Impact of workplace bullying on job satisfaction and turnover intention and role of moderator perceived organization support:

A case study of four and five star hotels in Rawalpindi and Islamabad

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CERTIFICATE

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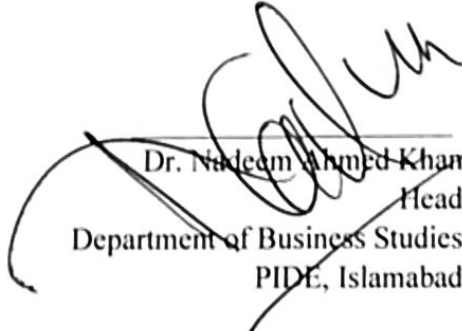
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Declaration

I, Shela Eman declare and affirm on oath that I myself have authored this MBA thesis with my own work and means, and I have not used any further means except those I have mentioned in this document.

Dedicated

To

My **beloved parents and my husband**

All my love to them because, having them made me feel the luckiest one in the world

&

Of course my **honorable teachers**

Who educate me and made me believe that I can do everything

This dissertation is for you!

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ABSTRACT

Workplace bullying is considered an international issue. Different studies indicate when workplace bullying occurs in the organization as a result different unfavorable outcomes occur. The purpose of this study is to explore the association of workplace bullying on job satisfaction and turnover intention, and how the moderator perceived organizational support deceased unfavorable outcomes of workplace bullying. A cross-sectional approach was used for this study. For this study data were collected from lower management employees of four and five-star hotels based in Rawalpindi and Islamabad. The sample of the study is 280. For this study, purposive sampling was used and SPSS 20 was used for data analysis. Results show workplace bullying has a negative influence on job satisfaction and positively impacts on the intention to leave the organization. Results show perceived organizational support doesn't moderate unfavorable outcomes of bullying on organizational outcomes. The finding suggests that POS only moderate the unfavorable outcomes if employees perceived the organizations is supportive towards them.

Keywords: workplace bullying, job satisfaction, turnover intention, perceived organization support.

CHAPTER 1

INTRODUCTION

Does workplace bullying occur in the hospitality industry in Pakistan? Does workplace bullying influence on turnover intention? How job satisfaction of employees is affected by workplace bullying? How perceived organizational support acts as a moderator in this study? These are some questions that have been attracting the attention of many researchers, policymakers, and organizational managers in recent years. From the last few decades' researchers are trying to examine the impact of bullying at the workplace on organizational outcomes. A researcher from all over the world is trying to come up with different models to examine the insight relationship between workplace bullying and job satisfaction at the workplace and level of attitude that determines the turnover intention of employees. The present study literature provides workplace bullying as a forecaster of the job satisfaction employees quitting the organization. On the theoretical ground, when we review the literature on workplace bullying, job satisfaction, intention to quit the organization and perceived organizational support we find different theories that emphasize on explaining workplace bullying, turnover intention, job satisfaction and moderating role of organizational support, for example, aggression theory which was presented by Ellis (1989) according to him, aggression occurs in the workplace where organization gives a stressful work environment to employees, where employees feel bullied from their supervisors which turnout the individual against the organization. The victim employees feel discouraged at their workplace. Such circumstances might cause an increase in turnover tendencies. Hence the bullying creates turnover behavior (Glambek et al., 2014). Another well-known theory is the role theory presented by Smith (2016) this theory mostly emphasis on relationship between on workplace bullying, leadership and employees job satisfaction, where management decided their roles and roles for other employees in the organization, additionally the

role theory suggested that workplace bullying decrease the job satisfaction of employees in the organization.

Another important theory is social exchange theory and perceived organizational support based on social exchange theory which is presented by Blau (1964) this theory explains what happens when employees receive support from their organization. According to Cropanzano and Mitchell (2005) this is the most major theory where employees trust each other. According to this theory when an organization gives support to its employees, they show a positive attitude towards the organization and vice versa.

The above-mentioned theories are commonly verified and published in different research papers. This shows the association of workplace bullying with job satisfaction, employees quitting the organization, and support of the organization which employees perceived. By Studying empirical literature on workplace bullying, we find that previous existing literature has extensively emphasized on the workplace, job satisfaction, and turnover intention.

1.1 background of the study.

When we study empirical literature, we observe that bullying workplace refers to the negative behavior of one through which another individual ends in a helpless state after being targeted from bullies. Workplace bullying and harassment is the prominent and noticeable subject of research during recent years (Nielsen et al., 2010). Additionally, many researchers have considered workplace bullying as one of the main issues of employee protection consequences (Escartin et al., 2011). However fewer studies were conducted in this domain when employees face workplace bullying its effects their performance in the organization. Osman et al. (2016) performance of employees at the workplace is a very important part of an organization through which organizational earing, profit, and productivity are assessed. Besides, employees who face bullying at their workplace don't perform

well which affects the productivity of employees in the organization. Many studies are conducted to find different categories of workplace bullying and its consequence. Workplace bullying has an adverse effect on employees is not a new topic. Furthermore, bullying and harassment decrease the employee's satisfaction at the job and increase employee turnover intention in the organization which is very prevalent in the hospitality industry (Mathisen et al., 2008). The hospitality industry is a service-based industry (Ariza et al., 2017). In addition, the hospitality industry is considered a service-based industry and employees in hotels play a vital role in presenting a good image of the organization (Hartline & jone, 1996).

It is evident from many previous research studies that in the hospitality industry workplace bullying and harassment is an unmanageable workload, opinions of employees are not considered important for decision making (Kitterline et al., 2016). Additionally, the employees are stressed because they have bullied in their organization which creates negative emotional outcomes (Nielsen & Einarsen, 2018). In the hospitality industry, the employees are interacting with customers and other employees while providing services, they are more exposed to bullying behavior such as physical harassment and violent attacks, and verbal abuse (Ali et al., 2015).

There are many challenges in organizations, especially the hospitality industry face many challenges in order to retain their employees in an organization or to satisfy them. When employees face a hostile work environment in their organization it affects outcomes such as employee morale, work performance, job satisfaction, and turnover intention. Bullied employees cannot perform their tasks well and cannot be engaged in such activities that give advantage to the organization. The word turnover intention means quitting the organization, which is previously used in many kinds of literature, the turnover intention is employees desired to quit the organization for new job opportunities.

Employees in the hospitality industry have more interaction with customers because they play a significant role to enhance customer satisfaction (Nadiri & Tanova, 2010). Nowadays bullying is one of the core problems of the organization. Employers and organization management teams are focused on every issue to deal with bullying effectively.

According to Yosef et al. (2016) the number of employees who faced bullying, harassment at their workplace at least one time in the month increased by 49% in 1998 to 55% in 2011 and 62% in 2016. Job satisfaction is something that every employee seeks on their job. People's perception of job satisfaction is something that affects the performance of employees. people link job satisfaction with performance because they believe that employees who are satisfied with their workplace tend to perform well which shows employees are more interested in their workplace. The main theme of the majority of human resource management books is how to keep employees happy at their workplace so the employees perform well in the organization. Employees who are satisfied with their work are also very committed to their organization.

For example, when employees are loyal and committed to a certain association, they are retained by the organization: this retention leads to reductions of costs as the costs of hiring new employees is very high (cost of replacement of employees is estimated to be in the range of 70-200% of the monthly salary an average employee receives) and replacements cause damages both monetary as well as in terms of human resource, so this reduction in costs leads to improved productivity of the organization, therefore, gaining extra profits. (Kaye et al., 2001).

The turnover intention of employees has adverse effects on organizational productivity. Worker turnover is either voluntary or involuntary for leaving the organization. The employees quit the organization if the organization develop some strategies to remove employees from the workplace.

