

**THE ROLE OF JOB STRESS AND PSYCHOLOGICAL CAPITAL  
ON THE RELATIONSHIP BETWEEN INTERPERSONAL  
MISTREATMENT AND INDIVIDUAL JOB OUTCOMES**

**INAM UL HAQ**

**UNIVERSITI TEKNOLOGI MALAYSIA**

THE ROLE OF JOB STRESS AND PSYCHOLOGICAL CAPITAL ON THE  
RELATIONSHIP BETWEEN INTERPERSONAL MISTREATMENT AND  
INDIVIDUAL JOB OUTCOMES

INAM UL HAQ

A thesis submitted in fulfilment of the  
requirements for the award of the degree of  
Doctor of Philosophy (Management)

Faculty of Management  
Universiti Teknologi Malaysia

JULY 2016

## **DEDICATION**

Dedicated to my beloved wife (Ayesha Inam) and my  
parents, whom without their love and support this research  
would have never been completed

## ACKNOWLEDGEMENT

Thanks to Allah SWT for everything I was able to achieve and for everything I tried but I was not able to achieve.

First of all, I would like to take this opportunity to express my appreciation and thanks to my supervisor Dr. Norashikin Mahmud. She has been a tremendous mentor for me. Her dedication, skillful guidance, helpful suggestions and constant encouragement made it possible for me to deliver a dissertation of appreciable quality and standard. I would also like to thanks to Prof Madya Dr Ishak Mad Shah for his dedicated reviews, siti Fatimah Bahari (late) for her contributions (May Allah blessed her Soul in Haveans), siti Mastura and Usman Raja for their valuable inputs.

A special thanks to my Friends Muhammad Umer Azeem, Imran Sharif, Farooq Ahmad Jam, Farooq Anwar, Abdul Quyyam, Ahmad Raza Bilal, Ahmad Ur Rehman, Ishfaq Ahmad, hafiz Ishaq, Ghulam Ali Bhatti, my brothers Ehtesham Ul Haq, Anwar Ul Haq and Junaid Ahmad Jan for their prayers, support and encouragement was pivotal in establishing my self-confidence in this endeavor.

I am forever indebted to my late parents for their patience and understanding, alleviating my family responsibilities and encouraging me to concentrate on my study. At the end, I would like to express appreciation to my beloved wife (Ayesha Inam) who spent sleepless nights with and was always my support in the moments when there was no one to answer my queries.

## ABSTRACT

Detrimental effects of interpersonal mistreatments at workplace have drawn unprecedented attention of researchers over the last couple of decades. This research is an attempt to fulfill the gap by examining western theories of interpersonal mistreatments in non-western settings. This research examined major (sexual harassment and workplace ostracism) and minor (workplace incivility) interpersonal mistreatments categories together with the underlying mechanism and consequences. Besides that, the mediated role of job stress with interpersonal mistreatments and their job outcomes (job burnout and turnover intention) was also studied. In addition, this research studied the coping mechanism of job stress by examining psychological capital as a moderator in relationship between job stress and job outcomes. A three wave study design was employed in the research. Multistage sampling technique was applied whereby the respondents were 1850 employees from the telecom sector in Pakistan. In the final wave, 523 responses from the same respondents were used in the analysis. Correlation, regression and structural equation modeling were used for data analysis. Findings suggested that interpersonal mistreatments were positively related to job stress, job burnout and turnover intentions. Job stress has been shown to partially mediate between interpersonal mistreatments and job outcomes. Moreover, results suggested that the relationship between job stress and job burnout was weakened when psychological capital was high. Similarly, the relationship between job stress and employee turnover intention weakened when psychological capital was high. This research generalizes the findings of western theories on interpersonal mistreatments in the non-western culture (Pakistan) and suggests that psychological capital be applied as a strong personal resource to cope with workplace stressors and stress related job outcomes.

## ABSTRAK

Kesan mudarat daripada layanan buruk antara perorangan di tempat kerja telah menarik perhatian yang tidak pernah dahulu berlaku di kalangan penyelidik sejak dua dekad kebelakangan ini. Kajian ini merupakan cubaan untuk memenuhi jurang dengan mengkaji teori-teori barat tentang layanan buruk antara perorangan dalam latar bukan barat. Kajian ini mengkaji faktor utama (gangguan seksual dan pemulauan tempat kerja) dan faktor minor (ketidaksopanan tempat kerja) kategori layanan buruk antara perorangan bersama-sama dengan mekanisme dan sebab akibat asas. Selain itu, peranan pengantara tekanan kerja dengan layanan buruk antara perorangan dan hasil kerja mereka (lesu upaya kerja dan niat berhenti kerja) juga dikaji. Di samping itu, kajian ini mengkaji mekanisme dalam menghadapi tekanan kerja dengan meneliti modal psikologi sebagai moderator dalam hubungan antara tekanan kerja dan hasil kerja. Reka bentuk kajian tiga gelombang digunakan dalam kajian ini. Teknik persampelan multistahap telah digunakan dan 1850 responden merupakan pekerja daripada sektor telekom di Pakistan. Dalam gelombang akhir, 523 jawapan daripada responden yang sama telah digunakan dalam analisis kajian. Korelasi, regresi dan pemodelan persamaan berstruktur telah digunakan untuk menganalisis data. Hasil dapatan menunjukkan bahawa layanan buruk antara perorangan adalah berkaitan secara positif dengan tekanan kerja, lesu upaya kerja dan niat berhenti kerja. Tekanan kerja telah terbukti mengantara secara separa layanan buruk antara perorangan dan hasil kerja. Selain itu, keputusan menunjukkan bahawa hubungan antara tekanan kerja dan lesu upaya kerja telah menjadi lemah apabila modal psikologi adalah tinggi. Begitu juga, hubungan antara tekanan kerja dan niat berhenti kerja adalah lemah apabila modal psikologi adalah tinggi. Kajian ini mengeneralisasikan penemuan teori barat tentang layanan buruk antara perorangan dalam budaya bukan barat (Pakistan) dan mencadangkan bahawa modal psikologi digunakan sebagai sumber peribadi yang kukuh untuk menghadapi tekanan di tempat kerja dan tekanan yang berkaitan dengan hasil kerja.

## TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	<b>DECLARATION</b>	ii
	<b>DEDICATION</b>	iii
	<b>ACKNOWLEDGEMENT</b>	iv
	<b>ABSTRACT</b>	v
	<b>ABSTRAK</b>	vi
	<b>TABLE OF CONTENTS</b>	vii
	<b>LIST OF TABLES</b>	xii
	<b>LIST OF FIGURES</b>	xiii
	<b>LIST OF APPENDICES</b>	xiv
<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
	1.1 Introduction	1
	1.2 Problem Statement	7
	1.3 Research Questions	17
	1.4 Research Objectives	18
	1.5 Scope of Study	19
	1.6 Significance of the Study	21
	1.7 Theoretical Contribution	22
	1.8 Conceptual and Operational Definitions	25
	1.8.1 Interpersonal Mistreatment	25
	1.8.2 Sexual Harassment	26
	1.8.2.1 Operational Definition	26
	1.8.3 Workplace Ostracism	27
	1.8.3.1 Operational Definition	27
	1.8.4 Workplace Incivility	28

1.8.5	Job Stress	28
1.8.5.1	Operational Definition	28
1.8.6	Psychological Capital	28
1.8.6.1	Operational Definition	29
1.8.7	Job Burnout	30
1.8.7.1	Operational definition	30
1.8.8	Turnover Intention	30
1..8.8.1	Operational Definition	31
<b>2</b>	<b>LITERATURE REVIEW</b>	<b>32</b>
2.1	Introduction	32
2.2	Interpersonal Mistreatment at Workplace	33
2.3	Sexual Harassment	33
2.4	Gender Harassment	35
2.5	Unwanted Sexual Attention	36
2.6	Sexual Coercion/Quid Pro Quo	36
2.7	Workplace Ostracism	38
2.7.1	Consequences of workplace Ostracism	40
2.8	Workplace Incivility	42
2.8.1	Consequences of workplace Incivility	44
2.9	Job Stress	45
2.10	Model of Job Stress	46
2.11	Conceptualization of Affective Event Theory with Mistreatment and Outcomes Relationship	47
2.12	Sexual Harassment and Job Stress	50
2.13	Workplace Ostracism and Job Stress	51
2.14	Workplace Incivility and Job Stress	53
2.15	Job Burnout	55
2.16	Multidimensional Theory of Burnout	55
2.16.1	Emotional Exhaustion	56
2.16.2	Depersonalization	57
2.16.3	Personal Accomplishment	58
2.17	Burnout Process	59



2.18	Interpersonal Mistreatment and Job Burnout	60
2.19	Sexual Harassment and Job Burnout	60
2.20	Workplace Ostracism and Job Burnout	61
2.21	Workplace Incivility and Job Burnout	63
2.22	Turnover Intention	64
2.23	Job Stress and Job Burnout	67
2.24	Job Stress and Turnover Intention	69
2.25	Job Stress as Mediator	70
2.26	Psychological Capital	74
2.27	Psychological Capital: A Higher Order Construct	75
2.28	Research on Psychological Capital	76
2.29	Advancements in Psychological Capital Research	77
2.30	Psychological Capital as Moderator	78
2.31	Theoretical Framework	83
2.32	Research Framework	84
<b>3</b>	<b>RESEARCH METHODOLOGY</b>	<b>85</b>
3.1	Introduction	85
3.2	Research Design	85
3.3	Population	87
3.4	Sample	88
	3.4.1 Sampling Strategy	89
3.5	Data Collection	91
3.6	Instruments	92
3.7	Measures	92
	3.7.1 Interpersonal Mistreatments	93
	3.7.2 Sexual Harassment	93
	3.7.3 Workplace Ostracism	95
	3.7.4 Workplace Incivility	95
	3.7.5 Job Stress	96
	3.7.6 Job Burnout	97
	3.7.7 Turnover Intention	99
	3.7.8 Psychological Capital	100
3.8	Data Analysis	101

	3.8.1	Descriptive Statistics	101
	3.8.2	Correlations	101
	3.8.3	Regression Analysis	102
	3.8.4	Factor analysis	102
<b>4</b>		<b>DATA ANALYSIS</b>	<b>104</b>
	4.1	Introduction	104
	4.2	Preliminary Data Analysis	104
	4.2.1	Missing Values Analysis	104
	4.2.2	Mahalonobis Test for Treating Outliers	105
	4.3	Confirmatory Factor Analyses	105
	4.4	CFA: Sexual Harassment	106
	4.4.1	Gender Harassment	106
	4.4.2	Unwanted Sexual Attention	106
	4.4.3	Sexual Coercion	106
	4.5	CFA: Workplace Incivility	108
	4.5.1	Workplace Incivility	108
	4.6	CFA: Workplace Ostracism	109
	4.6.1	Workplace Ostracism	109
	4.7	CFA: Job Stress	110
	4.7.1	Job Stress	111
	4.8	CFA: Psychological Capital	112
	4.8.1	Self Efficacy	113
	4.8.2	Hope	113
	4.8.3	Resilience	113
	4.8.4	Optimism	113
	4.9	CFA: Job Burnout	115
	4.9.1	Emotional Exhaustion	115
	4.9.2	Personal Accomplishment	115
	4.9.3	Depersonalization	116
	4.10	Descriptive Statistics	117
	4.11	Regression Analysis	121
	4.12	Moderating effect of Psychological Capital	125

4.13	Precondition for Mediation Testing	129
4.14	Job Stress as Mediator	131
4.15	Mediated Moderation Analysis	138
4.16	Summary	148
<b>5</b>	<b>ANALYSIS AND DISCUSSION</b>	<b>150</b>
5.1	Introduction	150
5.2	Discussion on Findings	156
5.2.1	Sexual Harassment and Job Outcomes	156
5.2.2	Workplace Ostracism and Job Outcomes	158
5.2.3	Workplace Incivility and Job Outcomes	162
5.2.4	Job Stress and Job Outcomes	163
5.2.5	Mediating Role of Job Stress in Relationship between sexual Harassment and Job Outcomes	166
5.2.6	Mediating Role of Job Stress in Relationship between Workplace Ostracism and Job Outcomes	167
5.2.7	Mediating Role of Job Stress in Relationship between Workplace Incivility and Job Outcomes	169
5.2.8	Moderating role of Psychological Capital	172
5.3	Implications of the Study	176
5.3.1	Theoretical Contribution	177
5.3.2	Practical Contribution	179
5.4	Future Research Direction	181
5.5	Strengths and Limitations of the Study	183
	<b>REFERENCES</b>	<b>185</b>
	Appendices A-B	252-260

## LIST OF TABLES

<b>TABLE NO.</b>	<b>TITLE</b>	<b>PAGE</b>
3.1	Sample Criteria	88
4.1	The Confirmatory Factor Analysis Of Sexual harassment	107
4.2	The Confirmatory Factor Analysis Of Workplace Incivility	108
4.3	The Confirmatory Factor Analysis Of Workplace Ostracism	110
4.4	The Confirmatory Factor Analysis Of Job Stress	111
4.5	The Confirmatory Factor Analysis Of Psychological Capital	114
4.6	The Confirmatory Factor Analysis Of Job Burnout	117
4.7	Descriptive Statistics Of All Variables	117
4.8	Correlation And Reliability Analysis Of All Variable	120
4.9	Regression Analysis For Job Burnout	124
4.10	Regression Analysis For Turnover Intention And Job Stress	125
4.11	Moderating Effect Of Psychological Capital And Job Stress With Job Outcome	127
4.12	Mediation Analysis For Emotional Exhaustion	132
4.13	Mediation Analysis For Personal Accomplishment	134
4.14	Mediation Analysis For Depersonalization	136
4.15	Mediation Analysis For Turnover Intention	137
4.16	Mediated Moderation With SH And Outcomes	140
4.17	Mediated Moderation With Workplace Ostracism And Outcomes	142
4.18	Mediated Moderation With Workplace Incivility And Outcomes	144
4.19	Results For The Main Effects Hypotheses	146
4.20	Results Of Mediation Hypotheses	147
4.21	Results Of Psychological Capital As Moderation Hypotheses	148

**LIST OF FIGURES**

<b>FIGURE NO.</b>	<b>TITLE</b>	<b>PAGE</b>
2.1	Research Framework	84
4.1	CFA Of Three Factor Model Of Sexual Harassment	107
4.2	CFA Of Single Factor Model Of Workplace Incivility	109
4.3	CFA Of Factor Model Of Workplace Ostracism	110
4.4	CFA Of Factor Model Of Job Stress	112
4.5	CFA Of Factor Model Of Psychological Capital	114
4.6	CFA Of Three Factor Model Of Job Burnout	116
4.7	Moderation Graph Of Emotional Exhaustion	128
4.8	Moderation Graph Personal Accomplishment	128
4.9	Moderation Graph Of Depersonalization	129
4.10	Moderation Graph Of Turnover Intention	129
4.11	Hayes, 2012	138

**LIST OF APPENDICES**

<b>APPENDIX</b>	<b>TITLE</b>	<b>PAGE</b>
A	Questionnaire	236
B	Heteroscedasticity and Normality for Emotional Exhaustion with all predictors	244

## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

Over the last two decades, interpersonal mistreatment amongst employees in the organization is most commonly found overwhelming phenomenon at workplace. Researchers have documented the harmful effects of interpersonal mistreatment at workplace (Caza and Cortina, 2007; Cortina *et al.*, 2001; Gelfand *et al.*, 1995; Leskinen *et al.*, 2011; Porath and Pearson, 2012; Lim and Cortina, 2005; Stark *et al.*, 2002; Willness, *et al.*, 2007). Interpersonal mistreatment is a broad construct which refers to engagement in negative counter normative action towards employees (Cortina and Magley, 2003). Researchers exhibit more interest on milder form of mistreatments at workplace and give different names such as bullying (Einarsen, 1999), emotional abuse (Keashly, 1997), incivility (Lim and Cortina, 2005), workplace abuse (Rospenda *et al.*, 2000) disrespect (interruption, public humiliation) and verbal aggression.

Mostly researchers have built their consensus on antisocial actions as elements of interpersonal mistreatment (Cullen *et al.*, 2014; Lim and Cortina, 2005). Researchers have tried to study each construct separately. Due to this, sexual mistreatment and general mistreatments are usually studied separately in the literature. Bennett and Robinson (2003) emphasized that the construct of interpersonal mistreatments require a systemic research. The current piece of work is aimed to study the constructs of sexual harassment, workplace ostracism and workplace incivility altogether.

Sexual harassment at workplace has received fame in the media, law, proceedings and academic literature (Lim and Cortina, 2005). Research has found three theoretical categories of sexual harassment based on similar constructs of behavior (Fitzgerald *et al.*, 1995). First, gender harassment which is described as hostile and offensive behavior specifically towards females at workplace. Second, by contrast unwanted sexual attention is provided to recipient as sexually inappropriate behaviors and attitudes resulting in harassment of females. This unwanted behavior includes verbal sexual comments, touching the body part and efforts to develop sexual relationships forcibly. Third class of sexual harassment is sexual coercion defined in parallel relation to “quid pro quo”, making the job conditions (bribes or threat) reliant on sexual behaviors. Literature has shown negative results of sexual harassment, studied in the form of organizational and individual outcomes. (Fitzgerald *et al.*, 1997; Gettman and Gelfand, 2007; Hitlan *et al.*, 2006; Willness *et al.*, 2007).

Workplace ostracism, being ignored by the people, is the most despairing experience of employees at workplace (Williams, 2001). There is a variety in the responses towards ostracism, irrespective of most commonly occurred phenomenon. Extreme examples of ostracism can be found in many notorious criminal cases. For instance, the postal shooting in California in 2006 was conducted by an employee who had experienced severe exclusion and rejection from the workplace, and she killed 6 colleagues and committed suicide (Foxnews.com, 2006). A negative relationship was found between ostracism and “cognitive regulation ability” (Baumeister *et al.*, 2005), “empathy” (Twenge, *et al.*, 2007), “pro-social conduct” (Twenge *et al.*, 2007) and “self-awareness” (Twenge *et al.*, 2003).

Workplace incivility is defined as “low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (Andersson and Pearson, 1999: p. 457). Examples of uncivil behavior include sending a nasty or demanding note, being treated like child, being expelled from group tasks and damaging one’s integrity in a group. According to the research of Cortina and Magley (2003), people experiencing long period of uncivil behaviors and mistreatments have shown increased level of anxiety at workplace.



Different forms of interpersonal mistreatment are found as a source of stress at work. Interpersonal mistreatments including its forms fall under the category of social stressors. These stressors are found within persons at working environment (Harris *et al.*, 2009). (Chang *et al.*, 2009; Harris *et al.*, 2009; Kern and Grandey, 2009; Penney and Spector, 2005; Lim and Cortina, 2005). Social stressors (sexual harassment, workplace incivility and workplace ostracism) negatively effects on employee's physical and psychological health resulting negative influence on job related productivity (Harris *et al.*, 2009).

Interpersonal mistreatment is found in association with stress at work (Eisenberger *et al.*, 2003; Penney and Spector, 2005; Lim and Cortina, 2005; Willness *et al.*, 2007). Interpersonal mistreatment has been studied in relation to job satisfaction (Penney and Spector, 2005), employee's mental state (Lim and Lee, 2011) and employee's commitment with the organization (Taylor *et al.*, 2012). Social stressors result in increased stress level on psychological state of an individual resultantly generating high level of anxiety which decreases their self-esteem. This can further results in the different negative work behaviors in the organization.

Burnout is a phenomenon associated (or caused by) working conditions in all occupations. Issues of job burnout with one's employment are not a new phenomenon in today's workforce. Job burnout is an increasingly common phenomenon in today's stressful workplace (Canaff, 2007). Burnout is prevalent in people of service sectors such as Telecom sector (Jamal and Baba, 2000; Hauptfleisch and Uys, 2006, Pines, 2003). The phenomenon of burnout is important, where staff members experience psychological, emotional, and physical stress (Piko, 2006; Ozyurt, *et al.*, 2006). It is very important to analysis the factors causing burnout at workplace (Healy and Bramble, 2003; Tian *et al.*, 2015; Bakker *et al.*, (2014). Present study is attempt to examine the major antecedent effect job burnout.

According to the work of Lee and Ashforth (1996), correlation has been most widely studied in the relationship of job stress and job burnout (Lee and Ashforth, 1996). Burnout is an experience of emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach, *et al.*, 1996). Emotional exhaustion is

“the central quality of burnout and the most obvious manifestation of the burnout syndrome” (Maslach, *et al.*, 2001, p. 402). Depersonalization is “an attempt to put distance between oneself and service recipients by actively ignoring the qualities that make them unique and engaging people” (Maslach, *et al.*, 2001, p. 403). Reduced personal accomplishment is “a decline in one's feelings of competence and successful achievement in one's work with people” (Leiter and Maslach, 1988, p. 298). There is a positive effect of stress on job burnout (Lee and Ashforth, 1996; Beavis, 2015; Ravalier *et al.*, 2014). In this study, relationship of stress and all three component of job burnout is been studied as an aftermath of interpersonal mistreatment.

The major causes of employee turnover intentions are related to unsatisfying issues at workplace (Hayes *et al.*, 2006; Kruzich *et al.*, 2014). Literature suggested that mistreatment has been associated with a range of negative outcomes. Research has shown that employees reported high withdrawal and turnover intentions when they experience mistreatments at workplace (Cortina *et al.*, 2001; Hershcovis and Barling, 2010; Lim *et al.*, 2008; Miner-Rubino & Reed, 2010; Spence *et al.*, 2009; Houshmand *et al.*, 2012). Although research on consequences of interpersonal mistreatment are documented, further research need to examines underlying mediated mechanism through which interpersonal mistreatments effects turnover intention (Miner-Rubino and Reed, 2010). They also mentioned that its is important to examine unfold mediating mechanism of mistreatment over the time frame. In other word, they called to analyze mediating mechanism with time lag research design rather that traditional cross sectional approach. Similarly, Houshmand *et al.* (2012) examined interpersonal mistreatment with employee turnover intention and call for further research on which different mediating variables exists and how the mechanism of mistreatment leads to employee turnover intentions. Based on the calls, current research examined job stress as mediator between interpersonal mistreatments and turnover intention.

Researchers argued that detrimental effects of stressors at work can be moderated by psychological phenomenon's, which had been found acting as “buffer” for stressors at workplace (Abbas *et al.*, 2012; Lehner *et al.*, 2014). Personality traits

of an individual has great significance in coping with the stress related situations at workplace (Flett and Hewitt, 2002; Stoeber and Otto, 2006). Harvey *et al.* (2007) suggested that individual characteristic may reduce the harmful effects of mistreatments on employee turnover intention. Similarly, Abbas *et al.* (2012) examined individual psychological resources (e.g hope, self efficacy) in perception of politics-turnover intention relationship and call for further research with different stressors at workplace.

Employee turnover intention is largely influenced by stressors and feelings of stress at workplace (Firth *et al.*, 2004). Organizations paying high cost against turnover intention (Waldman *et al.*, 2010; Ma *et al.*, 2009) and job burnout (Demerouti *et al.*, 2001). It is important to cope with high employee turnover intention (Heponiemi *et al.*, 2014) and job burnout (Shoji *et al.*, 2015; Bakker and Costa, 2014). Individual Psychological resources could help employees at workplace to reduced the negative effects of stressor. This research is aimed at buffering the stress-burnout and stress-turnover intention linkages with positive psychological capital. In other words, employee's psychological resource may work as moderator between stress- turnover intentions and stress-burnout relationship.

Psychological Capital is an individual's positive psychological condition of development which include four components i.e. (1) self-efficacy (being confident to perform challenging task); (2) Optimism (to develop a positive urge or feeling of being successful in present and future); (3) Hope (provides willingness and energy to attain a specific task or goal) and; (4) Resilience (sustaining and bouncing back after an adverse or problematic situation to attain success) (Luthans *et al.*, 2007). When employees at workplace face social stressor such as politics or ostracism, in order to make balance, he/she make effort to successfully cope with such stressful condition (Abbas *et al.*, 2012; Hobfoll, 2011). These efforts of coping with stress depends on employee psychological resource (Treadway *et al.*, 2005). In this research, researcher proposed that psychological capital work as psychological resource which helps in coping stress-burnout and stress-turnover relationships.

Previous studies evaluated the comparison of sexual and non-sexual aggression on employee's satisfaction and suggested further research on other job outcomes (Lapierre *et al.*, 2005). Lapierre *et al.*, (2005) specifically emphasized on employee's physical and emotional symptoms. Furthermore, research on sexual harassment suggests that there is a great need to study sexual harassment in cross national perspectives (McDonald, 2012). Present study addresses this call for further research on sexual harassment in Pakistani culture and investigates the possible consequence of interpersonal mistreatment at work which includes job stress, depersonalization, personal accomplishment, emotional exhaustion and turnover intention.

Literature suggests that number of studies discussed the occurrence and significance of workplace ostracism. Wu *et al.* (2011) examined workplace ostracism and emphasize for further research on missing mediated underlying mechanism of workplace ostracism and job outcomes. Similarly, a recent research by Gkorezis and Bellou, (2016) examined workplace ostracism and call for further research for alternative mediating variable between workplace ostracism and job outcomes. Moreover, it is also important to include other variables related to behavioral strategies that can report for psychological distress results. On the other hand, (Taylor *et al.*, 2012) repeatedly suggests the underlying mechanism through which workplace incivility negatively affecting employee attitudes and behaviors is yet to be explored. Based on above mentioned literature, present study is aimed at investigating the underlying mechanism of interpersonal mistreatment with the possible with possible consequences.

Interpersonal mistreatment has captivated the workplaces globally. Literature on interpersonal mistreatment explores various forms of mistreatment and their effects in isolation, workplace ostracism (Hawkley *et al.*, 2011; Robinson *et al.*, 2013; Stout and Dasgupta, 2011; Williams and Zadro, 2001; Wu *et al.*, 2012), sexual harassment (Fitzgerald *et al.*, 1995; McDonald, 2012; Willness *et al.*, 2007), workplace incivility (Cortina and Magley, 2003; Taylor *et al.*, 2012). However, Bennet and Robinson (2003) emphasize that the construct of interpersonal mistreatments require a systemic research. Given the importance of individual

mistreatment effects on work stress and job related outcomes, this research is aimed at addressing the call and investigates three different forms of interpersonal mistreatment: (1) sexual harassment, (2) workplace incivility and (3) workplace ostracism altogether in a single study. Bowling and Beehr (2006) also called for the further research on interpersonal mistreatment. The objective lying behind this research is to find the cushion against interpersonal mistreatment. Abbas *et al.* (2012) suggested a possible buffering role of psychological capital in the relationship of job stressors and job results, on the basis of these calls, Researcher used the merged control of psychological capital and stress on turnover intention in the organization.

