



**PREVALENCE, ANTECEDENTS, AND CONSEQUENCES
OF WORKPLACE BULLYING AMONG EMPLOYEES IN SELECTED
MULTINATIONAL CORPORATIONS IN MALAYSIA**

By

SANTHOSH KUMARI A/P S T SAMANTHAR

**Thesis Submitted to the School of Graduate Studies University Putra Malaysia, in
Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

December 2019

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Faculty : Educational Studies

For four decades, research reported workplace bullying as a widespread and harmful stressor, increasing interest among researchers globally in investigating its contributing factors, particularly organizational factors, which are still lacking in Malaysia. Therefore, this study explicitly aimed (1) to investigate the prevalence of workplace bullying (2) to describe the levels of organizational antecedents, namely, negative organizational culture, role ambiguity, role conflict, and destructive leadership and consequences of WB, namely, intention to leave and team cohesiveness, respectively, (3) to determine the relationship between organizational antecedents and workplace bullying (4) to determine the most dominant organizational antecedents influencing workplace bullying and finally (5) to determine the consequences of workplace bullying on the intention to leave and team cohesiveness in at Multinational Corporations Human Resource Shared Service Centres (MNC HRSSC) in Malaysia.

The study has expanded the existing workplace bullying research by combining two conceptual frameworks (integrated model) through the structural relationship analysis between the study variables, confirming that organizational factors could lead to severe work and person-related bullying impacting employees' eventually affecting the MNC HRSSC in the long run. General Strain Theory (Agnew, 1992) and Affective Event Theory (Weiss & Cropanzano, 1996) support and explain the relationships between the study variables.

The present study employed a quantitative research method, specifically a cross-sectional design comprising descriptive and inferential analysis: the former used SPSS, and the latter employed Structural Equation Modeling (SEM). Through cluster sampling, data were collected using a self-administered questionnaire from 460 employees below the Senior Managerial level in MNC HRSSCs.

The findings reported a high prevalence of workplace bullying. All the proposed organizational antecedents have a positive and significant relationship with workplace bullying, where role conflict is the dominant antecedent influencing the phenomenon. Workplace bullying also has a positive and significant relationship with the intention to leave and a negative relationship with team cohesiveness. Therefore, this study confirms the integrated model of workplace bullying in the context of MNC HRSSC.

This study suggests that Human Resource Development professionals and policymakers make efforts and measures to create a positive work environment by creating awareness of workplace bullying, formulating strategies, stringent anti-bullying policies, leadership training, and counselling sessions for victims. Finally, the findings suggest the importance of having workplace bullying laws in Malaysia to protect and provide a safe, unthreatened work environment, assuring employee's well-being, in line with the Global Plan of Action (2015-2025), proposed by the World Health Organization (WHO), which aims to shield and promote health in the workplace through prevention and control of psychosocial risks.

The present findings propose further research on workplace bullying by expanding the research scope to other MNC Shared Service Centres to allow broader generalizations. Besides, future research should include other organizational antecedents to provide a comprehensive empirical-based explanation to strengthen the knowledge on workplace bullying and assist organizations in developing strategies to curtail workplace bullying in MNC Shared Service Centres. The present study used the Negative Acts Questionnaire-Revised version to measure workplace bullying, which was developed and deemed appropriate for Western culture. Hence, it is proposed that a more specific Malaysian context bullying questionnaire be developed, considering local context and culture.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

PENGUKURAN KADAR BULI, PENGARUH ANTESEDEN DAN MENGENAL PASTI KESAN BULI DI TEMPAT KERJA DALAM KALANGAN PEKERJA DI MULTINASIONAL YANG TERPILIH DI MALAYSIA.

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Selama empat dekad penyelidikan telah melaporkan bahawa buli di tempat kerja sebagai punca tekanan yang semakin meluas dan memudaratkan dalam banyak organisasi. Sejak beberapa tahun kebelakangan ini, ramai penyelidik di peringkat global semakin berminat untuk mengkaji faktor yang menyumbang kepada buli di tempat kerja, terutamanya faktor organisasi yang masih kurang diberi perhatian di Malaysia. Kajian ini bertujuan untuk khususnya, (1) mengkaji kadar buli di tempat kerja, (2) memerihalkan tahap anteseden organisasi iaitu budaya organisasi negative, kekaburan peranan, konflik peranan dan kepimpinan destruktif dan kesan buli di tempat kerja iaitu, keinginan untuk berhenti kerja dan kejeleketan pasukan, (3) mengenal pasti hubungan antara anteseden organisasi iaitu budaya organisasi negatif, kekaburan peranan, konflik peranan dan kepimpinan destruktif dengan buli di tempat kerja, (4) mengenal pasti factor anteseden organisasi yang paling dominan yang menyumbang kepada buli di tempat kerja, dan (5) mengenal pasti pengaruh buli di tempat kerja terhadap keinginan untuk berhenti kerja dan kejeleketan pasukan dalam kalangan pekerja di di Pusat Perkongsian Perkhidmatan Sumber Manusia Multinasional (MNC HRSSC) yang beroperasi di Malaysia.

Kajian ini telah memperkukuhkan dan mengembangkan kajian sedia ada tentang buli di tempat kerja dengan menggabungkan dua kerangka konsep (model gabungan) melalui analisis hubungan struktural pemboleh ubah kajian. Pemboleh ubah kajian ini mengesahkan bahawa faktor organisasi boleh menyumbang kepada berlakunya buli berkaitan kerja dan buli berkaitan orang pada kadar yang tinggi. Keadaan tersebut akan mengakibatkan impak negatif terhadap pekerja and kesan buruk terhadap organisasi seperti MNC HRSSC pada jangka masa yang panjang. Teori Ketegangan Umum (Agnew 1992) dan Teori Keadaan Afektif (Weiss & Cropanzano, 1996) telah dikenal pasti untuk menyokong and menerangkan hubungan antara pemboleh ubah dalam kajian ini.

Kajian ini menggunakan kaedah kuantitatif dengan pendekatan kajian keratan rentas menggunakan analisis deskriptif dan inferensi. Untuk analisis statistik deskriptif, perisian SPSS telah digunakan dan untuk analisis statistik inferensi pula, kaedah *Structural Equation Modeling* (SEM) telah digunakan. Dengan penggunaan teknik pensampelan kluster, data dikumpul menggunakan borang soal-selidik yang ditadbir sendiri daripada 460 pekerja di bawah tahap Pengurusan Kanan di MNC HRSSC.