Another well-known author reveals how organizational support moderate unfavorable outcomes Eisenberger et al. (1986). Organizational support (support from their colleagues and senior management refers to the awareness of workers that organization appreciates the value of an individual in the institute.

Additionally, organizational support states the perception of workers is fairly seen by the association. The current study, therefore, explores the moderating role of organizational support perceived by employees and the influence of bullying at the workplace on employees' job satisfaction and employees quitting the hospitality industry in Pakistan. For instance, another study focus on the effect of bullying at workplace turnover in the hospitality business, the hospitality industry is a service-based industry and the service-based industry increased in the global economy Khajeheian (2017) found that employees who are working in the service industry mostly quit their organization. Further, Hewitt (2016) acknowledges that Chinese employees' intention to quit the organization is high and their turnover intention rate is 43.4 percent and the data report is presented by global human resources consulting firms. Moreover, perceived organization support reacts as a moderator, it changes the negative result of bullying on turnover intention in the organization.

1.2. Statement of the Problem.

Workplace bullying is a negative behavior or wrong usage of their powers towards an individual who is not equal in power. Furthermore, bullying hurt the self-respect and dignity of employees at their workplace, which decreases the employee's satisfaction and increases the turnover intention of employees of the organization. The problem of the study is "what are the special effects of bullying on employees' job satisfaction and employees quitting the organization and how the moderator organization support decreases the unfavorable outcomes?

1.3. Research Questions.

1. To reach the above following study, we emphasize on the following questions.

2. Does workplace bullying impact on turnover intention?

3. Does workplace bullying affect job satisfaction?

4. How the moderator moderates the unfavorable outcomes of bullying at the workplace.

1.4. Study objectives.

This study examines bullying at the workplace and their effect on satisfaction at job and employees quitting the organization and the role of moderator organization support in four and five-star hotels of Rawalpindi and Islamabad, especially, the study has the following objectives:

To define how workplace bullying, perceived organizational support, and turnover intention are theorized according to the literature.

- Explore the influence of workplace bullying on turnover intention.

- To examine the impact of workplace bullying on employees' job satisfaction.

- To investigate how perceived organizations to support moderate the impact of workplace bullying on employees' satisfaction and employee's intention to quit by using the sample of hotel employees from Rawalpindi and Islamabad.

1.5. Study Significance.

This topic of study is chosen because of its importance. The variables of this research are very important in management and the literature of the study has great importance on how bullying at the workplace impacts employee satisfaction and employees quitting the organization. As stated in the literature if employees face workplace bullying, as a result, it decreases satisfaction level and increased employee turnover intention in the organization which leads to low productivity in the organization. This research provides information to hotel management especially working in four and

five-star hotels in Islamabad and Rawalpindi how employees' satisfaction and turnover intention is affected by bullying behaviors at their workplace.

Employee retention is very important in all organizations.

The purpose of the study is to give awareness to hotel management about the unfavorable outcomes of bullying at the workplace. How bullying at the workplace leads employees to quit their job and how organizational support decrease the unfavorable outcomes of bullying

This study has an important contribution to the literature on workplace bullying and its impacts on employees' satisfaction at their job and turnover intention under the demographics of Pakistan and how moderator perceived organization support works in this regard. This research helps to make proper policies to reduce bullying at their workplace.

1.6. Summary of the Study.

In chapter 1.

In the first chapter, we will present the background of the study, the various objectives, the gap in existing literature, the problem statement of the study, the research questions, and the study significance.

Chapter 2

The empirical literature on job satisfaction, turnover intention, the perceived organization support, and their relationship with workplace bullying is reviewed. And also present the conceptual model of the study

Chapter 3

In the research methodology chapter research design, sample size, population techniques of data analysis, scale, and measurement are discussed.

Chapter 4

This chapter is all about result analysis (correlation, reliability, linear regression, moderation analysis).

Chapter 5

Under chapter five Conclusion, recommendation, limitation, discussion, and practical implication of the study are discussed.

Chapter 2

Literature review

Will explain workplace bullying.

3.2 explains the effects of bullying on turnover intention.

3.3 explain the impact of bullying at the workplace on employees' job satisfaction.

3.4 will explain perceived organizational support.

3.5 And moderating role organizational support on employees' satisfaction and intention to leave.

2.1. Bullying at the workplace.

The concept of bullying at the workplace is differing according to situations, there is not a single definition of bullying and harassment all over the world. The concept of bullying used by European,s harassment and mobbing is used by Americans both referred to the same phenomena (Einsarsen et al., 2011). Additionally, bullying refers to a situation where individuals are bullied and treated negatively (Meares et al., 2004).

There are many employees worldwide who are facing workplace bullying in their organization. Branch (2013) propose that there is a sufficient number of people who are showing offensive behavior within the workplace. The definition of workplace bullying by the Workplace Bullying Institute (WBI) is frequent, health spoiling abuse, to someone by other peer's colleagues or supervisors. It may be an offensive behavior including aggressive, embarrassing, work chain, damage and oral manipulation that effect work from accomplishment (Michonski et al., 2014) and (WBI, 2014).

Hoof (2015) added further as the model of workplace harassment highlights the recognition of danger, aggression, and mistreatment. According to Hoof (2015) to the model of workplace harassment highlights the recognition of danger, aggression, and mistreatment.

Bolling (2019) defines workplace bullying as undesirable, unwanted abuse by the superior or manger to their coworker that threatens their rights, self-esteem and development Noterlasers et al. (2010) argues that workplace bullying occurs when both parties having no equal power or authority when both interaction parties have equal control than it would not be considered as bullying at workplace. Some authors describe the period of bullying Hoel et al. (2010) explores workplace bullying is a desirable behavior towards someone over a period of time it's maybe once or twice a week or maybe take the period of 6 to 12 months. Bullying and harassment are becoming a major issue in the present world. From the few decades, it is increasing at a higher percentage, it is worsening every individual who ever bullied in their life, furthermore, it also affects the families, social circle, and education of bullied individuals (Marlonet al., 2008).

Workplace bullying and harassment not only affect the victim's life. it affects the whole atmosphere of an organization including peers, family, and supervisors (Pellegrini et al., 2018).

Additionally, the bullying phenomena are considered an international issue, which negatively affects the mental and physical health of employees work in different sectors or industries. Okeshukuwu et al. (2014) found discrimination against employees with disabilities and aged employees are mostly face bullying behavior. Also, Einarsen et al. (2009) define bullying and harassment is a situation where individuals are not able to defend themselves.

workplace bullying has many forms it may be verbal, abuse to some, physical, assault to an employee, isolating an employee from their peer and coworker, or sometime it could be talking negatively about someone on their back (Mathisen et al., 2008). the bullying phenomena negatively affects the mental and physical health of employees working in different sectors or industries. Workplace bullying involves those behaviors that insult and socially reject the employees or coworkers and affect the performance and behavior of employees in an organization (Souzae et al.,

2014). Workplace bullying occurs when there is a clash among coworkers when there is a lack of rules and regulation in an organization, lack of training programs in the organization, organizational structure, lack of leadership skills (Hoel et al., 2011). Bullying at the workplace is very challenging to explain or identify because of its nature, bullying is personal that's why it depends on the experience of an individual (Carbo & Hughes, 2010).

Some theories related to bullying at the workplace and employee's job satisfaction (Smith, 2016) explore the theory to understand the association of workplace bullying, leadership, and job satisfaction. Furthermore, the role theory defines their roles and the leader's roles in the organization and predict the roles for other employees within organizations. moreover, the organization investigated and collect data through the lens of role theory. the role theory shows the hypothesis that supposed workplace bullying and harassment estimate low job satisfaction mainly the higher education sector. The simple assumption of role theory in higher education institutes is the administration decided their own roles in how the employees in higher institutes see the roles of leaders. Furthermore, this theory is based on the assumption of social role theory.

