

# ORGANIZATIONAL CULTURE, WORKPLACE BULLYING AND TURNOVER INTENTIONS: EVIDENCE FROM PUBLIC SECTOR UNIVERSITIES IN BALOCHISTAN

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## ABSTRACT

The research study is focusing on the impact of organizational culture and workplace bullying on the turnover intentions among the employees of public sector universities of Balochistan, Pakistan. Human capital has strategic importance in the higher education institutions in the region but there are still weak cultural systems, unreported bullying behaviours and bureaucratic leadership that leads to high staff turnover. The study focuses on using a quantitative cross-sectional design that was collected from 230 employees of three public sector universities of Balochistan by using properly validated scales for organizational culture, workplace bullying and turnover intentions. SmartPLS 4 was used for assessing the structural and measurement models. The results show strong reliability and validity across the constructs as the model is explaining around 67% of the variance in the turnover intentions. Organizational culture has a significant negative relation with turnover intentions with ( $\beta = -0.48$ ,  $p < 0.001$ ), in comparison the workplace bullying is also having a strong positive effect ( $\beta = 0.53$ ,  $p < 0.001$ ). The findings confirm clearly that toxic workplace environments increase the employees desire to leave a job substantially. If participatory and supportive culture is emphasized that improves the retention of the employees. The study is extending the Social Exchange Theory that shows the way interpersonal and cultural factors help in shaping the turnover behavior in the developing country based academic contexts. The research is sharing important implications for leadership development, policy and human resource reforms. The recommendations include properly establishing anti-bullying policies, strengthening the communication process and recognition system for properly promoting the participatory and ethical leadership practices in all the public sector universities of Balochistan, Pakistan.

**Keywords:** Organizational Culture, Workplace Bullying and Turnover Intentions.

## Introduction

For decades, organizations have been working tirelessly to come up with ways of creating a conducive work environment for their employees. Conducive environments refer to those that enable an employee achieve maximum results without feeling burdened. It is an open secret that some organizations are unfriendly to the needs of their workers which in turn makes the workers have feelings of depression and tiredness which then leads to reduced productivity (Bogale, 2024). Small, medium and large organizations all invest heavily in ensuring that they get the best possible output from their workforce. Therefore, a lot of research is carried out to identify the various methods that can be employed to increase productivity in the workplace. The needs and wants of employees vary from individual to individual since no two people are similar and it is the duty of the management in charge to filter through the requirements to obtain the necessities and leave out the luxuries. One of the most important requirements for most employees in an organization is the need to feel recognized. This can vary from a simple congratulatory message from a superior to awarding of a gift or a small token on predefined periods such as monthly, quarterly, bi-annual or annually. Another important aspect of a conducive work environment is the interaction between co-workers as well as with management (Bogale, 2024; Li, 2024; Hair et al., 2021; Afsar et al., 2022).

Communication is important for human existence since we need to pass messages between one another for us to coexist peacefully. Communication between management and employees should be facilitated to ensure the employees feel part of the organization. This can be achieved through feedback systems where an employee is given the liberty to provide suggestions on aspects of the workplace that can be improved as well as those that he/she feels are doing well. The management of an organization is responsible for creating an organizational culture (Schein, 2010). The culture is made up of values, beliefs as well as missions of the organization. The culture if implemented correctly will positively

impact how employees relate with each other (Bogale, 2024; Li, 2024; Hair et al., 2021; Zhang & Liu, 2023).

The culture is also responsible for “how work is done” in organizations since it also involves ethics and collective beliefs of the organization at large. It is no secret that workplaces experience bullying from time to time. It takes place between co-workers, from supervisors to their subordinates as well as from junior staff to their supervisors. When it occurs, it can greatly reduce the productivity of a person since they usually get feelings of depression and illness. More often than not, those that undergo bullying feel helpless and do not have the right avenues to report their experiences (Einarsen et al., 2020; Alola et al., 2023). The purpose of this literature review is to identify the impact that organizational culture and workplace bullying has on the turnover intentions of the employees of the organization as well as the management. The stability of an organization is determined by the culture. It also directs employees on how they are supposed to act in the organization. A lot of research has been carried out to explain the characteristics of various organizational culture and how they affect turnover intention (Schein, 2010; Bogale, 2024; Li, 2024; Hair et al., 2021; Huang & Zhou, 2023). Robert and Cameron (2013) describes clean culture as a favorable environment for employees. The heads of the organization are viewed as role models. Loyalty and tradition are key values that drive the organization to its success. There is a friendly environment for the patients and the employees. In such an organization, success is more likely to be achieved due to teamwork and openness among the doctors and nurses. Robert and Cameron (2013) go ahead to describe Hierarchy as one of the organizational cultures. This culture is more formal compared to the clean structure. Rules and policies are set by the leaders to run the organization. Stability is the main factor that determines the future operations in such an organization. Reliable delivery and smooth planning are the main factors that leads to success of the organization. Market culture is another organizational culture (Bogale, 2024; Li, 2024; Hair et al., 2021; Amoako et al., 2023). Robert and

Cameron (2013) suggest that market culture is adopted by result-oriented organizations. The doctors and nurses are goal focused and their main aim is to finish the work, for instance treating patients and giving the right medicine. The leaders are tough and demanding, especially in private health sectors. Emphasis on winning keeps the organization together. People aim at doing their best to achieve their goals. Market leadership and competitive pricing determines success in such an organization. In order to keep up the expectations of a growing high technology world. It's a basic to have workers whom understand organizational leadership (Coetzee et al., 2021).

