

## A Study of Job Insecurity and Turnover Intentions Among Bullied Employees in Pakistan – Does Psychological Capital Ameliorate?

Fatima Ashraf<sup>1</sup> & Muhammad Asif Khan<sup>2</sup>

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### ABSTRACT

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This study aimed at investigating whether job insecurity and turnover intentions are outcomes of workplace bullying, and whether psychological capital is a moderator of relationships of workplace bullying with job insecurity and with turnover intentions among telecom, banking and healthcare sectors in Pakistan. Employing snowball sampling method, we drew a sample of 300 respondents from various firms of Pakistan using a cross-section study design. Study instruments included the Negative Acts Questionnaire, (Einarsen et al., 2009) the Psychological Capital Questionnaire, (Luthans et al., 2007) the Job Insecurity Scale, (Ashford et al., 1989) and three items each from Singh et al. (1996) and Camman et al. (1979) quitting intentions scales. Data were analysed using correlation, regression, and moderation techniques. Results showed that workplace bullying prompts job insecurity and quitting intentions in bullied employees and psychological capital acts as an important resource by offering a buffering mechanism that offsets the undesirable impact of workplace bullying on job insecurity and quitting intentions. This study mainly highlights the instrumentality of psychological capital as a positive psychological resource to the negative impact of work-place bullying on job insecurity and quitting intentions. This study makes a novel contribution to literature by testing for buffering effect of psychological capital within bullying prone work contexts in Pakistan and offers psychological capital as a preemptive individual-level coping mechanism bullying-prone work setting.

**Keywords:** Workplace bullying, psychological capital, moderation, Pakistan, job insecurity, quitting intentions.

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### Introduction

Workplace bullying includes hostile behaviors such as intimidation, abuse, and mistreatment at work (Li et al., 2019). With causes ranging from intense pressure, conflict, and power differences, (Jenkins et al., 2012) bullying has detrimental effects on organisational performance (Desrumaux et al., 2018). While bullying effects are particularly damaging in a developing economy, (Lazlo et al., 2010) working women are a major target of this problem (Tara & Ahsan, 2020) as they face workplace trauma (Malik & Farooq, 2014). Workplace bullying results in unwanted job-related attitudes including reduced job satisfaction, organizational commitment, (Debus et al., 2012) and deteriorated health and wellbeing (Sora et al., 2018). Given that employees experience heightened job insecurity and its effects amid economic pressures, (Chirumbolo et al., 2021) we believe that bullying effects are expected to intensify

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<sup>1</sup>Corresponding author: Assistant Professor, Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Islamabad.

Email: [dr.fatima@szabist-isb.edu.pk](mailto:dr.fatima@szabist-isb.edu.pk)

<sup>2</sup> Professor, Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Islamabad.



job insecurity and quitting intentions among working women in Pakistan, owing to the Pakistani society being a male-dominant society (Zia et al., 2016) and intense economic pressures (Tara & Ahsan, 2020). While job insecurity deteriorates both physical and mental wellbeing, (Cheng & Chan, 2008) leads unethical behaviors directed at the organization, (Ghosh, 2017) high turnover intentions imply additional organisational costs (Heponiemi et al., 2014). Although damaging effects of workplace bullying are well investigated in advanced economies, we believe that it is imperative to investigate whether workplace bullying triggers job insecurity and quitting intentions among harassed victims in developing nations such as Pakistan. Pakistan's low ranking on the Gender-Gap Index (World Economic Forum, 2020) and women's lower rating on the Human Development Index 2019 (United Nations, 2019) indicate that Pakistani women face obstacles at work. According to a study by Abbas et al. (2021) concerns related to women as part of the Pakistani workforce necessitates further research. This is, therefore, imperative to suggest ways to minimize workplace bullying effects and suggest factors that may buffer these unwanted effects.

Literature suggesting anti-bullying policies and guiding principles to minimize negative bullying (Jenner et al., 2020) aims at curtailing workplace bullying after it has occurred. There is a dearth of literature emphasizing individual level, positive resources that can help cope with workplace bullying experience of bullying. In line with scholarly calls for individual-level strengths that offer support against unwanted bullying experiences, (Murray et al., 2019) we propose and test for a buffering role of psychological capital in reducing adverse effects of bullying in employed women. This is in line with literature that reports positive effects of psychological capital on work related attitudes and behaviours, such as navigating organizational change, (Avey et al., 2008) improved job performance and satisfaction, (Luthans et al., 2007) and reduced absenteeism (Avey et al., 2006). Responding to such calls for additional work on factors that influence responses to bullying, (Neilsen & Eindersen's, 2012) we test for buffering effects of psychological capital on workplace bullying relationships with job insecurity and quitting intentions.

