The Effects of Workplace Bullying on Organisational Citizenship Behaviour and Turnover Intention in Selected South African Universities

Ayanda Nhlanhla Mbambo
Ayanda.nhlanhla22@gmail.com
University of Limpopo, Polokwane, South Africa

Fumani Donald Mabasa
fumanim@uj.ac.za
University of Johannesburg, Johannesburg, South Africa

Tlou Samuel Setati
tlou.setati@ul.ac.za
University of Limpopo, Polokwane, South Africa

Harriet Rivalani Maluka
harriet.maluka@ul.ac.za
University of Limpopo, Polokwane, South Africa

Abstract – The orientation of the study was towards organisational citizenship behaviour as to whether it has an incremental value on the relationship between workplace bullying and turnover intention. This study aimed to investigate the effects of workplace bullying on organisational citizenship behaviour and turnover intention in two selected South African universities. A quantitative, cross-sectional design was used. Data was collected from a convenience sample of 142 academics. Measuring instruments included the Negative Acts Questionnaire-Revised, which is used to measure workplace bullying, Turnover intention scale and Organisational citizenship behaviour checklist. The hypotheses were tested using Pearson product moment correlation and Hierarchical linear regression. Results indicated a relationship between workplace bullying, turnover intention, and organisational citizenship behaviour. There is no statistically significant linear relationship between organisational citizenship behaviour and turnover intention, and lastly the results of the study discovered that organisational citizenship behaviour does not have an incremental value on the relationship between workplace bullying and turnover intention.

1   Introduction

Many scientists have studied organizational citizenship behaviour over the last 25 years (MacKenzie et al., 2006; Mitonga-Monga, 2019; Celiker & Guzeller, 2024). Numerous dimensions of organisational citizenship behaviour have been studied (Tambe & Shanker, 2014). Recently, organisations expect employees to be devoted to their work and identify themselves with the organisation, because by doing so those employees can be able to recognise the significance of the organisation's image (Ikon & Chika, 2019; Sofyan et al., 2023). Literature recognises Bateman and Organ (1983) as the first researchers to have used the concept of organisational citizenship behaviour (OCB) in their study.

According to Eriksson and Ferreira (2021), organisational citizenship behaviour is a non-traditional job behaviour. Additionally, Grima and Paillé (2011) recognise the importance of OCB for the survival of the organisation because employees are prepared to go overboard to ensure that maximum productivity is met, and the organisation can meet its goals. Organisational citizenship behaviour is not merely an individual practice; it is also evident in the organisational perspective. Individual OCB (OCB-I) includes employees helping co-workers without being assigned to do so by the manager, while organisational OCB (OCB-O) involves the employee's feelings and attitudes towards the organisation (Bester et al., 2015; Grima & Paillé, 2011; Santos et al., 2024). The benefits of organisational citizenship behaviour include enhancement of labour productivity, profitability pioneer, expanding the organisations capacity to retain the most suitable workers and decrease likeliness of turnover intention, particularly in higher education.

Turnover intention among academics is perceived as a tenacious issue in most public universities in South Africa. Academic turnover is not simply a concern in South African institutions of higher learning, but it is also a global issue (Thaba-Nkadimene, 2020; Neethling, 2023). According to Ncede (2013, p. 7), "turnover can be classified into two subgroups, namely, voluntary and involuntary turnover." In this instance, voluntary turnover denotes to a situation whereby the employees settle on their own decision to resign, and involuntary turnover is whereby the employees have no choice in the termination of their contract (Akinyomi, 2016). As a result of the vital functional consequences of turnover intention, much research consideration has been committed to recognise the influences of employees' turnover intention on constructs such as organisational citizenship behaviour and workplace bullying.

Leymann (1996) was the first to propose the concept of workplace bullying, as mobbing, after it has gained momentum in the 1980s (Leymann, 1990;1996). Workplace bullying has grabbed the eye of many scientists in the past 20 years, and aspects such as organisational factors and personality traits have been considered as potential forerunners of workplace bullying (Jacobs & De Wet, 2013). Workplace bullying was brought to the public's attention by means of research findings and media reports (Balducci et al., 2021; Einarsen et al., 2014; Doe, 2016). Nonetheless, the concepts of workplace bullying become eminent because of financial and human capital loss experienced by organisations (Ratnasari & Rahmawati, 2020).

Providing a safe working environment where employees can perform their duties without fear is acknowledged as a difficult global issue. Workplace bullying has displayed to have drastic negative effects for the victims as well as the organisations (Upton, 2010). There is a need for research into workplace bullying, organisational citizenship behaviour and turnover intentions at higher education institutions, particularly in South Africa. Yadav et al. (2020) are of the belief that workplace bullying is gaining momentum in academia, their report suggests that the administrative staff must come up with measures to eradicate workplace bullying to minimise turnover intention and enhance organisational citizenship behaviour of academics. Hollis (2015) is of the essence that academics are required to be emotionally engaged in their duties. South African universities need academics to be stress free, to contribute to the labour market effectively and produce successful graduates.

