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A STUDY ON COUNTERPRODUCTIVE WORK
BEHAVIOUR (CWB) AMONG WOMEN IN REAL ESTATE
MNCs IN MALAYSIA

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MASTER OF HUMAN RESOURCE MANAGEMENT
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AUGUST 2024

**A STUDY ON COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB)
AMONG WOMEN IN REAL ESTATE MNCs IN MALAYSIA**

By
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Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Master of Human Resource
Management



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ABSTRACT

This study is on counterproductive work behaviour (CWB) among women in real estate Multinational Corporation (MNCs) in Malaysia. Women play a significant role in the nation's social and economic growth. This study analysed the relationship between leadership and employee motivation on CWB in real estate industry listed in the Global 500 Fortune. A total of 147 female employees participated in the study via online survey. The findings indicated significant inverse relationship between both employee motivation and leadership towards CWB. However, the strength of the relationship is relatively low. Meanwhile, regression analysis showed that, only leadership has a rather diminutive impact on CWB. The implications of the results signalled that organization can potentially decrease, moderate, or prevent CWB behaviours by strengthening its leadership. The study highlighted that CWB not only projecting negative impacts on organisational productivity but also adversely affects the well-being among female employees. Negative outcomes such as increased absenteeism, high turnover rates, reduced focus, and failure to achieve of the organisational goals result from inadequate focus and investment in deterring CWB. Therefore, organisational leadership must develop their capabilities to support the women employees' personal and professional well-being.

Keywords: Counterproductive work behavior (CWB), women, employee motivation, leadership, Multinational Corporation (MNC)



ABSTRAK

Kajian ini adalah mengenai tingkah laku kerja yang tidak produktif dalam kalangan wanita dalam Perbadanan Multinasional hartanah di Malaysia. Wanita memainkan peranan penting dalam pertumbuhan sosial dan ekonomi negara. Kajian ini menganalisis hubungan antara kepimpinan dan motivasi pekerja terhadap dalam industri hartanah yang disenaraikan dalam Global 500 Fortune. Seramai 147 pekerja wanita mengambil bahagian dalam kajian ini melalui tinjauan dalam talian. Penemuan menunjukkan hubungan songsang yang ketara antara kedua-dua motivasi pekerja dan kepimpinan terhadap tingkah laku kerja yang tidak produktif. Walau bagaimanapun, kekuatan hubungan itu agak rendah. Sementara itu, analisis regresi menunjukkan bahawa, hanya kepimpinan yang mempunyai kesan yang agak kecil terhadap. Implikasi keputusan menandakan bahawa organisasi berpotensi mengurangkan, menyederhanakan atau mencegah tingkah laku kerja yang tidak produktif dengan mengukuhkan kepimpinannya. Kajian itu menekankan bahawa tingkah laku kerja yang tidak produktif bukan sahaja mengunjurkan kesan negatif terhadap produktiviti organisasi tetapi juga memberi kesan buruk kepada kesejahteraan pekerja wanita. Hasil negatif seperti peningkatan ketidakhadiran, kadar perletakan jawatan yang tinggi, fokus yang berkurangan, dan kegagalan untuk mencapai matlamat organisasi berpunca daripada tumpuan dan aktiviti yang tidak mencukupi dalam menghalang tingkah laku kerja yang tidak produktif. Oleh itu, kepimpinan organisasi mesti membangunkan keupayaan mereka untuk menyokong kesejahteraan peribadi dan profesional pekerja wanita.

Kata kunci: Tingkah laku kerja yang bertentangan, wanita, motivasi pekerja, kepimpinan, Syarikat Multinasional.

ACKNOWLEDGEMENTS

First of all, I would like to thank the Almighty God for his enduring guidance, grace, smooth path of my thesis journey, and protection that he has bestowed upon me during the research.

Secondly, I would like to acknowledge and give an immense thanks of gratitude to my supervisors Madam Fazilah Mohd Othman and Professor Madya Dr Bidayatul Akmal Mustafa Kamil who gave me the golden opportunity and made this work possible and to do this thesis topic, as well as guiding me in every step of the way.

Thirdly, a special dedication to my father, who always inspiring and encouraging me in many ways that I do. Also, to my mother, who always been a pillar of support to complete this thesis with endless encouragement and love. Her sacrifices mean a lot.

I deeply grateful to my family members and friends for their endless support, appreciation, cheering and keen interest in my academic achievements.

