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## THE EFFECT OF WORKPLACE BULLYING ON TURNOVER INTENTION, MEDIATING ROLE OF EMPLOYEE RUMINATION, A QUANTITATIVE STUDY OF THREE HOSPITALS LOCATED AT KHYBER PAKHTUNKHWA

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### **ABSTRACT**

The main purpose of this research study is to find the impact of workplace bullying on turnover intentions of the staffs which are the major problems in hospitals and have enormous destructive consequences and rumination increases this phenomenon both ways. This model presents the effect of workplace bullying results on turnover intentions as mediated by employee's rumination. The technique applied for the accumulation of data from 270 personnel was convenience sampling technique, for further aid, adopted questionnaires were used which consisted on the measurement of 5 points Likert scale for each variable. To fulfill the criteria of data analysis, reliability, correlation, and regression were used as statistical tools. Results demonstrate that the relationship between Workplace Bullying and turnover intentions is affirmative and noteworthy. As signified by the results employee rumination role was also conciliatory between Workplace Bullying and turnover intentions. Consequently personnel having workplace bullying and also the rumination, their

turnover intentions will increase as these factors will increase. The study represents the clear picture of the workplace bullying and its impacts on staffs. Hospital management must take serious actions on such a hostile environment and whatever the circumstances, they must provide the safe and healthy environment for their staffs as their basic requirement to work more positively and voluntarily.

Key Word: Workplace Bullying, Turnover Intention, Employee Rumination

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## **INTRODUCTION**

### **1.1 BACKGROUND OF THE STUDY**

Bullying is a violent behaviour, which is mostly aggressive and is used against people who finds it difficult to defend themselves. Bullying consist of behaviours like physical or direct verbal attacks. The phenomenon of workplace bullying is gaining much attention by societal researchers and most work signify that it badly impacts the working of an individual and an organisation. Different problems like a deficiency of role clarity may lead to insufficient knowledge to cope with workplace bullying in the workplace. Several sorts of behaviours results in workplace bullying such as, degradation, violence, aimless tasks, spreading out of rumors and not acknowledging the efforts of staffs when they deserve it (Mardanov & Cherry, 2018; Mawdsley & Thirlwall, 2019).

Workplace bullying is a negative behaviour of a few employees within the organization which comprises yelling, abuse, taunting, teasing and so on which leads to lack of interest by employees to fullfil the organizations' mission and vision (Park & Ono, 2017). The unequal share of power results in workplace bullying. Moreover, workplace bullying came into light as universal issue (Nielson et al., 2010). According to Beale and Hoel (2011), workplace bullying literature may be produced in several methods, like arranging seminars and workshops for practical discussions. Similarly, it may be stated by the analysis that workplace bullying can result in the uprise of convicted nature that is present in many labors. It can be another conception that heatedly contested political parties involvement with labor processes are accountable of these factors and for results. Similarly workplace bullying is a severe condition which is capable of producing long-lasting mental and physical damages.

Coming from a viewpoint of tension, bullying is encompassed with huge group of similar features of societal stressors (Zapf, 1996) and it might be a concept of day by day hardships and complications (McCormack, Djurkovic, Nsubuga-Kyobe, & Casimir, 2018). Societal difficulties badly affect staffs' health (Melamed, Shirmo, Berliner & Shapira, 2006). We might be able to say that it is instantaneous or nearer to the aspect of the stressors. Actually workplace bullying can come out to be more perilous and hazardous for staffs instead of other work related-stress (Meriläinen, Kõiv, & Honkanen, 2019). In the past ten years several studies have been done and have received more attention due to some grave issues caused from it (Middlemiss, 2017).

As a matter of fact workplace bullying not only result in mental disorders, it also leads to other health related problems, financial troubles, growth in increased ratio of staff

exit complications, deficiency in working power, poor manners and attitude with low quality of loyalty (Mikkelsen, Hansen, Persson, Byrgesen, & Hogh, 2020; Volk, Veenstra, & Espelage, 2017; Mortensen & Baarts, 2018). Our framework is established on the basis of the announcement that workplace bullying is fundamentally linked with administrative structures. Association among the physical presence of bullying and the role of organisation is declared since the first researches of (1990) with presenting its specific narration on work condition and job design (Giorgi & Majer, 2008), Liassezfair leadership (Skogstad, 2007) organisational transformation, (Skogstad, 2007), viciousness climate, and structural climate (Giorgi, 2009). Association with workplace bullying has remained under discussion in this elementary study, there was a noteworthy connection with bullying, unhappiness, stress and connected of bullying and attitude problems demonstrate the affirmative correlation.

Employee rumination is the fixated line of individuals to produce up their bad impressions and encounters in raging behaviors and deeds. Rumanitaion has been multiply distinct in various ways, but it is widely distinguished through dull, tiresome, earlier beliefs regarding bad experiences (Holman & Silver, 1998). Rumination elucidate the repetition of thoughts which centers on various occurrences of individuals in thier life (Hoeksema, 1991). Rumination is violent sort of attitude of an individual to evoke the bad happenings (Hoeksama, 1991). Staffs most likely indulge in behavior of rumination after the misconduct of supervisors, and as a consequence malevolent attitudes occur (Collins & Bell, 1997). Rumination implies and center thoughts of an individual (Collins & Bell, 1997) about destructive experiences in his life. There are destructive as well as positive experiences in their lives. Individuals tend to think repeatedly about destructive happenings. Sometimes such thoughts can be aggressive and uncontrollable, which may result in unhappiness and nervousness. Rumination is connected with sturdy feelings of outrage (Martin & Tesser, 1989) vengeful thoughts to be obvious discontent to an irritation (Kilpatrick & Johnson, 2002). Actual incidents of the individuals hinder the whole idea for the current. Rumination all the time the quiet remains of sorrows and distressing feelings (Martin & Tessar, 1989). Progressively describes employee rumination establish hostile response to recieved abuses (Collins & Bell, 1997). Furthermore, they found it to be true that employee rumination all the time results in temper uprise to provide answers of not approved languages and mental torment being maintained for a large period (Greenberg, 1995). This research proposes that staffs who go through bullying behaviors in their work-places will lead to employee rumination, on another hand there are several destructive consequences of rumination such as decrease in organisational adherence (Tesluk, Vance & Mathieu, 1999) and intentions to switch (Chiaburun, 2013). After these acute results this study propose that rumination will result in discordance of work behavior, due to ruminative thought process working behaviors will be destructive and will consequently form bullying attitude. Workplace bullying is an irrational behavior that has a direct effect on staffs or any group, it produces a threat to wellbeing and security. Neuroticism is the significant

characteristic of behavior, and its linked elements has influential affectivity on human dealings with the organisation. Individuals with such characteristics are most likely to be in a condition of excessive pressure, and unhappiness. People with high neurotics are associated with high reports of spiritual exhaustion (Hells & Norvell, 1991). It is a caused due to destructive spiritual effect worse to a degree as a sign of illness (Rosmalen, Neeleman, Gans & de Jonge, 2007), distress (Clark, Watson & Mineka, 1994), dreadfulness and bullying aggressiveness (Wilkowski & Robinson, 2008). Unfriendly responses inspire this chronic disorder, for example negotiating with workers, dealings by other workers, will ascend to nervousness, unhappiness consequently lesson work services (Leung et al., 2011). Many people have diverse personality characteristics and traits; will impart the distinctive effects on the staffs thought process (Carver, 2005). As signified by social researchers that neuroticism is positively professing, rumination reinforced with these statements whose individual neuroticism is redundant most likely feel that ther place of work is bullying for them (Almada, 1991; Langelaan 2006). It might be that destructive condition is high when people take interactions, which results in nervousness, unhappiness, and strain when facing such traumatic situations like bullying at the organisation. Base of this argument is that there is affirmative relationship among workplace bullying and turnover intention and when we determine employee rumination as a conciliator this relationship will be more powerful when the employee rumination scoring is high. There is very much of proof which have justified that employee rumination is also associated with turnover intentions (Teasdale & Green, 2004; Trapenhell & Campbill, 1998).

