

# Workplace Harassment Impacting the Turnover Intention and Females Career Development

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**Abstract:** *The Female Career growth in manufacturing industry is mostly impacted by the workplace harassment and discrimination. Most of the studies revealed that females are the one who face the discrimination and harassment in the workplace comparatively male. Therefore, their career growth is impacted due to such factors. The key objective of this study is to investigate the impact on female career growth and analyze the mediating role of Turnover Intention between the Workplace Bullying, Workplace harassment, Employee Silence and Career Development. A sample of 250 Female Professionals from manufacturing Industry has been selected for this study. The SPSS and AMOS software is further used to evaluate the related constructs which supported the relation/hypothesis between Workplace Bullying, Workplace Harassment, Employee Silence and Turnover Intention. It also supported the hypothesis between Workplace Bullying, Workplace Harassment, Employee Silence and Females Career Development. Moreover, the mediating variable Turnover Intention has positive effect on Female Career Deployment. It has been also observed that Turnover Intention plays a mediating role between Workplace Bullying and Female Career Development and so, between Employee Silence and Female Career Development whereas the hypothesis has been rejected between Workplace Harassment and Female Career Development.*

**Keywords:** *Bullying, Workplace Harassment, Employee Silence and Turnover Intention.*

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## **Introduction**

### **Background of Study**

Workplace diversity in the manufacturing sector has been gradually approaching the sociodemographic composition of Pakistan during the last ten years. Previous studies have demonstrated that women have greater disadvantages when it comes to working with males because they are underrepresented in various employment categories and positions. For instance, working women encounter unequal pay, less promotion chances and less retention rate (McKensey, 2017).

Martins et al. (2023) stated the act of intimidating staff members by exposing them to mistreatment by peers or superiors is known as workplace harassment. The most important issue in firms these days is mistreatment of employees, particularly women, because of their minority in manufacturing sector. However, due to their qualifications and steady behavior at work, women have risen to higher levels than males in the modern period (Dresden et al., 2018). This

has made some men jealous and led them to adopt unpleasant tactics, like harassment, to hinder their ability to grow. Ultimately, male behavior toward women might result in strange behaviors from both parties, which negatively affects their drive to work.

Women now make up a larger percentage of the workforce across all manufacturing levels. For women, in the industrial sector in both developed and under developing nations presents a particularly challenging environment for career growth. In most nations, women are predicted to continue to make up a larger share of the labor force. Therefore, it is critical for the industry to have a current awareness associated to women's growth to manage female talent in the competitive market. When it comes to work-related issues, comparable of men and women are more similar than dissimilar, according to most of the previous research on gender differences in career development in workplaces where men dominate (Afande, 2015).

In such situations where males dominate, workplace harassment comes as a rising issue. Workplace harassment harms employees' physical and mental wellness. Victims of harassment may face disgrace, a decline in self-esteem, and psychological disorders such as depression and anxiety symptoms. Workplace harassment is not limited to those who have experienced harassment; they also include those who watch and observe harassment of this kind (Bailey, 2020).

Previous research has shown that women are capable and want to succeed in their careers, yet discrimination based on gender is still a significant barrier (Doaty, 2022). According to an article, one of the factors contributing to women's delayed development into positions of decision-making is the being overlooked of the numerous potential role models for women. Additionally, it was revealed that female respondents said they did not feel heard and that when they spoke in meetings, their ideas and views were disregarded or avoided, but that the same or comparable ideas from men had an influence (Posholi, 2013).

Inappropriate and harmful interpersonal circumstances at work that primarily target women are considered gender-based undesirable workplace experiences (Haarr & Morash, 2013). These encounters may convey resentment, loss of value, or discrimination against the targets due to their gender. In the same way, these encounters may be sexualized or not, engaging in interpersonal relationships or defining the culture of the company (Jung & Yoon, 2020). Gender harassment and sexist discrimination differ in certain ways. A woman can only encounter bias or discrimination in the organization from someone more superior than herself. On the other hand, coworkers or inferiors who have little influence over women's opportunities may harass women based solely on their gender. The sexist discrimination has also been considered to devalue women, which may also be considered a type of gender harassment. Gender harassment can also be viewed as a type of sexist discrimination because it limits the social interactions of women at work and puts their human rights under threat (Sojo et al., 2016).

### **Problem Statement**

In the manufacturing sector, gender-related prejudices, stereotyping, and harassment are generally faced by women. Individuals who experience such have been found to be less engaged with their work and be less committed to their organizations which eventually hinders their ability to advance in their careers (Bai et al., 2022). They are likely to show declines in job performance and respond in ways that involve job withdrawal (e.g., job turnover) and work withdrawal (e.g., absenteeism, avoidance of work duties). Research on multiple occupations confirms very negative outcomes on the productivity of female employees. Work-related stress

additionally contributes to negative organizational outcomes, including low productivity, turnover, and absenteeism.

### **Research Questions**

1. What is the effect of Workplace Bullying on Turnover Intention and Female Career Development?
2. What is the effect of Workplace Harassment on Turnover Intention and Female Career Development?
3. What is the effect of Employee Silence on Turnover Intention and Female Career Development?
4. What is the effect of Turnover Intention on Female Career Development?
5. Does Turnover Intention mediate the relationship between the following?
  - a) Workplace Bullying and Females Career Development
  - b) Workplace Harassment and Females Career Development.
  - c) Employee Silence and Females Career Development.

