Workplace Bullying, Turnover Intention, and the Moderating Role of Kinship Employee Engagement

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ABSTRACT

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Purpose of the study — *Testing the Relationship between Workplace Bullying and Turnover Intention, and Examining Kinship Employee Engagement as a Moderating Variable in that Relationship.*

Research method— This Study Conducted in Lampung, Indonesia, Involving Private University Lecturers as Respondents. Data Analysis Utilized JASP.

Result— *The Results of this Study Indicate a Positive Relationship between Workplace Bullying and Turnover Intention. Kinship Employee Engagement is Found to Moderate this Relationship.*

Conclusion— *All Hypotheses are Supported, Signifying the Importance for Institutions to Strengthen Kinship Employee Engagement.*

Keywords: Workplace Bullying, Turnover Intention, Kinship Employee Engagement

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INTRODUCTION

The issue of workplace bullying, also commonly referred to as intimidation in the workplace, is a significant and concerning problem within the context of higher education. Bullying among academics can manifest through behaviors and experiences such as disrespect, excessive criticism, aggression, ostracism, humiliation, and more (Hodgins & McNamara, 2019). A study conducted by Hodgins and McNamara (2019) revealed that workplace bullying is a significant issue, affecting approximately 15% of the workforce, with considerable variations across different sectors. The field of education tends to exhibit prevalence rates of workplace bullying that exceed the average rates found in other workplaces. Recent research by Eileen

(2021) demonstrated that nearly 60% of professionals in the higher education sector have experienced negative impacts from this form of intimidation. More alarmingly, those who are in vulnerable positions, such as women and individuals from diverse racial backgrounds, are often primary targets of bullying.

The impact of workplace bullying within private universities is far-reaching. In addition to affecting the well-being of the victims, bullying also has serious implications for the institution's brand and reputation. When information about bullying spreads, institutions can lose the trust of the community and prospective students. This negatively affects the appeal of private universities and can result in decreased enrollment numbers and high employee turnover rates. Furthermore, workplace bullying directly affects the resources and morale of the institution (Srivastava & Dey, 2020). Handling cases of bullying requires significant time, effort, and financial resources. Private universities must invest time and energy into investigating bullying cases, providing counseling or support to victims, and developing effective prevention strategies. This entire process disrupts educational and administrative activities, ultimately impacting the institution's overall efficiency and productivity (John, 2021).

Apart from mental health concerns, bullying also directly leads to significant declines in performance for the victims. They may lose interest and motivation in their work, feel hindered in taking risks, and experience feelings of helplessness or insignificance. This performance decline can have negative repercussions on productivity, work quality, and the victims' ability to reach their full potential. Workplace bullying has also been found to have a significant impact on turnover intention in higher education institutions by creating an unsafe and uncomfortable work environment for employees, disrupting healthy working relationships, and affecting their psychological well-being (Anjum & Muazzam, 2018). Research has shown that workplace bullying serves as a predictor of turnover intention, potentially leading to high staff turnover rates (Li et al., 2020).

Addressing workplace bullying in private universities is crucial and should not be ignored or underestimated. While some academic institutions have developed anti-bullying policies to tackle this issue, leadership often fails to enforce them rigorously and consistently. Additionally, the legal framework protecting employees from workplace harassment is often lacking or insufficiently strong in many cases. Therefore, it is essential for private universities to take concrete and proactive steps to address workplace bullying. In this study, we propose Kinship Employee Engagement as a means to weaken the relationship between workplace bullying and turnover intention within private universities. Thus, it is vital for institutions to strengthen Kinship Employee Engagement to weaken the relationship between workplace bullying and turnover intention in private universities. Kinship Employee Engagement refers to a strong

emotional and social bond between employees and the organization, colleagues, and leadership. It involves a high level of involvement and identification of employees with the organization where they work. Employees with high Kinship Employee Engagement feel accepted, valued, and possess a sense of ownership of the organization. They are emotionally connected to the organization's values, mission, and goals. Moreover, they maintain positive relationships with colleagues and leadership, feeling supported and gaining crucial social support. This study aims to bridge the research gap and provide a comprehensive understanding of the moderating role of Kinship Employee Engagement. Consequently, it is expected to offer practical guidance to private universities in developing effective strategies to strengthen Kinship Employee Engagement, mitigate the impact of workplace bullying, and reduce turnover intention.