TABLE OF CONTENT

TITLE PAGE.....	ii
CERTIFICATION OF THESIS WORK.....	iii
PERMISSION TO USE.....	iv
ABSTRACT.....	v
ABSTRAK.....	vi
ACKNOWLEDGEMENT.....	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
LIST OF APPENDICES.....	xiii
LIST OF ABBREVIATIONS.....	xiv
CHAPTER ONE INTRODUCTION	1
1.0 Background of Study	1
1.1 Problem Statement.....	5
1.2 Research Questions.....	11
1.3 Research Objectives.....	12
1.4 Significance of Study.....	12
1.5 Scope of the Study	14
1.6 Definition of Key Terms.....	15
1.7 Organisation of the Study	16
1.8 Chapter Summary.....	17
CHAPTER TWO LITERATURE REVIEW	18
2.1 Introduction.....	18
2.1.1 Counterproductive Work Behaviour (CWB) in Malaysian MNCs.....	23
2.2 Employee Motivation.....	24
2.3 Leadership.....	25
2.4 Underpinning Theory.....	25
2.4.1 Expectancy Theory	25

2.5	Hypothesis Development	27
2.5.1	Employee Motivation and CWB.....	27
2.5.2	Leadership and CWB.....	29
2.5.3	Employee Motivation and Leadership and CWB.....	30
2.6	Conceptual Framework.....	32
2.7	Chapter Summary.....	33
CHAPTER THREE METHODOLOGY		34
3.0	Introduction.....	34
3.2	Research Population.....	35
3.3	Sample Size Estimation	36
3.4	Research Instrument.....	37
3.4.1	Measurement Item	39
3.4.2	Operational Definition	41
3.5	Data Collection Procedures.....	43
3.6	Data Analysis Method.....	44
3.6.1	Descriptive Analysis	44
3.6.2	Pearson Correlation.....	44
3.6.3	Regression Analysis	44
3.7	Reliability	45
3.7.1	Pilot Testing	45
3.8	Validity	47
3.9	Chapter Summary	48
CHAPTER FOUR RESULT AND DISCUSSION.....		49
4.1	Introduction.....	49
4.2	Reliability Analysis.....	50
4.3	Demographic Profile of Respondents	51
4.5	Inferential Analysis	54
4.5.1	Correlation Analysis	55
4.5.2	Regression Analysis.....	56
4.6	Hypotheses Summary	57
4.7	Chapter Summary	58
CHAPTER FIVE CONCLUSION AND RECOMMENDATIONS.....		59
5.1	Introduction.....	59
5.2	Recap of the study.....	59
5.3	Discussion	60

5.3.1 Relationship between employee motivation and CWB	60
5.3.2 Relationship between leadership and CWB.....	62
5.3.3 Impact of employee motivation and leadership on CWB.....	63
5.4 Recommandations.....	65
5.5 Limitations	67
5.6 Directions for Future Research	68
5.7 Conclusion.....	68
REFERENCE.....	70



TABLE OF TABLES

Table 1: Total number of populations.....	36
Table 2: Table of determining sample size.....	37
Table 3: Likert Scale – Five points.....	38
Table 4: Source of questionnaire.....	40
Table 5.1: Measurement of employee motivation.....	41
Table 5.2: Measurement of leadership.....	42
Table 5.3: Measurement of CWB.....	42
Table 6: Cronbach’s Alpha Level of Reliability.....	45
Table 7: Pilot Testing Results.....	47
Table 8: Total Respondents	49
Table 9: Reliability Analysis.....	50
Table 10: Demographic Information of Respondents.....	51
Table 11: Descriptive Statistics.....	53
Table 12: Correlation Analysis.....	55
Table 13: Model Summary.....	56
Table 14: Coefficient table.....	57
Table 15: Summary of hypothesis testing.....	58

TABLE OF FIGURES

Figure 1: Employment Participants Rate Both Male and Female.....	6
Figure 2: Types of counterproductive work behavior.....	24
Figure 3: Research Framework.....	32
Figure 4: Step for conducting the summary research.....	39



LIST OF APPENDICES

Appendix A Research Questionnaire.....	78
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LIST OF ABBREVIATIONS

AWAM	All Women's Action Society
HR	Human Resource
CWB	Counterproductive work behavior
MNC	Multinational Corporation
SPSS	Statistical Package for the Social Science



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CHAPTER 1

INTRODUCTION

1.0 Background of Study

Counterproductive work behaviour (CWB), alternatively referred to as workplace deviant conduct, encompasses employee actions that can detrimentally impact an organisation's financial viability and overall welfare (Lei et al., 2023). The phenomenon of CWB includes various actions such as disregarding instructions, deliberately working at a slower pace to exploit overtime compensation unnecessarily, manipulating receipts, consistently arriving late, utilising working hours for personal matters, squandering organisational resources, and divulging confidential organisational information to unauthorised individuals (Nemteanu & Dabija, 2021).

