholds the negative correlation between workplace bullying and employee engagement. Accordingly, a dangerous work environment is often linked to the kind of employee engagement that occurs. Furthermore, in the same way as before, the COR hypothesis upholds the negative correlation between workplace bullying and employee engagement. Accordingly, a dangerous work environment is often linked to the kind of employee engagement that occurs. Furthermore, in the same way as before, the COR hypothesis upholds the negative correlation between workplace bullying and employee engagement. Accordingly, a dangerous work environment is often linked to the kind of employee engagement that occurs. and its prevalence can be approximately calculated as follows:

H1: Workplace bullying is negatively related to employee engagement.

2.4.2. Workplace bullying and intention to leave

An aggressive and intense way of behavior that is both excessive and exacting is what we mean when we talk about bullying (Einarsen et al., 2018). This has the potential to occasionally have a detrimental effect on the work task that an individual is now completing. We were made aware of the potential for bullying in the workplace during the course of a speculative investigation (Leymann, 1990). As was said in the preceding line, this must be a "more crushing and obliterating concern for employees than any leftover forms of business-related pressure built up" because of the immediate provocation and the social exclusion of an individual (Einarsen et al., 2018). As of late, academics and politicians have shown a growing interest in workplace bullying due to the fact that it has a high hostile effect on employees (a setback from bullying), despite the fact that this effect has not been thoroughly investigated. The reason for this enthusiasm is unclear. According to the speculation of COR, the purpose of bullying in the workplace will be to persuade an individual to allocate his or her resources (Rodríguez-Muñoz et al., 2009). Because of this, it's possible that some employees will decide to quit their affiliation. In their examinations of the topic, a number of specialists have drawn attention to the fact that there is a correlation between bullying and a wide range of psychosocial problems (Johan Hauge, Skogstad, & Einarsen, 2007; Mathisen, Einarsen, & Mykletun, 2008; Xiang, Shaikh, Tunio, Watto, & Lyu, 2022). results reveals that Impact of corporate governance and CEO remuneration on bank capitalization strategies (Watto, Fahlevi, Mehmood, Asdullah, & Juhandi, 2023). Analyzing Pakistan's Renewable Energy Potential and its impact are highly appreciated..Harassment in the workplace, along with other forms of intimidation, is a common problem in today's industry. "acting in a way that harasses, offends, socially excludes, or negatively influences the work of another person" is one definition of bullying in the workplace (Einarsen et al., 2020). To be classified as bullying, a pattern of behavior must be maintained over time, involve multiple individuals, and be initiated by those individuals. In order for there to be deemed to be bullying, the victim must also be unable to defend oneself or flee the hostile atmosphere (Einarsen & Skogstad, 1996).

According to Tett and Meyer (1993), an employee's intention to leave a company is characterized as a conscious and deliberate decision, and it may be a reliable indicator of actual turnover behaviors. In other words, an employee's intention to leave a company is a decision that is made consciously and deliberately. To put it another way, the intention of an employee to quit a firm is a good indicator of the actual turnover behaviors that occur. When people make the decision to quit their jobs, there are a lot of different circumstances that come into play. Research conducted by Elci, Şener, Aksoy, and Alpkın (2012) suggests that one of the key causes is the stress that is brought on by one's place of job. It has been discovered that bullying in the workplace can have a bad impact on lead views, such as work happiness, bullying in the workplace, and group execution, ultimately obtaining a bigger desire

among employees (loss) to leave their positions (Devonish, 2013; Einarsen & Skogstad, 1996; Mathisen et al., 2008). As a direct consequence of this, the hypotheses listed below have been put forward:

H2: Workplace Bullying has a significant relationship with intention to leave.

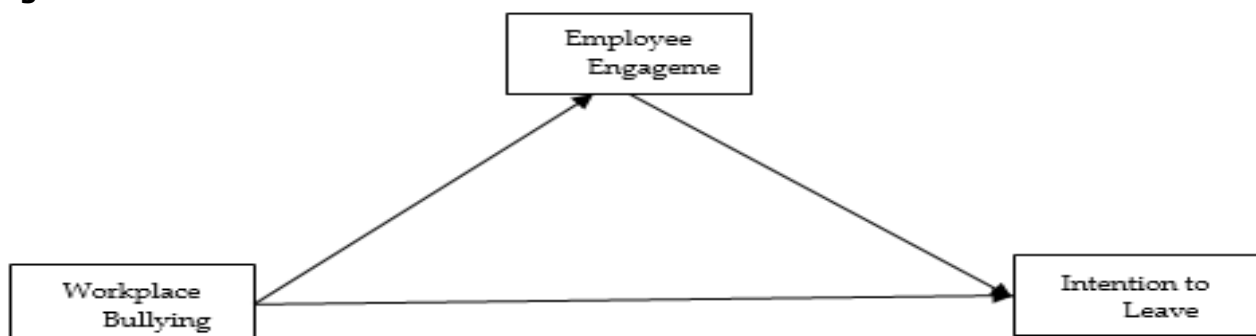
2.4.3. Mediating Effect of Employee Engagement

