Journal of Informatics Education and Research
ISSN: 1526-4726
Vol 5 Issue 1 (2025)

Analysis of Mediating Effect of Resilience in the Relationship of Workplace Bullying and Turnover Intention

Dr. Sourbhi Chaturvedi[1*], Ms. Nirali Shekhawat[2]

[1*]Professor and Director, Swarrnim Startup and Innovation University, Gujarat, India
Email:- sourbhi.chaturvedi@gmail.com
[2] Assistant Professor, Swarnim Startup and Innovation University, Gujarat, India.
Email:-niralishekhawat98@gmail.com

***Corresponding Author:-** Dr. Sourbhi Chaturvedi
Professor and Director, Swarrnim Startup and Innovation University, Gujarat,
Email:- sourbhi.chaturvedi@gmail.com

Abstract
The present research investigates the bullying at work (WB) and its effect on intention to leave (TI). The mediating role of resilience (RS) in the link between workplace bullying (WB) and turnover intention (TI) has also been examined in this study. The banking, education, hotel, and IT sectors in India have all been taken into consideration when conducting this study. Because the sample size was medium (512), SPSS AMOS 23.0.0 was used to analyze the mediation model. In addition to adopting a two-step analysis for the suggested model, SmartPLS 4 was utilized to verify whether any psychometric principles applied to the measurement model. The empirical model has been supported by the current study's findings, which demonstrate a strong correlation between the proposed constructs.

Keywords: Workplace Bullying (WB) , Turnover Intention (TI), Resilience (RS),Mediation.

Workplace Bullying:
Workplace bullying, is psychological phenomenon. The targets who are subjected to unreasonable deadlines and an intolerable workload, as well as targets who are frequently picked on, insulted and humiliated in public on the basis of caste, colour, and region; shouted at for no apparent reason; purposefully ignored; and blamed for the misdeeds of others are experiencing workplace bullying. It is characterized as a pattern of behavior by superiors, subordinates, coworkers, etc. that has the potential to seriously injure both bodily and mental health. Workplace bullying is defined as a type of ystematic harassment that takes place over an extended period of time. It is typified by an unequal distribution of power among the participants, making it challenging for the target to protect themselves. (Einarsen et al., 2011). Because bullying persists over time and is consistent, it can be identified from other notions of abuse such as rudeness, abusive supervision, and social undermining. It also maintains a power imbalance. (Hershcovis, 2011).

Workplace bullying is a global problem, and India is not an exception.The phenomena has garnered attention in the Indian business sector, academic institutions, and other professional contexts because to its severe repercussions on employee well-being, performance, and organisational health. Bullying incidents at work frequently have a direct impact on an employee's plans to leave, or turnover intentions. This paper intends to examine workplace bullying in India in more detail and how it affects employees' desire to leave. This research measures three different types of bullying: physical intimidation, person-related bullying, and bullying at work. Bullying at work is defined as harmful behaviours that can hinder output and performance, such as assigning unimportant jobs or no responsibility, giving excessive workloads or arbitrary deadlines, or closely examining assignments

(Einarsen et al., 2009). Person-related Bullying involves unpleasant actions including making hurtful remarks, teasing excessively, disseminating rumours or gossip, pulling practical jokes, and threatening psychologically.

In order to socially incapacitate or injure a victim, a group of people usually collaborate in mobbing, an extreme form of person-related bullying (Einarsen & Hoel, 2001; Einarsen et al., 2003, 2009; Einarsen & Raknes, 1997). Physical intimidation is defined as being mistreated, physically abused, threatened with violence, or invaded one's personal space (Einarsen & Raknes, 1997; Einarsen et al., 2009). Bullying can result in burnout and that other negative effects of bullying include low self-esteem, acts of aggression, fear, mistrust, and isolation in addition to physical and emotional problems. In addition to its negative psychological impacts, bullying can lead to physical health problems (Yamada, 2008). There is proof that bullying at work is associated with poor cardiovascular health, suicide ideation, and feelings, and sleep issues (Leach et al., 2017; Nielsen et al., 2020). In a 2014 study by Razzaghian and Ghani the detrimental impacts of bullying on ailments like headaches, hypertension, and generalised immune system impairment were identified.

Bullying occurrences at work may give employees the impression that they operate in a fear-based atmosphere. These employees come to assume that they will be the next targets of bullying, which is perceived as an aggressive and malicious attitude (Yamada, 2008). Workplace bullying situations become hard to identify once they've escalated (Zapf & Gross, 2001). Especially in workplaces that don't provide help (Kwan et al., 2016; Törnroos et al., 2020). Bullying experiences at work are positively correlated with higher inclinations to leave among Indian workers. Bullying at work can cause a variety of psychological and physical health problems for employees, which may lead them to think about quitting. An organisation may experience severe repercussions, such as higher hiring expenses, lower productivity, and a damaged reputation for the business. There isn't a separate law in India that addresses workplace bullying as of the most recent update in 2021. The harassment in question is addressed by the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act of 2013. There is an increasing need for explicit legislative measures and standards that address workplace bullying in light of the growing concerns surrounding the issue.