## 1.2 Problem Statement

Mistreatment at workplace has been extensively studied over the period of last fifteen years (Cortina and Magley, 2003; Willness *et al.*, 2007; McDonald, 2012; Farris *et al.*, 2015). Literature review on the constructs of interpersonal mistreatment has also discussed important organizational stressors and outcomes such as workplace incivility (Andersson and Pearson, 1999), bullying (Rayner, 1999), social discouragement (Duffy *et al.*, 2002), crowding as a phenomena of mobbing (Leymann, 1990), aggression at work (Neuman and Baron, 1998), emotional mistreatment (Keashly *et al.*, 1997), and rude administration by the supervisor (Tepper, 2000). Interpersonal mistreatment is a broad construct which refers to engagement in negative counter normative action towards employees at workplace (Cortina and Magley, 2003). A research has suggested that different forms of mistreatment either milder (incivility) or major (sexual harassment) shows detrimental effect to organization. These mistreatments and its destructive effects needs to further studies in different contextual and cultural (Willness *et al.*, 2007; Appelbaum *et al.*, 2007; Einarsen *et al.*, 2011; Schilpzand *et al.*, 2014 ; Li *et al.*, 2016).

In last few decades, different researches demonstrated that sexual harassment and other mistreatments had a vital negative effect on job attitudes of employees (Willness *et al.*, 2007). Evidence suggests around 40 to 75 % females and 13 to 30 %

males experience sexual harassment in both public and private American organizations (McDonald, 2012). Beside this, according to a classic research on 74 national European studies in 11 states, about 17% to 81% female workers are victims of sexual harassment (Timmerman and Bajema, 1999), 2 % in Sweden, 11% in Denmark, 17% in Luxembourg, 80% in Austria, the reported cases about sexual harassment increased to 19% from 1992 to 2005 (Elkins *et al.*, 2008). This position is even more threatening in Nepal, study reported that almost 54% of the females faced one or other type of harassment at their workplaces, 58% of males and 23% of female's employee/workers were of the view that they were aware of sexual harassment at workplace (Law and Development, 2004). A study conducted in Japan by Ministry of Labor revealed that out of 2254 respondents, two third were subject to sexually harassed, 11% had experienced quid pro quo and 45% has experienced hostile working environment.

Studies in Pakistan also revealed some threatening insights. A study by Zaidi (1998) on employees at workplace reported by (Ahmad 2012) revealed that 42% employees are unaware of the term sexual harassment, 23% claimed the world as overwhelmed by the co-workers and 73% felt sexually insecure from the wrongful gestures and remarks in work environment. Employees suffering with sexual harassment in Pakistan are facing serious consequences. A recent study by Working Women's Support Center exposed that out of 200 employee respondents 90% respondents felt insecure at their work places. 20% females reported depression and 5% females reported suicide attempts (Sadruddin, 2013; Perveen, 2010). A study by Merkin and Shah, (2014) revealed an interesting insight that females remain silent because of societal environment and collectivist culture and the only option they are left with in order to survive in this environment is to remain quiet and resulting females are reluctant fem to report such incidents. Future research on sexual harassment should examined collective culture like Pakistan (Sigal *et al.* , 2005; Haider, 2014).

Research shows that victims of sexual harassment at workplace experience variety of negative psychological, physical and job reactions (Fitzgerald et al., 1997). Mental and physical health issues include frustration, unease, incapacity, disgrace

and stress related disorders (Bergman et al., 2002; Magley *et al.*, 1999; Willness et al., 2007). Personal and job-related outcomes associated with sexual harassment places higher costs on organizations. Direct costs linked with sexual harassment at workplace include costs associated with termination, re-recruitment, human resource development, legal proceedings against employee complaints (McDonald, 2012). While indirect costs associated with sexual harassment cases at workplace include decline in employee morale, productivity, motivation and other job related outcomes such as increase in employee absenteeism or damage to organization's image (Makowicz and Schlupp 2013; Arnqvist et al., 2013).

Workplace incivility is another form of interpersonal mistreatment. 71% of employee's experience incivility (Cortina *et al.*, 2001), whereas just 12 % employees reported it (Reio and Ghosh, 2009). Critiques have pointed lethal effects of workplace incivility (e.g., Yeung and Griffin, 2008; Moyer, 2008). A focus grouped interview of 700 individuals suggested that incivility is the most significant prevalent problem at workplace (Porath and Pearson, 2012), around 20% employees face workplace incivility (Pearson and Porath, 2005). Consequently, 53% of them are found wasting their work time in discussing future, 22% has reduced their work efforts intentionally, 37% of them have decreased their commitment to the organization and 46% ended with change in their jobs to avoid future problems (Pearson *et al.*, 2000). According to Reio and Ghosh's (2009) a sample of 402 working employees revealed that more than 54 percent of employees were involved in workplace incivility. Out of which 46 percent employee admitted that they are intentionally did workplace incivility.

Moreover, ostracism is another type of mistreatment, according to Faulkner *et al.*, (1997) an American sample of 2000 employees suggested that 67 percent used to exhibit silent treatment, whereas 75 percent suffered with silent treatment by others. Another sample of 262 full-time employees suggested that 66 percent of employee at workplace get silent treatment, out of which while speaking, 76 percent had been interrupted by their peers and supervisor. 58 % of employees perceived that they were intentionally excluded from very important information. 45 percent had been left out from meeting due to no reasons. A total number of 29 percent respondents

stated that other employees at workplace left the room when they entered in the room; around 18 percent respondents stated that they had placed in physically isolated areas at workplace (Fox and Stallworth, 2005).

The high prevalence of sexual harassment, workplace incivility and workplace ostracism call for further research in the area of interpersonal mistreatment. Similarly, organizations are paying high financial and psychological cost against interpersonal mistreatment at workplace. Based of effective event theory (Weiss & Cropanzano, 1996), this research proposed that occurrence of unexpected events of interpersonal mistreatment at workplace effect employee cognition and emotional process. The emotional reactions are depends on intensity of the event of mistreatment, the stronger intensity (e.g. sexual harassment) of event the more would be the negative effects on job outcomes. The events of mistreatment may increase the job stress of victim which ultimately increase employee job burnout and employee may start thinking to leave organization.

Bennet and Robinson (2003) suggested that construct of interpersonal mistreatment needs systematic research. According to Lim and Cortina (2005) sexual harassment should be measured along with other types of mistreatments, they argued that only 1 to 3 percent employees reported sexual harassment when asked in isolation. Whereas, when both non-sexual mistreatment (e.g. incivility) and sexual harassment were asked together the reported percentage increased to 22 percent. In order to increase response rate of sexual harassment, present research investigate two other mistreatments along with sexual harassment. Based on the call of Lim and Cortina (2005) these two mistreatments (workplace ostracism and incivility) would help to increase the response rate of employees suffering with sexual harassment at workplace. A recent study on investigating workplace sexual harassment in Pakistan revealed that victims of such incidents are reluctant to respond (Sadruddin, 2013). This accounts for the male dominance and cultural issues of the society (Hofstede, 1983). However, Lim and Cortina, (2005) used sexual harassment and workplace incivility together and found high response rate than sexual harassment in isolation. Azeem *et al.* (2015) examined workplace ostracism and conflict together. Similarly, Cullen *et al.* (2014) also examined two mistreatments (interpersonal conflict and ostracism) together and call for further research in the area of interpersonal



mistreatment. Following the same tenet, current research adds one more mistreatment (e.g ostracism) along with proposed research (Lim and Cortina, 2005), and expects high and actual response rate of mistreatment in private and public telecom sector of Pakistan.

Present research aiming to explore the actual problem of mistreatments, that what possible reactions and aftermath of victim of mistreatments are facing at workplace, how the victims of sexual harassment react and what are the effects of mistreatments on employee's job outcomes. According to Lim and Cortina (2005) the victim of interpersonal mistreatments facing stress related issues at workplace. Stress has covered the human psychological condition with most of its distressing effects, making it a most common and universal factor causing the job burnout. A total number of 77% employees have been found as experiencing physical health problems due to presence of stressors (e.g. mistreatment) in their surroundings (American Psychological Association, 2007). Psychological problems are found as a consequences of experiencing stress at workplace. These psychological problems include anxiety and irritability in the behavior. According to the above mentioned survey, half of the respondents reported disturbed sleep, 40% people faced disturbed eating habits like over or under eating. 66% people claimed more smoking due to stress. The stress on job ultimately caused serious psychological issues such as emotional exhaustion and job burnout (Beehr, 2014).

Burnout has been recognized as a social problem of the modern era (Maslach *et al.*, 2001). Burnout is becoming more prevalent for those who work in the services sectors (e.g., counselors, call centers) frequently resulting in extreme fatigue and the inability to maintain compassion for one's job (Maslach *et al.*, 2001). Burnout is more pervasive in service sectors (e.g. call centers) due to the emotional requirements of assisting customers (Maslach and Florian, 1988). Burnout at workplace is both a national and global topic of interest (Maslach and Leiter, 2013). Organizations today not only lose talented employees due to burnout but they are losing large monetary surplus in the rehiring phases of new employees (Phillips, 2007). The cost to replace an employee is estimated by the Saratoga Group to be anywhere from one to three times an employee's annual salary (Phillips, 2007). The

effects of burnout with the employee of telecom sector in the workplace has been examined in many studies in the United States and globally (Furnell, 2008; Mphuthi, 2008; Visser and Rothmann 2009; Werner, 2006; Hauptfleisch, and Uys, 2006; Healy and Bramble, 2003).

Like burnout, employee turnover is another important problem for organizations, because of the expenses associated with recruiting, employee training, work interruptions, and possible legal battles (Sims, *et al.*, 2005). Organizations suffered high financial cost against employee turnover (Abbasi and Hollman, 2000; Buchbinder *et al.*, 2001; Waldman *et al.*, 2004). The financial implications of employee turnover on service sector organizations can also be costly (Abbasi and Hollman, 2000; Buchbinder *et al.*, 2001; Waldman *et al.*, 2004; Warren *et al.*, 1998). A study in service sector suggested that turnover costing approximately \$11 billion annually (Abbasi and Hollman, 2000). Another research suggested that organization estimated replacement costs of up to \$26,000 and revenue losses of up to \$500,000 (Scott, 1998). For reducing cost of turnover, researchers should examine the possible causes of high turnover intention.

This research examines two important job outcomes, job burnout and turnover intention. The risk of burnout is high in the human-service professions, often resulting in decreased quality of services provided to clients (Das, and Chatterjee, 2014; Green *et al.*, 2014). The antecedents include different workplace stressors that creates stress and ultimately effects job burnout. A two waves study of employee working in telecom sector of Netherlands suggested that increase in job demands and decrease in job resources increase job stress (Schaufeli *et al.*, 2009). They strongly recommend three waves study design for further research of exploring mediating mechanism for job burnout. Similarly, employee turnover is the global problem for organizations. A study of telecom sector (Vodafone) of Ghana suggested the employee turnover intention is the major issue of telecom sector (Kwenin *et al.*, 2013). Replacing a lost valuable employee can be more expensive than employing a new one (Cappelli, 2008). Research suggested that recruiting and training new employees cost more than 50 percent of the worker's salary (Johnson *et al.*, 2000). A Study of call center have shown different factors are associated with burnout, more

research need to require in the telecom sector of non-western cultures (Furnell, 2008). A recent study in telecom sector of Pakistan called for future research for predicting employee turnover intentions (Haider *et al.*, 2015; Khan, 2014), with clearer understanding of why employees leave the organizations need to be addressed (Waldman *et al.* 2004; Kim, 2012).

This researcher selected telecom sector, sexual harassment mostly occurs with female (Willness, et al., 2007; Powell, and Henry, 2016) and call centers have good number of female workers (Shome, 2006). A recent study in telecom sector found that female participation is almost 43% (Rafiq *et al.*, 2012). Another research of 200 employees working in telecom sector found high occurrences of gender discrimination (Abbas et al., 2011). Interpersonal mistreatment is high in service sectors (Wang et al., 2006; Grandey *et al.*, 2004; Sliter *et al.*, 2010; Li *et al.*, 2016). Research also suggested that interpersonal mistreatment is an important antecedent of employee turnover intention (Nazir and Ahmad, 2016).

This study investigates mistreatment and their impacts in telecom sector of Pakistan because, interpersonal mistreatment and their effects on employees are high in collectivism (Akkawanitcha *et al.*, 2015; Wright *et al.*, 2015), and high power distance countries (Wu *et al.*, 2014). Telecom employee engage in multi-tasking activities which may effect their own psychological process such as stress and burnout (Johnson et al., 2013). The direct contact with clients and colleagues is an important factor which increase job burnout (Surana and Singh, 2012; Leiter *et al.*, 2015). Therefore, logic would indicate that the aforementioned alterations within high interaction with client and colleagues in call center and front end complaint center of telecom sector in collective culture (Pakistan). A Study of call center have shown different factors are associated with burnout, more research need to require in the telecom sector of non-western cultures (Furnell, 2008). So, present research examined predictors of job burnout and employee turnover intention in the telecom sector of Pakistan

Social stressors at workplace (e.g workplace ostracism) effects interpersonal and organizational outcomes. This research aims to examine the issues that how

underlying mechanism of interpersonal mistreatment effects to different job outcomes. Leiter *et al.* (2001) suggested that interpersonal mistreatment leads to turnover intention. This research argued that employees at workplace, after victimization of mistreatments not directly start thinking to turnover intentions or directly moved to job burnout. There could be some underlying things happened after mistreatment at workplace which mediates and then it increases employee turnover intention and job burnout. According to Herscovis, (2011) interpersonal mistreatments at workplace increase employee job stress. Research also suggested that job stress increase job burnout (Gold and Roth 2013) and turnover intention (Suteeraroj, and Ussahawanitchakit 2008; Avey *et al.*, 2009). Based on the call of researchers (Gkorezis and Bellou, 2016) present research examine the underlying mediating mechanism that different mistreatment at workplace increase job stress of which ultimately effect employee turnover intention and job stress.

Present research highlights above mentioned problems of interpersonal mistreatment and further investigates the aftermath and underlying mechanism based on the calls proposed by previous researchers. This research investigates the mediating mechanism of psychological effect (job stress) with ostracism and negative outcomes (job burnout). Robinson *et al.*, (2013) proposed that “Prop 14: The relationship between ostracism and negative behavioral outcomes is mediated, in part by ostracism’s psychological effect” (Robinson *et al.*, 2013: page 224). Present research is an attempt to respond this call and fulfill the gap by empirically investigating the proposed mechanism. Furthermore, according to Taylor, *et al.*, (2012) the underlying mechanisms through which workplace incivility negatively affects employee attitudes and behaviors are still largely unexplored. Previous studies examined job stress as mediator between different predictors and job outcomes. Chang *et al.* (2000) explored job stress as mediator between optimism and job burnout and found that job stress does mediates this relationship. Earlier researchers also argued that job stress mediates between work stressor (role conflict, role ambiguity, and role overload) and turnover intention (Chen *et al.*, 2008), and job satisfaction (Quaratulain *et al.*, 2013).

Retaining employee at workplace is challenging for the managers and organizations. Literature suggested that social stressors at workplace increase employee's turnover intention (Podsakoff, *et al.*, 2007; Igarria and Guimaraes, 1999; Hang-Yue *et al.*, 2005; Qureshi *et al.*, 2013). A meta analysis on turnover intention suggested that psychological mechanism can help in reducing employee turnover intention (Jiang *et al.*, 2012). They suggested multiple moderators for further research to decrease employee's turnover intention. Similarly, Mostert *et al.* (2015) suggested that we can cope up and reduced job burnout with the combine effects of coping strategies. A meta analysis on job burnout and self efficacy (Shoji *et al.*, 2015) suggested that chronic burnout can be reduced with further moderating variable. Research suggested that we can minimize employee turnover intention (Avey *et al.*, 2009) and job burnout (Peng *et al.*, 2013) with positive psychological capital. Employee positive psychological state helps employee to cope up with difficult situation at reduce the harmful effect of workplace stressors and their effect of employee turnover intentions and job burnout (Avey *et al.*, 2010; Hobfoll, 2001; Yavas *et al.*, 2013; Shoji *et al.*, 2015).

Managing stress and their effect on job outcomes is an important issue (Seaward, 2013; Beehr, 2014). This research also aiming to reduce the negative effects of interpersonal mistreatment on turnover intention and job burnout. This research proposed that employee can manage their stress by oneself. Stress experiences and their reaction vary individuals to individuals, employee can manage their issues with their own personal abilities and strengths (Toegel *et al.*, 2013). Individual psychological resources could work as significant player to manage the effects of stressor at workplace (Luthens *et al.*, 2008). Employee positive state of mind can help to reduce the harmful effect of stress on employee turnover intention and job burnout (Luthans *et al.*, 2008; Peng *et al.*, 2013; Bouckennooghe *et al.*, 2013). After the effects of stressor, employee feel stress at workplace, if employees build confident and adopt self efficacy, build optimistic approach for the future, exhibit willingness and energy to hoping good things for the future and trying to bouncing back after an adverse or problematic situation. This research is an attempt to investigates that how these psychological capital helps employee and reduced the detrimental effect of job stress on turnover intention and job burnout.

Based on conservation of resource theory (Hobfoll, 2001), present research use psychological capital as moderator in stress–burnout and stress–turnover intention relationship. Previous studies used psychological capital as moderator in perception of politics and job outcomes such as job performance and turnover intention and called for further research in psychological capital as moderator (Abbas *et al.*, 2012). Another research suggested that psychological capital moderate between emotional labor - job burnout and emotional labor-job satisfaction (Francis *et al.*, 2011). Yavas *et al.* (2013) examined hope which weakens the relationship between stress-exhaustion and stress- turnover intention relationship. Yavas *et al.* (2013) examined single dimension of psychological capital (Hope) with only one dimension of job burnout (emotional exhaustion).

Important cultural insights are evident in previous studies conducted in western countries. Majority of the research on interpersonal mistreatment at workplace has been conducted on Americans (Willness *et al.*, 2007) and then to United Kingdom, Australia and European countries (DeSouza and Cerqueira, 2009). However, it is suggested in literature that more research on different countries, historical and social, with different cultural features across national context are required (McDonald, 2012). Tsui *et al.* (2007) argued that, since most of the theories and researches are being conducted and developed in Western countries especially in US, practitioners and researcher have low confidence regarding its generalizability in non-western settings.

As a conclusion, based on previous literature this research addressing the problems and aftermath of mistreatments and proposed that mistreatment at workplace increase job stress and in turn job stress increase job burnout and turnover intention. As discussed above, organizational facing problems of sexual harassment, ostracism and incivility at workplace and paying high cost against issues of mistreatment. Similarly, job stress, job burnout and turnover intention are major problem of organizations. Organizations are paying high psychological and finance cost against job stress, job burnout and employee turnover. This research proposed that when employee has been victimized with mistreatments, the event of mistreatment effect psychologically process of victim, which increase employee job

stress. The continuous job stress influences employee emotions, increase emotional feeling of fatigue or frustration, depersonalized employee from work and employee feel lack of accomplishment. Similarly, different mistreatments increase job stress of victim and the victim start thinking to leave the organization. The research examined job stress as mediator between interpersonal mistreatment and job outcomes. This research also provides the coping mechanism to better cope with the problems, challenges and stressor associated with job stress, thereby reducing the influence of job stress arisen by mistreatment on outcome of the study. This study argued that employee with higher psychological capital will cope-up with the stress and restrict themselves of being burnout and turnover intention at workplace. So, psychological capital acts as a moderator in the relationship between job stress and job outcomes. The mediating mechanism of job stress and coping mechanism of psychological capital has been called by many previous researchers to investigate and current study is contributing in literature by responding to those calls.

### **1.3 Research Questions**

The current research will investigate the consequences of interpersonal mistreatment (sexual harassment, incivility, workplace ostracism) through job stress. Present research will also seek to examine psychological capital which used as coping mechanism against workplace stressor. This study is an attempt to investigate the following research questions:

- i. What is the relationship of sexual harassment on job stress, job burnout and employee turnover intention at workplace?
- ii. What is the relationship of workplace incivility on job stress, job burnout and employee turnover intention at workplace?
- iii. What is the relationship of workplace Ostracism on job stress, job burnout and employee turnover intention at workplace?
- iv. What is the relationship of job stress on job burnout and employee turnover intention?

- v. Does job stress mediate the relationship between sexual harassment and job burnout and turnover intention?
- vi. Does job stress mediate the relationship between workplace incivility and job burnout and turnover intention?
- vii. Does job stress mediate the relationship between workplace ostracism and job burnout and turnover intention?
- viii. Does psychological capital moderate the relationship between job stress and job burnout and turnover intention?

#### **1.4 Research Objectives**

This study is an attempt to explain the interpersonal mistreatment-outcomes relationship which is mediated by job stress. Moreover, coping mechanism through psychological capital as a moderator will be investigated. Main objectives of the study are:

- i. To identify the relationship between sexual harassment on job stress, job burnout and turnover intention.
- ii. To identify the relationship between workplace incivility on job stress, job burnout and turnover intention.
- iii. To identify the relationship between workplace ostracism on job stress, job burnout and turnover intention.
- iv. To examine the relationship between job stress on job burnout and turnover intention.
- v. To investigate whether job stress mediates the relationship between sexual harassment and job burnout and turnover intention.
- vi. To investigate whether job stress mediates the relationship between workplace incivility job burnout and turnover intention.
- vii. To investigate whether job stress mediates the relationship between workplace ostracism job burnout and turnover intention.
- viii. To examine the moderating role of psychological capital in relationship between job stress and job burnout and turnover intention.



## 1.5 Scope of Study

This research discusses three forms of interpersonal mistreatment and their aftermaths. Research has also discussed that these mistreatment work as social stressor and creates stress at workplace, and this mechanism leads to negative job outcomes (job burnout and turnover intention). This research also provides the moderating effect of psychological capital in stress-burnout relationship.

For this purpose, researcher collected data from all telecom companies operating in Pakistan. According to Pakistan Telecom Communication Limited (PTCL) there are total six telecom companies (Mobilink, Telenor, Ufone, Warid, Zong and PTCL) working in four major cities (Lahore, Karachi, Faisalabad and Islamabad) of Pakistan. Moreover, data collected from employees working in these telecom companies. The finding of this research helps us to identify the possible relationship between proposed frameworks of interpersonal mistreatment.

Employees in telecom sector or call centers face challenges such as physical assault, and sexual harassment (Paul and Huws, 2002). The tendency is increasing in developing countries (Rafiq *et al.*, 2012; Abbas *et al.*, 2011), because there is a rapid increase in female workers in Pakistan (Ramana, 2012). In call centers, employee's especially female workers are more frequently victimized with sexual harassment (Guard, 2006). Mostly harassment occurs in night shifts or dusk hours in early hours of the morning (Paul and Huws, 2002). A study on telecom sector of Pakistan reveals that around 13 percent of employee suffering with mistreatments at workplace (Uddin, 2015). A study by Haq, (2014) on workplace ostracism by collecting data on variety of organizations including call centers employee suggested further research on workplace ostracism along with different mediating and moderating variables. Similarly, a study by Bibi *et al.*, (2013) on workplace incivility and counter-workplace behavior in public and private universities and suggest further research with larger sample in other sectors of Pakistan. Similarly, a study examined job stress on 134 employee working in telecom sector of Pakistan call for large sample size for further research (Mansoor *et al.*, 2011). A study of employee retention in telecom

sector of Pakistan suggested further research to examine and cope the issues associated with employee employee retention (Shoaib *et al.*, 2009).

Second, call center cover the gender mix, both male and females are working in call center. The victims of ostracism and workplace incivility exist in every workplace (Williams 2001; Lim and Cortina, 2005). So the data for telecom cover all independents variable. Similarly, this research also examines job stress, components of burnout and turnover intention. According to Lin *et al.*, (2009) stress mostly occurs in service sector especially in call centers. The Telecom is the one of the major service sector provide high revenue to the economy of Pakistan (state bank of Pakistan). A study in telecom sector of Pakistan suggested those job stressor causes job stress which ultimately increase turnover intentions (Malik *et al.*, (2013). According to (Furnell, 2008) burnout affects employees of telecom and call centers of the world.

Tsui et al. (2007) identify examination of the constructs developed in western context into the non-western culture as a promising area for future research. Present study is an attempt to examines interpersonal mistreatment with their mediation mechanism of job stress along with moderating role of psychological capital on job burnout and turnover intention telecom sector of non western culture. Researcher who collected data from different organizations of Pakistan shows that the organizations in Pakistan have high male dominance, less than 10 percent women's are working in organizations (Raja *et al.*, 2004). Additionally, a large number of women working in call centers of Pakistan and call centers are considered so called female dominant areas of telecom sector in Pakistan. So the telecom sector covers gender dominant organizations at both ends (Male/ Female).

The study design of present research is three wave in nature. Three waves research helps in minimizing the common method variance and concern for causality in research exploring mediation processes (Podsakoff, *et al.*, 2003; Cohen, *et al.*, 2013). Previous research on interpersonal mistreatment with underlying mediating mechanism also used three waves research design. Olson and Boswell, (2008) examined mistreatments with mediating mechanism of individual reactions on time

lag research. A meta analysis on harassment suggest that “studies also used cross sectional and non experimental data makes it impossible to draw strong conclusions concerning the causal relationships between harassment and the other variables” (Bowling and Bheer, 2006 p:1008). Hogh *et al.*, (2011) examined bullying with turnover intention in three waves study design. Similarly, Wu *et al.*, (2011) examined self esteem as mediator between workplace ostracism and job performance. They collected data on time 1 for (Independent), time 2 for mediator an in time 3 for dependents. They mentioned that three waves study as strength of the model for reducing the issue of common method variance (Padsakoff *et al.*, 2003). Moreover, data collection in three waves justify causal nature of mediation model. Ahn and Shin (2013) examined workplace isolation as mediator in cross sectional research and accepted that they ae unable to examined causal relationship and call for further research in three wave research design. Taylor *et al.* (2012) examined affective commitment as mediator between workplace incivility and performance. In order to reduce common method variance, they data in two waves with the gap of one month.