Because of the detrimental impact workplace bullying has on morale, numerous probes into the phenomenon are anticipated (Rasool et al., 2021). Studies done in the past have demonstrated that a dangerous working environment threatens the financial stability of workers. To give just one example, some research has linked workplace bullying to poor financial outcomes (Einarsen et al., 2018). Positive effects on job performance, efficacy, and originality are just some of the many benefits that have been linked to employees who are invested in their work (Halbesleben, 2010). Thus, factors that lessen employees' involvement in their work should be of concern to managers at all levels of the organization. Bullying is viewed as an obstacle since it is difficult to overcome and keeps the victim's mental load high over time. When workers are bullied, it sends a message that they are not respected or valued by management. So, one may assume that being bullied at work will reduce one's engagement with their job. The likelihood that an employee will quit their job is significantly reduced if they enjoy what they do. Not surprisingly, given the amount of focus now placed on this sector, numerous studies have found that employees' level of engagement at work is a major factor in determining whether or not they intend to quit their position (Langford, 2009).

Hussain et al. (2022) there is no effect on assets revaluation on financial decisions. Empirical research on the relationship between work engagement and organisational outcomes, such as desire to leave an organisation, organisational commitment, job satisfaction, and organisational citizenship performance, has produced compelling results. (Javed, Gulzar, & Hussain, 2015). According to Ram and Prabhakar (2011), employee engagement is a three-way street of views, objectives, and actions. Employee engagement has a significant bearing on business results, including worker productivity, hiring efficiency, and employee retention. Employees who have experienced bullying at work report significantly higher levels of stress and worse levels of job satisfaction, as found by (M. A. Asdullah & Yazdifar, 2016). It's important to remember that workplace bullying has been demonstrated to have a similar demoralizing effect on workers. This is because workplace bullying raises both stress and exhaustion in the worker's immediate environment.

H3: Employee engagement has mediating relationship between workplace bullying and turnover intentions of employ

Figure 1: Research Model



3. Research Methodology

The targeted population was a non-managerial staff of banks from Pakistan, similar to (M. A. Asdullah & Yazdifar, 2016). The exact total number of populations was unknown. That's one of the reasons to use the non-probability sampling technique. Due to the restriction of physically approaching respondents and to maintain social distancing, the population was approached through email and personal contacts through an online survey form (google form). That's why the questionnaire was made online to float and email easier to collect data. 350 sample size was targeted to accumulate data because to run the SEM, even 100 sample size is

enough, as suggested by many statisticians (Mundfrom, Shaw, & Ke, 2005). A stratified sampling technique was applied to obtain a representative sample. The survey has been conducted between June to September 2022.

4. Data Analysis and Results

The author utilised the survey, which has three portions, to test the hypotheses. The first component evaluated instances of bullying in the workplace, the second section evaluated instances of desire to quit, and the third section evaluated employee engagement. The same five-point Likert scale, which goes from 5 = strongly agree to 1 = strongly disagree, is used to evaluate each item. For WB, Cronbach's alpha was 0.940, a respectable number. Twenty-one items were measured, adapted from (Razzaghian & Ghani, 2014). Additionally notable was the Cronbach's alpha for ITL, which came up at 0.830. comprised of three items that were once again taken from Razzaghian and Ghani (2014), and five items that were modified for employee involvement from (Jha et al., 2016). Cronbach's alpha for EE was 0.94, which was also a significant value.

Table 1: Demographic Profile

Profile	Category	%age
Gender	Male	62
	Female	38
Education	Graduate	48
	Masters	52

A two-step procedure is employed for data analysis (Anderson & Gerbing, 1988). The computation of Cronbach's alphas and Composite Reliability (CR) was done to assess the consistency of the measurements. Tests were conducted on factor loading and Average Variance Extracted (AVE) to ascertain the convergent and discriminating validity. Following the measurement model's verification, an appropriate SEM was examined to assess the association between the constructs. Smart PLS 3.0 and SPSS 26.0 were used for statistical analysis.