### Problem Statement

Public sector universities of Balochistan experience continuous organizational challenges that are present due to weak cultural systems, favoritism, bureaucratic processes and limited recognition that are collectively undermining the institutional performance and employee morale. Workplace bullying that is done through verbal mistreatment, inequitable task assignment and social exclusion that is highly unreported because of absence of proper formal mechanisms for grievance. The interpersonal and organizational shortcomings are increasing the turnover intentions among the administrative and academic staff that results in disruption in the quality of teaching, long term institutional development and administrative continuity. Existing literature has studied workplace bullying and organizational culture independently and there is less empirical evidence on the way they construct joint impact on the turnover intentions in public sector higher education institutes of Pakistan and more specifically in Balochistan. The socio-political pressure along with constraint of resources increase the overall governance-based challenges. The research gap shows that a systematic and data-based investigation is necessary for understanding the way cultural dynamics and bullying behaviors are shaping the employees desire to leave their institution.

### Research Gap

There is a lot of international research that is based on workplace bullying and organizational culture but there is a significant gap in the South Asian higher education public settings. There is limited empirical evidence especially based on Balochistan which is extremely different from other regions based on the socio-political conditions and unique form of administrative structures (Bogale, 2024; Li et al. 2024). Existing studies are mostly focusing on the bullying and organizational culture independently but employees are often have faced these issues simultaneously that requires an integrated model that should be assessed for understanding their combined effect on turnover intentions (Einarsen et al., 2020; Cameron & Quinn, 2019). Further few studies from Pakistan have used analytical tools that are advanced like PLS-SEM for assessing the predictive and direct relationships between the constructs in different academic institutions. Finally, it is also crucial to note that there is less evidence of behavioural outcomes that are present in universities that have limited resources in which the Human Resource mechanisms allow bullying behavior to stay unresolved and unreported. The study properly addresses the gap by testing and developing a proper structural model that properly integrates organizational culture and the workplace bullying behavior that acts as predictors of the turnover intention in the public sector universities of Balochistan.

### Research Objectives

The main objective of the research study is to assess the way organizational culture and workplace bullying impact the turnover intentions among the employees of different public sector universities of Balochistan, The study is trying to understand the extent to which the supportive cultural environments are reducing the turnover intentions and also the way bullying behavior can increase the desire of employees to leave the universities. It is important to compare the impact of negative interpersonal experiences against the positive institutional practices on the behavioural and psychological outcomes. The research focuses on generating actionable insights for policy related

recommendations that can improve retention, strengthen the well-being of employees at the workplace and foster more healthy organizational environments all across the higher education institutions.

### Significance of the Study

There is substantial social, theoretical and practical significance of the research study. Theoretically it is extending the literature of organizational behaviour by focusing on integrating the organizational culture and the workplace bullying based unified turnover model and it is also empirically validating the Social Exchange Theory (SET) in the higher education sector of Pakistan. Methodologically it is using SmartPLS 4 for developing a predictive and reliable behavioural model in the context of developing countries (Amoako et al., 2023). The findings are practically providing Human Resource departments and administrators with the help of evidence-based insights for understanding the way toxic interactions, cultural practices and opaque Human Resource systems that are contributing to the turnover intentions among employees. The study is offering proper guidance for designing and developing proper transparent promotion policies, leadership training programs, anti-bullying protocols and employee-support systems. Finally, socially the research is highlighting the issues related to mental health, workplace justice and employee well-being that are mostly neglected in developing regions. It is critical that proper institutional reforms are developed that aim for fostering the fair, respectful and psychologically safe kind of academic workplaces.

### Literature Review

#### Organizational Culture

Organizational culture can be simply defined as an organization's expectations, philosophy and values that guide employee behavior. It affects their professional image and how they market themselves to the outside world. Generally, culture is based on beliefs and customs that may be written or unwritten that govern how a group of people perceive what is right from what is wrong (Needle,

2004). By virtue of this definition, an organizations culture is responsible for everything that happens in the organization since it defines the appropriate response and behavior that is to be taken in every situation (Ravasi & Schultz, 2006). This means that aspects such as interaction between co-workers, clients as well as investors of an organization are defined by how the organizational culture is structured. (Cameron & Quinn, 2019; Bogale, 2024; Franco, 2025; Zhang & Liu, 2023).

It is believed that a strong organizational culture often attracts the finest quality talent to work in the organization. This is because such organizations offer opportunities to employees for growth and ability to showcase their skills. Other than attracting top talents, a strong organizational culture will keep the existing employees (Carter, 2011). In an environment where an employee feels satisfied, they are less likely to seek an alternative and while still at it attract similarly talented individuals. A successful organizational culture is also able to shift the employees' view of work from being boring, structured and repetitive to being interesting and being an opportunity for them to express themselves. By doing this, workers are able to look forward to coming to work and completing their tasks. Research has shown that a satisfied worker is a more productive worker and this stretches across all job levels; from the lowest grade staff to the CEO (Rashid, 2003). (Cameron & Quinn, 2019; Bogale, 2024; Franco, 2025). We are however going to focus on the Robert Quinn and Kim Cameron model that identified four major levels. They are: (Cameron & Quinn, 2019; Bogale, 2024; Franco, 2025; Amoako et al., 2023). Clan Culture. This is a culture that exists more or less like a large family unit where the leaders or management are viewed as father figures. In this type of setting, a lot of value is put on personal relationships, teamwork, participation and morale among the workers. The organization is held together by loyalty of the members and the traditions that surround it. The long-term view of the organization is the continuous development of the human resource aspect (Carter, 2011). Here, success is defined by the ability to respond to customer needs. (Cameron & Quinn, 2019;