The concept of CWB holds substantial consequences for organisations, manifesting in various negative outcomes such as diminished productivity, increased human capital costs resulting from high turnover rates, reduced employee morale, and detrimental effects on the company's reputation (Baharom et al., 2017). Sayeed and Nazir (2019) conducted a comprehensive literature analysis highlighting the significance of CWB as a disruptive phenomenon that demands considerable attention from researchers and organisations alike. According to research findings, a significant proportion of work-related challenges that are considered unfavourable, including organisational constraints, excessive workload, conflicts across roles, and lack of clarity in job responsibilities, have been identified as contributing factors to employee discontent.

According to Flammer and Luo (2017), individuals who experience dissatisfaction in their work environment engage in undesirable behaviour due to their negative emotional states. An example is an employee unsatisfied with their work circumstances responds by engaging in harmful behaviour toward the organisation. The expectation that females, due to their gender-consistent responsibilities as being helpful, exhibit a higher likelihood of engaging in CWB can be posited. Hence, it is imperative to comprehend the concept of CWB and its implications for women in the workplace. Various elements have been investigated as potential determinants or factors of CWB, including employee motivation and leadership.

According to Jeewandara and Kumari (2021), a crucial differentiation may be seen between various forms of deviance based on whether the deviation is aimed at the organisation itself, referred to as organisational deviance, or at individuals within the organisation, known as interpersonal deviance. Their investigation discovered three fundamental factors that drive these behaviours such as social values, organisational concern, and impression management. The study identified three reasons that served as the primary determinants of the observed behaviours. According to Van den Broeck et al. (2021), the proposition that employees engage in CWB due to their belief that such actions can yield beneficial outcomes for themselves is substantiated by the presence of incentives within each of these motivational factors.

Within the professional setting, employees interact socially with other individuals, including their superiors, clients, customers, colleagues, and subordinates. Workers perceive unfavourable interactions as stress-inducing experiences. Based on the research conducted by Oh and Farh (2017), it has been observed that instigating acts of aggression, anger, or other negative emotions can result in perceptions of

inequity. Consequently, these perceptions can contribute to the development of persistent work-related exhaustion, ultimately impeding the employees' performance.

Women's CWB at Multinational Corporations (MNCs) worldwide reveals patterns driven by a variety of factors, including organisational culture, gender dynamics, and regional subtleties. Statistics on this occurrence reveal a complex environment formed by the interaction of various components. Global trends of CWB among women in MNCs suggest a prevalence of workplace incivility, discrimination, and gender-based problems. According to research, women may face subtle forms of CWB, such as exclusion from decision-making processes or microaggressions, which can harm work satisfaction and general well-being. Furthermore, the worldwide gender wage gap and underrepresentation of women in leadership roles contribute to increased irritation and, in some cases, unproductive behaviour. The recent data reported that disputes between employers and employees have led to a rising number of cases being referred to the Industrial Court by 44 percent from 2001 to 2007 (Labour Bulletin, 2008)

Additionally, many harassed employees are afraid to file a report for fear of losing their employment. As a result, workplace bullying produces several issues for businesses and sectors. This demonstrates that mental health concerns are increasingly affecting Malaysian employees, perhaps leading to workforce absenteeism. These occurrences would also have a detrimental impact on an organisation's productivity and performance. Razali et al. (2020) found that 82.2 percent of employees in a company had been intimidated by others through the spread of rumours and gossip. People who withhold facts that may damage an employee's job performance bully 81.4 percent of employees. Furthermore, 82.3 percent of employees are harassed because they are assigned projects with unrealistic timeframes.

Companies would be better able to manage CWB if they were more aware of contextual elements such as leadership and organisational support. In addition, existing research does not fully investigate whether human qualities like personality traits or contextual elements like leadership are more helpful in predicting CWBs. Consequently, one of the primary objectives of this study was to examine the correlation, or relationships, between leadership and CWB, while assessing the comparative predictive accuracy of leadership in relation to CWB when compared to personality traits in isolation. This paper aims to examine the conceptualisation and definition of CWB, along with an exploration of various studies conducted on the underlying reasons for CWB. There is a dearth of research of the investigation potential of the leadership behaviours to attenuate CWB, despite previous studies highlighting the frequent positive associations with leadership and examining its ethical and honest aspects. Hence, this research project examined leadership as a potential antecedent of CWB.