A quantification of if a business' or organisation's workers decide to switch their jobs or organisation decides to discharge workers from their positions, is the result of turnover intentions. Turnover intentions, just as turnover itself, may be on the base of whether impermanent or permanent base. In humans' state of matters, turnover intentions plays the part of replacement of one employee with another employee. Turnover intentions is taken as a conscious and mindful deliberation to quit the organisation, It is all the time calculated with its position to a particular time period (e.g., inside the following 6 months), and has remained demonstrated in a series of elimination procedure, a usual to which thoughts of switching and for substitute job search too (Mobley, Homer & Hollings, 1983). Estimating turnover models those undoubtedly imply to self motivated (i.e., voluntary) termination 1978 willingness are relevant of quitting. Researchers took out are known instances of spontaneous turnover as samples. But the major obstacle in the study is that voluntaries assessment provides ground for being careful to concerned findings in aggregate.

Moreover, workers who feel frustrated with their job are very likely to possess high turnover and are mostly not present at their work (De Croon et al, 2004). Turnover is a huge obstacle for work administrations due to its consequences that social workers turnover badly affects the standards, persistency, and provision of stable customer services (Mor Barak, Nissly & Levin, 2001). Specifically, mental strain is not the only cause of worker turnover in existing staffs or in fresh unexpeirenced staff members

who will replace the abandoned positions (Powell & York, 1992), but such circumstances also result in customers entrust of the system (Geurts, Schaufeli & De Jonge, 1998) and financial troubles for the organisation (Kompier & Cooper, 1999).

## LITERATURE REVIEW

### 2.1 INTERACTION BETWEEN WORKPLACE BULLYING AND TURNOVER INTENTIONS

Workplace bullying is a curse which affects employees' performance and wellbeing. According to previous research workplace bullying is significantly related with absenteeism and organizational failure. Workplace bullying is a consecutive attitude among employees at workplace which decreases the morale and dignity of organization with the market (Magee, Gordon, Robinson, Caputi, & Oades, 2017).

The word "burnout" was presented to mention to a behavior which was witnessed amongst social service workers who had to cope with expressively challenging persons. From then on, most of burnout investigations remained been founded on the ideas of Maslach and Jackson (1986). There are mainly three aspects of turnover intentions definition: emotional exhaustion (accelerating feelings and a decline of attachment to emotional and worldly objects), dissociate from society or cynicism (unnecessarily discontinuation to dissimilar kinds of the job) a decline in personal accomplishments (absence of accomplishment at workstation). Usually, turnover has been projected for the purpose of workers to make them to switch the the organization (Hopkins, Cohen-Callow, Kem and Hwang, 2010). For this, the workers who switch, perceive a series of dismissal deeds at place of work with them, workplace bullying is one of the core reasons to quit the organization (Agarwal & Rai, 2019) (~~Griffeth, Hom & Gartner, 2000~~). The action of forsaking the job results in the loss of the organisation at its own cost (Waldman, Kelly, Arora & Smith, 2004). Bullying is one of those main reasons that has a direct impact on the employer's output, such as: the loss of labor and agricultural output, turnover, growth in staying absent from the workplace, incentives of staffs, these workers can be encouraged to be self-motivated and lessen workplace bullying (Hoel & Einarsen, 2010). Much of the researches have shown the important structure of various population factors that describes the burnout and turnover intentions. For instance (Shepard's, 2005) examined meta-analytic research on burnout studies, and about different ages that are linked with staffs burnout. Jackson (1995) searched that both genders, male or female, are vital population factors of burnout (Brewer & Shapard, 2004). Numerous researches have revealed that those staffs with provisional working period ( Ahmad & Kaleem, 2019 ) (~~Somers, 1997~~) are extremely dissatisfied with small incomes (Currall, Towler, Judge & Kohn, 2005) and have more possibilities of switching their occupations; because of this state of affairs, the staffs most of the times get infuriated and do not do anything heartedly and look for other opportunities of job. Furthermore, staffs who have knowledge about burnout and still feel frustration about their work, will most

probably be on high degree of turnover and might withdraw from their work any time (De Croon, 2004). Because of employee's turnover, there is a great problem for the administration of welfare work. The reason is that this turnover greatly damages the reliability and solidity of customer's dealing (Ahmad, Kalim, & Kaleem, 2017; S. V. Einarsen et al., 2020; Holt, Green, Tsay-Vogel, Davidson, & Brown, 2017) (~~Mor Barak, Nissly & Levin, 2001~~). Particularly the emotions of being psychologically dissatisfied in workers or even in fresh comers not only lead to turnover from their duties and lacking from work but it also results in a destructive impression upon the clients that they start being suspicious about the system (Geurts, Schaufeli & De Jonge, 1998) and it raises the financial problems as well for the organisation (Kompier & Cooper, 1999). Consequently, these staffs switch the duties unexpectedly with no prior information or acknowledgment letter, and the organisation will has to face the great loss consequently. Sometimes at the place of work many staffs pressurize others, and some workers get irritated with it and are in constant disputes among them. If the organisations work to develop and focus on the practice of the moral attitude and as prior studies illustrates that the organisation which have decent position in the marketplace and consistency will show positive results in global competitive market for the competitive advantages of the organisations (Ahmad, Sohal, & Wolfram Cox, 2020), and further emphasizes that ethical leadership is an important trait which progresses the effort of the staffs and discourages the destructive events, such as bullying, at workplace. Consequently staffs would not consider switching the duties. When the staffs of some organisation cross the boundaries of moral and ethical values of the organisation, it then heads towards employee turnover. The workplace bullying has appeared in Scandinavea in the 1981s in the work of a researcher, Henz Laymann, who used the term 'mobbing' to point out the events and facts of workplace bullying (Ariza-Montes, Arjona-Fuentes, Law, & Han, 2017; Einarsen et al., 2003; Chadwick & Travaglia, 2017). Globally, researchers have used various terms for explaining the hostile attitudes at workplace. Workplace bullying has been defined as the disturbing and irritated behavior which creates a hindrance for other workers and destructively influence them. The person in low position becomes a victim of bullying behavior and is threatened and that is how he/she becomes the target of systematic destructive social act (Einarssen, Hoel, Zapf & Cooper, 2011). Some researchers from Finland term workplace bullying as repetitive and destructive behavior to one or more persons, who are always engaged in an apparent power imbalance and set up an unwelcoming work environment (D'Cruz & Noronha, 2018a). Bullying involves two types of people; the first type is those who are the victims and the other type is those who are the bullies. Bullying might consist maltreatment and sorrows on some particular employers. This torture may be bodily, social, educational or mental or mental (Gladden, Vivolo-Kantor, Hamburger & Lumpkin, 2011). Longitudinal studies indicates that bullying is the most expected threatening of many problems. A good number of researchers have observed the development of bullying, which is either the role of the workplace environment (Salin & Hoel, 2010) or the role of the individuals at workplace (Zapf & Einarsen, 2010).