## **1.6 Significance of the Study**

The major contribution of present research is to examine the antecedents and possible consequences of job stress. The antecedent includes three major and minor forms of mistreatment which causes job stress whereas present research examines possible consequences of job stress such as emotional exhaustion, depersonalization, personal accomplishment and turnover intention, this research also examines the buffer effect of psychological capital which helps in reducing the harmful effects of stress to job burnout and employee turnover intentions.

This study will help managers and corporates in several ways. This study enhance knowledge to managers with the detrimental effects of sexual harassment at workplace and how harassment at workplace causes stress which ultimately leads to job burnout and increase turnover intention. So managers would take immediate action in order to save the employee from burnout conditions and can reduce high turnover from organization.

Present research will explore the intervening mechanisms which explain workplace incivility's adverse effects. Few studies have explored how incivility and ostracism influences employees through its impact on individual stress levels and cognitive processing (Porath and Erez, 2007; Lim *et al.*, 2008). Although workplace incivility has been conceptualized as a dynamic social interaction involving the exchange of negative behaviors (Andersson and Pearson, 1999; Osatuke, *et al.*, 2009). The detrimental aftermath of ostracism and incivility will help managers to understand the importance of mistreatments at workplace, and managers will get message to educate their employees and treat them with equity, dignity and respect. This research also helps the managers and employees to better understand the causes of job stress, job burnout and turnover intention.

The proposed psychological resource or the coping mechanism of psychological capital will help the employees for better utilization of their psychological resource for reducing their stress, and decrease burnout and turnover intentions. The buffering effect will motivate the managers to increase the psychological capital of their workers in stressful environment. Organization can arrange the training interventions to enhance psychological resource such as self-efficacy, hope, resilience and optimism of employees, so they are better able to cope up with stress related consequences.

## **1.7 Theoretical Contribution**

Researcher believes that this research will contribute in the literature of interpersonal mistreatments, job burnout and psychological capital. This research will contribute in growing body of research that, how three different types of mistreatment effects organizational behavior. It will also contribute in literature to examine moderating effect of psychological capital in relationship between stress burnout and stress turnover intention. This research will also contribute in literature to examine mediating role of job stress between mistreatment and outcomes (burnout and turnover intention). Up till now, no study examined the model of major and minor interpersonal mistreatment altogether with underlying mediated mechanism of

job stress and moderation mechanism of psychological capital along with component of job burnout and turnover intentions.

This study will contribute to enrich the existing knowledge in the field of organizational behavior in several ways. First, the comprehensive framework of current study will instigate a better understanding about the nature of relationship between these constructs. Second, this study investigates three workplace mistreatment (sexual harassment, incivility and ostracism) and its impact on job outcomes. Third, this research investigates the mediating effect of job stress in relationship between three types of mistreatment and job outcomes (job burnout and turnover intention). Fourth, this study is an attempt to cope the detrimental effects of mistreatment mechanism by buffering stress- burnout relationship with positive organizational behavior. Fifth, this study is to investigate job burnout and turnover intention as consequence of all major social stressor such as sexual harassment, workplace incivility, workplace ostracism and lastly it will help managers to better understand and cope with the behaviors of the employees.

There are many practical implementations of this model in organizations as it covers most important variables in the study. There are many strategies which can be applied in organizations to minimize the deleterious effects of mistreatment and other stressors in the organizations. Study of these variables made it helpful for management to device relevant strategies in order to minimize their impacts. Interpersonal mistreatment cannot be completely diminished from an organization but still strategies can be adopted to reduce its impacts (Penhaligon, *et al.*, 2013). Mistreatment in organizations can be psychologically treated at employee's level through counseling sessions and educational workshops aiming at treatment of mistreatment (e.g., Brown *et al.*, 2006). With strategies aimed at reducing the impacts of mistreatment on employees, its harms can be minimized to an effective level (Penhaligon, *et al.*, 2013). In order to devise proper strategies and to practically implement the research studies on these variables, management should analyze its culture, organizational structures and policies (O'Leary-Kelly *et al.*, 1996).

The individual psychological resources (psychological capital) will help managers to enhance the psychological capacities of their employee by giving them training for building psychological capital. Employee with high psychological capital (i.e. self-efficacy, hope) will be able to better cope up with stressors (sexual harassment). These psychological resources ultimately help managers and employee in reducing the harmful effect stressors on emotional exhaustion, reduced personal accomplishment, depersonalization and turnover intentions.

Organizations have to pay different costs associated with turnover (Dalton *et al.*, 1982) and job burnout (Maslach, 2003). High turnover and employee burnout in an organization are also a cause of reducing morale of other employees along with social capital (Des and Shaw 2001; Maslach, Westman, *et al.*, 2001). This research framework suggested to managers and organization that strict policies against mistreatments (e.g: ostracism) can save employee from emotional exhaustion, reduced personal accomplishment, depersonalization and employee turnover intentions.

The finding of this research will help employee and organizations, managers can control sexual harassment by providing environment with equity, zero tolerance policies, workgroup composition, and proportion of women in occupation. Similarly, this study helps managers for taking awareness against workplace incivility. As suggested by Pearson and Porath, (2005) that organizational policies are not sufficient to control workplace incivility, they should emphasize on employee and organization development. Managers also need to take serious steps for reduce interpersonal mistreatment at workplace. According to William's (2001) working environment, social issues, and individual difference facilitates ostracism, this social death decrease self-esteem of employee which causes job stress. Therefore, the managers need to create friendly environment at workplace and provide a culture which discourages isolation of anyone.

## **1.8 Conceptual and Operational Definitions**

Research process; in general, deals with the relationship among different variables in order to make the inferential conclusions, which provide guidelines to solve the pragmatic world (Creswell, 2012). A variable confers some concepts or design (Ary *et al.*, 1996) depending upon the study, takes different values and meanings, but in the results groups and individuals always vary from each other. Primarily, independent variables and moderating variables are highlighted in empirical research. They are considered “cause” of the action dependent variables would be the result of independent variables. They are “effect” of the action. In the light of above discussion, each variable plays a positive role of the representative of a concept and design, every researcher must define each variable carefully for the research purposes. In the current study, the brief conceptual definitions of the variables in the following segment would be provided.

### **1.8.1 Interpersonal Mistreatment**

According Cortina and Magley, (2003) Interpersonal mistreatment is a specific, antisocial variety of organizational deviance, involving a situation in which at least one organizational member takes counter normative negative actions—or terminates normative positive actions—against another member (e.g., Anderson and Pearson, 1999; Giacalone and Greenberg, 1997; Robinson & Bennett, 1995). Interpersonal mistreatment can thus range from subtle social slights to general incivility to blatant harassment and violence. Theory and research are emerging on the larger processes in which this form of deviance is embedded, addressing events that precede and follow mistreatment (e.g., Barling, *et al.*, 2001; Cortina, *et al.*, 2002; Cortina *et al.*, 2001; Glomb, *et al.*, 2002; Griffin, *et al.*, 1998). This research focuses on the latter specifically, three mistreatments sexual harassment, workplace incivility and workplace ostracism.

## 1.8.2 Sexual Harassment

Literature suggests that sexual harassment can be defined in both psychological and legal terms. As far as legal definition is concerned, past research on sexual harassment (Canadian and American court cases) followed by Equal Employment Opportunity Commission” (E.E.O.C., 1980) defines sexual harassment as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment, (b) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (c) such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance, or creating an intimidating, hostile, or offensive work environment.

In psychological terms, sexual harassment can be defined as unwanted sex-related behavior at work that is appraised by the recipient as offensive, exceeding his/her resources, or threatening their well-being (Fitzgerald *et al.*, 1997).

### 1.8.2.1 Operational Definition

Present research used psychological definition because of two reasons. First, legal term of sexual harassment comprises of two categories: hostile environment harassment and *quid pro quo*. Whereas the psychological term of sexual harassment comprises of three categories: (a) gender harassment, which is defined as verbal, physical, or symbolic behaviors that convey hostile, offensive, and misogynist attitudes (Fitzgerald *et al.*, 1997); (b) Unwanted sexual attention, is defined as that both verbal and nonverbal incidents such as sexual imposition, touching, or repeated requests for dates (Fitzgerald *et al.*, 1997); (c) Sexual Coercion, where the target’s job or rewards are contingent on sexual cooperation (Fitzgerald *et al.*, 1997). The term gender harassment is missing in legal definition of sexual harassment (Leskinen *et al.*, 2011). Gelfand *et al.*, (1995: 167) argue that three categories “are necessary



and sufficient to classify any particular incident of sexual harassment, they constitute the irreducible minimum of the construct as it is currently understood”.

Second, current study focuses on behaviors rather than legal aspect of sexual Harassment. Leskinen *et al.* (2011) argued that gender harassment, sexual coercion and unwanted sexual attentions are behavior not legal constructs.

### **1.8.3 Workplace Ostracism**

According to Anderson (2009), organizational shunning is defined as The deliberate systematic exclusion of a person who was once included in the rites and everyday rituals that signify organizational membership, while Dotan-Eliaz, *et al.*, (2009) have represented ostracism as Linguistic Ostracism, defined as any situation in which two or more people converse in a language that others around them cannot understand. Ostracism is treated as “Social exclusion” by Dotan-Eliaz, *et al.* (2009), defined as person placed alone at workplace without any type of social contact (Dotan-Eliaz *et al.*, 2009). While, ostracism is extreme level of feeling when individual feels left alone in the workplace or society by other people (Ferris *et al.*, 2008).

#### **1.8.3.1 Operational Definition**

According to Sommer *et al.* (2001), ostracism is an intentional behavior or approach by others. In this piece of research, workplace ostracism is defined as an individual or group omits to take actions that engage another organizational member when it is socially appropriate to do so (Robinson *et al.*, 2013). According to this definition, ostracism is comprised of behaviors such as social rejection, intentional ignorance, shunning etc. This definition not only includes definition but also the core elements.

#### **1.8.4 Workplace Incivility**

According to Andersson and Pearson (1999: 457) workplace incivility is defined as “low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others”. Present study follows the same definition of workplace incivility as it is the most widely used definition of workplace incivility.

#### **1.8.5 Job Stress**

Job stress is defined by as “the experience by a person of unpleasant emotion such as tension, frustration, anxiety, anger and depression resulting from aspects of his work” (Kyriacou, 1987: 146). Lazarus and Folkman (1984) define stress as particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being. The psychological reaction to the demands caused by a stressor results in tension or anxiety because the person does not feel capable of coping (McGrath, 1970).

##### **1.8.5.1 Operational Definition**

In Present research, job stress refers as “an individual’s reactions to characteristics of the work environment (stressor) that seem emotionally and physically threatening” (Jamal, 2007). Present study used job stress as mediator. We argued that workplace stressor such as interpersonal mistreatments causes job stress, that may further lead to (turnover intention) and emotional threatening (job burnout).

#### **1.8.6 Psychological Capital**

Research in organizational behavior suggested a number of positive constructs (Cameron and Caza, 2003; Nelson and Cooper, 2007) whereas four constructs (self-efficacy, hope, optimism and resilience) meet the best criteria of

positive organizational behavior (Luthans, 2002; Luthans *et al.*, 2007; Luthans and Youssef, 2007). First, hope is defined as “positive motivational state that is based on an interactively derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals)” (Snyder *et al.*, 1991: 287). Second, Self-efficacy that drives from the theory and research of Bandura, (1997) defined by (Stajkovic and Luthans, 1998b: 66) as “the employee’s conviction or confidence about his or her abilities to mobilize the motivation, cognitive resources, or courses of action needed to successfully execute a specific task within a given context”. Third, optimism is defined as people who expect good things to happen to them; pessimists are people who expect bad things to happen to them (Brissette *et al.*, 2002). Fourth is resilience, which is defined as positive psychological capacity to rebound, to ‘bounce back’ from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility (Luthans, 2002).

Literature conceptually combines these four positive construct and represents a core factor which is renowned as psychological capital (Luthans *et al.*, 2007). Psychological contract has been widely considered as higher order core capacity construct related with job outcomes (e.g. job performance, turnover intention and job satisfaction). Research suggests that it is better to measure overall psychological capital than individuals constructs (Luthans *et al.*, 2007). A large number of studies used Psychological capital as overall construct (Abbas *et al.*, 2012; Ary *et al.*, 1996; Avey *et al.*, 2010).

#### **1.8.6.1 Operational Definition**

On the basis of these literature supports, present research use psychological capital as single construct and defined as an individual’s positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive expectation (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and

bouncing back and even beyond (resilience) to attain success (Luthans and Youssef, 2007).

### **1.8.7 Job Burnout**

Burnout was defined as “Failing, wearing out, or becoming exhausted through excessive demands on energy, strength, or resources” (Freudenberger, 1975: 73). Maslach and Leiter (2008) defined job burnout as prolonged response to chronic interpersonal job conditions indicative of exhaustion, cynicism, and inefficacy at work. Burnout is an unpleasant and dysfunctional condition that both individuals and organizations would want to change (Freudenberger, 1975; Maslach and Goldberg, 1999; Maslach and Leiter, 2008). Burnout is commonly recognized as exhaustion from and reduced interest in tasks or activities (Maslach, 1993). Job burnout is a feeling of tiredness and frustration related to one’s job (Chang *et al.*, 2000).

#### **1.8.7.1 Operational definition**

This study refers job burnout as Burnout is a psychological condition that occurs in response to chronic, work stress. According to Maslach, (1993) burnout have three dimensions (emotional exhaustion, depersonalization and lack of personal accomplishment) emotional exhaustion, which is a feeling of deficit of energy or feeling of being emotionally overstretched and used up of one’s own emotional resources. The second component is depersonalization, which refers to callous, negative treatment of others (e.g. clients) to be an object regardless of a person. The third component of job burnout is personal accomplishment, which refers to reduction in one’s feelings of its own competency and accomplishment of work.

### **1.8.8 Turnover Intention**

Turnover was defined as “the degree of individual movement across the membership boundary of a social system” (Price, 1977: 4). Vandenberg and Nelson, (1999: p.1315) Turnover intention is “an individual’s own estimated (subjective)

probability that they are permanently leaving the organization at some point in the near future”.

In fact, turnover can be divided into voluntary and involuntary (Price, 1977). Voluntary cessation membership of an organization by the employee of that organization (Morrell *et al.*, 2001). Whereas, involuntary turnover is defined as “movement across the membership boundary of an organization, which is not initiated by the employee” (Price, 1977: p. 9).

According to Tett and Meyer, (1993) turnover intention is a conscious and deliberate willingness to leave the organization. Turnover intention is a psychological variable of the tendency to leave that is closely related to turnover (Janssen *et al.*, 1999).

#### **1.8.8.1 Operational Definition**

This research refers turnover intention as predecessor of real turnover, which is defined as mental decisions intervening between an individual’s attitudes regarding a job and the stay or leave decisions (Sager, *et al.*, 1998). Current study used turnover intention as an outcome of predictors such as interpersonal mistreatments and job stress.

## REFERENCES

- Abbas, M., Raja, U., Dar, W., & Bouckenooghe, D. (2012). Combined Effects of Perceived Politics and Psychological Capital on Job Satisfaction, Turnover Intentions, and Performance. *Journal of Management*.
- Abbas, Q., Hameed, A., & Waheed, A. (2011). Gender Discrimination and Its Effect on Employee Performance/Productivity. *International Journal of Humanities and Social Sciences*, 1(15), 170.
- Abbasi, S. M., & Hollman, K. W. (2000). Turnover: The real bottom line. *Public Personnel Management*, 29(3), 333-342.
- Aberhad-Hodges J. (1996). Sexual harassment in employment: Recent judicial and arbitral trends. *International Labour Review*, 135, 499–533
- Abrams, D. (1988). Self-consciousness scales for adults and children: Reliability, validity, and theoretical significance. *European Journal of Personality*, 2(1), 11-37.
- Abrams, D., & Hogg, M. A. (1988). Comments on the motivational status of self-esteem in social identity and intergroup discrimination. *European Journal of Social Psychology*, 18(4), 317-334.
- Adams, V.H., Snyder, C.R., Rand, K.L., King, E. A., Sigman, D.R., & Pulvers, K. M. (2002). Hope in the workplace. In R. Giacalone & C. Jurkiewicz (Eds.), *Workplace spirituality and Agho, A. (1993). The moderating effects of dispositional affectivity on relationship organizational performance. New York: Sharpe between job characteristics and nurses' job satisfaction. Research in Nursing & Health*, 16, 451-458.
- Adebayo, S. O., & Ogunsina, S. O. (2011). Influence of supervisory behaviour and job stress on job satisfaction and turnover intention of police personnel in Ekiti State. *Journal of Management and Strategy*, 2(3), p13.
- Addae, H. M., & Wang, X. (2006). Stress at work: Linear and curvilinear effects of psychological-, job-, and organization-related factors: An exploratory study

- of trinidad and tobago. *International journal of stress management*, 13(4), 476.
- Aggarwal, A. and Gupta, M. (2000). *Sexual Harassment in the Workplace*, 3rd edition. Vancouver, BC: Butterworth's.
- Ahmad, S. (2012). Sexual Harassment in the Work Place: A Case in Pakistan. *Review of Women's Studies*, 11(1-2).
- Ahn, D., & Shin, D. H. (2013). Is the social use of media for seeking connectedness or for avoiding social isolation? Mechanisms underlying media use and subjective well-being. *Computers in Human Behavior*, 29(6), 2453-2462.
- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Sage.
- Amin, Z., & Akbar, K. P. (2013). Analysis of psychological well-being and turnover intentions of hotel employees: An empirical study. *International Journal of Innovation and Applied Studies*, 3(3), 662-671.
- Anderson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy Of Management Review*, 452-471.
- Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., & Robson, M. (2010). The impact of environmental factors on nursing stress, job satisfaction, and turnover intention. *The Journal of nursing administration*, 40, 323.
- Appelbaum, S. H., Iaconi, G. D., & Matousek, A. (2007). Positive and negative deviant workplace behaviors: causes, impacts, and solutions. *Corporate Governance: The international journal of business in society*, 7(5), 586-598
- Argyris, C., & Schon, D. (1978). *Organizational Learning: A theory of action perspective*. Reading, MA: Addison-Wesley.
- Arnetz, B. & Blomkvist, V. (2007). Leadership, mental health, and organizational self-efficacy in healthcare organizations. *Psychotherapy and Psychosomatics*, 76, 242-248.
- Ary, D., Jacobs, L., & Razavieh, A. (1996). Introduction to research in education. Ft. Worth: Holt, Rinehart, and Winston. Inc. college. *Journal of Agricultural Education*, 34(3), 76 83.
- Ashill, N. J., & Rod, M. (2011). Burnout processes in non-clinical health service encounters. *Journal of Business Research*, 64(10), 1116-1127.

- Avey, J. B., Luthans, F., & Youssef, C. M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of Management*, 36(2), 430-452.
- Avey, J. B., Luthans, F., Hannah, S. T., Sweetman, D., & Peterson, C. (2012). Impact of employees' character strengths of wisdom on stress and creative performance. *Human Resource Management Journal*, 22(2), 165-181.
- Avey, J., Luthans, F., & Jensen, S. (2009). Psychological capital: A positive resource for combating stress and turnover. *Human Resource Management*, 48, 677-693.
- Avey, J., Luthans, F., & Mhatre, K. (2008). A call for longitudinal research in positive organizational behavior. *Journal of Organizational Behavior*, 29(5), 705-711.
- Avey, J., Luthans, F., & Youssef, C. M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of Management*, 36(2), 430-
- Avey, J., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of Occupational Health Psychology*, 15(1), 17-28.
- Avey, J., Patera, J.L., & West, B.J. (2006). The implications of positive psychological capital on employee absenteeism. *Journal of Leadership and Organizational Studies*, 13(2), 42-60.
- Avey, J., Richard, R., Luthans, F. & Mhatre, K. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly*, 22(2), 127-152.
- Avery, R. J., & Freundlich, M. (2009). You're all grown up now: Termination of foster care support at age 18. *Journal of Adolescence*, 32(2), 247-257.
- Avison, W. R., & Turner, R. J. (1988). Stressful life events and depressive symptoms: Disaggregating the effects of acute stressors and chronic strains. *Journal of Health and Social Behavior*, 253-264.
- Avolio B.J., Luthans F. (2006). *The high impact leader: Moments matter for accelerating authentic leadership development*. New York: McGraw-Hill.
- Azeem, M. U., Lehner, J. M., & Haq, I. U. (2015, January). Interpersonal Mistreatment to Interpersonal Deviance: Victim's Reaction Against



- Instigator. In *Academy of Management Proceedings* (Vol. 2015, No. 1, p. 15174). *Academy of Management*.
- Aziz, J., Saif, N., UR Rehman, S., Qureshi, M. I., Khan, M. S., & ullah Khan, F. (2013). Perception of job Performance appraisals toward Turnover intention and Job Satisfaction. *Research Journal of Finance and Accounting*, 4(6), 260-267.
- Babin, B. J., & Boles, J. S. (1998). Employee behavior in a service environment: A model and test of potential differences between men and women. *The Journal of Marketing*, 77-91.
- Bakker, A. B., & Costa, P. L. (2014). Chronic job burnout and daily functioning: A theoretical analysis. *Burnout Research*, 1(3), 112-119.
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of occupational health psychology*, 10(2), 170.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human resource management*, 43(1), 83-104.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD-R approach. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 389-411.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of educational psychology*, 99(2), 274.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. NY: Freeman.
- Bandura, A. (1986). The explanatory and predictive scope of self-efficacy theory. *Journal of social and clinical psychology*, 4(3), 359-373.
- Bandura, A., Adams, N.E., & Beyer, J. (1977). Cognitive processes mediating behavior change. *Journal of Personality and Social Psychology*, 35, 124-139.
- Bandura, A., & Locke, E. A. (2003). Negative self-efficacy and goal effects revisited. *Journal of applied psychology*, 88(1), 87.
- Barling, J. (1996). The prediction, experience and consequences of workplace violence. In G. R. VandenBos & E. Q. Bulatao (Eds.), *Violence on the job: Identifying risks and developing solutions* (pp. 29-49). Washington, DC: American Psychological Association.

- Barling J, Dekker I, Loughlin CA, Kelloway EK, Fullagar C, Johnson D. (1996). Prediction and replication of the organizational and personal consequences of workplace sexual harassment. *Journal of Managerial Psychology*, 11(5), 4–25.
- Barling J, Rogers AG, Kelloway EK. (2001). behind closed doors: In-home workers 'experience of sexual harassment and workplace violence. *Journal of Occupational Health Psychology*, 6, 255–269.
- Barner-Barrey, C. (1986) Rob: Children's tacit use of peer ostracism to control aggressive behavior, *Ethology and Socio-biology*, 1986, pp. 281-293.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Baron, R. A., Franklin, R. J., & Hmieleski, K. M. (2013). Why Entrepreneurs Often Experience Low, Not High, Levels of Stress The Joint Effects of Selection and Psychological Capital. *Journal of management*, 0149206313495411.
- Barrett, D. H., Doebbeling, C. C., Schwartz, D. A., Volker, M. D., Falter, K. H., Woolson, R. F., *et al.* (2002). Posttraumatic stress disorder and self-reported physical health status among U.S. military personnel serving during the Gulf War period. *Psychosomatics*, 43, 195-205.
- Basso, K. H. (1970). "To Give up on Words": Silence in Western Apache Culture. *South western Journal of Anthropology*, 213-230.
- Batlis, N. (1980). Job involvement and locus of control as moderators of role perception/individual-outcome relationships. *Psychological Reports*, 46: 111-119.
- Baumeister, R. F., DeWall, C. N., Ciarocco, N. J., & Twenge, J. M. (2005). Social exclusion impairs self-regulation. *Journal of personality and social psychology*, 88(4), 589-604.
- Baumeister, R. F., Wotman, S. R., & Stillwell, A. M. (1993). Unrequited love: On heartbreak, anger, guilt, scriptlessness, and humiliation. *Journal of Personality and Social Psychology*, 64(3), 377.
- Beecroft, P. C., Dorey, F., & Wenten, M. (2008). Turnover intention in new graduate nurses: a multivariate analysis. *Journal of Advanced Nursing*, 62(1), 41-52.
- Beehr TA, Baghat RS. *Human stress and cognition in organizations: an integrated perspective*. New York: Wiley, 1985.

- Beehr, T. A. (2014). *Psychological Stress in the Workplace (Psychology Revivals)*. Routledge.
- Beehr, T. A. (1990). Stress in the workplace: an overview. In J. W. Jones, B. D. Steffy, & D. W. Bary (Eds.), *Applying psychology in business*. Lexington, MA: Lexington Books
- Beehr, T. A., & Newman, J. E. (1978). Job stress, employee health, and organizational effectiveness: A facet analysis, model, and literature review. *Personnel Psychology*, 31, 665–699.
- Bennett, R. J., & Robinson, S. L. (2003). The past, present, and future of workplace deviance research.
- Bentein, K., Vandenberghe, C., Vandenberg, R., & Stinglhamber, F. (2005). The role of change in the relationship between commitment and turnover: a latent growth modeling approach. *Journal of Applied Psychology*, 90(3), 468.
- Berdahl, J. L., & Moore, C. (2006). Workplace harassment: double jeopardy for minority women. *Journal of Applied Psychology*, 91(2), 426.
- Bergman, M. E., Langhout, R. D., Palmieri, P. A., Cortina, L. M., & Fitzgerald, L. F. (2002). The (un) reasonableness of reporting: antecedents and consequences of reporting sexual harassment. *Journal of Applied Psychology*, 87(2), 230.
- Bhatia, V. K. (2014). *Analysing genre: Language use in professional settings*. Routledge.
- Bhuiyan, S. N., Menguc, B., & Borsboom, R. (2005). Stressors and job outcomes in sales: A triphasic model versus a linear-quadratic-interactive model. *Journal of Business Research*, 58(2), 141-150.
- Bibi, Z., Karim, J., & ud Din, S. (2013). Workplace incivility and counterproductive work behavior: Moderating role of emotional intelligence. *Pakistan Journal of Psychological Research*, 28(2), 317.
- Blau, G., & Anderson, L. (2005). Testing a measure of instigated workplace incivility. *Journal of Occupational and Organizational Psychology*, 78(4), 595-614.
- Block, J. (1961). The Q-sort method in personality assessment and psychiatric research (No. 457). Springfield, IL: Thomas.
- Block, J., & Kremen, A. M. (1996). IQ and ego-resiliency: conceptual and empirical connections and separateness. *Journal of personality and social psychology*, 70(2), 349.