Turnover Intention

The concept of turnover intention, which has been used to counter the phenomena of voluntary turnover, describes employees' plans to depart from a certain company after a certain amount of time and after giving it some thought (Skelton, A.R. et al. 2019). According to Price (1977), turnover is the extent to which a person moves beyond a social organization's membership border. Teett and Meyer (1993) describe "turnover intention" as "conscious and deliberate willingness to leave an organisation". Turnover intention was described as the extent to which an employee plans to exit organisation (Lacity, Iyer, and Rudramuniyaiah, 2008).

According to Wong, Feldman, and Cheng (2017), turnover behaviour and intention are not the same. While turnover behaviour is a fact that occurs, turnover intention is a possibility (Wells, J.B. et al. 2016). Turnover intention is the most reliable and direct variable to predict employee turnover, according to prior research (Xiong, R.; Wen, Y. 2020). This makes it the best indication for predicting actual turnover behaviour. Research had demonstrated a positive association between turnover intention and genuine turnover (Byrne, 2005). Turnover intention is considered as a credible indication of actual workforce turnover, (Muliawan et al., 2009). The belief that an employee's intention to leave the organisation is the last step before actually doing so, as noted by Bester (2012). High employee turnover rates would be harmful to businesses and have major negative repercussions. Toscano (2015) argued that an employee's intention to depart alone might have a significant impact on the organisation even in the absence of actual turnover because it could negatively impact the work.

According to Shaw (2011), turnover is a costly endeavour that can negatively affect staff morale, team performance, productivity, and most importantly, organisational success. Many other elements, such as leadership style, can influence someone's intention to leave.

There are numerous reasons behind the voluntary turnover of employees in an organization which includes the lower job satisfaction of the employee's at workplace, limited number of growth and promotions, physical and sexual harassment and better opportunities elsewhere (Yang, Wang,2021). In addition to this voluntary turnover can be defined as a process in which a worker leaves an organization of his own free will. Involuntary turnover is a type where the employees are forced by the organization to leave their current job profile. There are various historical records which explain that employees who are forced to leave an organization that is involuntary turnover is good and beneficial for the interest of an organization.

Employee turnover is expensive because it involves a variety of costs, including those impacting hiring new staff, covering expenses while there is a vacancy, and so forth. Finally, there are a variety of elements, including employee attitude, workplace bullying, job satisfaction, dedication, management, compensation offered, and their own assessment and judgement of actions, that might cause turnover intention (Paul, Hung Kee, 2020).

Resilience:

Resilience is generally defined as an individual's ability to adjust well to setbacks, problems, or other significant life stressors. As per the works of Chi et al. (2016) and Maidaniuc-Chirila (2015), resilience is an individual's ability to cope with stressful situations and adversity while also rising above difficult circumstances. Hardiness, optimism, competence, self-esteem, social skills, achievement, and the absence of pathology in the face of adversity are some of the characteristics that make up the operational definition of resilience, which varies. (PrinceEmbury, 2007). It is further described as the accomplishment of favorable results, flexibility, or developmental benchmarks in the face of severe danger, hardship, or stress (Shemesh and Heiman,2021). According to Connor & Davidson (2003) and Tugade & Fredrickson (2007), resilience is a set of attributes that people use to adapt to the conditions they find themselves in. It is viewed as a personality attribute.

It is both a dynamic process and a positive psychological attribute (Mcgrath, L.B.; Kovacs, 2019). However, the notion of resilience has not yet reached uniformity because of the various research domains and objects involved (Ainsworth, S. 2019). Education professionals are required to cope with teenagers' growth setbacks and difficulties in addition to the stresses and challenges posed by workplace rivalry (Alkhawaldeh, A., 2010). Collie, R.J.; Granziera, H. et al. (2019) reported that teachers have been faced with numerous pressures from schools and families, resulting in varying degrees of job burnout and even resignation (Hsiao, Y.J. et al. 2017). According to Robertson, Cooper, Sarkar, and Curran (2015), resilience can be seen as a buffer or protective element in unfavourable work situations, potentially lessening the effects of stressors and lowering the risk of job burnout.

It has been noted that resilience is an essential quality in the job that helps workers overcome setbacks and continue to perform at a high level. A thorough analysis of resilience was presented by Hartmann, Weiss, Newman, and Hoegl (2019), emphasised its importance in a range of work environments. According to the study, resilient workers are better able to manage big problems as well as everyday stressors, which benefits their general wellbeing. Further exploration of the components of organisational resilience by Vakilzadeh & Haase (2020) revealed that individual resilience makes a major contribution to the overall resilience of an organisation. Further investigation is required into resilience's function in the relationship between work environment, job burnout, and turnover intention, given its possible mediating and moderating effects.