Staffs who undergo bullying may be in physical and mental form of distress and torture like tension, nervousness, fearfulness, low confidence level, reduced organisational devotion, unhappiness and a lesser or no satisfaction from job (Ayoko, 2003; D’Cruz & Noronha, 2018b; Dali, 2018; Vatria & Hyyti, 2002). Swedish National Board of Professional Care and Health has executed the first anti-bullying law in 1994. People, or mainly workers, feel disturbed and incapable to do their job comfortably because of workplace bullying. Also, if any act is a threat to staffs, like physical and mental wellbeing, the result is poor performance and outcomes and turnover intentions (Huynh, Amy & Jane, 2007). In such a situation, reward system should be encouraged that prevents bullying behavior among workers in an organisation (De Cieri, Sheehan, Donohue, Shea, & Cooper, 2019). If staffs will be compensated for threatening act or causing a harm to other staffs then bullying behavior will continue to happen in the organisation (De Cieri, Sheehan, Donohue, Shea, & Cooper, 2019) and if staffs are categorized in ranks to one another, then it may result in the rise of bullying among competitive workers in an organisation. In this state of affairs, the staffs who are associated with bullying behavior give out output, on the other hand the ones who are targeted by bullying displays low output (Samnani & Singh, 2014) which shows unexpected result that is linked with performance based benefits by practicing bullying behavior (Al-Karim Samnani & Parbudyal Singh 2014). They also describe that how benefits and compensation can give useful outcomes might represent prediction of individual bullying. These contests disturbs the person who is the victim of bullying (Agervold, 2007). Research on bullying has mainly been carried out in Scandinavian countries, though those researches had focused on examining school bullying. After that Heinz Leymann was introduced to this area of study (Lutgen, Sandvik, Tracy & Albert, 2007). The horizons of his work on workplace bullying widend when he found out the same kind of behaviors among mature workers (Leymann, 1996). Previous findings labels workplace bullying in the institutes as a universal problem. It is strongly recommended by empirical research that bullying at workplace is an extensive and precarious situation. The estimated range of bullying across countries is from 3% to about 50% (Hansen et al., 2006; Devonish, 2017; Samnani & Singh, 2012; Edwards & Blackwood, 2017).

According to the investigation of Rayner (1997) 54% of UK workers had been bullied. Similarly, the same study stated that 78% people have seen bullying at work. It has also been reported more precisely that over the past 7-month period 44.8% people have been through bullying at workplace (Gillespie, Gattes & Schafar, 2013). Many studies revealed that almost 31% of staffs are bullied in their lifetime career (Lutgen-Sandvik, 2007). Various earlier studies have documented vivid signs of the severe outcomes of bullying as it effects the workplace environment where it takes place as well as the individuals who are bullied. In severe cases, the staffs who become preys of bullying, suffer from the side effects of stress like nervousness, high blood pressure, unhappiness, excessive worrying, and even suicidal thoughts (Mikkelsen & Einarsen, 2001) (Namie, 2003; Mikkelsen & Einarsen, 2002;

Georgakopoulos & Kelly, 2017; Heatherington & Coyne, 2014). Extreme cases of bullying might be responsible for a high rate in suicides at workplaces (Hodgins & Mannix McNamara, 2017). Many studies demonstrates the personal impacts of revelation can be clealy its own effects organisationally that eliminates creativity and motivation, as well as hike blunders (Hoel, Sheehan, Cooper & Einarsen, 2011). Earlier studies observed the increase in workplace bullying resulted in the growth of staffs' intention to forsake job, turnover and absence from work (Hogan et al., 2020; Moayed, Daraiseh, Shell & Salem, 2006). Reports have proved the destructive associations of bullying to production, gratification and engagement, (Namie, 2007; Holland, 2019; Fisher-Blando, 2008). They also indicated the dreadful effects which bullying brought to the downfall of economic growth of an organisation (Hsu, Liu, & Tsaur, 2019). For instance a maority of the studies have observed that the aftermaths of mental health is seen in the form of unhappiness and nervousness, involving major depressive incidents, which is a clear picture of the unavoidable relationship between bullying and psychosocial stress (Jung & Yoon, 2018; Finne, Knardahl & Lau 2011; R.Rugulies 2013). Now this is evident that exposure to bullying can result in the deterioration of employee's mental health. However it has been observed in many studies (Nielsen & Einarsen, 2012) that the likely outcomes of bullying are not only mental but related to output as well (K. Einarsen, Salin, Einarsen, Skogstad, & Mykletun, 2019). Moreover, researchers have strained courtesy to the fact that the works on psychosocial features by bullying, which is examined through individual reports, mental efficiency, and mutual way of inequity due to the personal factors such as bad affectivity, might be mainly exposed by bullying (Theorell & Hassel Horn, 2005). It has been witnessed globally that workplace bullying has adverse effects on organisations since if bullying not lone distresses the worker's mental health but also disturbs the performance of an organisation as it results in unoutput and lack of involvement of other staffs (Liang & Yeh, 2019). How does workplace bullying grow worker turnover intentions? Such a question indicates that a mediator must be involved to make things smooth for the workers as well as the organisation. Now that the employee's turnover is well explained in above mentioned mediating variable, this research is based on the study that if the workers have an increase amount of turnover intentions they will think destructively about the job and the stay at workplace so as a result the high level of quitting the job or moving to another place for employment is an outcome of workplace bullying.

## **2.2 MEDIATION EFFECT BETWEEN WORKPLACE BULLYING AND TURNOVER INTENTIONS**

The activities and praticies done towards one or more workers is involved in workplace bullying, which the victim/s find detrimental, these actions are done on purpose, intend to disgrace a person or offend him/her. All this results in an adverse affect of work performance and makes the environment of a workplace intimidating (Lockhart & Bhanugopan, 2019). Studies have shown numerous destructive impacts on the persons, staffs and the organisations which is caused by workplace bullying. Rumination has been distinct in several ways, nonetheless it is mostly distinguished



by boring, tedious, and earlier judgments about bad happenings (Holman & Silver, 1998). The concentration of longitudinal research of rumination is on thoughtful psychopathology, which also describes its contribution to the development and maintenance of pressure, nervousness, and disorder (Rusting CL & Nolen-Hoeksama, 1998). Thus, to examine the development of rumination, all those various tools would be considered which plays a particular role in its background like that of unhappiness (Nolan-Hoeksema, Morrow & Frederickson, 1998) anger (Sukhodolsky & Golub Cromwell, 2001), and nervousness (Rachman & Shafran 2000). Even though the affect of rumination on diverse destructive emotions can be for a long period of time, it has been observed that these feelings and emotions are linked with different bodily profiles. A study finds out that the more a person wants to get rid of unwelcoming thoughts, the more reachable and accessible they become (Erber & Werner, 1996; Wegner, Schneider, Carter & White, 1987). According to (Cropley & Zijlstar 2012), this situation may make it possible that people will be familiarized with unhealthy expressive behavior, which would be seen in the shape of stress, nervousness, and anger. These are the obvious unpleasant results on the treatment process which is one of many factors that is involved in turnover intentions (Querstret & Cropley, 2012). Martin and Tesser (1996) has specified the idea of rumination as a type of thoughtful that outcomes in workers' getting absenteeism from workplace. The time rumination disturbs the employee's health and work, it becomes a major obstacle that is why Cropley and Zijlstar (2011) has shown that people do not tend to worry about their work in leisure. After the working hours are over thinking about work does not exist after that. But it becomes a problem when rumination does not make anything useful out of workplace. However, it can still be linked to positive outcomes of thinking and by giving deliberation connected to work can also have positive effects. Cropley & Zijlstar (2011) presented the idea concerning work related rumination in three forms, first one being effective rumination, cognitive state distinguished by the appearing incursive, fragrant, repetitive thoughts about work, the resulting contemplation are destructive in feelings terms. When thoughts about work are not controlled, it converts into serious interruption in spare time. Cropley suggested that several studies described destructive features of rumination, if staffs have thoughts of work at night shows they are highly serious, the power-button is on for their work, required to recuperate at night or on weekend, this is how it is destructively impacting process of retrieval. On the other hand it is not obligatory that employee thought process stay destructive, they are likely to be positive too, it is a second portion of work-related rumination, issues solving contemplation, Cropley & Zijlstar (2011) described that for resolving the issue, is an established chart of thinking that can be set apart by increased mental examination so to find the solution of a earlier particular job or work. Third, can be described being distant from the work position, also explains that some staffs to press button on them, and quit the employment status, which is called turnover intentions. Plenty of literature explain, attempting to lessen unwanted thoughts from sentient, what occurs is place them within reach (Erber & Werner, 1996; Wegnar, Schneider, Carter & White, 1988). This is practical thinking that enters