Hasil keputusan analisis deskriptif menunjukkan tahap buli yang tinggi. Kesemua anteseden organisasi kajian mempunyai hubungan yang positif dan signifikan dengan buli di tempat kerja, dan konflik peranan merupakan anteseden organisasi yang paling dominan mempengaruhi buli di tempat kerja. Buli di tempat kerja juga didapati mempunyai hubungan yang positif dan signifikan dengan niat berhenti kerja dan mempunyai hubungan negatif dengan kejeleketan pasukan. Kajian ini mengesahkan model gabungan buli di tempat kerja kajian ini dalam konteks MNC HRSSC.

Hasil kajian ini, mencadangkan pentingnya bagi professional pembangunan sumber manusia dan penggubal dasar mengambil usaha dan langkah yang bersesuaian bagi mewujudkan persekitaran kerja yang positif. Usaha tersebut adalah termasuk mewujudkan kesedaran tentang buli di tempat kerja, merangka strategi dan polisi anti-buli yang ketat, latihan kepinpinan, menyediakan sesi kaunseling untuk pekerja yang menjadi mangsa buli serta kepada pembuli. Akhirnya, hasil kajian mencadangkan keperluan untuk merangka undang-undang buli di tempat kerja di Malaysia bagi melindungi dan menyediakan persekitaran kerja yang selamat, persekitaran kerja yang tidak terancam dan memastikan kesejahteraan pekerja. Ia adalah sejajar dengan Pelan Tindakan Global (2015 – 2025) yang dicadangkan oleh Pertubuhan Kesihatan Sedunia (WHO) yang bertujuan untuk melindungi dan mempromosikan kesihatan di tempat kerja melalui pencegahan dan kawalan risiko psikososial.

Berdasarkan hasil dapatan, kajian ini mencadangkan agar penyelidikan lanjutan tentang buli di tempat kerja dijalankan dengan perlu memperluaskan skop kajian terutamanya kepada Pusat Perkhidmatan Perkongsian Multinasional yang lain agar dapatan kajian dapat di generalisasikan dengan lebih meluas. Di samping itu, penyelidikan lanjut perlu dilaksanakan bagi mengkaji factor organisasi yang lain yang menyumbang kepada buli di tempat kerja agar penjelasan komprehensif yang berasaskan kajian empirical dapat dihasilkan bagi memperkukuhkan ilmu pengetahuan tentang fenomena buli dan bagi membantu organisasi untuk membangunkan strategi bagi mencegah berlakunya gejala buli dalam organisasi ini. Kajian ini dilaksanakan dengan menggunakan Soal Selidik Kelakuan Negatif versi semakan semula bagi mengukur buli di tempat kerja yang dibangunkan dan dianggap sesuai bagi budaya Barat. Oleh itu, dicadangkan agar, satu soal selidik yang lebih khusus sesuai dengan konteks Malaysia dibangunkan bagi mengukur buli di tempat kerja dengan mengambil kira konteks dan budaya tempatan.

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LIST OF ABBREVIATIONS

AET	Affective Event Theory
AGFI	Adjusted Goodness of Fit
AMOS	Analysis of Moment Structure
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CFI	Comparative Factor Analysis
CI	Confidence Interval
CR	Construct Reliability
DL	Destructive Leadership
DLS	Destructive Leadership Scale
DOSH	Department of Occupational Safety and Health
DV	Dependent Variables
EDA	Exploratory Data Analysis
ITL	Intention to Leave
EMP	Eleventh Malaysia Plan
GCS	Group Cohesiveness Scale
GoF	Goodness-of-Fit
GST	General Strain Theory
GDP	Gross Domestic Product
GBS	Global Business Services
HRD	Human Resource Development
HRM	Human Resource Management
HR	Human Resource

HRSSC	Human Resource Shared Service Centres
IV	Independent Variables
KPI	Key Performance Indicator
MDEC	Multimedia Development Corporation
MI	Modification Indices
MLE	Maximum Likelihood Estimation
MLR	Multiple Linear Regression
MLQ	Multifactor Leadership Questionnaire
MNC	Multinational Corporation
MOHR	Ministry of Human Resource
MEF	Malaysian Employers Federation
NAQ-R	Negative Act Questionnaire - Revised
NEP	New Economic Plan
NOC	Negative Organizational Culture
OC	Organizational Culture
OD	Organizational Development
OCSQ	Organizational Culture Survey Questionnaires
PA	Path Analysis
RAMSEA	Root Mean Square Error of Approximation
RA	Role Ambiguity
RC	Role Conflict
R ²	Coefficient of Determination
RQ	Role Questionnaires
SCT	Stress Coping Theory

SEM	Structural Equation Modelling
SLA	Service Level Agreement
SOP	Standard Operating Procedures
SSC	Shared Service Centers
SSO	Shared Service Organizations
SSON	Shared Service and Outsourcing Network
SSOM	Shared Service and Outsourcing Malaysia
TC	Team Cohesiveness
TIS-6	Turnover Intention Survey Questionnaire
TLI	Tucker-Lewis Index
VIF	Variation Inflation Factor
WB	Workplace bullying
WBI	Workplace Bullying Institute
WHO	World Health Organization

CHAPTER 1

INTRODUCTION

In the era of increasing global competition, the focus on knowledge and skills of human capital became the vital foundation of competitive advantage for any organization to succeed (Nieves & Quintana, 2018; Minbaeva, 2017; Becker & Huselid, 2006), especially in Multinational Corporations (MNCs) (Clarke & Gholamshahi, 2017; Bjorkman, Ehrnrooth, Makela, Smale & Sumelius, 2017; Gubbins & Garavan, 2009). In this industrial setting, unplanned organizational changes come into the act (Salin & Hoel, 2011) across various aspects, such as the tactic, structure, culture, technology, size, and work methods (Spagnoli & Balducci, 2017; Daft, 2007). These changes could elicit harmful outcomes such as workplace bullying (WB) (Spagnoli, Balducci & Fraccaroli, 2017; Spagnoli & Balducci, 2017). WB refers to direct and indirect destructive behaviour and health-impairing mistreatment directed intentionally or unintentionally toward employees and groups by perpetrators, causing anguish for the victim, obstructing work performance, and resulting in an unhealthy work environment (Einarsen, Salin, Einarsen, Skogstad & Mykletun, 2019). WB consequently causes organizations to incur high costs due to legal fees and reputational damage, low productivity, absenteeism and increasing the operating cost of replacing and retraining employees (Magee, Gordon, Robinson, Caputi & Oades, 2017; Caponecchia & Wyatt, 2011; Freckelton, 2008). For these reasons, Human Resource Development (HRD) professionals must play the function of a change agent and implement the necessary intervention strategy to facilitate planning and actualizing the change process aligning with the overall organizational development (OD) (Werner and De Simone, 2011).