When workers experience bullying at their workplace, employees get negative emotions, such as depression, low self-respect, low self esteem which affect the organizational outcomes (Khan et al., 2016).

Walrafen et al. (2012) proposed that workplace bullying occurs when an organization has the tolerance of bullying and when there are no proper rules and regulations to point out the problem. Bullying in the hotel industry is very different, where they are very violent to each other even they physically abuse other coworkers (Lyu et al., 2016). Physical workplace bullying is now decreased in recent years but cyberbullying rates are increased in this modern era (Moore & Woodock, 2017).

Likewise, Privitera et al. (2009) researched in Australia and their results show that respondents experience 10.7% cyberbullying in the manufacturing sector.

Different researchers classified workplace bullying into two types. One type of bullying is work-related Ramsay et al. (2011) defined Work-related bullying behavior might be, giving unattainable goals, give deadlines which are unachievable in the given period, uncontrollable workload, worthless tasks, giving unclear information, safety issues, etc.

Further, the second type of workplace bullying is personal-related bullying experience. Besides this Ramsay et al. (2011) also described Personal-related bullying as behavior including insulting, publicly embarrassing, spreading wrong gossips, shouting and interfere in their personal life, etc.

Einarsen et al. (2011) showed workplace bullying as anxiety or pressure that affect negatively employee's health and this may lead them to psychophysical problems. Additionally, Connell et al. (2007) expressed that bullying as the external work environment also affects the quality of an employee's life that aligns with an increase in the feeling of hopelessness and decrease feelings of personal dependency control. Some researchers link bullying with pressures. Moreover, Neall et al. (2014) explore that workplace bullying and harassment culminate in low self-esteem, low work performance decreased job satisfaction, and reduce mental and physical health. Research has been conducted in the UK reveal 27% of employees left their job because of bullying at their workplace. Branch and Murray (2011) examined that 27% employees felt bullying and harassment at their workplace 20% of employees have been bullied at the workplace by their supervisors and 7% of employees are a witness of it.

According to Van (2015), the model of workplace harassment highlights the recognition of danger, aggression, and mistreatment. In some studies, harassment is investigating unwanted behavior that is based on color, sex, religion, disabilities, negative information (Arango et al., 2013). Further, to

Branch et al. (2013) Research directed bullying and harassment at the workplace are usually occurring from a higher level to a lower level, additionally, 80% of cases explored perpetrators, superiors, and managers are involved in bullying.

Robotham et al. (2019) in the US 9000 right discrimination harassments are reported during 2017 meanwhile it increased by 57% since 1997. Van et al. (2018) suggest that harassment includes aggressive behavior towards someone, threatening them publically. Workplace Harassment is always aligning with the organization. Harassment is may also be linked with forceful action including suicide attempts. Harassment at the workplace has many forms, according to Leskinen and Cortina (2014) gander harassment is a type of harassment that includes in discouraging, degrading, and insulting another employee based on gender.

Settles et al. (2014) examining that men are more gender harassment than women which is very depressing for them gender harassment rates have increased more than sexual harassment.

2.2. Job Satisfaction.

Masood et al. (2014) explained employees' satisfaction at work as an intangible performance of staff affected by many factors including external and internal influences of the organization. Satisfaction is defined as "the positive emotional condition causing by the consideration of one's job experiences (Locke 197). Additionally, Rooyen and Cormack (2013) proclaim that if an organization does not take proper action against workplace bullying then it affects employees' satisfaction negatively and also affects employees' performances. Lillo et al. (2018) define job satisfaction as for both organizational outcomes as well as individual well-being because of a connection between job satisfaction and worker performance, and turnover intention. Furthermore, he explained job satisfaction influences an employee's commitment and performance at the workplace which affects the quality, outcomes, and productivity.

Employee job satisfaction is a concern with salary, income, lifestyle, organizational rules and regulations, freedom of speech, up-gradation in job scale, (Cekemcelioglu & Ozbag, 2014). According to Kim et al. (2016) suffering from a high turnover of employees due to low job satisfaction which causes a shortage of qualified employees in the working hospitality industry (Kim et al., 2014).

Lee et al. (2017) suggest when workers are considered as organization part and when employees are considered during decision making and are involved in work meetings they sense happy and it gave them job satisfaction. Kong (2013) in his study states emotional aspects such as trust, empathy, care increase satisfaction among employees in the hospitality industry, where negative psychological aspects decrease job satisfaction in the hotel industry.

Workplace bullying affects an employee's well-being and work performance and also damaged individual productivity (Kanto et al., 2016). Job satisfaction refers to the situation where employees desired to work with positive and healthy mental behavior (Marsh et al., 2012). Singh and Onahring (2019) suggested employee satisfaction and job dissatisfaction depend on the environment of an organization and also the experience, Job satisfaction depends on what employees expect from their job and what they received.

Ariza and Montes (2017) suggest that employees who are bullied at their workplace or who face physiological and mental issues in the organization created a reduction in the workplace.

2.2.1 indicators of job satisfaction:

Some indicators of job satisfaction show how much a person is satisfied with his/her job.

According to Ali and Ahmad (2017), the three main indicators/factors of job satisfaction are Pay, Promotion, Recognition, and employees value all three indicators of job satisfaction equally. They argue that both extrinsic factors (pay and promotion) and intrinsic factors (recognition) affect job

satisfaction. While the level of significance can vary from person to person because every individual's perception will be different for each variable. The effect of both extrinsic and intrinsic factors depend on the individual how they measure the level of satisfaction for each of the factor. Additionally, a vast literature is found which identifies that salary, coworkers, and works itself are indicators of job satisfaction. According to Norman et al. (2005) Pay/wage, promotion, and supervision are few of the main determinants of job satisfaction.

➤ Pay/Wages

Wage and Job satisfaction are closely related. Employees are rewarded in different ways for instance increase in pay or bonuses for the employees Dessler et al. (2005). Classic performance theory was based on reinforcement theory, additionally, this theory pointing at linking the performance with advance payment on the tactics of organizational behavior adjustment. This is an important phenomenon in which an employee's behavior measured according to their performance outcome (Perry and Smith, 2006). Payments affect the job satisfaction of employees at work in both the public sector and the private sector (Getahun et al., 2007). Furthermore, Oahagbemi (2000) researched in UK academics, he explored employees' satisfaction at the job, and pay is highly associated with each other. Additionally, pay has extreme importance for employees to satisfy their needs. Pay is so important for the better performance of employees. the attitude of employees can be influenced by their anticipated objective when they are happy with the pay.

➤ Promotion

Pergamit and veum (1999) examine different researches and found a strong relationship between employees' satisfaction and promotions at their workplace. Additionally, lazear (2000) defines promotion as uplifting the employee from the current job to a position that has more compensation

level. Shifting the employees from the current position to an upper-level of hierarchy which will increase their responsibility level (Lazear, 1986).

According to Shields and ward (2001) employees who don't perceive promotional opportunities at their workplace show dissatisfaction of employees from their job and they are trying to leave the organization. Kosteas (2010) believe that promotion opportunities can play a vital role. when employees don't perceive promotion from their organizations they will decrease their work effort in the organization. Similarly, those employees who received promotional chances in the near future report a high level of employee satisfaction at their job.

> **Supervision.**

Many studies suggested management boosts friendship, common faith, and respect and enhances the satisfaction of the employee. Research indicates the position of high-ranked staff plays a vital role in enhancing trust and thus possibly efficiency and output, for example, it will bring a stronger effect on the confidence of subordinate if a supervisor gives encouraging reactions for the ideas which were suggested by staff (Malik et al., 2012).