Research on workplace bullying, organisational citizenship behaviour and turnover intention has been conducted around the world (Rasool et al., 2013; Yadav et al., 2020; Reknes et al., 2021; Mendiratta & Srivastava, 2023). Workplace bullying has unfavourable outcomes for both the university and academics. Victims of workplace bullying within the university suffer from depression, anxiety, burnout, tyrant leadership and conflicts at home (Boudrias et al., 2020). Universities tend to experience an increase in turnover intention, absenteeism, presenteeism, and work disengagement. According to Van der Westhuizen (2014), most studies on the effects of workplace bullying on organisational citizenship behaviour and turnover intention at higher educational institutions are not considerably undertaken in South Africa. Most research conducted about the phenomenon dominates in the nursing profession as compared to the teaching profession. In higher educational institutions, there is a need for research into workplace bullying, organisational citizenship behaviour and turnover intention, especially in South Africa. Workplace bullying has emotional and physical aftereffects for the targets, this causes employees to quit their jobs (Yadav et al., 2020), the organisation also experiences operational delays and incur costs when training new employees (Hollis, 2015). The present study aims to address the knowledge gap by introducing organisational citizenship behaviour in the relationship between workplace and turnover intention in South African universities. Thus, the hypotheses of the study are as follows:

H_{o1} There is no relationship between workplace bullying and turnover intention.

H_{a1} There is a negative relationship between workplace bullying and turnover intention.

H_{o2} There is no relationship between workplace bullying and organisational citizenship behaviour.

H_{a2} There is a negative relationship between workplace bullying and organisational citizenship behaviour.

H_{o3} There is a negative relationship between organisational citizenship behaviour and turnover intention.

H_{a3} There is a positive relationship between organisational citizenship behaviour and turnover intention.

H$_{o4}$ Organisational citizenship behaviour does not have an incremental value in predicting variance in a model containing workplace bullying and its effect on turnover intention.

H$_{a4}$ Organisational citizenship behaviour does have an incremental value in predicting variance in a model containing workplace bullying and its effect on turnover intention.

2 Literature Review

This section of the paper will present literature related to the study.

2.1 The relationship between workplace bullying and turnover intention

According to a study conducted by Razzaghian and Ghani (2014), there is a link between workplace bullying and turnover intention, which suggests that victims of workplace bullying are more inclined to leave their existing jobs. Pyhalto et al. (2015) conducted a study whereby the results discovered that the respondents had experienced low encounters of workplace bullying, however, the study discovered a positive connection between workplace bullying and turnover intention. Even though staff members do not experience high encounters of workplace bullying, there is still a high possibility of turnover intention.

Another study conducted in South Africa with employees from various organisations revealed that there is a positive connection between workplace bullying and turnover intention (Coetzee & van Dyk, 2018). Tag-Eldeen et al. (2017) conducted a study in an Egyptian hotel and results of their research established a connection between workplace bullying and turnover intention. Cinar (2015) reported a positive connection between workplace bullying and turnover intention in their study. A South African exploration by Van Schalkwyk et al. (2011) the discoveries of their study, revealed that workplace bullying behaviours from seniors are more dominant than those behaviours conducted by co-workers. Casualties of workplace bullying are likely to resort to turnover intention (Butucescu et al., 2020).

2.2 The relationship between workplace bullying and organisational citizenship behaviour

Devonish (2013) conducted an exploration where the results disclosed that there is a direct connection between workplace bullying and organisational citizenship behaviour, this suggests that workplace bullying has an impact on employees' organisational citizenship behaviour. A Turkish study which consists of 639 primary and secondary school teachers found that organisational citizenship behaviour reduces workplace bullying, indicating that the two variables have a negative relationship (Apaydin & Sirin, 2016). The results of a study done by Kucukoglu and Adiguzel (2019) on 360 employees revealed a

negative association between workplace bullying and organisational citizenship behaviour. A study conducted in Karachi focusing mainly on private banks, reported a notable correlation between workplace bullying and organisational citizenship behaviour (Khalique et al., 2018). Zulkarnain et al. (2016) classified workplace bullying into personal bullying and physical intimidation, their study focused on public-sector workers, and the findings revealed a link between workplace bullying and organisational citizenship behaviour.

2.3 The relationship between organisational behaviour and turnover intention

The relationship between organisational citizenship behaviour and turnover intention has recently caught researchers' attention, and several are investigating it (Podsakoff et al., 2000). Din et al. (2016) argued that employees become unenthusiastic to be part of an organisation due to low levels of organisational citizenship behaviours, and this can lead to turnover intention. A study by Barzoki and Rezaei (2017) comprising of 150 participants, however, only 140 returned questionnaires were considered valid and usable for the study, the results exposed a positive notable relationship between organisational citizenship behaviour and turnover intention. Baharom et al. (2017) discovered that there is no link between OCB and turnover intention in their study. According to a Malaysian study of 175 individuals from higher education institutions, there is no relationship between organisational citizenship behaviour and turnover intention (Saraih et al., 2016). Organisational citizenship behaviour has a direct detrimental impact on turnover intention, the results are supported by a study conducted in Matahari department store with a sample size of 250 respondents (Ardiansyah et al., 2020). Shbail and Shbail (2020) discovered that organisational citizenship behaviour and turnover intention had an inverse relationship. According to Ifeyinwa and Onodugo's (2020) research, there is a positive correlation between organisational citizenship behaviour and turnover intention.