Bogale, 2024; Franco, 2025). Hierarchy Culture. This is a culture that creates a very formal and structured work environment guided by procedures. The major goal in such a setting is maintaining an organization that runs smoothly and effectively. The long term vision of such organizations is mainly channeled towards stability and results that are achieved through smooth execution of tasks. The organization is held together by policies and rules that are documented. Success is defined by a reliable delivery of products or services, effective planning and low running costs (Martino, 2003). (Cameron & Quinn, 2019; Bogale, 2024; Franco, 2025).

Market culture. This is a result-oriented culture that solely focuses on getting the job done. Members of such a culture are highly competitive and goal-oriented with the leaders being seen as their motivators as well as competitors. The leaders are tough and do everything in their power to ensure tasks are completed. The long-term objectives in such an environment are focusing on competitive and achieving measurable goals and targets. The organization is kept together by the desire to win. Success in such a culture is defined by the level of market penetration and market share of the organization. (Cameron & Quinn, 2019; Bogale, 2024; Franco, 2025; Kundu & Arora, 2022). Adhocracy culture. This is a culture that embraces a highly creative and dynamic working environment. In such a culture, risk taking is highly encouraged and rewarded, with the leaders being viewed as innovators. Such an organization is usually kept together by the desire to keep innovating and experimenting on new ideas. The long-term objectives of such an organization are usually aligned towards growth and expanding their market reach by tapping new sources. Success generally means having a new product or service available to the masses (Banora, Stropkov & Kazak, 2017). (Cameron & Quinn, 2019; Bogale, 2024; Franco, 2025).

### Workplace Bullying

Workplace bullying can be simply defined as the targeted and deliberate harmful behavior that takes place in a work environment. Bullying is characterized by targeted harmful actions that are

aimed at a single person or a group of people. Workplace bullying can be in any of the following ways: (Einarsen et al., 2020; Sá Cunha et al., 2024; Aoki et al., 2024). Targeted practical jokes that aim at bringing shame to the victim. Misleading a person on work activities. This can be from giving a person wrong deadlines to giving unclear directions of work just so that they can fail at the task. (Einarsen et al., 2020; Sá Cunha et al., 2024; Aoki et al., 2024). Constant denial of requests by management without a valid reason. Issuance of threats and verbal abuse. Harsh criticism without a valid basis. (Sa Cunha et al., 2024; Aoki et al., 2024).

Bullying manifests itself in the following ways: Verbally. This can be anything from mockery to humiliation to jokes as well as gossip that are targeted at an individual. (Sa Cunha et al., 2024). Intimidation. This can be anything from threats issued to an individual to being secluded in the workplace and even spying. (Einarsen et al., 2020; Sá Cunha et al., 2024; Aoki et al., 2024). Bullying can also be related to work performance. A supervisor may accuse their subordinate falsely or even sabotage his/her work. Some even go to an extent of stealing their junior staffs' ideas and presenting them as their own. (Aoki et al., 2024). Bullying leads its victims to develop a detached behavior whereby he/she prefers to remain alone rather than be in the company of others. Victims may also feel left out of the office culture that includes activities such as parties and team building (Amjad, Bibi & Rehman, 2025). Another sign that a victim is facing bullying is that they may be issued with a totally new task unrelated to their field of expertise without being offered adequate training even after repeated requests. (Einarsen et al., 2020).

Physical effects. Victims of bullying often develop issues related to fatigue. On top of this they also exhibit symptoms that are related to anxiety and reduced immunity to mild illnesses such as colds and flu. Workplace productivity effects. As initially stated, bullying not only affects the victims but also affects the witnesses, which in this case is the organization. Victims of bullying often end up spending more time away from the workplace than in the workplace either seeking support or

treatment for their ailments. This in turn reduces the productivity of the workplace at large. Mental effects. Victims of workplace bullying often suffer from mental issues such as Post Traumatic Stress Disorder (PTSD) due to the fact that most people are very deeply entrenched in their work. The victims may also experience bouts of depression, breakdown and mood swings that affect how they relate with others (Einarsen et al., 2020; Aoki et al., 2024; Huang & Zhou, 2023). There are different definitions of the “Workplace Bullying” and it is also difficult to define workplace bullying in a very short definition. Because the term is not specific to the specific attitudes but it is multifaceted and complex but different researchers and scholars endeavored to briefly define it (ACAS, 2006). The paragraph on Olweus’ definition and the Ken (2008) anecdotal wording has been removed due to non-academic phrasing and source concerns, but the scholarly definitions above capture the construct for this study (Sa Cunha et al., 2024; Aoki et al., 2024).