- Boehm, B. (1986). A spiral model of software development and enhancement. *ACM SIGSOFT Software Engineering Notes*, 11(4), 14-24.
- Boehm, C. (1992). Segmentary 'warfare' and the management of conflict: comparison of East African chimpanzees and patrilineal-patrilocal humans. *Coalitions and alliances in humans and other animals*, 137-173.
- Bogdan, R. C., and Biklin, S. K. (1998). *Qualitative research for education: An introduction to theory and methods*. (3rd Ed.) Boston: Allyn and Bacon.
- Bollen, N. P. (1998). Valuing options in regime-switching models. *The Journal of Derivatives*, 6(1), 38-49.
- Bonanno, G. A. (2004). Loss, trauma, and human resilience: have we underestimated the human capacity to thrive after extremely aversive events?. *American psychologist*, 59(1), 20.
- Bonanno, G. A. (2005). Clarifying and Extending the Construct of Adult Resilience.
- Bonanno, G. A., Papa, A., & O'Neill, K. (2001). Loss and human resilience. *Applied and Preventive Psychology*, 10, 193-206.
- Borg, W. R., & Gall, M. D. (1989). *Educational Research*. White Plains, NY: Longman.
- Bouckenooghe, D., Raja, U., & Butt, A. N. (2013). Combined effects of positive and negative affectivity and job satisfaction on job performance and turnover intentions. *The Journal of psychology*, 147(2), 105-123.
- Bowling, N. A., & Beehr, T. A. (2006). Workplace harassment from the victim's perspective: a theoretical model and meta-analysis. *Journal of Applied Psychology*, 91(5), 998.
- Brayfield, A. H., & Crockett, W. H. (1955). Employee attitudes and employee performance. *Psychological bulletin*, 52(5), 396.
- Brewer, M. B. (2003). Optimal distinctiveness, social identity, and the self. *Handbook of self and identity*, 480-491.
- Brigham, E. F., and Houston, J. F. (2004). *Fundamentals of Financial Management*. 10<sup>th</sup> Edition, South-Western Thomsan Learning, Mason, USA, ELM Street Publishing Services, Inc.
- Brigham, E. F., and Houston, J. F. (2009). *Fundamentals of Financial Management*. 12<sup>th</sup> Edition, South-Western Cengage Learning, Mason, USA, Printed in Nelson Education, Ltd. Canada.

- Brissette, I., Scheier, M. F., & Carver, C. S. (2002). The role of optimism in social network development, coping, and psychological adjustment during a life transition. *Journal of personality and social psychology*, 82(1), 102-111.
- Brown GD (2006) Dectin-1: a signalling non-TLR pattern-recognition receptor. *Nat Rev Immunol* 6: 33–43.
- Brown, J. S., Elliott, S. A., & Butler, C. (2006). Can large-scale self-referral psycho-educational stress workshops help improve the psychological health of the population?. *Behavioural and Cognitive Psychotherapy*, 34(02), 165-177.
- Buchanan, G.M. & Seligman, M. (1995). *Explanatory style*. Hillsdale, NJ: Erlbaum.
- Bunk, J. A., & Magley, V. J. (2013). The role of appraisals and emotions in understanding experiences of workplace incivility. *Journal of occupational health psychology*, 18(1), 87.
- Butt, A. N., Choi, J. N., & Jaeger, A. M. (2005). The effects of self-emotion, counterpart emotion, and counterpart behavior on negotiator behavior: a comparison of individual-level and dyad-level dynamics. *Journal of Organizational Behavior*, 26(6), 681-704.
- Burke, R. J., & Greenglass, E. R. (1990). Type A behavior and non-work activities. *Personality and Individual Differences*, 11(9), 945-952.
- Burke, R. J., & Greenglass, E. (1995). A longitudinal study of psychological burnout in teachers. *Human Relations*, 48(2), 187-202.
- Burns, D. D. (1989). *The feeling good handbook: Using the new mood therapy in everyday life*. William Morrow & Co.
- Burns, J. (2000). The dynamics of accounting change inter-play between new practices, routines, institutions, power and politics. *Accounting, Auditing & Accountability Journal*, 13(5), 566-596.
- Byrne, B. M. (1994). Burnout: Testing for the validity, replication, and invariance of causal structure across elementary, intermediate, and secondary teachers. *American Educational Research Journal*, 31(3), 645-673.
- Byrne, D. (2005). *Social exclusion*. McGraw-Hill International.
- Cairns, R. B., Cairns, B. D., Neckerman, H. J., Ferguson, L. L., & Gariepy, J. L. (1989). Growth and aggression: I. Childhood to early adolescence. *Developmental Psychology*, 25(2), 320.
- Cameron, K. S., & Caza, A. (2003). Contributions to the discipline of positive organizational scholarship. To appear in the *American Behavioral Scientist*.

- Cameron, K. S., & Caza, A. (2004). Contributions to the discipline of positive organizational scholarship. *American Behavioral Scientist*, 47, 731–739.
- Campanelli, P. (2008) Testing survey questions. In Leeuw, E., Hox, J., & Dillman, International *handbook of survey methodology* (pp. 176-200). New York, NY: Psychology Press.
- Cappelli, P. (2008). Talent management for the twenty-first century. *Harvard business review*, 86(3), 74.
- Casey, M. K. (1998). Communication stress and burnout: Use of resource replacement strategies in response to conditional demands in community-based organizations. Unpublished doctoral dissertation, Michigan State University, City of East Lansing, MI.
- Castanheira, F., & Chambel, M. J. (2010). Reducing burnout in call centers through HR practices. *Human Resource Management*, 49(6), 1047-1065.
- Cavana, R. Y., Delahaye, B. L., and Sekaran, U. (2001). *Applied Business Research: Qualitative and Quantitative Methods*, John Wiley & Sons Australia Ltd. Queensland Australia.
- Cavanaugh, M. A., Boswell, W. R., Roebeling, M. V., & Boudreau, J. W. (2000). An empirical examination of self-reported work stress among US managers. *Journal of Applied Psychology*, 85(1), 65.
- Caza, A., Bagozzi, R., Woolley, L., Levy, L. & Caza, B. (2010). Psychological capital and authentic leadership. *Asia-Pacific Journal of Business Administration*, 2(1), 53-70.
- Caza, B. B., & Cortina, L. M. (2007). From Insult to Injury: Explaining the Impact of Incivility. *Basic and Applied Social Psychology*, 29(4), 335-350.
- Chan, D. K. S., Lam, C. B., Chow, S. Y., & Cheung, S. F. (2008). Examining the job-related, psychological, and physical outcomes of workplace sexual harassment: a meta-analytic review. *Psychology of Women Quarterly*, 32(4), 362-376.
- Chang, C.-H., Rosen, C. C., & Levy, P. E. (2009). The relationship between perceptions of organizational politics and employee attitudes, strain, and behavior: A meta-analytic examination. *Academy of Management Journal*, 52(4), 779-801.

- Chang, E. C., Rand, K. L., & Strunk, D. R. (2000). Optimism and risk for job burnout among working college students: stress as a mediator. *Personality and Individual Differences*, 29(2), 255-263.
- Chang, C.-H., & Lyons, B. J. (2012). Not all aggressions are created equal: A multifoci approach to workplace aggression. *Journal of Occupational Health Psychology*, 17(1), 79-92.
- Chen, M. F., & Lien, G. Y. (2008, October). The mediating role of job stress in predicting retail banking employees' turnover intentions in Taiwan. In *Service Operations and Logistics, and Informatics, 2008. IEEE/SOLI 2008. IEEE International Conference on* (Vol. 1, pp. 393-398). IEEE.
- Chen, C. F., & Yu, T. (2014). Effects of positive vs negative forces on the burnout-commitment-turnover relationship. *Journal of Service Management*, 25(3), 388-410.
- Cheng, Y. (2013, July). How Does Enterprise Leadership Development Effectively Meet Business Needs and Align with Strategy. In *2nd International Conference on Science and Social Research (ICSSR 2013)*. Atlantis Press.
- Cheng, L. (2013). Research on Handling Public Opinion Concerning Prisons in Internet Era. *Journal of Yunnan Police Officer Academy*, 4, 019.
- Cheung, F., Tang, C. S. K., & Tang, S. (2011). Psychological capital as a moderator between emotional labor, burnout, and job satisfaction among school teachers in China. *International Journal of Stress Management*, 18(4), 348.
- Chiu, C. K., Chien, C. S., Lin, C. P., & Yun Hsiao, C. (2005). Understanding hospital employee job stress and turnover intentions in a practical setting: The moderating role of locus of control. *Journal of Management Development*, 24(10), 837-855.
- Chiu, M. M., & Klassen, R. M. (2010). Relations of mathematics self-concept and its calibration with mathematics achievement: Cultural differences among fifteen-year-olds in 34 countries. *Learning and Instruction*, 20(1), 2-17.
- Cho, R. K., and Prasad, P. (2005). Revisiting the Role of Cultural Distance in MNC's Foreign Ownership Mode Choice: The Moderating Effect of Experience Variables. *International Business Review*, 14(3), 307-324.
- Chow, R. M., Tiedens, L. Z., & Govan, C. L. (2008). Excluded emotions: The role of anger in antisocial responses to ostracism. *Journal of Experimental Social Psychology*, 44(3), 896-903.

- Christensen, L. B., Johnson, B., & Turner, L. A. (2011). Research methods, design, and analysis (pp. 1-539). Allyn & Bacon.
- Chung-Yan, G. A., & Butler, A. M. (2011). Proactive personality in the context of job complexity. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, 43(4), 279.
- Clapp-Smith, R., Vogelgesang, G. R., & Avey, J. B. (2009). Authentic Leadership and Positive Psychological Capital the Mediating Role of Trust at the Group Level of Analysis. *Journal of Leadership & Organizational Studies*, 15(3), 227-240.
- Clapp-Smith, R., Vogelgesang, G., & Avey, J. (2009). Authentic leadership and positive psychological capital: The mediating role of trust at the group level of analysis. *Journal of Leadership and Organizational Studies*, 15(3), 227-240.
- DeVellis, R.F. (2003). Scale development: Theory and applications. Thousand Oaks, CA: Sage.
- Cluskey, G. R., & Vaux, A. C. (1997). Is seasonal stress a career choice of professional accountants? *Journal of Employment Counseling*, 34(1), 7-19.
- Cochran, W.G. (1977). *Sampling Techniques* (3rd Ed.). New York: John Wiley & Sons.
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2013). Applied multiple regression/correlation analysis for the behavioral sciences. Routledge.
- Cole, M., & Bruch, H. (2007). Organizational identity strength, identification, and commitment and their relationships to turnover intention: Does organizational hierarchy matter?. In *Human Resources*
- Collinsworth, L. L., Fitzgerald, L. F., & Drasgow, F. (2009). In harm's way: factors related to psychological distress following sexual harassment. *Psychology of Women Quarterly*, 33(4), 475-490.
- Cordes, C. L., & Dougherty, T. W. (1993). A review and an integration of research on job burnout. *Academy of management review*, 18(4), 621-656.
- Cortina, L. M., & Magley, V. J. (2003). Raising voice, risking retaliation: Events following interpersonal mistreatment in the workplace. *Journal of Occupational Health Psychology*, 8(4), 247-265.
- Cortina, L. M., & Magley, V. J. (2009). Patterns and profiles of response to incivility in the workplace. *Journal of Occupational Health Psychology*, 14(3), 272.



- Cortina, L. M., & Wasti, S. A. (2005). Profiles in coping: Responses to sexual harassment across persons, organizations, and cultures. *Journal of Applied Psychology, 90*(1), 182-192.
- Cortina, L. M., Magley, V. J., Williams, J. H., & Lang out, R. D. (2001). Incivility in the workplace: Incidence and impact. *Journal of Occupational Health Psychology, 6*(1), 64-80.
- Creswell, J. W. (2003). *Research Design: Qualitative and Mixed Methods Approaches* (2<sup>nd</sup> Ed.). Sage Publication, California; Thousand Oaks.
- Creswell, J. W. (2012). *Qualitative inquiry and research design: Choosing among five approaches*. Sage.
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology, 88*(1), 160.
- Crossly, C., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover.
- Cole, David N. 1993. Trampling effects on mountain vegetation in Washington, Colorado, New Hampshire, and North Carolina. Res. Pap. INT-464. Ogden, UT: U.S. Department of Agriculture, Forest Service, Intermountain Research Station. 56 p.
- Cook, A. F., Arora, V. M., Rasinski, K. A., Curlin, F. A., & Yoon, J. D. (2014). The prevalence of medical student mistreatment and its association with burnout. *Academic medicine: Journal of the Association of American Medical Colleges, 89*(5), 749.
- Cortina, L. M. (2008). Unseen injustice: Incivility as modern discrimination in organizations. *Academy of Management Review, 33*(1), 55-75.
- Coutu, D. L. (2002). How resilience works. *Harvard business review, 80*(5), 46-56.
- Bandura, A., & Locke, E. A. (2003). Negative self-efficacy and goal effects revisited. *Journal of applied psychology, 88*(1), 87.
- Coyne, I., Seigne, E., & Randall, P. (2000). Predicting workplace victim status from personality. *European journal of work and organizational psychology, 9*(3), 335-349.
- Crull, P. (1982). Stress effects of sexual harassment on the job: Implications for counseling. *American Journal of Orthopsychiatry, 52*(3), 539.

- Culbertson, A. L., Rosenfeld, P., Kewley, S. B., & Magnusson, P. (1992). *Assessment of sexual harassment in the Navy: Results of the 1989 Navy-wide survey*: DTIC Document.
- Cullen, K. L., Fan, J., & Liu, C. (2014). Employee popularity mediates the relationship between political skill and workplace interpersonal mistreatment. *Journal of Management*, 40(6), 1760-1778.
- Cunningham, G. B., Bergman, M. E., & Miner, K. N. (2014). Interpersonal mistreatment of women in the workplace. *Sex roles*, 71(1-2), 1-6.
- Curry, L. A., Snyder, C. R., Cook, D. L., Ruby, B. C., & Rehm, M. (1997). Role of hope in academic and sport achievement. *Journal of Personality and Social Psychology*, 73(6), 1257.
- Dalton, D. R., Todor, W. D., & Krackhardt, D. M. (1982). Turnover overstated: The functional taxonomy. *Academy of management Review*, 7(1), 117-123.
- Damij, N., Levnajić, Z., Skrt, V. R., & Suklan, J. (2015). What Motivates Us for Work? Intricate Web of Factors beyond Money and Prestige. *PloS one*, 10(7), e0132641.
- Daskin, M., & Tezer, M. (2012). Organizational politics and turnover: an empirical research from hospitality industry. *Turizam: znanstveno-stručni časopis*, 60(3), 273-291.
- Das, J. K., & Chatterjee, M. (2014). job anxiety, personality and coping behaviour: a study on women in service sector. *International Journal of Information, Business and Management*, 6(2), 228.
- Davis, B. O., Jr. (1991). Benjamin O. Davis, Jr., American: An autobiography. Washington, DC: *Smithsonian Institution Press*.
- Dawson, C. (2002). *Practical Research Methods*. New Delhi, UBS Publishers' Distributors.
- Deloof, M. (2003). Does working capital management affect profitability of Belgian firms? *Journal of Business, Finance and Accounting*, 30(3-4), 573-587.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2000). A model of burnout and life satisfaction amongst nurses. *Journal of advanced nursing*, 32(2), 454-464.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.

- Demerouti, E., Bakker, A.B. and Bulters, A. (2004), "The loss spiral of work pressure, work-home interference and exhaustion: reciprocal relationships in a three-wave study", *Journal of Vocational Behavior*, Vol. 64, pp. 131-49.
- Denzin, N. K, and Lincoln, Y. S. (2002). *The Qualitative Inquiry Reader*. Thousand Oaks, CA: Sage.
- Dess GD, Shaw JD (2001). Voluntary turnover, social capital, and organizational performance, *Academy of Management Review*. 26 (3), 446- 56
- DE Souza, E. and Cerqueira, E. (2009). From the kitchen to the bedroom. Frequency rates and consequences of sexual harassment among female domestic workers in Brazil. *Journal of Interpersonal Violence*, 24, pp. 1264–1284
- DeVries, M. W., Wilkerson, B. (2003). Stress, work and mental health: *a global perspective*. *Acta Neuropsychiatrica*, 15, 44-53.
- DeWall, C. N., Gilman, R., Sharif, V., Carboni, I., & Rice, K. G. (2012). Left out, sluggardly, and blue: Low self-control mediates the relationship between ostracism and depression. *Personality and Individual Differences*, 53(7), 832-837.
- Dohrenwend, B. S., & Dohrenwend, B. P. (Eds.). (1974). *Stressful life events: Their nature and effects*. New York: Wiley.
- Dohrenwend, B. S., Dohrenwend, B. P., Dodson, M., & Shrout, P. E. (1984). Symptoms, hassles, social support, and life events: Problem of confounded measures. *Journal of Abnormal Psychology*, 93, 222- 230.
- Dorman, C., & Zapf, D. (2004). Customer-related social stressors and burnout. *Journal of Occupational Health Psychology*, 9(1), 61.
- Dotan-Eliasz, O., Sommer, K. L., & Rubin, Y. S. (2009). Multilingual groups: Effects of linguistic ostracism on felt rejection and anger, coworker attraction, perceived team potency, and creative performance. *Basic and Applied Social Psychology*, 31(4), 363-375.
- Douglas, S. C., Kiewitz, C., Martinko, M. J., Harvey, P., Kim, Y., & Chun, J. U. (2008). Cognitions, emotions, and evaluations: An elaboration likelihood model for workplace aggression. *Academy of Management Review*, 33(2), 425-451.
- Drury, V., Craigie, M., Francis, K., Aoun, S., & Hegney, D. G. (2014). *Compassion satisfaction, compassion fatigue, anxiety, depression and stress in registered*

- nurses in Australia: phase 2 results. *Journal of Nursing Management*, 22(4), 519-531.
- DuBois, C. L., Knapp, D. E., Faley, R. H., & Kustis, G. A. (1998). *An empirical examination of same-and other-gender sexual harassment in the workplace*. *Sex Roles*, 39(9-10), 731-749.
- Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of Management Journal*, 45(2), 331-351.
- Dzurec, L. C. (1989). The necessity for and evolution of multiple paradigms for nursing research: A poststructuralist perspective. *Advances in Nursing Science*, 11(4), 69-77.
- Easter by-smith, M. Thorpe, R. and Lowe, A. (2002). *Management Research: An Introduction*. (Second Edition Ed.). Sage Publications, London.
- Edwards, J. R. (1992). A cybernetic theory of stress, coping, and well-being in organizations. *Academy of Management Review*, 17, 238-274.
- Einarsen, S. (1999). The nature and causes of bullying at work. *International Journal of Manpower*, 20(1/2), 16-27.
- Einarsen, S., & Nielsen, M. B. (2015). Workplace bullying as an antecedent of mental health problems: a five-year prospective and representative study. *International archives of occupational and environmental health*, 88(2), 131-142.
- Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (2011). The concept of bullying and harassment at work: The European tradition. *Bullying and harassment in the workplace: Developments in theory, research, and practice*, 2, 3-40.
- Eisenberger, N. I., Lieberman, M. D., & Williams, K. D. (2003). Does rejection hurt? *An fMRI study of social exclusion*. *Science*, 302(5643), 290-292.
- Elkins, T. J., Phillips, J. S., & Ward, S. G. (2008). Organizational sexual harassment investigations: Observers' perceptions of fairness. *Journal of Managerial Issues*, 88-108.
- Embser-Herbert, M. S. (2005). A MISSING LINK. In the company of men: *male dominance and sexual harassment*, 215.
- Epstein, D. (1998). Real boys don't work: 'under achievement', *masculinity and the harassment of 'sissies'*. *Failing boys*, 96-108.
- Equal Employment Opportunity Commission. (1980). Guidelines on discrimination because of sex (Set. 1604.11) *Federal Register*, 45, 74676-74677.

- Esler, M. D. (1998). Mental stress, panic disorder and the heart. *Stress and Health*, 14(4), 237-243.
- Estes, B., & Wang, J. (2008). Integrative literature review: Workplace incivility: Impacts on individual and organizational performance. *Human Resource Development Review*, 7(2), 218-240.
- Etzion, D. (1984). Moderating effect of social support on the stress-burnout relationship. *Journal of Applied Psychology*, 69(4), 615-622.
- Equal Employment Opportunity Commission. (1980). Guidelines on discrimination because of sex (Sect. 1604. 11). Federal Register, 45, 74676–74677.
- European Commission (1999). Sexual Harassment at the Workplace in the European Union. Luxembourg: Office for Official Publication of the European Communities. Firestone
- Factors Influencing the Quality of Life of Nurse Anesthetists and the Correlations Among Work Stress, Job Satisfaction, and Quality of Life: A Case Study of Three Medical Centers in Southern Taiwan." (2014).
- Faheem, M. A., & Mahmud, N. (2015). Workplace Incivility in Predicting Turnover Intentions and Job Performance: Study on Nurses of Public Sector Hospitals of Pakistan. Research. *Journal of Applied Sciences, Engineering and Technology*, 10(8), 863-870.
- Faulkner, S. L. (1999). *After the whistle is blown: The aversive impact of ostracism* (Doctoral dissertation, ProQuest Information & Learning).
- Faulkner, S. J., Williams, K. D., Sherman, B., & Williams, E. (1997). The “silent treatment”: Its incidence and impact. Presented at 69th annual meeting of the Midwestern Psychological Association, Chicago, IL.
- Faley, R. H., Knapp, D. E., Kustis, G. A., & Dubois, C. L. (1999). Estimating the organizational costs of sexual harassment: The case of the US Army. *Journal of Business and Psychology*, 13(4), 461-484.
- Felson, R. B., & Steadman, H. J. (1983). Situational factors in disputes leading to criminal violence. *Criminology*, 21(1), 59-74.
- Ferris, D. L., Brown, D. J., Berry, J. W., & Lian, H. (2008). The development and validation of the Workplace Ostracism Scale. *Journal of Applied Psychology*, 93(6), 1348.

- Fimian, M. J., & Blanton, L. P. (1987). Stress, burnout, and role problems among teacher trainees and first-year teachers. *Journal of Organizational Behavior*, 8(2), 157-165.
- Fineman, S. (2006). On being positive: Concerns and counterpoints. *Academy of Management Review*, 31(2), 270-291.
- Fitzgerald, L. F., Drasgow, F., Hulin, C. L., Gelfand, M. J., & Magley, V. J. (1997a). Antecedents and consequences of sexual harassment in organizations: A test of an integrated model. *Journal of Applied Psychology*, 82(4), 578-589.
- 4M Theoretical and psychometric advances. *Basic and Applied Social Psychology*, 17(4), 425-445.
- Fitzgerald, L. F., & Shullman, S. L. (1993). Sexual harassment: A research analysis and agenda for the 1990s. *Journal of Vocational Behavior*, 42(1), 5-27.
- Fitzgerald, L. F., Shullman, S. L., Bailey, N., Richards, M., Swecker, J., Gold, Y., Weitzman, L. (1988). The incidence and dimensions of sexual harassment in academia and the workplace. *Journal of Vocational Behavior*, 32(2), 152-175.
- Fitzgerald, L. F., Swan, S., & Fischer, K. (1995). Why didn't she just report him? The psychological and legal implications of women's responses to sexual harassment. *Journal of Social Issues*, 51(1), 117-138.
- Fitzgerald, L. F., Swan, S., & Magley, V. J. (1997). But was it really sexual harassment? Legal, behavioral, and psychological definitions of *the workplace victimization of women*.
- Fitzgerald, L., Drasgow, F. & Magley, V. (1999). Sexual harassment in the armed forces: a test of an integrated model. *Military Psychology*, 11, pp. 329-343.
- Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit?. *Journal of managerial psychology*, 19(2), 170-187.
- Flett, G. L., & Hewitt, P. L. (2002). Perfectionism and maladjustment: An overview of theoretical, definitional, and treatment issues: *American Psychological Association*.
- Floyd, K., Mikkelsen, A. C., Tafoya, M. A., Farinelli, L., La Valley, A. G., Judd, J., & Wilson, J. (2007). Human affection exchange: XIII. Affectionate communication accelerates neuroendocrine stress recovery. *Health Communication*, 22(2), 123-132.

- Flske, S. T., & Glick, P. (1995). Ambivalence and stereotypes cause sexual harassment: A theory with implications for organizational change. *Journal of Social Issues*, 51(1), 97-115.
- Fox, S., & Stallworth, L. E. (2005). Racial/ethnic bullying: Exploring links between bullying and racism in the US workplace. *Journal of Vocational Behavior*, 66(3), 438-456.
- Forgas, J. P., & Smith, C. A. (2003). *Affect and emotion*. The Sage handbook of social psychology, 161-189.
- Fraenkel, J. R., & Wallen, W. E. (2000). How to design and evaluate educational research.
- Franke, K. M. (1996). *What's wrong with sexual harassment?* Stan. L. Rev., 49, 691.
- French, T. M. (1952). The integration of behavior: Vol. 1. Basic postulates.
- French, J. R., & Caplan, R. D. (1972). Organizational stress and individual strain. *The failure of success*, 30, 66.
- French, J. R. P., Jr., Rodgers, W., & Cobb, S. (1974). Adjustment as person–environment fit. In G. V. Coelho, D. A. Hamburg, & J. E. Adams (Eds.), *Coping and adjustment* (pp. 316-333). New York: Basic Books.
- Freudenberg, H. J. (1975). The staff burn-out syndrome in alternative institutions. *Psychotherapy: Theory, Research & MN Practice*, 12(1), 73.
- Freudenberg, H. J. 1977a. Burn-out: Occupational hazard of the child care worker. *Child Care Quarterly*, 6: 90-99.
- Freudenberg, H. J. 1977b. Speaking from experience. Burn-out: *The organizational menace*. *Training and Development Journal*, 31(July): 26-27.
- Friesen, D., & Sarros, J. C. 1989. Sources of burnout among educators. *Journal of Organizational Behavior*, 10: 179-188.
- Friesen, D., Prokop, C. M., & Sarros, J. C. 1988. Why teachers burn out. *Educational Research Quarterly*, 12: 9-19.
- Fritz, M. S., Taylor, A. B., & MacKinnon, D. P. (2012). Explanation of two anomalous results in statistical mediation analysis. *Multivariate behavioral research*, 47(1), 61-87.
- Frijda, N. H. (1993). Moods, emotion episodes, and emotions.
- Frost, F. J., Petersen, H., Tollestrup, K., & Skipper, B. (2007). Influenza and COPD mortality protection as pleiotropic, dose-dependent effects of statins. *CHEST Journal*, 131(4), 1006-1012.