> **Recognition.**

Ali and Ahmad (2017) define recognition as giving oral or verbal appreciation to the employee who gives his or her best in the given task. Recognition has a significant impact on employee satisfaction in the organization. When appreciation is received by the employee on their hard work that boosts the satisfaction of employees at their workplace because they feel the organization gives them worth, additionally, recognition increase the productivity of workers in the organization. In other words, the self-esteem of the workers can be increased by recognition.

➢ **Co-workers.**

Some researchers suggest that having a good understanding and association with other worker increase the chance of job satisfaction (Salisu et al. (2015) social network theory if employees get care from their peers at their workplace, it helps employees to achieve satisfaction at the workplace.

➢ **Work Itself.**

According to Locke (1995) job satisfaction of employees depends upon basic job elements like work setting. Further Oshagbemi (1997) explores work itself indicates that work itself can create satisfaction and dissatisfaction.

2.3. Impact of workplace bullying on job satisfaction.

This section examines the impact of workplace bullying and harassment on employee's job satisfaction with the help of previous literature. Previous literature put a light on it. Studies suggest that a lot of work has been done before Mathisen et al. (2008), explored the relationship between these two variables in the restaurant. Furthermore, the result of the study suggests that bullying at the workplace damages the reputation of restaurants and workers. Also, studies show that workplace bullying has a negative influence on worker's wellbeing. In the hotel industry violence is part of a job that creates negative emotions in employees.

Tran (2019) to acknowledge the relationship between employees' satisfaction and bullying in small public schools in the United States, the quantitative method is used. Data were collected through an online survey, 97 respondents are participating in online surveys. The objective of the study was to find the association between bullying at workplace and job dissatisfaction. the finding shows a link between bullying at workplace and job dissatisfaction. The finding gives information to college and university management to notifying them about how to avoid bullying at the workplace. Moreover,

the significance of the study is knowing more about bullying and harassment in the institute and improve the techniques of the intervention of job satisfaction caused by workplace bullying.

Arenas et al. (2015) they explore the consequences of job satisfaction by investigating the prevalence of bullying by taking a sample from two countries (Italian and Spanish). The study shows the different prevalence of workplace bullying, the study investigates the determinants of bullying that occur all over the world and some of the determinates are specific to some countries. The finding of the study shows that Spanish workers are not providing against barriers against bullying like Italian employees.

Carroll and Lauzier (2014) considered how moderating influence of social support impact on bullying at workplace and job satisfaction. Primary data collected from the public and private sectors located in Canada and the study aims to examine the association between variables and the effect of a moderator. The result shows the workplace has negatively affected job satisfaction. Furthermore, the study show moderator (social support) protects employees from negative significances of workplace bullying, Findings of study explore employees who received a high level of social support, perceived higher job satisfaction. Similar results are found by Lee and Lim (2019) to examine the association between workplace bullying and job attitude and the effect of coping strategies as moderators. The study shows the moderator has a limited role in the association of experience of bullying in the organization and job attitude. Furthermore, the study revealed a negative association between bullying and employee job satisfaction. Moreover, the key impact of the study is the finding which suggests that coping strategies have directly affect job satisfaction. Furthermore, the important role of finding is more than one coping strategy can use at one time on a job attitude.

Literature is also found in developing countries. In current years the study has been done in Turkey to see the consequence of bullying on employees satisfaction, and turnover intention in private hospital

Mete et al. (2016) the purpose of the objective of the study is to find the relationship among dependent and independent variables in different cultures of developing countries. The study determined a major positive relationship between bullying conduct towards individuals at workplace and turnover, furthermore, the study shows there is a negative association between bullying and employee performance and employee satisfaction.

Duan et al. (2019) explore the association between workplace violence on employee's satisfaction at job and data were collected from March 2017 to May 2017 from nine hospitals of four different provinces in China to identify workplace violence and association with job satisfaction and check the role of social support as mediators. Results show a significant association between bullying and employee satisfaction. The result shows bullying is negatively related to job satisfaction of the employees where the influence of social support on bullying behavior shows a good position of management. Various literature shows the association between workplace bullying and job satisfaction Yung and Yoon (2009), the aim is to identify the employees' perception of bullying and harassment their impact on job satisfaction and turnover intention, the stress in south Korea hotel. The finding concludes there is an inverse relationship between verbal violence on worker engagement. Furthermore, an employee's engagement significantly improved job satisfaction. More literature has been found to explain the association between bullying at the workplace and employee satisfaction at the job.

Hsu et al. (2019) explored the association of employee's well-being and bullying at the workplace through the moderating impact of organizational justices and organizational friendships. In this regard, they study the association between bullying at the workplace and the well-being of workers work in an international hotel in Taiwan. The results suggest a high association between employees' wellbeing and organizational justices, which means that workers who received a high level of justice

and having organization friendships help employees to give progressive responses that help workers to improve job satisfaction. More studies have been done to find the association between bullying at workplace and job satisfaction.

However, Horan et al. (2019) reveal the association among exposure of bullying on job satisfaction in an organization and affective commitment through moderating role coping strategies. Moreover, a finding of a study reveals there is a limited role of moderator, furthermore, results explore workplace bullying has negative effects on j employee's satisfaction and affective commitment, alternatively coping strategies has a direct effect on employee's attitude and coping strategies have a greater impact on employee's satisfaction at their job.

Literature was also found from Pakistan, Bano's (2016) study is conducted to identify bullying and job satisfaction at the workplace and their relationship through coping strategies as a moderator among doctors in Pakistan. Liner regression show bullying at the workplace is a solid predictor for job satisfaction, moreover, the result shows female doctors are more affected by workplace bullying and study result show a significant adverse effect of bullying on employee's satisfaction and employees wellbeing among doctor in public sectors of Pakistan.

Ashraf (2019) explores the influence of the mediator work environment on the worker's satisfaction at the job and investigates the impact of the work environment on job satisfaction. The research has conducted in the chemical industry Bangladesh. Data were collected through convenience sampling techniques. Moreover, the findings show a strong positive association between work environment and job satisfaction.

H1: workplace bullying has a significant impact on job satisfaction.

2.4. Turnover intention.

The word turnover intention which is used frequently in previous literature means that employees quitting the organization or showing the desire to quit the organization for new job opportunities. Currivan (1999) explores the behavior which examines the actions of individuals quitting and replacing the institute. For organizational management the turnover intention is not a new problem for human resource organizations, this issue attracts both public and private management around the world.

Kumar and Govinarajo (2014) explore that there are few tools to measure the models, theories, and concepts of turnover intentions and absenteeism in literature. Additionally, Varshney (2014) defines turnover intention as employees who quit the institute for more opportunities which are more comfortable for them. The employees quit the organization by their choice or by forces both make trouble for the organization. Varshney (2014) used the self-concept theory to explain different types of turnover in organizations. According to Lacity et al. (2008) turnover is planed conducts to quitting the organizations. Also, Hsiesh et al. (2009) describe turnover intention as employees preferred or willing to leave the organization, where employees or the staff of the organization Leave their position through willingly or forcefully. Chen (2000) define turnover intention as employees desire or will to quit the organizations or business either voluntary or involuntary. (Ellis, 1989) present aggression theory, this theory related to bullying actions with undesirable pressure in the workplace. Aggression occurs when the organization environment is stressful and this meted out individuals or groups against others.

Additionally, those employees who cannot handle or manage the stress might disturb the current work-related opportunities and rules of the organization. Due to this reason, the other collogues do not give a positive approach to them. Furthermore, these victim employees feel discouraged at their

workplace. Such circumstances might cause turnover tendencies. Hence the bullying creates turnover

behavior Glambek et al. (2014) Those employees who experience bullying at their workplace could

encourage negative emotions which might lead them to aggressive behavior towards other employees.

