

# Effect of Nurses' Workplace Bullying on Turn Over Intention

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## Abstract

**Background:** Work place bullying is a situation in which worker faces, a disgrace in a work place environment and ultimately turnover rate increases day by day.

**Purpose:** To estimate the effects on nurses' workplace bullying on turn over intention rate.

**Methods:** This quantitative study was conducted in two private hospitals in Lahore. The sample of 180 nurses included via simple random technique. Self-administered Questionnaire was filled by the nurses after taking written informed consent. Data was analyzed on SPSS 21.0. Descriptive test was applied for demographics and Regression analysis was used to measure the impact of nurses' workplace bullying on turn over intention.

**Results:** This study revealed that there is a significant relationship between workplace bullying on turnovers Intention of nurses. Furthermore, the individual experiences of low level of workplace bullying behavior shows better work other than that experienced bullying behavior. In the same way, the satisfied staff definitely shows better output at work.

**Conclusions:** To conclude, the effects of workplace bullying behaviors on turnover intention was significant among nurses. Future research may involve nurses in the activities to minimize workplace bullying and involve management to take steps to reduce turnover.

**Keywords:** Nurse, Workplace bullying, Turnover Intention, Hospital.

**Introduction and literature Review:**

Bullying at work is now widely acknowledged to be a pervasive and serious issue. It is a situation in which worker faces, a disgrace in a workplace environment. The social separation can be occurring due to workplace bullying. Although, This concept is very old still the work place bullying is a burning issue (Li, Liu & Chen, 2020). According to estimates, 11% of workers worldwide believe they are victims of bullying, and 15% of workers worldwide are targets of systematic bullying activities (Nielsen, Matthiesen & Einarsen, 2010).

Since, the workplace bullying is a major problem for many institutions. This negative behavior may affect the organization in form of loosing staff frequently (Nielsen & Knardahl, 2015). And also a threat for workers, their job, organizational commitment and turn over intention. Most of the nurses leave their organization due to bullying at work place environment which is the huge burden for organization. Many studies suggest that effect of bullying in nursing professional workplace victim but also health care delivery system as well as quality of care and its effects on organization finances (Hoel et al. 2011). Shortage of nurses is increases all over the world. Organizational factors such as leadership, development opportunities, and pay level are among the most connected to the nurses' turnover intention. The more exposure of bullying in workplace area in various organizations to increase the turnover level because bullying may show impact on cost effectiveness (Hoel, et al. 2011).

Previous studies on nurses' turnover intention have relationship between nurses' psychosocial work environment and organizational society. Managers and their firm hierarchical organizational structure in hospitals promote workplace bullying. A study conducted on work place bullying on turn over intention shows a significant relationship (Ekici & Beder, 2014). Nurses significantly have low level of

satisfaction with job and higher level of anxiety, depression and leaving the organization due to this workplace bullying. They were feeling disgrace in the organizational environment. Support at work from the managers was able to protect nurses from these bad effects of bullying (Coetzee & Van, 2017).

Turnover intention gives the probability of workers to leave their work as well as institutional willpower. As turnover increases, level of absences too increased. The turnover causes many environmental issues; in order that, the directors may require necessary steps to pass up the possibility of turnovers (Ekici & Beder, 2014).

It is observed in the literature that different studies have used the terms of bullying and mobbing interchangeably. The various studies discussed about the relation between bullying at workplace and turnover (Hogh et al, 2011). Bullying at workplace is a term related with constant contact to undesirable and deleterious actions from one or more persons against a person or a group, where they created an inequality in authority. The bullying at workplace has an unfavorable environment for the success, quality work and turnover. Ratio must measure (Houshmand et al., 2012). Researchers have identified an immediate effect of direct target of bullying and turnover intentions of employees. Utilizing a hierarchical structure investigation of health area the study determines that working environment caused by bullying boost the intentions of turnover among employee. As per statement of employees that direct target of bullying significantly increases the level of turnover intentions.

Scientists have made the efforts to know the environment of harassment. Agreement of the harassment commonly arise an effect on inequality. Casualty of harmful performance has not an identical situation as the people don't able to defend (Salin, & Vartia, 2013). While looking at this

alarming situation around globe particularly in developing countries this study was designed to assess the effects on nurses 'workplace bullying on turnover intention.