### **Literature Review**

It is not unexpected that a significant portion of career development research is based on studies of men's careers in professional roles. This previous study examines the professional journey of male individuals in high-level positions, documenting their career development, admittance into organizations, and progression through several phases. Not only does the career literature mainly disregard the professional experiences of women, but it also fails to address the obstacles that both women and men have in advancing their careers inside companies. Overcoming these hurdles is a common issue faced by individuals throughout their career development (Hamel, 2009).

This research aims to address the existing gaps in the literature by examining how professional women engage in communication-related sense-making when faced with obstacles to their career progression. Given that sense-making is most effectively used in situations when conflicting or lacking information creates confusion, studying how women should address obstacles to their professional progress is a great subject to explore (Chan et al., 2008). The subsequent analysis of career development reveals a lack of advice specifically tailored to women on how to overcome obstacles to their professional progression. Critics of career research argue that most professional growth techniques are not suitable for women (Samiullah, 2019).

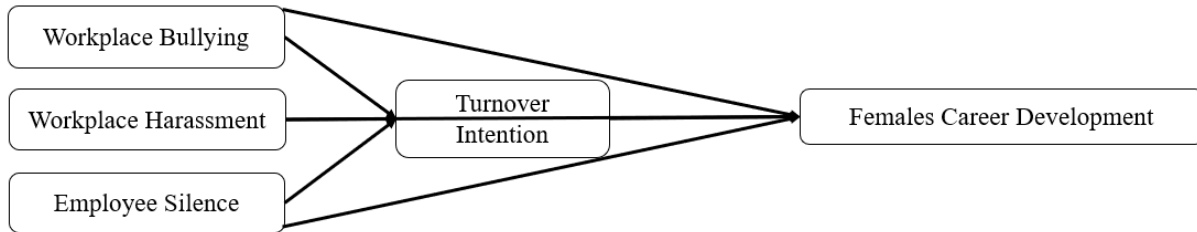
Roca & Gagné (2008) stated the traditional career development failed to acknowledge the distinct social and familial circumstances experienced by women, as well as its disregard for the external pressures and expectations placed on women outside of the workplace. According to Perun et al. (1981), the factors influencing women's professional behavior are distinct from those affecting males. They contend that it is challenging to draw comparisons between the work cycles of men and women since the women's pattern is less common. Women have thus been left without enough knowledge or direction in this area.

### **Theoretical Background**

According to the Transactional Theory, employees' perceptions, and responses to workplace incidents (such as harassment) are contingent on their attributes and interpretations. Additionally, transactional theory can be utilized to investigate the variations among women in their reactions to harassment (Skoog & Kapetanovic, 2023). Certain women may be more reticent to confront the issue, whereas others may be more apprehensive or choose to remain silent. Interventions that target not only the harassing behaviors but also how women perceive and

respond to them can be developed using this theory. This may entail instruction on the identification of harassment and the provision of support resources. The objective of this study is to explain whether and how individuals perceive actions as harassment or discrimination, and how they react when they see such negativity (Haarr & Morash, 2013).

### **Conceptual Model**



*Figure 1: Conceptual Model*

#### ***Workplace Bullying and Turnover Intention***

Workplace bullying is a widespread issue in modern work environments, causing severe harm to both the individuals targeted and the financial success of organizations. This may be supported by a poll conducted among around 8,000 employees, revealing that 37% of the workforce, equivalent to 54 million workers, experienced bullying. Furthermore, 40% of employees refrained from taking any action, whether official or informal, to address any kind of mistreatment (Van Schalkwyk, 2011).

Vartia & MA (2007) explains Bullying in the workplace. When workers act against the aggressor, companies fail to handle the situation by not engaging the bully. Workers may lower their job effort, contemplate quitting, and ultimately resign (Tariq et al., 2023). This suggests that the impact of workplace bullying, regardless of whether bosses are aware of it or not, will affect organizations.

H1: There is a positive effect of Workplace Bullying on Turnover Intention.

#### ***Workplace Bullying and Females Career Development***

Naime (2007) stated that given the limited amount of research on workplace bullying and its connections to Career development, it is crucial to confirm the existence of these interactions. From an organizational standpoint, the desire to succeed and grow and eventually not getting the right position / productivity due to Workplace Bullying results in significant expenses for the organization.

H2: There is a positive effect of Workplace Bullying on Females Career Development.

#### ***Workplace Harassment and Turnover Intention***

Henning et al. (2017) stated that workplace harassment is linked to a lack of social support from coworkers and a competitive atmosphere among colleagues along with several leadership styles, including task-oriented, autocratic, and laissez-faire. When an authoritarian leadership style is present, the assistance of coworkers may avoid workplace harassment by offering support and deriving positive energy from others in a beneficial way.

According to McKensy (2017), the organization acts as an intermediary in cases of workplace harassment and is responsible for facilitating changes to address this issue.

Researchers have devoted considerable attention to the crucial indicator of turnover intention. Consequently, it is believed that a high level of Turnover Intention is impacted from Workplace Harassment (Bush, 2015).

