

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF COMMERCE**

**THE EFFECT OF WORKPLACE BULLYING AND  
HARASSMENT ON COUNTERPRODUCTIVE WORK  
BEHAVIOR OF EMPLOYEES AT CEMENT PLANTS IN  
MANDALAY REGION**

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HARASSMENT ON COUNTERPRODUCTIVE WORK  
BEHAVIOR OF EMPLOYEES AT CEMENT PLANTS IN  
MANDALAY REGION**

This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for degree of Master of Commerce (M.Com)

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## **ABSTRACT**

This study aims to explore the effects of workplace bullying and harassment on post-traumatic stress disorder and counterproductive work behavior. A survey of employees from three cement plants in the Mandalay Region was conducted. Both primary and secondary data were used to get the required result. This study mainly uses descriptive and inferential research methods. Data were analyzed through statistical analysis such as pearson correlation and multiple linear regression. According to the overall mean of workplace bullying and harassment, it was found that respondent employees from the cement plants seem to be safe from being bullied and harassed at their workplace, but the employees at three cement plants are showing the symptoms of workplace bullying, and they suffer a little from workplace bullying and harassment. Moreover, according to the overall mean of post-traumatic stress disorder and counterproductive work behavior, there are the symptoms of post-traumatic stress disorder and counterproductive work behavior in the working environment. When proceeding to regression analysis, it was found that bullying and harassment had positive and significant effects on counterproductive work behavior (CWB), as well as on post-traumatic stress disorder (PTSD). And subsequently, PTSD also had a positive, significant effect on CWB. Therefore, it is recommended that managers need to protect against bullying and harassment in the workplace and ensure policies and practices are in place properly for a safe, comfortable, and happy working environment.

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## LIST OF ABBREVIATIONS

AQC	Air Quenching Coolers
CO <sub>2</sub>	Carbon Dioxide
COR	Conservation of Resources
COR-E	Conservation of Resources Evaluation
COVID-19	Coronavirus Disease of 2019
CWB	Counterproductive Work Behavior
HR	Human Resource
MMK	Myanmar Million Kyats
OPC	Ordinary Portland Cement
PTPD	Post-traumatic Pressure Disorder
PTS	Post-traumatic Stress
PTSD	Post-traumatic Stress Disorder

# CHAPTER 1

## INTRODUCTION

The 21<sup>st</sup> century was marked by widespread crises that highlighted a broad range of workplace challenges (Johnson et al., 2020). These worries have been made worse by the COVID-19 epidemic, which has exacerbated pre-existing patterns including job insecurity, employee mental-health difficulties, uncertainty, constant changes in the workplace environment, as well as a sharp decline in the quality and number of chances accessible. Bullying, harassment, and violence in the workplace are also on the rise. It is impossible to overlook the signs of bullying and harassment. People can die from it, and it occurs every day. It is important to consider this problem from a variety of viewpoints and from a wider perspective. Bullying at work is frequently viewed as a significant issue that has the potential to hurt both individuals and businesses. (CRIMP, 2017).

Bullying at work has a negative impact on employees' mental health and comfort (Nauman, Zahra Malik, & Jalil, 2019; Einarsen, Raknes, Matthiesen, & Hellesoy, 1996). Bullying has a negative impact on employees' mental health, and its stress-inducing elements affect both people's personal and professional lives (Karabulut, 2016; Semmer, 2007). Workplace bullying causes psychological anguish among its victims and has a major detrimental impact on their wellbeing. It also contributes to workplace exploitation (Leon-Perez et al., 2014).

Injurious results and regular instances of workplace abuse, including harassment, are seen in all countries (Psychol, 2019). Harassment can have detrimental effects on all parties involved, including victims, witnesses who are emotionally affected, and employers. Some may not be as evident as others, but they all have the same negative effects.

Harassment victims frequently engage in a never-ending war of attrition that jeopardizes both their job and health. Sexually degrading insults, rude body language, and unwarranted criticism are all examples of verbal harassment. It can be challenging to distinguish this type of violence since it frequently involves insults like hurtful remarks, unneeded satire, and jokes about being obese or physically humiliated. HR managers and leaders must be on the lookout for harassment, as this is a murky area. (Gayan, 2021).

Bullying and harassment in the workplace is a form of gender discrimination that negatively affects the work environment, undermines gender equality at work, creates unfair practices in employment, and adversely affects the dignity and well-being of workers. This research focuses on the effect of workplace bullying and harassment on the counterproductive work behavior of employees at cement plants in the Mandalay Region.

## **1.1 Rationale of the Study**

One of the most crucial aspects of a person's life is their work. They devote a sufficient amount of their day to their business. As a result, building strong interpersonal relationships among them has become essential to their professional success. Organizations are now a web of relationships as a result of this (Wheatley, 2001). This network has a number of effects on both the individual and the organization. However, there is a growing trend in today's workplaces to investigate the environmental factors that contribute to a variety of organizationally inappropriate behaviors. For many years, bullying and harassment at work have played a significant role in the challenges that employees face. It has been established that workplace bullying and harassment is a substantial stressor that can have an effect on the victim's emotional and physical health as well as their general well-being.

In the current world, bullying and harassment at work are significant problems. Many people nowadays choose to disregard this issue because they think workplace bullying is a minor issue that can be avoided. However, if this condition persists, both people and organizations will suffer. A contented worker will perform well for the business and boost output. However, dissatisfied employees are unable to properly accomplish their jobs within the company. Because of low morale, fear, rage, and anxiety caused by bullying and harassment, their workplace is destroyed. Although incidents of aggressive or retaliatory employees make the headlines periodically, workplace bullying is largely a silent plague.

In the study, counterproductive work behavior (CWB) has been taken as an outcome of workplace bullying and harassment. These behaviors are now a well-known research area for organizational scientists. The phrase "a collection of volitional activities as opposed to accidental or mandated that hurt or intend to harm organizations and their stakeholders (e.g., clients, coworkers, customers, and supervisors)" is a common definition of it (Spector & Fox, 2005).

There are many variables that leads to counterproductive work behaviors such as ethical work climate (Izni & Shafie, 2009); personality traits (Mount, Ilies & Johnson 2006); narcissism (Penney & Spector, 2003) and workplace ostracism (Hitlan & Noel, 2006). One of the significant and less-discussed variables that contribute to counterproductive work behavior in the workplace is bullying and harassment in the workplace.

Bullying and harassment are high-risk burnout behaviors, particularly in cement plants where employees are blue-collar workers who spend the majority of their time and effort manually. Workplace bullying and harassment are harmful and have had a bad influence on the working and personal lives of employees.

This study focuses to understand workplace bullying and harassment and its effect on counterproductive work behavior of employees at cement plants in Mandalay Region. The main issue identified is the relationship between workplace bullying, harassment, post-traumatic stress disorder and counterproductive work behavior. The study not only examines the effect of toxic work environments, but also looks at the negative effects of bullying and harassment.

## **1.2 Objectives of the Study**

The main purposes of this study are;

1. To examine the effect of workplace bullying and harassment on the counterproductive work behavior of employees at cement plants in the Mandalay Region.
2. To investigate the effect of workplace bullying and harassment on the post-traumatic stress disorder of employees at cement plants in the Mandalay Region.
3. To identify the effect of post-traumatic stress disorder on the counterproductive work behavior of employees at cement plants in the Mandalay Region.

## **1.3 Scope and Method of the Study**

This study focuses on the effect of workplace bullying and harassment on the counterproductive work behavior of employees at cement plants in the Mandalay Region. Eight cement plants are located in the Mandalay Region, according to the Mandalay Region Administration Council. Due to time limitation, this study used a

two-stage simple random sampling method. In the first stage, three cement plants were selected among eight cement plants. In the second stage, 30% of employees are selected from each cement plant. The sample for this study consists of 450 employees of three cement plants in the Mandalay Region. The data for the study was collected from questionnaire surveys that were conducted in July and August 2022.

Quantitative and descriptive research methods were applied in this study. This study also used both primary and secondary data. Primary data was used to identify workplace bullying and harassment at surveyed cement plants in the Mandalay Region. The primary data was collected from 30% of employees at each of the three cement plants in the Mandalay Region by using a simple random sampling method, structured questionnaires, and face-to-face interviews with responsible people. The secondary data was obtained from previous research papers, text books, internet websites, and other available resources.

#### **1.4 Organization of the Study**

This study is organized into five chapters. Chapter one describes the introduction and rationale of the study; objectives of the study; scope and method of the study; and organization of the study. In chapter two, the literature reviews regarding the theories of bullying and harassment, post-traumatic stress disorder, and counterproductive work behavior are presented. It explains the theories and previous research on the effects of workplace bullying and harassment on counterproductive work behavior. Lastly, the conceptual framework of the study is described. Chapter three described the overview of the cement industry in Myanmar; the cement production process; the responsibilities of human resource management for bullying and harassment; and employee perception of bullying and harassment at surveyed cement plants. Chapter four described the data analysis and the exploration of primary data gathered from the survey of cement plants in the Mandalay Region. Finally, the findings and discussions, suggestions and recommendations, and needs for further study are described in Chapter five.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter presents the review on the literature studies on the topic of the study. Workplace Bullying and harassment are included as impact on counterproductive work behavior and related theories of the study. The previous researches focusing on the relationship between the workplace bullying and harassment and post-traumatic stress disorder and counterproductive work behavior are also described. The last part of the chapter illustrates the conceptual framework of the study.

#### **2.1 Workplace Bullying**

Though there are several definitions of workplace bullying by various authors, most definitions contain a recurring feature. Saunders, Huynh, and Goodman-delahunty (2007) divided these criteria into four main conditions: (1) the negative repercussions of the act on the recipient, (2) the occurrence and (3) continuation of the behavior, and (4) the power inequity resulting from the behavior. Workplace bullying is described as repeated behaviors aimed at one or more employees that create embarrassment, violation, and pain, and that may interfere with job performance to the point that the negative actions may lead to a hostile working environment. Furthermore, bullying actions should put victims in an inferior position, making it difficult to defend them. Bullying, public humiliation, intimidation, unpleasant name-calling, belittling of one's views, social exclusion, and bothersome physical touch are examples of such behavior.

Similarly, Staale Einarsen, Hoel, and Notelaers (2009) described workplace bullying as "stressing, insulting, harassing, publicly excluding the employee, or negatively influencing an employee's job tasks." For the label bullying to be applicable to a given occupation or encounter, it must occur regularly and repeatedly (weekly) and over a length of time (about six months). Bullying is an intensified threat in which the employee threatened is placed in a subordinate position and becomes the object of regular negative social activities. According to Gupta, Bakhshi, and Einarsen (2017), workplace bullying is divided into two categories: linked health difficulties and related job effects. Related health concerns and effects include stress,

anxiety, low self-esteem, post-traumatic pressure disorders (PTPD), and a variety of other psychological and psychometric health conditions. (Paul and Kee, 2020).

In today's business world, workplace bullying is a major organizational issue. The effects of workplace bullying on people and organizations bring this concept to light. Furthermore, the improvement of corporate complaints about bullying is important for studying workplace undesirable behaviors such as mobbing and bullying. In this sense, workplace bullying is defined as isolating someone from a social environment or impacting coworkers' job sustainability through harassment and offensive sentiments (Einarsen et al., 2011:22). Furthermore, the bullying idea makes assumptions about the persistence, frequency, and intensity of unpleasant behaviors, as well as the impression of a power imbalance (not necessarily hierarchical) between sides (Fox & Stallworth, 2005; Bulutlar & Unler Oz, 2009; Lutgen-Sandvik, Tracy & Alberts, 2007).

It is also important to note that bullying should occur on a regular or recurring basis (weekly) over a six-month period to be considered workplace bullying. Bullying-related actions include over-intimidation; verbal and nonverbal negative behaviors; violence; belittling; humbling; irritating, hurdling; angry behaviors; stressful changes in employee tasks; work and time pressure; dangerous working conditions; social isolation; and direct attacks (Einarsen & Nielsen, 2015; Samnani & Singh, 2014; Einarsen et al., 2011; Parzefall & Salin, 2010; Fox & Stallworth, 2005). Workplace bullying and mobbing are commonly used in the literature to identify undesirable phenomena in organizations. In fact, in much of the research to uncover workplace bullying, these two notions are combined (Einarsen, 2003; Matthiesen & Einarsen, 2004; Salin, 2011). Furthermore, workplace harassment (Björkqvist, sterman, & Hjelt-Back, 1994), emotional abuse at work (Keashly, 1998), workplace aggression (Baron & Neuman, 1996), and workplace incivility (Cortina et al., 2001) are some of the concepts employed in studies on workplace bullying.

