

# Exploring the Nexus of Workplace Bullying, Organizational Citizenship Behavior (OCBI), and Intention to Quit: Unraveling the Mediating effect of Perceived Organizational Politics

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## ABSTRACT

**Purpose:** Bullying is becoming a major concern in the workplace. Coworkers, subordinates, and customers may also be accused of such behaviors and among the various roles, Supervisors are the most common violators. More specifically, victims report increased burnout, emotional exhaustion, stress, and lower well-being. By employing the lenses of Social Exchange theory, in this study we investigate effect of workplace bullying on intention to quit and Organizational Citizenship Behavior toward Individuals (OCBI) directly and indirectly via perceived organization politics (POP).

**Design/Methodology/Approach:** Data for the present study was collected from the private sector of major cities in Pakistan. A sample of 202 employees was tested using the SPSS and Hayes process.

**Findings/Results:** The present study findings reveal that workplace bullying positively relates to turnover intention and negatively relates to OCBI. Dissatisfaction with the way their company makes choices, is a significant pathway through which being exposed to bullying behaviors prompts workers to begin planning to leave their organization. Moreover, perceived organization politics partially mediated between workplace bullying and work-related outcomes.

**Practical implications:** This research highlights the fact that when employees sense bullying at their workplace they want to quit the organization and also this behavior impacts the OCBI. Organizations should implement strategies to address workplace bullying and reduce perceived organizational politics to mitigate turnover intentions. This might include fostering a culture of respect, providing conflict resolution mechanisms, promoting open communication and feedback to identify areas for improvement to tailor interventions accordingly. Implementing these practical strategies can contribute to a more positive work environment, reduce turnover intentions, and encourage organizational citizenship behaviors. Organizations that prioritize the well-being of their employees and actively work to minimize workplace bullying and perceived politics are likely to experience improved employee morale, engagement, and overall organizational success.

**Originality/Value:** The current research contributes valuable insights to human resource policies and practices. This study suggests that organizational policies and procedures may reduce the turnover ratio. Additionally, such measures can positively impact individuals' organizational citizenship behaviors. Moreover, communication and transparency within the organization minimize perceptions of politics.

**Keywords:** *workplace bullying, Turnover Intention, Organizational Citizenship Behavior toward Individuals, and perceived organization politics*