H3: There is a positive effect of Workplace Harassment on Turnover Intention.

#### ***Workplace Harassment and Females Career Development***

The process of selecting and promoting skilled persons in various sectors and organizations is sometimes hindered by a lack of transparency and openness in career development practices. The lack of clarity and assurance is often heightened when the individual belongs to a marginalized group such as women or women facing workplace harassment and is striving to progress in an industry that is mostly controlled by males (Mavin, 2001).

H4: There is a positive effect of Workplace Harassment on Females Career Development.

#### ***Employee Silence and Turnover Intention***

The phenomenon of organizational turnover has been extensively examined, but there has been less interest from the academic community in studying the concept of Employee Silence. It is the emotional state characterized by the disguise of evidence due to fear, depression, or anger. It is crucial to examine employee silence to turnover intention (Mannan & Kashif, 2020).

The apprehension of losing these resources leads to adverse outcomes in the workplace. When personnel in the industry are consistently required to undertake tasks that go against their ethical standards, their ethical values are compromised (Zia et al., 2022). Ethical values are seen as a kind of personal resource (Doaty, 2022). Furthermore, it proposes that workers embrace an emotional reaction, as it is suggested to have an emotional influence that might potentially result in turnover intention (Skoog & Kapetanovic, 2023).

Employee emotions with a negative cause adverse outcomes in the form of intentions to leave the organization. By examining the connections based on employee silence and turnover intention, it contributes to it by highlighting the practical importance of emotions, which have been overlooked until now (Mehmood & Kashmir, 2013).

H5: There is a positive effect of Employee Silence on Turnover Intention.

#### ***Employee Silence and Females Career Development***

Employee emotions with a negative cause adverse outcomes in their career growth. By examining the connections based on employee silence and their productivity, it contributes to it by highlighting the practical importance of emotions, which have been overlooked until now (Mehmood & Kashmir, 2013)

H6: There is a positive effect of Employee Silence on Females Career Development.

#### ***Turnover Intention and Females Career Development***

A deliberate and intentional want to leave the company is referred to as turnover intention. The employee's desire to quit their current employment and look for another has been expressed through their turnover intention, which has been evaluated within a certain timeline(s) and is regarded as the final stage of disengagement (Duan et al., 2019).

Several research has shown connections between workplace bullying, absenteeism, and high staff turnover. Bullying not only negatively impacts the humanitarian aspect of relationship, but it may also have significant impact on female career development. Some workers, due to their reliance on their employment, choose to remain in the organization while experiencing workplace bullying. This, in turn, results in higher rates of absence which will affect their work performance.

This is because bullying produces anxiety among workers (Deery et al., 2011). This research examined the connections between career development and turnover intention. It is crucial to comprehend the importance of career development and its connection to turnover intention (Van Schalkwyk, 2011).

H7: There is a positive effect of Turnover Intention on Females Career Development.

#### ***Mediating Effect of Turnover Intention***

According to a research, turnover is defined as the departure of employees from a company. It was thought to be a two-dimensional notion that distinguished between an individual's choice and involuntary departure from their joining an organization (Mehmood & Kashmir, 2013).

Turnover intention was described in a prior study as the subsequent withdrawal behavior that occurs when employees experience (McKensy, 2017). According to Mobley et al., turnover intention refers to an employee's conscious plan to quit a certain organization after a certain amount of time and after giving it considerable thought. This type of turnover is considered voluntary. Rather than being the result of actual turnover, it is thought to be an effect of affective variables (such as harassment and Bullying, Silence) which hinders their career growth.

H8 (a): Turnover Intention mediates the relationship between Workplace Bullying and Females Career Development

H8 (b): Turnover Intention mediates the relationship between Workplace Harassment and Females Career Development.

H8 (c): Turnover Intention mediates the relationship between Employee Silence and Females Career Development.

### **Methodology**

This study has embraced positivist notions on epistemology – the process of studying reality (Creswell, 2003). The deductive research method is used in this study. This study employs the deductive research methodology. Transitioning from a broad to a limited perspective is its approach. "Creating a hypothesis (or hypotheses) based on existing theory through quantitative data analysis, and then designing a research strategy to test the hypothesis" are the primary objectives of a deductive approach (Dudovskiy, 2018). Thus, using data gathered from respondents without their engagement with the researchers, hypotheses formulated using already known theories were experimentally evaluated (Sekaran & Bougie, 2010).

The research time horizon design is based on a cross-sectional study. According to Wilson (2013), Observational research known as a cross-sectional study collects data on one or more variables from a specific population at a certain period based on data collection and analysis. Information is provided by cross-sectional research without altering the elements they examine. An online survey (Questionnaire) was also administered in order to provide more support for the study's hypothesis. The survey method is regarded as the most popular and useful approach to gather data. Later, software(s) like SPSS or AMOS were used to analyze data from an online survey.

#### **Sample Population**

The intended audience for this study were Females who had ever been harassed or seen the harassment in their organization. The targeted industry in this study is the manufacturing industry in Pakistan.

### **Sample Size**

There are several researches that state the minimum number of respondents for data collection. This research adheres to the requirements stated by (Hair et al., 2009) which specifies a sample of at least 250 respondents for multiple variable analysis for the results to be significant. Therefore, the survey was conducted with a sample of 257 respondents.