As the core of OD, corporations such as MNCs accentuate organizational intended changes to ultimately improve the effectiveness of organizations and transformation directed on employees or teams to leverage competitive advantage (Uraon, 2018; Werner & De Simone, 2011). However, employees see the operationalized development initiatives as signals from organizations of their intentions for their well-being, growth, and employability (Hannah & Iverson, 2004; Rousseau, 1995). For these reasons, organizations must be cautious and address hostile behaviour, such as workplace bullying, that could arise due to the intense focus on improvisation, effectiveness, and performance goal, which adversely affect the organization and the individuals in the long run (Valentine, Fleischman & Godkin, 2018; Barlett & Barlett, 2011). HRD practitioners' involvement is crucial to preventing and managing workplace bullying by devising appropriate policies and practices used as a communication scheme to reduce the undesirable effect, which could eventually affect the organization's performance and goal (Uraon, 2018; Jiang, Lepak, Hu & Baer, 2012; Subramony, 2009). HRD professionals should carry out a meaningful role through robust, positive, and essential strategies to promote employee engagement programs to improve the reasoning capability and emotional and behavioural dynamism and direct them towards constructive organizational outcomes and success. In sequence with the above, this chapter explains the background of the study, the problem statement, the research objectives, and how the current research advanced the common scientific knowledge in the HRD field. This section will also include the significance of the study, limitations, delimitations, and operational definitions of terms for this study.

1.1 Background of the Study

Workplace bullying (WB) and its influence on employees and organizations are one of the leading issues of the 21st century (Einarsen, Salin, Einarsen & Skogstad, 2018; Ryan, 2016), causing severe psychosocial hazards at work with a range of adverse effects (Dollard, 2018; Kwan, Tuckey & Dollard, 2014). This phenomenon is a "more crippling and devastating problem for employees than all other work-related stress out together" (Ryan, 2016; Pilch & Turska, 2015; Einarsen, Hoel, Zapf & Cooper, 2011, p.4). International researchers confirmed that WB is a widespread problem in the contemporary working life of all (Nielsen, Matthiesen & Einarsen, 2010) and that its pervasiveness goes across all sectors (Glambek, Matthiesen, Hetland & Einarsen, 2014; Harvey, Treadway, Heames & Duke, 2008; Harvey, Treadway, & Heames, 2006). Vartia (2013), in her study, reported that most bullying occurrences tend to be prevalent in the government sector compared to the private sector. The health care, social work, and education industries have higher chances of facing these acts than other areas. WB has become a favourite topic receiving substantial attention among researchers and scholars (Valentine et al., 2018; Bergbom, Vartia & Kinnunen, 2015; Devonish, 2013), especially in social sciences. It is the most common type of adverse workplace behaviour and harassment (Omar, Mokhtar & Hamzah, 2015) that has obtained the most crucial part of research attention compared to sexual harassment, physical aggression, workplace violence, or racial discrimination (Salin, Tenhiala, Roberge & Berdahl, 2014; Namie, 2007) a ubiquitous problem in the modern working life (Hurley, Hutchinson, Bradbury & Browne, 2016; Nielsen, Matthiesen & Einarsen, 2010) and now rising from all parts of the world, including Asia (Pham, Lee, Nguyen, Lin, Ali & Chu, 2019; Branch, Ramsay & Barker, 2013). It occurs in every country, industry, and sector (Samnani, 2013), where no organization can claim it is bully-proof (Hoel & Einarsen, 1999).

For the past three decades, most studies focussed on WB, reiterating the growth of interpersonal bullying, investigating its source, manifestation, antecedents, causes, and effects, and creating a well-developed understanding of the phenomenon (Feijo, Graf, Pearce & Fassa, 2019; D'Cruz, 2014). WB shows a positive association with employee health problems such as psychological health, physical and mental health troubles, depressive symptoms, post-traumatic depressive stress disorder (PTSD) symptoms, and psychosomatic health complaints (Rajalingam, Jacobsen, Nielsen, Einarsen & Gjerstad, 2019; Strandmark, 2013; Tsuno, Kawakami, Inoue & Abe, 2010; Moayed, Daraiseh, Shell & Salem, 2006). For these reasons, an insightful understanding of interpersonal bullying was imperative to address the adverse outcomes (De Ceiri, Sheehan, Donohue, Shea & Cooper, 2019; Nielsen & Einarsen, 2012; D'Cruz, 2012; Jenkins, Winfield, & Sarris, 2011). Studies found that interpersonal bullying happens within the organizational bullying environment (D'Cruz, Noronha & Beale, 2014; D'Cruz & Noronha, 2012, 2011, 2010). Therefore, it is also equally important to have explicit knowledge of antecedents of bullying at the organizational level to address the phenomenon as a whole (De Ceiri et al., 2019; D'Cruz & Noronha, 2015; Einarsen et al., 2011; Leymann, 1996)

Researchers have exposed WB results from deprived psychosocial safety climate (PSC) and working conditions, e.g., psychological health and safety versus productivity (Salin, 2015; Idris & Dollard, 2011; Salin & Hoel, 2011). Organizational bullying occurs in the pursuit of competitive advantage (D'Cruz, 2014; D'Cruz & Noronha, 2009).

Organizations that strive to achieve competing advantage resort to employing abuse, hostility, intimidation, and aggression to ensure employees comply with the organizational agenda (Beale & Hoel, 2011; D'Cruz & Noronha, 2011; Hoel & Beale, 2006). These depersonalized bullying acts warrant more studies to reveal its prevalence among organizations (Samnani, Singh & Ezzedeen, 2013). Other researchers recommended for more studies on antecedents and consequences to individuals and groups be conducted (Reknes, Einarsen, Gjerstad & Nielsen, 2019; Samnani & Singh, 2012; D'Cruz, 2012; Jenkins et al., 2011; Einarsen et al., 2011; Hoel, Sheehan & Cooper, 2011). This study will address these recommendations, focusing on WB's organisational antecedents and consequences on employees' intention to leave and team cohesiveness in MNC Human Resource Shared Service Centers (HRSSC) in Malaysia.

The formation of MNC HRSSC is to strengthen its competitive advantage of cost savings in global markets by 25-30% through improved efficiency, consistency, and reduced overhead costs (Uijlenberg, 2015; Gubbins & Garavan, 2009; Cooke, 2006) to attain its organizational goal. Setting up an HRSSC requires restructuring the HR process, which could cause a reduction in the workforce, increase productivity, reorganise their work, or even change job functions that might be challenging and unfavourable to employees. These activities could create short-term confusion in understanding the roles and responsibilities of individuals, resulting in a drop in the productivity and quality of service provided. Reilly (2000) and Sparrow, Brewster & Harris (2004) shared evidence that the objective to form SSC has not been achieved as expected due to unmatched regional countries' satisfaction (SSON, 2019). Hence, it is necessary to find out if organizational bullying occurs in the pursuit of achieving its objective. To an extent literature review showed that not much attention was given to the side-effects of the implemented strategy and actions to stay competitive through the formation of MNC HRSSC, especially WB. This study is crucial to express the necessity for HRD practitioners to recognize that organizational factors can cause WB and its influence on employees to intervene, confront, and devise a policy to fight the phenomenon efficiently.