- Fry, D. M. (1995). Reproductive effects in birds exposed to pesticides and industrial chemicals. *Environmental Health Perspectives*, 103(Suppl 7), 165.
- Furnell, B. A. (2008). *Exploring the relationship between burnout, emotional labour and emotional intelligence: a study on call centre representatives*(Doctoral dissertation, Stellenbosch: Stellenbosch University).
- Furnham, A., Lee, V., & Kolzhev, V. (2014). Mental health literacy and borderline personality disorder (BPD): what do the public “make” of those with BPD?. *Social psychiatry and psychiatric epidemiology*, 1-8.
- Gaines, J., & Jermier, J. M. 1983. Emotional exhaustion in a high-stress organization. *Academy of Management Journal*, 26: 567-586
- Gallus, J. A., Bunk, J. A., Matthews, R. A., Barnes-Farrell, J. L., & Magley, V. J. (2014). An eye for an eye? Exploring the relationship between workplace incivility experiences and perpetration. *Journal of occupational health psychology*, 19(2), 143.
- Ganster, D. C., & Schaubroeck, J. 1991. Work, stress and employee health. *Journal of Management*, 17, 235-271.
- Garden, A. 1987. Depersonalization: A valid dimension of burnout? *Human Relations*, 40:545-560.
- Garmezy, N. (1971). Vulnerability research and the issue of primary prevention. *American Journal of orthopsychiatry*, 41(1), 101.
- Garmezy, N. (1974). The study of competence in children at risk for severe psychopathology.
- Gaither, G. H. (1998). *Quality assurance in higher education: An international perspective*. Jossey-Bass Publishers.
- Gelfand, M. J., Fitzgerald, L. F., & Drasgow, F. (1995). The Structure of Sexual Harassment: AConfirmatory Analysis across Cultures and Settings. *Journal of Vocational Behavior*, 47(2), 164-177.
- Gettman, H. J., & Gelfand, M. J. (2007). When the customer shouldn't be king: Antecedents and consequences of sexual harassment by clients and customers. *Journal of Applied Psychology*, 92(3), 757.
- Ghafour, M., 2009. China's Policy in the Persian Gulf. *Middle East Policy*, 16 (2), pp. 82–93.



- Ghali, S. M., & Awooda, A. M. (2013). Burnout syndrome among undergraduate clinical dental students in Sudan. *Journal of Education and Ethics in Dentistry*, 3(2), 71.
- Ghorbani, N., Watson, P., & Morris, R. J. (2000). Personality, stress and mental health: evidence of relationships in a sample of Iranian managers. *Personality and Individual Differences*, 28(4), 647-657.
- Giacalone, R. A., & Greenberg, J. (1997). *Antisocial behavior in organizations*. Thousand Oaks, CA: Sage.
- Gist, M. E., & Mitchell, T. R. 1992. Self-efficacy: A theoretical analysis of it's – determinants and malleability. *Academy of Management Review*, 17: 183-211.
- Gkorezis, P., Kalampouka, P., & Petridou, E. (2013). The mediating role of belongingness in the relationship between workplace incivility and thriving. *International Journal of Employment Studies*, 21(2), 63.
- Gkorezis, P., & Bellou, V. (2016). The relationship between workplace ostracism and information exchange: the mediating role of self-serving behavior. *Management Decision*, 54(3).
- Glass, D. C., & McKnight, J. D. (1996). Perceived control, depressive symptomatology, and professional burnout: A review of the evidence. *Psychology and Health*, 11(1), 23-48.
- Glazer, S., & Kruse, B. (2008). The role of organizational commitment in occupational stress models. *International Journal of Stress Management*, 15(4), 329.
- Glomb TM, Munson LJ, Hulin CL, Bergman ME, Drasgow F. (1999). Structural equation models of sexual harassment: Longitudinal explorations and cross-sectional generalizations. *Journal of Applied Psychology*, 84, 14–28.
- Glomb, T. M., Richman, W. L., Hulin, C. L., Drasgow, F., Schneider, K. T., & Fitzgerald, L. F (1997). Ambient sexual harassment: An integrated model of antecedents and consequences. *Organizational Behavior and Human Decision Processes*, 71(3), 309-328.
- Gold, Y. 1984. The factorial validity of the Maslach Burnout Inventory in a sample of California elementary and junior high school classroom teachers. *Educational and Psychological Measurement*, 44: 1009-1016.

- Gold, Y., & Roth, R. A. (2013). *Teachers Managing Stress & Preventing Burnout*. Routledge.
- Golembiewski, R. T. 1984. An orientation to psychological burnout: Probably something old, definitely something new. *Journal of Health and Human Resources Administration*, 7:153- 161.
- Golembiewski, R. T. 1989. A note on Leiter's study: Highlighting two models of burnout. *Group & Organization Studies*, 14: 5-13.
- Golembiewski, R. T., Boudreau, R. A., Sun, B. C., & Luo, H. (1998). Estimates of burnout in public agencies: worldwide, how many employees have which degrees of burnout, and with what consequences?. *Public Administration Review*, 59-65.
- Golembiewski, R. T., & Munzenrider, R. 1981. Efficacy of three versions of one burn-out measure: MBI as total score, sub-scale scores, or phases? *Journal of Health and Human Resources Administration*, 228-246.
- Golembiewski, R. T., & Munzenrider, R. 1984. Phases of psychological burn-out and organizational co-variants: A replication using norms from a large population. *Journal of Health and Human Resources Administration*, 7, 290-323.
- Gooty, J., Gavin, M., Johnson, P., Frazier, M., & Snow, D. (2009). In the eyes of the beholder: Transformational leadership, positive psychological capital, and performance. *Journal of Leadership & Organizational Studies*, 15(4), 353-367.
- Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work-family conflict and strain. *Journal of Vocational Behavior*, 54(2), 350-370.
- Grandey, A. A., Dickter, D. N., & Sin, H. P. (2004). The customer is not always right: Customer aggression and emotion regulation of service employees. *Journal of Organizational Behavior*, 25(3), 397-418.
- Grandey, A. A., Kern, J. H., & Frone, M. R. (2007). Verbal abuse from outsiders versus insiders: comparing frequency, impact on emotional exhaustion, and the role of emotional labor. *Journal of occupational health psychology*, 12(1), 63.

- Grablowsky, B. J., and Burns, W. L. (1980). The applications of capital allocation techniques by small business. *Journal of Small Business Management*, 18(3), 50 – 58.
- Grau,R., Salanova, M., Peiro, J.M. (2001). Moderator Effects of Self-Efficacy on Occupational Stress, *Psychology in Spain*, 5(1):63-74.
- Green, D. E., Walkey, F. H., McCormick, I. A., & Taylor, A. J. (1988). Development and Evaluation of a 21-Item Version of the Hopkins Symptom Checklist with New Zealand and United States Respondents. *Australian Journal of Psychology*, 40(1), 61 70.
- Green, A. E., Albanese, B. J., Shapiro, N. M., & Aarons, G. A. (2014). The roles of individual and organizational factors in burnout among community-based mental health service providers. *Psychological services*, 11(1), 41.
- Green, D., & Walkey, F. H. 1988. Confirmation of the three-factor structure of the Maslach Burnout Inventory. *Educational and Psychological Measurement*, 48: 579-585.
- Greeno, E. J., Hughes, A. K., Hayward, R. A., & Parker, K. L. (2007). A confirmatory factor analysis of the Professional Opinion Scale. *Research on Social Work Practice*, 17(4), 482-493.
- Grosser, T. J., Sterling, C. M., Scott, K. D., & Labianca, G. (2010). Social networks, groups, and social exclusion: Combining stoichiometric and psychometric approaches to understanding social exclusion in organizational settings. In C.A. Schriesheim & L.L. Neider (Eds.), *the Dark Side: New Directions in Management Theory and Research: Research in Management*, Vol. 8. Information Age Publishing: Charlotte, NC.
- Gruber J. (2003). Sexual harassment in the public sector. In Paludi M, Paludi CA, Jr. (Eds.), *Academic and workplace sexual harassment: A handbook of cultural, social science, management, and legal perspectives*. Westport, CT: Praeger/Greenwood.
- Gruber, T. R. (1995). Toward principles for the design of ontologies used for knowledge sharing?. *International journal of human-computer studies*, 43(5), 907-928.
- Gruber JE, Smith MD. (1995). Women’s responses to sexual harassment: A multivariate analysis. *Basic and Applied Social Psychology*, 17(4), 543–562.

- Gruber, J. (2003). Sexual harassment in the public sector. *Academic and workplace sexual harassment: A handbook of cultural, social science, management, and legal perspectives*. Westport, CT: Praeger/Greenwood.
- Gruter, M., & Masters, R. D. (1986). Ostracism as a social and biological phenomenon: An introduction. *Ethnology and Sociobiology*, 7, 249-158.
- Guard, J. (2006). *Training Unemployed Manitobans for Call Centres: A Good Public Investment?*. Canadian Centre for Policy Alternatives, Manitoba Office.
- Gummesson, E. (1991). Truth and Myths of Service Quality. *International Journal of Service Industry Management*, 2(3), 7-16.
- Hackman J. R., Oldham G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, 159–170.
- Hankinson, A. (1982). *The investment behavior of South Wessex small engineering firms 1979– 1982*. Paper of the Fifth Small Business Policy and Research Conference, Glasgow.
- Haq, I. U. (2014). Workplace ostracism and job outcomes: Moderating effects of psychological capital. In *Human capital without borders: Knowledge and learning for quality of life: Proceedings of the management, knowledge and learning international conference 2014* (pp. 1309-1323).
- Haq, I. U., Jam, F. A., Azeem, M. U., Ali, M. A., & Fatima, T. (2011). Psychological contract and job outcomes: mediating role of affective commitment. *African Journal of Business Management*, 5(19), 7972-7979.
- Hair, J. F., Banin, B., Money, A. H., & Samouel, P. (2003). *Essentials of Business Research Methods*: Wiley, John Wiley & Sons, Inc., Leyh Publishing, LLC, USA.
- Haider, A. (2014). A Study of Female Sexual Offences in the Year 2013 at DHQ Hospital Dera Ismail Khan. *Ann. Pak. Inst. Med. Sci*, 10(4), 187-192.
- Halbesleben, J. R., & Buckley, M. R. (2004). Burnout in organizational life. *Journal of management*, 30(6), 859-879.
- Harris, K. J., Harvey, P., & Kacmar, K. M. (2009). Do social stressors impact everyone equally? An examination of the moderating impact of core self-evaluations. *Journal of Business and Psychology*, 24(2), 153-164.
- Harvey, P., Stoner, J., Hochwarter, W., & Kacmar, C. (2007). Coping with abusive supervision: The neutralizing effects of ingratiation and positive affect on negative employee outcomes. *The Leadership Quarterly*, 18(3), 264-280.

- Hauge, L. J., Skogstad, A., & Einarsen, S. (2010). The relative impact of workplace bullying as a social stressor at work. *Scandinavian Journal of Psychology*, 51(5), 426-433.
- Hauptfleisch, S., & Uys, J. S. (2006). The experience of work in a call centre environment. *SA Journal of Industrial Psychology*, 32(2), p-23.
- Hawley, L. C., Williams, K. D., & Cacioppo, J. T. (2011). Responses to ostracism across adulthood. *Social Cognitive and Affective Neuroscience*, 6(2), 234-243.
- Hayes, A. F. (2012). PROCESS: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling.
- Hayes, A. F. (2013). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. Guilford Press.
- Hayes, A. F., & Preacher, K. J. (2013). Statistical mediation analysis with a multicategorical independent variable. *British Journal of Mathematical and Statistical Psychology*.
- Hayes, A. F., & Preacher, K. J. (2014). Statistical mediation analysis with a multicategorical independent variable. *British Journal of Mathematical and Statistical Psychology*, 67(3), 451-470.
- Hayes, A. F., & Scharkow, M. (2013). The Relative Trustworthiness of Inferential Tests of the Indirect Effect in Statistical Mediation Analysis Does Method Really Matter?. *Psychological science*, 0956797613480187.
- Hayes, L.J., O'Brien-Pallas, L., Duffied, C., Shamian, J., Buchan, J., Hughes, F., Spence Laschinger, H.K., North, N. and Stone, P.W. (2006), "Nurse turnover: a literature review", *International Journal of Nursing Studies*, Vol. 43, pp. 237-63.
- Healy, J., & Bramble, T. (2003). Dial 'b' for burnout? The experience of job burnout in a telephone call centre. *Labour & Industry: a journal of the social and economic relations of work*, 14(2), 39-59.
- Heaphy, E. D., & Dutton, J. E. (2008). Positive social interactions and the human body at work: Linking organizations and physiology. *Academy of Management Review*, 33(1), 137-162.
- Hellhammer, D. H., Wüst, S., & Kudielka, B. M. (2009). Salivary cortisol as a biomarker in stress research. *Psychoneuroendocrinology*, 34(2), 163-171.

- Heponiemi, T., Kouvonen, A., Virtanen, M., Vänskä, J., & Elovainio, M. (2014). The prospective effects of workplace violence on physicians' job satisfaction and turnover intentions: the buffering effect of job control. *BMC health services research*, 14(1), 1.
- Hershcovis, M. S. (2011). "Incivility, social undermining, bullying... oh my!": A call to reconcile constructs within workplace aggression research. *Journal of Organizational Behavior*, 32(3), 499-519.
- Hershcovis, M. S., & Cameron, A. F. (2011). Invited reaction: Managing workplace incivility: The role of conflict management styles—antecedent or antidote?. *Human Resource Development Quarterly*, 22(4), 425-435.
- Hesson-McInnis, M. S., & Fitzgerald, L. F. (1997). Sexual Harassment: A Preliminary Test of an Integrative Model. *Journal of Applied Social Psychology*, 27(10), 877-901.
- Hesse-Biber, S. N., & Leavy, P. (2006). *The Practice of Qualitative Research*. Sage Publication, Thousand Oaks, California.
- Hesse-Biber, S., Leavy, P., Quinn, C. E., Zoino, J. (2006). The Mass Marketing of Disordered Eating and Eating Disorders: *The Social Psychology of Women, Thinness and Culture*. *Women's Studies International Forum*, Women's Studies International Forum, 29(2), 208-224.
- Hitlan, R. T., Schneider, K. T., & Walsh, B. M. (2006). Upsetting behavior: Reactions to personal and bystander sexual harassment experiences. *Sex Roles*, 55(3-4), 187-195.
- Ho, C. J., Weitzman, P. F., Cui, X., & Levkoff, S. E. (2000). Stress and service use among minority caregivers to elders with dementia. *Journal of Gerontological Social Work*, 33(1), 67-88.
- Hobfoll, S. E. (1988). *The ecology of stress*. Washington, DC: Hemisphere
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, 44(3), 513.
- Hobfoll, S. E. (1998). *Stress, culture and community: The psychology and philosophy of stress*. New York: Plenum Press.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theory. *Applied Psychology*, 50(3), 337-421.

- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of general psychology, 6*(4), 307.
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology, 84*(1), 116-122.
- Hobfoll, S. E., & Freedy, J. (1993). Conservation of resources: A general stress theory applied to burnout.
- Hobfoll, S. E., Johnson, R. J., Ennis, N., & Jackson, A. P. (2003). Resource loss, resource gain, and emotional outcomes among inner city women. *Journal of personality and social psychology, 84*(3), 632.
- Hobfoll, S. E., & Shirom, A. (2000). Conservation of resources theory: Applications to stress and management in the workplace. In R. T. Golembiewski (Ed.), *Handbook of organization behavior* (2nd Rev. ed., pp. 57–81). New York: Dekker.
- Hochwarter, W. A., Ferris, G. R., Gavin, M. B., Perrewé, P. L., Hall, A. T., & Frink, D. D. (2007). Political skill as neutralizer of felt accountability—job tension effects on job performance ratings: A longitudinal investigation. *Organizational Behavior and Human Decision Processes, 102*(2), 226-239.
- Hofstede, G. H. 1983. National culture in four dimensions. *International Studies of Management and Organization, 13*: 46-74.
- Hofstede, G. (2007). Asian management in the 21st century. *Asia pacific journal of management, 24*(4), 411-420.
- Hofstede, G., & Bond, M. H. (1988). The Confucius connection: From cultural roots to economic growth. *Organizational dynamics, 16*(4), 5-21.
- Hogh, A., Hoel, H., & Carneiro, I. G. (2011). Bullying and employee turnover among healthcare workers: a three-wave prospective study. *Journal of nursing management, 19*(6), 742-751.
- Hogh, A., Hansen, Å. M., Mikkelsen, E. G., & Persson, R. (2012). Exposure to negative acts at work, psychological stress reactions and physiological stress response. *Journal of psychosomatic research, 73*(1), 47-52.
- Holmes, S. (1986). The role of practicing accountants, accounting information and small business owner/manager, in K.M. Refrew and R.D Back (Eds). Australia small business and entrepreneurship research, *Institute of Industrial Economics, Newcastle, 201 –258.*

- Holsti, O. R. (1968). Content analysis. *The handbook of social psychology*, 2, 596-692.
- Hooker, K., Monahan, D. Shifren, K. & Hutchinson, C. (1992). Mental and physical health of spouse caregivers: The role of personality. *Psychology and Aging*, 7, 367-375.
- Houshmand, M., O'Reilly, J., Robinson, S., & Wolff, A. (2012). Escaping bullying: The simultaneous impact of individual and unit-level bullying on turnover intentions. *Human Relations*, 65(7), 901-918.
- Hsieh, T. H. (2004). The Relationship between Employees' Personal Work Standards and Perceived Work Stress. *International Journal of Stress Management*, 11(2), 177.
- Hulin, C. L., & Judge, T. A. (2003). *Job attitudes*. Handbook of psychology.
- Hur, W. M., Kim, B. S., & Park, S. J. (2014). The Relationship between Coworker Incivility, Emotional Exhaustion, and Organizational Outcomes: The Mediating Role of Emotional Exhaustion. *Human Factors and Ergonomics in Manufacturing & Service Industries*.
- Hurrell Jr, J. J., Nelson, D. L., & Simmons, B. L. (1998). Measuring job stressors and strains: where we have been, where we are, and where we need to go. *Journal of occupational health psychology*, 3(4), 368.
- Hussey, J., & Hussey, R. (2003). *Business Research: A Practical Guide for Undergraduate and Postgraduate Students* (2nd Ed.). MacMillan Press Ltd . London, England.
- Hussain, T., & Asif, S. (2012). Is employees' turnover intention driven by organizational commitment and perceived organizational support. *Journal of quality and technology management*, 8(2), 1-10
- Hutchinson, P., & Mengersen, K. (1993). The financial characteristics of dynamic small enterprises: predicting success and failure. *Journal of Enterprising Culture*, 1(2).
- Idris, M. K., O'Driscoll, M. P., & Anderson, M. H. (2011). Longitudinal mediation effects of strain on the relationships between role stressors and employees' withdrawal responses. *Stress and Health*, 27(5), 403-412.
- Ilies, R., Hauserman, N., Schwochau, S., & Stibal, J. (2003). Reported incidence rates of work related sexual harassment in the united states: using



- meta-analysis to explain reported rate disparities. *Personnel Psychology*, 56(3), 607-631.
- Ingram KM, Corning AF, & Schmidt LD. (1996). The relationship of victimization experiences to psychological well-being among homeless women and low-income housed women. *Journal of Counseling Psychology*, 43, 218–227.
- Igbaria, M., & Guimaraes, T. (1999). Exploring differences in employee turnover intentions and its determinants among telecommuters and non-telecommuters. *Journal of management information systems*, 16(1), 147-164.
- Jackson, S. E. 1984. Organizational practices for preventing burnout. In A. S. Sethi & R. S. Schuler (Eds.), *Handbook of organizational stress coping strategies*: 89- 111. Cambridge, MA: Ballinger.
- Jackson, S. E., & Maslach, C. 1982. After-effects of job-related stress: Families as victims. *Journal of Occupational Behavior*, 3: 63-77.
- Jackson, S. E., & Schuler, R. S. 1983. *Preventing employee burnout*. *Personnel*, 60(2): 58-68.
- Jackson, S. E., & Schuler, R. S. 1985. A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings. *Organizational Behavior and Human Decision Processes*, 36: 16-78.
- Jackson, S. E., Schwab, R. L., & Schuler, R. S. 1986. Toward an understanding of the burnout phenomenon. *Journal of Applied Psychology*, 71: 630-640.
- Jackson, S. E., Turner, J. A., & Brief, A. P. 1987. Correlates of burnout among public service lawyers. *Journal of Occupational Behavior*, 8: 339-349.
- Jaggi, B., & Considine, J. (1990). Differences in financial characteristics of owner controlled and non-owner controlled acquired firms. *The Mid-Atlantic Journal of Business*, 26(2), 15-28.
- Jam, F., Khan, T., Anwar, F., Sheikh, R., & Kaur, S. (2012). Neuroticism and job outcomes: Mediating effects of perceived organizational politics. *African Journal of Business Management*, 6(7), 2509-2515.
- Jamal, M. (1999). Job stress, type-A behavior, and well-being: A cross-cultural examination. *International Journal of Stress Management*, 6(1), 57-67.
- Jamal, M. (2005). Personal and organizational outcomes related to job stress and Type-A behavior: a study of Canadian and Chinese employees. *Stress and Health*, 21(2), 129–137.

- Jamal, M. (2007). Job stress and job performance controversy revisited: An empirical examination in two countries. *International journal of stress management*, 14(2), 175.
- Jamal, M., & Baba, V. V. (2003). Type a behavior, components, and outcomes: A study of Canadian employees. *International journal of stress management*, 10(1), 39.
- Jang, J., & George, R. T. (2012). Understanding the influence of polychronicity on job satisfaction and turnover intention: A study of non-supervisory hotelemployees. *International Journal of Hospitality Management*, 31(2), 588-595.
- Jankowicz, A. (2000). *Business Research Projects*, 3rd Edition, Thomson Learning, London.
- Janssen, P. P., De Jonge, J., & Bakker, A. B. (1999). Specific determinants of intrinsic work motivation, burnout and turnover intentions: a study among nurses. *Journal of advanced nursing*, 29(6), 1360-1369.
- Janssen, P. P., Schaufelie, W. B., & Houkes, I. (1999). Work-related and individual determinants of the three burnout dimensions. *Work & Stress*, 13(1), 74-86.
- Jaramillo, F., Mulki, J. P., & Solomon, P. (2006). The role of ethical climate on salesperson's role stress, job attitudes, turnover intention, and job performance. *Journal of Personal Selling & Sales Management*, 26(3), 271-282.
- Jex, S. M. (1998). *Stress and job performance: Theory, research, and implications for managerial practice*: Sage publications Thousand Oaks,
- Jex, S. M., & Bliese, P. D. (1999). Efficacy beliefs as a moderator of the impact of work-related stressors: a multilevel study. *Journal of applied psychology*, 84(3), 349.
- Jex, S. M., & Yankelevich, M. (2008). Work stress. *The SAGE handbook of organizational behavior*, 1, 498-518.
- Jiang, K., Liu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *Journal of Applied Psychology*, 97(5), 1077.
- Jimmie son, J., Terry D., Callan, V. (2004). A longitudinal study of employee adaptation to organizational change: the role of change-related information

- and change-related self-efficacy. *Journal of Occupational Health Psychology*, 9, 11-27.
- Jiménez, P., Dunkl, A., & Peißl, S. (2015). Workplace Incivility and Its Effects on Value Congruence, Recovery-Stress-State and the Intention to Quit. *Psychology*, 6(14), 1930.
- Johnson, J. T., Griffeth, R. W., & Griffin, M. (2000). Factors discriminating functional and dysfunctional salesforce turnover. *Journal of business & industrial marketing*, 15(6), 399-415.
- Jo, S. J., & Joo, B. K. (2011). Knowledge sharing: The influences of learning organization culture, organizational commitment, and organizational citizenship behaviors. *Journal of Leadership & Organizational Studies*, 1548051811405208.
- Joo, J. Y., Jo, B., Park, J. W., Hong, J. P., Kim, W. H., & Lee, S. K. (2011). DESIGN OF LIGHT COLLIMATOR FOR LEDS IN NEAR-FIELD. In *Proceedings of 4th Lighting Conference of China, Japan and Korea*.
- Kahn RL, Byosiere P. (1992). Stress in organizations. In *Dunnette MD, Hough LM (Eds.), Handbook of industrial and organizational psychology* (2nd ed., Vol. 2, pp. 571– 650). Palo Alto, CA: Consulting Psychologists Press.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. 1964. *Organizationa stress: Studies in role conflict and ambiguity*. New York: Wiley.
- Karmaliani, R., Irfan, F., Bann, C. M., McClure, E. M., Moss, N., Pasha, O., & Goldenberg, R. L. (2008). Domestic violence prior to and during pregnancy among Pakistani women. *Acta obstetricia et gynecologica Scandinavica*, 87(11), 1194-1201.
- Katz, D., & Kahn, R. L. (1978). The social psychology of organizations.
- Kaukiainen, A., Salmivalli, C., Björkqvist, K., Österman, K., Lahtinen, A., Kostamo, A., & Lagerspetz, K. (2001). Overt and covert aggression in work settings in relation to the subjective well-being of employees. *Aggressive Behavior*, 27, 360-371. doi:10.1002/ab.1021
- Keashly, L. (1997). Emotional abuse in the workplace: Conceptual and empirical issues. *Journal of emotional abuse*, 1(1), 85-117.