Furthermore, (Bowling and Beehr, 2006) explore the victim's employees behavior suffer the

organization in term of quitting of employees from the organization and cost of turnover intention.

Most turnover intentions occur in the hotel industry which is one of the world's highly increasing

service industries (Tag et al., 2017).

2.5. Impact of workplace bullying on turnover intention.

Fontes et al. (2019) describe the association of leadership, bullying, and employee turnover intention,

the data was collected through an online database. Data were taken from August 2018 to October

2018 and one email was sent to the respondent every week. furthermore, the study findings suggest

manager nurses required training programs to enhance their skills to manage respectable relationships

with their subordinates to avoid bullying in the workplace and quitting of nurses. Moreover, the lack

of leadership qualities has a relationship with bullying and employee quitting the organization.

Likewise, (Chen & Wang, 2019) explain the connection between rude behavior, employee

satisfaction, and employee turnover intention among workers in the hotel industry through effective

emotional intelligence as a moderator. The result show workplace civility has no key impact on

employee turnover, moreover, it has a direct effect on employee satisfaction. Hence, it can indirectly

affect employees' intention to leave through job satisfaction, chefs with greater emotional intelligence

have suffered less from workplace civility organization.

Najam et al. (2018) the study explored the impact of bullying at the workplace on turnover intention.

Data was collected through surveys in different banks in Pakistan. The results showed the association

between bullying at workplace and turnover intention and how burnout mediates the connection

between both variables. Furthermore, the result shows the bullying in the workplace has a significant association with turnover intention in the existence of burnout.

Salin et al. (2017) explore the purpose of the study, to identify the association of workplace bullying and turnover intention through quantitative research where data is collected through online questionnaires from participants. The results showed employees who are kind and warm-hearted are more affected by bullying behavior in the workplace.

Furthermore, another study was conducted by Rasool et al. (2013)   to find an association between bullying and employees quitting the organization and the impact of organizational commitment. The study shows the dangerous impact of bullying and asserts to manage bullying through the moderating effect of organizational commitment.

Another study was conducted in Africa Schalkwyk et al. (2011) found the impact of organizational support to employees and the association with bullying and turnover intention. They used a cross-sectional method for use for study. The data of the study were collected from 2007-2010 and 13911 employees respondents in this study. The results showed there is an encouraging association between workplace bullying and turn over intention Furthermore, the finding of the study shows that moderator has an impact on the independent (workplace bullying) and dependent variable (turnover intention). the study has very little contribution to bullying and turnover intention in south Africa dynamics.

Anjum and Muazzam (2018) investigate the association of bullying and employee turnover in higher education institutes in Pakistan. In this study, they used the Purposive sampling technique for data collection from different public sectors in Lahore. The result of the study shows workplace bullying has negative significances on workers. Furthermore, the finding of the study shows workplace bullying has a positive relationship with the dependent variable employee quitting the institutions.

The study concluded impact bullying has a negative effect on both employee and institution and the study finding shows women turnover intention is higher than men in Pakistan. Ahmad and Zubair (2019) investigate the link between hostile behavior and workplace harassment on employee turnover, absenteeism, and workers' performance in hospitals of KPK. The information is gathered through non-random snowball techniques. Additionally, the findings of the study show that workplace harassment has a positive connection with turnover intention, absenteeism, and performance of the employee. Likewise, if hospitals do not provide safety to the employee than it affects negatively on employees' performance. Razzaghian et al. (2014) describe the effect of workplace bullying and turnover intention of the employee working in the public sector in KPK. The study finding supports the previous finding in this domain, workplace bullying has an association with employees quitting the organization. The study concluded that an organization needs more attention to negative issues.

Also, Merilainen et al. (2019) describe the degree of bullying at the workplace and employees quitting the organization and the impact of it on the work environment and quitting the job of employees in Estonian universities. Data were collected in spring 2014 through email from nine Estonian universities. Besides workplace bullying is measured through negative act questionnaires. Furthermore, the result showed a relationship between workplace bullying and turnover intention. Whereas a good and healthy work environment can avoid negative consequences and prevent employee form quitting the organization. Further added to the literature anther study was conducted by Malik et al. (2018) the purpose is to identify how the moderating factor affects bullying and organizational outcomes in different organizations of Pakistan. The study contributes to previous literature on social learning theory. The result of the study shows a positive association between bullying at workplace and turnover intention.

Mathisen et al. (2008) proposed preventions of bullying can decrease turnover intention, furthermore, the study shows bullying has undesirably affected both employees and restaurants. The conclusion of the study suggests there is no association between bullying and quitting the job. Additionally, Mehar et al. (2018) explained the effects of work deviance on the employees quitting the organization in Pakistan. A short study was conducted in Lahore and 110 participants were taken as a sample from both private and public organizations. Questioners were used in this research. Furthermore, the result of the study showed that more employees in Pakistan quit their organization for better opportunities. Moreover, the turnover intention has a significant association with personal, physical, political, productional deviances but an insignificant association with property deviance. The purpose of the study is to find the effect or association of workplace deviance on employees quitting the organization. This empirical literature hypothesis that.

H2: workplace bullying has a significant impact on an employee's intention to leave.

2.6. Perceived Organizational support.

Eisenberger et al. (1986) define organizational support as employees' opinion about the organization that gives value and support to workers when they need it. Pfeffer (2005) indicates employees who received support from their organizations do not usually quit the organization. Employees quit the current working place when they feel the absence of support from their organization Pfeffer (2005). Many researchers have proved a reliable bond between the role of conflict and dissatisfaction, psychological stress, and turnover intentions (Acker, 2004). Rhoades and Einenberger (2002) Revealed employees who received support from their organization feel higher self-esteem and when the senior management of the organization considers them important and value their contribution. Furthermore, employees have developed a common opinion about how much an organization cares about its employee's satisfaction and to increase the efforts of individuals. Additionally, Eisenberger

and Stinglhamber (2011) explain different factors that are included in perceived organizational

support such as supporting attitude, the performance by their colleagues. This means that the

organization is ready to give voluntary and consistent help to the employee when they needed.

Further, perceived organization support is the individual's perception the supervisor is supportive to

them because employees think the supervisor creates a strong bond between the organization and

workers so they are closely associated with senior management (Rhoades & Eisenberger, 2002). The

fundamental element of social exchange theory is the idea that parties will develop the relationship on

a trust basis, maintain common commitments and loyalty over time, and parties should tolerate

certain instructions of exchange theory (Cropanzano& Mitchell, 2005). Eisenberger et al. (1986).

POS is the main component of social exchange its shows that the organization has committed with

employees and worth them. Further, POS would create feelings of responsibility, gratitude, and belief

towards the institute, thus resultant in satisfactory outcomes for both the organization and the

employees. Additionally, this means that when the work environment is good or favorable employees

show a positive attitude towards the organization and towards their work. Similarly, undesirable work

conditions damage mental health and affect the attitudes and behavior of employees towards their

work.

Further, perceived organization support is the person's perception that the supervisor is supportive to

them because employees think the supervisor creates a strong bond between the organization and

workers so they are closely associated with senior management (Rhoades & Eisenberger, 2002).

Tyler and Lind (1992) explore the social model which gives value and self-worth to employees. The

main component of this theory is to ensure employees they treated well by the organization.