In order to comprehend the research problem of this study, it is essential to understand WB and its linkages with the all-encompassing key constructs identified in this study. This integrated study focuses on the relationships between organizational antecedents: negative organizational culture, role conflict, role ambiguity, destructive leadership, and WB. The investigation will reveal the constant threat type of WB from the victim's perspective by confirming the dominant organizational antecedent among them. The study will then be extended to determine the consequences of WB on employees' intention to leave and team cohesiveness. Besides, the study will also report the prevalence rate of WB and describe the levels of organizational antecedents, namely, negative organizational culture, role ambiguity, role conflict, and destructive leadership, and consequences of WB, namely, intention to leave and team cohesiveness

In a pioneering effort to reveal the existence of workplace incivility behaviour, Brodsky (1976) reported his findings on harassment at work in his book titled *"The Harassed Worker"* in England. He described harassment as repeated and persistent acts aimed at distressed and frustrated individuals, who will eventually be provoked, frightened, and intimidated, causing discomfort. In another study, bullying acts were explored among

school children and found that aggressive and social-psychological method causes a child to be part of the oppression (Olweus, Limber & Mihalic, 1999); Olweus, 1978, 1994;). During the same work period, the late Dr Heinz Leymann (1996, 1992 & 1990) pioneered the research on WB, bringing to light the significance of analyzing the phenomenon, particularly at the organizational level. He termed it "*mobbing*" in his medical and psychological stress research (also known as WB in English-speaking countries).

After that, a freelance journalist, Andrea Adams (1992), an active writer on real-time controversial WB issues of employees in London, openly discussed and broadcasted the problems and consequences endured by employees on the radio titled "*An Abuse of Power and Whose Fault Is It Anyway?*". Her talk later attracted other researchers to investigate the topic across the United Kingdom (Carter, Thompson, Crampton, Morrow, Burford Gray & Illing, 2013; Salin, 2003; Lee, 2002, 2000; Quine, 1999). As a result, almost all researchers deduced that WB has adverse consequences - for both employees and organizations (Reknes et al., 2019; Salin & Notelaers, 2017; D'Cruz, 2016; Samnani, 2012; Vartia & Hyyti, 2002; Keashley 1997; Einarsen & Raknes, 1997; Keashly, Trott & MacLean, 1994; Spratlen, 1995; Leymann, 1990) and working teams in organizations (Membere, Ahmad, Anderson, Lindsey, Sabat & King, 2015; Nielsen & Einarsen, 2012).

WB has received serious attention worldwide, especially in Western countries (Namie & Namie, 2014; O'Driscoll, Cooper-Thomas, Bentley, Catley, Gardner & Trenberth, 2011), comprising approximately 95% of overall researchers (Neill & Tuckey, 2014) compared to Eastern countries. Researchers in Malaysia claimed that the prevalence rate of WB in Eastern countries is at an emerging stage where Malaysia is reported to have limited investigations (Omar et al., 2015; Yaakub, Haron & Leong, 2010; Khoo, 2010; Patah, Abdullah, Naba & Zahari, 2010). The limited studies in Malaysia revealed a high prevalence of WB in MNCs due to cultural differences (Leng & Yazdanifard, 2014). Henceforth, this study aims to expose and understand the severity of WB with the involvement and intervention of Western culture through MNCs management in HRSSC in Malaysia.

Multinational Corporations HR Shared Service Center

MNC is a large and complex company distributed worldwide and nations with diverse national origins, races, religions, disabilities, and ages (Kapoor & Sherif, 2012). MNCs synchronize different dimensions into one connected system, such as the management team, having the same motive of making a profit and opportunity for capital investment (Campbell & Strikweda, 2013). A Shared Service Center (SSC), also known as Shared Service Organisation (SSO), is an initiative by MNC that consolidates services within a corporation (Ulrich, Brockbank, Yeung & Lake, 1995). SSC is a separate business unit within a group of companies, operates like any other business entity aligned with external competitors" (Schulz & Brenner, 2010). SSC has the preferred management and delivery option among industries (Ulrich, Younger, & Brockbank, 2008; Bergeron, 2002;), especially in government sectors (Marciniak & Kovai, 2016; Schulz & Brenner, 2010; Grant, McKnight, Uruthirapathy & Brown, 2007; Jansen, Joha, & Weerakkody, 2007, Accenture, 2005). SSC represents a corporate support service applied commonly in

Information Technology (Schulz, Hochstein, Uebernickel & Brenner, 2009), Information and Communication Technology (ICT), procurements, buildings facilities, and Human Resource Management (Turle, 2010), and Finance and Accounting (Marciniak & Kovai, 2016),

Researchers from the industry and academia found a considerable rise in SSC formation among multinational corporations. Over 94% of Fortune 50 and 80% of Fortune 500 companies adopted SSC structures to compete in the global market to gain superior performance through cost savings and service enhancements (Richter & Bruhl, 2017; Turle, 2010). In Malaysia, with the guidance of the government through Malaysia Investment Development Authority (MDeC), this country is also focusing on high-end analytics work defined by Shared Service and Outsourcing cluster, which is now rebranded as "Global Business Services" to drive future growth (SSON, 2015; MDeC, 2014). 340 Shared Services and Outsourcing centres, employing approximately 82,000 employees, contribute 16% (and growing) of Malaysia's GDP (SSON, 2015; MDeC, 2014). Moreover, SSC formation anticipated reducing costs by 25-30% (Knol & Sol, 2011; Quinn, Cooke, & Kris, 2000) and 80% in the USA (Shared Services and Outsourcing Network Report, 2016), encouraging more SSC setups. For these reasons, over the years, SSC became the chosen setup for most MNCs, especially in centralizing their HR operations, known as HRSSC (Uljenberg, 2015).