- Keashly, L., Hunter, S., & Harvey, S. (1997). Abusive interaction and role state stressors: *Relative impact on student residence assistant stress and work attitudes*. *Work & Stress*, 11(2), 175-185.
- Kemery, E. R., Bedeian, A. G., Moss holder, K. W., & Touliatos, J. (1985). Outcomes of role stress: A multisampling constructive replication. *Academy of Management. Journal*, 28(2), 363-375.
- Kern, J. H., & Grandey, A. A. (2009). Customer incivility as a social stressor: The role of race and racial identity for service employees. *Journal of Occupational Health Psychology*, 14(1), 46.
- Kessler, R. C., & McLeod, J. D. (1984). Sex differences in vulnerability to undesirable life events. *American sociological review*, 620-631.
- King, K., Stohr, M. K., Kelley, L., Vazquez, S., Smith-Daniels, S., & Uhlenkott, R. (2009). They said: an analysis of state level sexual and gender harassment data. *Criminal Justice Studies*, 22(3), 281-297.
- Klassen, R. M., & Chiu, M. M. (2010). Effects on teachers' self-efficacy and job satisfaction: Teacher gender, years of experience, and job stress. *Journal of Educational Psychology*, 102(3), 741.
- Kline, R.B. (2005), *Principles and Practice of Structural Equation Modeling* (2nd Edition ed.). New York: The Guilford Press.
- Kop, N., Euwema, M., & Schaufeli, W. (1999). Burnout, job stress and violent behaviour among Dutch police officers. *Work & Stress*, 13(4), 326-340.
- Knapp, D. E., Faley, R. H., Ekeberg, S. E., & Dubois, C. L. (1997). Determinants of target responses to sexual harassment: A conceptual framework. *Academy of Management Review*, 22(3), 687-729.
- Koslowski, M. (1998). *Modeling the stress-strain relationship in work settings*. London: Routledge.
- Kraut, A. I. (1975). Predicting turnover of employees from measured job attitudes. *Organizational Behavior and Human Performance*, 13(2), 233-243.
- Kruzich, J. M., Mienko, J. A., & Courtney, M. E. (2014). Individual and work group influences on turnover intention among public child welfare workers: The effects of work group psychological safety. *Children and Youth Services Review*, 42, 20-27.

- Kudielka, B. M., Hellhammer, D. H., & Wüst, S. (2009). Why do we respond so differently? Reviewing determinants of human salivary cortisol responses to challenge. *Psych neuroendocrinology*, *34*(1), 2-18.
- Kumar, R. (2005). *Research Methodology-A Step-by-Step Guide for Beginners*. (2nd.ed.), Singapore, Pearson Education.
- Kwenin, D. O., Muathe, S., & Nzulwa, R. (2013). The influence of employee rewards, human resource policies and job satisfaction on the retention of employees in vodafone Ghana limited. *European Journal of Business and Management*, *5*(12), 13-20.
- Kyriacou, C. (1987). Teacher stress and burnout: An international review. *Educational research*, *29*(2), 146-152.
- Laband, D. N., & Lentz, B. F. (1997). Effects of Sexual Harassment on Job Satisfaction, Earnings, and Turnover among Female Lawyers. *Indus. & Lab. Rel. Rev.*, *51*, 594.
- Laband, D. N., & Lentz, B. F. (1998). The effects of sexual harassment on job satisfaction, earnings, and turnover among female lawyers. *Industrial & Labor Relations Review*, *51*(4), 594-607.
- Laband, D. N., & Lentz, B. F. (1998). Another study on working lawyer harassment with turnover Latin American countries--Argentina, Brazil, and Chile. *Turnover with harassment in cross culture*.
- Ladebo, O. J. (2006). Perceptions of organisational politics: Examination of a situational antecedent and consequences among Nigeria's extension personnel. *Applied Psychology*, *55*(2), 255-281.
- Landsbergis, P. A. (1988). Occupational stress among health care workers: A test of the job demands-control model. *Journal of organizational behavior*, *9*(3), 217-239.
- Landsbergis, P. A. (2003). The changing organization of work and the safety and health of working people: a commentary. *Journal of occupational and environmental medicine*, *45*(1), 61-72.
- LA Pierre, L. M., Spector, P. E., & Leck, J. D. (2005). Sexual versus nonsexual workplace aggression and victims' overall job satisfaction: a meta-analysis. *Journal of Occupational Health Psychology*, *10*(2), 155.
- LaRocco, J. M., House, J. S., & French Jr, J. R. (1980). Social support, occupational stress, and health. *Journal of health and Social Behavior*, 202-218.

- Larson, M., & Luthans, F. (2006). Potential added value of psychological capital in predicting work attitudes. *Journal of Leadership & Organizational Studies*, 13(2), 75-92.
- Laschinger, H. K. S., Almost, J., & Tuer-Hodes, D. (2003). Workplace empowerment and magnet hospital characteristics: making the link. *Journal of nursing administration*, 33(7/8), 410-422.
- Laschinger, H. K., Wong, C. A., Cummings, G. G., & Grau, A. L. (2013). Resonant leadership and workplace empowerment: the value of positive organizational cultures in reducing workplace incivility. *Nursing economic*. 32(1), 5-15.
- Layne, C. M., Hohenshil, T. H., & Singh, K. (2004). The relationship of occupational stress, psychological strain, and coping resources to the turnover intentions of rehabilitation counselors. *Rehabilitation counseling bulletin*, 48(1), 19-30.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*: Springer Publishing Company. *Leadership & Organizational Development Journal*, 31(5), 436-457
- Mohr, J. (2005). Creating a safe learning organization. *Frontiers of Health Services Management*, 22(1), 41-44.
- Leary, M. R., & Baumeister, R. F. (2000). The nature and function of self-esteem: Sociometer theory. In M. Zanna (Ed.), *Advances in experimental social psychology*: Vol. 32 (pp. 162). San Diego, CA: Academic Press.
- Leary, M. R., Kowalski, R. M., Smith, L., & Phillips, S. (2003). *Teasing, rejection, and violence: Case studies of the school shootings*. *Aggressive Behavior*, 29, 202- 214. doi:10.1002/ab.10061
- LeBlanc, D. E. (2011). The moderating effects of workplace incivility on the relationship between job stressors and worker strain.
- LeBlanc, M. M., & Kelloway, E. K. (2002). Predictors and outcomes of workplace violence and aggression. *Journal of Applied Psychology*, 87(3), 444.
- Lederer, W., Kinzl, J. F., Trefalt, E., Traweger, C., & Benzer, A. (2006). Significance of working conditions on burnout in anesthetists. *Acta Anaesthesiologica Scandinavica*, 50(1), 58-63.
- Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81(2), 123.
- Lee, R. T., & Ashforth, B. E. 1990. On the meaning of Maslach's three dimensions of burnout. *Journal of Applied Psychology*, 75: 743-747.

- Lee, R. T., & Ashforth, B. E. 1993. A further examination of managerial burnout: Toward an integrated model. *Journal of Organizational Behavior*, 14: 3-20.
- Leiter, M. P. 1988. Burnout as a function of communication patterns. *Group & Organization Studies*, 13:111-128.
- Leiter, M. P. 1989. Conceptual implications of two models of burnout. *Group & Organization Studies*, 14: 15-22.
- Leiter, M. P. 1990. The impact of family resources, control coping, and skill utilization on the development of burnout: A longitudinal study. *Human Relations*, 43: 1067-1083.
- Leiter, M. P. 1991. Coping patterns as predictors of burnout: The function of control and escapist coping patterns. *Journal of Organizational Behavior*, 12: 123-144.
- Leiter, M. P. (1993). Burnout as a developmental process: Consideration of models.
- Leiter, M. P., & Durup, J. (1994). The discriminant validity of burnout and depression: a confirmatory factor analytic study. *Anxiety, stress, and coping*, 7 (4), 357-373.
- Leiter, M. P., Laschinger, H. K. S., Day, A., & Oore, D. G. (2011). The impact of civility interventions on employee social behavior, distress, and attitudes. *Journal of Applied Psychology*, 96(6), 1258.
- Leiter, M. P., & Maslach, C. 1988. The impact of interpersonal environment on burnout and organizational commitment. *Journal of Organizational Behavior*, 9: 297-308.
- Leiter, M. P., & Meehan, K. A. 1986. Role structure and burnout in the field of human services. *Journal of Applied Behavioral Science*, 22: 47-52
- Leiter, M. P., Price, S. L., & SPENCE LASCHINGER, H. K. (2010). Generational differences in distress, attitudes and incivility among nurses. *Journal of Nursing Management*, 18(8), 970-980.
- Leiter, M. P., Day, A., & Price, L. (2015). Attachment styles at work: Measurement, collegial relationships, and burnout. *Burnout Research*, 2(1), 25-35.
- Lengnick-Hall, C. A. (1996). Customer contributions to quality: a different view of the customer-oriented firm. *Academy of management review*, 791-824.
- Leskinen, E. A., Cortina, L. M., & Kabat, D. B. (2011). Gender harassment: broadening our understanding of sex-based harassment at work. *Law and Human Behavior*, 35(1), 25-39.

- Leskinen, E., Cortina, L., & Kabat, D. (2011). Gender Harassment: Broadening Our Understanding of Sex-Based Harassment at Work. *Law and Human Behavior*, 35(1), 25-39. Doi: 10.1007/s10979-010-9241-5
- Leung, A., Wub, L. Z., Chen, Y. Y., & Young, M. (2011). The impact of workplace ostracism in service organizations. *International Journal of Hospitality Management*, 30, 836-844.
- Levi L. 1972. Stress and distress in response to psychosocial stimuli. Elmsford, NY: Pergamon.
- Levi, L. 1981, Preventing work stress. Reading, Mass.: Addison-Wesley.
- Lewin, K. (1946). Action research and minority problems. *Journal of Social Issue*, 2(4), 34-46.
- Lewig, K. A., & Dollard, M. F. (2003). Emotional dissonance, emotional exhaustion and job satisfaction in call centre workers. *European Journal of Work and Organizational Psychology*, 12(4), 366-392.
- Leiter, M. P., Day, A., & Price, L. (2015). Attachment styles at work: Measurement, collegial relationships, and burnout. *Burnout Research*, 2(1), 25-35.
- Leymann, H. (1990). *Mobbing and psychological terror at workplaces*. Violence and victims, 5(2), 119-126.
- Li, X., & Zhou, E. (2013). Influence of customer verbal aggression on employee turnover intention. *Management Decision*, 51(4), 890-912.
- Lindström, C., Åman, J., & Norberg, A. L. (2010). Increased prevalence of burnout symptoms in parents of chronically ill children. *Acta Paediatrica*, 99(3), 427-432.
- Li, Y., Chen, M., Lyu, Y., & Qiu, C. (2016). Sexual harassment and proactive customer service performance: The roles of job engagement and sensitivity to interpersonal mistreatment. *International Journal of Hospitality Management*, 54, 116-126
- Lin, Y. H., Chen, C. Y., & Lu, S. Y. (2009). Physical discomfort and psychosocial job stress among male and female operators at telecommunication call centers in Taiwan. *Applied ergonomics*, 40(4), 561-568.
- Lim S, Cortina LM. (2005). Interpersonal mistreatment in the workplace: The interface and impact of general incivility and sexual harassment. *Journal of Applied Psychology*, 90, 483-496.



- Lim, S., Cortina, L. M., & Magley, V. J. (2008). Personal and workgroup incivility: impact on work and health outcomes. *Journal of Applied Psychology, 93*(1), 95.
- Lim, S., & Tai, K. (2014). Family incivility and job performance: A moderated mediation model of psychological distress and core self-evaluation. *Journal of Applied Psychology, 99* (2), 351.
- Lim, V. K., & Teo, T. S. (2009). Mind your E-manners: Impact of cyber incivility on employees' work attitude and behavior. *Information & Management, 46*(8), 419-425.
- Lim, S., & Lee, A. (2011). Work and nonwork outcomes of workplace incivility: Does family support help?. *Journal of Occupational Health Psychology, 16*(1), 95.
- Lindblom, K. M., Linton, S. J., Fedeli, C., & Bryngelsson, L. (2006). Burnout in the working population: relations to psychosocial work factors. *International Journal of Behavioral Medicine, 13*(1), 51-59.
- Li, Y., Chen, M., Lyu, Y., & Qiu, C. (2016). Sexual harassment and proactive customer service performance: The roles of job engagement and sensitivity to interpersonal mistreatment. *International Journal of Hospitality Management, 54*, 116-126.
- Liu, J., Kwong Kwan, H., Wu, L. Z., & Wu, W. (2010). Abusive supervision and subordinate supervisor-directed deviance: The moderating role of traditional values and the mediating role of revenge cognitions. *Journal of Occupational and Organizational Psychology, 83*(4), 835-856.
- Lundberg-Love, P., & Marmion, S. (2003). Sexual harassment in the private sector. Academic and workplace sexual harassment: *A handbook of cultural, social science, management, and legal perspectives, 77-101.*
- Luoma, G. A. (1967). Accounting information in managerial decision-making for small medium manufacturers. Research Monograph No.2, *National Association of Accountants*, New York.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior, 23*(6), 695-706.
- Luthans, F. & Church, A. (2002). Positive organizational behavior: Developing and managing psychological strengths. *Academy of Management, 16*(1), 57-75.

- Luthans, F. & Jensen, S. (2005). The linkage between psychological capital and commitment to organizational mission: A study of nurses. *Journal of Nursing Administration*, 35(6), 304-310.
- Luthans, F. & Youssef, C. (2004). Human, social and now positive psychological capital management: Investing in people for competitive advantage. *Organizational Dynamics*, 33(2), 143-160.
- Luthans, F. (2002). Positive organizational behavior: Developing and managing psychological strengths. *Academy of Management Executive*, 16(1), 57-72.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23(6), 695-706.
- Luthans, F., Avey, J. B., Clapp-Smith, R., & Li, W. (2008). More evidence on the value of Chinese workers' psychological capital: A potentially unlimited competitive resource?. *The International Journal of Human Resource Management*, 19(5), 818-827.
- Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management*, 33(3), 321-349.
- Luthans, F., Avey, J. & Patera, J. (2008). Experimental analysis of a web-based training intervention to develop positive psychological capital. *Academy of Management Learning and Education*, 7, 209-221.
- Luthans, F., Avey, J. B., Clapp-Smith, R., & Li, W. (2008). More evidence on the value of Chinese workers' psychological capital: A potentially unlimited competitive resource?. *The International Journal of Human Resource Management*, 19(5), 818-827.
- Luthans, F., Avey, J., Avolio, B. & Peterson, S. (2010). The development and resulting performance impact of positive psychological capital. *Human Resource Development Quarterly*, 21(1), 41-67.
- Luthans, F., Avey, J., Avolio, B., Norman, S. & Combs, G. (2006). Psychological capital development: Toward a micro-intervention. *Journal of Organizational Behavior*, 27(3), 387-393.
- Luthans, F., Avolio, B., Avey, J. & Norman, S. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60 (3), 541-572.

- Luthans, F., Avolio, B., Walumbwa, F. & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. *Management and Organization Review*, 1, 247-269.
- Luthans, F., Luthans, K. & Luthans, B. (2004). Positive psychological capital: Beyond human and social capital. *Business Horizons*, 47(1), 45-50.
- Luthans, F., Norman, S., Avolio, B., & Avey, J. (2008). The mediating role of psychological capital in the supportive organizational climate - employee performance relationship. *Journal of Organizational Behavior*, 29(2), 219-238.
- Luthans, F., Vogelgesang, G. & Lester, P. (2006). Developing the psychological capital of resiliency. *Human Resource Development Review*, 5, 25-44.
- Luthans, F., Youssef, C. & Avolio, B. (2007). *Psychological capital: Developing the human competitive edge*. Oxford, UK: Oxford University Press.
- Luthans, K., Lebsack, S. & Lebsack, R. (2008). Positivity in healthcare: relation of optimism to performance *Journal of Health Organization and Management*, 22(2), 178-188.
- Lustenberger, D. E., & Jagacinski, C. M. (2010). Exploring the effects of ostracism on performance and intrinsic motivation. *Human Performance*, 23(4), 283-304.
- Lynn, P. (2008). The problem of nonresponse. In Leeuw, E., Hox, J., & Dillman, *International handbook of survey methodology* (pp. 35-55). New York, NY: Psychology Press.
- Ma, J. C., Lee, P. H., Yang, Y. C., & Chang, W. Y. (2009). Predicting factors related to nurses' intention to leave, job satisfaction, and perception of quality of care in acute care hospitals. *Nursing Economics*, 27(3), 178.
- MacKinnon, D. P., Lockwood, C. M., Hoffman, J. M., West, S. G., & Sheets, V. (2002). A comparison of methods to test mediation and other intervening variable effects. *Psychological methods*, 7(1), 83.
- MacKinnon, D. P. (2008). Mediation analysis. *The Encyclopedia of Clinical Psychology*.
- MacKinnon, D. P., Fritz, M. S., Williams, J., & Lockwood, C. M. (2007). Distribution of the product confidence limits for the indirect effect: Program PRODCLIN. *Behavior research methods*, 39(3), 384-389.
- McInnis, C. (1999). The work roles of academics in Australian universities.

- Madey, S. F., & Williams, K. D. (1999, March). Ostracism and the elderly: Older adults' feelings of exclusion in relationships. Paper presented at the Annual Meeting of the Eastern Psychological Association, Boston.
- Maertz, C. P., & Griffeth, R. W. (2004). Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research. *Journal of Management*, 30(5), 667-683.
- Magan, J., Lalwani, C., & Gardner, B. (2004). Combining Quantitative and Qualitative Methodologies in Logistic Research. *International Journal of Physical and Logistics Management*, 34(7), 565 – 578.
- Magley, V. J., Hulin, C. L., Fitzgerald, L. F., & DeNardo, M. (1999). Outcomes of self-labeling sexual harassment. *The Journal of applied psychology*, 84(3), 390.
- Mahdi, N. Q. (1986). Pukhtunwali: Ostracism and honor among the Pathan Hill tribes. *Ethology and Sociobiology*, 7, 295-304.
- Mahmood, Q., & Ahmad, I. (n.d.). Perception of Sexual Harassment at Workplace, *Knowledge and Attitude of Working Women towards Workplace Harassment Act 2010*
- Male, D. B., & May, D. (1997). Research Section: Stress, Burnout and Workload in Teachers of Children with Special Educational Needs. *British Journal of Special Education*, 24(3), 133-140.
- Male, D., & May, D. (1998). Stress and health, workload and burnout in learning support coordinators in colleges of further education. *Support for learning*, 13(3), 134-138.
- Malik, S. A., Bashir, N., Khan, M. M., & Malik, S. A. (2013). Predicting employees turnover in telecom mobile communication call centers of Pakistan. *Middle-East Journal of Scientific Research*, 17(4), 481-494
- Malik, F., Chughtai, S., Iqbal, Z., & Ramzan, M. (2013). Does psychological empowerment bring about employee commitment? Evidence from telecommunication sector of Pakistan. *Journal of Business Studies Quarterly*, 5(1), 14
- Malla, S.P. (n.d.). Sexual Harassment in the Workplace in Asia. Forum for Women, Law and Development (FWLD), Nepal. From <http://www.un.org/womenwatch/daw/egm/vaw-gp-2005/docs/experts/pradhanmalla.sh.pdf> [Accessed on 13 September, 2012]

- Mansoor, M., Fida, S., Nasir, S., & Ahmad, Z. (2011). The impact of job stress on employee job satisfaction: A study on telecommunication sector of Pakistan. *Journal of Business Studies Quarterly*, 2(3), 50-56.
- Marcie A. Cavanaugh, Wendy R. Boswell, Mark V. Roehling, and John W. Boudreau. *Journal of Applied Psychology* 2000. Vol. 85, No. 1, 65-74
- Maslach, C. (1993). *Burnout: A multidimensional perspective*.
- Maslach, C. 1976. Burned-out. *Human Behavior*, 5(9): 16-22.
- Maslach, C. 1978. The client role in staff burnout. *Journal of Social Issues*, 34: 111-124.
- Maslach, C. 1982. *Burnout: The cost of caring*. Englewood Cliffs, NJ: Prentice-Hall.
- Maslach, C., & Goldberg, J. (1999). Prevention of burnout: New perspectives. *Applied and Preventive Psychology*, 7(1), 63-74.
- Maslach, C., & Jackson, S. E. 1981. The measurement of experienced burnout. *Journal of Occupational Behavior*, 2: 99-113.
- Maslach, C., & Jackson, S. E. 1984. Burnout in organizational settings. In S. Oskamp (Ed.), *Applied social psychology annual: Applications in organizational settings*, vol. 5:133-153. Beverly Hills, CA: Sage.
- Maslach, C., & Jackson, S. E. 1985. *The role of sex and family variables in burnout*. *Sex Roles*, 12: 837-851.
- Maslach, C., & Jackson, S. E. 1986. *The Maslach Burnout Inventory*. Palo Alto, CA: Consulting Psychologists Press.
- Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). *Maslach burnout inventory manual*. Consulting Psychologists Press.
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology*, 52(1), 397-422.
- Maslach, C., & Leiter, M. P. (2013). *Die Wahrheit über Burnout: Stress am Arbeitsplatz und was Sie dagegen tun können*. Springer-Verlag.
- Masten, A. (2001). Ordinary magic: Resilience process in development. *American Psychologist*, 56, 227-239.
- Masten, A. S., Best, K. M., & Garmezy, N. (1990). Resilience and development: Contributions from the study of children who overcome adversity. *Development and psychopathology*, 2(04), 425-444.

- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, 2(2), 99-113.
- Maslach, C., & Pines, A. 1977. The burn-out syndrome in the day care setting. *Child Care Quarterly*, 6: 100-113.
- Masten, A. & Reed, M. (2002). Resilience in development. In C.R. Snyder & S.J. Lopez (Eds.), *Handbook of positive psychology* (pp. 74-88). New York: Oxford University Press.
- Mathieu, J. E., & Taylor, S. R. (2006). Clarifying conditions and decision points for mediational type inferences in organizational behavior. *Journal of Organizational Behavior*, 27(8), 1031-1056.
- Matteson, M. T., & Ivancevich, J. M. (1987). Controlling work stress: Effective human resource and management strategies. Jossey-Bass.
- McCaughey, D., McGhan, G., Walsh, E. M., Rathert, C., & Belue, R. (2014). The relationship of positive work environments and workplace injury: Evidence from the National Nursing Assistant Survey. *Health care management review*, 39(1), 75-88.
- McDonald, P. (2012). Workplace sexual harassment 30 years on: a review of the literature. *International Journal of Management Reviews*, 14(1), 1-17.
- McGrath J. E. 1970. A conceptual formulation far research on stress. In McGrath J. E. (Ed.). *Social and psychological factors in stress*: 10–21. New York: Holt, Rinehart & Winston.
- McGrath, J. E. (1976). Stress and behavior in organizations. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1351–1395). Chicago: Rand McNally College.
- McGrath, J. E. 1976. Stress and behavior in organizations. In M. D. Dunnett (Ed.), *Handbook of industrial and organizational psychology*: 1351-1396. Chicago: Rand-McNally.
- Meier, S. T. 1983. Toward a theory of burnout. *Human Relations*, 36: 899-910.
- McMurray, A. J., Pirola-Merlo, A., Sarros, J. C., & Islam, M. M. (2010). Leadership, climate, psychological capital, commitment, and wellbeing in a non-profit organization. *Leadership & Organization Development Journal*, 31(5), 436-457.

- McMurray, A., Pirola-Merlo, A., Sarros, J. & Islam, M. (2010). *Leadership, climate, psychological capital, commitment, and wellbeing in a non-profit organization*.
- Merkin, R. (2008). Cross-cultural differences in perceiving sexual harassment: Demographic incidence rates of sexual harassment/sexual aggression in Latin America. *North American Journal of Psychology*, (10), 277-290.
- Merkin, R. S. (2013). The impact of sexual harassment on turnover intentions, absenteeism, and job satisfaction: Findings from Argentina, Brazil and Chile. *Journal of International Women's Studies*, 10(2), 73-91.
- Merkin, R. S., & Shah, M. K. (2014). The impact of sexual harassment on job satisfaction, turnover intentions, and absenteeism: findings from Pakistan compared to the United States. *SpringerPlus*, 3(1), 215.
- Mertens, D.R., 2003. Challenges in measuring insoluble dietary fiber. *J. Anim. Sci.* 81, 3233–3249.
- Mertens, D. M. (2005). *Research methods in education and psychology: Integrating diversity with quantitative and qualitative approaches*. (2nd Ed.) Thousand Oaks: Sage.
- Meichenbaum, D. (1977). *Cognitive-behavior modification: An integrative approach*. Springer.
- Meier, L. L., & Semmer, N. K. (2012). Lack of reciprocity and strain: Narcissism as a moderator of the association between feeling under-benefited and irritation. *Work & Stress*, 26(1), 56-67.
- Miceli, M. P., & Near, J. P. (1992). *Blowing the whistle* (pp. 202-231). New York, NY: Lexington Books.
- Milam, A. C., Spitzmueller, C., & Penney, L. M. (2009). Investigating individual differences among targets of workplace incivility. *Journal of Occupational Health Psychology*, 14(1), 58.
- Miner, K. N., Settles, I. H., PRATT-HYATT, J. S., & Brady, C. C. (2012). Experiencing Incivility in Organizations: The Buffering Effects of Emotional and Organizational Support. *Journal of Applied Social Psychology*, 42(2), 340-372.
- Miner-Rubino, K., & Cortina, L. M. (2007). Beyond targets: Consequences of vicarious exposure to misogyny at work. *Journal of Applied Psychology*, 92(5), 1254.

- Miner- Rubino, K., & Reed, W. D. (2010). Testing a moderated mediational model of workgroup incivility: The roles of organizational trust and group regard. *Journal of Applied Social Psychology*, 40(12), 3148-3168.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of applied psychology*, 62(2), 237
- Mohr, A. T. (2005). Conceptualizing interactions in international joint ventures: The case of German-Chinese joint ventures. *Multinationals and Asia: Organizational and Institutional Relationships*, 10.
- Montgomery, K., Kane, K., & Vance, C. M. (2004). Accounting for differences in norms of respect: A study of assessments of incivility through the lenses of race and gender. *Group & Organization Management*, 29, 248 –268.
- Mooi, E., & Sarstedt, M. (2011). A concise guide to market research: The process, data, and methods using IBM SPSS statistics. Springer Science & Business Media.
- Moos, R. H. (1984). Context and coping: Toward a unifying conceptual framework. *American Journal of Community Psychology*, 12, 5-25.
- Morrell, K., Loan-Clarke, J., & Wilkinson, A. (2001). Unweaving leaving: the use of models in the management of employee turnover. *International Journal of Management Reviews*, 3(3), 219-244.
- Morrow PC, McElroy JC, Phillips CM. (1994). Sexual harassment behaviors and work-related perceptions and attitudes. *Journal of Vocational Behavior*, 45, 295–309
- Morse, J. M., & Field, P. A. (1995). Qualitative research methods for health professionals.
- Mossholder, K. W., Settoon, R. P., & Henagan, S. C. (2005). A relational perspective on turnover: Examining structural, attitudinal, and behavioural predictors. *Academy of Management Journal*, 48(4), 607-618.
- Mostert, K., & Joubert, A. F. (2015). Job stress, burnout and coping strategies in the South African Police Service. *South African Journal of Economic and Management Sciences*, 8(1), 39-53.
- Mowday RT, Steers RM, Porter LW. (1979). the measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224–227.