Salin (2015) defined workplace bullying into two categories: work-related (organizational) and interpersonal. Unjustified criticism, sabotage, and concealing crucial information are all examples of workplace bullying. Interpersonal bullying is defined as gossip, hearsay, aggressive and harsh statements about coworkers' attitudes and political-religious racial discrimination. Furthermore, in the Francioli and colleagues (2016) literature, workplace bullying is classified into two broad categories. According to Leymann's (1996) first "work environment" perspective,

workplace bullying is a result of unfavorable working conditions that involve both physical and psychosocial factors (Salin & Hoel, 2011). In this setting, a hostile work environment raises the likelihood of bullying in organizations. Furthermore, aggressive and laissez-faire leadership styles, unfair competition and performance systems, bad physical working conditions, and prejudice may all affect the establishment of workplace bullying (Salin, 2015). Workplace bullying is also classified into five stages, according to Leymann (1996). Disagreement and other crucial events trigger the existence of conflicts in the first stage. Later, an active condition of bullying through intimidation attacks under the guise of psychological harassment is noted. In the third stage, if the harassed individual cannot be understood by management, the solution gets more difficult due to the misunderstanding, and the victim begins to be labeled with numerous adjectives. In the final stage, the victim quits his or her job and ends his or her career, while also dealing with numerous psychological problems and emotional distress.

Bullying can be deceptive. Consider how other people interpret what is going on to help you spot bullying. This is determined, at least in part, by the circumstances. However, if the majority of individuals believe that a certain behavior is irrational, it is usually bullying.

Bullying behaviors might be:

- Oral. This includes ridiculing, humiliation, jokes, gossip, and other forms of verbal abuse.
- Intimidating. Threats, social isolation in the workplace, espionage, or other abuses of privacy are examples of this.
- Work performance-related false blaming, job destruction or interference, or stealing or taking credit for ideas are all examples.
- Retaliatory. In some circumstances, discussing bullying may result in false accusations, greater rejection, denial of promotion, or other forms of retaliation.
- Institutional. When a workplace supports, allows, or even encourages bullying, this is referred to as institutional bullying. Bullying might take the form of unachievable output objectives, demanding overtime, or singling out individuals who are unable to keep up.



Bullying will reoccur over time. This sets it apart from harassment, which is usually limited to a single incident. Persistent harassment can progress to bullying, but because harassment refers to behaviors directed at a protected group, it is not the same as bullying, which is unlawful.

Early warning signs of bullying can vary:

- When the victim enters the room, coworkers may become silent, leave the area, or just ignore the victim.
- Victims may be excluded from corporate culture, such as small talk, parties, or team lunches.
- A supervisor or manager may regularly check in on him or her or request many meetings each week for no apparent reason.
- Even when the victim desires it, the victim may be compelled to complete new or additional responsibilities beyond his or her normal obligations without training or help.
- The victim's work appears to be observed so frequently that he begins to doubt himself and experiences difficulty in his everyday work.
- Victims may be assigned tough or seemingly useless chores and then humiliated or condemned if they fail to perform them.
- Victims may discover patterns in the disappearance of documents, other work-related materials, or personal property.

At first glance, these occurrences appear to be random. If they continue, they may be concerned that something has caused them to be fired or demoted. Even thinking about work during a break might create anxiety and worry.

## **2.2 Harassment**

Harassment can include "sexual harassment" or unwanted sexual provocation, sexual requests, and other sexual verbal or physical harassment. However, harassment is not always sexual in nature and might include unpleasant statements about a person's gender. For example, it is, for example, illegal to harass women by making derogatory remarks about them on social media. Both the victim and the harasser can be female or male, and they can be of the same sex. Sexual harassment can occur anywhere, including one's own home, educational institutions, public areas, public transportation, social media, and on the job. And it is frequently discovered that the

attacker has some kind of authority or control over the victim. The criminal could be a family member, friend, coworker, school or college authority, casual romantic partner, neighbor, workplace supervisor, or anyone else. Harassment can occur in a variety of settings and at several different periods depending on the conditions. And it has been discovered that, as a result of increased online interaction, online harassment is on the rise (B Jahan et al. 2022).

And it is often determined that the attacker has authority or control over the victim. A family member, friend, coworker, school or college authority, casual romantic partner, neighbor, workplace boss, or anybody else could be the perpetrator. Harassment can occur in a variety of places and at various times depending on the circumstances. And it has been revealed that, as a result of greater online engagement, there is an increase in online harassment (B. Jahan et al. 2022). Harassment can happen anywhere, including the workplace, educational institutions, public areas, public transportation, and so on, and women of all ages can be harassed (K. F. Maria et al., 202).

Because the majority of such occurrences go unreported, defining and quantifying the scope of sexual harassment is challenging. Perceptions of harassment can differ widely depending on one's history, culture, and background (Ro, 2021). Sexual harassment is more than just locker room talk, compliments, "innocent" flirting, or invitations to share a cup of coffee. Workplace harassment is a pattern of discriminatory behavior that creates a hostile working environment based on a protected class. It may include verbal abuse, power abuse, sexual encounters, and violence, such as inappropriate groping. Harassment at work has a detrimental impact on all employees, including worse performance, lower morale, and more turnover (360 training, 2021).

Most employees are victims of sexual harassment, which occurs mostly when the employer fails to address the issue appropriately. Employers must work with the Human Resources Department to develop preventive measures to eliminate verbal, physical, and visual harassment. Preventive measures required in the workplace include the following (EasyLlama, 2017).

A healthy, active, and harassment-free workplace can help reduce toxicity and boost employee engagement and productivity. As a result, it must be assured that the workplace does not encourage harassment or discrimination against anyone.

Sexual harassment has a wide range of consequences for victims. Anxiety, sleep disturbance, severe fear, sadness, persistent guilt, avoidance behavior, disrupted work-life, migraines, and other symptoms were experienced by the victim after being sexually harassed. There is a substantial link between sexual harassment in the workplace and bodily injury (C. Harnois et al., 2020). The level of psychological impact is determined by the sort of harassment and other factors. Harassment can have both psychological and physical consequences. Some of the symptoms include a nightmare, shame, guilt, rage, hostility towards the culprit, loss of confidence, loneliness, and so forth. Because of harassment, the victim is sometimes obliged to discontinue his or her regular activities.

### **2.3 Post-traumatic Stress Disorder (PTSD)**

PTSD is an anxiety condition characterized by three separate regions of symptoms (persistent re-experiencing of the event; avoidance of stimuli related to the trauma; and persistent arousal) caused by exposure to a traumatic incident (American Psychiatric Association, 2000). A PTSD diagnosis is required when at least one symptom of re-experiencing the incident, three symptoms of avoidance, and two hyper arousal symptoms are present for at least one month and produce clinically substantial distress or impairment in everyday functioning.

PTSD differs from other psychiatric diagnoses in that it is based on two independent processes: 1) trauma exposure, and 2) the formation of a specific pattern of symptoms in temporal or contextual relationship to the traumatic event. The diagnostic A-criterion states that the individual must have been sufficiently exposed to a qualifying traumatic experience in order to be diagnosed with PTSD. In particular, the A-criterion stipulates that in order to qualify for the PTSD-diagnosis, a person must have been directly or indirectly exposed to death, threatening death, actual or threatened significant harm, or actual or threatened sexual violence (American Psychiatric Association, 2013).

Because bullying is not a single traumatic event, but rather a pattern of exposure to primarily non-physical aggression over a long period of time, it has been proposed that the PTSD-like symptoms observed in bullying victims should be classified as adjustment disorder, depressive disorder, or anxiety, or simply distress that is not part of a defined psychiatric disorder. According to Janoff-(1992) Bulman's theory of shattered assumptions, bullying is a traumatic experience because prolonged

exposure to the phenomenon shatters the target's most basic cognitive frameworks about the world, other people, and ourselves (Mikkelsen & Einarsen, 2002). In terms of conceptual system stability, abrupt changes in basic schemas are extremely unsettling and may result in traumatization (Janoff-Bulman, 1992).

## **2.4 Counterproductive Work Behavior (CWB)**

CWB is essentially a voluntary or planned action that may undermine the organization's interests either directly or indirectly by harming personnel and reducing their effectiveness (McShane & Glinow, 2005). Spector et al. (2006) classified CWB into five categories: (a) Abuse; harmful behaviors, either physically or psychologically. It may entail making disparaging remarks about coworkers or undermining their performance. (b) sabotage; impacts the physical property of the organization (i.e., undermining the company's physical workplace); (c) production deviance; behaviors that disrupt the work process; (d) theft; results from economic need, job dissatisfaction, or injustice and can be viewed as a form of aggression against the organization (Mustaine & Tewksbury, 2002; Neuman & Baron, 1997); and (e) withdrawal; Sabotage and production deviance have a direct impact on the organization's operation, whereas employee departure has an indirect impact (Fox, Spector, & Miles, 2001). Some employees may engage in CWB as an emotional reaction or as retaliation, whereas others may engage in it as a well-planned activity (Fox & Spector, 2010).

Much research classified CWB into various groups. Sackett and DeVore (2001) defined CWB as a contradictory act by a member of an organization that focuses on individual behavior and does not benefit the group. Sackett and DeVore (2001) concluded that CWB is a hierarchy model that thoroughly observes unproductive behavior. An individual who participates in CWB is more likely to participate in additional CWB (Gruys & Sackett, 2003). Gruys and Sackett (2003) classified CWB as targeted behavior by listing 11 factors such as theft, destruction of organizational property, misuse of organizational information, misuse of time and resources, dangerous behavior, lateness to work, unsatisfactory work quality, drug addiction, use of abusive words, and dangerous physical behavior.

These are the kinds of deviant behaviors that are on the rise and pose a significant concern in any business. These behaviors have harmed the organizations. This topic is attracting the attention of researchers (Mawritz et al., 2012). CWB are

those behaviors that cause harm to employees or organizations in many ways, such as bullying, theft, breaking organizational items, or harming vital organizational papers, and so on. Such behaviors may occur sequentially or concurrently. Fagbohunge and colleagues (2012) CWBs are actions that go against the organization's aims and benefits. Spector et al. (2006) classified behaviors into five categories: abuse, sabotage, production deviance, theft, and withdrawal. Thus, it was discovered that people respond differently to workplace incivility, and that the level of incivility can cause significant damage to a business. Some personnel employ production deviance as a tactic. If a goal aims to develop "control over pressures and its negative emotional reactions," it will become more dust-hating (Krischer et al., 2010). Employees who do not feel secure in their jobs may engage in deviant or unproductive work behaviors that are detrimental to the organization's success. Relationship Between Job Insecurity, Workplace Incivility, and Employee Counterproductive Work Behaviors: Work-Family Conflict's Role.

Bultena (1998), as quoted by Adesubomi (2018), discovered that when employees experience job instability, they engage in counterproductive work activities. According to research, workplace incivility is defined as behavior that reduces workers' productivity, performance, creativity, and satisfaction while increasing absenteeism, laziness, purposely delaying work, and turnover intentions (Lim & Cortina, 2005; Penney & Spector, 2005). Because working and family are incompatible, these practices may lead to work-family conflict. A study was conducted on 280 employees and their partners to determine how abusive management affects their family. Abused subordinates have been observed to have higher levels of work-to-family conflict. Similarly, similar findings have been reported by Hoobler & Hu (2013).

## **2.5 Related Theories of the Study**

The study focuses on applying Resource Based Theory, Resource Dependency Theory and Contingency Theory to explain how organizational capabilities impact on employees performance.

### **2.5.1 Conservation of Resources Theory**

Since 1988, conservation of resources (COR) theory (Hobfoll, 1988; 1989) has given a framework for understanding the processes involved in experiencing, coping

with, and becoming resilient to chronic and catastrophic stress. Empirical work in areas ranging from natural catastrophe recovery (e.g., Blaze and Shwalb, 2009) to occupational burnout has supported its core premises (Gorgievski and Hobfoll, 2008). COR theory recognizes that some situations, namely those that threaten or deplete resources, are objectively stressful. It is a multileveled ecological theory that aims to explain individuals within their families, communities, and cultures (Hobfoll, 2001).