human mind regarding any incident, which occurs regularly in our life. In (Cropley & Zijlstar 2011), viewpoint, due to this in such manner is probable in this condition, that staffs would receive harmful mental response encounter displayed in the production of strain, frustration or exasperation which definitely have a destructive result for repossession procedure. In earlier studies described, division from work is linked with staying positive and less fatigue too. (Sonentag & Bayer, 2005; Sonnentag, Mojza, Binnewies & Scholl, 2008). Cropley and Zijlstar (2011) demonstrated that it is agreeable to consider that who's are able of switching from work might go on to live a better life after this incident. Bullying at work-place also impacts the employee state of mind, and the outcomes of such circumstances are turnover intentions. For instance, if employee confront bullying at work-place daily, retain in mind and afterward, they contemplate repeatedly, oftentimes are unable of controlling and get stress, and quit job. Several studies showed that workers who presented the report of being unable to relax after work, develop three times risk to have heart disease (Suadicani, 1993), when they do not find relaxation from work they contemplate to quit the job or shift to another work-place for relaxing environment. In (Puerto Rico, Rosario-Hernez, 2015) specified that affective rumination projected to shift or quitting the job of staffs. When staffs even not being at work-place might ruminate and contemplate about issues at job and events as indicated (Cropley & Zijlstar, 2011) and stated people are capable of doing very well. Several people contemplate about tasks, many about incomplete work, others ruminate about obstacles and difficulties, that are in need of solution. Many people have thoughts about employee's relation, and many about destructive and positive workings. People not only have thoughts about circumstances or problems that are already happened, but also ruminate regarding coming requirements, mishaps, accidents, issues, difficulties which are anticipated by them at work-place. These arguments indicate, that this serious stressful circumstance imply that after a tiring work a person is in need of getting proper rest. If unable to get rest then it will be stressful experience in the course of free time (Vahle-Hinz, Bamberg, Dettmers, Friedrich & Keller, 2014). It is a truth that work-place stress rumination is definitely related with mental and bodily conditions of workers (Frankenhaeuser, 1981). Because, they do not have abilities of confronting issues such as bullying at work-place or exploited by the managers. Many studies propose that staffs who are focused on themselves and do not have positive moods and feelings of demonization. They do not shift from place to place. As a consequence ruminative thought process becomes an obstacle for useful acts and can be inappropriate and hazardous. Workplace bullying is a mental condition at work-place where destructive and positive thought process occur repetitively, and rumination aids in judgement, thus bullying on workplace build employee rumination that leads to higher levels of destructive thoughts of turnover intentions.

As documented by (Susan Nolen-Hoeksema, Wisco, & Lyubomirsky, 2008) in Response Styles Theory "Rumination is the focused attention on the symptoms of

one's distress, and on its possible causes and consequences, as opposed to its solutions”.

Because the Response Styles Theory has been empirically supported, this model of rumination is the most widely used conceptualization. Other theories, however, have proposed different definitions for rumination. For example, in the *Goal Progress Theory*, rumination is conceptualized not as a reaction to a mood state, but as a "response to failure to progress satisfactorily towards a goal" (E. R. Watkins, 2008). As such, both rumination and worry are associated with anxiety and other negative emotional states; however, its measures have not been unified (Smith & Alloy, 2009).

#### Response styles theory

Response styles theory (RST) initially defined rumination as passively and repetitively focusing on one's symptoms of depression and the possible causes and consequences of these symptoms (Papageorgiou & Wells, 2008). As evidence for this definition, rumination has been implicated in the development, maintenance, and aggravation of both depressive symptoms (Susan Nolen-Hoeksema & Morrow, 1993; Susan Nolen-Hoeksema, Parker, & Larson, 1994) as well as episodes of major depression (S. Nolen-Hoeksema, 2000). Recently, RST has expanded the definition of rumination beyond depression to include passive and repetitive focus on the causes, consequences, and symptoms of one's distress in general. This change was made because rumination has been implicated in a host of disorders, not just depression (Susan Nolen-Hoeksema et al., 2008; E. R. Watkins, 2008).

RST also contends that positive distraction is the healthy alternative to rumination, where focus is directed to positive stimuli instead of to distress (Susan Nolen-Hoeksema, 1991). However, the literature suggests that positive distraction may not be as potent a tool as once thought (Susan Nolen-Hoeksema et al., 2008; Smith & Alloy, 2009).

Specifically, the S-REF model defines rumination as "repetitive thoughts generated by attempts to cope with self-discrepancy that are directed primarily toward processing the content of self-referent information and not toward immediate goal-directed action (Matthews & Wells, 2008)." Put more simply, when a person ruminates, he or she aims to answer questions such as:

- How do I feel about this event?
- How can I change my thoughts and feelings about the event?
- How can I prevent disturbing thoughts and feelings in the future?

However, in answering these questions, ruminators tend to focus on their emotions (i.e., "self-referent information") as opposed to problem solving (i.e., "goal-directed action") (Matthews & Wells, 2008).

Metacognition is also an important part of the S-REF model and helps to explain the link between rumination and depression (Papageorgiou & Wells, 2008). Specifically, those who hold positive metacognitive beliefs about the benefits of rumination (e.g., "I need to ruminate about the bad things that have happened in the past to make sense of them") are probably motivated to engage perseveratively in rumination (Papageorgiou & Wells, 2001b, 2003). Once engagement in rumination has occurred, individuals' negative metacognitive beliefs about rumination are likely to be activated, seeing it as unpleasant (e.g., "Ruminating makes me physically ill"), uncontrollable (e.g., "Ruminating means I'm out of control"), and socially damaging (Papageorgiou & Wells, 2001a, 2003). These negative metacognitive beliefs then contribute to the development and maintenance of depression (Papageorgiou & Wells, 2003).

#### Goal progress theory

Goal progress theory (GPT) seeks to explain rumination as a function of goal progress. Specifically, GPT views rumination as an example of the Zeigarnik Effect, which suggests that individuals are more likely to remember information from unfinished tasks than from finished tasks (Smith & Alloy, 2009; Watkins, 2008). From this understanding, GPT defines rumination as "the tendency to think recurrently about important, higher order goals that have not yet been attained" or towards which sufficient progress has not been made (Martin, Shrira, & Startup, 2008).

GPT predicts that individuals for whom goal-related information is highly accessible should be more likely to ruminate. Various studies have provided support for this prediction (E. R. Watkins, 2008).

Extensive research on the effects of rumination, or the tendency to self-reflect, shows that the negative form of rumination (associated with dysphoria) interferes with people's ability to focus on problem-solving and results in dwelling on negative thoughts about past failures (Lyubomirsky, Kasri, & Zehm, 2003). Evidence from studies suggests that the negative implications of rumination are due to cognitive biases, such as memory and attentional biases, which predispose ruminators to selectively devote attention to negative stimuli (Joormann, Dkane, & Gotlib, 2006).