3 Methodology

The quantitative research design was used in this study to investigate the effects of workplace bullying on organisational citizenship behaviour and turnover intention in selected South African universities. The study's sample was taken from all faculties at the two public universities that were chosen. The sample consisted of all lecturers and Professors from the two selected universities, regardless of their age, gender, expertise, tenure, and level of education. Convenience sampling was utilised to generate data to test the hypotheses of the study. Ngxukumeshe et al. (2016) believe that convenience sampling enables the researcher to collect data from available participants within the researchers' reach. A self-administered questionnaire was used to solicit data from all the participants. The sample from this study consisted of one hundred forty-two (Male = 79; Female= 63) academic staff members at two

selected high education institutions. The Statistical Package for the Social Sciences (SPSS version 29.0) was utilised to process the results from the questionnaires. Pearson product moment correlation coefficient was used to test the hypotheses of the study; this is because the hypotheses proposed that there is a relationship between the variables. Coefficient correlation was used because the variables of the study were being analysed and the intentions was to evaluate the strength and direction of the relationship between the three variables. Cronbach Alpha (α) was also utilised to test the reliability of each measure used in the study. To test Cronbach alpha, all items per measure were computed on the reliability scale to test internal consistency of each measure separately. Hierarchical linear regression analysis was used to test the incremental value of adding organisational citizenship behaviour in predicting turnover intention in a model with workplace bullying as an independent variable. Descriptive statistics were analysed by calculating the mean and standard deviation, and the demographic data was presented in percentages.

4   Results

The study's proposed hypotheses were put to test, to see if there was a relationship between the variables. Hypotheses one, two, and three were tested using Pearson product correlation moments, whereas hypothesis four was tested using Hierarchical linear regression analysis.

4.1   Correlations between Workplace Bullying and Turnover Intention

The study's null hypothesis stated that there is no connection between workplace bullying and turnover intention. The results for Ho1 and Ha1 are shown in table 1. A null hypothesis was tested using Pearson product moment, and the SPSS results revealed that there is a meaningful relationship between workplace bullying and turnover intention. The correlation (r) is 0.522 which is a positive correlation and the significance level (p) is 0.000, this means a change in workplace bullying can influence turnover intention. According to Sekaran (2003), the null hypothesis (Ho) can only be rejected if p is less than 0.05. The alternative hypothesis proposed a correlation between workplace bullying and turnover intention. The alternate hypothesis was tested using Pearson correlation, and the results show that there is a substantial positive relationship between workplace bullying and turnover intention (r= 0.522).

Table 1
Correlations Between Workplace Bullying and Turnover Intention

		Correlations	
		Composite WB	Composite TI
Composite WB	Pearson Correlation	1	
	Sig. (2tailed)		
	N	142	
Composite TI	Pearson Correlation	.522**	1
	Sig. (2tailed)	.000	
	N	142	142

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

4.2 Correlations between workplace bullying and organisational citizenship behaviour

The second null hypothesis stated that workplace bullying, and organisational citizenship behaviour are unrelated. Table 2 demonstrates the results for Ho2 and Ha2.Pearson product moment was used to test the hypothesis, and the results show that the two variables have a correlation (r= -0.355). Because p is significant, the null hypothesis was rejected. The second alternative hypothesis proposed a connection between workplace bullying and organisational citizenship behaviour that was negative. Pearson correlation test results demonstrated a substantial negative relationship between workplace bullying and organisational citizenship behaviour, r =-0.355.

Table 2
Correlations Between Workplace Bullying and OCB

		Correlations	
		Composite OCB	Composite WB
Composite OCB	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	142	
Composite WB	Pearson Correlation	-.355**	1
	Sig. (2-tailed)	.000	
	N	142	142

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

IJARBM – International Journal of Applied Research in Business and Management
Vol. 05 / Issue 02, July 2024
ISSN: 2700-8983 | an Open Access Journal by Wohllebe & Ross Publishing

This paper is available online at
www.ijarbm.org

4.3 Correlations between Organisational Citizenship Behaviour and Turnover Intention

The null hypothesis assumed that organisational citizenship behaviour and turnover intention had a negative relationship. The findings as depicted in Table 3 found no statistically significant linear connection between organisational citizenship behaviour and turnover intention, r 0.098. This means that whether academics engage in OCB, it does not influence turnover intention within the organisation, based on the results the null hypothesis was accepted because p (0.244) is greater than p (.05). The alternative hypothesis proposed a relationship between organisational citizenship behaviour and turnover intention. There is no statistically significant linear association between organisational citizenship behaviour and turnover intention, according to Pearson correlation analysis. The results revealed that r was -0.098, and according to Rumsey (2016) r=0.0 in correlation coefficients means that there is no linear relationship between the variables. The results revealed that there is no statistically significant relationship between organisational citizenship behaviour and turnover intention, r =-.098, p=.244.

Table 3
Correlations Between OCB and Turnover Intention

		Correlations	
		Composite TI	Composite OCB
Composite TI	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	142	
Composite OCB	Pearson Correlation	-.098	1
	Sig. (2-tailed)	.244	
	N	142	142

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

4.4 Hierarchical Linear Regression between Organisational Citizenship Behaviour, Workplace Bullying and Turnover Intention

The null hypothesis stated that organisational citizenship behaviour does not have an incremental value on the correlation between workplace bullying and turnover intention. To see if organisational citizenship behaviour has an incremental value on the relationship between workplace bullying and turnover intention, the hierarchical linear regression was used. As depicted in Table 4, workplace bullying is a predictor of turnover intention, β = .522, p=. 000 and

OCB is negatively related to the model of workplace bullying and turnover intention β=. -100, $p = .197$. Organisational citizenship behaviour exhibits a negative insignificant connection to the model, according to the regression analysis results; thus, OCB does not have an incremental value on the relationship between workplace bullying and turnover intention. According to the findings, including organisational citizenship behaviour in the relationship between workplace bullying and turnover intention has no effect on the direction or strength of the relationship. The study's results are not backed up by any empirical findings.