## **Theory and Hypotheses**

### **Workplace Bullying**

Workplace bullying is operationalised as, "... harassing, offending, socially excluding someone or negatively affecting someone's work tasks. In order for the label bullying ... to be applied to a particular activity, interaction or process, it has to occur constantly and repeatedly .... and over a period of time ....." (Einarsen et al., 2011, p. 15). Bullying behaviours include vocal abuse, disdain, and unjustified blame, discouraging tasks, isolating, and throwing things at the bullied target.

### **Psychological Capital**

It is operationalised as "an individual's positive psychological state of development and is characterized by:

- 1) Having self-efficacy to take on and put in the necessary effort to succeed at challenging tasks;
- 2) Making a positive attribution (optimism) about succeeding now and in the future;
- 3) Persevering toward goals and when necessary, redirecting paths to goals (hope) in order to succeed; and
- 4) When beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success" (Luthans et al., 2007, pg. 3).

The unique utility pertaining to psychological capital lies in its state-like nature that renders it as utilizable personal resource (Walumba et al., 2010).

### **Job Insecurity**

It is operationalized as “(job insecurity)...reflects the subjectively experienced anticipation of a fundamental and involuntary event” (Sverke et al., 2002, p. 243).

### **Quitting Intentions**

It is operationalized as “... a conscious and deliberate willingness to leave the organisation” (Tett & Meyer, 1993, p. 262).

### **Workplace Bullying, Job Insecurity, and Quitting Intentions**

Job insecurity involves anticipation of an involuntary job-related event (Sverke et al., 2002). The employee identifies the risk of either completely losing the job in the present or near future and be left jobless (Elst et al., 2012). While intimidating behaviors that include pressurizing demands, setting strenuous targets, tight deadlines that create work urgency have been found to trigger stress, (Vartia, 2001) it is possible that the bullied victim experiences job threat (Lee et al., 2013) because workplace bullying has been linked with decreased work control, feelings of incompetence, and doubtful work opportunities (Caroli & Godard, 2016). Plausibly, antisocial, intimidating acts (Geurts et al., 1999) affect the bullied employee’s psychological well-being and create doubt about one’s job positions (Gardner et al., 2013). Therefore, we postulate that experiences of workplace bullying result in heightened job insecurity among bullied employed women.

H1: Workplace bullying will be positively associated with job insecurity among bullied victims.

Bullying at work has numerous adverse consequences ranging from psychological distress and strain, adverse job-related attitudes such as job dissatisfaction, lack of motivation, and behavioral outcomes (Sinkkonen et al., 2012). In line with this, worker quitting intentions ensue from the supervisor’s manner (Constigan et al., 2011). In addition, offending, condemning, giving sarcastic remarks, and spreading false rumors may be expected to trigger intentions to quit the organization in the bullied employee as these acts trigger stress (Fida et al., 2018; Merkin & Shah, 2014). Based on these studies, it may be argued that those bullying acts are likely to hamper the victim’s intent to maintain organizational membership as it impedes affirmative attitudes as motivation, satisfaction while prompting stress. Women who fear defamation on the one hand and the urge to offer financial support to their families, (Shahzad & Malik, 2014) will likely plan to switch their jobs. Therefore, we argue that bullying at work is expected to induce quitting intentions in the bullied employee.

H2: Workplace bullying will be positively associated with quitting intentions in bullied victims.