The tendency to negatively ruminate is a stable constant over time and serves as a significant risk factor for clinical depression. Not only are habitual ruminators more likely to become depressed, but experimental studies have demonstrated that people who are induced to ruminate experience greater depressed mood (~~Susan Nolen-Hoeksema & Morrow, 1993~~). There is also evidence that rumination is linked to general anxiety, post-traumatic stress, binge drinking, eating disorders, and self-injurious behavior (Susan Nolen-Hoeksema et al., 2008).

Rumination was originally believed to predict the duration of depressive symptoms. In other words, ruminating about problems was presumed to be a form of memory

rehearsal which was believed to actually lengthen the experience of depression. The evidence now suggests that although rumination contributes to depression, it is not necessarily correlated with the duration of symptoms (Susan Nolen-Hoeksema et al., 2008).

Theories of rumination differ in their predictions regarding the content of ruminative thoughts based on their respective conceptualizations. Some models propose that rumination is focused on negative feeling states and/or the circumstances surrounding that emotion (RST, rumination on sadness, Trapnell and Campbell, stress-reactive rumination, post-event processing models). Rumination in other models focuses on discrepancies between one's current and desired status (goal progress, conceptual evaluative model of rumination). Finally, other models propose that it is the negative themes of uncontrollability and harm in metacognitions that are most important (Susan Nolen-Hoeksema et al., 2008). Some common thoughts that are characteristic of ruminative responses are questioning the well-being of oneself and focusing on the possible causes and consequences of one's depressive symptoms (Nolen-Hoeksema, 1991). For example, some ruminative thoughts include "why am I such a loser", "I'm in such a bad mood" or "I just don't feel like doing anything"(Susan Nolen-Hoeksema, 1991) .

Another difference emerged in the content of rumination concerns the time period of ruminative thinking, with several theories supposing that rumination can vacillate between past, current, and future focus, and others assuming that ruminative content is focused on the past or present. It is consistently reported that rumination, in comparison to worry, contains past-related thoughts (E. Watkins & Moulds, 2005). However, a more recent study found that time orientation changes over the course of rumination, such that individuals begin with a past focus, but increase in present and future related thoughts over the course of ruminating (McLaughlin, Borkovec, & Sibrava, 2007). Thus, rumination may be more complicated than previously thought, and not necessarily wholly past focused.

Three forms of rumination have been proposed:

- State rumination, which involves dwelling on the consequences and feelings associated with the failure. State rumination is more common in people who are pessimistic, neurotic, and who have negative attributional styles.
- Action rumination, which consists of task-oriented thought processes focused on goal-achievement and correction of mistakes.
- Task-irrelevant rumination, which utilizes events or people unassociated with the blocked goal to distract a person from the failure (Ciarocco, Vohs, & Baumeister, 2010; Mikulincer, 1996).

The tendency to ruminate can be assessed with the Ruminative Responses Scale of the Response Styles Questionnaire (Susan Nolen-Hoeksema, 1991). On this measure, people are asked to indicate how often they engage in 22 ruminative thoughts or behaviors when they feel sad or blue.

According to Susan Nolen-Hoeksema, women tend to ruminate when they are depressed, whereas men tend to distract themselves. This difference in response style was proposed to explain the higher rates of depression in women compared to men (Susan Nolen-Hoeksema, 1987). Researchers have confirmed the greater likelihood of rumination in women, though the prediction that men are more likely to distract themselves has not been consistently supported (Strauss, Muday, McNall, & Wong, 1997).

Although rumination is generally unhealthy and associated with depression, thinking and talking about one's feelings can be beneficial under the right conditions. According to Pennebaker, healthy self-disclosure can reduce distress and rumination when it leads to greater insight and understanding about the source of one's problems (Pennebaker, 1989). Thus, when people share their feelings with others in the context of supportive relationships, they are likely to experience growth. In contrast, when people repetitively ruminate and dwell on the same problem without making progress, they are likely to experience depression. Co-rumination is a process defined as "excessively discussing personal problems within a dyadic relationship" (Rose, 2002) a construct that is relatively understudied in both its negative and positive trade-offs.

Rumination has been confounded with other similar constructs that may overlap with it. Worry and negative automatic thoughts are two of them.

Rumination appears closely related to worry. Worry has been identified as "a chain of thoughts and images, negatively affect-laden and relatively uncontrollable; it represents an attempt to engage in mental problem solving on an issue whose outcome is uncertain, but contains the possibility of one or more negative outcomes." (Borkovec, Robinson, Pruzinsky, & DePree, 1983; Smith & Alloy, 2009).

Rumination has also been compared to worry, and in some models, is considered a type of worry (S-REF). Many researchers have noted the high comorbidity of generalized anxiety disorder (GAD) and depression; over 60% of clients who present with symptoms of GAD also qualify for a diagnosis of major depressive disorder. This significant concurrence has led to an increasing literature on the overlap between rumination, which is often studied in the context of depression, and worry, which is often studied in the context of GAD.

Measures of rumination and worry have also demonstrated high correlations, above and beyond that of symptom measures of anxiety and depression ( $r=.66$ ; Beck &

Perkins, 2001). Rumination and worry overlap in their relationships to anxiety and depression, although some studies do indicate specificity of rumination to depression and worry to anxiety. Rumination has been found to predict changes in both depression and anxiety symptoms and individuals with major depression have been reported to engage in levels of worry similar to individuals with GAD. As a whole, these studies suggest that rumination and worry are related not only to each other, but also each is related to symptoms of both depression and anxiety.

Other studies have demonstrated that the content of worry and rumination are distinct; worry thoughts are often focused on problem-solving and have a future orientation, whereas ruminative thoughts concern themes of loss and are more focused on the past. Rumination, as compared to worry, has also been associated with less effort and less confidence in problem solving (Papageorgiou & Wells, 2004). It has also been suggested that rumination and worry serve different purposes, namely that rumination is associated with greater belief in the personal relevance of a situation and a larger need to understand it, whereas worry is associated with a desire to avoid worry thoughts (Watkins 2004b). Worry has also been hypothesized to contain more imagery than rumination; however, support for this has been mixed (McLaughlin et al., 2007; Papageorgiou & Wells, 1999; E. Watkins, Moulds, & Mackintosh, 2005).

Overall, these studies suggest that worry and rumination are related constructs that both lead to depression and anxiety. It is likely that rumination and worry, as with rumination and reflection, are related types of repetitive thinking that may be better captured as subtypes of some larger construct, such as avoidant coping strategies.