The primary assumption of COR theory is that people are driven to acquire, protect, and support the acquisition of those things that they value—their resources (Hobfoll, 1988; 1998). Stress comes as a result of any combination of conditions that result in the threatened or actual depletion of resources. The stress response, then, is an attempt to reduce losses first and then maximize profits subsequently, with the loss element of the equation disproportionately strong. As a result, behaviors displayed in stressful situations may differ significantly in form while serving the same objective of resource conservation. As a result, COR theory prioritizes the objective character of stress and stress response over the individual appraisal process highlighted by Lazarus and Folkman (1984). It focuses on the shared cultural characteristics of stress and resources at the same time, arguing that while most resources are universally valued, their relative worth is likely to vary cross-culturally (Hobfoll, 2001).

COR theory begins with the notion that much of human behavior and society revolves around the acquisition and protection of valuable resources. The value of each given resource is defined by the interaction of phylogenic and ontogenic circumstances. As a result, some resources are required for survival and are fundamentally reinforcing among humans, but others are shaped by cultural and personal experiences and so vary cross-culturally as well as between and within individuals over time. The external or internal locus of resources relative to the individual distinguishes them. For example, vigor, hope, and self-efficacy are all within the individual and are important because they provide the energy and incentive to seek and keep external resources like steady jobs and helpful relationships. On a basic level, the value of a resource can be explained by its necessity for survival. Other resources are less concerned with survival and more concerned with the protection of the individual and their position. In the Conservation of Resources Evaluation, Hobfoll and Lilly (1993) identified 74 resources (COR-E). Food, health, housing, and clothes are all directly tied to survival and are valued across cultures. Secondary resources such as social support, employment, and the communal

environment gain reinforced value as they are linked to primary resources such as food and housing. Tertiary resources are culturally produced and provide access to primary and secondary resources (Hobfoll and Lilly, 1993).

### **2.5.2 Social Exchange Theory**

Since the early writings of Homans (1961), Blau (1964), and Emerson (1965), social exchange theory has been one of the key theoretical orientations in the area of social psychology (1962, 1972). This theoretical perspective is based on preceding philosophical and psychological orientations derived from utilitarianism and behaviorism, respectively. The traces of both of these theoretical foundations can still be detected in current forms of exchange theory.

The individual conduct of actors in interaction with one another was the major focus for Homans (1961). His primary goal was to explain fundamental processes of social behavior (power, compliance, status, leadership, and justice) from the ground up. Homans felt that nothing arises in social groupings that cannot be explained by notions about individuals as individuals together with the given circumstance in which they happen to be interacting. In his attempt to accept this kind of reductionism, he sharply contrasted with the work of Peter Blau (1964), who incorporated an investigation of "emergent" aspects of social systems into his theory of social exchange and social structure.

Homans (1961) defined social exchange as the interchange of action between at least two people, whether material or intangible, rewarding or costly. Cost was generally defined in terms of alternative activities or opportunities foregone by the participants. Homans employed reinforcement ideas developed from the type of behaviorism common in the early 1960s (e.g., the work of B. F. Skinner) to explain the persistence of exchange interactions. Behavior is determined by payoffs, whether provided by the nonhuman environment or by other humans. Based on these similar reinforcing concepts, Emerson (1972a) later proposed a psychological basis for trading.

Homans demonstrated how A's conduct reinforced B's behavior (in a two-party relationship between actors A and B) and how B's behavior reinforced A's behavior in return, to explain social behavior and the types of social organization produced by social interaction. At the "sub-institutional" level, this was the explicit premise for continuous social interaction. The historical and structural conditions that

existed at the time were assumed. Value is determined by the actor's history of reinforcement and is thus assumed at the start of an exchange relationship. Homans' principal focus was on the social behavior that arose as a result of reciprocal reinforcement social processes (and the lack of it). Relationships may also end due to a failure of reinforcement.

The main focus of his work, dyadic exchange, served as the foundation for much of his theoretical treatment of other significant sociological ideas such as distributive justice, balance, status, leadership, authority, power, and solidarity. Homans' work was frequently criticized for two reasons: it was too reductionistic (i.e., it used psychological principles to explain sociological phenomena) and in analyzing the sub-institutional level of social behavior, it understated the importance of the institutional as well as the social processes and structures that emerge from social interaction. In this regard, it is somewhat paradoxical that one of Homans' lasting contributions to social psychology was his early consideration of the question of distributive justice in social exchange relations. The irony stems from the fact that Homans was intentionally less interested in norms since he was obsessed with the "sub-institutional" level of analysis in his research of elementary social conduct. His desire to focus on elementary conduct stems in large part from his resistance to Parsons' largely system-oriented and normative views, which were prevalent at the time he produced his treatise on social behavior. In his book, Homans (1984) refers to Parsons' key work on the social system as the "yellow danger." In the part on fairness in exchange relations, Homans' concept of distributive justice is further developed.

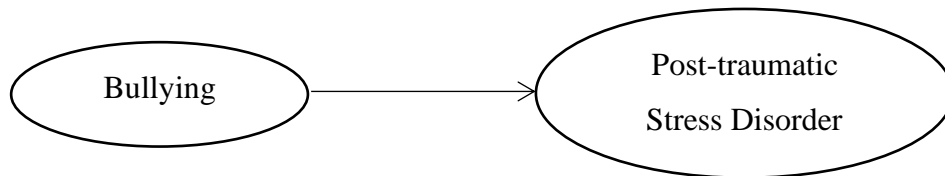
## **2.6 Previous Studies**

This part studies previous studies on the Post-traumatic stress disorder as a consequence of bullying at work and at school. Bullying has been established as a prevalent traumatic stressor both in school and at workplaces. It has been claimed that the mental and physical health problems found among bullied persons resembles the symptomatology of Post-traumatic Stress Disorder (PTSD). Figure (2.1) shows the framework used in a study on the Post-traumatic stress disorder as a consequence of bullying at work and at school. Researchers, Morten Birkeland Nielsen, Tone Tangen, Thormod Idsoe, Stig Berge Matthiesen, Nils Magerøy (2015) are researched on the Post-traumatic stress disorder as a consequence of bullying at work and at school. In



the figure, the dependent variable is bullying, whereas the major independent variable is post-traumatic stress disorder.

**Figure (2.1) Bullying and Post-traumatic Stress Disorder**

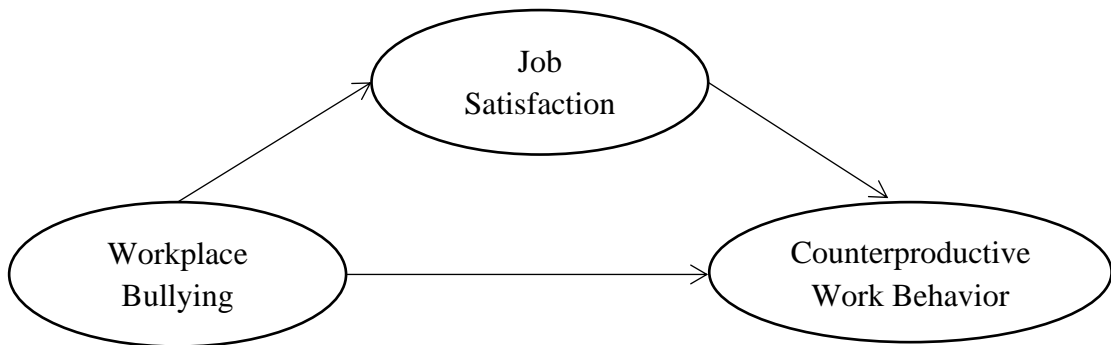


Source: Morten Birkeland Nielsen, Tone Tangen, Thormod Idsoe, Stig Berge Matthiesen, Nils Mageroy, 2015

Researchers in this study examined the Post-traumatic stress disorder as a consequence of bullying at work and at school. Aims of the study are to identify the association between bullying and symptoms of PTSD? and to apply the diagnosis of PTSD to the health consequences found among targets of bullying. The result from this study showed equally strong associations between exposure to bullying in school and at the workplace. Hence, this finding supports previous notions about similarities and continuities in bullying among children and adults (Monks et al., 2009; Smith et al., 2003). Furthermore, this degree of consistency in the correlates of bullying in different environments and at substantially different ages points to continuity in the outcomes of bullying. That is, while it is likely that coping mechanisms and capabilities to respond to bullying are different between adults and children, there is still an equally strong direct association between bullying and symptoms of post-traumatic stress which operates independently of context and age.

Next study looked at on the workplace bullying and counterproductive work behavior on telecom organization in Pakistan. This study aims to examine the workplace bullying as a factor and counterproductive work behavior as the outcome of job satisfaction among employees of the telecom industry in Pakistan. Figure (2.2) shows the framework of the effect of workplace bullying on counterproductive work behavior through job satisfaction.

**Figure (2.2) The Effect of Workplace Bullying on Counterproductive Work Behavior through Job Satisfaction**



Source: Afsheen Fatima (2014)

This research seeks to explore the relationship between workplace bullying, counterproductive work behaviors (CWB) and job satisfaction by developing and empirically testing a model. The main objectives of this study were to analyze the impact of workplace bullying on counterproductive work behaviors and to examine the mediating effect of job satisfaction in this relationship by using a sample of 250 employees of the telecom organizations in the Pakistan. According to the result, workplace bullying affects employees and resultantly they involve in counterproductive work behavior while impacts their performance. Further revealed that in some cases, few employees quit their job due to workplace bullying. Moreover, during an interview with the managers of telecom sector, the managers also discussed that since the employees are satisfied with their pay, bonuses, and other benefits so they do not lead towards counterproductive work behavior or turnover even if they face workplace bullying. In this study concluded that 250 employees from telecom sector of twin cities (Islamabad & Rawalpindi) in Pakistan supported the hypothesis that workplace bullying has a significant positive effect on counterproductive work behavior.

The next previous study is the association between in-service sexual harassment and post-traumatic stress disorder. This study aims to describe the association between post-traumatic stress disorder (PTSD) and in-service sexual harassment in a nationally representative sample of Department of Veterans Affairs PTSD disability applicants. Figure (2.3) shows the framework used in a study on Department of Veterans Affairs Disability Applicants of researcher, Maureen Murdoch, MD MPH (2006).

**Figure (2.3) Relationship between Sexual Harassment and Post-traumatic Stress Disorder**

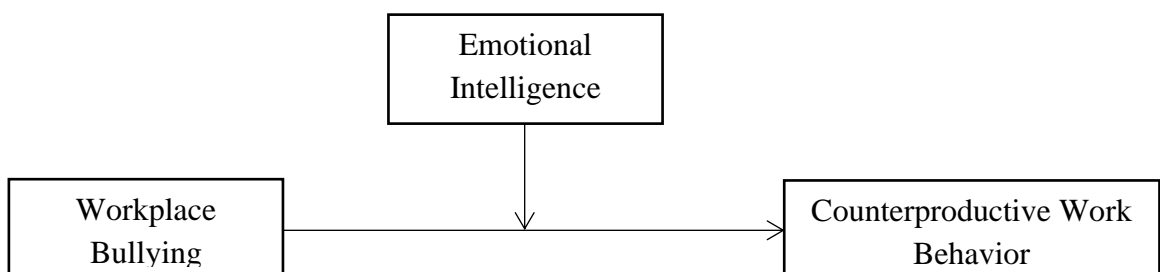


Source: Maureen Murdoch, MD MPH

In this study the survey mailed a 20-page, self-administered questionnaire to a representatively sampled, eligible pool of 2,466 men and 2,452 women who had previously filed VA PTSD disability claims. Surveys were mailed an average of 2 years after recipients had filed their claims, and almost all claims had been decided. A total of 3,337 veterans (68%) returned useable surveys. In this study concluded that 3337 veterans perceived sexual harassment was positively associated to post-traumatic stress disorder.

Next study conducted to examine the moderating role of emotional intelligence in the relationship between workplace bullying and counterproductive work behavior (abuse, production deviance, sabotage, theft, and withdrawal behavior). In this study a total of one hundred and sixty university teachers completed measures of emotional intelligence, workplace bullying, and counterproductive work behavior in seven public and private sector universities of Pakistan. Figure (2.4) shows the framework used in a study on workplace bullying and counterproductive work behavior of researcher, Zainab Bibi and Jahanvash Karim (2011).