Furthermore, according to this alternative hypothesis, organisational citizenship behaviour has an incremental value on the relationship between workplace bullying and turnover intention. The results of a hierarchical linear regression analysis demonstrated that workplace bullying is correlated with both turnover intention and organisational citizenship behaviour, however, organisational citizenship behaviour is negatively connected to turnover intention. The hierarchical linear regression analysis proposed that organisational citizenship behaviour does not have an incremental value on the relationship between workplace bullying and turnover intention. A summary of all variables included in hierarchical linear regression analysis is showcased in Table 4.

Table 4
Model Summary of All Variables

Model Summary										
Mod el	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df 1	df 2	Sig. F change	Dur-bin-Wats on
1	.52 2[a]	.272	.267	.525488515 155017	.272	52.434	1	14 0	.000	
2	.53 0[b]	.281	.271	.524214737 111680	.009	1.681	1	13 9	.197	2.087

To explain the variances in the dependent variable, the researchers utilised R square. The variables entered in model one described 27% (.272) of the variance in the dependent variable. In model two, once workplace bullying and organisational citizenship behaviour were included, the model clarified 28% (.281) of variance in the dependent variable. R square change described an additional .09% of the variance in the dependent variable. R-square change

of .09% is insignificant, indicating that adding OCB in a model already containing workplace bullying in predicting turnover intention does not have a significant incremental value. The contribution is not significant $p = .197$, the significance level indicates evidence of Ho. Table 5 shows the model of all variables' ANOVA results and the significance of the model. The significance level of the model is represented by F $(2,139) = 27.185$, $p = .000$, therefore the model is valid.

Table 5
ANOVA Results

Model		Sum of Squares	Df	Mean Square		Sig.
1	Regression	14.479	1	14.479	52.434	.000[b]
	Residual	38.659	140	.276		
	Total	53.138	141			
2	Regression	14.941	2	7.471	27.185	.000[c]
	Residual	38.197	139	.275		
	Total	53.138	141			

a.   Dependent Variable: Composite turnover intention
b.   Predictors: (Constant), Composite workplace bullying
c.   Predictors: (Constant), Composite workplace bullying, Composite OCB

Table 6 indicates coefficients of the variables in the model, which represent the results in relation to H_{o4} and H_{a4}. Model 1 depicts the relationship between workplace bullying and turnover intention, $\beta = .522$, $p = .000$. Model 2 includes the two dependents and independent variables of the study. Table 7 illustrates variables which were excluded from the OCB model. In this case organisational citizenship behaviour is the variable, which was removed from model 2, $\beta = -1.00$, $p = .197$. Hierarchical linear regression was used to determine hypothesis four, the coefficients extracted from table 6 used beta (β) to explain the coefficients between variables. H_{o4} is accepted and H_{a4} is rejected based on the results in table 6. Both turnover intention and organisational citizenship behaviour are positively connected to workplace bullying, $\beta = .552$, $p = .000$; $\beta = .557$, $p = .000$. Nevertheless, organisational citizenship behaviour is negatively correlated to workplace bullying and turnover intention $\beta = -.100$, $p = .197$, because the significance level is greater than $p = .05$, therefore the null hypothesis is accepted. In a nutshell organisational citizenship behaviour does not have an incremental value on the relationship between workplace bullying and turnover intention of academics in the two selected public universities

Table 6
Hierarchical Linear Regression Coefficient

Coefficients[a]		Unstandardized Coefficients		Standardized Coefficients	T	Sig.				Collinearity	Statistics
Model		B	Std. Error	Beta			Zero-order	Correlations Partial	Part	Tolerance	VF
1	Constant	2.342	.120		19.467	.000					
	Composite bullying	.459	.063	.522	7.241	.000	.522.	.522	.522	1.000	1.000
2	Constant	2.496	.169		14.795	.000					
	Composite bullying	.490	.068	.557	7.246	.000	.522	.524	.521	.874	1.145
	Composite OCB	.072	.056	.100	1.297	.197	.098	.109	.093	.874	1.145

Table 7
Excluded Variables from Model Summary

		Excluded Variables[a]				Collinearity Statistics		Minimum
Model		Beta In	T	Sig.	Partial Correlation	Tolerance	VIF	Tolerance
1	Composite OCB	-.100 b	-1.297	.197	-.109	.874	1.145	.874

a. Dependent Variable: Average TIS
b. Predictors in Model: (Constant), Average NAQR

5 Discussion

This section discusses the findings of this study in accordance with the tested hypotheses.

5.1 Relationship between Workplace Bullying and Turnover Intention

The findings of this study show that a substantial positive relationship exists between workplace bullying and turnover intention (r= 0.522). The study's results are in line with previous findings of Gadi and Kee (2020), who discovered a link between workplace bullying and turnover intention. Workplace bullying was found to be a stimulator of turnover intention in a study conducted by Li et al. (2020). Similarly, previous findings revealed a relationship between workplace bullying and turnover intention because if there is a sudden change on workplace bullying, turnover intention can be influenced (Chen et al., 2020; Kee & Paul, 2020; Usmani & Kumari, 2018). Thus, an increase in workplace bullying leads to an upsurge in turnover intention. When academics from the two selected universities are frequently exposed to workplace bullying from superiors or colleagues in the university, they resort to turnover intention.