Given the nature of the SSC as a semi-autonomous business unit, SSC is responsible for managing its costs, administrating its in-house operations, and being fully accountable for its performance and revenue creation. Besides, HRSSC must defend its existence and justify its importance to business partners in supporting MNCs to stay competitive by committing to the HRSSC's performance measurement (Kris & Fahy, 2003). Therefore, it adopts the techniques of the market by charging business partners (HR Strategic Partners) (Farndale, Paauwe, & Boselie, 2010) based on the established service evaluation criteria documented in service level agreements (SLAs) (Howcroft & Richardson, 2012). SLA formalizes the client-supplier relationship (Farndale et al., 2009) and is used as a performance measurement means used and as a reference to secure the compliance of HRSSC services towards other businesses towards business partners. SLA stipulates criteria for cost savings, improvised service quality through continuous innovation, and greater organizational efficiencies through increased productivity among limited employees (Farndale, Paauwe & Hoeksema, 2009; Walsh, McGregor-Lowndes & Newton, 2008; Jansen & Joha, 2006).

Despite being popular among MNCs, MNCs struggle to understand, assemble, and administer the SSC's operation (Herbert & Seal, 2012). Various restructuring of HR processes is implemented to meet the committed SLA, causing a reduction in the workforce, change in roles, responsibilities, and relocation of their workplace, which is unwelcome and unfavourable to the employees (Cooke, 2006). These activities create confusion in understanding individuals' roles and responsibilities, leading to an unhealthy work environment procreating adverse effects on the responsibility and the reliability of HR functions (Cooke, 2006). The increasing numbers of SSCs in Malaysia and the nature of the business justification for this study to investigate if the nature of the MNC HRSSC business setup strives to maintain MNC's competitive advantage on cost-cutting and consistently drive to improve the work processes to increase productivity

with limited staffs serves as fertile ground for WB. Besides, previous researchers have also asserted a lack of research investigating side effects on SSCs, showing negligible importance to investigators (Becker, Niehaves & Krause, 2009), including MNC HRSSC.

1.2 Statement of the Problem

The severity of WB is relatively high and reported to be prevalent in Western countries and is now emerging in other parts of the world, including Asian nations (Pham, 2019; Branch et al., 2013). Despite the consistent popularity of research on WB, receiving attention in the local mass media highlighting its increased seriousness, however, very few sectors in Malaysia have carried out research that confirms the presence, severity, and prevalence of this phenomenon in Malaysia (Omar et al., 2015; Dempster & Stevenson, 2014; Subramaniam et al., 2011; Abdullah & Ali, 2011; Patah et al., 2010; Khoo, 2010; Yaakub et al., 2010). Researchers argued that the limitation is due to the involvement of cultural differences, which generalizes that Eastern countries are not ready to report the phenomenon (Omar et al., 2015; Kwan et al., 2014). Another possible reason for the lack of a prevalence report is that Malaysians are, due to the unequal acceptance distribution of power and potentially recognize WB as part of organizational culture (Omar et al., 2015; Kwan et al., 2014; Power, Brotheridge, Blenkinsopp, Bowes-Sperry, Bozionelos, Buzady, et al., 2013). These acceptances are mostly undetected due to the unpreparedness to report the experience of WB, impacting the recognition and understanding of the phenomenon and resulting in limited revelation. The lack of knowledge on the severity of the phenomenon could also be attributed to the absence of a WB definition in Malaysia, resulting in limited literature on prevalence reports of WB in Malaysia, which will be addressed in this study in the context of MNC HRSSCs.

While WB has received growing attention in the social sciences globally, not much research reported WB in an integrated approach (Samnani & Singh, 2014) to understand it as a core of two simultaneous investigations, which this study has adapted. Furthermore, existing literature also showed limited investigations on antecedents at levels beyond individuals, such as groups or organizations (Samnani & Singh, 2012, 2016; D'Cruz et al., 2014; D'Cruz & Noronha, 2012). Therefore, this study will contribute to the gap by using the integrated approach to explain the relationship between the predetermined organizational antecedents and WB, its influence on employees' intention to leave, and the team's cohesiveness in employing MNC HRSSC employees as the sample.

An extant literature review shows that limited studies have been conducted among MNC HRSSC, although this setup's adaptation is increasing worldwide. Despite numerous reports showing the popularity of SSCs, researchers indicated there more investigations on SSC still need to be carried out (Maatman, 2017; Becker, 2009; Schulz, Hochstein, Uebernickel & Brenner, 2009), especially studies showing harmful side effects, particularly in MNC HRSSC (Reilly, 2014; Bondarouk & Friebe, 2014). In addition, MNC HRSSCs were reported to be susceptible to alignment pressures (Meijerink et al., 2013; Forst, 1997), continuously focusing on downsizing, outsourcing, redesigning (Farndale et al. 2009), cutting costs, increasing the flexibility of services (Meijerink,

Bondarouk & Maatman, 2013), innovation and developing activities is demanded to align with the interests and objectives of the overall organization (Buningh, 2015). The increase in HRSSC facilities in Malaysia and, given the nature of the business setup, aimed at maintaining its competitive advantage through innovation for continuous cost reduction may result in strain, and stress achieving the goal may lead to WB, which will be determined in this study.

WB is an organizational problem instead of an individual's (Cowan, 2018; Einarsen et al., 2011; Lutgen-Sandvik & Sypher, 2009; Vartia, 1996; Einarsen et al., 1994). However, there is still a lack of attention relating organizational antecedents to WB (Balducci, Conway, & Heugten, 2018), especially in MNC HRSSC. Despite ongoing studies providing evidence that WB occurs mainly due to the poor workplace environment (Valentine et al., 2018; Kantor & Streitfeld, 2015; D'Cruz, 2014; Einarsen et al., 2011; Vartia, 1996; Einarsen, Raknes, & Matthiesen, 1994; Leymann, 1980), still, limited numbers of studies to support this assertion, empirically (Spagnoli & Balducci, 2017; D'Cruz, 2012; Salin & Hoel, 2011). Hence, to contribute to the limited study, four organizational factors strongly related to the HRSSC setting, namely, negative organizational culture, role ambiguity, role conflict, and destructive leadership, are selected as the organizational antecedents of WB for the present study. While confirming the relationship between the organizational antecedents and WB, the present study also underlines the unavailability of anti-workplace bullying policies in organizations to address the phenomenon (Loh & Yazdanifard, 2014; Spagnoli & Balducci, 2017), which the present study aims to propose with the present study.

At the time of this study, limited disclosure of the effect of negative organizational culture and individual WB experiences was identified (Attell, Brown & Treiber, 2017; Desrumaux, Machado, Vallery & Michel, 2016; An & Kang, 2015; Pilch & Turska, 2015; Burris, 2012; Loh, Restubog & Zagenczyk, 2010). Some organizations practice negative organizational cultures where acts of bullying and hostility are rational and effective means of achieving objectives and imperatives (Kelloway et al., 2017; D'Cruz, 2015; D'Cruz & Noronha, 2015; Einarsen et al., 2011; D'rutz & Noronha, 2009), suggesting organizational culture can create unintentional WB situations (Qureshi, Rasli & Zaman, 2014; Giorgi, 2010; Omari, 2007). These unhealthy conditions may influence how individuals perceive and respond to inappropriate behaviour (Valentine et al., 2018; Valentine, Fleischman & Godkin, 2016; Kernan, Watson, Chen & Kim, 2011). Researchers posited that the absence of intervention through appropriate policies and procedures and negligence from the organization's management has shown that this negative culture promotes WB (Loh & Yazdanifard, 2014; Salin, 2008). Despite all the researchers' claims, there is still a limited number of studies to support the assertion empirically (Spagnoli & Balducci, 2017; D'Cruz, 2012; Salin & Hoel, 2011) which the present study attempts to uncover.