Workplace bullying and Turnover intention:
Exposure to workplace bullying has been linked in a number of studies to increase in the intention to quit (Mathisen, Einarsen, & Mykletun, 2008; Bertholdsen, Skogstad, Lau, & Einarsen, 2011; Djurkovic). Berthelsen et al. (2011) found, during a 2 period that individuals subjected to bullying moved jobs more often than employees who were not revealed,showing the considerable effect of bullying on turnover intention. Similar findings were made by Djurkovic, McCormack, and Casimir (2008), who discovered that even milder forms of bullying had a considerable effect on workers' intentions to quit the company. Bullying exposure was also found to predict desire to leave.

Workplace bullying and Resilience:
Studies have shown that resilience is positively impacted by favourable life events (Sarubin et al., 2015) and negatively correlated with bad life events (Liu, Zhao, Tian, Zou, & Li, 2015). Longitudinal research confirmed that afflictive conditions as bullying victimisation (Lee, 2017) and perceived stigmatisation (Chi et al., 2016) negatively impacted resilience. Additionally, empirical research revealed that resilience is a negative predictor of unfavourable outcomes (Hsu, Chiang, Chang, Huang, & Chen, 2015). In the study of 200 nurses, Manzano García and Ayala Calvo (2012) found that individuals with more resilience showed a lower risk of EEX. Taku (2014) discovered similar results, reporting that the resilience of physicians based in the Midwest of the United States was adversely correlated with EEX ($r = -.24$, $p < .01$) and negatively predicted it in turn ($\beta = -.20$, $p < .01$) when age and marital status were taken into account. According to empirical data, resilience functions as a shield against hardship, stressful situations, and adversity. These harmful circumstances also have the effect of gradually reducing both concurrent and subsequent resilience resources with a high degree of consistency (Chi et al., 2016). Resilience, in turn, reduces the possibility of experiencing the negative psychological state of being's symptoms.

On the basis of literature reviewed, it might be hypothesised that stressful conditions, including bullying at work, would reduce an employee's resilience. In the event of WPB, Having resilience as a personal asset will be essential to "stress resistance armamentarium" that someone will seek to maintain their physical or mental health (Van Woerkom, Bakker, & Nishii, 2016). The JD-R model's expansion by Schaufeli (2017), the work in this area has suggested resilience's mediation function in the connection between stressful situations and unfavourable results. Resilience displayed a partly mediating effect in the link between depressive symptoms and independent factors. This was demonstrated by Loh, Schutte, and Thorsteinsson (2014). Zhou et al. (2017) found that influence of bullying victimisation resilience had a partial mediating effect on depression; Maidaniuc-Chirila studies (2015a, 2015b) revealed resilience mediated the effect of workplace bullying on depressive symptoms and mental strain; and Hao, Hong, Xu, Zhou, and Xie (2015) revealed resilience had a mediating effect on work stress that led to civil servant burnout.

Resilience and Turnover Intention:
According to the research by Hudgins (2016), high resiliency is connected with higher work satisfaction among employees, but resiliency is adversely associated with turnover intention. Because resilience increases job satisfaction and reduces job stress, it lowers counsellor turnover. There was a substantial negative association found between turnover intention and resilience, as well as a significant negative correlation between resilience and its aspects of strength, confidence, and optimism. In other words, a person's turnover intention is influenced by their resilience level, and the higher their resilience level, the lower their turnover intention.
The Price-Mueller turnover model states that factors such as job stress, job satisfaction, and personal emotion affect the intention to leave a job (Arekar, K.; Jain, R. et al., 2016). Strong adaptability and a high response rate are characteristics of those who exhibit good resilience. They experience less

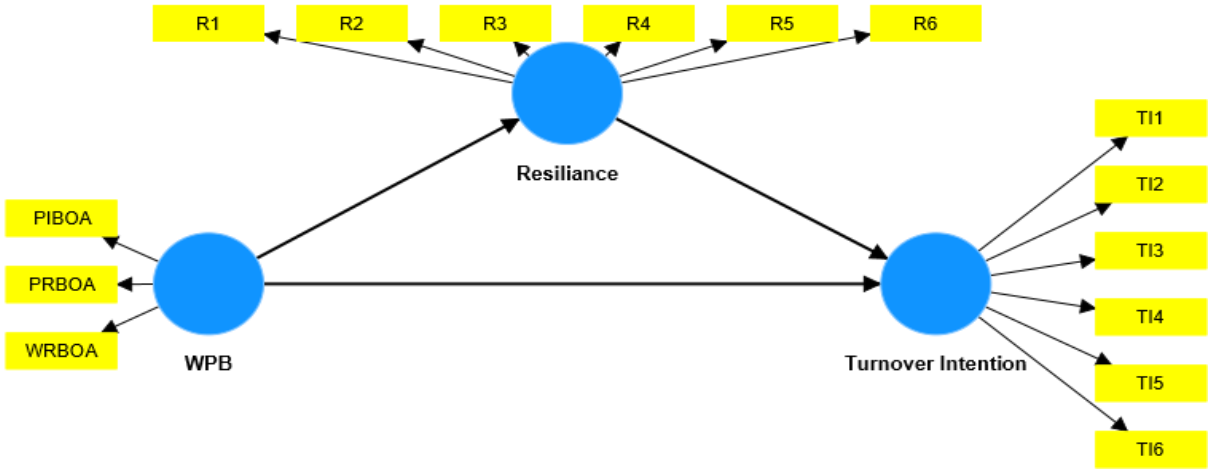
negative and more positive emotions at work, are better able to handle pressure at work, and have higher levels of professional confidence (Neff, J.C.; Townsend, A.R.et al., 2002). As employees' working abilities increase, it becomes easier for them to take advantage of improved development chances in a workplace where duties are becoming more and more significant (Matthews, D.; Kitchen, J. 2007). However, Employees that lack resilience struggle with issues like inability to adjust to changing circumstances, passive avoidance of challenges, passive task completion, incompetence in their jobs, and difficulty gaining confidence.