5.2 Relationship between workplace bullying and organisational citizenship behaviour

The current research findings reveal that a negative relationship exists between workplace bullying and organisational citizenship behaviour (r= -0.355). Thus, workplace bullying has an impact on organisational citizenship behaviour. Liu and Wang (2013) reported similar findings as they discovered that a significant negative correlation exists between workplace bullying and organisational citizenship behaviour in their study. Similarly, in support of the current findings, Naseer et al. (2018) found that workplace bullying aggravates the performance of employees within an organisation, which results in decreased organisational citizenship behaviour. This means that the bullying behaviour experienced by academics at the two selected universities leads to their disengagement in organisational citizenship behaviours. Previous studies show that the more workplace bullying behaviours are practiced, the more employees refrain from engaging in organisational citizenship behaviour (Liu & Wang, 2013; Naseer et al., 2018). Thus, academic employees who are exposed to workplace bullying are less likely to go the extra mile when it comes to helping colleagues or perform at their utmost level so as to assist their universities to achieve their objectives.

5.3 Relationship between Organisational Citizenship Behaviour and Turnover Intention

The findings of the current study show that the relationship between organisational citizenship behaviour and turnover intention is statistically insignificant ($r= 0.098$). This means that whether academics engage in organisational citizenship behaviour or not, does not influence their intention to leave their universities. Thus, organisational citizenship behaviour is not a predictor of turnover intention, according to the findings, even if academics practice OCB, it will not enhance or decrease turnover intention inside the organisation (Baharom et al., 2017; Islam et al.,2016; Cinar, 2015 & Lee et al., 2017). High

turnover intention rate experienced by the universities does not lead to a decline in OCB of academics. Whether or not all academics engage in OCB the universities can still experience turnover intention. These findings are similar to those of Memon et al. (2017), who reported in their study that organisational citizenship behaviour was not a predictor of turnover intention because no connection was found to exist between the two variables. Similarly, a study conducted in Turkey study among employees from both public and private sectors discovered that organisational citizenship behaviour is not connected to turnover intention (Cinar, 2015). However, there are inconsistencies in terms of the research findings in relation to the relationship between organisational citizenship behaviour and turnover intention. For example, Wang et al. (2017) found a significant negative association between organisational citizenship behaviour and turnover intention. Similarly, Shbail and Shbail (2020) reported an inverse relationship between organisational citizenship behaviour and turnover intention.

5.4 Incremental value of organisational citizenship behaviour in predicting the effect of workplace bullying on turnover intention

The findings of the current research show that organisational citizenship behaviour exhibits a negative insignificant connection to the model. Thus, organisational citizenship behaviour does not have an incremental value on the relationship between workplace bullying and turnover intention. According to the findings, including organisational citizenship behaviour in the relationship between workplace bullying and turnover intention has no effect on the direction or strength of the relationship. In a nutshell, organisational citizenship behaviour does not have an incremental value on the relationship between workplace bullying and turnover intention of academics in the two selected public universities. According to the findings, there is a relationship between workplace bullying and turnover intention. However, incorporating organisational citizenship behaviour into the relationship does not prevent workplace bullying or reduce academics' turnover intention in universities. Academics can still engage in organisational citizenship behaviour while experiencing workplace bullying and considering turnover intention. The study's results are not backed up by any empirical findings as there seems to be a dearth of studies conducted in relation to the incremental value of organisational citizenship behaviour on workplace bullying and turnover intention. Hence, these findings constitute an addition to the body of knowledge since there is no empirical literature to support the findings.

6 Conclusion

The aim of this study was to investigate the effects of workplace bullying on organisational citizenship behaviour and turnover intention in two selected South African universities. Workplace bullying and turnover intention are still one of the phenomenon's which are being researched by academics and scholars, because of their negative impact on the organisation as well as to

the employees. Workplace bullying perpetrators are not superiors nor males only, any employee in the workplace can be a bully. Not all employees who experience workplace bullying resort to turnover intention or decide to retain their organisational citizenship behaviours. The study found a significant correlation between workplace bullying, turnover intention, and organisational citizenship behaviour, but no relationship between turnover intention and organisational citizenship behaviour. Organisational citizenship behaviour is adversely connected to workplace bullying and turnover intention, according to the regression analysis results; as a result, organisational citizenship behaviour does not have an incremental value on the relationship between workplace bullying and turnover intention.

The positive relationship between workplace bullying and turnover intentions implies that it is important for organisation to curb the turnover intentions by putting in place mechanisms to address bullying behaviours at the workplace. Similarly, the negative relationship between workplace bullying and organisational citizenship behaviour implies that for organisations should promote employees' positive behaviours such as exerting more efforts towards the attainment of organisational objectives by addressing bullying behaviours at the workplace. Therefore, the following recommendations for universities:

- Workplace bullying policies should be in place and communicated to all employees.
- The management of the universities should protect the victims of bullying at all costs.
- Anonymous whistleblowing mechanisms should be introduced for both victims and witnesses to report bullying in case they are scared to reveal their identity.
- Surveys on employees' experiences, both negative and positive should be conducted in order to address negative behaviours and promote positive behaviours at the universities.

Although this study contributes to the body of knowledge, it has limitations. The use of convenience sampling implies that there is no guarantee that the sample used in this study actually represented the entire population, which limits the generalizability of the findings. Furthermore, the focus of this study was on two selected universities, which do not necessarily represent the South African universities. It is therefore recommended for future research to consider targeting different universities and using a probability sampling strategy to get a larger sample. This could assist to further examine the incremental value of organisational citizenship behaviour on the effect of workplace bullying on turnover intentions and address the existing gap in the literature.