Literature has shown a lack of research conducted to explain the relationship between work organizations, especially role conflict and role ambiguity, and WB (Harlos & Holmvall, 2018; Reknes et al., 2018; Baillien & De Witte, 2009; Baillien, Neyens & De Witte, 2008; Vartia, 1996; Einarsen et al., 1994). Organizational changes such as restructuring and downsizing that altered the status quo (Eurofound, 2015) and are deemed necessary in HRSSC (Ezzamel, Wilmott & Worthington, 2008) to maximize

investment and generate profit (Raudla & Tammel, 2015; Tambur & Vadi, 2012; Ezzamel et al., 2008; Fligstein & Shin, 2007). These organizational acts affect employees' positions, especially when employees must multitask, adjust, and adapt to new and unfamiliar jobs (Reknes et al., 2018; Salin & Hoel, 2011; Cardwell, 2003). The role confusion results in compromised service quality, less accurate team performance, and low productivity (Li, Chen, Tuckey, McLinton & Dollard, 2018; Van Sell, Brief & Schuler, 1981; Liddell & Slocum, 1976), lower commitment and concern (Baird, 1969) and less confidence towards the organization (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964). These circumstances may create a hostile, stressful individual working environment (Bowling et al., 2017; Leymann, 1996; Einarsen et al., 1994) which conditions employees to be further bullied (Li et al., 2018; Howcroft & Richardson, 2012; Maatman, Bondarouk & Looise, 2010). The present aims to determine the past claims held in the MNC HRSSC.

Studies revealed the need for more theoretical and empirical elaboration on the relationship between destructive leadership and WB (Burke, 2017; Tokarev, Phillips, Hughes & Irwing, 2017), primarily studies describing destructive leadership and WB. Most studies on leadership were one-sided analyses, emphasizing its positive and constructive characteristics and their impact on WB, leaving the negative aspect of the characteristics (Tuckey, Chen & Chen, 2017; Burke, 2017; Laschinger & Fida, 2014; Erkutlu & Chafra, 2014; Laschinger, Wong & Grau, 2012; Hogan & Kaiser, 2005), whereas, others focused on leadership management on WB (Woodrow & Guest, 2017; Bureau, Gagne, Morin & Mageau, 2017). While many studies concentrate on the positive aspect of leadership, it is equally important to examine and understand the influence of destructive leadership styles on employees (Omar et al., 2015; Hoel & Einarsen, 2011; Hauge, Skogstad & Einarsen, 2007). The struggle to achieve the organizational goal in MNC HRSSC could lead to leaders having the capacity and drive to harm their own and teams' targets resulting in the act of bullying (Tokarev et al., 2017; Skogstad et al., 2011; Einarsen et al., 2007) which will be investigated in the present study.

The literature review has shown limited investigations on understanding the impact of WB on employees' intention to leave (Bohle, Knox, Noone, Namaca, Rafalski & Quinlan, 2017), specifically among MNC HRSSCs. The existing Malaysian studies focus on identifying potential determinants of turnover intention in hospitals (Omar, Halim, Yusoff, Ahmad & Ibrahim, 2018; Nantha, Wee & Chan, 2018), manufacturing companies (Chin, 2018), banks (Apadore & Ramasamy, 2017), and fast-food chains (Ryan, Ghazali & Mohsin, 2011). Almost all these studies concluded that WB gives a positive influence on employee's intention to leave which eventually results in an actual turnover (Jackson & Jackson, 2019; Rainayee, 2013; Rasool et al., 2013; Tumwesigne, 2010). However, although many studies have focussed on a distinct aspect to comprehend the intention to leave in different sectors, not many investigations have focussed on identifying the immediate consequences of WB on the employee's intention to leave, which will be revealed through MNC HRSSC employees.

Literature shows limited studies and detailed documentation revealing the influences of WB compared to other job stressors (Hauge, Skogstad & Einarsen, 2010), especially its adversity on teams (Logan & Malone, 2019; Samnani & Singh, 2012). Within these

studies, very few attempted to reveal WB's impact on team cohesiveness. Team cohesion in organizations can be challenging, especially with the presence of WB (Logan & Malone, 2019; Brewer, Kovner, Obeidat & Budin, 2013; Cropanzano, Li, & Benson, 2011). Most of the existing research was conducted to find the influence of WB in different groups, such as among firefighters (Griffith & Roberts, 2018; Coyne, Craig & Smith-Lee Chong, 2004), healthcare (Logan & Malone, 2019; Cain, Frazer & Kilaberia, 2018), and sports team (Tofler, 2016). Almost all these studies showed that WB results in adverse consequences for team members (Makic, 2018; D'Cruz, 2015; Samnani, 2015; Brewer, Kowner, Obeidat & Budin, 2013; Samnani, 2012; Stein & Pinto, 2011; Cropanzano et al., 2011; Aquino et al., 2009; Adams, 1992)) which will now be investigated among team members in MNC HRSSC.

1.3 Objectives of the Study

General Objectives

This research aims to determine the prevalence of WB among MNC HRSSCs in Malaysia and the employee experience level of the variables representing the organizational antecedents of WB and its consequences in the study. It also intends to establish the relationship between the organizational antecedents and WB while confirming the most dominant antecedent. Besides, the findings of the consequence of WB on employees' intention to leave and team cohesiveness will also be presented.

Specific Objectives

The following are the specific intents of this research:

1. To determine the prevalence of WB amongst MNC HRSSCs in Malaysia.
2. To describe the experience levels of workplace bullying caused by negative organizational culture, role ambiguity, role conflict, destructive leadership, intention to leave, and team cohesiveness in MNC HRSSCs in Malaysia.
3. To determine the relationship between organizational antecedents, namely negative organizational culture, role ambiguity, role conflict, and destructive leadership and WB in MNC HRSSCs in Malaysia.
4. To determine WB's most dominant organizational antecedent in MNC HRSSCs in Malaysia.
5. To determine the consequences of WB on employee turnover intention and team cohesiveness in MNC HRSSCs in Malaysia.