2.7. Perceived organizational support and workplace bullying.

Employees who received support from the organization prevent themselves from negative emotions. Furthermore, the implementation policies in the organization to help an individual to cope with mobbing or bullying (Keashly, 2001). In the teaching profession perceived organizational support establishes an important variable, moreover, the study investigates the significant effect of the employee's support from the organization on employee job satisfaction and career satisfaction in the teaching profession. POS (perceived organizational support) was found to have a significant influence on job satisfaction and career satisfaction among schoolteachers (Erdogan et al., 2004). The literature documented all possible outcomes of the effects of factors related to organizational support and their outcomes, such as employee satisfaction at work and turnover intention, (Trepanier et al., 2013). Furthermore, Quine (2001) explores the moderator's impact on bullying, turnover intention, and job satisfaction. Several forms of organization support perceived by employees such as (e.g. support from colleagues) can moderate the association between workplace bullying and the tendency to quit the organization, the purpose of this study to observe the moderating effects of POS is yet to be examined.

2.8. Perceived organization support as a moderator and their relationship with turnover intention and job satisfaction.

Joseph et al. (2007) explore the association of bullying at the workplace, turnover intention, and perceived organizational support. A positive association between organization support and employees intend to leave turnover. When employees received support from their organization the employees are retained in the organization. Additionally, a significant relationship between bullying at the workplace employees quit the organization where the employee feels their organization supports them they stay in the organization (Djurkovic et al., 2008).

Few studies assessed the moderating role of concerning factors, Nikolic et al. (2017) explore the role of moderating factor organizational support and their relationship bullying at workplace and intention to leave. The data was collected from the school teachers of government or nongovernment institutes in Australia. For this study, the quantitative research approach was adopted. Study findings show there is a non-significant association between bullying and turnover intention among employees who feel that the organization supports them. And the findings showed a positive association among bullying and turnover intention among employees who agreed that their organization is not supportive of victims hence

H3: Perceived organizational support positively moderates the unfavorable outcomes of workplace bullying and turnover intention.

H4: Perceived organizational support positively moderate the unfavorable outcomes of workplace bullying and job satisfaction.

2.9. Workplace bullying in the hotel industry:

Many researchers stated the employees in the hospitality industry usually face workplace bullying include unmanageable workload, employees views and opinions are usually ignored and sexual harassment (Bentley et al., 2012) employees who faced bullying and sexual harassment that their workplace they are going through stress and depression, and additionally bullied employee at organization do not perform well at their workplace and it develops negative outcomes (Hansen et al., 2018).

Employees working in the service industry are more facing sexual and verbal abuse and annoying behaviors from their customers, peers managers than non-service industries (Kitterlin et al., 2016). In some studies, it is mentioned that bullying is a common issue in the hospitality industry which causes dissatisfaction of employees in the workplace which affects the creativity of employees and increases

burnout and turnover intention in employees Mathisen et al. (2008). bullying and harassment at their workplace decrease the satisfaction of employees which increases turnover intention in the hoteling industry (Mathisen et al., 2008). Some researchers stated that employees working in the hospitality industry deal with many people in daily life while performing their services they are facing too many kinds of bullying at there workplaces like physical harassment and other verbal abuse which lead them to live the organization (Ali et al., 2015).

2.9. Gap in literature.

The hospitality industry is one of the fast-growing services industry in Pakistan, the current study extends the existing literature by conducting primary research to explore the effects of bullying and harassment on employee's job satisfaction and turnover intention in the hospitality industry under the demographic context of Pakistan. This study has an important contribution to the literature on workplace bullying and its impacts on employees' job satisfaction and turnover intention under the demographics of Pakistan and how moderator perceived organization support works in this regard. Lack of studies is found between workplace bullying on job satisfaction and turnover intention under the moderating role of the perceived organization at the same time in Pakistan's current study focused, particularly on junior employees working in the top hotel in twin cities. It gives a deep understanding of how bullying behavior affects employee's satisfaction and intention to quit the organization by junior employees of four and five-star hotels in Pakistan. The results of the study will show how perceived organizational support positively moderates the unfavorable outcomes of workplace bullying.

2.10. Conceptual framework.
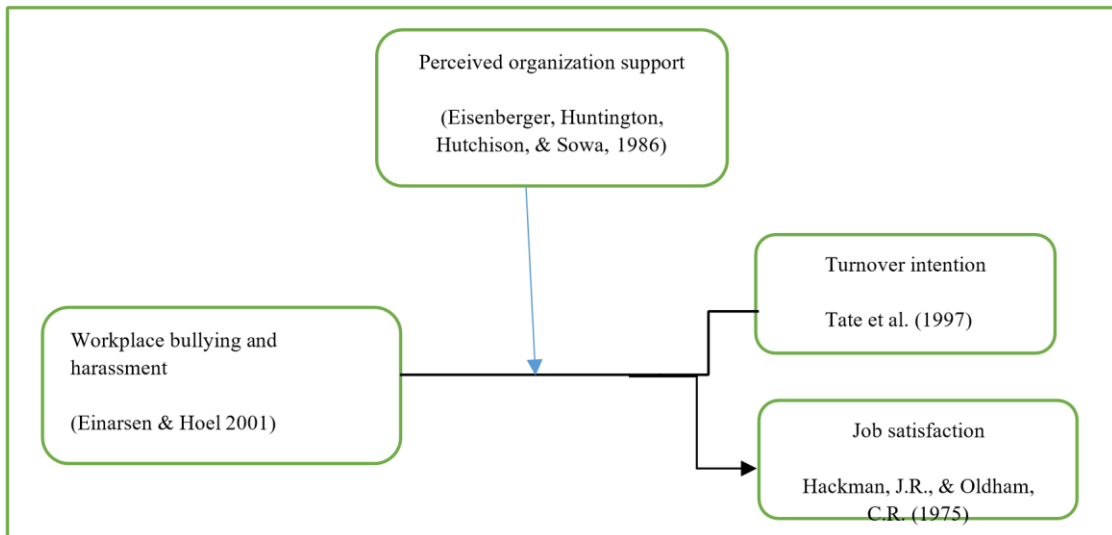
The following model is based on empirical literature where workplace bullying has a negative association with employee job satisfaction and a positive association with turnover intention. This means that employees who face bullying at their workplace have low satisfaction from their job so we take workplace bullying as an independent variable. On the other hand employees satisfaction and turnover intention taken as the dependent variables. The perceived organizational support is a moderator between workplace bullying as an independent variable and turnover intention and job satisfaction as the dependent variable

2.11. The hypothesis of the study.

- Workplace Bullying has a significant and negative impact on job satisfaction.
- Workplace bullying has a significant and positive effect on turnover intention.
- The perceived organization support positively moderates the relationship between workplace bullying and job satisfaction.

- The perceived organization support positively moderates the relationship between workplace bullying and turnover intention.

Chapter 3

RESEARCH METHODOLOGY

3.1. Introduction.

The previous chapters give a comprehensive discussion through supporting theories of bullying at the workplace and their association with turnover intention and job satisfaction. A detailed literature review is also given previously by using many sources of secondary data. The research was critical and causal and typically the research is based on primary data. The second chapter also includes the methodology which is followed during the research investigation and they aim to explore the association of bullying at the workplace on employee job satisfaction and turnover intention and investigating the role of organizational support as of moderator among the hotel's employees in Islamabad and Rawalpindi. The details of the different processes of the methodology are discussed below in sequence. For this study, the quantitative research design was adopted to investigate bullying and association of employees' job satisfaction and turnover intention and role of moderator through close-ended questionnaires, the (spss).

3.2. Research Design.

The study is cross-sectional research design. Because the data for this study is collected in a single attempt and in a particular time period.

3.3. Target population.

To achieve the objectives of our study we target the junior employees working in four and five-star hotels in Islamabad and Rawalpindi. These questionnaires were circulated to the junior employees of the hotels and filled by the employees on the spot. Top Five hotels including Marriott, Serena, pearl continental hotel, Islamabad hotel, Ramada were visited. The responses of respondents gathered from employees were observed and analyzed by using SPSS software.