Hypothesis:

H_{01}: Workplace bullying has a significant effect on turnover intentions
H_{02}: Workplace bullying has a significant relation with resilience.
H_{03}: Resilience has a significant relation with turnover intention.
H_{04}: Resilience mediates the relationship of workplace bullying and turnover intention.

Variable	Abbreviation
Work Related Bullying	WRB
Physically Intimidating Bullying	PIB
Person Related Bullying	PRB
Resilience	R
Turnover intention	TI

Model:



Method:

The independent variables in the present study was workplace bullying the dependent variable in this study is turnover intention and the mediating variable is Resilience**.** Mediating Variable provide insights into the causal pathways and help researchers gain a deeper understanding of the relationships between variables in a given context. They are essential to understand the underlying mechanisms and processes through which variables influence each other.

The Negative Acts Questionnaire Revised (NAQ-R), created by Einarsen et al. (2009), was used to measure workplace bullying. The scale contains 22 items to measure both direct and indirect bullying at workplace. NAQR considers person related/oriented bullying as social isolation and measures this dimension with 12 items, 7 items measure work-related bullying, and 3 items measure physically intimidating. Roodt (2004) turnover intention scale (TIS-6) scale was used to measure turnover intentions the scale consist of 6 items. Resilience was measured by BRIEF RESILIENCE SCALE developed by Smith et al., (2008) consisting of 6 questions. Total of 512 data was collected using convenient sampling method from the state of Gujarat from different sectors - Hospitality sector,

Medical sector, IT sector, Educational Sector, Banking and Insurance Sector. The data was cleaned for missing value. Data was coded for statistical calculations.

Table 1: Sample Characteristics:

Particular	**n= 512**	**In %**
Gender:		
Male	321	62.7
Female	191	37.3
Age:		
25-35 years	328	64.1
35-45 years	175	34.2
45-55 years	6	1.2
55 and above	3	.6
Education:		
Non- graduate	5	1
Graduate	332	64.8
Post graduate	128	25
Doctorate	39	7.6
Professional	8	1.6
Organizational hierarchy:		
Top level	17	3.3
Middle level	479	93.6
Supervisor	16	3.1
Industry:		
Hospitality sector	222	43.4
IT sector	272	53.1
Educational sector	12	2.3
Banking and insurance sector	6	1.2

Table 2 Average Variance Extracted (AVE)

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T-Statistics (|O/STDEV|)**	**P-Values**
Resilience	0.851	0.851	0.013	64.058	0.000
Turnover Intention	0.773	0.773	0.018	42.451	0.000
WPB	0.677	0.676	0.021	32.828	0.000

Table 2 Represents composite reliability of Resilience, Turnover Intention and Workplace Bullying (WPB) as 0.972, 0.953 and 0.863 respectively. Resilience displays a high AVE of 0.851, indicating that approximately 85.1% of the observed variance is attributable to the underlying construct. Turnover Intention has a substantial AVE of 0.773, reflecting that around 77.3% of the observed variance aligns with the underlying construct. Workplace bullying Presents a credible AVE of 0.677, signifying that approximately 67.7% of the observed variance is explained by the construct.

Table 3. Composite reliability (rho_c)					
	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T-Statistics (STDEV)**	**P - Values**
Resilience	0.972	0.972	0.003	335.722	0.000
Turnover Intention	0.953	0.953	0.005	205.887	0.000
WPB	0.863	0.862	0.011	76.297	0.000

Table 3. Represents composite reliability (rho_c) for Resilience stands at an impressive 0.972. Both the original sample (O) and sample mean (M) closely align at 0.972, highlighting the stability of measurements. With a low standard deviation of 0.003, the T-Statistic of 335.722 and a p-value of 0.000 affirm the exceptional internal consistency and reliability of Resilience. Turnover Intention exhibits a composite reliability (rho_c) of 0.953, indicating a high level of internal consistency. The minimal difference between the original sample and sample mean (0.953 vs. 0.953) and a low standard deviation of 0.005 emphasize the stability of measurements. The t-statistic of 205.887 and a P-value of 0.000 underscore the robustness and reliability of Turnover Intention as a construct. WPB demonstrates a composite reliability (rho_c) of 0.863, suggesting satisfactory internal consistency. Despite a marginal difference between the original sample and sample mean (0.863 vs. 0.862), the low standard deviation of 0.011 indicates stable measurements. The t-statistic of 76.297 and a p-value of 0.000 confirm the reliability and stability of WPB as a construct. The high composite reliability scores for Resilience and Turnover Intention affirm the stability and internal consistency of these constructs, contributing to their credibility in organizational research. While WPB shows slightly lower reliability, the scores remain within an acceptable range, supporting its utility in the context of this study.