### **Sampling Method and Technique**

A convenience sampling strategy was employed in this research project to gather data from the intended respondents. With this method, researchers choose respondents according to their ease; yet the sample should represent the chosen population (Sekaran & Bougie, 2010). Data analysis for this survey was done using SPSS and AMOS in order to determine the outcomes from this model's descriptive, reliability analysis, construct validity including both convergent and discriminant validity, correlation and bootstrapping analysis were also performed. This design determines what type of relation exists between the independent and dependent variables and how the dependent variable is affected. This methodology was chosen to assess the study's quantitative approach and explanation.

### **Questionnaire Formulation**

A 5-point Likert Scale was used to gather data from questionnaire. Furthermore, the Likert Scale is a one-dimensional scale used by researchers to collect information about respondents' views and opinions. This scale is frequently used and preferred by researchers to analyze people beliefs and feeling towards a particular research / topic.

The survey questionnaire was sectioned to have five parts, to evaluate different aspects of this study. Factors encompassing Sections A and B used the 5- point Likert Scale to measure responses from 1= Strongly Oppose/Disagree to 5= Strongly Agree. These encompass the independent variables: Workplace Bullying (WB), Workplace Harassment (WH), Employee Silence (ES), the dependent variable Females Career Development (FCD) and the mediator Turnover Intention (TI). Each construct had more than 3 items to support the hypothetical claims and validate the construct. The questionnaire design is attached as annexure in the end.

## **Results**

### **Respondent Profile**

The demographic data obtained revealed the following statistics. All of the 257 respondents were Females working in a manufacturing industry who were harassed or had ever seen harassment. 3 (2.3%) respondents were matric or below students, 4 (3.1%) were intermediate students and the remaining 249 (94.6%) respondents graduated with masters and PhD degrees. Furthermore, the professional experience was also gauged. 64 (25%) respondents were only at Entry Levels at their jobs, 89 (34.7%) Assistant Managers, 77 (29.8%) respondents were at managerial level, while the remaining 27 (10.5%) respondents were at Director / Executive levels.

After obtaining the above information, the data was coded and analyzed through SPSS software for the following analysis including Descriptive statistics, Reliability analysis, Exploratory factor analysis, Correlation analysis and validity testing and after that, Confirmatory factor Analysis was performed along with structural equational modeling.

## Descriptive Statistics

Missing Data was identified and filled using the nearest mean approach. The table(s) provided below illustrate the descriptive analysis for the study's five variables. These encompasses the independent variables: Workplace Bullying (WB), Workplace Harassment (WH), Employee Silence (ES), the dependent variable Females Career Development (FCD), the mediator Turnover Intention (TI).

Table 1 presents the comprehensive outcomes of descriptive statistical analysis, encompassing sample means, median, mode, standard deviations, variance, kurtosis, and skewness.

*Table 1: Descriptive Statistics*

Constructs	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Workplace Bullying (WB)	3.194	0.8502	0.723	0.210	0.043
Workplace Harassment (WH)	2.884	0.8888	0.79	0.297	0.034
Turnover Intention (TI)	3.013	0.8792	0.773	0.191	-0.172
Employee Silence (ES)	2.918	0.9405	0.885	0.124	-0.253
Females Career Development (FCD)	2.755	0.7504	0.563	0.134	0.573

Conducting regression analysis requires data that adheres to a normal distribution. To evaluate the univariate normality of our collected data, we turn to descriptive analysis. If skewness (-1 to +1) and kurtosis (-3 to +3) fall within its range, the data is deemed to exhibit normal characteristics.

The construct with the highest skewness level (SK=0.297) is Workplace Harassment (WH), while the lowest skewness (SK=0.124) is observed in the construct Employee Silence (ES). On the other hand, the construct with the highest kurtosis level (KR=0.573) is Females Career Development and the lowest kurtosis (KR=-0.172) is Turnover Intention (TI). Consequently, all adopted constructs meet the criteria for univariate normality as they fall within the range of  $-1 < SK < +1$  and  $-3 < KR < +3$ . Hence, no Outliers found, and data is normally distributed and there is no need to perform z-score.

## Reliability Analysis

The reliability between items of the adopted constructs has been analyzed through Cronbach's Alpha to evaluate the internal consistency between the items, and dependability of data collection methods used in a study. The results have been summarized results in Table 2 below:

*Table 2: Reliability Analysis*

Constructs	Cronbach Alpha	No of Items	AVE
Workplace Bullying (WB)	0.833	12	0.639
Workplace Harassment (WH)	0.759	7	0.667
Turnover Intention (TI)	0.693	6	0.645
Employee Silence (ES)	0.708	5	0.709
Females Career Development (FCD)	0.668	8	0.543

It can be concluded that the top reliability ( $\alpha = 0.833$ ) is for the variable of Workplace Bullying while the reliability for Females Career Development (FCD) is the lowest at ( $\alpha = 0.668$ ). Furthermore, all the Cronbach's Alpha values are greater than 0.70 or 0.60 (cut-off value which is acceptable) indicating good consistency of items between the constructs (Hair et al., 2009).