**Figure (2.4) Emotional Intelligence in the Relationship between Workplace Bullying and Counterproductive Work Behavior**

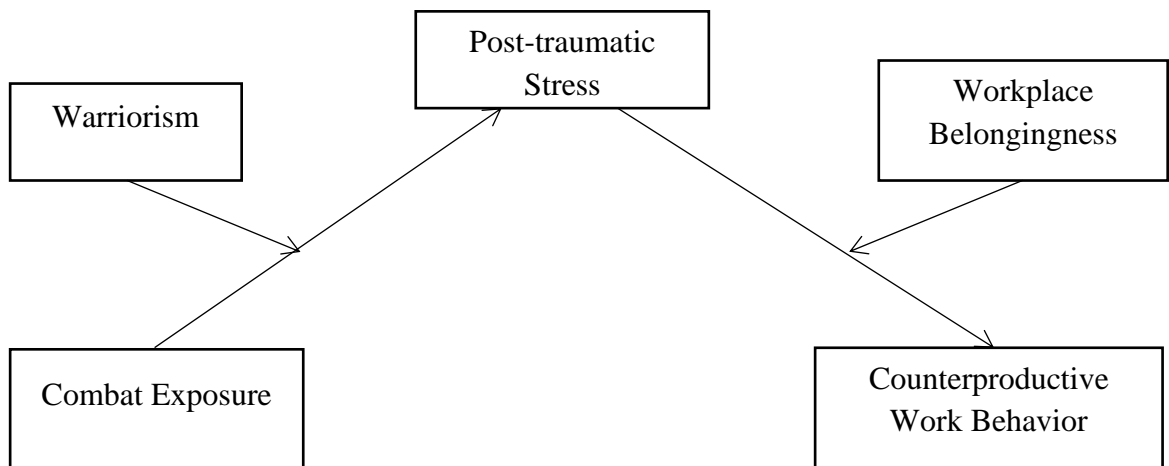


Source: Zainab Bibi and Jahanvash Karim, 2011

This study used non-probability convenience sampling method in order to obtain the appropriate number of respondents. A total of 250 questionnaires were distributed (in three private and four public sector universities) and 160 responses were obtained (64% response rate). In this study, there was a positive relationship between workplace bullying and counterproductive work behavior and negative relationship between emotional intelligence and counterproductive work behavior. The interaction of workplace bullying and emotional intelligence explained a significant portion of variance in five facets of counterproductive work behavior. Emotional intelligence emerged as a significant moderator between workplace bullying and counterproductive work behavior.

The last study looked at on the Combat Exposure and Military Veteran Counterproductive Work Behavior. In this study focused on the association between combat exposure and PTS, the association between PTS and CWB, and the partial indirect effect of combat exposure on CWB via PTS. Figure (2.5) shows the framework used in a study on military veterans in Georgia of researcher, Jeremiah T.Mcmillan (2008).

**Figure (2.5) Relationship between Combat Exposure, Post-traumatic Stress and Counterproductive Work Behavior**



Source: Jeremiah T.Mcmillan (2008)

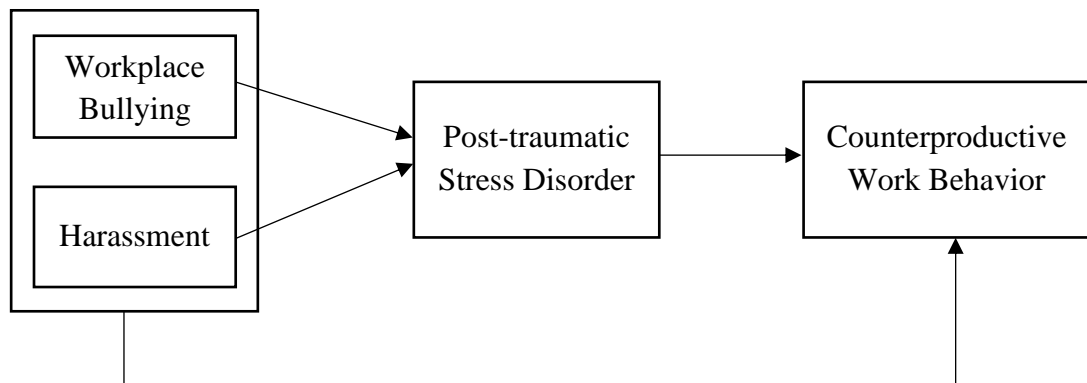
Questionnaires were distributed to participants who were 392 employed Gulf War-era II military veterans. This study provided support for the association between combat exposure and PTS, the association between PTS and CWB, and the partial indirect effect of combat exposure on CWB via PTS. Although it was anticipated that

warriorism would weaken the relationship between combat exposure and PTS, results did not support this hypothesis. However, results did suggest that workplace belongingness weakens the relationship between PTS and CWB, which interpret in light of a curvilinear relationship between belongingness and CWB. In this study which reveals that post-traumatic stress effect on counterproductive work behavior.

## 2.7 Conceptual Framework of the Study

The conceptual framework of the study is constructed by considering the independent factors described below. They are workplace bullying and harassment, which are assumed to determine its impacts on post-traumatic stress disorder. The theory of post-traumatic stress disorder has been used in this study to examine the counterproductive work behavior at cement plants in the Mandalay Region.

**Figure (2.6) Conceptual Framework of the Study**



Source: Own Compilation (2022)

Bullying and harassment in the workplace has a negative impact on an organization. Bullying and harassment occur at work when a person or group of people repeatedly act unreasonable towards another worker or group of workers, and the behavior endangers their health and safety. Therefore, the conceptual framework for this study is constructed as shown in the figure. According to the above figure, the framework was developed to analyze the relationship between the dependent variable and the independent variable. The independent variables are workplace bullying and harassment, whereas the dependent variable is counterproductive work behavior.

## **Working Definitions**

**Bullying** is typically understood to be actions or verbal statements that could isolate or psychologically harm a person at work. Bullying occasionally includes harmful physical contact as well. Bullying typically entails a pattern of behavior or repeated instances meant to terrorize, offend, denigrate, or humiliate a specific person or group of people. Another way to put it is as the aggressive assertion of power.

**Harassment** takes place when an employee or group of employees feels threatened or denigrated by their coworkers. A workplace harasser's only goal is to make their victims feel uneasy and dangerous. There are several labels for workplace harassment, including "workplace bullying," "mobbing," "workplace hostility," etc.

**Post-traumatic stress disorder (PTSD)**- People who have gone through or witnessed a traumatic incident, such as a natural disaster, a catastrophic accident, a terrorist attack, battle, or rape, or who have been threatened with death, sexual assault, or significant injury, may develop post-traumatic stress disorder. It is also called a psychiatric disease.

**Counterproductive work behavior (CWB)**- Any employee activity that directly threatens a company's objectives and best interests is referred to as counterproductive work behavior. Theft, fraud, sexual harassment, bullying at work, absenteeism, drug usage, violence at work, and sabotage are just a few examples of counterproductive work practices. These actions not only have an adverse effect on the quality of the work that the employee who is engaged in CWBs does, but they can also have a detrimental effect on other employees' productivity and pose unfavorable risks to the employer.

## **CHAPTER 3**

### **BULLYING AND HARASSMENT IN CEMENT INDUSTRY**

This chapter describes the bullying and harassment in the cement industry. In this chapter, an overview of the cement industry in Myanmar, the production process of cement, and the responsibilities of human resources management for bullying and harassment are presented. Furthermore, demographic factors of respondents and employee perception of bullying and harassment at cement plants in the Mandalay Region are presented.

#### **3.1 Overview of Cement Industry in Myanmar**

Since 2015, demand for building materials in Myanmar was a growth driven by the expansion of the construction sector in the region when the government promoted large-scale infrastructure projects. The combined maximum capacity produced by government and private cement factories was about half of the demand. Due to high demand and the annual shortage cement supply in Myanmar, Cement Companies was aggressively moving forward to meet the requirements of the country by upgrading more efficient cement plants. During these years, cement industry is becoming one of the potential major roots to promote employment opportunity and increase the tax revenue of the country. Moreover, the cement business can be the source of attracting foreign investors with the profitable opportunities in Myanmar.

Almost all modern structures use cement, which is a fundamental building ingredient that is utilized all over the world. The cement industry is a crucial component of the nation's building sector. The manufacture of cement plants is crucial to the construction sector. Every cement plant in Myanmar produces products that are high-quality, simple to use, and trustworthy with a grade that has been internationally approved. Concrete that is set properly and consistently exhibits no cracks. Myanmar has 19 cement manufacturing plants. The Mandalay Region has the most cement plants, with an overall total of 8. Cement plants provide the appropriate town to cement sales agents and clients in order for them to sell and distribute across the country. In 2020, 19 local cement plants produce up to 7 million tons to 9 million tons of cement per year. However, the cement plants have not yet supplied the country's construction industries.

Cement sales in Myanmar increased in 2021 compared to previous years. Consumption as a whole has increased significantly over the reviewed period, and this trend is continuing. Imports had a sharp decline from 2018 to 2020, when consumption was at a lower level. When imports rose over the prior years in 2014, the growth rate was at its fastest. Imports reached their peak in 2015, but from 2016 to 2020, they decreased slightly. The main source of cement for Myanmar was Thailand. In 2020, after three years of growth, there was a significant decline in overseas shipments of cement when their volume decreased. Exports generally experienced a sharp drop. Compared to 2019, the growth rate seems to be growing at the fastest rate. In 2015, exports for the reviewed period reached record highs; however, from 2016 to 2021, exports lost steam. Myanmar's primary export market for cement was India.

The demand for residential construction has grown along with the population. Cement demand has increased as a result all over the world. Consumption of goods has been made possible by the rising demand for public infrastructure and non-residential structures, such as hospitals and healthcare facilities. Consequently, the current market trend is toward increasing demand from the growing construction sector. Cement is a very significant building material because it is a significant component of both of these building materials. Cement plants consequently became necessary for creating the nation's infrastructure and one of its demands.

### **3.2 The Nature of the Working Environment at Cement Plants**

One of the most crucial aspects of a person's life is their work. Employees spend a sufficient amount of their day at work. As a result, building strong interpersonal relationships among them has become essential to their professional success. Because of this, organizations have become a web of connections. This network has a number of effects on both the individual and the organization. Organizational competition has become more intense as a result of globalization. Pressures at work are higher than ever today. As a result, there are numerous demands placed on workers. Bullying, however, interferes with employees' ability to do their jobs, which has a detrimental impact on productivity at work. In this circumstance, people either postpone their task. This might make an individual distant from his profession, developing sentiments of exhaustion, stress, and cynicism. All these actions reduce individual performance.



Employees in the cement sector endure physical and psychological trauma. Because cement contains dangerous substances including hexavalent chromium, sodium oxide, and potassium oxide, they are exposed to physical injury. These materials can result in severe short-term and long-term harm for employees when they come into contact with them. Additionally, cement can smear through clothing, gloves, or boots, resulting in burns that a worker might not notice right away. That's because burns from cement don't feel painful or uncomfortable right away. However, the more harm that can be done to a worker, the longer they are exposed to cement. Extreme burns may harm the connective tissue beneath the skin's surface as well as the skin itself. Additionally, the alkaline compounds may not stop burning even after workers wash the cement off their skin.

Furthermore, due to the size of the cement facilities and the fact that they are located far from residential areas, they may experience bullying and harassment. Some cement industry workers have low living standards and little education. Working hours in cement plants are 9 am to 4 pm. Sometimes cement workers have to work overtime at night. And then they work together, male and female in the workplace. These conditions cause bullying and harassment in the workplace. Bullying has been identified as a common workplace traumatic stressor. It has been suggested that the physical and mental health issues seen in victims of bullying are similar to the symptomatology of posttraumatic stress disorder. They may experience significant anxiety, flashbacks, nightmares, and other mental health conditions, in addition to having uncontrollable thoughts about the incident. Employees engage in counterproductive work behavior conduct when they experience bullying, harassment, or post-traumatic stress disorder. These behaviors can harm organizations or people in organizations including employees and client, customers.

### **3.3 Cement Production Process**

To comprehend the nature of work, working relationships, and working environment of cement employees, a brief description of the cement production process is provided in four stages.

The first stage of cement production is the revemol of raw materials from quarries and their transportation to cement plants. According to the situation, the raw materials namely, limestone, clay, laterite, and gypsum are extracted from quarries in their respective mining regions and transported by various methods to the cement

factory (e.g., a conveyor belt, truck, boat, or train). Explosives are used in mining for the purpose of extracting raw minerals. The primary energy source for drilling, crushing, and transportation of the raw materials is diesel, which is used by heavy equipment and trucks.

The preparation of the raw meal is the second stage. In order to reduce the particle size of the mined limestone to approximately 25 mm, it is typically crushed in two stages, first with a jaw crusher and then with a hammer crusher. Prior to combining with limestone, impact crushers are used to grind clay and laterite. The raw mill then grinds all of the raw materials, including limestone, clay, and laterite, into a substance known as "raw meal." In cyclone separators, this mixture is dried using the hot gas emitted from the kiln. At this point, the fine particles are transported to the raw mill silo for blending and storage, while the coarse particles are also transported back to the raw mill for grinding. The primary source of energy utilized during the preparation of a raw meal is electricity.