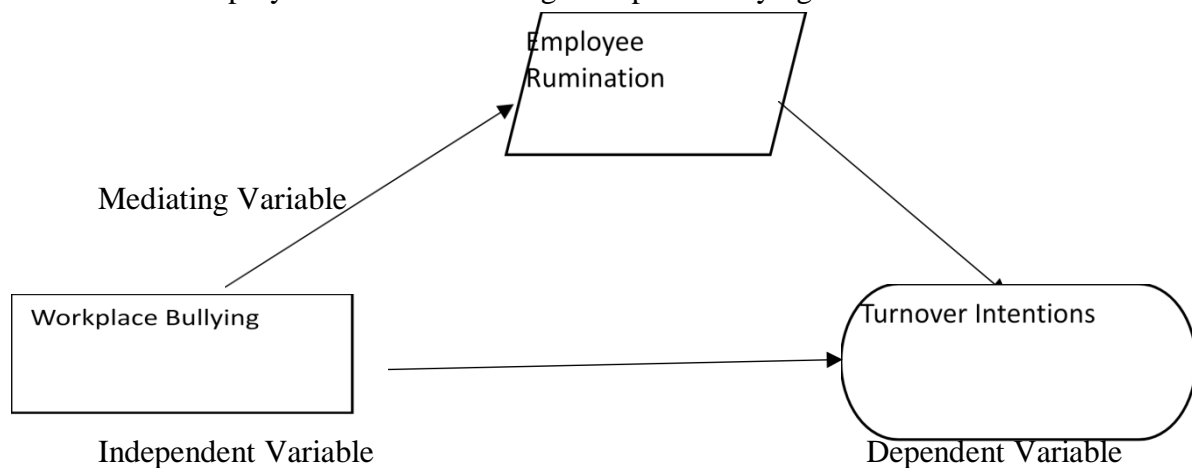
Rumination has been compared to negative automatic thoughts, defined as repetitive thoughts that contain themes of personal loss or failure. Nolen-Hoeksema (2004) contends that rumination (as defined in RST) is distinct from negative automatic thoughts in that while negative automatic thoughts are relatively shorthand appraisals of loss and depression in depression, rumination consists of longer chains of repetitive, recyclic, negative and self-focused thinking that may occur as a response to initial negative thoughts (Susan Nolen-Hoeksema, 2008). Nolen also suggests that rumination may, in addition to analysis of symptoms, causes, and consequences, contain negative themes like those in automatic thoughts. Similarly, Papageorgiou and Wells (2004) have provided supports to this conclusion when they found that rumination can predict depression even when negative cognitions are controlled, suggesting that these constructs do not wholly overlap and have different predictive value. Despite Nolen-Hoeksema's (2004) argument that rumination and negative automatic thoughts are distinct phenomena, the Response Style Questionnaire has been criticized for its conceptual overlap with negative automatic thoughts.

### 2.3 Conceptual Framework of the Study

This study has three variables mainly, the independent variable that is workplace bullying and Dependent variable employee's turn over intention and the third variable

in this study is the mediating role of rumination between the above independent and dependent variable.

The following research model or framework of the study is attracted to the arbitrating role of employee rumination among workplace bullying and turnover intentions.



### RESEARCH METHODOLOGY

This study is discovering the effects of workplace bullying on staffs turnover intentions and also the mediating effect of the rumination in the work project of civil sector organizations of Pakistan. The chapter briefly describes the methods and techniques used in conducting the study and also the theoretical framework of the study.

#### 3.1. Population & Place:

In research terminology the word “population” simply means that all the personnel and people are target of the research (Walliman, 2001). This study is conducted at Qazi Hussain Ahmad Medial Complex Nowshera, Mardan Medical Complex and DHQ Hospital Mardan that is data was collected from Office Assistants, Computer Operators, KPOs, UDCs, LDCs, Female Junior Clinical Technicians and Female Nurses. The public for the research the entire directorial body is under Basic Papy Scale 17. The hospitals consist of a sum of 618 administrative workers. The basis for selecting this administration team is that it is thought to be the spine of an organisation.

#### 3.2. Sampling technique and Size:

Convenience sampling method is taken in use in this study considering time restrictions. Workers were discovered by personal associates. All of the questionnaires were properly organized and each questionnaire was filled by workers, not one singular variable was filled by the directed populace. For the distribution of questionnaires, preliminary note was exercised. Also, the description of the aim of the study and its relevance provided reassurance that their answers would not be revealed, and that it would only be exercised for the purpose of research study. Sum of 279 questionnaires were given between contributors, in which researcher obtained 270 operational received results. Researcher got along with filling on SPSS sheet in the course of data collection.

#### 3.3. Sampling Design:



As per the data mentioned earlier, convenience random sampling method was taken in use through calculating the sample size, basing on Yamani's (1967) formula given underneath. To produce sample representative of the population, it was carefully performed to refrain from sampling mistakes and to get objective results.

$$n = \frac{N}{1+N(e)^2}$$

Whereas:

n = Sample Size

N = Population Size

e = Level of precision (*sampling error*)

### 3.4 Data Collection Procedures

#### 3.4.1 Sources and types of data

Several bases were taken under use for information collection using adopted questionnaires. The character of the objectives that were included in the questionnaire is of the kind that every one of them, i.e. workplace bullying, employee rumination, turnover intentions was to be assessed by the staffs. Demographic variables regarding answering to a thing, Masculinity or femininity, Age, Proficiency and eligibilty, Appointment and Experience information should be incorporated. Such kind of data is a fine model of the primary data.

#### 3.4.2. Instruments

These questionnaires were adopted from several earlier works as below.

##### 3.4.3 Workplace Bullying

From (Hershcovis, 2011), 7 elements are taken in use for the measurement of the variable. Every item carried in the questionnaire are fixed on five likert gauge in range from 1 = strongly disagree to 5 = strongly agree. Sample elements are (Job and struggles are undervalued by the manager, There are oftentimes defamation or gossips about me at the work-place).

##### 3.4.4 Turnover Intentions

From (Lee, Huang, & Zhao, 2012), 3 elements were taken in use for the measurement of this variable. Every item carried in the questionnaire are fixed on five likert gauge in range from 1 = strongly disagree to 5 = strongly agree. Sample items are (I am thinking about switching this organisation, I don't plan to be in this organisation muchlonger).

##### 3.4.5 Employee Ruminations

From (Sukhodolsky, Golub & Cromwell, 2001) 9 elements were taken in use for the measurement of this variable. Every item carried in the questionnaire are fixed on five likert gauge in range from 1 = strongly disagree to 5 = strongly agree. Sample items are (I contemplate regarding the unjust behaviors that I have experienced, I find it very difficult to forgive those who have trouble forbearing persons who have damaged me).

Table:3.2 Instrumentation

Instrumentation	Items
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Variables	Sources	
Workplace Bullying	Hershcovis (2011)	7
Employee Rumination	Sukhodolsky, Golub & Cromwell (2001)	9
Turnover Intentions	Lee, Huang & Zhao (2012)	3

### 3.5 Study Variables and Quality of Data

#### 3.5.1 Study Variables

This study has three variables mainly ,the independent variable that is workplace bullying and Dependent variable employee's turn over intention and the third variable in this study is the mediating role of rumination between the above independent and dependent variable.

#### 3.5.2 Validity

Here the validity reflects that does the study items are valid for what the study really wants to measures the particular phenomenon (fitzgeral, 1996) in this study face validity which is the type of validity is used to confirm the validity of the instrument from supervisor.

#### 3.5.3 Reliability

Reliability is a technique of evaluating the value to obtain information in a work-study. Cronbachs's alpha is a reliability coefficient that displays how brilliantly the elements in set are affirmatively co-related to one another (Sekaran, 2003). In current work, the coefficients' values were lying between 0.68 to 0.71, thus, is suitable range (Sekaran, 2003; Hairetal, 2014) as presented in table.

Table 3.3 Variables Reliability

Variable Names, Sources, No. of Items & Reliabilities.

Variables	Sources	Items	Reliability
Workplace bullying	Hershcovis (2011)	7	.717
Employee Rumination(Med)	Sukhodolsky, Golub & Cromwel ( 2001)	9	.704
Turnover Intentions	Lee, Huang & Zhao (2012)	3	.680

### 3.6 Data Analysis Method

For investigated data collected through questionnaire was used IBM SPSS (Statistical Package for the Social Sciences) version 23.00. The information has been verified for analysis of co-relation, retrogression and analyzing mediation. For analyzing how independent variables create changes in dependent variables regression study was conducted. In this data co-relation is taken in use for the analysis of intensity of relationship among variables.

The data will analyzed by using IBM SPSS Statistics 23.