**Validity Analysis**

Validity analysis is conducted in order to ascertain if the study actually measures what it was designed to measure or how accurate the research findings are. Validity is determined by conducting the following tests:

***Convergent Validity***

Convergent validity is evaluated on two aspects i.e. Construct Reliability > 0.7 or 0.6 (Hair et al., 2009). The Average Variance Explained (AVE) > 0.5 (Sarstedt et al., 2017). Table 2 depicts the AVE values. Since every item's internal consistency was greater than the cut-off value of 0.60 or 0.70, the data satisfies the convergent validity condition (Hair et al., 2015). The AVE (Average variance explained) test can be used to determine whether convergent validity has been established. Its results need to be higher than 0.50 or 50%. Given that all of the AVE values in this study are more than 0.5, the data satisfies the convergent validity criterion (Hair et al., 2009).

***Exploratory Factor Analysis (EFA)***

The EFA is used to determine sample adequacy by identifying the relations and correlations between the constructs. The Kaiser-Meyer-Olkin (KMO) test illustrates the suitability of the sample for every variable and the entire model.

*Table 3: Exploratory Factor Analysis*

Constructs	KMO	Bartlett's Test (p<0.001)	Communalities
Workplace Bullying (WB)	0.916	967.955	All > 0.4
Workplace Harassment (WH)	0.880	458.440	All > 0.4
Turnover Intention (TI)	0.845	325.857	All > 0.4
Employee Silence (ES)	0.875	294.512	All > 0.4
Females Career Development (FCD)	0.844	275.093	All > 0.4

Table 4 above show that the greatest KMO value is 0.916 for the construct Workplace Bullying (WB) while the lowest KMO is 0.844 for the construct Females Career Development (FCD). All the values are noted to be greater than 0.7 or 0.6, which is the cut off value for fulfilling the adequacy criteria (Sekaran & Bougie, 2010). It must also be noted that all values were significant at  $p < 0.05$  with items communalities greater than 0.4.

***Discriminant Validity***

The table below proves that square root of AVE (top of value of each column) > corresponding values (descending values in each column) (Fornell & Larcker, 1981) for all the constructs, fulfilling the discriminant validity criteria.

*Table 4: Discriminant Validity*

	WB	WH	TI	ES	FCD
WB	<b>0.799</b>				
WH	0.520	<b>0.816</b>			
TI	0.527	0.573	<b>0.803</b>		
ES	0.422	0.512	0.577	<b>0.842</b>	
FCD	0.789	0.574	0.379	0.352	<b>0.736</b>

**Correlation Analysis**

Correlation analysis will demonstrate the relation between the variables that whether the theoretical relation is present or not. It is a statistical method to analyze the affect and direction of the relationship between two or more variables. Furthermore, it helps to gauge how changes

in one variable might correspond to changes in another variable. Therefore, the Pearson’s correlation is used to identify the linear relationship between the variables. According to the research (Bryman & Bell, 2007) the Pearson’s co-efficient must lie between 0.2 and 0.9 for the relationship between the constructs to be significant. The construct must be dropped if the co-efficient has a value below 0.2 (See Table 5).

*Table 5: Correlations Analysis*

Constructs	WB	WH	TI	ES	FCD
WB	1				
WH	.520**	1			
TI	.527**	.573**	1		
ES	.422**	.512**	.577**	1	
FCD	.789**	.574**	.379**	.352**	1

The table above can be used to determine the relationships between the constructs. The strongest relationship can be noticed between Workplace Bullying (WB) and Females Career Development (FCD) where,  $r = 0.789$ . While the weakest relation can be observed between Employee Silence (ES) and Females Career Development (FCD) where  $r = 0.352$ . It can further be deduced that all constructs are distinct and unique and that there is no multi collinearity between the constructs since the Pearson’s co-efficient for all relations fall between the ranges of 0.2-0.9. It must also be noted that all values were significant at  $sig < 0.05$ .

**Confirmatory Factor Analysis**

The AMOS software is used to test the overall model. The model diagnostics was done through CB-SEM. The 1st step in CB-SEM is to perform the Confirmatory Factor Analysis (CFA) where you draw covariance between the variables / constructs. After covariance are drawn, the model fit was analyzed to determine how the theoretical model had aligned with the observed data. All outer loadings (factor loadings) with values above 0.5 were retained, as they met the AVE minimum cut off criteria ( $>0.5$ ). This demonstrates that the retained items represent the corresponding constructs. Several iterations were performed to achieve the model. The findings have been summarized in Table 6.

*Table 6: Confirmatory Factor Analysis*

Index	Findings	Ideal threshold
Chi-square of the estimated model	315.837	As low as possible
CMIN/DF	1.436	< 3 (even < 5)
Standardized Root mean square residual (SRMSR)	0.0536	< 0.05
Goodness-of-fit Index (GE)	0.907	> 0.95 (0.90 too)
Adjusted goodness-of-fit Index (AGFI)	0.884 – 0.90	> 0.90
Normed Fit Index (NFI)	0.992	> 0.90
Relative fit index (RFI)	0.861	> 0.90
Incremental Fit Index (WI)	0.926	> 0.90
Tucker-Lewis Index (TLI)	0.913	> 0.90
Comparative Fit Index (CFI)	0.924	> 0.90
Parsimonious Goodness of Fit Index (PGFI)	0.723	> 0.50
Parsimonious Normed Fit Index (PNFI)	0.804	> 0.50
Parsimonious Comparative Fit Index (PCFI)	0.689	> 0.50
Root mean square error of approximation (RMSEA)	0.041	< 0.08

The overall fit of the model is measured using chi-square values. It looks for differences between the covariance matrices fitted to the model and the sample. It is known as the badness

of fit measure most of the time. An exceptional model fit metric is one that has a CMIN/df value of 3 or < 5.