Table 4 Composite reliability (rho_a)					
	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (STDEV)**	**P values**
Resilience	0.966	0.967	0.003	283.844	0.000
Turnover Intention	0.942	0.943	0.006	155.440	0.000
WPB	0.775	0.780	0.023	33.020	0.000

Table 4. Represents composite reliability (rho_a) for Resilience, Turnover Intention and workplace bullying was 0.966, 0.942 and 0.775 respectively indicating a high level of internal consistency. The original sample (O) closely aligns with the sample mean (M), suggesting stability across measurements. The low standard deviation (0.003) emphasizes the precision of measurements. The T-Statistic of 283.844 and the P-Value of 0.000 affirm the reliability and significance of Resilience in the organizational context. The original sample and sample mean values were closely matched (0.942 vs. 0.943), with a low standard deviation (0.006), suggesting reliability across measurements. The t-statistic of 155.440 and the p-value of 0.000 underscore the robustness and significance of Turnover Intention as a construct. While the sample mean (M) slightly deviates from the original sample (O), the low standard deviation (0.023) implies acceptable measurement stability. The T-Statistic of 33.020 and the P-Value of 0.000 confirm the reliability and significance of WPB in the organizational context. the assessment of composite reliability in this study emphasizes the robustness of key organizational variables. The reliability scores affirm the consistency of measurements, reinforcing the validity of these constructs in understanding and predicting workplace dynamics.

Table 5. Cronbach's Alpha					
Variable	**Original Sample (O)**	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T-Statistics (STDEV)**	**P-Values**
Resilience	0.965	0.965	0.004	262.960	0.000
Turnover Intention	0.941	0.941	0.006	154.014	0.000
WPB	0.764	0.763	0.022	35.434	0.000

Table 5. Represents Cronbach's alpha for Resilience, Turnover Intention, and work place bullying. Reliability coefficient was used to estimate internal consistency. This value of alpha should be at least 0.6 or 0.7, which indicate that items are reliable (Cronbach, 1951). High internal consistency, as indicated by their Cronbach's alpha values 0.965, 0.941, and 0.764, respectively. T-Statistics represent the ratio of the original sample mean to the standard deviation. Resilience, Turnover Intention, and Work Place Bullying the T-Satistics are very high 262.960, 154.014, and 35.434, respectively. All P-Values are 0.000, suggesting that the observed differences between the means and standard deviations are highly statistically significant.

Table 6. Heterotrait-monotrait ratio (HTMT)				
	Original Sample (O)	**Sample Mean (M)**	**2.5%**	**97.5%**
Turnover Intention <-> Resilience	0.353	0.352	0.261	0.441
WPB <-> Resilience	0.313	0.312	0.214	0.408
WPB <-> Turnover Intention	0.381	0.381	0.281	0.472

Table 6. Represents HTMT. The interval for this correlation, suggesting that there is a 95% confidence that the true correlation lies between 0.261 & 0.441. Similar to the first relationship, WPB and Resilience had an original sample correlation of 0.313, with a sample mean of 0.312. The confidence interval suggests that there is a 95% confidence that the true correlation lies between 0.214 and 0.408. For the relationship between WPB and Turnover Intention, the original sample had a correlation of 0.381, with a sample mean of 0.381. The confidence interval suggests a 95% confidence that the true correlation lies between 0.281 and 0.472.

Table 7:The Goodness of Fit Index	**Cut off Values**	**Results**
Cmin/df	<=2	8.806
P-Value	>=.05	.000
AGFI	>=.90	.769
GFI	>=.90	.832
CFI	>=.90	.907
TLI	>=.90	.888
RMSEA	<=.08	.124

Table 7. Represents the goodness of fit index. The method for analyzing structural relationships is called structural equation modeling, or SEM. This method combines multiple regression analysis with factor analysis. Since it estimates various and related dependencies in a single study, this method is chosen. Endogenous and exogenous variables are the two categories of variables employed in this analysis. Dependent variables are equivalent to endogenous variables, whereas independent variables

are equivalent to exogenous variables. Determining the right sample size is a crucial problem in SEM. The range of sample sizes proposed by Wolf, Harrington, Clark, and Miller (2013) was thirty to four hundred and sixty. More sample size, meanwhile, isn't necessarily preferable. For SEM, Kline (2010) recommended a larger sample size of N = 513. The conceptual model was validated through analysis using AMOS 23.0.0. Table 3 displays the goodness-of-fit (GOF) indices. The model fit of the structural model was good. The chi-square was still significant (df 579, 1414.864). $\chi 2$ /df was 8.806; AGFI, GFI, TLI, CFI, and RMSEA were.769,.832,.888, and.124, respectively.

The Indirect Effects of Bullying to Turnover Intention through resilience is .025. In this case the .025 is less than .05. Hence we can conclude that resilience mediates the relationship between work place bullying and turnover intention.

Indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

	Bullying	Resiliance	Turnover_Intention
Resiliance	...	...	...
Turnover_Intention	.025	...	...

Indirect Effects - Lower Bounds (PC) (Group number 1 - Default model)

	Bullying	Resiliance	Tirnover_Intention
Resiliance	.000	.000	.000
Turnover_Intention	.064	.000	.000

Indirect Effects - Upper Bounds (PC) (Group number 1 - Default model)

	Bullying	Resiliance	Tirnover_Intention
Resiliance	.000	.000	.000
Turnover_Intention	.154	.000	.000

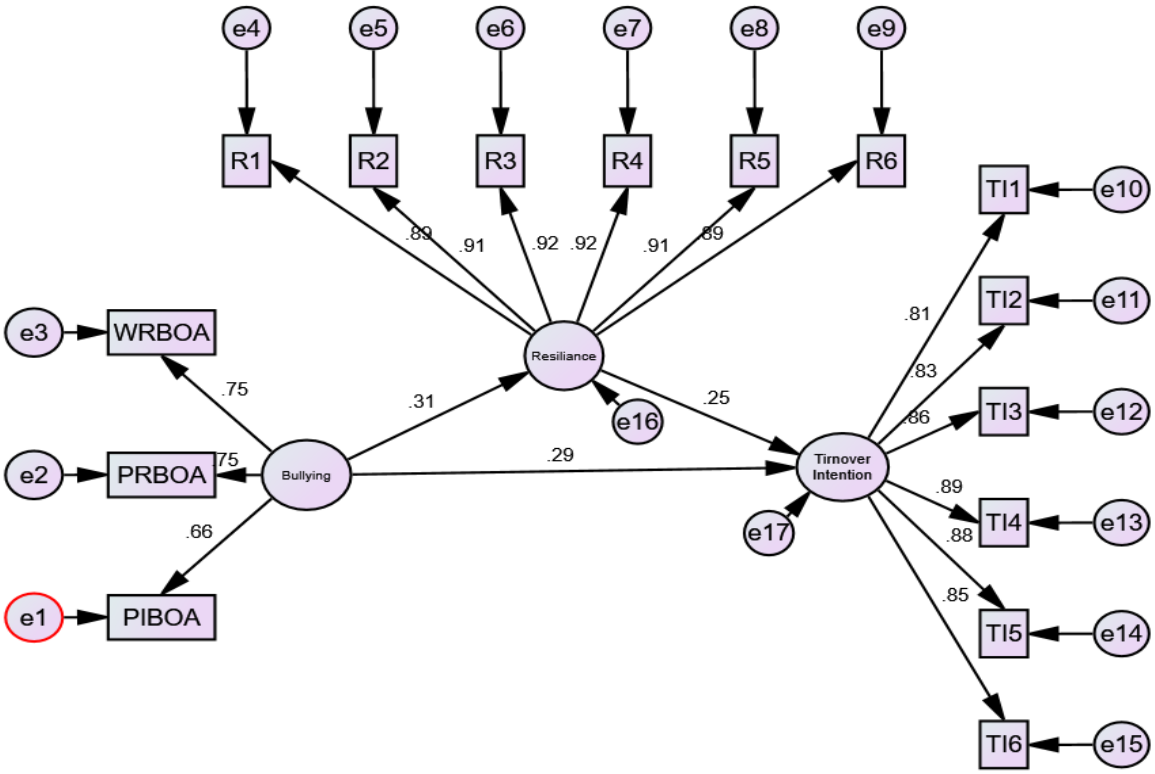
With the Indirect Effect of Work Place Bullying to Turnover Intention through Resilience the lower bound confidence interval is .064 and the upper bound confidence interval is .154. Since there is no zero between the lower bound confidence interval and the upper bound confidence interval this shows significant indirect effect.

Regression weights:

			Estimate	S.E.	C.R.	P	Label
Resilience	<---	Bullying	.459	.078	5.901	***	H_{02} accepted
Turnover Intention	<---	Resilience	.241	.044	5.478	***	H_{03} accepted
Turnover Intention	<---	Bullying	.406	.075	5.396	***	H_{01} accepted

The indirect effect of work place bullying to turnover intention is .186 (.459*.406). As the direct and indirect effect both are significant it is partial mediation

Relationship			Direct Effect	Indirect Effect	Lower bound	Upper bound	Conclusion
Turnover Intention	<---	Resilience	.241	.025	.064	.154	Partial Mediation



Discussion and Implication:

The study's conclusions highlight the measurement instruments' robustness and provide insightful information for scholars and practitioners that use these components in structural equation modelling. Even though the study provides excellent discriminant validity, more research might examine how these factors interact dynamically and improve testing tools for increased accuracy. Further investigation into the connections between these trustworthy notions could lead to a more comprehensive comprehension of the dynamics in the setting under study. Furthermore, it is advised that dependability metrics be continuously monitored in order to further improve measuring tools. Furthermore, the findings indicated that turnover intention was significantly impacted by resilience in an indirect way. We can conclude that reduced turnover is a result of resilience. The present study's conclusions have applications. Any programme to lower turnover must be planned and implemented with the key causes identified. The study's findings may be useful for organisational planning, policies, and changes. Bullying at work in a variety of professions shouldn't be disregarded or downplayed. In order to lessen workplace bullying and establish a secure and healthy work environment, leadership is essential. Consequently, organisational solutions must be developed in order to address bullying. The analysis performed to test the presumed link reveals that workplace bullying contributes towards turnover intentions. These findings are consistent with Rossi (2006) who reported that employees who are bullied will have health problems which would ultimately lead to turnover. The authors further state bullying in any form would lead to turnover intentions. Similar findings were reported by Johnson (2009) who noted that frequent bullying would affect creativity, p productivity, relations with fellow employees and customers and finally would lead to turnover intentions. When employees are targeted and then bullied they more often think to quit the job than other employees (Houshmand, et.al.2012). In a similar fashion (Niedl, 1996) had noted that frequent workplace first affects employee commitment and subsequently leads to turnover intentions. Similarly, employee turnover intention and absenteeism are outcomes of workplace bulling (Hauge et al., 2010). Bartlett & Bartlett (2011) in a study stated that workplace bullying leads to employee turnover and also increases absenteeism and reduces productivity. Bullying in any form, less or more

bullying has a significant negative impact on employees and their intention to quit the organisation. Jayasuriya (2012) claims ill qualified managers resort to workplace bullying perhaps to hide their incompetence which results in absenteeism, lower performance and turnover intentions. Pinsky (2009) stated that workplace bullying reduces employee morale and productivity, leads to interpersonal conflict and turnover intentions. Similar views have been shared by Zapf & Gross (2001) who stated that due to workplace bullying the chances of intentions to quit are always high. Events involving bullying at work cause a great deal of stress and negatively affect the victims' health. Resilience has been found to be an essential ability for maintaining people's health. (García-Izquierdo, M., Meseguer-de-Pedro, at el .,2019) .The body of research on the connection between bullying and resilience is small, but what is known is that: (a) workers who demonstrated a high resilience profile were less likely to act aggressively or be the target of bullying than those who did not. Donnon (2010)

References:

1. Ainsworth, S., & Oldfield, J. (2019). Quantifying teacher resilience: Context matters. *Teaching and Teacher Education*, *82*, 117-128.
2. Alkhawaldeh, A. (2010). The challenges faced by Jordanian English language teachers at Amman 1st and 2nd Directorates of Education. *College Student Journal*, *44*(4), 836-860.
3. Arekar, K., Jain, R., Desphande, B., & Sherin, P. (2016). Relationship between Individual and Structural Determinants on Job Satisfaction—Analysis of Employee Turnover in the Indian Context. *The Journal of Developing Areas*, *50*(6), 387-398.
4. Bartlett, J. E., & Bartlett, M. E. (2011). Workplace bullying: An integrative literature review. Advances in Developing Human Resources, 13(1), 69-84.
5. Boudrias, V., Trépanier, S. G., & Salin, D. (2021). A systematic review of research on the longitudinal consequences of workplace bullying and the mechanisms involved. *Aggression and Violent Behavior*, *56*, 101508.
6. Collie, R. J., Granziera, H., & Martin, A. J. (2019). Teachers' motivational approach: Links with students' basic psychological need frustration, maladaptive engagement, and academic outcomes. *Teaching and Teacher Education*, *86*, 102872.
7. de Oliveira, M. Z., de Andrade, A. L., Beria, F. M., & Gomes, W. B. (2019). Models for antecedents of turnover intention and behavior among Brazilian employees. *International Journal for Educational and Vocational Guidance*, *19*, 363-389.
8. Donnon, T. (2010). Understanding how resiliency development influences adolescent bullying and victimization. Canadian Journal of School Psychology, 25(1), 101–113.
9. Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. (2020). The concept of bullying and harassment at work. *Bullying and harassment in the workplace developments in theory, research, and practice*, 3-39.
10. Hauge, L. J., Skogstad, A., & Einarsen, S. (2010). The relative impact of workplace bullying as a social stressor at work. Scandinavian journal of psychology, 51(5), 426-433.
11. Hershcovis, M. S. (2011). "Incivility, social undermining, bullying… oh my!": A call to reconcile constructs within workplace aggression research. *Journal of organizational behavior*, *32*(3), 499-519.
12. Houshmand, M., O'Reilly, J., Robinson, S., & Wolff, A. (2012). Escaping bullying: The simultaneous impact of individual and unit-level bullying on turnover intentions. Human Relations, 65(7), 901-918.
13. Hsiao, Y. J., Higgins, K., Pierce, T., Whitby, P. J. S., & Tandy, R. D. (2017). Parental stress, family quality of life, and family-teacher partnerships: Families of children with autism spectrum disorder. *Research in developmental disabilities*, *70*, 152-162.
14. Huang, Y. H., Lee, J., McFadden, A. C., Murphy, L. A., Robertson, M. M., Cheung, J. H., & Zohar, D. (2016). Beyond safety outcomes: An investigation of the impact of safety climate on