7   Authors

Ayanda Nhlanhla Mbambo, a Human Resource personnel at Glencore Western Chrome Mines, holds a Master of Commerce degree in Human Resource Management. Her area of specialization includes Human Resource Management, Labour Relations and Training Management.

Fumani Donald Mabasa, a lecturer from the University of Johannesburg, holds a Doctoral degree in Human Resource Management. His area of specialization includes Human Resource Management, Organisational Behaviour, Labour Relations and Training Management.

Tlou Samuel Setati, a faculty research professor in the Faculty of Management and Law, holds a PhD in Industrial Psychology from North-West University. His area of specialization includes Human Resource Management, Organisational Psychology, Career Management and Consumer Behaviour.

Harriet Rivalani Maluka, an industrial psychologist from the University of Limpopo, holds a Doctoral degree in Human Resource Management. She works as a senior lecturer at the University of Limpopo and her areas of specialization include Human Resource Management, Organisational Behaviour. Employee wellbeing and Career Management, Counselling and Guidance.

8 References

Akinyomi, O. J. (2016). Labour turnover: Causes, consequences and prevention. *Fountain University Journal of Management and Social Sciences*, 5(1), 105-112. Retrieved from https://www,academia.edu/download/48486987/LabourTurnoverOladeleJohnAkinyomi.pdf, 03/10/2019.

Apaydin, Ç., & Sirin, H. (2016). The relationship between organizational citizenship behavior, group cohesiveness and workplace deviance behavior of Turkish teachers. *International Education Studies*, 9(10), 58-69. doi:10.5539/ies. v9n10p58.

Ardiansyah, A., Hamidah, H., & Susita, D. (2020). The Influence of organizational culture and compensation toward organizational citizenship behavior and Its implications on turnover intention of the internal employees of Matahari Department Store. *International Conference on Humanities, Education, and Social Sciences, KnE Social Sciences*, 4(14), 21–36. doi:10.18502/kss. v4i14.7855.

Balducci, C., Conway, P. M., Ebbesen, D. K., & Hogh, A. (2021). Workplace bullying and mental health. *Pathways of Job-Related Negative Behaviour*, 2, 101-128. https://doi.org/10.1007/978-981-13-0935-9_5.

Barzoki, A. S., & Rezaei, A. (2017). Relationship between perceived organisational support, organisational citizenship behaviour, organisational trust and turnover intentions: an empirical case study. International *Journal of Productivity and Quality Management*, 21(3), 273-299. https://doi.org/10.1504/IJPQM.2017.084456.

Bateman, T.S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship ". *Academy of Management Journal*, 26, 587-595. https://doi.org/10.5465/255908.

Bester, J., Stander, M. W., & Van Zyl, L. E. (2015). Leadership empowering behaviour, psychological empowerment, organisational citizenship behaviours and turnover intention in a manufacturing division. SA Journal of Industrial Psychology, 41(1), 1-14. doi:10.4102/sajip. v41i1.1215.

Boudrias, V., Trepanier, S. G., & Salin, D. (2020). A systematics review of research on the longitudinal consequences of workplace bullying and the

mechanisms involved. *Aggression and Violent Behaviour*, 101508. https://doi.org.10.1016/j.avb.2020.101508.

Butucescu, A., Mutu., & Iliescu, D. (2020). Workplace bullying and turnover intention. The role of protective versus vulnerable personality factors. *Psihologia Resurselor Umane*, 18(2), 123-132. http://dx.doi.org/10.24837/pru.v18i2.476.

Celiker, N., & Guzeller, C. O. (2024). Predicting organizational citizenship behaviour in hospitality businesses with decision tree method. *International Journal of Hospitality & Tourism Administration*, 25(2), 436-474.

Cinar, O. (2015). The relationships between mobbing, organisational citizenship behaviour and turnover intention: A survey study in Erzurum/ Turkey. *Journal of Global Strategic Management*, 9(1),87-98. doi: 10.20460/JGSM.2015915631.

Coetzee, M., & van Dyk, J. (2018). Workplace bullying and turnover intention: Exploring work engagement as a potential mediator. *Psychological reports*, 121(2), 375-392. https://doi.org/10.1177/0033294117725073.

Devonish, D. (2013). Workplace bullying, employee performance and behaviors: The mediating role of psychological well-being. *Employee Relations*, 35(6), 630-647. doi:10.1108/ER-01-2013-0004.

Din, S., Ishfaq, M., & Adeel, M. (2016). Investigating the Relationship of Organizational Citizenship Behavior with Job Satisfaction, Organizational Commitment and Turnover Intention: Evidence from the Banking Sector of Pakistan. *Global Journal of Management and Business Research*, 16(9)1, 4-12.

Doe, F. (2016). The impact of workplace bullying on workers' psychological and emotional well-being: a study of 139 university staff in Ghana. *International Journal of Innovative Research and Development*, 5(3), e87993, 18-23.

Eriksson, T., & Ferreira, C. (2021). Who pays it forward the most? Examining organizational citizenship behavior in the workplace. *Journal of Theoretical Social Psychology*, 5(3), 215-228.

Gadi, P., D., & Kee, D., H. (2020). Workplace bullying, human resource management practices, and turnover intention: the mediating effect of work engagement: evidence of Nigeria. *American Journal of Business*, 36(1), 62-83. https://doi.org/10.1108/AJB-08-2020-0135.

Hollis, L. P. (2015). Bully university? the cost of workplace bullying and employee disengagement in American higher education. *Sage Open*, 5(2),1-11. https://doi.org10.1177/2158244015589997.