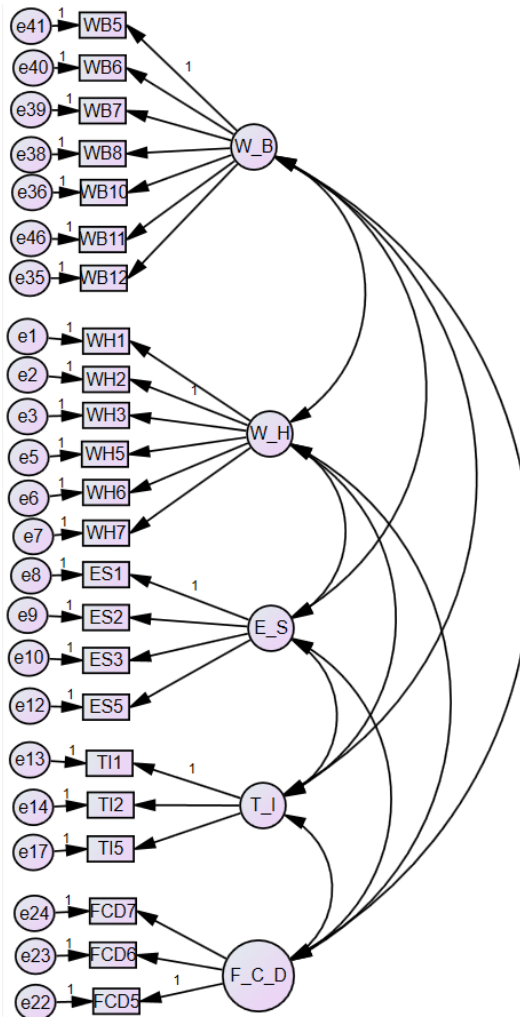


Figure 2 CFA Model

SRMR values ranges from zero to 1.0, with well-fitting models providing values less < 0.05 (Bryman & Bell, 2007; Diamantopoulos & Siguaw, 2000), while values as high as 0.08 are deemed acceptable (Hu & Bentler, 1999).

**Goodness-of-fit statistic (GFI)**

Jöreskog & Sörbom (1993) provided an alternative to the chi-square test. It calculates the percentage of variance supplied by the population's estimated covariance. It has a range of 0 to 1. The commonly accepted threshold is typically 0.90 (Ansari, 2020; Bashir, 2016), although it should be greater than 0.95 for small samples and lower factor loadings (Miles & Shevlin, 2007; Sarstedt et al., 2017).

While the suggested threshold value for the Goodness-of-fit index (GFI), Normed fit index (NFI), Comparative fit index (CFI), and Relative fit index (RFI) is 0.90, it should ideally be larger than 0.95 for small samples and lower factor loadings (Miles & Shevlin, 2007; Sarstedt et al., 2017). This suggests a well-fitting model.

RMSEA is referred to as root mean square error of approximation. Steiger (1980) created the parsimony-promoting model. It's thought to be the most insightful fit index out there. It finds the minimum optimal number of parameters to suit the final population covariance matrix. Consequently, a successful model fit is indicated by an RMSEA value of 0.07 or below (Browne & Cudeck, 1992; Shi & Maydeu-Olivares, 2019). Value of 0.5 is often seen as sufficient for parsimonious fit measures, such as the Parsimonious Normed Fit Index (PNFI) and the Parsimonious Goodness-of-Fit Index (PGFI) (Hooper et al., 2007).

### Structural Equation Modeling and Mediation Analysis

Regression analysis was used to examine the relationship between Independent and Dependent Variables. The direct effects of IDV on DV were analyzed using Bootstrapping test. The path co-efficient and specific indirect affects have been summarized in the table 8 below along with the model tested on AMOS.