The backdrop for the investigation of counterproductive behaviour among women in MNCs in Malaysia is characterised by the dynamic interaction of gender dynamics, organisational culture, and social factors. Malaysia, being a culturally diverse country, is witnessing a rise in the number of women in the workforce, particularly in MNCs from year 2006 to 2016. (Refer figure 1). Nonetheless, despite progress, substantial gender inequities and workplace problems persist. Workplace discrimination limited professional growth opportunities, and the influence of cultural norms on gender roles are crucial considerations. Understanding the particular issues that faced by women in MNCs in Malaysia is crucial not just for organisational development but also for establishing a more inclusive and fair work environment. The research aims to provide valuable insights that can guide policies, practices, and interventions aimed at

improving the professional experiences of women in the Malaysian corporate environment by uncovering these intricacies.

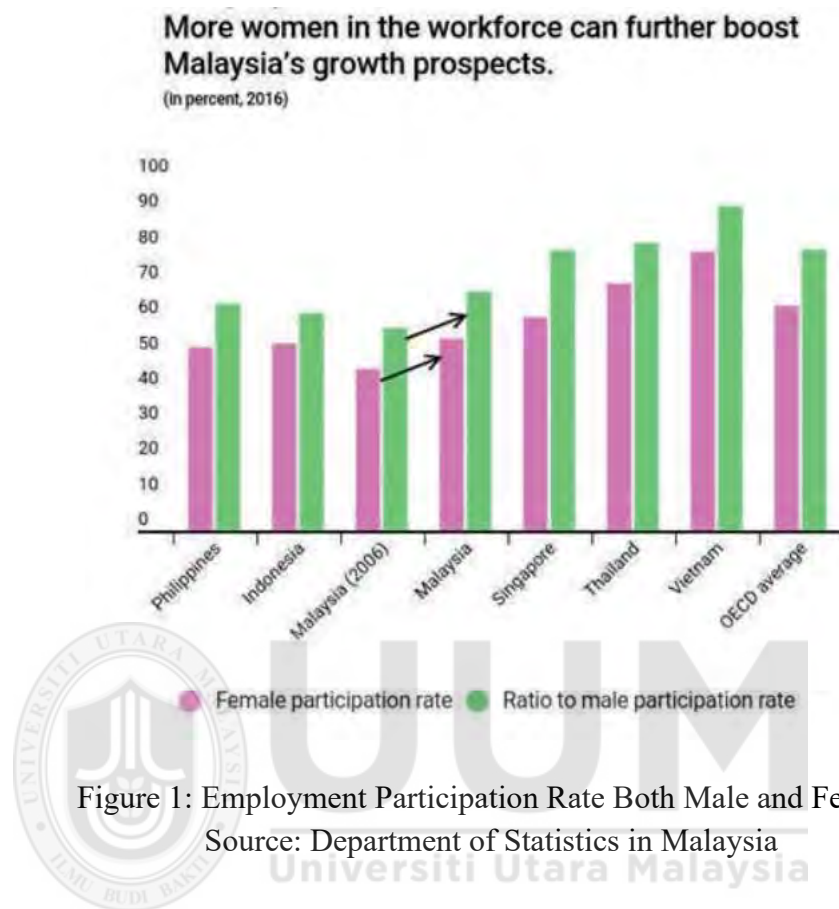


Figure 1: Employment Participation Rate Both Male and Female
Source: Department of Statistics in Malaysia

1.1 Problem Statement

This study is on counterproductive work behaviour (CWB) among women in real estate Multinational Corporation (MNCs) in Malaysia. The main focus of existing research on employee behaviour in the workplace lies in examining "good" or "positive" behaviour, including but not limited to employee motivation and leadership. The existing body of research on antisocial or CWB in the workplace has been centred around corporations, with a notable dearth of studies specifically examining female employees. The existing literature has demonstrated associations between the

motivation, leadership and CWB in prior studies as general. Nevertheless, these findings have not adequately explained the role of women in MNCs.