### **Psychological Capital as Moderator**

The possible moderating effect of psychological capital to suppress unwanted outcomes is rooted in the basic premise of positive psychology – that positivity supports individual growth (Luthans et al., 2008). Reasonably, psychological capital should serve as a psychological resource that suppresses triggering of negative outcomes. Literature has shown support for this positivity-inducing effect of psychological capital. For example, Read and Laschinger (2013) reported that psychological capital and bullying have a negative relationship, while Cheung et al. (2011) found buffering effects of high versus low psychological capital on outcomes of emotional labour. Positive affect that resembles psychological capital has been reported as a useful resource to cope with cyber bullying (Hong et al., 2014). Similarly, self-esteem, which resembles the confidence dimension of psychological capital, has been shown to help through cyber bullying (Patchin & Hinduja, 2010) and the resilience component of psychological capital has been found to be a helpful coping strategy for cyber bullying (Papatraianou et al., 2014). Moreover, meta-analytical evidence indicates a desirable effect of psychological capital on important outcomes (Avey et al., 2011). Based on these findings, we hypothesize a constructive nature of

psychological capital that would suppress triggering of quitting intentions in bullied employees.

Past studies have provided empirical support for the idea that bullied individuals derive strength from positive psychological resources during distressing times. For example, emotional intelligence, (Salovey et al., 2002) has been reported to stifle job insecurity (Jordan et al., 2002). An inverse relationship between psychological capital and workplace bullying has also been concluded (Read & Laschinger, 2013). Moreover, Raver and Nishii (2010) found that distressed individuals sustain performance by drawing energy from mental resources. Specifically in relation with psychological capital, Chen and Lim (2012) concluded that psychological capital and perceived employability were positively related. It maybe, therefore, be reasoned that psychological capital will buffer job insecurity resulting from bullying experienced at the workplace. Job insecurity is in contrast to employability as the latter involves a worker's anticipation of job loss. Psychological capital should moderate unwanted responses to bullying because it is a positive psychological state that fosters positive expectations and recovery after setbacks and encourages individual growth and development (Luthans & Youssef, 2004) and may be expected to reduce helplessness regarding job continuity (Greenhalgh & Rosenblatt, 1984). Along similar lines, Tara and Ahsan (2020) found that women with high levels of cognitive hardiness, another positive resource, were less likely to experience workplace harassment. Thus, we believe those bullied employees who are high in psychological capital will feel lesser job insecurity, as opposed to employees who have low psychological capital. Psychological capital will, therefore, moderate job insecurity among bullied women, so that the relationship between workplace bullying and job insecurity will be weaker for women who have high psychological capital, and stronger for bullied women with low psychological capital. We, therefore, postulate that:

H3: Psychological capital will moderate the relationship between workplace bullying at and job insecurity, such that the relationship will be weaker when psychological capital is high and stronger when psychological capital is low among bullied employees.

Given that the ability for self-protection during work-related negative occurrences relates negatively with intentions to quit, (George & Jones, 1996) positive psychological resources may be argued to restrain quitting intentions in the face of bullying at work. Positive resources, such as self-monitoring and internal locus of control, have been reported to mitigate effects of intentions to quit on actual turnover. Moreover, Avey et al. (2006) concluded that psychological capital reduced absenteeism, while absenteeism positively relates with quitting intentions among nurses (Albion et al., 2008). Another study by Bookenooghe et al. (2013) showed that positive affect, a construct that resembles psychological capital, relates negatively with intentions to quit, while it has positive correlations with psychological capital (Siu et al., 2014). In addition, negative emotions have been concluded to trigger higher intentions to quit (Chi & Yang, 2015). Overall, these studies offer evidence that psychological capital is likely to suppress quitting intentions elicited as a consequence of workplace bullying through fostering a positive strength in bullied employees.

We draw upon Fredrickson's (2000) broaden-and-build theory to explain underlying mechanisms of a possible moderating impact of psychological capital on relationships of bullying at work with job insecurity and quitting intentions. Positive feelings and states have the capacity to optimize individual functioning by broadening their reasoning approach that enables open, flexible responses to both positive and negative stimuli, thus optimizing their personal resources (Fredrickson et al., 2008). We believe that psychological capital boosts psychological reasoning that helps cope with bullying incidences; hence, bullied employees with high psychological capital develop affirmative approach and goal setting to adhere to their work goals, targets, thereby offsetting job insecurity and quitting intentions (Elst et al., 2012). It may, therefore, be suggested that bullied women with high psychological capital will experience lesser job insecurity and quitting intentions, unlike those with

lower psychological capital, who will experience high job insecurity and quitting intentions. Thus, we hypothesize that psychological capital will quitting intentions bullied women, such that quitting intentions will be low in those with high psychological capital, while bullied women with low psychological capital will have higher intentions to quit.