The calcination process, which is found in the third stage, uses a lot of energy in lime kilns. Depending on the kind of cement, the raw material mixture is ground and heated to a high temperature in the kiln, where it undergoes a chemical reaction to create clinker. Shaft kilns, wet rotary kilns, semi-wet rotary kilns, new suspension pre-heaters, and pre-calciner kilns are a few examples of the various types of kilns (Pardo et al., 2011). The most popular approach at the moment is the dry process with a preheater and pre-calciner kiln (IEA, 2018), which uses a lot less energy than the wet process. Before entering the kiln, the raw meal is fed to preheater cyclones for drying and partial calcination. The pre-heater receives the hot air from the kiln and uses bottom-up drying techniques to dry the material. First, the water content is decreased, and then roughly one-third of the weight of the raw meal is lost as a result of the creation of oxides and the release of CO<sub>2</sub> into the environment. The pre-calciner performs 60–65% of the primary calcination and uses roughly 40% of the fuel's energy. The uncooked meal is typically heated to around 140–150 °C in kilns using fuel mixtures made of coal and natural gas. This step in the cement production process not only uses the most energy, but it also emits the most greenhouse gases. The air quenching coolers (AQC), which also help to collect and transmit the heat to the pre-heater and cyclone separators, are used to cool the hot clinker after it exits the kiln.

The final stage entails mixing the clinker and gypsum before grinding the mixture in the cement mill (IEA, 2018). Ordinary Portland Cement (OPC) typically

contains 5% gypsum and 95% clinker (Cankaya and Pekey, 2015). The grey fine powder that eventually comes out of the cement mill is stored in silos before being delivered to the market in bags or bulk-loaded lorries.

### **3.4 Responsibilities of Human Resource Department for Bullying and Harassment**

Bullying at work is a pattern of harsh behavior that damages and diminishes other employees. Usually not physically violent, it instead depends on the potent tools of hostile acts and words. The victim is terrorized and intimidated, endangering their mental and physical health as well as their self-worth. Bullying may be devastating when it occurs frequently and over a long period of time. Bullying causes psychological, emotional, and physical breakdowns in the targeted personnel, preventing them from having a positive impact on the organization.

Employees who are bullied are frequently made fun of in front of others, taunted, called foul names, the target of vicious rumors, stripped of their responsibilities, and given no credit for their efforts. They might be shunned, denied promotions, or put under excessive pressure to perform. When bullied employees perform poorly, they are accused of being incompetent. Due to poor work productivity, the bully then acts to penalize, demote, and terminate the targeted employees.

Many victims of bullying believe they are being victimized by both the bully and the human resources department. They feel hopeless, angry, underappreciated, discouraged, and concerned about the future of their careers. According to a study on workplace bullying, employees who have been bullied should be worried because 44% of them will lose their jobs. Employees who have been bullied frequently wonder whether the human resources division is looking out for them or only thinking about safeguarding the organization.

Unfortunately, the human resources department let a lot of bullied employees down by not listening to their complaints. Employees who are bullied are perceived as the issue, not the bullies. The bullied employees are frequently fired rather than dealing with what might be a systematic issue within the organization. Human resource managers might not be aware that by unintentionally shielding the bully, they are seriously affecting the targeted employees. According to statistics on

workplace bullying, only 1.5% of bullies lose their jobs, suggesting that they are protected. Some irate workers will take drastic, frequently lethal measures to stop the bullying. 7% of bullied workers think about killing themselves or committing suicide. Although they may not be obvious to others, workplace bullying wounds exist. Targeted employees may revert to harsh means if they are unable to get assistance from others.

Every organization has workplace bullying and harassment. Moreover, cement companies train employees at least once a year to explain what bullying and harassment are and the procedures to file a complaint, as well as the consequences for participating in these behaviors. And also, the cement companies provide training to managers and supervisors separately from employees on the procedures for handling such complaints. All responsible managers monitor the workplace periodically and talk to employees and ask open-ended questions about the work environment, atmosphere, and how things are going.

Human resources have an extremely important role to play and a responsibility to maintain a workplace free of bullying and sexual harassment. Not only is it an obligation for HR, but it makes for a much more productive and enjoyable place to work when these behaviors can be prevented or stopped as soon as they are reported. Employees will feel more valued and respected when they know that their employer is committed to providing a safe and professional environment for their workers. HR managers need to protect employees from workplace bullying and harassment in their organization. The HR Department develops bullying and harassment policies for prevention. It is needed to adopt a clear anti-bullying and anti-harassment policy and distribute it as part of the employee handbook. The policy states that any complaint will be taken seriously and will be investigated thoroughly.

### **3.5 Demographic Factors of Respondents**

Demographic profiles are collected and classified according to the sample of the total 450 respondents' gender, age, marital status, position, rank, education, monthly salary, and length of service in the respective organizations. It provides the background varieties among the staff to receive the diverged perception. The demographic characteristics of respondents are shown in Table (3.1).

**Table (3.1) Demographic Factors of Respondents**

Category		Frequency	Percentage
Gender	Male	203	45
	Female	247	55
Age (Years)	Under 20	70	15.56
	20-29	203	45.11
	30-39	137	30.44
	Above 40	40	8.89
Education	Never been to school	6	1.33
	Never been to school, but can read and write	3	0.67
	Up to primary school	20	4.44
	Up to middle school	56	12.44
	Up to high school	108	24
	Up to graduate	257	57.12
Length of Services	Less than 1 year	58	12.89
	1-3 years	154	34.22
	4-6 years	109	24.22
	Above 6years	129	28.67
Position	Operation level	328	72.88
	Supervision level	70	15.56
	Management level	52	11.56
Income per month	100000-200000 MMK	61	13.56
	200001-300000 MMK	161	35.77
	300001-400000 MMK	132	29.33
	400001-500000 MMK	43	9.56
	Above 500000 MMK	53	11.78
Marital Status	Single	184	40.89
	Married	247	54.89
	Divorced	19	4.22

Source: Survey data, 2022

Table (3.1) described that 45% of the respondents were male and 55% were female. In the age group distribution, 15.56% of respondents are under 20 years, 45.11% of respondents are between 20-29 years, 30.44% of respondents are between 30-39 years and 8.89% of respondents can be in age group of above and equal 40

years. The employees in cement plants are educated that the most of employee are Bachelor degree with 257 respondents (57.12%) which followed by 108 respondents of up to high school (24.0%), 56 respondents (12.44%) are up to middle school, 20 respondents (4.44%) are up to primary school, 6 respondents (1.33%) are never been to school and 3 respondents (0.67%) are never been to school but can read and write. And then it is also stated that 154 respondents are 1 to 3 years and showing (34.22%) and highest respondents for this study. 129 respondents are above 6 years and showing (28.67%), 109 respondents are 4 to 6 years that was (24.22%) of total respondents and 58 respondents are under 1 year that was (12.89%).

In the distribution of employee position, the largest respondent for the survey is operation level that is represent 328 respondents (72.88%) then the second follows by 70 respondents of employee (15.56%) in supervision level and the third by 52 respondents (11.56%) of Management Level. The category of income per month of the respondents, the monthly salary of the majority of respondents is between 200,001-300000 MMK, representing 161 respondents (35.77%). The remaining group, 132 respondents (29.33%) is between 300,001 - 400,000 MMK, 61 respondents (13.56%) belong to between 100,000-200,000 MMK, and 53 respondents (11.78%) got above 500000 MMK. And then, there are a total of 450 respondents (54.9%) or 64 of respondents were married, (40.9%) or 184 of respondents were single and (4.2%) or 19 were divorced.

### **3.6 Reliability Analysis**

This section describes the reliability analysis of the independent variables and dependent variables selected for each study. Each of these variables includes a different number of items, and each item measured on a five-point Likert scale, and it is critical to estimate how much they are reliable. In this study, the most commonly used method of evaluating the safety for variables, Cronbach Alpha, is to analyze the overall reliability of the variables used in this questionnaire. The above standard of reliability is assessed as a range from zero to one, and if the value of each is equal to or above the 0.60 thresholds it is regarded as reliable, and if were less than 0.5, a sufficient degree of reliability was usually unacceptable. The result of Cronbach's Alphas value for the study is shown in Table (3.2).

**Table (3.2) Reliability Analysis on Variables**

<b>Variables</b>	<b>Items</b>	<b>Cronbach's Alpha Value</b>
Workplace Bullying	10	0.830
Harassment	10	0.749
Post-traumatic Stress Disorder	10	0.874
Counterproductive Work Behavior	10	0.915

Source: Survey Data, 2022

According to table (3.2), the Cronbach's Alpha value of workplace bullying is 0.830, harassment is 0.749, post-traumatic stress disorder is 0.874 and counterproductive work behavior is 0.915 which means that all of the variables have higher internal consistency. According to Malhotra (2010), Cronbach's alpha value greater than 0.7 is considered to be a good fit, and an alpha value greater than 0.6 is considered to be satisfactory. Therefore, the value of Cronbach's alpha results shows that all the variables are reliable for the data analysis.

### **3.7 Descriptive Analysis of Workplace Bullying and Harassment**

This study describes the employee's perception of workplace bullying and harassment for the total mean score. According to Landell (1997) and Mohd Najib (1994), the following Table (3.3) shows the rate of the total mean score;

**Table (3.3) Mean Score Interpretation**

<b>Total Mean Score</b>	<b>Level</b>
1.00 – 2.33	Low
2.34 – 3.67	Moderate
3.68 – 5.00	High

Source: Landell (1997) & Mohd Najib (1994).

### 3.7.1 Employees Perception of Workplace Bullying

In this survey, the questionnaire includes ten questions that focus primarily on workplace bullying. The results are described in the following Table (3.4).

**Table (3.4) Employees Perception of Workplace Bullying**

No.	Particular	Mean	Std. Deviation
1	Withholding information which affects performance.	2.22	0.94
2	Spreading of gossip and rumors.	3.21	1.17
3	Having insulted or offensive remarks made about person, attitudes, or private life.	2.57	0.99
4	Being ignored or facing a hostile reaction.	2.64	1.01
5	Persistent criticism of work and effort.	2.78	1.19
6	Being shouted at or being the target of spontaneous anger.	2.29	0.91
7	Speaking rudely in public.	1.92	0.88
8	Being under a lot of pressure at work.	2.62	0.83
9	Had others delay actions that were important.	2.43	1.12
10	Excluded from work gatherings.	3.10	1.27
	Overall Mean	2.58	

Source: Survey Data, 2022

According to Table (3.4), respondents neutral agreed that “spreading of gossip and rumors” is (3.21) because of the female-dominated workplace of the cement plants. As shown in the table, respondents disagreed that “speaking rudely in public” is (1.92) and withholding information affects performance (2.22). The total mean value for employee’s perception of workplace bullying is (2.58). Therefore, the employees’ perception of workplace bullying at cement plants is a moderate level. Therefore, the employees at the cement plants seem to be safe from being bullied at their workplace, but the employees at cement plants are showing the symptoms of workplace bullying, and they suffer a little from workplace bullying.



### 3.7.2 Employees Perception of Harassment

In this survey the questionnaire includes ten questions that focus primarily on harassment. The results are mentioned in the following Table (3.5).

**Table (3.5) Employees Perception of Harassment**

No.	Particular	Mean	Std. Deviation
1	Ordered to do work below the level of competence.	2.31	0.76
2	Offending telephone calls or written messages.	2.56	0.86
3	Personal insults.	2.31	0.91
4	Inappropriate physical contact or comments.	2.35	0.76
5	Try to maintain distance at work.	2.27	0.81
6	Criticized for personal communication style or appearance.	2.67	0.95
7	Aware of abusive, disrespectful, or hostile treatment of employees.	2.77	0.96
8	Silence or hostility as a response to questions or attempts at conversations.	2.54	0.95
9	Unwelcome requests for dates.	2.15	0.81
10	Devaluing of “rights” and opinions with reference to age.	2.46	1.04
	Overall Mean	2.44	

Source: Survey Data, 2022

According to Table (3.5), respondents disagreed with those “unwelcome requests for date” is (2.15) and respondents agreed that “Aware of abusive, disrespectful, or hostile treatment of employees” is (2.77). The total mean value for employees’ perception of harassment is (2.44). Therefore, the employees’ perception of harassment at cement plants is a moderate level. Therefore, the employees at cement plants have the symptoms of harassment because they represent each mean value as being between (2.0) and (3.0).