This questionnaire has also included the demographic response from each individual and was examined on the following standard

Age of Respondent

Gender of the respondent

3.4. Sampling technique.

The purposive sampling method is used for the sample of this study. Because the respondent of our study is not common employees. we target junior employees who mostly face bullying at their workplace from their supervisor, customers, and their colleagues.

3.5. Sample size.

This study contains four variables, one independent, two dependent, and one moderator. The number of questions in the questionnaire that measure four variables is 52. The population for this study includes four and five-star hotels in the vicinity of Islamabad and Rawalpindi. There are a total of one five-star hotel and six four-star hotels in the mentioned cities. The total number of 280 questionnaires was distributed among employees and 280 questionnaires were received.

Total number of questionnaires   280

Number of questionnaires received 280

Number of valid questionnaires   280

3.6. Data collection.

For this study Primary data was used. The data were collected through questionnaires, through field research conducted in Islamabad and Rawalpindi. Data were collected from junior employees of four and five-star hotels.

3.7. Techniques for Data Analysis.

This research used descriptive and correlation statistics, regression, and moderation tests to analyze data use (SPSS 20).

3.8. Moral Concern.

The moral concern is very important while conducting research. It is the moral responsibility of all researchers to maintain the information of respondents very confidentially.

3.9. Scales and measurement.

All the variables used in this research are measured on 5 points Likert scale except perceived o4rganization support which is measured on a 7 points Likert scale.

- **Workplace Bullying and Harassment.**

Workplace bullying is measured using the 32-items scale developed by (Einarsen & Hoel 2001) on five Likert scales ranging from 1 Never; 2 Now and then; 3 Monthly; 4 Weekly; 5 Daily Someone withholding information. One sample item is "Your opinions and views are ignored".

- **Job Satisfaction.**

Job satisfaction was measured by using a ten items scale developed by Hackman, J.R., &OldhamC.R.(1975) on five Likert scales ranging from Strongly agreed=1 to strongly disagree=5. One item from the sample "I receive recognition tor a job well done".

- **Turnover Intention.**

The turnover intention was measured by 2 items developed by Tate et al. (1997) and measured on five Likert scales. One sample item is "I often think about quitting my current job".

- **Perceived Organization Support.**

Organization support was measured by using 8 items of Eisenberger, Huntington, Hutchison, & Sowa, 1986) on 7 Likert scales 1 on very strongly disagree and 7 on very strongly disagree. One item of the sample is "The organization strongly considers my goals and values".

3.10. Study Sitting.

This is a field study because respondents i.e. employees were contacted on their job by visit personally to fill the questionnaires on their workplace.

3.11. Reliability Statistics.

To finds the reliability of the research data collected through the survey Cronbach's Alpha of the variables is shown in the table. The reliability test applied to all the questionnaires to check the reliability on the scale. All the questionnaires of the study are reliable. The Cronbach alpha of all questionnaires in tables is the following.

	Cronbach's Alpha	N of Items
workplace bullying	.820	32
Turnover intention	.812	2
Job satisfaction	.758	10
Perceived organization support	.832	8

Workplace bullying has 32 items and their value of Cronbach's Alpha α is .820 all items of workplace bullying are normally distributed.

Job satisfaction reliability is analysis with 10 items and the value of α is .70.

Turnover intention reliability was calculated with 2 items and their value of α is .832. Perceived

organization support reliability is tested with 8 items and the value of α is .832.

CHAPTER 4
RESULTS ANALYSIS

4.1 Introduction.

This section of the chapter gives a thorough analysis of the data. The data analysis in this chapter is primary data for the research. In this chapter, we report the descriptive analysis, and then correlations analysis is run between different variables (job satisfaction, bullying, turnover intention, the perceived organization support) after that linear regression is run to analyze the effect of the independent variable on the dependent variable and finally run the moderation test to analysis the moderating impact of the third variable.

4.2. Descriptive Statistics

Table No. 2. Descriptive Statistics

	N	MINIMUM	MAXIMUM	MEAN	S.DEVIATION
Workplace bullying	280	1.14	4.03	3.88	.740
Turnover intention	280	1.00	5.00	.389	.805
Job satisfaction	280	1.50	5.00	3.81	.837
Perceived organizational support	280	1.20	5.60	4.09	.948

The descriptive analysis of all six variables including demographics variables. Descriptive statistics describe different variables such as mean, median, mode, standard deviation, range. This table shows workplace bullying (M=3.88 and SD=.740), turnover intention (M= .389 and SD= .805), Job satisfaction (M=3.81 and SD=.837), perceived organization support (M=4.09 and SD=.948).

4.3. Correlations.

The correlation method is used to understand the association between two or more variables of the study. The degree of correlation is identified by "r" value. The coefficient value varies from 1 to +1 (Taylor, 1990). In correlation analysis, positive value shows the positive association between different variables which means when one variable increase another variable also change and negative sign in the correlation table shows there is a negative association between two variables which called Pearson correlation which values varies between -1 to +1 (Taylor, 1990). The values near to zero show the powerless association between two variables. Similarly, values close to +1 the relationship among variables is very solid.

When two variables have a positive correlation, which shows an increase in one variable leads to increases in other variables. According to this study when the workplace bullying (WPB) increase turnover intention also increase. While a significant and negative correlation is found between workplace bullying and job satisfaction. A positive correlation is found between workplace bullying and organization support. Demographics are also including in the study there is an insignificant and weak correlation that is found such as gender with age, bullying, job satisfaction, turnover intention, and organizational support because P-value of all variables is higher than .05.

Table No. 3. Correlation Analysis Construct

	Gender	Age	WPB	TI	JS	POS
Gender	1					
Age	-.257**	1				
WPB	.021	.048	1			
TI	-.054	-.043	.293**	1		
JS	-.034	-.027	-.121*	.356**	1	
POS	-.025	.070	.322**	.512**	.352**	1

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

4.4. Regression analysis

To check the hypothesis either they are accepted or rejected regression test is run by using SPSS

20. To check the first hypothesis.

H1 workplace bullying has a significant and negative effect on job satisfaction.

Table No. 4. Regression analysis JS

	R	R^2	Sig	B	F	T

	R	R^2	Sig	B	F	T
(Constant)			.000	1.907		9.879
Workplace bullying	.121	.015	.042	-.137	4.160	-2.040

The purpose of the result analysis is to explain the pattern of dependent variables concerning the independent variable. In this study workplace, bullying is the independent variable, job satisfaction is the dependent variable.

Results are shown in the table through linear regression analysis. In the above-given table, R-value shows a 12.1% relationship between the dependent variable (job satisfaction) due to the independent variable (workplace bullying). The R square value is .015 this indicates a minor change in job satisfaction due to the dependent variable. The unstandardized beta value of workplace bullying is .137. This means workplace bullying shows a low negative but significant impact on job satisfaction and a B value of bullying is -.137 which indicates a one percent change in workplace bullying will decrease in job satisfaction. The F Value in the table shows the strength and fitness of the model which is more than 4. T value shows the accepted range

Hence, the first hypothesis is accepted and it is confirmed.

4.5. Impact of workplace bullying on turnover intention.

H2: workplace bullying has a significant and positive effect on turnover intention.

Table No. 5. Regression analysis TI

	R	R^2	Sig	B	F	T
(Constant)			.393			-.893
Workplace bullying	.293	.086	.000	3.19	26.101	5.109

This table R-value shows .293 correlations between variables. R square value shows 8.6% change in the dependent variable due to the change in an independent variable (workplace bullying). The beta value shows an increase in 1-unit lead to a 3.19 increase in the turnover intention that's means highly and positive effect of the independent variable on the dependent variable. T-statistics shows the strength of the model and its value is 5.109. The P-value show .000 is a highly significant relationship between workplace bullying and turnover intention. F value is the overall fitness of model which is more

Therefore, **H2** workplace bullying has a significant and positive effect on turnover intention so it is accepted.