### **Methodology**

The study was quantitative. The impact of the workplace bullying on turnover intention of the healthcare staff was evaluated. Staff nurses of private hospitals were included via simple random technique. Doctors, student nurses and Para medical staff were not part of it. Through questionnaire was possible to measure the respondents awareness, opinions and to various experiences concerning bullying and turnover intention. Work place bullying questionnaire adopted from (Bryman & Bell, 2005) which consisted on 14 questions on 05 point likert scale and Turnover intention which they adapted from McGee & Ford (1987). Their scale consists of four items consist on 05 point likert scale. Research was conducted after getting the formal permission from department. Target population was staff nurses and Sample size was 180. Questionnaire was distributed among nurses after taking written informed consent. Responses were collected after 50 minutes. All data was analyzed on SPSS version 21.0. Descriptive test applied for demographics and Regression analysis test was applied for measure the impact of nurses bullying on turn over intention.

### **Results**

#### **Demographic:**

Data was collected from both gender men and women nurses. Fortunately, no drop-out rate was recorded in this study. 24.4% respondents nurses belong to 18-25 years of age. 26-35 years of age group made up 75.6% of the respondents. For qualification of the nurses, 93.3 % have nursing

diploma and 6.7% respondents were degree holders. In present study, majority nurses (86.7%) have 1-5 years of experience and very few (13.3%) respondents have experience less than one year.

### **Effects of bullying on turnover**

To see the effects of bullying's on nurses turnover it was found that more than half (52.2%) of the participants were disagree upon that the law of victimization is satisfactory and familiar. Similarly, around half of the nurses (49%) were concerned about the hospital policies and guidelines which fulfill the concern of workplace bullying for employees. Interestingly, almost 57% participants agreed on providing and informing about bullying as negative or un-satisfactory behavior at some point during job.

It was noticeable that majority respondents (71.1%) were agreed upon experienced administrative negative sanctions on work in their organization. And (50.0) % strongly agree on that they had an experience of verbal threats at their workplace. In addition, when it was asked that they ever have had an experience of vandalism towards your personal belongings at your work place the agreed response rates were 76% and 13.9% were strongly agree.

As far as personal experience of facing violence at workplace is related around 65% participants agreed upon it. And 61% workers have witnessed their co-workers that have been exposed to workplace bullying.

Table 01: Frequency distribution of workplace bullying

S #	Questionnaire workplace bullying	Strongly disagree f (%)	Disagree f (%)	Neutral f (%)	Agree f (%)	Strongly agree f (%)
01	The law of victimization is satisfactory and familiar.	3(1.7)	94(52.2)	13(7.2)	37(18.3)	33(18.3)
02	Hospital where you work their policies and guidelines fulfill the concern of workplace bullying.	1(.6)	88(48.9)	15(8.3)	36(20.0)	40(22.2)
03	The hospital you work for anyone is educated in questions for workplace bullying.	84(46.7)	18(10.0)	33(18.3)	45(25.0)	25(15.0)
04	During the employment at some point staff should inform that workplace bullying is not satisfactory behavior.	2(1.1)	6(3.3)	14(7.8)	102(56.7)	56(31.1)
05	Your organization has contributed with enough information about workplace bullying.	4(2.2)	91(50.6)	15(8.3)	34(18.9)	36(20.0)
06	You perceived that work related information often is withheld.	4(2.2)	18(10.0)	22(12.2)	103(57.2)	33(18.3)
07	You perceived that you often handed work tasks that are not coherence with your work description.	22(11.8)	27(15.0)	24(13.3)	117(65.0)	12(6.7)
08	You have experienced administrative negative sanctions.	3(1.7)	23(12.8)	11(6.1)	129(71.7)	14(7.8)
09	You have experienced ignorance/isolation at your workplace.	0	8(4.4)	32(17.8)	132(73.3)	8(4.4)
10	You have experienced verbal threats at your workplace.	1(.6)	1(.6)	3(1.7)	85(47.2)	90(50.0)
11	You have experienced vandalism towards your personal belongings at your workplace.	0	14(7.8)	4(2.2)	137(76.1)	25(13.9)
12	You have personally experienced violence at your workplace.	0	19(10.6)	14(7.8)	116(64.4)	31(17.2)
13	You have been exposed to work place bullying.	1(.6)	18(10.0)	12(6.7)	127(70.6)	22(12.2)
14	You have been seen co workers that have been exposed to work place bullying.	0	7(3.9)	1(.6)	110(61.1)	62(34.4)

### Turnover rate:-

As far as turnover rate is considered nearly 35% participants were strongly agreed they have thought occasionally find another job. When it was asked will you still work at hospital in two years the one third were disagree on continuation with same organization and 62% show agreement for replacing the job sooner. It was alarming the around 82% were willing to find new job on short notice.