1.4 Significance of the Study

This present study will broaden the existing body of knowledge on the subject of WB by giving an insightful revelation of organizational antecedents of the phenomenon while unveiling the consequences of WB on teams that have limited explorations (Makic, 2018; D'Cruz, 2014; Samnani, 2012) in particular, the outcome on team cohesiveness and their turnover intention. Furthermore, the exposure of the previous organization's

circumstances on WB and its consequences to teams will present a comprehensive integrated cause-effect perceptive of WB among HRSSC. Therefore, this study will add value to theoretical development, practice and policy development, and improvement.

1.4.1 Contribution to Theory

From the theoretical perspective, this study will extend the integrated conceptual framework of WB, revealing the relationship between organizational antecedents and WB, determining the most dominant antecedent, and establishing WB's consequences on team cohesiveness and intention to leave. This study employed the General Strain Theory (GST) by Agnew (1992) by applying all three causes of strain to explain the relationships between all the organizational antecedents, namely, negative organizational culture, role ambiguity, role conflict, destructive leadership, and WB. These experienced strains from presenting a negative stimulus; the loss of positive stimulus and strain resulted from goal blockage. Affective Event Theory (AET) by Weiss and Cropanzano (1996) explains the consequences of WB on team cohesiveness and intention to leave. The findings will broaden the knowledge on WB by discovering how adverse events can create emotional reactions, affecting employees' behaviours on the intention to leave and team cohesiveness.

1.4.2 Contribution to Practice

This research endeavours to support a healthy MNC HRSSC work environment, a resource-based organization focusing on cost savings and increasing service quality to stay competitive and sustain the business at all costs. Furthermore, this study aims to contribute advantages to MNC HRSSC, as an organization and the employees through HRD professionals, actuate the Ministry of Human Resources (MOHR) and Malaysian Employers Federation (MEF) to sanction anti-bullying acts which indirectly improves the Malaysian socio-economy.

WB results in adverse consequences to the work environment, health, and safety, causing a significant effect on individuals and, eventually, the organization's performance (Cowan, 2019; Kwan et al., 2014; Vega & Comer, 2005). This study aims to reveal the possible organizational antecedents of WB and its detrimental consequences, which in the long run, hinder achieving its goal through human capital. These exposures benefit MNC HRSSCs to make quick and necessary adjustments to find practical solutions, such as suitable strategy procedures, and develop anti-workplace bullying policies and other appropriate measures to manage this phenomenon. Besides, the findings are expected for MNC HRSSCs to be involved in a fair, negotiated, and achievable Key Performance Indicators (KPI) and SLA with business partners to avoid putting excessive work pressures on employees. This support is expected to maintain their endurance to maintain organizational citizenship behaviour towards achieving its goal. As a result, increased job satisfaction, enhanced performance, clarity of role expectations of the employees, team cohesiveness, and employee retention. Finally, this study will also help organizations acknowledge the principles of justice and fairness and their obligation to

gain significant enhancement to achieve the primary objectives of setting up MNC HRSSC while improving its business strategy and staying competitive globally. Human capital is the most valued asset in any organization, as its contribution is imperative to growth and success. HRD's existence is to "improve individual or group efficiency and performance,"; "develop knowledge, skills, and competencies,"; and "enhance human potential and individual growth." (Hamlin & Steward, 2011). Therefore, HRD professionals are responsible for always looking for early detection of employees' performance issues, understanding what makes effective performance possible, and proposing programs to cultivate positive behaviour or control negative behaviour. The findings are expected to benefit the practitioners in finding ways to curb WB caused by negative organizational culture, role ambiguity, role conflict, and destructive leadership, giving the advantage of restricting the phenomenon. Furthermore, the findings will report the seriousness of WB, reporting the most dominant antecedent and its detrimental consequences to teams and their intention to quit, creating an avenue for HRD practitioners to be aware of the severity of corporate bullying. The awareness allows them to initiate appropriate strategies and guidelines toward strong anti-bullying policies, supporting healthy, optimistic, and practical approaches to promote employees' well-being and avoid harmful acts.

This study will clarify to HRD practitioners to give importance to the current leadership style practice and the organizational culture, checking if the organization is encouraging ethical or unethical values. Finally, to understand if employees' job descriptions have to be reviewed and improved to reduce the effect of role ambiguity and role conflict to hinder WB. The conclusion of this research is expected to highlight the importance of the recruiting process, developing and training the leaders and employees responsible for promoting actual psychological attitudes and positive sensitivity among their subordinates, which will prevent employee turnover intention while maintaining employee cohesion. The result of this study is also anticipated to help HRD review and improve the existing areas, such as the staff handbook, policies, rules, and regulations on areas proposed in this study.

As employees live their life at work by performing their job functions with the inescapable presence of other individuals in a resource-based organizational structure, they are confronted with competition, measured with rewards or punishment (Rayner, Hoel & Cooper, 2003, p.137). Work demand causes them to disregard the impulsive effects of their actions on other individuals and the organization in the long term, where such knowledge is known after the event has taken place. Studies also show that victims from the collective orientation environment tend to avoid reporting bullying acts for fear of wrongly interpreting specific behaviours as bullying (Zapf & Einarsen, 2011). According to Kwan (2014), employees in Malaysia perceive WB acts as standard and are part of the moral climate; hence, they are acceptable. Therefore, this study will be an "eye-opener" to remind and educate individuals, both the victims and the perpetrators, to be aware of their actions and reveal the potential consequences which could be detrimental to their well-being. Awareness of the causes of WB contributed by organizations, and the compiled overall views of its consequences on their teamwork and cohesiveness in an MNC HRSSC environment, help them with strategies, insight, and knowledge to understand their rights and potentially avoid the bullying act. The alertness will allow them to manage the situation appropriately and amicably, preparing them to be considerate and cautious in all aspects of their work environment.