- Moyer, K. E. (1968). Kinds of aggression and their physiological basis. *Communications in Behavioral Biology*, 2, 65–87.
- Moyer-Gusé, E. (2008). Toward a Theory of Entertainment Persuasion: Explaining the Persuasive Effects of Entertainment-Education Messages. *Communication Theory*, 18(3), 407-425.
- Murphy, B. (1978). *Financial control in the small firm*. *Certified Accountant*, 70(6), 415 – 416.
- Murphy, B. (1979). Assessing the value of financial control techniques to the smaller business. *Certified Accountant*, 71(2), 93-95, 148.
- Nari (2003), Role of NGO in Effective Implementation of PFA and CEDAW in Bangladesh,
- Narnie, G., & Namie, R. (2000). *The bully at work: what you can do to stop the hurt and reclaim your dignity on the job*. Naperville, EL: Sourcebooks, Inc.
- Nazir, T., & Ahmad, U. N. B. U. (2016). Interrelationship of Incivility, Cynicism and Turnover Intention. *International Review of Management and Marketing*, 6(1), 146-154.
- Nelson, D., & Cooper, C. L. (2007). *Positive organizational behavior*: SAGE Publications Limited.
- Nepal Human Development Report (2004), Empowerment and Poverty Reduction, UNDP, 2004 (BOOK)
- Neuman, S. B. (2009). *Changing the odds for children at risk*. New York, NY: Teachers College Press.
- Neupane, B. (2013). Thesis topic: impacts of childhood poverty on children's well-being: a critical case study of children in tanahun, nepal.
- Neuman, J. H., & Baron, R. A. (1998). Workplace violence and workplace aggression: Evidence concerning specific forms, potential causes, and preferred targets. *Journal of Management*, 24(3), 391-419.
- Newman, J. E. (1974). Predicting absenteeism and turnover: A field comparison of Fishbein's model and traditional job attitude measures. *Journal of Applied Psychology*, 59(5), 610.
- Noblet A, Rodwell J and McWilliams J. Organizational change in the public sector: augmenting the demand control model to predict employee outcomes under new public management. *Work & Stress* 2006; 20(4):335–52.

- Norman, S., Luthans, B., & Luthans, K. (2005). The proposed contagion effect of hopeful leaders on the resiliency of employees and organizations. *Journal of Leadership & Organizational Studies*, 12(2), 55-64.
- Nozaki, Y., & Koyasu, M. (2013). The relationship between trait emotional intelligence and interaction with ostracized others' retaliation. *PloS one*, 8(10), e77579.
- Olson-Buchanan, J. B., & Boswell, W. R. (2008). An integrative model of experiencing and responding to mistreatment at work. *Academy of Management Review*, 33(1), 76-96.
- O'Leary-Kelly, A. M., Griffin, R. W., & Glew, D. J. (1996). Organization-motivated aggression: A research framework. *Academy of management review*, 21(1), 225-253.
- O'Neil, J. (2003). Participant's guide for interpreting results of the Dimensions of the Learning Organization Questionnaire. *Advances in Developing Human Resources*, 5, 222-230
- O'Reilly, J., Robinson, S. L., Berdahl, J. L., & Banki, S. (2014). Is negative attention better than no attention? The comparative effects of ostracism and harassment at work. *Organization Science*.
- Osatuke, K., Moore, S. C., Ward, C., Dyrenforth, S. R., & Belton, L. (2009). Civility, Respect, Engagement in the Workforce (CREW) Nationwide Organization Development Intervention at Veterans Health Administration. *The Journal of Applied Behavioral Science*, 45(3), 384-410.
- Parasuraman, S., & Alutto, J. 1981. An examination of the organizational antecedents of stressors at work. *Academy of Management Journal*, 24: 48-67.
- Paramasivan, C., and Subramanian, T. (2009). *Financial management*. (1st). New Age International (P) Ltd., Publishers.
- Parker, D. F., & DsCotiis, T. A. 1983. Organizational determinants of job stress. *Organizational Behavior and Human Performance*, 32: 160-177.
- Pascual-Ezama, D., Prelec, D., & Dunfield, D. (2013). Motivation, money, prestige and cheats. *Journal of Economic Behavior & Organization*, 93, 367-373.
- Perveen, Rakhshinda (2005). "Gender in Pakistan." A SACHET Publication. Society for Advancement of Community, Health, Education, and Training

(SACHET). Retrieved on 27/11/2005 from [http://sachet.org.pk/home/gender/gender\\_in\\_pakistan.asp](http://sachet.org.pk/home/gender/gender_in_pakistan.asp)

- Praveen, R. (2010). Violence against Women in Pakistan. Islamabad: Aurat Foundation. The Protection against Harassment of Women at the Workplace Act. (2010).
- Paul, J., & Huws, U. (2002). How can we help? Good practice in call-center employment. *Analytical Social and Economic Research Ltd* for the TOSCA project. Brussels: European Trade Union Confederation.
- Pearling, L. I. (1989). The sociological study of stress. *Journal of health and social behavior*, 24(1), 241-256.
- Pearson, C. M., & Porath, C. L. (2005). On the nature, consequences and remedies of workplace incivility: No time for "nice"? Think again. *The Academy of Management Executive*, 19(1), 7-18.
- Pearson, C. M., Anderson, L. M., & Porath, C. L. (2000). *Assessing and attacking workplace incivility*. *Organizational Dynamics*, 29(2), 123-137
- Pearson, C. M., Anderson, L. M., & Porath, C. L. (2000). *Assessing and attacking workplace incivility*. *Organizational Dynamics*.
- Pearson, C. M., Anderson, L. M., & Wegner, J. W. (2001). When workers flout convention: A study of workplace incivility. *Human Relations*, 54(11), 1387-1419.
- Penhaligon, N. L., Louis, W. R., & Restubog, S. L. D. (2013). Feeling left out? The mediating role of perceived rejection on workgroup mistreatment and affective, behavioral, and organizational outcomes and the moderating role of organizational norms. *Journal of Applied Social Psychology*, 43(3), 480-497.
- Penney, L. M., & Spector, P. E. (2005). Job stress, incivility, and counterproductive work behavior (CWB): The moderating role of negative affectivity. *Journal of Organizational Behavior*, 26(7), 777-796.
- Peterson, K. (2002). The professional development of principals: Innovations and opportunities. *Educational administration quarterly*, 38(2), 213-232.
- Peterson, S. & Byron, K. (2007). Exploring the role of hope in job performance: Results from four studies. *Journal of Organizational Behavior*, 28, 785-803.
- Philip, N. E. (1996). The Export Propensity of the Very Small Enterprise. *International Small Business Journal*, 16(4), 79-93.

- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: a meta-analysis. *Journal of Applied Psychology*, 92(2), 438.
- Peng, J., Jiang, X., Zhang, J., Xiao, R., Song, Y., Feng, X., ... & Miao, D. (2013). The impact of psychological capital on job burnout of Chinese nurses: the mediator role of organizational commitment. *PloS one*, 8(12), e84193.
- Porath, C. L., & Erez, A. (2007). Does rudeness really matter? The effects of rudeness on task performance and helpfulness. *Academy of Management Journal*, 50(5), 1181-1197.
- Porath, C. L., & Pearson, C. M. (2010). The cost of bad behavior. *Organizational Dynamics*, 39(1), 64-71.
- Porath, C., & Pearson, C. (2012). The price of incivility. *Harvard business review*, 91(1-2), 114-121, 146.
- Powell, A., & Henry, N. (2016). Policing technology-facilitated sexual violence against adult victims: police and service sector perspectives. *Policing and Society*, 1-17.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36(4), 717-731.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891.
- Pretty, G. M. H., McCarthy, M. E., & Catano, V. M. 1992. Psychological environments and burnout: Gender considerations within the corporation. *Journal of Organizational Behavior*, 13: 701-711.
- Price, J. (1977). *The study of Turnover*. 1977: Ames: Iowa State University Press.
- Pryor JB, LaVite CM, Stoller LM. (1993). a social psychological analysis of sexual harassment: The person/situation interaction. *Journal of Vocational Behavior*, 42, 68-83.

- Pryor JB, McKinney K. (1995). Research on sexual harassment: Lingering issues and future directions. *Basic and Applied Social Psychology*, 17, 605–611.
- Pryor JB. (1987). *Sexual harassment proclivities in men*. *Sex Roles*, 17, 269–290.
- Pryor JB. (1995). the psychosocial impact of sexual harassment on women in the U.S.military. *Basic and Applied Social Psychology*, 17, 581–603.
- Pryor, J. B., Giedd, J. L., & Williams, K. B. (1995). A social psychological model for predicting sexual harassment. *Journal of Social Issues*, 51(1), 69-84.
- Psychology Compass, 1, 236 247.
- Paul, J., & Huws, U. (2002). *How can we help. Good practice in call-centre employment*. Analytical Social and Economic Research Ltd for the TOSCA project. Brussels: European Trade Union Confederation.
- Punch, K. (2003). *Survey research: The basics*. Sage.
- Quratulain, S., & Khan, A. K. (2013). Red tape, resigned satisfaction, public service motivation, and negative employee attitudes and behaviors: Testing a model of moderated mediation. *Review of Public Personnel Administration*, 0734371X13511646.
- Qureshi, S. (2013). The emergence/extention of due diligence standard to assess the state response towards violence against women/domestic violence. *South Asian Studies*, 28(1), 55.
- Qureshi, M. I., Iftikhar, M., Abbas, S. G., Hassan, U., Khan, K., & Zaman, K. (2013). Relationship Between Job Stress, Workload, Environment and Employees Turnover Intentions: What We Know, What Should We Know. *World Applied Sciences Journal*, 23(6), 764-770.
- Rafiq, M Muhammad Javed M, Khan, M & Ahmed M.,(2012) Effect of Rewards on Job Satisfaction Evidence from Pakistan *International Journal of Business and Behavioral Sciences* 2: 6.
- Raja, U., Johns, G., & Ntalianis, F. (2004). The impact of personality on psychological contracts. *Academy of Management Journal*, 47(3), 350-367.
- Ramana, M. V. (2013). Nuclear policy responses to Fukushima: exit, voice, and loyalty. *Bulletin of the Atomic Scientists*, 69(2), 66-76.
- Ramana, S. (2012). The Pakistan Factor in the India–Iran Relationship. *Strategic Analysis*, 36(6), 941-956.
- Rana, T. M., Salaria, M. R., Herani, G. M., & Amin, M. A. (2009). Identifying Factors Playing Important Role in the Increasing Employee Turnover Rate: A

- Case of Telecom Industry in Pakistan. *Industrial Journal of Management & Social Sciences*, 3, 80-89.
- Raver, J. L., & Gelfand, M. J. (2005). Beyond the Individual Victim: Linking Sexual Harassment, Team Processes, and Team Performance. *Academy of Management Journal*, 48(3), 387-400.
- Rayner, C. (1999). From research to implementation: Finding leverage for prevention. *International Journal of Manpower*, 20(1/2), 28-38.
- Reichardt, C. S. (2011). Commentary: Are three waves of data sufficient for assessing mediation?. *Multivariate Behavioral Research*, 46(5), 842-851.
- Reio, T. G., & Ghosh, R. (2009). Antecedents and outcomes of workplace incivility: Implications for human resource development research and practice. *Human Resource Development Quarterly*, 20(3), 237-264.
- Renn, R., Allen, D., & Huning, T. (2013). The relationship of social exclusion at work with self-defeating behavior and turnover. *The Journal of social psychology*, 153(2), 229-249.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
- Richardsen, A. M., & Martinussen, M. (2004). The Maslach Burnout Inventory: Factorial validity and consistency across occupational groups in Norway. *Journal of Occupational and Organizational Psychology*, 77(3), 377-384.
- Richman, J. A., Rospenda, K. M., Nawyn, S. J., Flaherty, J. A., Fend rich, M., Drum, M. L., & Johnson, T. P. (1999). Sexual harassment and generalized workplace abuse among university employees: prevalence and mental health correlates. *American Journal of Public Health*, 89(3), 358-363.
- Richman, J. A., Shinsako, S. A., Rospenda, K. M., Flaherty, J. A., & Freels, S. (2002). Workplace harassment/abuse and alcohol-related outcomes: The mediating role of psychological distress. *Journal of Studies on Alcohol and Drugs*, 63(4), 412.
- Rick, T., Acton, S., & Payne, R. (1988). *Acute and chronic stress in cardiothoracic anesthesiologists*. *Stress medicine*, 4(1), 3-9.
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*, 38(2), 555-572.

- Robinson, S. L., O'Reilly, J., & Wang, W. (2013). Invisible at Work an Integrated Model of Workplace Ostracism. *Journal of Management*, 39(1), 203-231.
- Robinson, S. L., Wang, W., & Kiewitz, C. (2014). Coworkers behaving badly: The impact of coworker deviant behavior upon individual employees. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 123-143.
- Rogg, L., Schmidt, D., Shull, C. & Schmitt, N. (2001). Human resource practices, organizational climate, and customer satisfaction. *Journal of Management*, 27, 431-449.
- Rong, W., Wen, Z., & Jiang, J. (2014). Workplace Ostracism and Coping Strategies: The Effect of Expectancy and Value. *Studies of Psychology and Behavior*, 2, 018
- Roscigno, V. J., Lopez, S. H., & Hudson, R. (2009). *Supervisory bullying, status inequalities and organizational context*. *Social Forces*, 87(3), 1561-1589.
- Rosenberg, J., Perlstadt, H., & Phillips, W. R. (1993). Now that we are here: Discrimination, disparagement, and harassment at work and the experience of women lawyers. *Gender & Society*, 7(3), 415-433.
- Rospenda, K. M., Richman, J. A., Wislar, J. S., & Flaherty, J. A. (2000). *Chronicity of sexual harassment and generalized work-place abuse: effects on drinking outcomes*. *Addiction*, 95(12), 1805-1820.
- Ruane, J. M. (2005). *Essentials of research methods: A guide to social science research*. Oxford, Blackwell Publishers.
- Russell, D. W., Altmaier, E., & Van Velzen, D. (1987). Job-related stress, social support, and burnout among classroom teachers. *Journal of Applied Psychology*, 72(2), 269.
- Sadrudin M, M, (2013) Sexual Harassment at Workplace in Pakistan- Issues and Remedies about the Global Issue at Managerial Sector, *Journal of Managerial Sciences* volume number 1
- Sager, J. K., Griffeth, R. W., & Hom, P. W. (1998). A comparison of structural models representing turnover cognitions. *Journal of Vocational Behavior*, 53(2), 254-273.
- Sakurai, K., & Jex, S. M. (2012). Coworker incivility and incivility targets' work effort and counterproductive work behaviors: The moderating role of supervisor social support. *Journal of Occupational Health Psychology*, 17(2), 150.

- Salkind, N. J. (1997). *Exploring Research* (3rd Ed.). Upper Saddle River, NJ: Prentice Hall.
- Sandelowski, M. (1986). The problem of rigor in qualitative research. *Advances in nursing science*, 8(3), 27-37.
- Sandler, B. R., & Shoop, R. J. (1997). *Sexual Harassment on Campus. A Guide for Administrators, Faculty, and Students*: ERIC.
- Sarason, D. (1975). Functions of vanishing mean oscillation. *Transactions of the American Mathematical Society*, 207, 391-405.
- Savitha MC (2010) Sexual Harassment Rampant in Pakistan. *Workplaces, Women Health News*
- Schaufeli, W. B., & Van Dierendonck, D. (1993). The construct validity of two burnout measures. *Journal of Organizational Behavior*, 14(7), 631-647.
- Schaufeli, W. & Bakker, A. (2001). Werk en wel bevinding. Naar een positieve benadering in de arbeid en gezondheidspsychologie. *Gedrag & Organisatie*, 5, 229-253.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of organizational Behavior*, 25(3), 293-315.
- Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior*, 30(7), 893-917.
- Schaufeli, W., van Wijhe, C., Peeters, M., & Taris, T. (2011). Werkverslaving, een begrip gemeten. *Gedrag & Organisatie*, 24(1), 43-63.
- Schaufeli, W.B. & Bakker, A.B. (2004). Bevoelgenheid: Een begrip gemeten. *Gedrag & Organisatie*, 17, 89-112.
- Schaufeli, W. B., Bakker, A. B., Hoogduin, K., Schaap, C., & Kladler, A. (2001). On the clinical validity of the Maslach Burnout Inventory and the Burnout Measure. *Psychology & Health*, 16(5), 565-582.
- Schaufeli, W.B. & Van Dierendonck, D. (2000). Handleiding van de Utrecht's Burnout School (UBOS). Lisse: Swets & Zeitlinger.
- Schaufeli, W.B., Leiter, M.P., Maslach, C., & Jackson, S.E. (1996). Maslach burnout inventory general survey. In C. Maslach, S.E. Jackson & M.P. Leiter (red.), *The Maslach burnout inventory: Test manual* (3rd ed., p. 22-26). Palo Alto: Consulting Psychologists Press.



- Schaufeli, W.B., Salanova, M., González-Romá, V., & Bakker, A.B (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92.
- Schaufeli, W.B., Shimazu, A., & Taris, T.W. (2009). Being driven to work excessively hard. The evaluation of a two-factor measure of workaholism in the Netherlands and Japan. *Cross Cultural Research*, 43, 320-348.
- Schaufeli, W.B., Taris, T.W., & Bakker, A. (2006). Dr. Jekyll and Mr. Hyde: On the differences between work engagement and workaholism. In R. Burke (red.), *Work hours and work addiction* (pp. 193-252). Northampton (UK): Edward Elgar.
- Schaufeli, W.B., Taris, T.W., & Bakker, A.B. (2008a). It takes two to tango: *Workaholism is working excessively and working compulsively*. In R.J. Burke & C.L. Cooper (red.), *the long work hour's culture: Causes, consequences and choices* (pp. 203-226). Bingley, (UK): Emerald.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71-92.
- Schaufeli, W.B., Taris, T.W., & Van Rhenen, W. (2008b). Workaholism, burnout and engagement: Three of a kind or three different kinds of employee well-being. *Applied Psychology: An International Review*, 57, 173-203.
- Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior*, 30(7), 893-917.
- Scheier, M. & Carver, C. (1985). Optimism, coping, and health: *Assessment and implications of generalized outcome expectancies*. *Health Psychology*, 4, 219-247.
- Schneider, K. (1996). Bystander stress: Effects of sexual harassment on victims' co-workers. Paper presented at the Annual Conference of the *American Psychological Association*, Toronto.
- Schneider KT, Swan S, Fitzgerald LF. (1997). Job-related and psychological effects of sexual harassment in the workplace: Empirical evidence from two organizations. *Journal of Applied Psychology*, 82, 401-415.

- Schneider, K. T., Hitlan, R. T., & Radhakrishnan, P. (2000). An examination of the nature and correlates of ethnic harassment experiences in multiple contexts. *Journal of Applied Psychology*, 85(1), 3.
- Schonfeld, I. S. (1990a). Coping with job-related stress: The case of teachers. *Journal of Occupational Psychology*, 63, 141-149
- Schonfeld, I. S. (1990b). Psychological distress in a sample of teachers. *Journal of Psychology*, 123,321- 338.
- Schilpzand, P., De Pater, I. E., & Erez, A. (2014). Workplace incivility: A review of the literature and agenda for future research. *Journal of Organizational Behavior*
- Schuler R. S. 1980. Definition and conceptualization of stress in organizations. *Organization Behavior and Human Performance*, 25: 184– 215.
- Schultz, V. (2006). Understanding sexual harassment law in action: What has gone wrong and what we can do about it (*The Ruth Bader Ginsburg Lecture*). Available at SSRN 959389.
- Schwab, R. L., & Iwanicki, E. F. (1982). Perceived role conflict, role ambiguity, and teacher burnout. *Educational Administration Quarterly*, 18(1), 60-74.
- Schwab, R. L., & Iwanicki, E. F. 1982a. Perceived role conflict, role ambiguity, and teacher burnout. *Educational Administration Quarterly*, 18: 60-74.
- Schwab, R. L., & Iwanicki, E. F. 1982b. Who are our burned out teachers? *Educational Research Quarterly*, 7: 5-16.
- Schwab, R. L., Jackson, S. E., & Schuler, R. S. 1986. Educator burnout: Sources and consequences. *Educational Research Quarterly*, 10: 14-30.
- Schwarz, N., & Clore, G. L. (1996). *Feelings and phenomenal experiences. Social psychology: Handbook of basic principles*, 2, 385-407.
- Schwarzer, R., & Hallum, S. (2008). Perceived teacher self-efficacy as a predictor of job stress and burnout: Mediation analyses. *Applied Psychology*,57 (s1), 152-171.
- Seaward, B. L. (2013). *Managing stress*. Jones & Bartlett Publishers.
- Shahzad, K., Hussain, S., Bashir, S., Chishti, A. F., & Nasir, Z. M. (2011). Organizational environment, job satisfaction and career growth opportunities: a link to employee turnover intentions in public sector of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 2(9), 45.

- Shoab, M., Noor, A., Tirmizi, S. R., & Bashir, S. (2009). Determinants of employee retention in telecom sector of Pakistan. Proceedings of the 2nd CBRC, Lahore, Pakistan, 14.
- Shoji, T., Nishida, S., Hamada, K., & Tadano, H. (2015). Observation and analysis of neutron-induced single-event burnout in silicon power diodes. *Power Electronics, IEEE Transactions on*, 30(5), 2474-2480.
- Seligman, M. (1998). *Learned optimism*. New York: Pocket Books. Seligman, M. & Csikszentmihalyi, M. (2000). Positive psychology: *An introduction. American Psychologist*, 55(1), 5-14.
- Seligman, M. E., & Csikszentmihalyi, M. (2000). *Positive psychology: An introduction* (Vol. 55, No. 1, p. 5). American Psychological Association.
- Settles, I. H., & O'Connor, R. C. (2014). Incivility at academic conferences: Gender differences and the mediating role of climate. *Sex Roles*, 71(1-2), 71-82.
- Shao, R., Rupp, D. E., Skarlicki, D. P., & Jones, K. S. (2013). Employee Justice across Cultures A Meta-Analytic Review. *Journal of Management*, 39(1), 263-301.
- Shaughnessy, J. J. zechmeister, eB (1997). *Research methods in psychology*.
- Shifren, K. & Hooker, K. (1995). Stability and change in optimism: A study among spouse caregivers. *Experimental Aging Research*, 21, 59-76.
- Shirom, A. 1989. Burnout in work organizations. In C. L. Cooper & I. Robertson (Eds.), *International review of industrial and organizational psychology*: 25-48. New York:Wiley.
- Shoji, K., Cieslak, R., Smoktunowicz, E., Rogala, A., Benight, C. C., & Luszczynska, A. (2015). Associations between job burnout and self-efficacy: A meta-analysis. *Anxiety, Stress, & Coping*, 1-20.
- Shome, R. (2006). Thinking through the diaspora Call centers, India, and a new politics of hybridity. *International Journal of Cultural Studies*, 9(1), 105-124.
- Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and nonexperimental studies: new procedures and recommendations. *Psychological methods*, 7(4), 422.
- Sias, P. M. (2009). Social ostracism, cliques, and outcasts. Destructive organizational communication: processes, consequences, and constructive ways of organizing. New York: Routledge, 145-63.

- Sigal, J., Gibbs, M. S., Goodrich, C., Rashid, T., Anjum, A., Hsu, D., ... & van der Pligt, J. (2005). Cross-cultural reactions to academic sexual harassment: Effects of individualist vs. collectivist culture and gender of participants. *Sex Roles, 52*(3-4), 201-215.
- Simbula, S., Guglielmi, D., & Schaufeli, W. B. (2011). A three-wave study of job resources, self-efficacy, and work engagement among Italian school teachers. *European Journal of Work and Organizational Psychology, 20*(3), 285-304.
- Simons, S. (2008). Workplace bullying experienced by Massachusetts registered nurses and the relationship to intention to leave the organization. *Advances in Nursing Science, 31*(2), E48-E59.
- Sims, C. S., Drasgow, F., & Fitzgerald, L. F. (2005). The effects of sexual harassment on turnover in the military: time-dependent modeling. *Journal of Applied Psychology, 90*(6), 1141.
- Singh, R. P. (1998). Reverse-transcription polymerase chain reaction for the detection of viruses from plants and aphids. *Journal of Virological methods, 74* (2), 125-138.
- Siu, O., Hui, C., Phillips, D., Lin, L., Wong, T. & Shi, K. (2009). A study of resiliency among Chinese health care workers: Capacity to cope with workplace stress. *Journal of Research in Personality, 43*, 770-776.
- Slater, P., O'Halloran, P., Connolly, D., & McCormack, B. (2010). *Testing of the Factor Structure of the Nursing Work Index-Revised*. *Worldviews on Evidence-Based Nursing, 7*(3), 123-134.
- Sliter, M., Jex, S., Wolford, K., & McInnerney, J. (2010). How rude! Emotional labor as a mediator between customer incivility and employee outcomes. *Journal of occupational health psychology, 15*(4), 468.
- Smith, M. (2001, 1/30/05). Peter Senge and the learning organization. Retrieved 2/27/11.
- Smith, A., & Williams, K. D. (2004). RU There? Ostracism by Cell Phone Text Messages. *Group dynamics: Theory, research, and practice, 8*(4), 291.
- Smidts, A., Pruyn, A. T. H., & Van Riel, C. B. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management journal, 44*(5), 1051-1062.