Table 2: Confirmatory Factor Analysis

Items	SFL	A
Workplace Bullying		0.940
WB1	0.604	
WB2	0.7	
WB3	0.7	
WB4	0.603	
WB5	0.621	
WB6	0.7	
WB7	0.75	
WB8	0.73	
WB9	0.7	
WB10	0.7	
WB11	0.7	
N .WB12	0.7	
WB13	0.7	
WB14	0.7	
WB15	0.71	
WB16	0.728	
WB17	0.726	
WB18	0.718	
WB19	0.7	
WB20	0.63	
Intention to leave		0.830
ITL1	0.79	
ITL2	0.915	
ITL 3	0.924	
ITL 4	0.852	
Employee engagement		0.904
EE1	0.844	
EE 2	0.824	
EE 3	0.894	
EE 4	0.844	

CFA first projected a model for measurement. According to Anderson and Gerbing (1988), all latent components were loaded for correlation analysis together with the relevant

measurement items and constructs. Cronbach's alpha and composite reliability have been established. Three constructs are used in the study. For every element, the alpha estimates range from 0.94 to 0.95. Table 3 displays the alpha values of every construct that satisfies the 0.70 minimum criteria. Composite dependability values range from 0.95 to 0.96, above the 0.70 standard norm. In this investigation, the tool for calculating the latent construct is now dependable. uniform A factor For every item, loading ranged from 0.71 to 0.90, which is significant at the 0.01 significance level. Convergent validity met all of the values overall. Every AVE value was found to be between 0.65 and 0.67, above the lowest requirement of 0.50, indicating that structures perceive the highest variance. To evaluate and represent discriminant validity, AVE values were associated with squarcorrelations across matched components (refer to Table 3). In conclusion, the test instrument demonstrates good validity and consistency for the function of the latent build.

Table 3: Correlation Matrix

	1	2	3
WB	0.80		
ITL	0.551	0.72	0.94
EE	0.618	0.83	
Mean	3.8671	3.84	3.65
SD	0.77	0.8	0.92

Table 4: Model Estimation

Hypothesized path	Path coefficient	T value
ITL->EE	0.554	8.54
WB->EE	0.321	5.43
WB->ITL	0.555	8.98

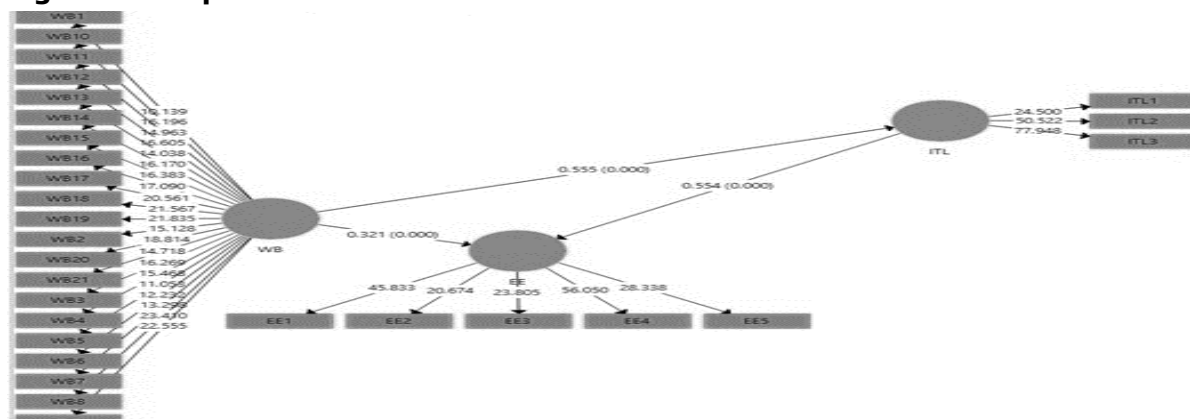
To evaluate the model's suitability for CFA, several fit indices and the Chi-square test were used. According to Bandler's (1990) analysis, the CFI value of 3360 is quite near to the standard number that is suggested. 0.7 was the Normalised Fit Index (NFI). A acceptable fit that is statistically less than a perfect 1.0 was the overall fitness of the models, according to the findings (Bentler, 1990). As seen in Table 5, the parameter estimates for WB and EE showed that $b=0.321$, $t=5.43$, positively and substantially supported each other. Similarly, for WB and ITL, $b=0.55$ and $t=8.98$ showed that they both positively and significantly supported each other, hence supporting Hypothesis 1. EE and ITL calculations for the third parameter showed that $t=8.54$ and $b=0.554$. Mediating role of EE between WB and ITL: The researchers observed that there was a significant mediation influence between the WB and ITL on EE (table 5) ($z=75.37$ and $p=0.00001$). They validated the mediator's significance using the Sobel test. As a result, hypothesis 2 demonstrates that EE has a mediating role between WB and ITL.