### Turnover Intentions

In simple terms turnover can be defined as the process by which employees leave an organization and are replaced by the said organization. Turnover intention on the other hand is a measurement of whether an organization’s employees plan on leaving the organization or if the organization is planning on replacing the employees (Ounprechavanit, 2012). In every business or organization, employee turnover plays a key role in its operations. The turnover period can also affect a business’ performance in that the gap left by exiting employees becomes quite big to fill rapidly. (Bothma & Roodt, 2013; Anjum et al., 2022). In some sectors of business that require constant client interaction with employees, clients may choose to follow the exiting employees to their new employers’ product or service which then impacts negatively on the performance of the organization being left (Ounprechavanit, 2012). Turnover of an employee is a very important or most significant factor for the bottom line for a small business. It can affect a business thoroughly in many aspects such as it can affect the overall performance, productivity, and expenses as well. If

you are going to estimate your staff turnover intention then you should have measured how much staff leaves your organization.

This type of estimate or measurement will help you to determine how and where you should reduce the opportunities for overall turnover. It is also a difficult task to know about the exact reasons or factors of happening turnover intentions that lead to being removed or leave one's business or organizations. So, there we determine or summarize the different issues, factors, and situations affecting the process of turnover intention (Poilpot-Rocaboy, 2006). We will discuss here different factors and issues defined by the researchers and scholars of turnover intentions. (Bothma & Roodt, 2013; Anjum et al., 2022).

### Turnover Intention

We can define turnover as a process through which an employee or staff can leave/resign the business or organization and a business or organization can also replace them as well. It can be also defined as planning or estimate to determine whether an employee of organizations or businesses will leave the positions of whether an organization or business will remove from the positions (Dwivedi, 2013). There can be found both situations of turnover intentions for example turnover voluntarily and turnover involuntary (Puni, 2016). There are two kinds of turnover intention through which we can easily define the turnover intention in a better and most brief manner (Bothma & Roodt, 2013; Anjum et al., 2022). Voluntary turnover is a situation that occurs when an employee decides to leave on his own. This can be caused by a myriad of factors that include; he/she may feel that there is an opportunity that has come up that is better than his/her current job. It does not necessarily mean that money is the only motivating factor. The employee may perceive another organization’s culture to be more in-line with his/her goals and objectives and therefore make the move to further progress career-wise. An employee may also leave due to lack of recognition. (Bothma & Roodt, 2013; Anjum et al., 2022).

According to Maslow's theory of motivation, recognition is among the top needs for an employee. After building his/her career for a prolonged period of time, there comes a time where a person wants to be recognized for his/her contribution to the organization and to the society at large (Rashid, 2003). Another factor that may force an employee to voluntarily leave an organization is family and health requirements. A person may leave work maybe due to health complications or an urgent family matter that has come up. Retirement is also another example of voluntary turnover since the organization had not planned on replacing the employee. This is the first type of turnover intention. There can be different factors and reasons in this type of turnover, such as sometimes an employee decides to leave the organization on his/her own. This turnover occurs when he/she might perceive a better or good opportunity than that of his/her current job or position. So in this situation sometimes he/she has probabilities to get a job in a more convenient location, more recognition or a better income than that of previous (Ravasi & Schultz, 2006). There can be also some other reasons such as if the employee has to leave when he/she faces some health issues, family issues or shifting issues from one place or area to the other. (Bothma & Roodt, 2013; Anjum et al., 2022).

There is also another situation of voluntary intention when an employee decides to voluntarily retire from a position this is also a kind of voluntary turnover intention. Tylor divided further voluntarily turnover into sub-classes such as functional and dysfunctional intentions. In the functional class it considers that there is the resignation situation by the substandard class but on the other hand dysfunctional turnover leads the existence of effective performers (Ravasi & Schultz, 2006). Tylor further divides the dysfunctional turnover into two classes, the first one is avoidable turnover and the other one is unavoidable turnover. The first class caused by the poor condition of working, and low-level compensation etc (BMC Public Health, 2025). on the other hand we can refer the unavoidable turnover can be forced by the factors such as death, serious or long-term illness, and shifting of

the family from one area or city to the other etc. So this kind of turnover has no or a very little or minor influence on the employee. But in the involuntary turnover management or organization makes decision to removes the employee forcefully to leave the organization or position. Job stress is another very important factor that has a deep influence in the process of turnover intention especially in the voluntarily intention (Roth, 1995). (Bothma & Roodt, 2013; Anjum et al., 2022).

This considered a major factor for the organization that can plays an important role in the turnover intention. Increasing interest of the employees in quitting turnover intentions powerfully caused by the factors such as overloading of work, ambiguity of employee performance in the organization, and conflicts faced by the family issues, and plays a very important role in the turnover intentions. We can define the job satisfaction as a status or level of the employee in which he want to work and feels himself comfortable, happy, or satisfied. But the satisfaction with the status of an employee has an important and negative association in regard turnover intention (Brayfield, 1955). Dissatisfaction leads to the turnover intention of an employee and he/she cannot adjust him/her self with the environment which is uncomfortable to him/her. Or he faces frustration during the job so he likes to leave the position (Redman, 2014). Sometimes organization hasn't introduced the promotional strategies so they have a significant impact on the employees. (Bothma & Roodt, 2013; Anjum et al., 2022; BMC Public Health, 2025).