## **CHAPTER 4**

### **ANALYSIS ON THE EFFECTS OF BULLYING AND HARASSMENT ON PTSD AND CWB**

This chapter describes the analysis of the effects of bullying and harassment on post-traumatic stress disorder and counterproductive work behavior in employees. This chapter mainly consists of employee perception of post-traumatic stress disorder and counterproductive work behavior, correlation analysis, and regression analysis.

#### **4.1 Research Design**

The study applied quantitative and descriptive research design to describe the effect of workplace bullying and harassment on post-traumatic stress disorder and counterproductive work behavior. In order to fulfill the main objective of the study, the required data was collected by using a survey questionnaire. The target population of this study is three cement plants were selected among eight cement plants in Mandalay Region. And then, 30% of employees are selected from each cement plant. The sample for this study consists of 450 employees of three cement plants in the Mandalay Region. The research questionnaire is divided into two parts. Part one consists of respondents' demographic profile such as gender, age, education level, service year, employee position, monthly income, and marital status. Part two relates to the questions of bullying, harassment, post-traumatic stress disorder, and counterproductive work behavior, which are measured by five-point Likert Scale items. The scale ranges from (1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). This chapter mainly illustrates the analysis tables, data figures and their interpretation for the data collection, which are analyzed into frequency distribution, reliability tests, mean scores, standard deviation, correlation and regression analysis.

## 4.2 Employees Perception of PTSD

In this survey, the questionnaire includes ten questions that focus primarily on post-traumatic stress disorder. The results are mentioned in the following table (4.1).

**Table (4.1) Employees Perception of PTSD**

No.	Particular	Mean	Std. Deviation
1	Having repeated, disturbing and unwanted thoughts related to this stressful experience.	2.44	0.93
2	Having repeated and disturbing dreams related to this stressful experience.	2.36	0.95
3	Experience loss of interest in the activities you liked.	2.68	1.02
4	Feeling distant from other people.	2.40	0.97
5	Having difficulty to feel positive feelings (e.g., being unable to feel happiness or positive affects for people close to you).	2.78	0.84
6	Having irritable behavior, outbursts of anger or aggressive actions.	2.58	0.98
7	Taking too many risks or doing things that could put you at risk.	2.61	1.20
8	To feel to be nervous or easily frightened.	2.41	0.82
9	Blaming yourself or someone else for failing to adopt appropriate behaviors to the situation (e.g., I went pub, restaurant, etc.).	2.70	0.99
10	Having strong negative beliefs about yourself, others or the world.	2.22	0.91
	Overall Mean	2.52	

Source: Survey Data, 2022

According to Table (4.1), respondents disagreed with the statement "Having strong negative beliefs about yourself, others, or the world" (2.22), but agreed with the statement "Having difficulty feeling positive feelings (e.g., being unable to feel happiness or positive affects for people close to you)" (2.78). The total mean value for employees' perception of post-traumatic stress disorder is (2.52). Therefore, the

employees' perception of post-traumatic stress disorder at cement plants is moderate level. It can be said that the employees at cement plants have the symptoms of post-traumatic stress disorder.

### 4.3 Employees Perception of CWB

In this survey the questionnaire includes ten questions that focus primarily on counterproductive work behavior. The results are mentioned in the following table (4.2).

**Table (4.2) Employees Perception of CWB**

No.	Particular	Mean	Std. Deviation
1	Purposely wasted employer's materials/supplies.	1.59	0.62
2	Purposely damaged a piece of equipment or property.	1.47	0.57
3	Came to work late without permission.	1.63	0.69
4	Stayed home from work and said you were sick when you were not.	1.72	0.80
5	Purposely did work incorrectly.	1.47	0.55
6	Purposely failed to follow instructions.	1.44	0.52
7	Stolen something belonging to employer.	1.40	0.51
8	Stole something belonging to someone at work.	1.44	0.52
9	Started or continued a damaging or harmful rumour at work.	1.38	0.51
10	Insulted someone about their job performance.	1.40	0.53
	Overall Mean	1.49	

Source: Survey Data, 2022

According to Table (4.2), respondents disagreed that they "Started or continued a damaging or harmful rumour at work" (1.38), and "Stayed home from work and said you were sick when you were not" (1.72). The total mean value for employees' perception of counterproductive work behavior is (1.49). Therefore, the employees' perception of counterproductive work behavior at cement plants is low level. Because employees need to save money and work for their basic needs such as food, clothes, and a home in their lives.

#### 4.4 Analysis of Relationship between Workplace Bullying, Harassment, PTSD and CWB

In this section, Pearson Correlation analysis was used to examine the relationship between workplace bullying, harassment, post-traumatic stress disorder (PTSD) and counterproductive work behavior (CWB). In this study, the correlation coefficient (r) was presented by Stock burger (1996) as follows:

- r = 0.01 to 0.20 indicates weak relationship
- r = 0.21 to 0.50 indicates moderate relationship
- r = 0.51 to 0.80 indicates strong relationship
- r = 0.81 to 1 indicates very strong relationship

**Table (4.3) Correlation Analysis**

		<b>Workplace Bullying</b>	<b>Harassment</b>	<b>PTSD</b>	<b>CWB</b>
Workplace Bullying	Pearson Correlation	1	.369**	.443**	.231**
	Sig. (2-tailed)		.000	.000	.000
	N	450	450	450	450
Harassment	Pearson Correlation	.369**	1	.525**	.232**
	Sig. (2-tailed)	.000		.000	.000
	N	450	450	450	450
Post-traumatic Stress Disorder	Pearson Correlation	.443**	.525**	1	.267**
	Sig. (2-tailed)	.000	.000		.000
	N	450	450	450	450
Counterproductive Work Behavior	Pearson Correlation	.231**	.232**	.267**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	450	450	450	450

Source: SPSS Output, 2022

According to the correlation analysis, workplace bullying was positively correlated with post-traumatic stress disorder at a 1% level as the p-value was less than 0.01. It was found that there was a relationship between workplace bullying and post-traumatic stress disorder that was significant at 1% level. The correlation coefficient, 0.443 showed that there was a moderate relationship between workplace bullying and post-traumatic stress disorder. Moreover, there was a positive correlation between harassment and post-traumatic stress disorder, which was

significant at 1%. The correlation coefficient, 0.525 described that there was a strong positive correlation between harassment and post-traumatic stress disorder.

In addition, it was indicated that there was a positive correlation between workplace bullying and counterproductive work behavior, which was significant at 1%. The correlation coefficient, 0.231 showed that there was a moderate relationship between workplace bullying and counterproductive work behavior. According to the table, harassment was positively correlated with counterproductive work behavior at a 1% level as the p-value was less than 0.01. It was found that there was a significant relationship between harassment and counterproductive work behavior, which was significant at a 1% level. The correlation coefficient, 0.232 indicated that there was a moderate relationship between harassment and counterproductive work behavior.

According to the correlation analysis, post-traumatic was positively correlated with counterproductive work behavior at 1% level as the p-value was less than 0.01. It was found that there was a significant relationship between post-traumatic stress disorder and counterproductive work behavior, which was significant at a 1% level. The correlation coefficient, 0.443 pointed out that there was a moderate relationship between post-traumatic stress disorder and counterproductive work behavior.

#### **4.5 Effect of Workplace Bullying, Harassment on CWB**

The Simple Linear Regression Model was used to measure the effect of workplace bullying and harassment on counterproductive work behavior. This regression analysis was conducted to determine by how much the independent variable explains the dependent variable. In analyzing the effect of workplace bullying and harassment on counterproductive work behavior of cement plants in the Mandalay Region, workplace bullying and harassment were used as independent variables, and counterproductive work behavior was used as a dependent variable.

**Table (4.4) Multiple Regression Analysis of Workplace Bullying, Harassment and CWB**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.828	0.112		7.417	0.000	
Workplace Bulling	0.114***	0.033	0.168	3.445	0.001	1.157
Harassment	0.154***	0.044	0.170	3.478	0.001	1.157
R square	0.418					
Adjusted R Square	0.421					
F Value	18.976***					

Source: Survey Data, 2022

\*\*\*Significant at 1% level

According to Table (4.4), the R-square value was the percentage or value that indicates how the independent variable can explain the dependent variable. The more significant the independent variable explains the dependent variable, the higher the R-square value would be. The R-square value of the current study is 0.418 which means 41.8% of the variation on counterproductive work behavior was explained by bullying and harassment. This model can explain the effect of workplace bullying and harassment on counterproductive work behavior since the calculated 'F' value was significant at 1% level.

After analyzing the effect of workplace bullying and harassment on counterproductive work behavior of cement plants in Mandalay Region, it was found that workplace bullying had a positively significant effect on counterproductive work behavior (B = 0.114, p-value = 0.001) and harassment had a positively significant effect on counterproductive work behavior (B = 0.154, p-value = 0.001). According to the analysis, it can be assumed that when employees face workplace bullying and harassment, they engage in counterproductive work behavior.

#### 4.6 Effect of Workplace Bullying, Harassment on PTSD

The Simple Linear Regression Model was used to measure the effect of workplace bullying and harassment on post-traumatic stress disorder. This regression analysis was conducted to determine by how much the independent variable explains the dependent variable. In analyzing the effect of workplace bullying and harassment on post-traumatic stress disorder of cement plants in Mandalay Region, workplace bullying and harassment were used as independent variables and post-traumatic stress disorder was used as a dependent variable.

**Table (4.5) Multiple Regression Analysis of Workplace Bullying, Harassment and PTSD**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.430	0.138		3.120	0.002	
Workplace Bulling	0.287***	0.041	0.289	7.033	0.000	1.157
Harassment	0.558***	0.055	0.419	10.191	0.000	1.157
R square	0.348					
Adjusted R Square	0.345					
F Value	119.396***					

Source: Survey Data, 2022

\*\*\*Significant at 1% level

According to Table (4.5), the R-square value was the percentage or value that indicates how the independent variable can explain the dependent variable. The more significant the independent variable explains the dependent variable, the higher R-square value would be. The R-square value of the current study is 0.348, which means 34.8% of the variation on post-traumatic stress disorder was explained by bullying and harassment. Since the calculated 'F' value was significant at 1% level, this model can explain the effect of workplace bullying and harassment on post-traumatic stress disorder.

After analyzing the effect of workplace bullying and harassment on post-traumatic stress disorder of cement plants in Mandalay Region, it was found that



workplace bullying had a positively significant effect on post-traumatic stress disorder ( $B = 0.287$ ,  $p\text{-value} = 0.000$ ) and harassment had a positively significant effect on post-traumatic stress disorder ( $B = 0.558$ ,  $p\text{-value} = 0.001$ ). According to the analysis, it can be assumed that the more workplace bullying and harassment they have experienced, the more they suffer from post-traumatic stress disorder.

#### 4.7 Effect of PTSD on CWB

The Simple Linear Regression Model was used to assess the effect of PTSD on counterproductive workplace behavior. This regression analysis was conducted to determine by how much the independent variable explains the dependent variable. In analyzing the effect of post-traumatic stress disorder on counterproductive work behavior of cement plants in Mandalay Region, post-traumatic stress disorder was used as an independent variable and counterproductive work behavior was used as a dependent variable.

**Table (4.6) Multiple Regression Analysis of PTSD and CWB**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.034	0.081		12.812	0.000
Post-traumatic Stress Disorder	0.182***	0.031	0.267	5.871	0.000
R square	0.321				
Adjusted R Square	0.378				
F Value	34.472***				

Source: Survey Data, 2022

\*\*\*Significant at 1% level

According to Table (4.6), the R-square value was the percentage or value that indicates how the independent variable can explain the dependent variable. The more significant the independent variable explains the dependent variable, the higher R-square value would be. The R-square value of the current study is 0.378, which means 37.8% of the variation on counterproductive work behavior was explained by post-

traumatic stress disorder. This model can explain the effect of post-traumatic stress disorder and counterproductive work behavior since the calculated 'F' value was significant at 1% level.

After analyzing the effect of post-traumatic stress disorder on counterproductive work behavior of employees at cement plants in Mandalay Region, it was found that post-traumatic stress disorder had a positively significant effect on counterproductive work behavior ( $B = 0.182$ ,  $p\text{-value} = 0.000$ ) had a positively significant effect on counterproductive work behavior. According to the analysis, it was found that when employees feel post-traumatic stress disorder, they engage in counterproductive work behavior.