Table 5: Sobel Test

Hypothesis path	Predictor	mediator	outcome	z value	p value	Status
WB->EE->ITL	WB	EE	ITL	75.37	0.00001	accepted

WB=workplace bullying, ITL= intentions to leave, EE= employ engagement

Figure 2: Purposed PLS Model



5. Discussion

Numerous scholars have focused on employee engagement and a hazardous work environment. These kinds of investigations were previously carried out in developed countries. This is Pakistan's first research of its kind. Furthermore, this is the first survey to be carried out among Pakistani banking industry non-managerial staff. First, it was ascertained if bullying at work directly affected workers' intentions to quit. This hypothesis was inversely approved that it directly influence employees intentions to leave organization (Ramesh, 2021). Secondly, we investigated negative effect of workplace bullying on employee engagement. This hypothesis was also support with statistical results. Many studies support this claim that workplace bullying negatively impact on employee engagement. Thirdly, we inquired that how employee engagement influence intentions to leave. Jha et al. (2016) indicated that employee engagement has positive influence on intentions to leave which help them to retain in organization. Similarly, previous studies also support the results of current study (Akella, 2016; Paul & Kee, 2020; Ramesh, 2021). So the above discussion proves that employee engagement reduces the toxic effect of workplace bullying on employees to leave the organization. Employee turnover has been an important focus for businesses and the study of organisational dynamics because of the costs involved. This is because it is very costly, both monetarily and socially, to replace an employee. This scenario has both monetary and intangible ramifications. This is because it is expensive to hire and train new employees (Mobley, Griffeth, Hand, & Meglino, 1979). See Waldman, Kelly, Arora, and Smith for a practical illustration of this problem (2004). Factored in are the costs associated with the employee's separation (such as administrative costs associated with turnover), the cost of hiring a replacement (such as the cost of conducting interviews), the cost of training a replacement (such as the cost of a trainer and the cost of a trainee), and the cost of the learning curve (reflecting the time it takes a new employee to reach an acceptable level of production). The time it takes for a new employee to reach his or her full capacity on the job is directly related to the expense of the learning curve (Cascio, 1991).

According to numerous studies conducted on the topic of employee turnover, a worker's announcement of their intention to quit an organisation is a very reliable indicator of whether or not they will really leave (Begley, 1998; Mobley et al., 1979). Many different organisations are now looking into the many events that fall under the umbrella term "withdrawal of intent to stay." Events like losing a job or dropping out of school fall into this category. Teachers sometimes contemplate leaving the profession because of burnout, heavy workloads, and discontent with their jobs. Burnout, high workloads, and job discontent are the three primary causes (Carlson & Thompson, 1995). According to studies, job dissatisfaction is the most important factor in deciding to leave an organisation. This is by far the most crucial factor in employees deciding to quit their current workplace (Feng & Angeline, 2010). Unhappiness with one's job is a strong predictor of job turnover (Nadi & Shojaee, 2019). According to the statistics at hand, it is extremely unusual for a worker to voluntarily quit without a backup plan in place in case their present employer is unable to identify a suitable successor. Some workers choose to hunt for new employment opportunities immediately, while others attempt to stay in their current positions while doing so (Qadeer et al., 2011). According to some research, an employee's resignation notice is irrefutable proof that the individual will indeed resign. As the employee has already informed management of their resignation, this outcome was to be expected (Thoresen et al., 2003). Voluntary job turnover may not necessarily be the result of circumstances beyond the control of the employee. Anyone in employment may voluntarily resign at any time. The decision to suddenly stop working is a major one that should not be made lightly. A decrease in employee turnover has been connected to things like providing workers with more possibilities, providing them with more support, and providing them with general training (M. Asdullah, Rehman, & Ahmad, 2015).

6. Conclusion

A departing employee might have costly repercussions for the company. This research looked at the link between workplace bullying and employee intentions to quit, as well as the moderating role that employee engagement plays in it. The quantitative method is used in this research to determine the connection between the variables. A self-administered questionnaire using a random sampling approach was used to gather data from Pakistan's banking industry; 350 people made up the sample. The association between workplace bullying and desire to quit an organisation is significantly mediated by employee involvement, according to structural

equation modelling studies. Nonetheless, there is a positive correlation between workplace bullying and the desire to quit the company. From the standpoint of resource conservation, the results were combined, and suggestions for best practices were provided.

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