Ifeyinwa, E. S., & Onodugo, A. V. (2020) organizational citizenship behaviour and turnover intention of deposit money banks employees: evidence from Nigeria. *Journal of Human Resource and Leadership,* 5(1), 15-35.

Ikon, M. A., & Chika, C. A. (2019). Organisational identification and employee performance in selected commercial banks in Delta State. *European Journal of Business and Innovation Research*, 7(4), 1-27. doi:10.5430/ijfr.v11n2p323.

Islam, T., Khan, M. M., & Bukhari, F. H. (2016). The role of organizational learning culture and psychological empowerment in reducing turnover intention and enhancing citizenship behavior. *The Learning Organization*, 23(2),156-169. doi:10.1108/TLO-10-2015-0057.

Jacobs, L., & De Wet, C. (2013). South African teachers' exposure to workplace bullying. TD: *The Journal for Transdisciplinary Research in Southern Africa*, 9(3), 446-464.

Khalique, M., Arif, I., Siddiqui, M., & Kazmi, S. W. (2018). Impact of workplace bullying on job performance, intention to leave, OCB and stress. *Pakistan Journal of Psychological Research*, 33(1), 55-74.

Kucukoglu, I., & Adiguzel, Z. (2019). Examining the Effects of Mobbing and Role Uncertainty on Organizational Culture and Organizational Citizenship Behavior. *IBAD Journal of Social Sciences*, (5), 185-202. doi:10.21733/ibad.623382.

Leymann, H. (1990). Mobbing and psychological terror at workplaces. *Violence and Victims*, 5(2), 119-126.

Leymann, H. (1996). The content and development of mobbing at work. *European Journal of Work and Organizational Psychology*, 5(2), 165-184. https://doi.org/10.1080/13594329608414853.

Li, X., Liu, X., & Chen, W. (2020). The Impact of Workplace Bullying on Employees' Turnover Intention: The Role of Self-Esteem. *Open Journal of Social Sciences*, 8(10), 23-34. doi:10.4236/jss.2020.810003.

Liu, X. Y., & Wang, J. (2013). Abusive supervision and organizational citizenship behaviour: is supervisor–subordinate guanxi a mediator? *The International Journal of Human Resource Management*, 24(7), 1471-1489. https://doi.org/10.1080/09585192.2012.725082.

MacKenzie, S., Organ, D., & Podaskoff, P. (2006). Organisational citizenship behaviour: its nature, antecedents, and consequences. *Sage Publications*. Doi:10.4135/9781452231082.

Memon, M. A., Sallaeh, R., Baharom, M. N. R., Nordin, S. M., & Ting, H. (2017). The relationship between training satisfaction, organisational citizenship behaviour, and turnover intention: A PLS-SEM approach. *Journal of Organizational Effectiveness: People and Performance*, 4(3), 267-290. doi: 10.1108/JOEPP-02-2017-0025.

Mendiratta, A., & Srivastava, S. (2023). Workplace bullying and organizational citizenship behavior: the parallel mediating effects of job satisfaction and resilience. *International Journal of Emerging Markets*, 18(7), 1565-1586.

Mitonga-Monga, J. (2019). Examining organisational citizenship behaviour as an outcome of an ethical work culture in a developing country. *Journal of Contemporary Management*, 16(1). 333-356. Doi:10.35683/jcm18057.0017.

Naseer, S., Raja, U., Syed, F., & Bouckenooghe, D. (2018). Combined effects of workplace bullying and perceived organizational support on employee behaviors: does resource availability help? *Anxiety, Stress, & Coping*, 31(6), 654-668. https://doi.org/10.1080/10615806.2018.1521516.

Ncede, N. (2013). *Factors contributing to employee turnover at a selected clothing manufacturing company in Cape Town*. (Unpublished Doctoral dissertation), Cape Peninsula University of Technology. Retrieved from http://etd.cput.ac.za/handle/20.500.11838/959, 12/09/2019.

Neethling, V. L. (2023). Exploring the optimum leadership style for talent retention within a faculty at a higher education institution (Doctoral dissertation, North-West University (South Africa).

Ngxukumeshe, T., Smith, E. E., & Mazibuko, N. E. (2016). Assessing the impact of job considerations on organisational citizenship behaviour in a retail setting. *In Proceedings of the 28th Annual Conference of the Southern African Institute of Management Scientists*, 189-208. Retrieved from https://www.up.ac.za/mdia/shared/643/ZPFiles/2016/Papers/hrl25full.zp97864.pdf, 03/05/2019.

Paillé, P., & Grima, F. (2011). Citizenship and withdrawal in the workplace: Relationship between organizational citizenship behavior, intention to leave current job and intention to leave the organization. *The Journal of Social Psychology*, 151(4), 478-493. https://doi.org/10.1080/00224545.2010.507266.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of management*, 26(3), 513-563. https://doi.org/10.1016/S0149-2063(00)00047-7.

Pyhältö, K., Pietarinen, J., & Soini, T. (2015). When teaching gets tough– Professional community inhibitors of teacher-targeted bullying and turnover intentions. Improving Schools, 18(3), 263-276. https://doi.org/10.1177/1365480215589663.

Rasool, F., Arzu, F., Hasan, A., Rafi, A., & Kashif, A. R. (2013). Workplace bullying and intention to leave: The moderating effect of the organizational commitment. *Information Management and Business Review*, 5(4), 175-180. doi:10.22610/imbr.v5i4.1041.