### **Impact of organizational culture and workplace bullying on turnover intentions**

In the current marketplace, organizational culture is further becoming a tool that can be used by organizations to enhance their performance as well as positively influence their member's attitudes toward work. Top decision-makers in an organization are working closely with the management to come up with ways in which they can exploit organizational culture to give them a competitive advantage over the competition in the

race to keep their top talents satisfied. Organizational culture, although invisible greatly influences people's behavior, how they talk, dress and work (Rust, 1995). With this in mind, it is vital to note that every organization is different, just as humans vary; each organization has its own unique characteristics. Culture holds an organization together as it is the only point that differentiates one organization from another. A person may deem certain aspects of an organization's culture as making it a more suitable prospect to work for as opposed to another organization because the aspects might be aligning with the person's beliefs and values (Emerson, 2013). Studies revealed that employees who had a high affinity for an organization's culture were less likely to seek alternative employment as opposed to those that differed with the said culture. (MDPI, 2024; BMC Public Health, 2025; Li, 2024). This simply means that organizational culture is directly related to turnover intentions since a person is more likely to stay in a place that they feel a sense of belonging (Idiegbayonse, 2018). Studies have been carried out to find the relationship between workplace bullying and turnover intention rates. It has been observed that organizations that do not take the threat of bullying seriously suffer more from the turnover intentions of employees (Rehman, Amjad, Ramzan, & Ahmed, 2026). This is because bullying tends to drastically affect a person mentally hence reducing his/her productivity significantly. A vast majority of employees are very

attached to their jobs and therefore fail to detect early signs of bullying from either their superiors or from co-workers. Bullying not only affects the victim but also the witnesses (Needle, 2004). Organizations that do not have a proper communication structure often encourage workplace bullying since the victims or witnesses do not have an avenue to raise their complaints. When an organization promotes workplace bullying, it suffers from high employee turnover since no one is willing to work in an environment that is toxic. The organization's reputation is tarnished after prolonged spells of bullying are reported hence leading to the loss of current and potential talents (Zapf, 1999; MDPI, 2024; BMC Public Health, 2025; Li, 2024).

## Research Methodology

### 3.1 Research Design

The study has adopted a cross-sectional and quantitative survey design that is critical for assessing the impact of workplace bullying and organizational culture on the turnover intentions on the employees of the different public sector universities of Balochistan. The cross-sectional design is properly focusing on the behavioural patterns at one point in time rather than focusing on tracking any changes longitudinally (Hair et al. 2021). The positivist philosophy is used for the study that focuses on the measurable and observable phenomena.

## Theoretical Framework

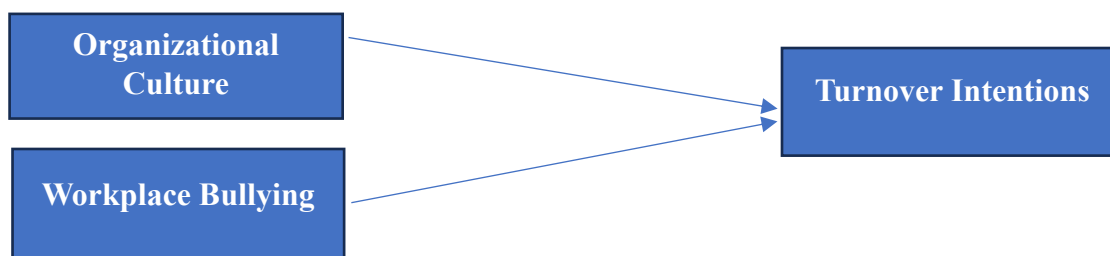


Figure 1: Theoretical Framework of the study

The conceptual foundation of the study is based on Social Exchange Theory (SET), that argues that employees are mostly assessing their workplace through the reciprocal exchanges of recognition, fairness and support. There are positive cultural practices that promote the loyalty but workplace bullying and other sort of mistreatment creates withdrawal behaviours that include turnover intentions (Huang & Zhou, 2023). Previous research gives strong justification for using the model. Li et al. (2024) analyzed that supportive organizational cultures significantly reduce the turnover intentions. On the other hand, meta-analysis of cultural is predicting the retention among different sectors. Workplace bullying is a powerful behavioural predictor as Zhang, Wang and Li (2025) states that bullying actually increases the emotional exhaustion and also the other subsequent turnover intentions, and also the study of Al-Ghazali and Afsar (2022) shows proper comparable effects in academic institutions where the psychological safety of employees is comparatively weak. Recent organizational behaviours show some positive and negative workplace-based factors that are integrated in the predictive models. Rana, Malik and Hussain (2022) used PLS-SEM showing that workplace climate and the Human Resource practices jointly predict the turnover intentions among academics that are supporting the conceptual and methodological structures that are used in the research study. This framework is aligning with SET and extending the prior work by focusing on both constructs concurrently in the context of public universities in Balochistan which is under researched.

### 3.2 Population and Sampling Strategy

The target population included the administrative and academic staff of three major public sector universities of Balochistan. The University of Balochistan, Balochistan University of Information Technology Engineering and Management Sciences and Sardar Bahadur Khan Women's University. Stratified random sampling was employed to ensure representation across key strata (faculty, administration, and support staff). A total of 300 questionnaires were distributed,

and 230 valid responses that were properly retained (response rate  $\approx 77\%$ ), this satisfied the minimum sample size-based requirements for PLS-SEM (Kline, 2020; Hair et al., 2021).