In this research, there are two MNCs, to be focused to study on. Jones Lang LaSalle Incorporated (JLL) and Coldwell Banker Richard Ellis (CBRE). They are both from similar industry which are real estate companies and globally focused business. According to Noralfishah et al. (2014), in the study of women in Malaysian real estate industries professional challenges and opportunities have been articulated that, women are facing challenges that can set back to advance in their career or move forward in the real estate industry. Besides, identifying these challenges, the study is actually to help the women to see their value and professional contribution in the industry. Creating a sufficient awareness, cultural attitudes and new professional path, women can be more motivated and stay on to enhance their career growth in this industry. According to Noor (2001), Few of the challenges that been recognised was, nature characteristic and family responsibilities. Women have nature characteristics where their stress level is in both family and work-related stress which equally important for them. Family responsibilities also another blockage and one of the challenges that need them to be focussed on. These both demand of family and work focused roles and further worsens and increases the women's amount of stress.

Moreover, there are few other challenges that women are facing, and the most important one is the safety and sexual harassment, favourable linked to keeping one's job or a promotion which also posting offensive or certain female anatomy (Noor, 2021). According to Karim and Tumin (2009), sexual harassment is one of the main concerns of All Women's Action Society (AWAM) since late 1990s.

The statistics from Human Resource (HR) department of counterproductive work behaviour from these two MNC real estate, are in a very thin line which are mainly in, gossiping about another employees, leaders are being rude and sarcastic towards the subordinate, leaders are not being supportive towards the subordinates, employees are unhappy with their benefits and remuneration perks from the employers, and poor work life balance. According to the HR, the annual survey percentages on attitudes, behaviour, leadership supportive are increasing on year by year. The generation and generational differences have been attributed for everything from declining levels of work ethics. According to Costanza et.al (2020) in the recent studies, on how organisation should manage generations in the workplace. They have identified a range of in adequate inferences and practical recommendation have disproved them based on legal, conceptual and practical. This thin line now can definitely grow or move into a thicker line which may cause more issues and problems in few years' time.

The ongoing issues and unique dynamics experienced by women in the corporate environment inspired the problem statement for this study on CWB in MNCs in Malaysia, with a special focus on women. While progress has been made towards gender diversity in the workplace, women continue to face CWB in the form of discrimination, harassment, and unequal opportunity. The decision to focus on women was prompted by the recognition that gender-based issues significantly impact the work experiences of female employees in MNCs in Malaysia.

The underrepresentation of women in leadership positions, along with the gender wage gap, creates a challenging climate that can contribute to feelings of dissatisfaction and discontent among female employees. As Malaysia progresses economically and socially, it becomes increasingly important to understand and address the unique challenges faced by women in MNCs, where cultural norms,

organisational structures, and global-local dynamics intersect. Furthermore, cultural expectations and conventional gender roles prevalent in Malaysia might perpetuate discriminatory practices and hinder women's career advancement. The primary objective of this study is to provide insight into the relationship between these factors and the prevalence of CWB among women in MNCs, thereby contributing to the broader discourse on gender parity in the workplace.

MNCs based in Malaysia, with a particular focus on women, reflect ongoing gender-based problems and prejudice encountered by women in the business sector. Despite advancements in recognising the importance of gender diversity in the workplace, women continue to face systemic hurdles in the form of CWB, such as discrimination, harassment, and unequal opportunities. The decision to focus on women was driven by a compelling need to address their underrepresentation in leadership and the persisting gender inequities within in MNCs in Malaysia. The study acknowledges that women often encounter particular challenges that might hinder their professional development and contribute to the prevalence of CWB. Discriminatory behaviours, ranging from subtle prejudices to overt acts of gender discrimination, create a challenging climate in the workplace.

According to Fox et al. (2007), some organisational stressors, like situational restrictions imposed by policies and procedures and a lack of resources, have a positive correlation with unproductive behaviour, especially with behaviour like retaliation. They also demonstrated that high levels of limitations were linked to high levels of interpersonal unproductive behaviours in individuals with high trait anxiety ratings. High levels of conflict were linked to high levels of interpersonally unproductive behaviour among those who scored highly on the rage scale. Mehta (2004) also demonstrated that employee motivation is a strong predictor of both interpersonal and

organisational counterproductive behaviours. Workers who face heavy workload may doubt their ability to complete all tasks (Piar & Chand, 2014). Additionally, Krischer, Penney, and Hunter (2010) found that job stress and pressure are more likely to lead individuals to engage in CWB towards the organisation as opposed to other members of the organisation. According to the findings of Chen and Spector (1992), there is a notable and significant association between leadership and several negative outcomes, such as sabotage, interpersonal violence, anger and complaints, as well as the intention to quit. Therefore, the aforementioned investigations were conducted approximately ten years ago, affirming a strong correlation between these identified factors and unproductive behaviour. This study aims to contribute to the current literature by exploring the interplay of employee motivation, and leadership in relation to counterproductive work behaviour among female employees.