## **CHAPTER 5**

### **CONCLUSION**

This chapter provides a summary of findings and related suggestions derived from studying workplace bullying and harassment on counterproductive work behavior. Therefore, this part comprises three main sections. The first section describes the findings and discussion of the study; the second section presents suggestions and recommendations for three cement plants and the third is the need for further study.

#### **5.1 Findings and Discussions**

This study focuses on the effect of workplace bullying and harassment on counterproductive work behavior of employees at cement plants in Mandalay Region. It aims to examine the effects of workplace bullying and harassment on counterproductive work behavior of employees at cement plants, to investigate the effects of workplace bullying and harassment on post-traumatic stress disorder of employees at cement plants and to identify the effect of post-traumatic stress disorder on counterproductive work behavior of employees at cement plants.

The demographic profile of 450 respondents showed that there were a greater number of female respondents than male respondents. According to the findings, more female employees than male employees participated in data collection. Their age level is mostly between 20 and 29 years old. The results indicated that the majority of the employees in the cement plants of Mandalay Region have a generation Y workforce. And the education of the respondents is mostly graduate. The positions of the respondents are mostly at operational level. Therefore, cement plants mainly operate at an operational level. And the length of service in industry is mostly between 1 and 3 years. The monthly income level of respondents mostly fell between 200,001 and 300,000 MMK. This shows that most of the respondents are middle-income earners per month.

From the study, employees' perceptions of bullying and harassment conditions at three cement plants were examined. From the results, it was found that the overall mean of workplace bullying (2.58) and harassment (2.44) shows that they are all at a disagreeable and moderate level for respondent employees from their cement plants.

However, the employees at the cement plants seem to be safe from being bullied and harassed at their workplace, but the employees at three cement plants are showing the symptoms of workplace bullying, and they suffer a little from workplace bullying and harassment. Moreover, employee perception of post-traumatic stress disorder is studied. The overall mean value of post-traumatic stress disorder (2.52) shows that the employees' perception of post-traumatic stress disorder at three cement plants is moderate level. But the employees at cement plants have the symptoms of post-traumatic stress disorder. In addition, employee perception of counterproductive work behavior is examined in this study. The results of the overall mean value (1.49) indicate that the employees' perception of counterproductive work behavior is low level. Because employees need to save money and work for their basic necessities such as food, clothes, and a home in our country.

According to the results, correlation analysis indicates that workplace bullying and harassment were positively related to post-traumatic stress disorder and counterproductive work behavior. It means that employees who experience bullying and harassment at their workplace feel stressed and disordered. As a negative consequence, the cement plants face the counterproductive work behaviors of employees, such as withdrawal, abuse, production deviance, etc. Therefore, it is possible that a comfortable working environment can make employees feel relaxed, happy and more focused on the improvement of productivity.

Multiple regression analysis was conducted in this study in order to investigate the exposure to bullying and harassment and individual symptoms of post-traumatic stress disorder. Based on the findings, bullying as well as harassment had a positively significant effect on post-traumatic stress disorder. It means that when employees experience bullying and harassment at their workplace, they will feel post-traumatic stress disorder symptoms such as fear, helplessness, etc. Similarly, if surveyed cement plants are able to prevent bullying and harassment at workplaces, employees feel safer and more productive and they have no post-traumatic stress disorder symptoms. Therefore, it can be said that post-traumatic stress disorder symptoms are the consequences of bullying and harassment at the workplace in the cement industry.

Multiple regression models were applied in this study to find out the effect of bullying and harassment on counterproductive work behavior. According to the results, bullying and harassment had a positively significant effect on the counterproductive work behavior of employees at surveyed cement plants. It means

that employees are being bullied and harassed at their workplace, and they show themselves counterproductive work behaviors such as withdrawal, sabotage, etc. Therefore, it can be concluded that bullying and harassment are the strongest predictors of counterproductive work behavior.

The study investigates the effect of post-traumatic stress disorder on counterproductive work behavior by using simple linear regression analysis. Based on the findings of the result, post-traumatic stress disorder had a positively significant effect on counterproductive work behavior. It means that employees at cement plants feel symptoms of post-traumatic stress disorder, so they change their productive work behavior in the opposite direction in order to show their negative attitudes towards bullying and harassment at work. Therefore, this study highlights the significant post-traumatic stress disorder symptoms and counterproductive work behavior of employees as a significant result of bullying and harassment at workplaces.

## **5.2 Suggestions and Recommendations**

Based on the findings of the result, there are moderate level towards workplace bullying and harassment at three cement plants in the Mandalay Region. But some suggestions and recommendations are made for the improvement of the working environment and employee well-being for surveyed cement plants to continuously prevent bullying and harassment in their workplace. Firstly, the managers should make the environment free from aggressive bullying and harassment. It could be done through making up the anti-bullying policies by the HR department, and it could be made sure by the HR managers that all the policies are implemented in the cement plants. The strict policies and regular check and balance can maintain a comfortable working environment and employee well-being. Furthermore, cement plant managers should provide adequate training, coaching, mentoring, and counseling to employees in order to alleviate stress and anxiety. To survive in the competitive nature of the cement industry, the prevention of workplace bullying and harassment should be emphasized in order to create a happy, healthy working environment for the improvement of productive work behavior of employees.

A safe and comfortable working environment makes employees feel satisfied, they can work better, and they can focus on their work. Additionally, they can focus on promoting a positive work environment and harmony among employees through

teamwork and cooperative behavior. Therefore, managers should build up a strong and positive working relationship with employees so that they treat each other with mutual respect. Therefore, the manager should take good care of their employees and help and support them to get out of stressful situations.

A policy for reporting bullying and harassment should incorporate standard health and safety mechanisms for the workplace to function efficiently. Top management should be allowed to show their commitment to preventing bullying and harassment. Finally, educational health programs can also help individuals increase their knowledge related to the area. Action should be taken aggressively against bullying and harassment complaints, which can increase positive employee behavior. There are certain ways in which focus on future research and the variables can be included in further research related to workplace bullying and harassment. Furthermore, HR managers should train the employees to protect themselves from workplace bullying and harassment in their workplace. Then, HR managers should adopt HR policies in order to find the extent to which they can control bullying and harassment and check the difference through the research.

Finally, organizations should focus on creating a bullying and harassment-free working environment in order to make employees feel safe at work. Everyone should be equally treated in an organization provided that every individual's rights are being protected at the same time. The employees should be given a friendly environment and enough autonomy to share their problems with the management.

### **5.3 Needs for Further Studies**

This study mainly focused on the effects of workplace bullying and harassment on counterproductive work behaviors of employees at three cement plants in the Mandalay Region. In this study, the respondents comprise only 450 respondents because of time limitation. Therefore, it is suggested that further studies collect data based on more respondents to get more accurate data. Another recommendation is that further study can be done by focusing the wider topic and including other factors on employees' behavior and stress. Due to time constraints, the scope of the study covers only employees of three cement plants in the Mandalay Region. Other researchers may consider comparing employees in other cement plants in Myanmar in the future. In the future, researchers can research more variables to get a bigger picture of the employee's stress and workplace behavior.

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# APPENDIX I

## Questionnaire for study

This questionnaire is aimed to collect information for the study on “The Effect of Workplace Bullying and Harassment on Counterproductive Work Behavior of Employees at Cement Plants in Mandalay Region” which is contributed to M.Com thesis, Yangon University of Economics. All response will be kept private and confidential. Thank you for your sharing your valuable time in filling this questionnaire.

### Part - I

#### Demographic and Characteristics of Employees

1. Gender (ဖြေဆိုသူ)

Male (ကျား)

Female (မ)

2. Age of Respondents (အသက်အုပ်စု (နှစ်))

Under 20 years (အသက် ၂၀ အောက်)

20 - 29 years (အသက် ၂၀ မှ ၂၉)

30 - 39 years (အသက် ၃၀ မှ ၃၉)

Above 40 years (အသက် ၄၀ နှင့် အထက်)

3. Education Levels (ပညာအရည်အချင်း)

Never been to school (တစ်ခါမှ ကျောင်းမတက်ခဲ့ဖူးပါ။)

Never been to school, but can read and write (တစ်ခါမှ ကျောင်းမတက်ခဲ့ဖူးသော်လည်း ရေးနိုင် ဖတ်နိုင်ပါသည်။)

Up to primary school (မူလတန်း)

Up to middle school (အလယ်တန်း)

Up to high school (အထက်တန်း)

Up to graduate (ဘွဲ့ရ)

4. Service Years (လုပ်သက်)

Under 1 year (၁နှစ်အောက်)

1 year–3 years (၁နှစ် မှ ၃နှစ်)

4 years–6 years (၄နှစ် မှ ၆နှစ်)

Above 6 years (၁နှစ် မှ ၃နှစ်)

5. Employee Positions (လုပ်ဆောင်ရာသည့် တာဝန်)

Operation Level (သာမန်ဝန်ထမ်း)

Supervision Level (ကြီးကြပ်သူ)

Management Level (စီမံခန့်ခွဲသူ)

6. Monthly Income (တစ်လဝင်ငွေ (ကျပ်))

- |   |   |
|---|---|
| Under 100000 (၁သိန်း အောက်) <input type="checkbox"/>      | 100000-200000 (၁၀၀၀၀၀ မှ ၂၀၀၀၀၀) <input type="checkbox"/> |
| 200001-300000 (၂၀၀၀၀၀ မှ ၃၀၀၀၀၀) <input type="checkbox"/> | 300001-400000 (၃၀၀၀၀၀ မှ ၄၀၀၀၀၀) <input type="checkbox"/> |
| 400001-500000 (၄၀၀၀၀၀ မှ ၅၀၀၀၀၀) <input type="checkbox"/> | Above 500000 (၅ သိန်းနှင့် အထက်) <input type="checkbox"/> |

7. Marital status (အိမ်ထောင်ရေး အခြေအနေ)

- Single (လူပျို/အပျို)  Married အိမ်ထောင်သည်  Divorced (အိမ်ထောင်ကွဲ)

## Part - II

Please rate the following statements on workplace bullying, harassment, post-traumatic stress disorder and counterproductive work behavior. According to the index below,

(အောက်တွင် ဖော်ပြထားသော (လုပ်ငန်းခွင်တွင် အနိုင်ကျင့်ခံရမှုများ/ လုပ်ငန်းခွင်တွင် နှောက်ယှက်ခံရမှုများ/ လုပ်ငန်းခွင်တွင် အနိုင်ကျင့်ခံရမှုများ၊ နှောက်ယှက်ခံရမှုများ ကြုံတွေ့ရသောအခါ စိုးရိမ်မှု၊ စိတ်ဖိစီးမှု၊ အစရှိသောထိတ်လန့်မှုများ နှင့် လုပ်ငန်းခွင်တွင် အနိုင်ကျင့်ခံရခြင်း၊ နှောက်ယှက်ခံရခြင်းများ ကြုံလာသောအခါ စိုးရိမ်ထိတ်လန့်မှုများ ဖြစ်ပေါ်ပြီး စိတ်ထွက်ပေါက်အနေဖြင့် လုပ်ငန်း၏အကျိုးစီးပွားကို ပျက်စီးစေလိုသော ကိစ္စများကို ပြုလုပ်မိခြင်း) အကြောင်းအရာများနှင့် ပတ်သတ်ပြီး ကျေးဇူးပြု၍ လူကြီးမင်းတို့နှင့် ကိုက်ညီသော အခြေအနေတစ်ခုအား အမှန်ခြစ်ပေးပါ။)

- 1 = Strongly Disagree (လုံးဝသဘောမတူပါ။)
- 2 = Disagree (သဘောမတူပါ။)
- 3 = Neutral (ကြားနေ။)
- 4 = Agree (သဘောတူပါသည်။)
- 5 = Strongly Agree (လုံးဝ သဘောတူပါသည်။)