### 3.3 Research Instrument

The data was collected using a structured questionnaire that consisted of the first section that was focused on the demographics that included the gender, age, experience and job position of the participants. Secondly there were questions related to the variables of the research study about which the participants were sharing their opinions by using a 5-point Likert scale that ranged from 1 representing strongly disagree and 5 strongly agree. The Organizational Culture (10 items), were adapted from the Competing Values Framework (Cameron & Quinn, 2019), Workplace Bullying (10 items), adapted from the NAQ-R (Einarsen et al., 2020) and Turnover Intention (10 items), adapted from validated turnover scales (Bothma & Roodt, 2013; Anjum et al., 2022). The reliability and validity of the items for measurement were previously studied and they were further evaluated during the assessment of the measurement model.

### 3.4 Measurement Items (All items rated 1–5)

Organizational Culture (10 items)

1. The university encouraged teamwork and collaboration among staff.
2. Employees trusted their supervisors and management.
3. Communication channels in the university were open and transparent.
4. Innovation and creativity were supported across units.
5. Leadership promoted employees' development.
6. Policies reflected fairness and inclusivity.
7. Exceptional performance was recognized and rewarded.
8. Employees participated in decision-making.
9. Opportunities for professional growth were provided.
10. The culture fostered a sense of belonging.

Workplace Bullying (10 items)

1. Employees were subjected to verbal abuse or insults.
2. Some staff were ignored or socially excluded.

3. Unfair criticism of work occurred.
4. Supervisors set unrealistic deadlines.
5. Ideas were dismissed without fair evaluation.
6. Excessive workloads were assigned intentionally.
7. Rumors or gossip were spread about certain employees.
8. Intimidation or threats were experienced.
9. Public humiliation occurred during meetings.
10. Employees' contributions were undervalued by management.

Turnover Intentions (10 items)

1. Employees frequently thought about leaving their current jobs.
2. Many sought alternative employment opportunities.
3. They intended to resign within a year.
4. Other universities appeared to offer better opportunities.
5. Efforts were not appreciated by the institution.
6. Job-related stress prompted thoughts of quitting.
7. Lack of recognition encouraged job search.
8. Employees felt disconnected from institutional values.
9. Dissatisfaction with the work environment reduced retention.
10. Leaving the university was perceived to improve careers.

### 3.5 Data Collection Procedure

The permission was obtained for collection of data for the study and the respondents were asked to fill online questionnaire and their participation was voluntary. The completed questionnaires were anonymous due to which the social desirability bias was minimized.

### 3.6 Data Analysis Techniques

Data analysis was conducted by using the SPSS 26 for descriptive statistics, normality examination, and regression checks. Further SmartPLS 4 for PLS-SEM analysis, including Indicator reliability, Convergent validity (AVE), Internal consistency reliability ( $\alpha$ , CR), Path coefficient via bootstrapping (5000 resamples), Discriminant validity (Fornell-Larcker, HTMT), Effect size ( $f^2$ ), Coefficient of determination ( $R^2$ ) and Predictive

relevance ( $Q^2$ ). PLS-SEM was properly selected as it was suitable for exploratory models, complex structural relationships and also prediction-oriented objectives (Henseler et al., 2021).

### 3.7 Ethical Considerations

The participants of the study were informed about the nature and purpose of the study so with their proper consent they were requested to complete the questionnaires used for the study. The participants were properly informed about the anonymity and confidentiality and no personal information from the participants were collected. The data was used for academic purposes only and participants were given free will to withdraw from the research study at any stage.

## Results and Discussion

### 4.1 Overview

The chapter is presenting the results of the empirical analysis that was performed using SmartPLS 4.0 and IBM SPSS 26 on the data that was collected from 230 participants that were working in the public sector universities of Balochistan, Pakistan. The main objective of the analysis was to examine the impact of Organizational Culture (OC) and Workplace Bullying (WB) on Turnover Intentions (TI). The combination of descriptive statistics, structural model testing, measurement model evaluation and regression analysis was used for comprehensive and proper robust interpretation of the overall data.

### 4.2 Descriptive Statistics and Normality Assessment

The descriptive statistics were properly computed for understanding the central tendency and also the overall distribution of data for every construct. The normality of the data was analyzed using Kurtosis and Skewness and the values were between the acceptable range of -2 and +2 according to SEM analysis (Kline, 2020; Hair et al., 2021). The variables show moderate dispersion from the means. The skewness and kurtosis were within the acceptable range ( $\pm 2$ ), it confirms that there is no serious deviation from the normality and also validating the use of overall PLS-SEM.

Table 4.1: Descriptive Statistics and Normality Results

| Variable               | Mean | SD   | Skewness | Kurtosis | Interpretation |
|------------------------|------|------|----------|----------|----------------|
| Organizational Culture | 3.21 | 0.72 | -0.34    | -0.51    | Acceptable     |
| Workplace Bullying     | 2.91 | 0.68 | 0.48     | -0.23    | Acceptable     |
| Turnover Intention     | 3.54 | 0.70 | -0.11    | -0.37    | Acceptable     |

#### 4.3 Reliability and Convergent Validity

The internal consistency of the constructs was properly tested by using the Cronbach's Alpha ( $\alpha$ ), Average Variance Extracted (AVE) and the Composite Reliability (CR). The threshold values that were recommended by Hair et al. (2021) are

$\alpha > 0.70$ , CR  $> 0.70$ , and AVE  $> 0.50$ . All the reliability and validity related measures are according to the recommended threshold that confirms that convergent and consistency validity of all the constructs is present.