H4: Psychological capital will moderate relationship of workplace bullying with quitting intentions, so that the relationship will be strongly positive for bullied women with low psychological capital and weakly positive for bullied women with high psychological capital.

## **Methods**

### **Research Design**

This study employed quantitative method, using a cross-sectional design, survey method. We used snowball sampling method to collect the data.

### **Sampling**

The snowball sampling method was employed to collect the desired sample size of data through establishing a point of contact in each organization.

### **Data Collection**

The HR manager was our primary referral and disseminated the research instrument to at least two employed women who had experienced unwanted acts during some point of their work lives (Cohen & Arieli, 2011). We distributed 450 questionnaires along with a cover letter to employees in two telecommunication companies, three public sector hospitals, and two private banks. We received 300 complete and usable responses, with a response rate of 66.7%.

## **Measures**

### **Demographic Data**

We obtained demographic data on age, managerial level, education level, employment type (permanent or contractual), beside self-reports on study variables. Demographic data showed that respondents were mostly of 31 (SD = + 6) years of age (67%), were middle-level managers (72%), most had completed a master's degree (73%), and had contractual job appointments (69%).

### **Workplace Bullying**

This was measured using the 22-item Negative Acts Questionnaire, (NAQ) that has been developed and validated by Einarsen et al. (2009). The NAQ covers three dimensions including work-related, person-related, and physical intimidation acts that bullied targets have experienced over preceding six months. The NAQ measures responses along a 5-point frequency scale ranging from 'never' (1) to 'daily' (5). Several studies (e.g., Escartin et al., 2013; Nielsen et al., 2013; Notelaers et al., 2010) have employed this scale. The NAQ demonstrated adequate internal consistency (Cronbach's  $\alpha=.86$ ).

### **Psychological Capital**

It was assessed using the 24-item Psychological Capital Questionnaire (PCQ, self-rater version) that consists of four dimensions of confidence (self-efficacy), hope, optimism, and resilience. Developed by Luthans et al. (2007), the PCQ measures items along a 6-point Likert type agreement scale from 'strongly disagree' (1) to 'strongly agree' (6). The PCQ has been used in multiple studies (such as, Abbas et al., 2014; Avey et al., 2009; Clapp-Smith et al., 2009) that points to its sound psychometric properties. The PCQ demonstrated acceptable internal consistency (Cronbach's  $\alpha=.82$ ).

### **Job Insecurity**

It was assessed using the 30-item Ashford et al. (1989) Job Insecurity Scale (JIS) that measures the significance attached with several job features along a 5-point Likert type importance scale ranging from ‘very unimportant’ (1) to very important’ (5). Composed of five parts, the JIS measures importance of certain job features (17 items); possibility of changes in these features (10 items); insecurity in relation to total job; perceived threat to total job; and powerlessness (3 items). The JIS has been used in earlier studies (Borg & Elizur, 1992; Huang et al., 2010). The scale showed good internal consistency (Cronbach’s  $\alpha=.89$ ).

### Quitting Intentions

Three items from Singh et al. (1996) three items from Camman et al. (1979) instrument were used that gauge intentions to leave the organisation where the respondent is currently employed. The scale demonstrated good internal consistency (Cronbach’s  $\alpha=.91$ ).

### Control Variables

Earlier research has pointed to age differences in psychological capital and quitting intentions (Prasad & Sandhyavani, 2019). Job insecurity has also been found to vary across gender (Keim et al., 2014) and employment type, i.e. permanent or contract (Gallie et al., 2017). Hence, we used age and employment type as control variables.

### Results

Table 1 presents the descriptive statistics, internal consistency, and correlations among study variables. As expected, workplace bullying correlated positively with job insecurity ( $\gamma =.60, p<.001$ ) and with quitting intentions ( $\gamma =.51, p<.01$ ). Additionally, psychological capital correlated negatively with workplace bullying ( $\gamma =-.52, p<.001$ ), as well as with job insecurity ( $\gamma =-.55, p<.001$ ) and quitting intentions ( $\gamma =-.31, p <.01$ ).

