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HRM Practices, Workplace Bullying, and Turnover Intention:
The Mediating role of Employee Engagement

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Research Highlights

Employees are an organization's main source of growth and success. It is important for an organization to establish and keep long-term relationships with their high performing employees (Gadi & Kee, 2018). Hence, it is necessary for organizations to identify the employees' turnover intention (Mete & Sökmen, 2016; Abid & Butt, 2017). This article provides a review of HRM practices, workplace bullying and turnover intention. It is argued that both HRM practices and workplace bullying are two important conditions that influence employee's turnover intention (Razzaghian & Ghani, 2014; Son, 2014). Drawing on social exchange theory, this article suggests that there is a significant relationship between HRM, workplace bullying and turnover intention. Therefore, this article proposes employee engagement could be a potential mediator between HRM practices, workplace bullying, and turnover intention. Suggestions and implications for future study on HRM, workplace bullying, and turnover intention are also suggested. Finally, the motive of the researchers in determining these models and relating them to the researchers' intent is to provide a general view of what the management needs to know and expect and what are the various avenues available for future consideration to address the acute issues pertaining to workplace bullying, HRM practices, and turnover intention.

Research Objectives

The objectives of this study are

To examine the relationship between HRM practices and turnover intention

To examine the relationship between workplace bullying have and turnover intention

To examine the mediating role of work engagement on the relationship between HRM practices and turnover intention

To examine the mediating role of work engagement on the relationship between workplace bullying and turnover intention

Purpose of the Study

The welfare of academic staff is of central point to the universities. In this article, we perceive the turnover intention among academic staff. We begin by examining the relationship between HRM practices and turnover intention. Next, we examined the





correlation between workplace bullying and turnover intention. Finally, to achieve the goal of this study, we intend to examine if employee engagement mediates (i) the relationship between HRM practices and turnover intention; and (ii) workplace bullying and turnover intention.

Methodology

This research is a review of the literature on HRM practices, workplace bullying, and turnover intention. We then discuss the literature review to understand if work engagement is a potential mediator in the above relationship. The current study analyzed past studies on HRM, workplace bullying, work engagement, perceived and turnover intention to establish a distinctive phenomenon. This paper conceptualizes HRM practices into five dimensions, namely career recognition, performance appraisal, training and development, reward recognition and recruitment and selection. This present study used 10 research papers such as (Emerald, JSTOR, PsycINFO, SAGE Premier, Scopus, SpringerLink, Springer Protocols, and Taylor & Francis) to unearth out appropriate data for the study. The researchers extracted articles that are as relevant as possible. The research conducted from August to December 2018 and supported by peer-reviewed research papers published in English from 2015 to 2018. The review technique in this study is an applied research method for defining and synthesizing the extended body of literature associated with a specific phenomenon.

Findings

After reviewing literature by the researchers and discussing the effects of workplace bullying focusing on work-related issues and its impact on employees, and the challenges of the HRM practices on turnover intention, we discover many similarities of the influence between HRM practices and Workplace bullying and the impact on turnover intention by the employees. However, the occurrence or presence of support and sources provided by the establishment either moderated or improved the relationship between workers' concerns about emotional violence and their real sense of feeling maltreated. Employees who had concerns about emotional violence at the workplace were more likely to experience emotional violence at work when they perceived their establishment's response to their





distresses as ineffective or imaginary compared to when they perceived their establishment's response to their distresses as effective and existing.

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