METHOD

This research was undertaken within the premises of a private university located in Lampung, Indonesia. The primary focus of the study encompassed the intricate interplay of workplace bullying, turnover intention, and Kinship employee engagement. The research was orchestrated with the participation of a cohort consisting of 109 respondents, encompassing both faculty members and administrative staff affiliated with the university.

To collate and scrutinize pertinent data, a meticulously structured questionnaire methodology was employed. The participants were tasked with completing comprehensive questionnaires that delved into the realms of workplace bullying, turnover intention, and Kinship employee engagement. The purpose behind this approach was to glean insights into the personal experiences of respondents in relation to instances of workplace bullying, their proclivity towards contemplating departure from the organization (manifested as turnover intention), as well as their deep-seated attachment to the organization, encapsulated by the construct of Kinship employee engagement.

In terms of gauging workplace bullying, the research leveraged the Negative Acts Questionnaire (NAQ), a well-regarded instrument comprising a matrix of 22 items (Einarsen, 2001). This instrument appraises two distinct dimensions: work-related bullying and person-related bullying, each encapsulating a spectrum of negative actions and behaviors encountered in the workplace. Examples of such actions include instances like being tasked with assignments beneath one's competence level.

Measuring turnover intention, the study employed a tailored 6-item questionnaire, designed to probe the participants' inclinations towards seeking alternative employment opportunities (Bothma & Roodt, 2013). A sample item from this questionnaire included the question, "How frequently do you contemplate seeking a job more aligned with your personal needs?"
Complementary to the evaluation of turnover intention, Kinship employee engagement was evaluated using a 14-item questionnaire specially crafted for the research (Pariyanti, 2022). Illustratively, one of the items from this questionnaire read, "I experience sentiments of shame and guilt if I am unable to meet deadlines for tasks.

The study's overarching framework hinged on two foundational hypotheses:
H1: There exists a positive correlation between workplace bullying and turnover intention.
H2: The dynamics of Kinship employee engagement act as a moderating force in shaping the relationship between workplace bullying and turnover intention.

To comprehensively probe these hypotheses, robust data analysis was a requisite. This analytical voyage was facilitated by the utilization of JASP, an influential statistical software platform. JASP's capabilities allowed the researchers to apply a plethora of pertinent statistical analysis techniques, thereby illuminating the nuanced connections between workplace bullying, turnover intention, and the intricate interplay of Kinship employee engagement.

RESULTS AND DISCUSSION
To validate and elucidate the statistical aspects of this study, several crucial steps were undertaken. The mean values of factor loadings and average variance extracted (AVE) for all indicators were found to be above 0.50, following the guidelines proposed by Hair et al. (2011). Furthermore, the values of Composite Reliability (CR) also exceeded the recommended threshold of 0.70, as suggested by Hair et al. (2011). These findings lead to a robust conclusion that the entire set of questionnaire items possesses ensured validity and reliability.

Not stopping there, eigenvalue calculations for each of the four factors surpassed the value of 1. Additionally, the Kaiser-Meyer-Olkin (KMO) statistic yielded a value of 0.912. This outcome firmly affirms the appropriateness of the employed indicators, as a KMO value exceeding the threshold of 0.60, as advocated by Hair et al. (2011), is deemed adequate for conducting factor analysis. The final step in this study encompassed data analysis to test the proposed hypotheses. From this sequence of processes, the following results were obtained:

Table 1. Hypothesis Testing, Direct and Indirect Effects

	Hypothesis	Path coefficient	*p* value	Conclusion
H1	Workplace Bullying has a positive influence on Turnover Intention	0,122	0,012	Supported
H2	Kinship Employee Engagement moderates the relationship between Workplace Bullying and Turnover Intention	-0,184	0,000	Supported

In the conducted path analysis, two hypotheses were examined. Firstly, hypothesis H1 posited that workplace bullying has a positive influence on turnover intention. The analysis results revealed a path coefficient of 0.122 between workplace bullying and turnover intention, with a p-value of 0.012. With the p-value being less than the predetermined significance level (0.05), hypothesis H1 is supported. This implies a positive relationship between workplace bullying and turnover intention, indicating that as the level of workplace bullying experienced by employees increases, their tendency to exhibit turnover intention also rises.

The second hypothesis, H2, examined the moderating role of Kinship employee engagement in the relationship between workplace bullying and turnover intention. The analysis results indicated a path coefficient of -0.184 between Kinship employee engagement and the interaction term of workplace bullying and Kinship employee engagement, with a p-value of 0.000. With the p-value being less than the predetermined significance level (0.05), hypothesis H2 is supported. This suggests that Kinship employee engagement moderates the relationship between workplace bullying and turnover intention.