## Workplace Bullying

	Questions	1	2	3	4	5
1	Someone withholding information which affects your performance. (သင်၏လုပ်ဆောင်ချက်ကိုအကျိုးသက်ရောက်စေမည့်သတင်းအချက်အလက်များကို ထိန်ချန်ထားသည်။)					
2	Spreading of gossip and rumors about you. (သင်နှင့် ပတ်သတ်ပြီး အတင်းအဖျင်းများ၊ ကောလဟာလများ ပြောဆိုမှုများရှိပါသည်။)					
3	Having insulted or offensive remarks made about your person, attitudes, or your private life. (သင်၏ အထင်အမြင်၊ သဘောထားများနဲ့ပတ်သတ်ပြီး စော်ကားပြောဆိုခံရပါသည်။)					
4	Being ignored or facing a hostile reaction when you approach. (လျစ်လျူရှုခံရခြင်း၊ ရန်လိုသော အပြုအမူများ ကြုံတွေ့ နေရပါသည်။)					
5	Persistent criticism of your work and effort. (သင်၏ လုပ်ဆောင်ချက်နှင့်ကြိုးစားအားထုတ်မှုအပေါ် အမြဲဝေဖန်ခံနေရပါသည်။)					
6	Being shouted at or being the target of spontaneous anger. (ပြဿနာတစ်စုံတရာပေါ်ပေါက်လာပါကအပြစ်လုပ်သူဟုအမြဲလိုလိုအထင်ခံရပြီး အော်ဟစ်ပြောဆိုခြင်းများခံရပါသည်။)					
7	Speaking rudely to you in public. (သင်နှင့် ပတ်သတ်ပြီး လူအများရှေ့တွင် ရိုင်းဆိုင်းစွာ ပြောဆိုခြင်း ခံရဖူးပါသည်။)					
8	You are usually under a lot of pressure when you are at work. (အလုပ်တွင် ဖိအားများစွာ ခံနေရပါသည်။)					
9	Had others delay actions that were important to you. (အရေးကြီးသည့် အကြောင်းအရာများအား နောက်ကျမှ သိရှိရပါသည်။)					
10	Excluded from work gatherings. (အလုပ်နှင့် မပတ်သက်သော တွေ့ဆုံမှုများတွင် ပါဝင်ခွင့် မရခြင်း။)					

## Harassment

	Questions	1	2	3	4	5
1	Ordered to do work below your level of competence. (သင်၏အရည်အချင်းထက်နိမ့်သော အလုပ်များကို လုပ်ကိုင်ခိုင်းစေမှုများ ရှိပါသည်။)					
2	Offending telephone calls or written messages. (စိတ်မကျေမနပ်ဖြစ်စေသော ဖုန်းခေါ်ဆိုမှုများ၊ စာတိုပေးပို့မှုများရှိ ပါသည်။)					
3	Personal insults. (ပုဂ္ဂိုလ်ရေးအရ စော်ကားမှုများ ရှိပါသည်။)					
4	Inappropriate physical contact or comments. (ကိုယ်ကာယနှင့် ပတ်သတ်ပြီး မသင့်လျော်သော ဆက်ဆံမှုများ(သို့) မှတ်ချက်များပေးခံရ ပါသည်။)					
5	Try to maintain distance from you at work. (အလုပ်တွင် သင်နှင့် ခပ်ခွာခွာနေရန် ပြောဆိုခြင်းခံရပါသည်။)					
6	I have been criticized for my personal communication style or appearance. (ကျွန်ုပ်၏ပင်ကိုယ် ပြောဆိုဆက်ဆံမှုပုံစံ သို့မဟုတ် ရုပ်ရည်အသွင်အပြင် ကိုဝေဖန်မှုများရှိပါသည်။)					
7	I'm aware of abusive, disrespectful, or hostile treatment of employees. (ဝန်ထမ်းများအား ရိုင်းစိုင်းသော၊ ရိုသေလေးစားမှုမရှိသော၊ ရန်လိုသော အပြုအမူများကို သတိထားမိပါသည်။)					
8	Silence or hostility as a response to your questions or attempts at conversations. (သင်၏ မေးခွန်းများ၊ စကားပြောဆိုမှုများကို တုံ့ပြန်မှုမရှိခြင်း သို့မဟုတ် ရန်လိုစွာ တုံ့ပြန်ခြင်းများ ရှိပါသည်။)					
9	Unwelcome requests for dates. (အချိန်မီအလုပ်မပြီးစီးနိုင်သည့်၊ မဖြစ်နိုင်သည့် အချိန်ဇယားများကို ချမှတ်ခြင်းများရှိပါသည်။)					
10	Devaluing of your "rights" and opinions with reference to your age. (သင်၏ ရပိုင်ခွင့် အခွင့်အရေးများကို လျှော့ချထားမှုများ ရှိပါသည်။)					

## Post-traumatic Stress Disorder

	Questions	1	2	3	4	5
1	Having repeated, disturbing and unwanted thoughts related to this stressful experience. (စိတ်ဖိစီးမှု အတွေ့အကြုံနှင့်ပတ်သတ်၍ ထပ်ခါထပ်ခါ စိတ်အနှောက်အယှက်ဖြစ်စေပြီး မလိုလားအပ်သော အတွေးများ ရှိနေတတ်ပါသည်။)					
2	Having repeated and disturbing dreams related to this stressful experience. (စိတ်အနှောက်အယှက်ဖြစ်စေသော အိပ်မက်များ ထပ်ခါတစ်လဲလဲအိပ်မက်မက်ဖူးပါသည်။)					
3	Experience loss of interest in the activities you liked. (ကြိုက်နှစ်သက်သော လှုပ်ရှားမှုများတွင် စိတ်ဝင်စားမှု ဆုံးရှုံးခြင်းများကို တွေ့ကြုံ ခံစားရပါသည်။)					
4	Feeling distant from other people. (လူအများနဲ့ ကင်းကွာနေသည်ဟု ခံစားရပါသည်။)					
5	Having difficulty to feel positive feelings (e.g., being unable to feel happiness or positive affects for people close to you). (အပြုသဘောဆောင်သော ခံစားချက်များ ခံစားရရန် ခက်ခဲခြင်း ဥပမာ၊ ပျော်ရွှင်မှု သို့မဟုတ် သင့်အနီးနားရှိလူများအတွက် အပြုသဘောဆောင်သော အကျိုးသက်ရောက်မှု များကို မခံစားရခြင်း။)					
6	Having irritable behavior, outbursts of anger or aggressive actions. (စိတ်တိုလွယ်သော အပြုအမူများ၊ ဒေါသပေါက်ကွဲလွယ်သော သို့မဟုတ် ရန်လိုသော အပြုအမူများ ရှိနေတတ်ပါသည်။)					
7	Taking too many risks or doing things that could put you at risk. (စွန့်စားမှုများလွန်းခြင်း သို့မဟုတ် အန္တရာယ်ဖြစ်စေနိုင်သော အရာများကို လုပ်ဆောင်တတ်ပါသည်။)					
8	To feel to be nervous or easily frightened. (အလွယ်တကူ ကြောက်ရွံ့ခြင်း သို့မဟုတ် ထိတ်လန့်ခြင်းများခံစားရပါသည်။)					
9	Blaming yourself or someone else for failing to adopt appropriate behaviors to the situation (e.g., I went pub, restaurant, etc.). (ကိုယ့်ကိုယ်ကို အပြစ်တင်နေတတ်ပါသည်။)					
10	Having strong negative beliefs about yourself, others or the world. (ကိုယ်ကိုယ်တိုင် သို့မဟုတ် အခြားသူများနှင့် ပတ်သတ်၍ ပြင်းထန်သော အဆိုးမြင်ယုံကြည်မှုများ ရှိနေတတ်ပါသည်။)					



### Counterproductive Work Behavior

	Questions	1	2	3	4	5
1	Purposely wasted your employer's materials/supplies. (အလုပ်ရှင်၏ ပစ္စည်းများကို ရည်ရွယ်ချက်ရှိရှိ ဖြုန်းတီးပါသည်။)					
2	Purposely damaged a piece of equipment or property. (ရည်ရွယ်ချက်ရှိရှိ စက်ပစ္စည်း သို့မဟုတ် ပစ္စည်းတစ်ခုအား ပျက်စီးစေပါသည်။)					
3	Came to work late without permission. (ခွင့်ပြုချက်မရှိဘဲ နောက်ကျမှ အလုပ်သို့ ရောက်လာပါသည်။)					
4	Stayed home from work and said you were sick when you were not. (အလုပ်မဆင်း၍ မေးသောအခါ ဖျားနေသည်ဟု ပြောပါသည်။)					
5	Purposely did your work incorrectly. (သင့်ရဲ့အလုပ်ကို ရည်ရွယ်ချက်ရှိရှိ မမှန်မကန် လုပ်ခဲ့သည်။)					
6	Purposely failed to follow instructions. (ညွှန်ကြားချက်များကို ရည်ရွယ်ချက်ရှိရှိ လိုက်နာရန် ပျက်ကွက်ခဲ့သည်။)					
7	Stolen something belonging to your employer. (အလုပ်ပိုင်ရှင်၏ ပစ္စည်းတစ်ခုခုကို ခိုးယူသွားပါသည်။)					
8	Stole something belonging to someone at work. (အလုပ်တွင် တစ်စုံတစ်ယောက်၏ ပစ္စည်းကို ခိုးယူပါသည်။)					
9	Started or continued a damaging or harmful rumour at work. (အလုပ်တွင်ပျက်စီးစေနိုင်သော သို့မဟုတ်အန္တရာယ်ရှိသော တစ်စုံတစ်ခုကို ပြုလုပ်ပါသည်။)					
10	Insulted someone about their job performance. (တစ်စုံတစ်ဦးအား ၎င်းတို့၏ စွမ်းဆောင်ရည်နှင့် ပတ်သက်၍ စော်ကားပြောဆို ပါသည်။)					

## APPENDIX II

### Reliability Test

Scale: Workplace Bullying

#### Reliability Statistics

Cronbach's Alpha	N of Items
.830	10

Scale: Harassment

#### Reliability Statistics

Cronbach's Alpha	N of Items
.749	10

Scale: Post-traumatic Stress Disorder

#### Reliability Statistics

Cronbach's Alpha	N of Items
.874	10

Scale: Counterproductive Work Behavior

#### Reliability Statistics

Cronbach's Alpha	N of Items
.915	10

## Correlation Analysis

### Correlation

		Workplace Bullying	Harassment	PTSD	CWB
Workplace Bullying	Pearson Correlation	1	.369**	.443**	.231**
	Sig. (2-tailed)		.000	.000	.000
	N	450	450	450	450
Harassment	Pearson Correlation	.369**	1	.525**	.232**
	Sig. (2-tailed)	.000		.000	.000
	N	450	450	450	450
Post-traumatic Stress Disorder	Pearson Correlation	.443**	.525**	1	.267**
	Sig. (2-tailed)	.000	.000		.000
	N	450	450	450	450
Counterproductive Work Behavior	Pearson Correlation	.231**	.232**	.267**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	450	450	450	450

## Regression Analysis

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Harassment, Workplace Bullying <sup>b</sup>	-	Enter

a. Dependent Variable: Post-traumatic Stress Disorder

b. All requested variables entered.

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.590 <sup>a</sup>	.348	.345	.52825	1.950

a. Predictors: (Constant), Harassment, Workplace Bullying

b. Dependent Variable: Posttraumatic

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.634	2	33.317	119.396	.000 <sup>b</sup>
	Residual	124.734	447	.279		
	Total	191.368	449			

a. Dependent Variable: Posttraumatic

b. Predictors: (Constant), Harassment, Workplace Bullying

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.430	.138		3.120	.002
	Workplace Bullying	.287	.041	.289	7.033	.000
	Harassment	.558	.055	.419	10.197	.000

a. Dependent Variable: Post-traumatic Stress Disorder

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.280 <sup>a</sup>	.418	.421	.42798	1.947

a. Predictors: (Constant), Harassment, Workplace Bullying

b. Dependent Variable: Counterproductive

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.952	2	3.476	18.976	.000 <sup>b</sup>
	Residual	81.877	447	.183		
	Total	88.829	449			

a. Dependent Variable: Counterproductive

b. Predictors: (Constant), Harassment, Workplace Bullying

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.828	.112		7.417	.000
	Workplace Bullying	.114	.033	.168	3.445	.001
	Harassment	.154	.044	.170	3.478	.001

a. Dependent Variable: Counterproductive Work Behavior

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Post-traumatic Stress Disorder <sup>b</sup>	-	Enter

a. Dependent Variable: Counterproductive Work Behavior

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.267 <sup>a</sup>	.321	.378	.42908	2.004

a. Predictors: (Constant), Post-traumatic Stress Disorder

b. Dependent Variable: Counterproductive Work Behavior

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.347	1	6.347	34.472	.000 <sup>b</sup>
	Residual	82.482	448	.184		
	Total	88.829	449			

a. Dependent Variable: Counterproductive Work Behavior

b. Predictors: (Constant), Post-traumatic Stress Disorder

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.034	.081		12.812	.000
	Posttraumatic	.182	.031	.267	5.871	.000

a. Dependent Variable: Counterproductive Work Behavior