A growing body of information indicates that women encounter more challenges and obstacles in the workplace than their male counterparts (Lemmon & Wayne, 2014). One commonly cited reason for this phenomenon is that women may exhibit lower levels of motivation than males when it comes to exerting more effort in the workplace and within their respective professions. This disparity in motivation might arise from various factors, such as differences in the prioritisation of work-related activities or encountering distinct time limitations (Nemteanu & Dabija, 2021). Yean et al. (2022) state that organisations offer male individuals supplementary professional advancement opportunities and job-related incentives.

At the heart of this research is the prevalence of CWB among women working in MNCs in Malaysia. Despite increases in women's labour-force involvement, a significant and alarming proportion engages in various types of unproductive behaviour, hindering their professional advancement and general well-being

(Lancaster & Van de Walle, 2018). The issue statement is based on the requirement to address the CWB's tangible and intangible costs of CWB. Counterproductive behaviours such as absenteeism, sabotage, and workplace incivility negatively impact organisational performance, employee morale, and ultimately, the nation's socioeconomic fabric (Kiran & Sharma, 2020). Understanding the intricacies of CWB among women in MNCs is critical for developing specific interventions to address these concerns.

Statistics show that a concerning number of Malaysian women are impacted by CWB in the MNC landscape. According to Coury et al. (2022), around 25 percent of women in MNCs report encountering some type of unproductive behaviour in the workplace. This alarming statistic underscores the urgency of addressing the issue, since the consequences extend beyond individual experiences to affect organisational culture and productivity. The current scenario reveals a complex interplay of factors that contribute to CWB among women working in MNCs. Gender discrimination, unequal job advancement opportunities, and workplace harassment are just a few of the major concerns afflicting the professional world (Syed et al., 2018). Cultural norms and societal expectations further complicate matters, affecting the prevalence of unproductive behaviours.

For instance, Othman & Othman (2015) mentioned that there are many types of discrimination that women encounter in the Malaysian workplace. The proportion of women in senior roles and management has improved from 4.8 percent in 2000 to 5.4 percent in 2005, yet it remains relatively low. The delayed growth is attributed to the discrimination against women in the workplace, preventing them from advancing because of their gender (p.27). Under the prevalent "male managerial model," in Malaysian enterprises, men are favoured for leadership positions. This unfair practice

may also contribute to the gender wage disparity in the nation. The scenario appears less promising when examining the presence of women on Malaysian corporate boards. According to, Abd-Mutalib, Yahya, and Shaari (2018), who analysed a sample of 250 publicly listed companies, 38.4 percent still do not have a single female board member, despite government mandates requiring at that private corporations to have at least 30 percent female participation on their boards. These factors could could contribute to why women are more likely engaged in CWB.

Therefore, the dynamic combination of gender dynamics, organisational culture, and societal variables provides the context for the study of CWB among women in MNCs. Malaysia, as a multicultural nation, is experiencing an increase in the proportion of working-age women, particularly in MNCs. However, significant gender disparities and workplace issues persist despite the aforementioned advancements. Important factors to take into account include discrimination in the workplace, limited opportunities for professional advancement, and the influence of cultural norms on gender roles. It is essential for both organisational development and the creation of a more of inclusive and reasonable work atmosphere for women in MNC in Malaysia. This study is on counterproductive work behaviour (CWB) among women in real estate Multinational Corporation (MNCs) in Malaysia.

1.2 Research Questions

The main purpose of this study was to find out whether there are any relationship between employee motivation, leadership and counterproductive work behaviour. The following are the research questions of this study:

RQ1: Is there a relationship between employee motivation and CWB among women in real estate MNCs in Malaysia?

RQ2: Is there a relationship between leadership and CWB among women in real estate MNC companies in Malaysia?

RQ3: Do employee motivation and leadership have impact on CWB among women in real estate MNCs in Malaysia?

1.3 Research Objectives

This study aims to fulfil the following objectives:

RO1: To identify the relationship between employee motivation and CWB among women in real estate MNCs in Malaysia.

RO2: To identify the relationship between leadership and CWB among women in real estate MNCs in Malaysia.

RO3: To examine the impact of employee motivation and leadership on CWB among women in real estate MNCs in Malaysia.

1.4 Significance of Study

The research on CWB among women in MNCs in Malaysia has broad implications for human resources, workers, the broader workforce, and women-centric organisations. This study contributes significantly to both academic and practical fields, with consequences for organisational policy, employee well-being, and social growth.