Table 1  
*Descriptive Statistics, Internal Consistency, and Correlations among Study Variables*

SN Variable	Mean	1	2	3	4	5	6	7	8	9	10
1. Age (years)	31.2 +	-									
2. Education level (masters)	2.03	.38*	-								
3. Employment type (contractual)	.18	-.16*	.12*	-							
4. Workplace bullying	2.03	.18*	.24**	.27**	(.86)						
5. Work-related bullying	2.31	.21*	.13*	-.02*	.44*	(.77)					
6. Verbal abuse	2.44	.20*	-.1*	-.02*	.40*	.60*	(.78)				
7. Physical intimidation	2.14	.11*	.21**	-.03**	.31*	.51*	.73**	(.80)			
8. Psychological capital	2.50	.23*	.31**	.2**	-.52*	-.44*	-.71*	-.54*	(.82)		
9. Job insecurity	2.58	-.12*	-.32*	.26*	.60*	.51*	-.53*	.34*	-.55*	(.89)	

10. Quitting intentions	2.11	-.22*	.31**	.23**	.51**	.61**	.43**	.45**	-.31**	.62**	(.91)
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Note: N=300; Internal consistency using Cronbach’s alpha are shown in parenthesis.  
 \*p < .01, \*\*p < .001.

### Workplace Bullying, Job Insecurity, and Quitting Intentions (H1, H2)

We employed Hayes’ (2020) PROCESS Macro model 1 to test direct relationships of bullying at work with job insecurity and quitting intentions. Age, employment types were entered in step one were used as control variables, followed by workplace bullying as predictor. Results for testing hypothesized inter-relationships between workplace bullying, job insecurity, and quitting intentions are presented in table 2. It may be seen that workplace bullying was positively related to job insecurity ( $\beta = .33$ , SE= 0.04,  $t = .65$ ,  $p < .001$ ) and quitting intention, ( $\beta = .41$ , SE= 0.06,  $t = .77$ ,  $p < .000$ ) rendering full support for hypotheses 1 and 2.

Table 2  
 Results of Moderation Analysis to examine Psychological Capital as Moderator of Relationships of Workplace Bullying with Job Insecurity and Quitting Intentions (N=300)

	$\beta$	SE B	t	p
Model 1 Criterion: Job insecurity				
Constant	2.65*	.014	9.30	.000
	[0.211, 0.27]			
Workplace bullying	.34*	.03	.65	.001
	[-0.03, 0.08]			
Psychological capital	-.23*	.014	-.38	.001
	[-0.03, 0.03]			
Workplace bullying*psychological capital	-.17*	.022	3.2	.001
	[0.05, 0.15]			
Model 2 Criterion: Quitting intentions				
Constant	2.13**	.021	7.33	.000
	[0.21, 0.28]			
Workplace bullying	.40**	.06	.76	.000
	[-.06, 0.03]			
Psychological capital	-.09**	.032	-.38	.421
	[-0.04, 0.08]			
Workplace bullying*psychological capital	-.24**	.031	4.3	.000
	[0.03, 0.15]			

Note: \*R2=0.23; \*\*R2=0.30

### Psychological Capital as Moderator

We employed Hayes’ (2020) PROCESS Macro to test the hypothesized buffering effect of psychological capital on relationships of bullying at work with job insecurity and quitting intentions.

Variables were centralized before the main analysis (Dawson, 2014) and we used 5000 bootstrap samples with 95% confidence interval and performed heteroscedasticity-consistent standard errors for both job insecurity and quitting intentions as two separate criteria for both moderation models. Results of the moderation analysis are presents in Table 2. The interaction term was significant ( $\beta = -0.17$ ,  $SE= 0.022$ ,  $t= 3.2$ ,  $p< .001$ ) for job insecurity, suggesting that the relationship changed in presence of psychological capital. The interaction term was also significant ( $\beta = -0.24$ ,  $SE= 0.31$ ,  $t= 4.3$ ,  $p< 0.000$ ) for quitting intentions, implying that psychological capital moderated relationship between bullying at work and quitting intentions. To probe the nature and direction of the moderation effect, (Dawson, 2014) simple slope procedure showed two-way significant interactions, depicted in figures 2 and 3.