## Correlation analysis

### Simple Linear Regression

#### 3.7 Research Ethics

The study conducted with keeping in mind to carry the basic research ethics in view so that the best outcomes can gain from the study. Privacy of the respondents was kept in mind during the collection of data. Results written without any alteration at all stages. The purpose and objectives of the work were kept high with consulting the expert benchmarks through logical and meaningful procedures and methods at all stages.

### **Chapter 4**

## **DATA ANALYSIS AND RESULTS**

### 4.1 Background Information of Respondents

The investigation provides the information about respondents with different aspects like Gender, Age, Marital Status, Qualification, Experience and Designation of the respondents working in different hospitals of the KPK. The questionnaire distributed with Convenience sampling technique in our target KPK hospitals. Total 279 questionnaires given to respondents out of which 270 received back as complete filled questionnaires. According to gathered data the background data of the respondents gives the complete picture about the respondents working at different level which completely helps to answer the research question and support those responses given by respondents.

Table 4.1.1 Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	129	47.8	47.8	47.8
	Female	141	52.2	52.2	100.0
	Total	270	100.0	100.0	

According to the table and pie chart the 48% of the people responded are males and 52% are females working in the hospitals of the KPK. The majority relates to the female serving in nursing department.

Table 4.1.2 Age

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-25	36	13.3	13.3	13.3
	26-35	183	67.8	67.8	81.1
	36-45	11	4.1	4.1	85.2
	46-55	29	10.7	10.7	95.9
	56 & above	11	4.1	4.1	100.0

	Total	270	100.0	100.0	
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#### 4.3 Correlation Analysis of Study Variables

The strength and direction between the relationships of variables can be analyzed by correlation test. As the below table of correlation between main variables of the study can be interpreted by the values of correlatio analysis that how much each variable is correlated with other and what is the direction of that relationship either positive or negative. Correlation can be the first evidence of the study varianle on the basis of which we can move forward our study outcomes towards the further more evidence like regression analysis.

Table 4.3 Correlation

Correlations				
		WPB	ER	TOI
WPB	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	270		
ER	Pearson Correlation	.598**	1	
	Sig. (2-tailed)	.000		
	N	270	270	
TOI	Pearson Correlation	.690**	.607**	1
	Sig. (2-tailed)	.000	.000	
	N	270	270	270
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

#### 4.4 Interpretation of Correlation Analysis

Correlation analysis in the above table, is showing the strength and direction of the relationships among all the independent, dependent and the mediator variables.

All these varibles of the study have relationships and directions of these relationships as well. The independent variable workplace bullying has moderate and positive relationship ( $r = .690$ ) with the dependent variable of the study the turnover intentions. This initial evidence of the study shows that if there is increase in independent variable i.e. workplace bullying than there will be definite increase in dependent variable that is turnover intentions of the staffs working in the KPK hospitals. Another main relationship between the mediator and both independent and dependent variables

also some good kind of figures that is the correlation between mediator and independent variable ( $r = .598$ ) is positive and moderate as well in strength. That shows and add the evidence about the hypothesis of the study. The correlation between mediator and dependent variable of the study ( $r = .607$ ) shows positive in direction and moderate in strength. That shows the mediation effect of the rumination on turnover intentions means if the rumination in staffs increases their will be definite increase in turnover intentions of the employee this is also the evidence about the main Hypothesis of the study as well.

#### 4.5 Regression Analysis

After the first evidence of the study the correlation analysis, on the basis of that the regression test carried for further investigation about variables. The regression analysis is basically the set of statistical processes for estimating the relationships between a dependent variable and one or more independent variables. The most common form of the regression analysis used in this study is linear regression.

Mainly in this study the regression analysis between the independent and dependent variables without mediating variable and the regression analysis of independent and dependent variables with mediating variable to see the impact of the mediation of mediating variable of the study is carried out.

The relationship between Workplace Bullying and Turnover Intention.

Table 4.4 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 <sup>a</sup>	.476	.474	.47066
a. Predictors: (Constant), WPB				

Table 4.5 ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.018	1	54.018	243.852	.000 <sup>b</sup>
	Residual	59.367	268	.222		
	Total	113.385	269			
a. Dependent Variable: TOI						
b. Predictors: (Constant), WPB						

Table 4.6 Coefficients

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.885	.290		6.497	.000

	WPB	.301	.019	.690	15.616	.000
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#### 4.6 Interpretation of tables

The first table Model summary further elaborate the results regarding the relationships between independent variable (workplace bullying) and dependent variable (turnover intentions). The R value (.690) which shows the positive and moderate kind of relationship between two variable the independent and dependent. Secondly the R square value (.476) that shows the independent variable in this study describes 47% of total change in dependent variable. The adjusted R square shows that the results can be generalized to whole population as the difference between R square and adjusted R square is less than the optimal limit. The next table which is called ANOVA table in which the F value (243) that is greater than 4 that shows the logically fitness of the study model and also the p value in table which is (.000) less than 0.05 that is significance level of the model. In Coefficient table ( $\beta = .301$ ,  $t=15.6$ ,  $p=.000$ ) beta value describe that one unit change in independent variable that is workplace bullying bring 30% change in dependent variable that is turnover intentions. t value shows the acceptance level of hypothesis and p value shows perfect significance level of the model.

The above tables of regressions analysis all the out puts are strongly added the evidence related to the study variables ,as table shows that there is relationship between independent variable that is workplace bullying and dependent variable that is turnover intentions of the staffs working in different designations in KPK hospitals. Study shows that there is workplace bullying in targeted population of the study that is strongly affected the staffs working there that's why the staffs at different designation have the intentions to switch the jobs for certain reason that is workplace bullying.

#### **Regression Analysis of independent variable (workplace bullying ) its impact on dependent variable (turnover intentions) and mediating Effect of employee rumination.**

In previous test run we have seen the relationship and strength of impact between independent variable and dependent variable .in this regression test we will see the mediation impact of the medeiating variable of the study that is employee rumination. In this test we will see the impact of independent variable alone and with mediating variable to see the mediating impact of mediator in this study.

Table 4.7 Model Summary and ANOVA

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 <sup>a</sup>	.476	.474	.47066

2	.732 <sup>b</sup>	.535	.532	.44417		
a. Predictors: (Constant), WPB						
b. Predictors: (Constant), Workplace Bullying, Employee Rumination						
ANOVA <sup>a</sup>						
Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	54.018	1	54.018	243.852	.000 <sup>b</sup>
	Residual	59.367	268	.222		
	Total	113.385	269			
2	Regression	60.709	2	30.355	351.859	.000 <sup>c</sup>
	Residual	52.676	267	.197		
	Total	113.385	269			
a. Dependent Variable: TOI						
b. Predictors: (Constant), WPB						
c. Predictors: (Constant), WPB, Employee Rumination						

Table 4.8 Coefficients

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.885	.290		6.497	.000
	Workplace Bullying	.301	.019	.690	15.616	.000
2	(Constant)	1.059	.308		3.436	.001
	Workplace Bullying	.422	.023	.409	12.783	.000
	Employee Rumination	.704	.018	.603	18.824	.000
a. Dependent Variable: Turnover Intentions						

#### 4.7 Interpretation of the tables

In above tables of regression analysis shows the mediating effect of the mediating variable that is employee rumination .in previous regression run we have seen the impact of independent variable without mediating variable in this test we will see the impact of independent variable with mediating variable to see whether there is mediating Effect of mediating variable or not. In first table The Model summary R value without mediating variable is (r =.690) and with mediating variable is (.732) this shows the increase impact of independent with mediating variable. The R square value without mediating variable is (R square .476) and with mediating variable the R square value is (.535) that shows the definite change in values and add the evidence for impact of mediating variable that is employee rumination. In ANOVA table the p

values are less than 0.05 that show significance level of model and also the F values changes due to mediation of mediating variable Rumination. In Coefficient table there are also changes in values when predictor constants are independent and mediating variables the increase or change in values of Beta value and also in t value. The above all statements and changes of values add the strong evidence about mediating variable and its mediation impact between the two variables the independent and dependent.