Ratnasari, L., & Rahmawati, R. (2020). Workplace bullying causing negative employee behaviours: A case from the Indonesian banking sector. *International Journal of Innovation, Creativity and Change*, 10(11), 441-458. Retrieved from http://repository.unmul.ac.id/handle/123456789/3953, 13/09/2019.

Razzaghian, M., & Ghani, U. (2014). Effect of workplace bullying on turnover intention of faculty members: A case of private sector universities of Khyber Pakhtunkhwa. *Pakistan. Business & Economic Review*, 6(1), 40-51. Retrieved from http://bereview.pk/index.php/BER/article/view/85, 18/04/2019.

Reknes, I., Glambek, M., & Einarsen, S. V. (2021). Injustice perceptions, workplace bullying and intention to leave. *Employee Relations: The International Journal*, 43(1),1-13. Doi 10.1108/ER-10-2019-0406.

Rumsey, D. J. (2016). How to interpret a correlation coefficient r. Statistics for Dummies, 1-2. Retrieved from http://mathaction.pbworks.com/w/file/fetch/133081815/3.CorrelationCoefficinet.pdf. 11/25/2020.

Santos, G. G., Pinho, J. C., Ferreira, A. P., & Vieira, M. (2024). Psychological contract breach and organizational citizenship behaviours: the moderating role of contract type. *Management Research Review*, 47(1), 18-44.

Saraih, U., Aris, Z., Zuraini, A., Sakdan, M. F., & Ahmad, R. (2016). Factors affecting turnover intention among academician in the Malaysian Higher Educational Institution. *Review of Integrative Business and Economics Research*, 6(1), 1-15. Retrieved from https://ssrn.com/abstract=3015075, 30/03/2020.

Sekaran, U. (2003). *Research Methods for Business: A skill building approach*, (4th Ed.). John Wiley & Sons, New York. John Wiley & Sons.

Shbail, M., & Shbail, A. (2020). Organizational climate, organizational citizenship behaviour and turnover intention: Evidence from Jordan. *Management Science Letters*, 10(16), 3749-3756.

Sofyan, Y., De Clercq, D., & Shang, Y. (2023). Detrimental effects of work overload on knowledge hiding in competitive organisational climates. *Asia Pacific Journal of Human Resources*, 61(2), 324-354.

Tag-Eldeen, A., Barakat, M. & Hesham, D. (2017). Investigating the impact of workplace bullying on employees' morale, performance and turnover intentions in five-star Egyptian hotel operations. *Tourism and Travelling*, 1(1), 4-14. doi: 10.21511/tt.1(1).2017.01.

Tambe, S., & Shanker, M. (2014). A study of organizational citizenship behaviour (OCB) and its dimensions: A literature review. *International Research Journal of Business and Management*, 1, 67-73. Retrieved from http://dspace.vpmthane.org:8080/jspui/handle/123456789/3769, 20/02/2020.

Thaba-Nkadimene, K. L. (2020). The influence of working conditions on turnover among younger academics in a rural South African university. *Academy of Entrepreneurship Journal*, 26(2), 1-13. Retrieved from https://search.proquest.com/scholary-journals/influence-working-conditions-on-turnover-among/docview/2424656196/se-2?accountid=16460, 16/12/2020.

Upton, L. (2010). *The impact of workplace bullying on individual and organisational well-being in a South African context and the role of coping as a moderator in the bullying-well-being relationship.* (Doctoral dissertation), University of Witwatersrand. Retrieved from http://hd.handle.net/10539/8385, 16/03/2020.

Usmani, S., & Kumari, K. (2019). Organization based Self-Esteem as a Mediator between Workplace Bullying, Work Performance and Turnover Intention. *Journal of Behavioural Sciences*, 29(1), 72-87. Retrieved from http:///search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=143130702&site=ehost-live, 19/12/2020.

Van der Westhuizen, N. (2014). *Turnover intention and employee engagement: Exploring eliciting factors in South African audit firms*. (Doctoral dissertation), Stellenbosch University. Retrieved from http://hdl.handle.net/10019.1/86297, 30/07/2019.

Van Schalkwyk, L., Els, C., & Rothmann, S. (Jr). (2011). The moderating role of perceived organisational support in the relationship between workplace bullying and turnover intention across sectors in South Africa. *SA Journal of Human Resource Management*, 9(1), 1-13. doi:10.4102/sajhrm. v9i1.384.

Wang, I. A., Lee, B. W., & Wu, S. T. (2017). The relationships among work-family conflict, turnover intention and organizational citizenship behavior in the hospitality industry of Taiwan. *International Journal of Manpower,* 38(8),1130-1142. https://doi.org/10.1108IJM-04-2015-0056.

Yadav, R. S., Dash, S. S., Sinha, S., & Patky, J. (2020). Impact of workplace bullying on turnover intention: a study among Indian schoolteachers. *South Asian Journal of Management*, 27(4),33-58.

Zulkarnain, M., Ginting, E. D. J., Novliadi, F., & Sebayang, A. O. (2016). The consequences of workplace bullying toward employee organizational cit-

izenship behavior. *In 1st International Conference on Social and Political Development (ICOSOP)*. Atlantis Press. https://doi.org/10.2991/icosop-16.2017.42.

IJARBM – International Journal of Applied Research in Business and Management
Vol. 05 / Issue 02, July 2024
ISSN: 2700-8983 | an Open Access Journal by Wohllebe & Ross Publishing