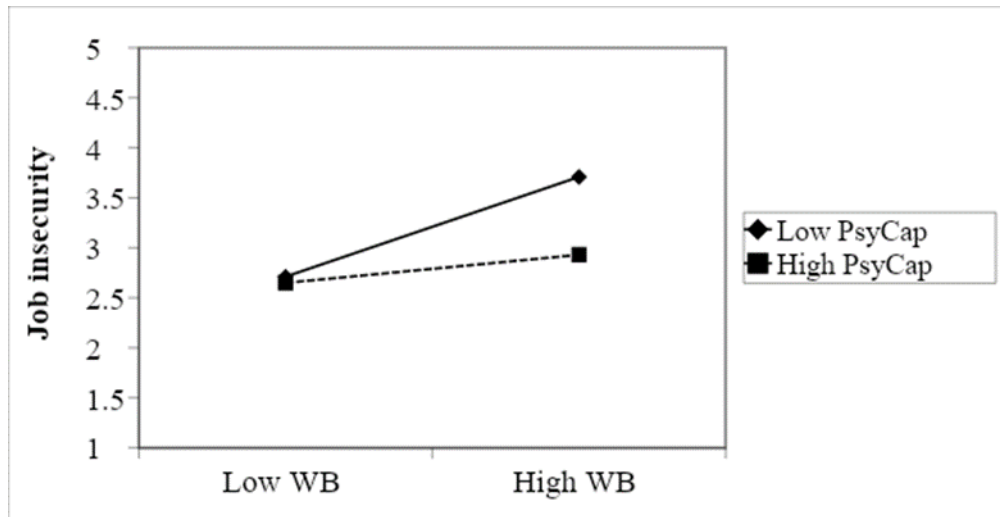


Figure 1: Simple slope analysis showing psychological capital as moderator of Work-place bullying and job insecurity.

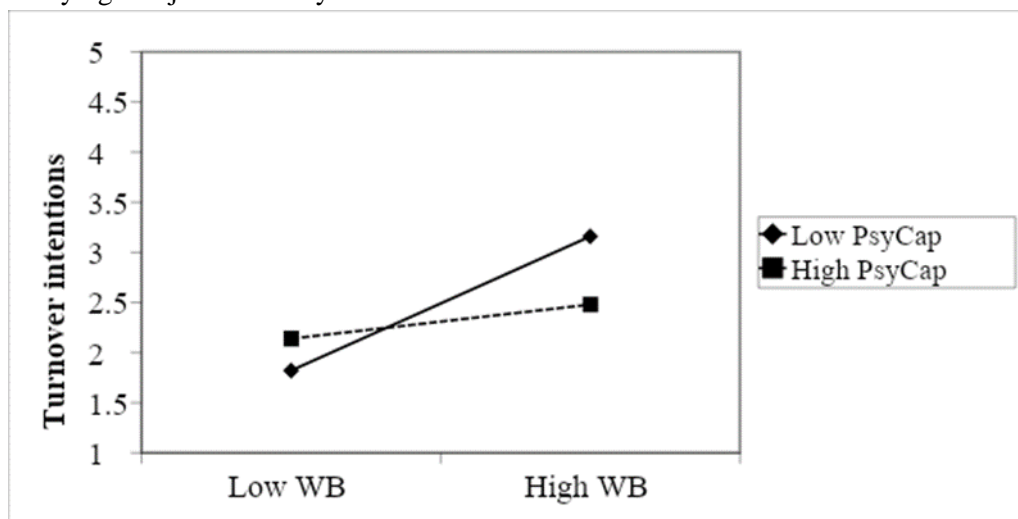


Figure 2: Simple slope analysis showing moderating effect of psychological capital on Work-place bullying – quitting intentions.

## Discussion

We examined job insecurity and quitting intentions as responses to bullying at work as well as moderating impact of psychological capital among women employees who had faced bullying at work. Consistent with earlier research, (e.g., Glambek et al., 2014) these results indicate that workplace bullying triggers job insecurity and quitting intentions in bullied working women. As a consequence of