Table 4.2: Reliability and Convergent Validity

| Construct              | Cronbach's $\alpha$ | $\rho_A$ | CR    | AVE   | Status   |
|------------------------|---------------------|----------|-------|-------|----------|
| Organizational Culture | 0.872               | 0.884    | 0.911 | 0.641 | Reliable |
| Workplace Bullying     | 0.891               | 0.902    | 0.934 | 0.667 | Reliable |
| Turnover Intention     | 0.903               | 0.915    | 0.926 | 0.637 | Reliable |

#### 4.4 Discriminant Validity

The Discriminant validity was properly examined by focusing on the Fornell-Larcker criterion and also by focusing on the Heterotrait-Monotrait (HTMT) ratio. As per the Fornell-Larcker, the

AVE square root of each construct is exceeding the correlation with other constructs and for the HTMT values must be below 0.85 (Henseler et al. 2021).

Table 4.3: Fornell-Larcker Criterion

| Construct              | Organizational Culture | Workplace Bullying | Turnover Intentions |
|------------------------|------------------------|--------------------|---------------------|
| Organizational Culture | 0.801                  |                    |                     |
| Workplace Bullying     | -0.512                 | 0.817              |                     |
| Turnover Intention     | -0.621                 | 0.664              | 0.798               |

The tests that were conducted for discriminant validity both properly confirmed that adequate

discriminant validity is present. This is ensuring that the constructs were all empirically different.

Table 4.4: HTMT Ratio

| Construct Pair          | HTMT | Status |
|-------------------------|------|--------|
| OC $\leftrightarrow$ WB | 0.58 | Valid  |
| OC $\leftrightarrow$ TI | 0.73 | Valid  |
| WB $\leftrightarrow$ TI | 0.79 | Valid  |

#### 4.5 Model Fit Indices

The model fit was assessed by focusing on SRMR, RMS\_theta and NFI that are the primary indicators of the SmartPLS 4 (Henseler et al.

2021). The measurement and structural model showed that there is a satisfactory fit which suggests that model has properly and adequately represented the overall observed data.

Table 4.5: Model Fit Summary

| <i>Index</i> | <i>Obtained Value</i> | <i>Acceptable Threshold</i> | <i>Status</i>  |
|--------------|-----------------------|-----------------------------|----------------|
| SRMR         | 0.061                 | < 0.08                      | Good fit       |
| NFI          | 0.912                 | > 0.90                      | Good fit       |
| RMS_theta    | 0.118                 | < 0.12                      | Acceptable fit |

#### 4.6 Structural Model Results

The structural model was properly assessed for the path coefficients, p-values, t-values and the effect size ( $f^2$ ) then bootstrapping method for the 5000 subsamples in SmartPLS 4.  $R^2$  has properly

measured the model with a value of 0.67 that is substantial showing the explanatory power and  $Q^2$  is analyzing the predictive relevance based on the blindfolding procedure. It has a value of 0.41 that shows a strong predictive capability.

Table 4.6: Structural Model Results (SEM – Bootstrapping)

| <i>Path</i>                                 | $\beta$ | <i>t-value</i> | <i>p-value</i> | $f^2$ | <i>Decision</i> |
|---------------------------------------------|---------|----------------|----------------|-------|-----------------|
| Organizational Culture → Turnover Intention | -0.482  | 6.37           | 0.000          | 0.29  | Supported       |
| Workplace Bullying → Turnover Intentions    | 0.531   | 7.22           | 0.000          | 0.34  | Supported       |

$R^2$  (Turnover Intention) = 0.67 (Substantial)

$Q^2$  (Predictive Relevance) = 0.41 (Strong predictive capability)

The organizational culture has a significant negative impact on the turnover intentions of the employees of the public sector universities of Balochistan that implies that poor organizational culture strongly increases the intention or desire of employees to leave the universities. Similarly, workplace bullying has a strong positive impact on the turnover intentions that indicates that more exposure to the bullying leads to stronger turnover intentions.

#### 4.7 Regression Analysis

The Structural Equation Modeling based findings show that multiple regression analysis was used by

focusing on the results of SPSS 26, the outcomes highlighted that turnover intentions as the dependent variable. The adjusted  $R^2$  for the study was 0.648 which is very high and highlighting that the two variables that are the independent variables including organizational culture and workplace bullying. The beta value for organizational culture was -0.452 with p value 0.000 and beta value of workplace bullying with a beta value of 0.517 and p value of 0.000. Variance inflation factor should be less than 5 which is visible in the table below which is again acceptable confirming that there is no multicollinearity. The model is explaining the variation in turnover intentions around 64.8% that validates the robustness of the SEM results.

Table 4.7: Regression Results

| <i>Predictor</i>       | $\beta$ | <i>t</i> | <i>Sig. (p)</i> | <i>VIF</i> | <i>Interpretation</i>       |
|------------------------|---------|----------|-----------------|------------|-----------------------------|
| Organizational Culture | -0.452  | 5.98     | 0.000           | 1.73       | Significant negative impact |
| Workplace Bullying     | 0.517   | 6.81     | 0.000           | 1.73       | Significant positive impact |

#### Discussion

The findings of the study shows that organizational culture in public sector universities of Balochistan is weak due to bureaucratic administration processes, limited recognition and employees being dissatisfied with their pay and promotion structures. Favoritism, lobbying and

nepotism are all frequently reported that align with earlier work that emphasizes on the weak cultural systems that lower the morale of the employees and increase the turnover intention (Li et al. 2024; Bogale, 2024). The outcomes are supporting the studies that show public institutions that are having opaque HR practices

diminish the fairness and also elevate the withdrawal behaviours (Mishra & Bhatnagar, 2023). Workplace bullying is emerging as a strong predictor of the turnover intentions. The participants were reported to face verbal mistreatment, inequitable task assignments and exclusionary behaviors. The findings are consistent with international research showing bullying directly contributes to reduced affective commitment, emotional exhaustion and heightened turnover risk (Einarsen et al., 2020; Zhang et al., 2025).