job satisfaction, employee engagement and turnover using social exchange theory as the theoretical framework. Applied ergonomics, 55, 248-257.
15. Jayasuriya, N. (2012). Why unqualified managers are harmful to employees.Part I. Retrieved September 16, 2014, from http://www.ft.lk/2012/03/14/whyunqualified-managers-are-harmful-to-employees-part-i/
16. Johnson, S. L. (2009). International perspectives on workplace bullying among nurses: A review. International Nursing Review, 56, 34-40.
17. Kwan, S. S. M., Tuckey, M. R., & Dollard, M. F. (2016). The role of the psychosocial safety climate in coping with workplace bullying: A grounded theory and sequential tree analysis. *European Journal of Work and Organizational Psychology*, *25*(1), 133-148.
18. Leach, L. S., Poyser, C., & Butterworth, P. (2016). Workplace bullying and the association with suicidal ideation/thoughts and behaviour: a systematic review. *Occupational and environmental medicine*.
19. Matthews, D., & Kitchen, J. (2007). School-within-a-school gifted programs: Perceptions of students and teachers in public secondary schools. *Gifted Child Quarterly*, *51*(3), 256-271.
20. McGrath, L. B., & Kovacs, A. H. (2019). Psychological resilience: Significance for pediatric and adult congenital cardiology. *Progress in Pediatric Cardiology*, *54*, 101129.
21. Naseer, S., & Raja, U. (2021). Why does workplace bullying affect victims' job strain? Perceived organization support and emotional dissonance as resource depletion mechanisms. *Current Psychology*, *40*, 4311-4323.
22. Neall, A. M., & Tuckey, M. R. (2014). A methodological review of research on the antecedents and consequences of workplace harassment. *Journal of Occupational and Organizational Psychology*, *87*(2), 225-257.
23. Neff, J. C., Townsend, A. R., Gleixner, G., Lehman, S. J., Turnbull, J., & Bowman, W. D. (2002). Variable effects of nitrogen additions on the stability and turnover of soil carbon. *Nature*, *419*(6910), 915-917.
24. Niedl, K. (1996). Mobbing and well-being: Economic and personnel development implications. European journal of work and organizational psychology, 5(2), 239-249.
25. Nielsen, M. B., & Einarsen, S. (2012). Outcomes of exposure to workplace bullying: A meta-analytic review. *Work & Stress*, *26*(4), 309-332.
26. Nielsen, M. B., Harris, A., Pallesen, S., & Einarsen, S. V. (2020). Workplace bullying and sleep–A systematic review and meta-analysis of the research literature. *Sleep medicine reviews*, *51*, 101289.
27. Oswald, M., Johnson, B., & Howard, S. (2003). Quantifying and evaluating resilience-promoting factors: Teachers' beliefs and perceived roles. *Research in education*, *70*(1), 50-64.
28. Pinsky, E. (2009). The Danger of Disrespect—Bullying, Harassment and the Bottom Line. Retrieved October 26, 2014, from http://www.humanresourcesiq.com/business-strategies/articles/the-danger-ofdisrespect-bullying-harassment-and/
29. Rossi, J. (2006). From the bully pulpit. T & D, 60(4), 12-13.
30. Skelton, A. R., Nattress, D., & Dwyer, R. J. (2020). Predicting manufacturing employee turnover intentions. *Journal of Economics, Finance and Administrative Science*, *25*(49), 101-117.
31. Tanang, H., & Abu, B. (2014). Teacher professionalism and professional development practices in south Sulawesi, Indonesia. *Journal of curriculum and teaching*, *3*(2), 25-42.
32. Törnroos, M., Salin, D., & Magnusson Hanson, L. (2020). High-involvement work practices and conflict management procedures as moderators of the workplace bullying–wellbeing relationship. *Work & Stress*, *34*(4), 386-405.
33. Wells, J. B., Minor, K. I., Lambert, E. G., & Tilley, J. L. (2016). A model of turnover intent and turnover behavior among staff in juvenile corrections. *Criminal justice and behavior*, *43*(11), 1558-1579.

34. Wong, K. F. E., Feldman, G., & Cheng, C. (2017). Macroeconomics, turnover intention, and actual turnover behavior: A meta-analysis. In *Academy of Management Proceedings* (Vol. 2017, No. 1, p. 12951). Briarcliff Manor, NY 10510: Academy of Management.
35. Xiong, R., & Wen, Y. (2020). Employees' turnover intention and behavioral outcomes: The role of work engagement. *Social Behavior and Personality: an international journal*, *48*(1), 1-7.
36. Zapf Dieter & Claudia Gross (2001). Conflict escalation and coping with workplace bullying: A replication and extension. European Journal of Work and Organizational Psychology, 10:4,497-522,DOI: 10.1080/13594320143000834
37. Zapf, D., & Gross, C. (2001). Conflict escalation and coping with workplace bullying: A replication and extension. *European journal of work and organizational psychology*, *10*(4), 497-522.