bullying, these women judge that their current job or its features would likely be lost in the future, and they would be unable to continue with their existing job. Such employees also think about switching to another employer and search for other job opportunities. This suggests that women who experience varied forms of bullying including facing verbal abuse, gossip spreading, work-related or personal ridicule, being ignored at work, excessive criticism, being assigned lowly tasks that are below their competence level, or are assigned highly complex tasks with difficult deadlines and related forms of physical intimidation feel threatened in their job position, as the bullying they experience is perpetrated by their supervisor who evaluates their work. Consequently, such women employees feel that their job is in danger and judge job switching as a worthwhile option. Job insecurity and quitting intentions have been found to an outcome of negative workplace occurrences. For instance, individual, organizational, as well as aspects related to local context play a part in causing job insecurity (Esser & Olsen, 2012). As for intentions to leave the organization one works for, employees often opt for exit as a coping strategy in response to stressful factors experienced at work; (Balz, 2020) workplace bullying is one such factor, as revealed by the present study. Moreover, while findings from this study concur with Glambek et al. (2014) conclusion that workplace bullying is a precursor to job insecurity and intentions to leave among Norwegian employees, our findings extend current literature as we conclude that women who are employed in business firms operating in a developing nation such as Pakistan suffer job insecurity and have intentions to leave their organizations in response to the bullying.

An important finding of this study is the moderating effect of psychological capital on the relationship between bullying, job insecurity and quitting intentions. High levels of self-efficacy, hope, optimism, and resilience associated with psychological capital buffer responses to bullying, while bullied victims with low psychological capital feel higher job insecurity and quitting intentions. This suggests that psychological capital confers positive strength in female bullied victims to offset job insecurity and quitting intentions and accentuates the significance of individual level positive strength in a bullying environment, thus corroborating with earlier studies that suggest an affirmative role of psychological resources in dealing with disturbing experiences (Maher et al., 2018). These findings also corroborate with Bae et al. (2021) finding that workplace bullying has moderate, negative correlations with psychological capital and that individual with high psychological capital are lesser burnt out. Our results broaden current literature as our findings suggest that bullied women with higher psychological capital experience reduced job insecurity and intentions to leave, as psychological capital acts a coping mechanism for them.

### **Contribution and Managerial Implications**

This study adds to the current literature by advocating that job insecurity and intentions to quit are an outcome of workplace bullying that women employees experience at work, while psychological capital buffers these relationships and is, therefore an important coping mechanism for such women. These results add to the existing literature that pointed that psychological capital reduces burnout (Pu et al., 2016) and incivility (Roberts et al., 2011). Thus, our study responds to earlier calls for examining moderating effects of psychological capital on workplace bullying and its consequences (Naseer et al., 2018).

Reducing job insecurity and turnover intentions are significant reasons for managers to take preventive measures against bullying that working women face. Designing dedicated reporting systems, anti-bullying and harassment policies and implementing them are crucial for reducing job insecurity and turnover intentions among such women. Managers should take steps to enhance psychological capital of female employees through creating awareness using seminars, workshops, and focused training sessions. Distinct organizational policies and strategies to curtail work-related, person-related, and physical intimidation forms of bullying at work should also be devised to minimize workplace bullying, thus creating an anti-bullying work culture while simultaneously promoting employee

psychological capital through extensive awareness, learning and training programs.

### **Strengths and Limitations**

This study adopted instruments to measure workplace bullying, psychological capital, job insecurity, and quitting intentions among telecom, public sector hospitals, and banking sector women employees. A limitation of this study was that it relied on self-report data (Podsakoff & Organ, 1986). Two, although snowball sampling technique was a justifiable choice, the process relied on bullied victims to identify other bullied victim for instrument dissemination, thus reaching only personally known bullied employees through the referral chain. Three, causal links between the study variables cannot be determined with complete certainty in a correlational framework. Another limitation of this study is that it did not control for the effects of globalization and its pressures on employers and employees that may associate with job insecurity and quitting intentions (Kim, 2012) particularly in developing nations where exasperated unemployment and inflation prevail. This context may influence how workplace bullying triggers job insecurity and quitting intentions, as both the supervisor as well as the employee are impacted.

Future research may employ a time-lagged or longitudinal study design in order to test replicability of this study's findings. Other detrimental outcomes of workplace bullying and possible moderating effects of other variables from the positive psychology domain, such as work engagement, thriving at work, gratitude, forgiveness, courage, may also be investigated. More complicated frameworks, such as moderated-mediation models inclusive of positive psychology variables may also be incorporated for more in-depth interpretation of inter-relationships between bullying and its adverse effects. Moreover, future studies may test these relationships after controlling for contextual factors such as inflation, unemployment, globalization pressures for clarity of results. Finally, we suggest that workplace bullying, and employee outcomes may be tested in varied, bullying-prone work environments for a broader, global understanding of how contextual factors influence relationships of workplace bullying with its possible outcomes among working women.

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