Understanding and addressing the underlying causes of CWB in women can contribute to the development of specific interventions and policies. As these variables are addressed, the workplace climate is likely to become more inclusive, generating greater levels of job satisfaction, motivation, and commitment among female employees. Increased productivity is inextricably related to improved workplace well-being, as content and engaged individuals are more inclined to contribute positively to their tasks, cooperate successfully, and strive for organisational success.

Furthermore, this study serves as a valuable source of reference and findings which can be used to support evidence-based decision-making within MNCs. Organisations that actively address the highlighted independent factors not only contribute to a more equal and supportive work environment, but they also position themselves as advocates for diversity and gender inclusion. This positive organisational image may then be used to attract and retain top talent, boosting productivity and competitiveness in the ever-changing global business landscape. Consequently, the importance of this study extends beyond the theoretical domain, offering practical benefits that can promote positive change and enhance the overall productivity of MNCs in Malaysia.

Moreover, this study that focuses on women aims to fill a key gap in past studies. Despite the numerous studies pertaining to workplace behaviour, there remains a significant gap understanding counterproductive acts, particularly among women in MNCs. This study aims to address the gap by shedding light on these issues, which women face and seek solutions for within corporate environment.

Besides that, the study of leadership and employee work motivation as causal factors in CWB provides valuable implications to organisations. Identifying the

significance of these factors for CWB can be helpful in designing interventions that foster healthier work settings. For instance, organisations can put into practice ideas such as stress minimisation activities to stem CWB.

Additionally, the study's analysis of how personality traits relate to leadership and CWB contributes a more intricate facet onto these behaviours. By contrasting the predictive validity of leadership and personality traits, this research aims to determine which factors are more decisive in explaining or preventing counterproductive behaviours.

Overall, this study fills a research gap by identifying the variables that affect CWB among female employees of MNCs. It offers valuable insights into the factors that have a significant impact on CWB provides practical recommendations to support gender equality, mental health, well-being, and a safe working environment free from CWB traits.

1.5 Scope of the Study

The scope of study is to investigate the CWB traits among women working in MNCs in Malaysia, with a focus on specific organisations chosen for strategic reasons. The women employees of the selected MNCs are the major stakeholders in this study, as their experiences and opinions on CWB are crucial to the research.

This study seeks to examine CWB among women in MNCs operating in Klang Valley. The research focuses on understanding the prevalence, impacts, and correlates of CWB, with a specific emphasis on working women in two selected MNCs: Jones Lang LaSalle Incorporated (JLL) and Coldwell Banker Richard Ellis (CBRE). The selected MNCs operate within the niche business nature of the real estate industries. These MNCs are listed in Global 500 Fortune Global companies. Women

employees are growing in this industry, allowing and enables a broad investigation of CWB.

The study targets a wide population of women in a range of job positions which include analysts, senior analyst, specialist, senior specialist, managers and senior managers across the MNCs with same business nature. The demographic factors, job characteristics, and organisational variables are being studied to find out if there is a relationship between these factors and CWB.

The investigation employs a comprehensive questionnaire, including validated tools like the Counterproductive Work Behaviour Checklist alongside Likert-scale items to measure the magnitude and frequency of CWB. The collected data is subjected to inferential statistical analysis, involving correlation and regression analyses to test the respective variables, CWB.

1.6 Definition of Key Terms

This paper includes a definition of how the researcher decided to measure the variables in this study. The following are some definitions of key terms:

Counterproductive Work Behaviour

Murphy (2019) defines this variable as the actions by employees that undermine or hinder the goals and effectiveness of an organisation. Examples include absenteeism, theft, sabotage, and workplace incivility, negatively impacting productivity and morale.

Motivation

The motivation refers the passion and excitement where people bring into their jobs, which influences their effort, tenacity, and dedication (De Clercq & Pereira, 2021). It includes both internal and external elements that energise, direct, and maintain employees' behaviour in the direction of accomplishing organisational goals.

Leadership

Leadership is the ability to guide, influence, and inspire others toward the achievement of shared goals (Sousa & Rocha, 2019). Effective leadership involves traits, behaviours, and decision-making that foster collaboration, motivation, and the overall success of individuals and the organisation.