4.6. The moderating role of perceived organizational support between workplace bullying and job satisfaction.

The purpose of moderation analysis is to find the effect of the third variable organizational support received by employees on bullying at the workplace and job satisfaction by using Preacher and Hayes. For moderation analysis model 1 tested to check either the organizational support moderates the unfavorable outcomes.

Model Summary

R	R2	F	Df1	Df2	P
0.408	0.167	18.44	3.00	276.000	0.000

Path Confidence

	B	S.E	T	P	LLCI	ULCI
Constant	3.508	.624	5.62	0000	2.279	4.73

JS	-.253	.175	-1.44	0.1500	-.599	0.922
POS	.310	.160	1.93	0.54	-.0055	.627
JS*POS	.0041	.0433	.0953	.924	-.0810	.0893

Interaction JS* POS

	ΔR2	**F**	**df 1**	**df 2**	**P**
JS*POS	0.00	.0091	1.000	276	.9242

In this table, the relation between the interaction term and the dependent variable is significant because P-value in the interaction variable is .0041.

The results show .0000 change in the value of R square change which shows the perceived organizational support does not moderate the relationship of workplace bullying and job satisfaction. Where the B value of moderator is .316 between workplace bullying and job satisfaction. In the output model, the significance value is 0.54 that is greater than (P>0.05) so the third hypothesis is rejected

4.7. The moderating role of organizational support between workplace bullying and turnover intention

To check the influence of the third variable organizational support bullying in the organization by using Preacher and Hayes model 1 for moderation analysis to check the moderating effect.

Model Summary

R	**R2**	**F**	**Df1**	**Df2**	**P**

.3601	.129	13.70	3.000	276.000	0.000

Path Confidence

	B	S.E	T	P	LLCI	ULCI
Constant	1.9036	.616	3.086	.0022	.6895	3.117
TI	.3364	.1772	1.898	.0587	-.124	0.6852
POS	.3497	.1655	2.11	.0355	.238	.675
TI*POS	-.0468	.0440	-1.0621	.2891	-.1334	.0399

Interaction TI* POS

	ΔR2	F	df 1	df 2	P
TI*POS	0.036	1.1281	1.000	276	.2891

The moderation analysis results show perceived organizational support positively moderate the organizational comes such as turnover intention. Where R square change value of workplace bullying and turnover intention is .036. Where the B value of moderator is .349 between workplace bullying and turnover intention. In the output model, the significance value is 0.35 that is less than (0.05) that's means POS has a significant impact on workplace bullying and turnover intention. So POS positively moderate unfavorable outcomes of bullying in the organization.

Proposed Hypothesis
Results

Serial NO	Hypothesis	Results
H1: workplace bullying has negatively associated with job satisfaction		**Supported**
H2: workplace bullying has a significant positive association with turnover intention		**Supported**
H3: perceived organizational support positively moderate the unfavorable outcomes of bullying and job satisfaction		**Unsupported**
H4: perceived organizational support positively moderate the unfavorable outcomes of bullying and turnover intention.		**Supported**

CHAPTER 5

DISCUSSIONS, CONCLUSION, AND RECOMMENDATION

5.1. Result discussion:

This study explores the relationship of bullying with employee satisfaction and employee intention to quit the organization concerning the moderating role of organizational support perceived by employees. Furthermore, the study examines the effect of bullying on employees' satisfaction and employees' intention to leave. The cross-sectional approach is used for this study to answer the following questions; what is the effect of bullying on employee satisfaction? what is the effect of bullying on employee intention to leave the organization? Does the moderator (perceived organization support) moderate the unfavorable outcomes of bullying at the workplace? Therefore, for this study, 280 junior employees were taken as a sample form four and five-star hotels of Islamabad and Rawalpindi, the demographics are also included in this study such as gender and age of respondents. To check the internal reliability of all items related to bullying at work, Employees' job satisfaction, employees quitting the workplace, and organization support all items were tested and were proved reliable. Likewise, the value of their Cronbach's Alpha α is highly reliable for instance it is .832, .820, .812 including job satisfaction which Cronbach's Alpha value is .720. To find the association between multiple variables correlation analysis was run where all variables were associated with each and all variables were significant. According to this study when bullying has a positive and significant relation with turnover intention. The underlying results are similar to the previous results revealed by this study. They assert that employees who are working in the hospitality industry face bullying at the workplace which affects the organizational outcomes Buchanan (2013). It is hypothesized that bullying has an impact on employees 'turnover intention. This study model

showed a beta value of turnover intention .319 which means an increase in one percent change in

bullying change in turnover intention. Thus bullying at the workplace affecting employee's job

satisfaction and turnover intention of employees. This beta value in the model is -.137 which negative

relationship between workplace bullying and job satisfaction. So the second hypothesis bullying has a

significant and negative effect on job satisfaction so the third hypothesis is accepted. Our results are

similar to the previous results of Einarsen 2007. The impact of workplace bullying has a high on job

satisfaction if another work-related factor can control. This study results supported by other study's.

(Cahill et al., 2015) the same reported bullying decreasing job satisfaction and increased turnover

intention. So the second hypothesis is accepted. The moderator organizational support doesn't

positively moderate the unfavorable outcomes of workplace bullying such as job satisfaction and so

the third hypothesis is rejected because organizational support doesn't moderate the relationship

workplace bullying and job satisfaction. Because POS only moderate the unfavorable outcomes if

employees perceived the organizations is supportive towards them. the results are similar to the

previous study of Djurkovic et al. (2004). Additionally, perceived organizational support positively

moderate the relationship between workplace bullying and turnover intention. The results show the

partial and significant impact of moderator between workplace bullying and turnover intention so the

fourth hypothesis is accepted.

5.2. Conclusion:

Bullying at the workplace is the damaging and distressing issue of all the organizations and

institutions around the world. This study is conducted in four and five-star hotels of Rawalpindi and

Islamabad. The study's purpose is to test the model study of how bullying at the workplace affects,

employees' job satisfaction and intention to quit their organization, with the moderating role of

organizational support perceived by workers. The study proves that bullying at the workplace has a

significant effect on the employee's abandonment of the organization and bullying has impact on the satisfaction of employees in organization. The current study shows that the perceived organization support doesn't moderate the association of bullying and job satisfaction and not moderate unfavorable outcomes of bullying on employee intention to quit the organization. Few studies are done in this field in Pakistan and particularly no study is found about bullying in the hoteling industry of Pakistan. According to the current study, employees work in hotels where they face bullying, which affects their satisfaction. The results help managers to make better policies to prevent their organization from unfavorable outcomes of bullying.

5.3. Limitations of the study:

The first limitation of the study is data collection limited to the geographical area of Islamabad and Rawalpindi. The sample size is and limited and data was collected from Islamabad and Rawalpindi only. The second limitation is the results of this study are not generalized all over the population. Secondly, this study is focused on lower management workers employed in four and five-star hotels in Rawalpindi and Islamabad. Thirdly, the only quantitative approach is used for this study.

5.4. Future recommendations:

For the future, the mixed method was reported for better finding. This study is limited to four or five-star hotels of Rawalpindi and Islamabad, in the future for better results data should be collected from two and three-star hotels. The study focused on hotels located in Islamabad and Rawalpindi for future study data that should be collected from all over the country.

5.5. The practical implications for hospitality management:

This study results give some practical implications to the hotel management, about the retention of employees in the organization by making a strict rule and policies against bullying in their organization. It is especially for managers to control bullying by arranging seminars and sessions on

workplace bullying. The finding suggests them if the organization is supportive of its employees the

negative outcomes of bullying decreased.

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