



UNIVERSITI PUTRA MALAYSIA

***RELATIONSHIPS BETWEEN INDIVIDUAL ATTRIBUTES, EMOTIONAL
EXHAUSTION AND COUNTER PRODUCTIVE WORK BEHAVIOR AMONG
PUBLIC SECTOR EMPLOYEES IN MALAYSIA***

PONNIAH RAMAN

GSM 2013 2



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By

PONNIAH RAMAN

**Thesis Submitted to the Graduate School of Management,
Universiti Putra Malaysia, in Fulfillment of the Requirements For the award of Doctor of
Philosophy**

December 2013

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DEDICATION

This thesis is dedicated to my wonderful wife and my lovely children:

Mrs Premalatha Periasamy

Vinoshini, Theviya Darshini, Kiran Ram & Yaren Ram

Thank you for your love, your strength and your support that helped me accomplish this goal

And to my parents who always taught me to work hard and my parent in-law who push further that I thought I could ever reach

The late Mr. Raman Ramaya (deceased) & Madam Letchimy

Mr K. Periasamy & Mrs P. Muniamah

Thank you for your words of wisdom

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in the fulfillment of the requirements for the degree of Doctor of Philosophy.

RELATIONSHIPS BETWEEN INDIVIDUAL ATTRIBUTES, EMOTIONAL EXHAUSTION AND COUNTER PRODUCTIVE WORK BEHAVIOR AMONG PUBLIC SECTOR EMPLOYEES IN MALAYSIA

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PONNIAH RAMAN

December 2013

Chairperson : Professor Dr. Naresh Kumar
Faculty : Graduate School of Management, Universiti Putra Malaysia

The Malaysian Government has recognized Human Capital Development (HCD) as a vital thrust for public sector innovation in this dynamic working world led by advanced globalization. The Public Sector in Malaysia is constantly looking forward to renew and improve public services and the quality of workforce with many plans, programs and strategies. To fulfill this aspiration, it is important to gain an understanding of the frontline staffs in public sector because they have extensive interaction with public and create the first impression towards Government efforts. The main objective of this research is to study the effect of personality, emotional intelligence, affectivity, emotional labor and emotional exhaustion on counterproductive work behaviour of frontline staffs in the public sector. Up to now the literature shows that very little academic research had been carried out in this area among frontline staff especially in Malaysian Public Sector. A survey (self-rated by the respondents) with established constructs was carried out to 625 frontline staffs working in 25 ministries in Malaysia. The data analysis was carried out using IBM-SPSS/PC V20.0 for descriptive and inferential statistics. The descriptive analysis shows the

profile of respondents and perceptions of the variables. Whereas, the inferential statistics (Hierarchical Regression) was used to compute difference of mean, relationship and the mediation effect of emotional labor. The findings of this study provided a better understanding of the predictors of emotional labor and subsequently its impact to the emotional exhaustion and counterproductive work behavior among the frontline staff. Besides that, through the integrated model the study identified the mediating roles (partial mediator) of emotional labor between emotional intelligence and emotional exhaustion and also between personality and counterproductive work behavior. This exploratory study provides theoretical basis, empirical evidence and a data-base to develop new strategies, further research and review of the policy involving frontline staffs in public sector to have right skills and appropriate training to manage their emotion.



Abstrak tesis ini telah dikemukakan kepada Senat Universiti Putra Malaysia untuk memenuhi keperluan Ijazah Doktor Falsafah.

PERHUBUNGAN ANTARA CIRI INDIVIDU, KELETIHAN EMOSI DAN KELAKUAN KERJA TIDAK PRODUKTIF DI KALANGAN PEKERJA SEKTOR AWAM MALAYSIA

Oleh

PONNIAH RAMAN

Disember 2013

Pengerusi : Professor Dr. Naresh Kumar
Fakulti : Graduate School of Management, Universiti Putra Malaysia

Kerajaan Malaysia mengiktiraf Pembangunan Modal Insan (*HCD*) sebagai teras penting dalam menginovasi sektor awam di dunia pembangunan globalisasi yang dinamik. Sektor Awam di Malaysia sentiasa melaksanakan pelbagai program dan strategi yang positif dalam meningkatkan serta menyampaikan perkhidmatan yang cekap dan berkesan kepada orang ramai. Untuk memenuhi hasrat ini, pemahaman terhadap kakitangan barisan hadapan yang bertugas dalam Sektor Awam adalah penting kerana mereka mempunyai tahap interaksi yang luas dalam berurusan dengan pelanggan atau orang awam dan membawa mesej utama usaha-usaha kerajaan. Tujuan kajian ini dijalankan adalah untuk mengkaji hubungan antara ciri-ciri individu (kepintaran emosi, personaliti dan affektiviti), emosi kerja dan kesannya terhadap keletihan emosi dan kelakuan kerja tidak produktif di kalangan kakitangan barisan hadapan di Sektor Awam. Kajian literature menunjukkan, tiada banyak kajian yang dijalankan berkaitan dengan ciri-ciri individu di kalangan kakitangan barisan hadapan terutamanya di Sektor Awam Malaysia. Kajian soalselidik (penilaian diri) dengan element pengukuran yang diiktiraf telah dijalankan ke atas 625 kakitangan barisan hadapan yang bekerja di 25 buah kementerian di Malaysia. Analisis data telah dijalankan

dengan menggunakan perisian SPSS-IBM/PC V20.0 bagi statistik deskriptif dan inferensi. Analisis deskriptif menunjukkan profil dan persepsi pembolehubah. Manakala, statistik inferensi (Kaedah Regresi Hierarki) telah digunakan untuk mengira perbezaan min, hubungan dan kesan pengantaraan emosi kerja. Hasil kajian ini menunjukkan kaitan yang signifikan di antara peramal (*predictors*) bagi emosi kerja dan kesannya kepada keletihan emosi dan tingkah laku kerja yang tidak produktif di kalangan kakitangan barisan hadapan. Disamping itu, model gabungan mengenalpasti emosi kerja sebagai pengantara separuh (*partial mediator*) di antara kecerdasan emosi dan keletihan emosi serta di antara personaliti dan tingkah laku kerja yang tidak produktif. Kajian '*exploratory*' ini menyediakan teori, bukti empirik dan data-asas untuk membangunkan strategi baru, penyelidikan masa hadapan dan kajian semula dasar yang melibatkan kakitangan barisan hadapan dalam Sektor Awam supaya mereka mempunyai kemahiran dan latihan yang sesuai dalam mengurus emosi.

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I certify that an Examination Committee met on 20 Disember 2013 to conduct the final examination of **Ponniah Raman** on his **Doctor of Philosophy** thesis entitled “Relationships between individual attributes, emotional exhaustion and counterproductive work behaviour among Public sector employees in Malaysia” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A)106] 15 March 1988. The Committee recommends that the student be awarded the Doctor of Philosophy degree. Members of Examination Committee are as follows:

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This thesis submitted to the Senate of Universiti Putra Malaysia has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee are as follows:

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DECLARATION

Declaration by Graduate Student

I hereby confirm that:

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- x quotations, illustrations and citations have been duly referenced;
- x this thesis has not been submitted previously or concurrently for any other degree at any other institutions;
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Date : **20 DECEMBER 2013**

Name : **PONNIAH RAMAN**

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Declaration by Supervisory Committee

This is to confirm that:

x the research conducted and the writing of this thesis was under our supervision;
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