**Table 2:** Frequency distribution table of turnover intention

S #	turnover intention	Strongly disagree F(%)	Disagree F(%)	Neutral F(%)	Agree F(%)	Strongly agree F(%)
01	Since your commencements you have thought occasionally find another job that you should have to.	0	7(3.9)	1(.6)	110(61.1)	62(34.4)
02	If it is up to you, will still work at hospital in two years.	17(9.4)	61(33.9)	38(21.1)	45(25.0)	19(10.6)
03	As soon as you avail a job another hospital, you must take the chance.	0	5(2.8)	6(3.3)	112(62.2)	57(31.7)
04	Within a short period of time a job should be finding at another hospital.	0	0	3(1.7)	151(83.9)	26(14.4)

### Nurses workplace bullying on turn over intention

Regression analysis was used to examine the relationship between variables. To determine the effect on nurses' workplace bullying on turnover intention. Value of r square was used to explain the amount of variance same thing is explained by adjusted r square but in a more accurate way.

**Table 03:** Nurses workplace bullying on turn over intention

	<i>B</i>	<i>SE</i>	<i>B</i>	<i>P</i>
Constant	11.058	1.133		
Workplace bullying	.089	.022	.292	.000
R <sup>2</sup> =.085				
ΔR <sup>2</sup> .080				

### Relationship among work place bullying and Turnover rate

To determine the relationship between independent variable (workplace bullying) and dependent variable (Turnover intention) correlation analysis was done. The results are described with the help of parsons' coefficient of co relation (r) and the value of significance (p). Correlation are significant at the levels of p =0.01.

Table 4: **Regression analysis**

Correlations

		Wb	Ti
Wb	Correlation	1	.292**
	Sig. (2-tailed)		.000
	N	180	180
Ti	Pearson Correlation	.292**	1
	Sig. (2-tailed)	.000	
	N	180	180

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

### Discussion

This study was to determine the effect on nurses' workplace bullying on turnover intention. So study raised that nurses' managerial society has a direct effect on workplace bullying. The association between the workplace bullying and the turnover was resolute in different organization ( Quine, 1999; Mathisen et al., 2008; Simons, 2008; Glasø et al., 2011). In this study work place bullying have impact on turnover of nurses working in private hospitals. Many previous studies conducted on this workplace bullying and turn over intention that shows positive relationship. This study supports the hypothesis which has the positive relationship between workplace bullying on turnover intention.

Identify the workplace bullying behavior towards the health care workers on turnover intention

correlation analysis was applied. It can be seen in correlation table that there is significant



relationship. According to this question (You have experienced verbal threats at your workplace). Show 90% responses of agree. According to Miller (2011) it is a manager's responsibility to direct the workers through a crisis. The managers recognize that they do not have enough resources or information on how to deal with workplace bullying; it can be value reflecting over how organized the managers are to guide the employees.

### **Conclusion:**

It is concluded that workplace bullying have significant association on turnover intention. This information may help human resource management to judge work condition and recognize the source and reason behind turnover. It may help the organization to eliminate the identified workplace bullying and creating a best environment. It enhances the nurses' commitment level to their work performance. The outcome of this study specify that in combination with developing new policies and official and unofficial injustice actions, taking steps to provide a positive work environment with appropriate attention to staff support structures may be an effective way of protecting people's health and welfare in the workplace. The effect of the workplace bullying behavior on turnover intention was evaluated in study. Today the harassment is a bad situation in many organizations. Furthermore, the individual experiences low level of workplace bullying behavior shows better work other than that experienced bullying behavior. In the same way, while the pleased staff will possibly show better output.

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