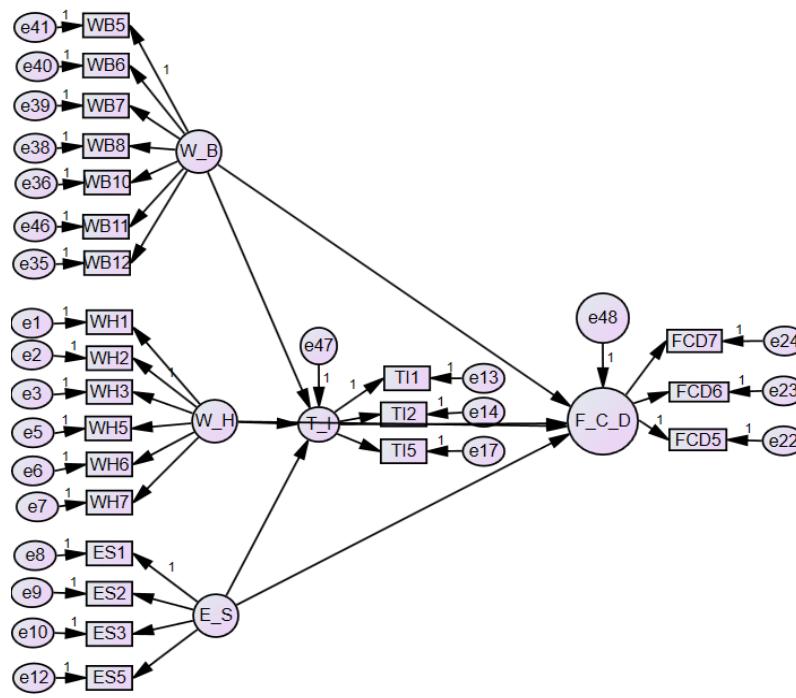


Figure 3 Structural Equation Model (CB-SEM)

Table 7: Structural Equation Modeling - Path Co-Efficient (Direct & Indirect)

Direct Effects	Sig-value	Coefficient	t-statistics	Hypothesis
WB → TI	0.011	0.436	4.157	Supported
WH → TI	0.007	0.418	4.069	Supported
ES → TI	0.012	0.594	4.787	Supported
WB → FCD	0.028	0.576	4.543	Supported
WH → FCD	0.016	0.541	4.212	Supported
ES → FCD	0.004	0.268	2.810	Supported
TI → FCD	0.008	0.303	3.800	Supported
Indirect Effects	Sig-value	Coefficient	t-statistics	Hypothesis
WB → TI → FCD	0.019	0.335	3.670	Supported
WH → TI → FCD	0.083	0.065	0.670	Rejected
ES → TI → FCD	0.02	0.214	2.240	Supported

## Conclusion

This research was conducted to determine the effects of Workplace Harassment on Females careers growth who are working in a manufacturing industry in Pakistan. The factors emphasizing such study included Workplace Bullying (WB), Workplace Harassment (WH), Employee Silence (ES), the dependent variable Females Career Development (FCD) and the mediator Turnover Intention (TI). The specific findings obtained above are used to analyze hypotheses below:

***H1: There is a positive effect of Workplace Bullying on Turnover Intention.***

It is observed from Table 8 that the path co-efficient value = 0.436, t- value= 4.157. Since the path coefficient is greater than the cutoff value of 0.2 and the t analysis is also above 2.0, it signifies that there is a significant relationship between the constructs. Hence, the findings support this hypothesis.

***H2: There is a positive effect of Workplace Bullying on Females Career Development.***

It is observed from Table 8 that the path co-efficient value = 0.576, t- value= 4.543. Since the path coefficient is greater than the cutoff value of 0.2 and the t analysis is also above 2.0, it signifies that there is a significant relationship between the constructs. Hence, the findings support this hypothesis.

***H3: There is a positive effect of Workplace Harassment on Turnover Intention.***

It is observed from Table 8 that the path co-efficient value = 0.418, t- value= 4.069. Since the path coefficient is greater than the cutoff value of 0.2 and the t analysis is also above 2.0, it signifies that there is a significant relationship between the constructs. Hence, the findings support this hypothesis.

***H4: There is a positive effect of Workplace Harassment on Females Career Development.***

It is observed from Table 8 that the path co-efficient value = 0.541, t- value= 4.212. Since the path coefficient is greater than the cutoff value of 0.2 and the t analysis is also above 2.0, it signifies that there is a significant relationship between the constructs. Hence, the findings support this hypothesis.

***H5: There is a positive effect of Employee Silence on Turnover Intention.***

It is observed from 8 that the path co-efficient value = 0.594, t- value= 4.787. Since the path coefficient is greater than the cutoff value of 0.2 and the t analysis is also above 2.0, it signifies that there is a significant relationship between the constructs. Hence, the findings support this hypothesis.

***H6: There is a positive effect of Employee Silence on Females Career Development.***

It is observed from 8 that the path co-efficient value = 0.268, t- value= 2.81. Since the path coefficient is greater than the cutoff value of 0.2 and the t analysis is also above 2.0, it signifies that there is a significant relationship between the constructs. Hence, the findings support this hypothesis.

***H7: There is a positive effect of Turnover Intention on Females Career Development.***

It is observed from Table 8 that the path co-efficient value = 0.303, t- value= 3.80. Since the path coefficient is greater than the cutoff value of 0.2 and the t analysis is also above 2.0, it signifies that there is a significant relationship between the constructs. Hence, the findings support this hypothesis.

***H8 (a): Turnover Intention mediates the relationship between Workplace Bullying and Females Career Development***

The path co-efficient value significantly decreases from 0.436 to 0.335. This is also indicative of a partial mediation effect of Turnover Intention between Workplace Bullying and

Females Career Development. Since a partial mediation is observed for two of the significant hypotheses, the findings support Turnover Intention as a mediator.

***H8 (b): Turnover Intention mediates the relationship between Workplace Harassment and Females Career Development***

Since the effect is non-significant., hence, no mediation existed.