DISCUSSION

Positive Influence of Workplace Bullying on Turnover Intention

The findings of this study underscore the positive influence of workplace bullying on turnover intention among faculty members and staff in the university setting. Workplace bullying refers to repetitive and harmful negative behaviors carried out by supervisors, colleagues, or other parties within the workplace. In the context of higher education institutions, faculty members and staff experiencing workplace bullying may endure significant impacts on their intent to leave the organization. Workplace bullying can encompass various forms, such as intimidation, humiliation, neglect, or rejection of employees' contributions. When faculty members and staff are subjected to persistent bullying behaviors, they may experience psychological pressure, stress, decreased job satisfaction, and dissatisfaction with their work environment. Consequently, this can impact their inclination to seek better

employment opportunities or depart from the university. In the context of higher education, the turnover intention of faculty members and staff holds significant implications. The loss of competent and experienced faculty and staff can disrupt teaching continuity and the overall operations of the institution. Moreover, turnover intention can negatively affect the university's image and reputation in the eyes of the public.

These findings align with prior research that has revealed the positive influence of workplace bullying on turnover intention (Srivastava & Dey, 2020). They discovered that when employees experience high levels of workplace bullying, they tend to exhibit a higher intention to leave their current organization. This indicates that workplace bullying can significantly impact an individual's decision to change jobs. The consequences of workplace bullying and its impact on turnover intention extend beyond individual levels to affect organizations as a whole. A high turnover rate resulting from workplace bullying can disrupt organizational stability, hinder productivity, and lead to increased costs associated with recruitment and training. Consequently, addressing workplace bullying is crucial not only for the individual well-being of employees but also for the health and success of higher education institutions.

Moderating Role of Kinship Employee Engagement in the Relationship between Workplace Bullying and Turnover Intention

This study successfully demonstrates that Kinship employee engagement moderates the relationship between workplace bullying and turnover intention among faculty members and staff in the university context. This signifies that Kinship employee engagement plays a crucial role in modifying or influencing the relationship between these two variables. When Kinship employee engagement serves as a moderating variable, it implies that strong emotional bonds between employees and colleagues, as well as their affiliation with the organization, can influence the extent to which workplace bullying impacts turnover intention. The research results indicate that with high levels of Kinship employee engagement, which signifies strong attachment to the organization based on emotional bonds, the negative impact of workplace bullying on turnover intention can be alleviated or reduced. In other words, when employees perceive social and emotional support and maintain positive relationships with colleagues and the organization, they are better equipped to confront and overcome workplace bullying. This can reduce the intention to leave the job and reinforce employees' attachment to the organization.

These findings align with the research conducted by Pariyanti et al. (2022), which examined the role of kinship in reducing turnover intention among academic members of

private universities in Indonesia. They found that when academics experience a strong sense of kinship within their academic community, it significantly weakens their intention to switch jobs. This study emphasizes the importance of fostering a supportive and harmonious work environment through kinship, where faculty members and staff feel connected, valued, and supported by their colleagues and the institution. This sense of kinship nurtures a sense of ownership and attachment, ultimately reducing the likelihood of turnover intention among academic members. The findings of both studies align in highlighting the positive influence of kinship or employees' attachment to their academic community in mitigating turnover intentions among university employees. This underscores the importance of promoting kinship and cultivating a sense of togetherness and support in the workplace to enhance employee retention and overall organizational well-being.

CONCLUSION

In its entirety, the findings of this study underscore that workplace bullying has a positive influence on turnover intention among faculty members and staff within the university environment. This outcome aligns with prior research linking workplace bullying to the intent to switch jobs. Furthermore, the study reveals that Kinship employee engagement plays a moderating role in the relationship between workplace bullying and turnover intention. This signifies that when strong kinship bonds exist among employees, the detrimental effects of workplace bullying on the intent to switch jobs can be mitigated.

The outcomes of this study underscore the significance of recognizing the role of Kinship employee engagement in mitigating the impacts of workplace bullying and enhancing employee turnover intention. In the context of higher education, previous research has also confirmed that kinship can weaken the intention to switch jobs among academics. These findings collectively emphasize the crucial need for institutions to foster a sense of kinship and strong social connections within their workforce. By doing so, organizations can effectively combat the adverse effects of workplace bullying, reduce turnover intentions, and create a more supportive and cohesive work environment. Ultimately, addressing workplace bullying and promoting kinship can contribute not only to the well-being of individual employees but also to the overall success and vibrancy of higher education institutions.

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