#### 4.8 Hypotheses

H<sub>1</sub> There is positive relationship between independent variable (workplace bullying) and dependent variable (turnover intentions). (Accepted)

H<sub>2</sub> There is mediating impact of mediating variable (employee rumination) between independent variable (workplace bullying) and Dependent variable (turnover intentions) of the study. (Accepted)

### **DISCUSSIONS, CONCLUSIONS, RECOMMENDATIONS AND FUTURE RESEARCH DIRECTIONS**

#### **5.1 DISCUSSION**

The phenomenon of workplace bullying is receiving plenty of attention by social researchers and earlier literature has proven that it has destructively impacted the organisational performance as well as individual performance. Bullying is a societal distress for a bigger group of people (Zapf et al., 1996) and the concept of regular hindrance (~~Kenner et al., 1981~~) confronted by the staffs at workplace, formed by the staffs or by the higher authority. Social difficulties badly affects staffs' health. As a matter of fact workplace bullying not only result in mental disorders, it also leads to other health related problems, financial troubles, growth in increased ratio of staff switching problems, dificeincy in working power, poor behavior and attitude with low quality of loyalty (Hutchinson et al., 2005). This study observe the effect of workplace bullying on turnover intentions as our regular obstacle at workplace, bullying is not only badly impacting staffs, but (Rayner & Keashly, 2005) the growth of organisation (Needham, 2003). Oftentimes workers are seriously stressed of getting bullied intrinsically and consequently and are occupied in intention to quit the job (Djurkovic, McCormick & Casimir, 2004). Their intentions are to find a work place that is in accordance with their mood and attitude. Furthermore, turnover intentions has been recognized as a significant predictor for quitting the organisation (Begley, 1998). In current study it has been shown that there is an affirmative and meaningful relation among the workplace bullying and turnover intentions. To study the link among the variables Person product-moment correspondence co-efficient has been operated. For the determination of ratio of variety in dependent variable (workplace bullying) that was forecasted by independent variable (turnover intentions), Logistical regression analysis has been operated.

The conclusions of the existing studies are in support of the relation among the workplace bullying and turnover intentions is arbitrated by employee rumination, and they are consistent with earlier literature results. To accept our second hypothesis the conclusion were in favor of the relationship between workplace bullying and turnover intention is conciliated by employee rumination. Thus, it has justified that repetitive



thought process about the previous destructive happenings perform a significant role in staffs' intention to quit.

It is a well known fact that incidents faced in daily life have its impacts on human mind and their lives, by Cropley and Zijlstra (2011), viewpoint because incidents of everyday life, destructive mental spillover effect transmit in the staffs' minds and spontaneously impact their work and eventually intention to quit the job has been detected to be free from fatigue. (e.g., Sonnentag & Bayer, 2005; Sonnentag, Mojza, Binnewies & Scholl, 2008). Bullying at work-place impacts the mental ability of staffs and has its outcome in the form of turnover intentions. For instance, if an employee encountered bullying on workplace on daily basis, it is kept in mind and after o\_ time, they think on it repeatedly, and are oftentimes unable control and get stressed, and quit the job. Earlier health related research demonstrates that several staffs are not able to relax after work due to mental stress, are likely in three times more danger to be subjected to heart disease (Suadicani et al., 1993). Puerto Rico, Rosario-Hernandez et al. (2015) showed that effective rumination has been the cause to move or quit the job. It might be that people are in rumination or having thoughts about problems at their job, when they are not at their place of work, as pointed out by Cropley and Zijlstra (2011). Some people have thoughts regarding tasks, some regarding incomplete work, others ruminate about difficulties and issues, that are in need of solution. Several people have thoughts about workers' relations and several about destructive and positive features of works. Just people don't think over occasions or problems that have already happened, but expectingly ruminate regarding coming demands, accidents, hardships, difficulties which they are presuming on the work-place such as workplace bullying. These arguments verify that an employee must take complete rest after stressful work. If could not take some rest would take the terrible experience through the free time (Vahle-Hinz, Bamberg, Dettmers, Friedrich & Keller, 2014). It is the truth that work stress rumination is entirely linked with the employee mind even staffs think about separated their job and the job place too. In current study there is a substantial and constructive relation shown between the variables, and correlation table demonstrate that there is noteworthy relationship between variables, and employee rumination significantly arbitrate the workplace bullying and turnover intentions.

## **5.2 CONCLUSIONS**

The aim of the current study was to inspect the relation among workplace bullying and turnover intentions. As well as to explore the arbitrating position of employee rumination among workplace bullying and turnover intentions. The present study is devised to establish to the workers who are victims to bullying, in the work-place of Pakistani civil sectors organisations with healthy relationship among workplace bullying and turnover intentions of staffs. The findings of the study disclosed that employee rumination did arbitrate the positive relation among workplace bullying and turnover intentions of staffs. The study discovered that if staffs are victimized to bullying, its outcome will be unhealthy attitude towards an organisation. Conclusively, having a job at a place with bullying behavior will impact the thought

process of workers' which would lead to turnover intentions and these turnover intentions produce major obstacles within the whole civil sector, that is also immediately related to the public. The workers in hospitals struggling with turnover intentions would certainly not be able to give their best services related to several departments in hospitals, which is a crucial and sensitive issue.

### **5.3 RECOMMENDATIONS**

The recommendations after performing the present study, which might give some assistance for the organisations that workplace bullying is an alarming issue, but it has not been looked with serious attention. This study declares affirmative conclusions that workplace bullying drive the workers towards turnover intentions. There are a few recommendations for organisations such as, if a manager discovers that an employee is ill at work-place, he takes stress and interrupts with other employee along with bullying other workers, in such situation the manager should inquire that what is the actual issue and how should he solve it. For the solution of employee's issue, the manager should look for feedback regarding the problem. Managers must have high concern about staffs, as the basis of a successful organisation is on the basis of staffs' efforts. Employee's expectation must be fulfilled. When an organisation trully treats its staffs with concern and good behavior, consequently the employee response is positive. If the staffs file complaints about their colleauges destructive behavior they should be encouraged with promotion, in order to file report with confidence. Managers must reassure the development of ethical environment at work-place. Managers is a responsible part of an organisation by way of these are the main entities of the organisation, accurate instructions should be given by him to the staffs; such approach of managers will lead to staffs' interest to play an effective role in organisation. The important aspect of the current study was the the strong role of employee rumination as a variable mediating staffs' turnover intentions. Individuals have to be appointed by people with strong mentality of the organisations, so as to behave well than others in anxious situations. Organisations should arrange for training programs in order to have improvement in the rigid attitudes of staffs. Workplace bullying is a huge issue; it must be made obvious what leads to evade the workplace bullying.

Due to deficiency of resources such as accounts, approach and time, difficiency of staff in several departments that is, examination, diverse work condition, geographical area, culture, environmental aspects are liable for leading alterations in answers of diverse questions.

### **5.4 FUTURE RESEARCH DIRECTIONS**

For research conduction in future it is directed that longitudinal time frames are supposed to be used for these variables. Particular new variables as openness to experience and mental toughness which might lessen the effect of workplace bullying can be used and for the results emotional disputes and commitment, can challenge other probable modiator like personality traits Locus of control. The current research is significantly aimed at staffs bullying behavior. The standpoint of this research might sum up to staffs to staffs, managers to managers, subordinates to managers

bullying or bullying by the clients to staffs in various organisation which provides services.

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