***H8(c): Turnover Intention mediates the relationship between Employee Silence and Females Career Development.***

The path co-efficient value significantly decreases from 0.594 to 0.214. This is also indicative of a partial mediation effect of Turnover Intention between Employee Silence and Females Career Development. Since a partial mediation is observed for two of the significant hypotheses, the findings support Turnover Intention as a mediator.

### **Managerial Implications**

Since bullying at work has negative effects on both people and organizations, the subject has attracted a lot of attention throughout time. Researchers should focus on studying the behavioral effects of workplace bullying, but it is equally important to explore and develop the idea further given the importance of psychological factors and people's emotional state. Through negative affectivity, we were able to demonstrate a connection between the emotional experience of bullying and its negative outcomes, which include deviant behaviors at work (Samiullah, 2019).

The psychological effects of workplace harassment on women can be severe. Most significantly, this study provided insight into the mechanisms behind the association between psychological distress and workplace harassment against women employed in male-dominated fields. Based on the data, it appears that workplace harassment might be detrimental to these women since it makes them believe that they must achieve above expectations in order to be acknowledged and accepted by the organization. High expectations for performance are also linked to emotional distress (Parker & Griffin, 2002).

According to the Posholi (2013) the perception in society is that women are incapable of managing people well, which is the reason behind this. It is thought that men are more suited for management, hence women are less capable of handling authority than men are. Furthermore, it was discovered that certain organizations do not adhere to gender neutrality. There are typically barriers that prevent women from pursuing high management positions. To sum up, women are discouraged from pursuing senior management roles due to several reasons such as low self-esteem, social criticism, fear of rejection, and the need to demonstrate their abilities.

Martins et al. (2023) study identifies in manufacturing industry female workers who were subjected to higher levels of hostility or harassment on a daily basis, including physical and psychological abuse, threats, intimidation, and unfriendly actions. Managers therefore foster an atmosphere in which staff members are reluctant to provide useful information and prefer to keep their problems to themselves in order to feel less pressured. Female workers who remain silent, experience work dissatisfaction, a decrease in motivation, and increased absenteeism. Furthermore, it's expected that stressed female workers would experience mental and emotional instability as well as exhaustion, which may finally prompt them to quit the company as a last choice.

Another research looked at women's experiences with gender-equivalent and male-dominated university majors that included explicit and unintentional biases against men in positions of leadership or power (Abbas, Ansari, Gulzar, Zameer, & Hussain, 2021). The majority

of study conducted to date has been on discrimination and experiences that women encounter in the job, which is predominately male, and how they impact career prospects (Dresden et al., 2018).

In Berdahl & Moore (2006) study, when discrimination is discussed, people sometimes argue over whether men or women suffer more. Ironically, those who are most likely to suffer the most are frequently excluded from conversations about this topic. It has been noted that the experiences of women have been mostly used to describe oppression, whereas the experiences of males have primarily been used to discuss the mistreatment of one group by another. This research indicates that women are more vulnerable to workplace harassment than males.

According to the Leskinen et al. (2015), job advancement is influenced by several factual factors, including age and marital status. It was shown that people are more eager to develop in their occupations while they are younger, but this desire decreases as they age. It was also observed that women in various marital categories—single, married, divorced, or widowed—want and are willing to progress in their jobs, but are discouraged by specific marital issues and/or obligations. Disapproval and intimidation from male coworkers, a lack of listening skills, and unequal access to opportunities—like special assignments or professional advancement—are some of the obstacles experienced by women aspiring to senior positions (Zia et al., 2020). It is commonly perceived by women that males find it challenging to collaborate with or be managed by women, whether they are working alongside them or beneath them.

### **Recommendation**

Provide hiring and selection procedures for domestic that include women. When recruiting people for certain roles, organizations must look beyond stereotypical ideas about men. To uncover potential barriers to women's professional development, recruiting procedures should also be assessed.

Additionally, by implementing anti-bullying policies and creating a bias-free work environment, the manufacturing sector will be able to identify the signs of workplace bullying that are present in banking facilities. Furthermore, to maintain a safe and secure career path for female employees, the results of this study can help managers support female employees psychologically if they become victims of bullying at work.

Industries should create policies and procedures to deal with gender disparities and encourage equity and fair discrimination in all areas, including recruiting, training, salary, and growth. Equal opportunity, the quota system, which permits assigning a specific number of positions to women, ensuring equal representation of women in management and leadership positions, and creating policies that ensure equal treatment for both men and women are some of the best ways to achieve these.

Adopt policies that are supportive of work, life, and family, and do away with consequences related to marriage and parenthood. Flexible work schedules, job sharing, remote work, nursery services, and so on should be among them. Family-friendly policies would promote an equal split of household and childcare obligations between men and women and increase productivity in the workplace by allowing people to concentrate on their work without being distracted by non-work-related issues.

### **Limitation and Future Research**

This research has certain limitations. Only respondents from Karachi, Pakistan's manufacturing industry are included in this study owing to time and resource limitations further it can be explored in different industry or sector i.e. Government Institution, Banking Sector, or

IT Industry. Currently we are using six variables out of them three are Independent one is mediator; one moderator and one is dependent. More variables / factors can be added for in depth study. The Employee Silence impact on Workplace Harassment can be tested also along with other variables. To further understand the development of implicit and explicit biases, longitudinal designs may be used in future research.

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