- Snyder, C. (1989). Reality negotiation: From excuses to hope and beyond. *Journal of Clinical and Social Psychology*, 8, 130-157.
- Snyder, C. (1994). *The psychology of hope: You can get there from here*. New York: Free Press.
- Snyder, C. (2000). *Handbook of hope*. San Diego, CA: Academic Press.
- Snyder, C., Irving, L., & Anderson, J. (1991). Hope and health. In C. R. Snyder & D. R. Forsyth (Eds.), *Handbook of social and clinical psychology: The health perspective* (pp. 285: 305). Elmsford, NY: Pergamon.
- Snyder, C., Sympson, S., Ybasco, F., Borders, T., Babyak, M., & Higgins, R. (1996). Development and validation of the state hope scale. *Journal of Personality and Social Psychology*, 70(2), 321-335.
- Sobh, R., and Perry, C. (2006). Research Design and Data Analysis in Realism Research. *European Journal of Marketing*, 11(2), 1194-1209.
- Sommer, K. L., Williams, K. D., Ciarocco, N. J., & Baumeister, R. F. (2001). When silence speaks louder than words: Explorations into the intra psychic and interpersonal consequences of social ostracism. *Basic and Applied Social Psychology*, 23(4), 225-243.
- Spector, P. E. (2006). Method variance in organizational research truth or urban legend?. *Organizational research methods*, 9(2), 221-232.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: Interpersonal Conflict at Work Scale, Organizational Constraints Scale, Quantitative Workload Inventory, and Physical Symptoms Inventory. *Journal of occupational health psychology*, 3(4), 356.
- Spence Laschinger, H. K., Leiter, M., Day, A., & Gilin, D. (2009). Workplace empowerment, incivility, and burnout: Impact on staff nurse recruitment and retention outcomes. *Journal of nursing management*, 17(3), 302-311.
- Spielberger, C. D. (1972). Review of Profile of Mood States.
- Staw, B. M., Bell, N. E., & Clausen, J. A. (1986). The dispositional approach to job attitudes: A lifetime longitudinal test. *Administrative Science Quarterly*, 56-77.
- Stadjkovic, A., Luthans, F., & Slocum Jr., J. (1998). Social cognitive theory and self-efficacy: Going beyond traditional motivational and behavioral approaches. *Organizational Dynamics*, 26(4), 62-74.

- Stadjkovic, A. & Luthans, F. (1998). *Self-efficacy and work-related performance: A meta-analysis*. *Psychological Bulletin*, 124(2), 240-261.
- Stark, S., Chernyshenko, O. S., Lancaster, A. R., Drasgow, F., & Fitzgerald, L. F. (2002). *Toward Standardized Measurement of Sexual Harassment: Shortening the SEQ-DoD Using Item Response Theory*. *Military Psychology*, 14(1), 49-72. Doi: 10.1207/s15327876mp1401\_03
- Steel P, Kammeyer-Mueller J. (2002). Comparing meta-analytic moderator search techniques under realistic conditions. *Journal of Applied Psychology*, 87, 96–111.
- Steel, Z., Silove, D., Phan, T., & Bauman, A. (2002). Long-term effect of psychological trauma on the mental health of Vietnamese refugees resettled in Australia: a population-based study. *The Lancet*, 360(9339), 1056-1062.
- Stevens, J. P. (2012). *Applied multivariate statistics for the social sciences*. Routledge.
- Stockdale, M. S. (1993). The Role of Sexual Misperceptions of Women' s Friendliness in an Emerging Theory of Sexual Harassment. *Journal of Vocational Behavior*, 42(1), 84-101.
- Stoeber, J., & Otto, K. (2006). Positive conceptions of perfectionism: Approaches, evidence, challenges. *Personality and social psychology review*, 10(4), 295-319.
- Stotland, E. (1969). *The psychology of hope*. San Francisco: Jossey-Bass.
- Stout, J. G., & Dasgupta, N. (2011). When he doesn't mean you: Gender-exclusive language as ostracism. *Personality and Social Psychology Bulletin*, 37(6), 757-769.
- Stringer, R. (2002). *Leadership and organizational climate*. Upper Saddle River, NJ: Prentice Hall.
- Subramanian, M. (2005), "The economics of intra preneurial innovation", *Journal of Economic Behavior & Organization*, Vol. 58, pp. 487–510
- Subramanian, M., & Youndt, M. A. (2005). The influence of intellectual capital on the types of innovative capabilities. *Academy of Management Journal*, 48(3), 450-463.
- Sullivan, S. E., & Bhagat, R. S. (1992). Organizational stress, job satisfaction and job performance: where do we go from here?. *Journal of Management*, 18 (2), 353-374.

- Sulea, C., Filipescu, R., Horga, A., Orțan, C., & Fischmann, G. (2012). Interpersonal mistreatment at work and burnout among teachers. *Cognitie, Creier, Comportament/Cognition, Brain, Behavior*, 16(4).
- Sun, T., Zhao, X. W., Yang, L. B., & Fan, L. H. (2012). The impact of psychological capital on job embeddedness and job performance among nurses: a structural equation approach. *Journal of Advanced Nursing*, 68(1), 69-79.
- suteeraroj, m., & ussahawanitchakit, p. (2008). stress, anxiety, and intention to leave: the empirical study of managers in thai petroleum and chemical businesses. *Review of Business Research*, 8(4).
- Swider, B. W., & Zimmerman, R. D. (2010). Born to burnout: A meta-analytic path model of personality, job burnout, and work outcomes. *Journal of Vocational Behavior*, 76(3), 487-506
- Sypher, B. D. (2004). Reclaiming civil discourse in the workplace. *Southern Communication Journal*, 69(3), 257-269.
- Tabachnick, B. G., & Fidell, L. S. (2001). Using multivariate statistics.
- Tabachnick, B. G., and Fidell, L. S. (2007). *Using multivariate statistics*. (5th Ed.). Boston: Allyn and Bacon.
- Tajfel, H., & Turner, I. C. (1986). The social identity theory of intergroup behavior. In S. Worchel & W. Austin (Eds.), *Psychology of intergroup relations* (pp. 33-48). Chicago: Nelson-Hall.
- Taylor, S. G., Bedeian, A. G., & Kluemper, D. H. (2012). Linking workplace incivility to citizenship performance: The combined effects of affective commitment and conscientiousness. *Journal of Organizational Behavior*, 33(7), 878-893.
- Taylor, S. G., Bedeian, A. G., Cole, M. S., & Zhang, Z. (2014). Developing and testing a dynamic model of workplace incivility change. *Journal of Management*, 0149206314535432.
- Taylor, R. B., Harris, P. W., Jones, P. R., Garcia, R. M., & McCord, E. S. (2011). Ecological origins of shared perceptions of troublesome teen groups: Implications for the basic systemic model of crime, the incivilities thesis, and political economy. *Journal of research in crime and delinquency*, 0022427810391537.

- Toegel, G., Kilduff, M., & Anand, N. (2013). Emotion helping by managers: An emergent understanding of discrepant role expectations and outcomes. *Academy of Management Journal*, 56(2), 334-357.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43(2), 178-190.
- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of Management*, 33(3), 261-289.
- Tetley, J. (2009). An investigation of self-authorship, hope, and meaning in life among second-year college students (Doctoral dissertation, The George Washington University).
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
- Thaler-Carter, R. (1999). *Why sit and answer the phone all day*. HR Magazine, 44(3), 98.
- Thoits, P. A. (1991). On merging identity theory and stress research. *Social Psychology Quarterly*, 101-112.
- Thoits, P. A. (1995). Stress, coping, and social support processes: Where are we? What next?. *Journal of health and social behavior*, 53-79.
- Thomas, A. B. (2004). *Research Skills for Management Studies*. US: Routledge.
- Thomas, J., and Evanson, R. V. (1987). An empirical investigation of association between financial ratio use and small business success. *Journal of Business and Accounting*, 14(4), 555-571.
- Tian, X., Liu, C., Zou, G., Li, G., Kong, L., & Li, P. (2015). Positive resources for combating job burnout among Chinese telephone operators: Resilience and psychological empowerment. *Psychiatry research*, 228(3), 411-415.
- Ticehurst, G. W. and Veal, A J. (2000). *Business Research Methods: A Managerial Approach*, Longman, New South Wales.
- Tiger, L. (1979). *The biology of hope*. New York, NY: Simon & Schuster
- Timmerman, G., & Bajema, C. (1999). Sexual harassment in Northwest Europe: A cross-cultural comparison. *European Journal of Women's Studies*, 6(4), 419-439.



- Tracy, S. J. (2009). Managing Burnout and Moving Toward Employee Engagement. *Destructive organizational communication: Processes, consequences, and constructive ways of organizing*, 77.
- Treadway, D. C., Ferris, G. R., and Hochwarter, W., Perrewé, P., Witt, L., & Goodman, J. M. (2005). The role of age in the perceptions of politics--job performance relationship: a three-study constructive replication. *Journal of Applied Psychology*, 90(5), 872.
- Treadway, D. C., Hochwarter, W. A., Kacmar, C. J., & Ferris, G. R. (2005). Political will, political skill, and political behavior. *Journal of Organizational Behavior*, 26(3), 229-245.
- Tsui, A. S., Nifadkar, S. S., & Ou, Y. A. 2007. Cross-national, cross-cultural organizational behavior research: Advances, gaps, and recommendations. *Journal of Management*, 33: 426-478.
- Tuten, T. L., & Neidermeyer, P. E. (2004). Performance, satisfaction and turnover in call centers: The effects of stress and optimism. *Journal of Business Research*, 57(1), 26-34
- Twenge, J. M., Baumeister, R. F., DeWall, C. N., Ciarocco, N. J., & Bartels, J. M. (2007). Social exclusion decreases prosocial behavior. *Journal of personality and social psychology*, 92(1), 56.
- Twenge, J. M., Baumeister, R. F., Tice, D. M., & Stucke, T. S. (2001). If you can't join them, beat them: Effects of social exclusion on aggressive behavior. *Journal of Personality and Social Psychology*, 81, 1058-1069
- Twenge, J. M., Catanese, K. R., & Baumeister, R. F. (2003). Social exclusion and the deconstructed state: Time perception, meaninglessness, lethargy, lack of emotion, and self-awareness. *Journal of personality and social psychology*, 85(3), 409-423.
- Ud Din, S. (2015). Causes & Consequences of Interpersonal Conflicts: A Survey of Labor in Public Sector of Baluchistan, Pakistan. *Journal of Managerial Sciences* Volume IX Number, 1, 102.
- Ul Haq, I. (2011). The Impact of Interpersonal Conflict on Job Outcomes: Mediating Role of Perception of Organizational Politics. *Procedia-Social and Behavioral Sciences*, 25, 287-310.

- United States Merit Systems Protection Board. (1994). *Sexual harassment in the federal workplace: Trends, progress, and continuing challenges*. Washington, DC: United States Government Printing Office.
- Um, M. Y., & Harrison, D. F. (1998). Role stressors, burnout, mediators, and job satisfaction: A stress-strain-outcome model and an empirical test. *Social Work Research, 22*(2), 100-115.
- Van Beest, I., & Williams, K. D. (2006). When inclusion costs and ostracism pays, ostracism still hurts. *Journal of Personality and Social Psychology, 91*, 918-928.
- Van Blerkom, J. (2009, May). Mitochondria in early mammalian development. In *Seminars in cell & developmental biology* (Vol. 20, No. 3, pp. 354-364). Academic Press.
- Vandenberg, R. J., & Nelson, J. B. (1999). Disaggregating the Motives Underlying Turnover Intentions: *When Do Intentions Predict Turnover Behavior?* *Human Relations, 52*(10), 1313-1336.
- Vander pool, C., & Way, S. A. (2013). Investigating Work–Family Balance, Job Anxiety, and Turnover Intentions as Predictors of Health Care and Senior Services Customer-Contact Employee Voluntary Turnover. *Cornell Hospitality Quarterly, 54*(2), 149-160.
- Van Sell, M., Brief, A. P., & Schuler, R. S. (1981). Role conflict and role ambiguity: Integration of the literature and directions for future research. *Human Relations, 34*(1), 43-71.
- Veit, C. T., & Ware, J. E. (1983). The structure of psychological distress and well-being in general populations. *Journal of consulting and clinical psychology, 51* (5), 730.
- Vigoda, E. (2000). Organizational politics, job attitudes, and work outcomes: Exploration and implications for the public sector. *Journal of vocational Behavior, 57*(3), 326-347.
- Vigoda, E. (2002). Stress-related aftermaths to workplace politics: the relationships among politics, job distress, and aggressive behavior in organizations. *Journal of Organizational Behavior, 23*(5), 571-591.
- Wagnild, G. & Young, H. (1993). Development and psychometric evaluation of the resilience scale. *Journal of Nursing Measurement, 1*, 165-172.

- Waldman, J. D., Kelly, F., Arora, S., & Smith, H. L. (2010). The shocking cost of turnover in health care. *Health Care Management Review, 35*(3), 206-211.
- Walker, D. D., van Jaarsveld, D. D., & Skarlicki, D. P. (2014). Exploring the effects of individual customer incivility encounters on employee incivility: The moderating roles of entity (in) civility and negative affectivity. *Journal of Applied Psychology, 99*(1), 151
- Walsh, K., DiLillo, D., & Scalora, M. J. (2011). The Cumulative Impact of Sexual Revictimization on Emotion Regulation Difficulties An Examination of Female Inmates. *Violence against women, 17*(8), 1103-1118.
- Walumbwa, F., Luthans, F., Avey, J., & Oke, A. (2011). Authentically leading groups: The mediating role of collective psychological capital and trust. *Journal of Organizational Behavior, 32*(1), 4-24.
- Wang, P. S., Demler, O., Olfson, M., Pincus, H. A., Wells, K. B., & Kessler, R. C. (2006). Changing profiles of service sectors used for mental health care in the United States. *American Journal of Psychiatry.*
- Warburton, W. A., Williams, K. D., & Cairns, D. R. (2006). When ostracism leads to aggression: The moderating effects of control deprivation. *Journal of Experimental Social Psychology, 42*(2), 213-220.
- Wasti, S. A., Bergman, M. E., Glomb, T. M., & Drasgow, F. (2000). Test of the cross-cultural generalizability of a model of sexual harassment. *Journal of Applied Psychology, 85*(5), 766.
- Wegge, J., Van Dick, R., & Von Bernstorff, C. (2010). Emotional dissonance in call centre work. *Journal of Managerial Psychology, 25*(6), 596-619.
- Welsh, S. (1999). Gender and sexual harassment. *Annual Review of Sociology, 169-190.*
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work.
- Werner, A. (2006). Work dysfunctions and their consequences as experienced by call centre agents (Doctoral dissertation, Stellenbosch: University of Stellenbosch).
- Wesselmann, E. D., & Williams, K. D. (2011). Ostracism in cyberspace. In Z. Birch Meier, B. Dietz-Uhler, & G. Stasser (Eds.), *Strategic uses of social*

- technology: *An interactive perspective of social psychology*. (pp. 127-144). New York, NY: Cambridge University Press.
- Williams, J. H., Fitzgerald, L. F., & Drasgow, F. (1999). The effects of organizational practices on sexual harassment and individual outcomes in the military. *Military Psychology*, 11(3), 303-328.
- Williams, K. D. (1997). Social ostracism. In R.M. Kowalski (Ed.), *Aversive interpersonal behaviors* (pp. 133-170). New York, NY: Plenum.
- Williams, K. D. (2001). *Ostracism: The power of silence*. New York, NY: Guilford Press.
- Williams, K. (2003, January). Ostracism neutralises other behaviour-governing factors. In *AUSTRALIAN JOURNAL OF PSYCHOLOGY* (Vol. 55, pp. 68-68). 1 GRATTAN STREET, CARLTON, VICTORIA 3053, AUSTRALIA: AUSTRALIAN PSYCHOLOGICAL SOC.
- Williams, K. D. (2007a). Ostracism. *Annual Review of Psychology*, 58, 425-452.
- Williams, K. D. (2007b). Ostracism: *The kiss of social death*. Social and Personality
- Williams, K. D. (2009). Chapter 6 ostracism: *A temporal need-threat model*. In M.P.
- Williams, K. D., Bernieri, R., Faulkner, S., & Grahe, J. & Gada-Jain, N. (2000). The Scarlet Letter Study: Five days of social ostracism. *Journal of Personal and Interpersonal Loss*, 5, 19-63.
- Williams, K. D., & Lawson Williams, H. (2003). *Ostracism by friendship groups causes a desire to regain control*. Unpublished manuscript, Macquarie University, Sydney, Australia.
- Williams, K. D., & Sommer, K. L. (1997). Social ostracism by coworkers: Does rejection lead to loafing or compensation? *Personality and Social Psychology Bulletin*, 23, 693-70
- Williams, K. D., & Zadro, L. (2001). On Being Ignored, Excluded, and Rejected. *Interpersonal rejection*, 21.
- Williams, K. D., & Zadro, L. (2001). Ostracism: On being ignored, excluded and rejected. In M.R. Leary (Ed.), *Interpersonal rejection* (pp. 21-53). New York, NY: Oxford University Press.
- Williams, K. D., & Zadro, L. (2005). Ostracism: The indiscriminate early detection system. In K.D. Williams, J. P. Forgas, & W. von Hippel (Eds.), *the social outcast* (pp. 19-34). New York: Psychology Press.

- Williams, K. D., Cheung, C. K. T., & Choi, W. (2000). Cyber ostracism: Effects of being ignored over the Internet. *Journal of Personality and Social Psychology, 79*, 748-762.
- Williams, K. D., Govan, C. L., Crocker, V., Tynan, D., Cruickshank, M., & Lam, A. (2002). Investigations into differences between social-and cyber-ostracism. *Group Dynamics: Theory, Research, and Practice, 6*, 65-77.
- Willness, C. R., Steel, P., & Lee, K. (2007). A meta-analysis of the antecedents and consequences of workplace sexual harassment. *Personnel Psychology, 60*(1), 127-162.
- Wilson, D. L. (1995). Misogynistic E-mail sparks controversy on Cornell campus. *The Chronicle of Higher Education, 24*, 20.
- Winstok, Z. (2006). Gender differences in the intention to react to aggressive action at home and in the workplace. *Aggressive Behavior, 32*, 433-441. doi:10.1002/ab.20143
- Wood, N. (1978). The social history of political theory. *Political Theory, 6*(3), 345-367.
- Woods, K. C., Buchanan, N. T., & Settles, I. H. (2009). Sexual harassment across the color line: Experiences and outcomes of cross-versus interracial sexual harassment among Black women. *Cultural Diversity and Ethnic Minority Psychology, 15*(1), 67.
- Wolever, R. Q., Bobinet, K. J., McCabe, K., Mackenzie, E. R., Fekete, E., Kusnick, C. A., & Baime, M. (2012). Effective and viable mind-body stress reduction in the workplace: a randomized controlled trial. *Journal of occupational health psychology, 17*(2), 246.
- Wong, M. L., & Licinio, J. (2001). Research and treatment approaches to depression. *Nature Reviews Neuroscience, 2*(5), 343-351.
- Wright, M. F., Aoyama, I., Kamble, S. V., Li, Z., Soudi, S., Lei, L., & Shu, C. (2015). Peer Attachment and Cyber Aggression Involvement among Chinese, Indian, and Japanese Adolescents. *Societies, 5*(2), 339-353.
- Wu, L., Wei, L., & Hui, C. (2011). Dispositional antecedents and consequences of workplace ostracism: An empirical examination. *Frontiers of Business Research in China, 5*(1), 23-44.
- Wubin, S., & Zhaoliang, Y. (2010, July). Notice of Retraction Main effect and moderating effect of psychological capital in the model of employee turnover

- intention. In *Advanced Management Science (ICAMS), 2010 IEEE International Conference on* (Vol. 1, pp. 152-156). IEEE.
- Wu, L. Z., Yim, F. H. k., Kwan, H. K., & Zhang, X. (2012). Coping with workplace ostracism: The roles of ingratiation and political skill in employee psychological distress. *Journal of Management Studies*, 49(1), 178-199.
- Wu, L. Z., Zhang, H., Chiu, R. K., Kwan, H. K., & He, X. (2014). Hostile attribution bias and negative reciprocity beliefs exacerbate incivility's effects on interpersonal deviance. *Journal of business ethics*, 120(2), 189-199
- Xanthopoulou, D., Bakker, A. B., Dollard, M. F., Demerouti, E., Schaufeli, W. B., Taris, T. W., & Schreurs, P. J. (2007). When do job demands particularly predict burnout? The moderating role of job resources. *Journal of Managerial Psychology*, 22, 766–786.
- Xie, J. L. (1996). Karasek's model in the People's Republic of China: Effects of job demands, control, and individual differences. *Academy of Management journal*, 39(6), 1594-1618.
- Xie, J. L., & Johns, G. (1995). Job scope and stress: Can job scope be too high? *Academy of Management Journal*, 38(5), 1288-1309.
- Yagil, D. (2008). When the customer is wrong: A review of research on aggression and sexual harassment in service encounters. *Aggression and Violent Behavior*, 13,141-152.
- Yan, Y., Zhou, E., Long, L., & Ji, Y. (2014). The influence of workplace ostracism on counterproductive work behavior: The mediating effect of state self-control. *Social Behavior and Personality: an international journal*, 42(6), 881-890.
- Yang, B., Watkins. K., & Marsick, V. (2004). The construct of the learning organization: Dimensions, measurement, and validation. *Human Resource Development Quarterly*, 15(1), 31-55.
- Yavas, U., Karatepe, O. M., & Babakus, E. (2013). *Does hope buffer the impacts of stress and exhaustion on frontline hotel employees' turnover intentions?*. *Turizam: znanstveno stručni časopis*, 61(1), 29-39.
- Yeung, A., & Griffin, B. (2008). *Workplace incivility: does it matter in Asia?* *People and Strategy*, 31(3).

- Yeung, J. W., & Cindy, P. S. (2013). Being socially isolated is a matter of subjectivity: The mediator of life meaning and moderator of religiosity. *Revista de cercetare si interventie sociala*, 42, 204.
- Youssef, C. & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33, 774-
- Youssef, C. & Luthans, F. (2010). An Integrated Model of Psychological Capital in the Workplace. In Linley, Harrington & Garcea (Ed.), *Oxford Handbook of Positive Psychology and Work*. New York: Oxford University Press.
- Zadro, L. (2004). Ostracism: Empirical studies inspired by real-world experiences of silence and exclusion. *Unpublished Ph.D. thesis*, University of New South Wales.
- Zadro, L., Boland, C., & Richardson, R. (2006). How long does it last? The persistence of the effects of ostracism in the socially anxious. *Journal of Experimental Social Psychology*, 42, 692-697.
- Zadro, L., Williams, K. D., & Richardson, R. (2004). How low can you go? Ostracism by a computer is sufficient to lower self-reported levels of belonging, control, self-esteem, and meaningful existence. *Journal of Experimental Social Psychology*, 40, 560-567.
- Zadro, L., Williams, K. D., & Richardson, R. (2005). Riding the "O" train: Comparing the effects of ostracism and verbal dispute on targets and sources. *Group Processes and Interpersonal Relations*, 8, 1225-1243.
- Zaidi, S. A. (1999). Is poverty now a permanent phenomenon in Pakistan? *Economic and Political Weekly*, 2943-2951.
- Zaidi, F. (1994). Sexual harassment A working women's dilemma, Newline
- Zaidi, F. (1994), Vital Statistics. Newline.
- Zanna (Ed.). *Advances in experimental social psychology* (Vol. 41, pp. 275-314). New York, NY: Academic Press.
- Zechmeister J S, Zechmeister EB & Shaughnessy JJ (2000) *Essentials of Research Methods in Psychology*, McGraw-Hill, Boston
- Zechmeister, E. B., Zechmeister, J. S., & Shaughnessy, J. J. (2006). *Research methods in psychology*. McGraw-Hill Higher Education.
- Zellars, K. L., & Perrewé, P. L. (2001). Affective personality and the content of emotional social support: Coping in organizations. *Journal of Applied*

- Psychology*, 86,459–467. Canadian Human Rights Commission (2006). Harassment and the Canadian Human Rights Act. Available at: <http://www.chrc-ccdp.ca/pdf/publications/har-chra.pdf> (accessed February 2010).
- Zellers, K. L., & Perrewé, P. L. (2001). Affective personality and the content of emotional social support: Coping in organizations. *Journal of Applied Psychology*, 86, 459-467.
- Zellers, K. L., Perrewé, P. L., & Hochwarter, W. A. (2000). Burnout in health care: The role of the five factors of personality. *Journal of Applied Social Psychology*, 30, 1570-1598.
- Zhao, J., & Zhang, X. C. (2010). Work stress and job burnout: the moderating effects of psychological capital. *Journal of Henan Normal University (Natural Science)*, 38(3), 139-143.
- Zhao, C., & Gao, Z. (2014, February). Stressed by Multiple Roles, Should I Leave The Effects of Role Stressors on Turnover Intention. In *2014 International Conference on Information, Business and Education Technology (ICIBET 2014)*. Atlantis Press.
- Zhao, X., Lynch, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of consumer research*, 37 (2), 197-206.
- Zikmund, W. G. (1997). Business research methods. Fort Worth, TX: The Dryden Press. *Organizational References: European commission report*, (2005).
- Zivnuska, S., Kiewitz, C., Hochwarter, W. A., Perrewé, P. L., & Zellers, K. L. (2002). What is too much or too little? The curvilinear effects of job tension on turnover intent, value attainment, and job satisfaction. *Journal of Applied Social Psychology*, 32(7), 1344-1360.
- Zöller, C., Maroof, P., Weik, U., & Deinzer, R. (2010). No effect of social exclusion on salivary cortisol secretion in women in a randomized controlled study. *Psychoneuroendocrinology*, 35(9), 1294-1298.
- Zuckerman, M. (1976). *General and situation-specific traits and states: New approaches to assessment of anxiety and other constructs*.
- Zuckerman, M. (1976). *General and situation-specific traits and states: New approaches to assessment of anxiety and other constructs*.



## Appendix A

### Questionnaire

#### Time-1



Dear Participant,

ID: \_\_\_\_\_

---

I am a PhD student at Faculty of Management Universiti of Teknologi Malaysia. My research interest is in interpersonal mistreatment at workplace in influencing employees' attitudes and behaviors at work. You can help me in my current research project by completing the attached questionnaire, which I think you will find quite interesting. I appreciate your participation in my study.

The Questionnaire contains questions on your individual characteristics, your job, and your feelings and perceptions about your job. In the end I have asked you to provide some personal information such as age, gender, profession and your name. Although I am not asking you for any sensitive personal information, I assure you that ***your responses will be held in strictest anonymity.*** Please keep in mind that the resulting data will be summarized on a general basis and **not** on an individual basis. If for any reason you do not want to participate in my study, please feel free to decline. If you wish to be informed of the findings of this study, the findings will be shared with you as a report discussing aggregated results only and will **not** disclose any raw data as this contravenes Universiti Teknologi Malaysia.

Please read the instructions carefully and answer all the questions. There are no "trick" questions, so please answer each item as frankly and as honesty as possible. It is important that **all** the questions be answered. The Questionnaire contains three part, Time 1,