For the past few decades, there has always been an effort to provide a safe and healthy work environment, a fundamental human right for all labour forces who spend most of their lives (Kramer, Adhikari, Turnbull & Wong, 2016). In line with the Global Plan of Action 2015 - 2025, proposed by the World Health Organisation (WHO), the effort broadcasted the goal of shielding and promoting health in place of work through prevention and control of psychosocial risks. However, it reported the gaps in achieving this between and within countries. The differences affect the workforce's health condition and are prone to workplace risk factors due to psychosocial factors such as weak organizational environment, work pressure, job insecurity, incivility behaviour, and work stress, deemed threats to workers. Psychological, physical, and safety represent a "huge cost" to worker health and productivity (European Agency for Safety & Health at Work, 2009). In their article two decades ago, Merray and Lopez (1996) predicted that by 2020, work-related illnesses such as despair and cardiovascular disease would be the top cause of the global disease burden. The present study findings will provide an opportunity for MNC HRSSCs to rectify and reduce the negative impact of their workforce by verifying good health for employees as an advantage to the eco-reported health relating to the life expectancy and Gross Domestic Product (GDP) at a national level (Mahmud, Hossain, Hossain, Islam & Rawal, 2013; Dollard & Naser, 2013). For these reasons, the findings on the prevalence of WB among MNC HRSSC and other existing WB reports are expected to convince and attract the Ministry of Human Resources (MOHR) and Malaysian Employers Federation's (MEF) involvement in addressing this phenomenon earnestly. Their attention and participation could result in appropriate sanctioning of laws prohibiting and penalizing bullying acts at the ministry level for all organizations to adhere to, including MNCs HRSSC. It will further strengthen the organisation's anticipated results and indirectly to all future National Economic Plans, encouraging more foreign investments in Malaysia and sustaining the existing business or attracting more MNCs investment in Malaysia.

1.5 Limitations and Delimitation of the Study

Limitations

This study confines an understanding of WB behaviour among employees in MNC HRSSC in Malaysia. Therefore the results will only be limited to other HRSSCs and cannot be generalized to other organizations. The second limitation concerns the interpretations of WB behaviour by which what one respondent identifies as unfavourable may be considered acceptable behaviour to another respondent, affecting how they respond to the survey. However, an appropriate design with precise and unambiguous phrasing of questions and scales was used to minimize this limitation (Sapsford, 2007; Barker, Pistrang, & Elliott, 2002). The third limitation of this study is social desirability, where there is a high tendency of response bias in studies of this nature (Smithikrai, 2008). Behavioural studies also have concerns about the honesty of answers due to the adverse nature of behaviours (Berry, Ones & Sackett, 2007). Not admitting being victimized could result in over-reporting desirable behaviour and underreporting unfavourable. Hence, participants' anonymity will be assured to ascertain confidence in the results (Bennet & Robinson, 2000). Finally, although an extant literature review proposed exploring many significant organizational antecedents and consequences of

WB, the present study only limits examining negative organization culture, role ambiguity, role conflict, destructive leadership, and two variables for implications, namely, team cohesiveness and employee turnover intention.

Delimitations

The first delimitation of this study is that the findings will only be generalized on HRSSC and exclude other MNC SSCs, although they have a similar organizational structure with shared global objectives. HRSSCs are different as the work demands relate to a country-specific process, procedures, job functions, and statutory requirements, which require individuals to have system skills, expertise, country-specific knowledge, people managing skills, and strong teamwork as part of the job specification. Whereas the other SSCs' work requirements relate more to system solutions and standardized operating procedures (SOP) adhered to minimal human interaction. The second delimitation is that there will not be any direct involvement of performance measurement factors, although researchers suggest that KPIs' imposed by Global Business Services (GBS - MNC Headquarters) based in Headquarters and SLA with business partners can be important reasons for WB to exist. The third delimitation is that this study will restrict and reckon the respondents' perspectives, reflecting their experience and knowledge of their organizational culture, management team, and work environment. This study will exclude the demographical factors such as tenure and the total number of companies supported to determine the severity of WB experience.

1.6 Assumptions

Based on a literature review on WB and SSCs, generally, the present study assumes that WB exists in the HRSSC environment. Secondly, this study implies that the respondents understand the operational definition of WB proposed for this study when answering the questionnaires. This suggestion is to substitute the current unclear definition of bullying in the Malaysian Guidelines for "Hazard Identification, Risk Assessment, and Risk Control" (Department of Safety and Health, DOSH, 2008), which briefly states as "any cause of mental stress in the work environment" (Kwan et al., 2014). Thirdly, this study also assumes that the respondents will be open and honest when answering the questionnaires to provide positive results and findings despite reporting negative behaviour experiences. The fourth assumption of this study is that all variables identified for this study are chosen for their significant contribution to the WB and support the HRD department to improvise and protect the well-being of employees, especially in MNC HRSSC.

1.7 Definitions of Terms

Workplace Bullying

This study adopts Wilson's (1991), Einarsen and Skogstad's (1996), and Samnani and Singh's (2012) definitions of WB. For this study, WB is defined as "various conceptualizations of ill-treatment and intimidating behaviour towards employees at

work, ranging from the most delicate, even unconscious lack of respect to the most blatant, intentional emotional abuse, the act of harassing, offending, socially excluding someone or negatively affecting their work tasks. The actions are grouped into four dimensions: work-related, person-related, physical or psychological intimidation, and occupational devaluation. These negative acts have to occur repeatedly and regularly (e.g., weekly) over the period (at least six months)".

Negative Organisational Culture

This study adopts and modifies Litwin and Stringer's (1968) and Glaser, Zamanou, and Hacker's (1987) definitions of organizational culture (OC). For this study, OC is termed to reflect negative organizational culture (NOC); hence it is defined as "a system of shared values, beliefs and expectations of the organization for consensual approved detrimental conducts perceived directly or indirectly by the employees and assumed to influence their motivation and behaviour."

Role Ambiguity and Role Conflict

This study adopts and modifies Rizzo, House, and Lirzman (1970), Einarsen, Raknes, and Matthiesen (1994), Vartia's (1996), and Mathiesen and Einarsen's (2012) definitions of role ambiguity (RA) and role conflict (RC). This study defines RA as a "situation when an employee faces uncertainty and unclarity about role requirement, the expectation of accomplishing a job." Whereas RC is defined as a "situation when an employee has two or more role requirements conflicting, which could impact the overall role performance."

Destructive Leadership

This study adopts and modifies Einarsen, Aasland, and Skogstad's (2007, p.207) definition of destructive leadership (DL), comprising the all-inclusive concept of destructive behaviour aimed at both employees and the organization. For this study, DL is defined as "a systematic and repeated behaviour by team leaders, managers, supervisors, senior managers and head of departments, violating the legitimate interest of the organization by undermining and sabotaging the company's goal, tasks, resources, and effectiveness and the motivation, well-being or job satisfaction of their employees."

Team Cohesiveness

This study adopts and modifies Carron, Brawley, and Widmeyer's (1998) and Algesheimer, Dholakia, and Gurau's (2011) definition of team cohesiveness (TC). For this study, TC is defined as "a dynamic process and effective communication that is reflected in the propensity for team members to stick collectively and remain united in the pursuit of its instrumental objectives and for the satisfaction of member affective needs."

Employee's Intention to Leave

This study adopts Abbasi and Hollman's (2000) definition of the employee's intention to leave (ITL). For this study, employees' ITL is defined as "an individual's intention to voluntarily quit the organization or profession immediately or shortly, terminating their employee-organization relationship."



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