There are many recent studies that show higher education sector has emphasis on the bullying that creates unsafe psychological climates that erodes the overall academic productivity and negatively influences the relationship between faculty and administration (Al-Ghazali & Afsar, 2022; Alola et al., 2023). The results reinforce Social Exchange Theory, suggesting that employees reciprocate supportive organizational treatment with loyalty but respond to injustice, disrespect, and mistreatment by disengaging and developing intentions to quit (Huang & Zhou, 2023). The dual influence of culture and bullying further demonstrates that even when organizations attempt to promote structure or stability, toxic interpersonal behaviors can override cultural strengths and escalate turnover. This interaction is consistent with evidence that negative social cues often outweigh positive organizational practices in shaping retention decisions (Park & Kim, 2021).

## Conclusion and Recommendations

### Overview of Findings

The SmartPLS 4 structural model is showing the strong validity and reliability that explains the 67% variance of turnover intentions that is representing a robust predictive model in the organizational behaviour studies. There are comparable research studies that use PLS-SEM in the emerging markets that produced similar sort of explanatory power that confirms the suitability of the approach for assessing the complex behavioural constructs that are in the under researched contexts (Amoako et al., 2023; Rana et al., 2022). Findings are highlighting the serious cultural reforms, institutional mechanisms and

transparent HR procedures that can prevent the bullying at workplace and also promote psychological safety in Balochistan based public sector universities. The structural and behavioural reforms are necessary otherwise universities will be at risk of losing skilled employees that would result in weak institutional performance and reduction in the overall academic quality. Consistent with the previous research (Bogale, 2024; Li et al., 2024; Zhang et al., 2025), the results share that supportive culture significantly reduces the intent of employees to leave ( $\beta = -0.48$ ,  $p < 0.001$ ), whereas workplace bullying significantly increases turnover intentions ( $\beta = 0.53$ ,  $p < 0.001$ ). These outcomes align completely with the concept of Social Exchange Theory, emphasizing that employees will reciprocate fairness and also respect with commitment but disengage when they are exposed to hostility or form of injustice (Huang & Zhou, 2023).

### Implications

The findings of the research offer important practical, policy and theoretical implications for higher education institutions. Theoretically the proper integration of workplace bullying and organizational culture into a single predictive form of framework helps in advancing the organizational behaviour literature by showing the extent to which the toxic interpersonal dynamics can actually reduce the benefits of a culture that could have been positive. The study is also reinforcing the application of PLS-SEM for properly understanding the HRM constructs in developing country based academic environments (Amoako et al., 2023). The results are strengthening the Social Exchange Theory by properly confirming the perception of recognition, fairness and respectful treatment as central factors for employee retention. Practically the study is highlighting the need for merit-based and transparent HRM systems where leadership development programs, robust anti-bullying mechanisms and performance-based reward structures are important for ensuring the psychological safety and also reducing the turnover intentions. From a policy level standpoint the findings are highlighting that there is a need for

Higher Education Commission (HEC) and governing bodies of Universities to implement standardized anti-bullying regulations for ensuring independent oversight of promotion and recruitment processes that are going to provide mandatory leadership certifications, grievance handling, institutional mental health, establishing ombuds offices for mediation and well-being programs that are consistent with emergent governance reforms that are recommended in recent higher education research (Al-Ghazali & Afsar, 2022; Alola et al., 2023; Rana et al., 2022).

### Limitations of the Research

The study is actually limited due to the sample size and also the geographic scope. The data was self-reported and cross-sectional that is restricting the causal interpretations. There are only two predictors of turnover intentions that were examined but other variables like emotional exhaustion, job satisfaction and leadership style should also be considered as they play an important role (De Clercq et al., 2022).

### Recommendations for Future Research

The suggestion for future studies would be to include mediators in the research such as job satisfaction or organizational commitment. Also, there might be moderating variables that can be tested such as leadership style, tenure or gender. Similarly, it is important for comparing the public and private sector universities for exploring the contextual differences. The mixed-method or longitudinal designs might be considered for understanding the evolution of culture over time. It is also crucial that some interventions should be examined for properly reducing the workplace bullying and trying to improve retention.

### Conclusion

The research confirms that sustainability of the higher education institutions is depending on resources but also on the concept of cultivating healthy organizational cultures that protect the employees from workplace bullying. Fair processes, supportive leadership and respectful interpersonal interactions are crucial for retaining qualified staff. Conversely, toxic behaviour and

weak form of cultural systems are accelerating the employee departure and also undermining the stability of the institutions. If the universities of Balochistan focus on prioritizing the ethical governance, transparency and staff well-being then that can enhance the retention, also improve reputation of the institutions and contribute positively towards Pakistan's academic development.

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