1.7 Organisation of the Study

Chapter 1 provides an overview of the study, outlining the fundamentals of the entire investigation. The study's context, problem statement, research aims, research questions, scope, and significance are a few of its key components. The study's literature is expanded upon in Chapter 2 to address the study's variables and show how they relate to one another. Chapter 3 presents the study approach. This chapter explains the researcher's data collection and conducting investigation. This chapter is also essential for selecting the instrument to be used and outlining the procedure for data collection. In Chapter 4, presents the finding of this research and Chapter 5 concludes the revisits and discussion of objectives of the study and to provide recommendation for this study.

1.8 Chapter Summary

This chapter describes the overview of this research project. A brief explanation on this study was given under introduction section. Problems statement on the other hand, explains the women contribution towards workforce sector and their working pattern. Research objective of this study and significant of the research also is being explained in this chapter.



CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Chapter 2, the literature review, is a substantial and in-depth review of previous research (Shuttleworth, 2009). In this chapter, definitions, hypotheses, and theories from various publications such as books, journals, and articles will be discussed. In addition, this chapter also focuses on the review of the previous literature on the relevant study. In addition, it clarifies the relationship of the independent variables of employee motivation and leadership and the dependent variable of CWB. Furthermore, the factors that influence CWB and clearly define the independent variables, which are employee motivation and leadership, and the dependent variables, which are CWB. Furthermore, the hypotheses created by examining the relation associated between independent and dependent variables are clarified. Last but not least, this chapter also shows the underpinning theories that have been used for this study.

2.1 Counterproductive Workplace Behaviour (CWB)

Since the turn of the century, CWB has become a highly debated subject among scholars, posing significant costs to organisations. The four types of CWB that occur most frequently are absenteeism, employee theft, falsifying sick leave records, and filing false claims.

According to Melissa and Sackett (2003), the domains of CWB is very broad and open. There was lesser amount of research were conducted on individual CWB

such as employee theft, pilferage, sabotage, absenteeism, prior to early 1980s. Furthermore, instead of exploring the broad domain of CWB in a more general sense, the studies always seen in a specific type of behaviour due to lack of agreed framework.

According to Abdul Rahim, Shabudin, and Mohd Nasurdin (2016), the harmful effects of CWB on organisations manifest themselves as exorbitant maintenance costs due to stolen or ruined property, low production yield, and damage to the company's reputation. Despite these impacts, as noted by Raman et al. (2016), CWB often goes unnoticed or receives inadequate attention from managers. CWB can occur both deliberately and inadvertently, with symptoms ranging from minor infractions to severe misconduct.

The presence of specific negative stimuli within the occupational setting can induce employees to engage in CWB. In the absence of an established internal control system within the workplace, individual employees might independently initiate and approve transactions, creating fraudulent activities. Hence, it may be inferred that organisations without adequate internal control processes and guidance are more prone to facilitating CWB (Raman, 2016).

Abdul Rahim et al. (2016) categorised CWB into three sub-categories: Production CWB, Property CWB, and Political CWB. Production CWB refers to employee actions that deviate from the prescribed rules and regulations of an organisation, specifically in relation to the standards of work quality and quantity. Property CWB involves situations in which an employee violates the policies and procedures of the company, most often by misusing, stealing, or damaging company property. Political CWB encompasses actions of employees who actively participate

in office politics, thereby placing their colleagues at a disadvantage in the political landscape of the workplace.

Moreover, Hira and Anam (2013), mentioned that, the four dimension of absenteeism, workplace deviance, aggression and theft are measured according to individual traits. This is often can be found in many CWB checklist or questionnaires in most of the studies or research. For an example, “Absenteeism”, take a longer break, come late to work and left work earlier. “Workplace Deviance” is wasted material/supplies, worked slowly and damaged equipment. “Aggression”, been rude or insulting behaviour and ignored someone at work. Finally, “Theft”, stealing something or took money or supplies. This element can be questioned in full statement according or based on the organisational situation in the research.

Sypniewska (2020) defines CWB as discretionary actions undertaken by employees that demonstrate a lack of motivation to comply with organisational norms or a deliberate intention to breach them. CWB indicates an employee's lack of inclination to adhere to established organisational norms, or motivation to engage in actions that oppose them. The workplace can be susceptible to several forms of CWB, including theft, fraud, sabotage, absenteeism, physical aggressiveness, and verbal aggression. Additional instances include acts of sabotage and absenteeism.

Barbaranelli et al. (2013), emphasis on the dimensionality of CWB checklist (CWB-C). CWB-C is actually viewed from a conceptual viewpoint and there are no studies has proved the dimensionality of CWB-C is real or factual.

In a study by Gentry (2019), a survey was administered to a sample of 74 employees within a single organisation. The findings revealed that the prevalent form of CWB reported by employees was time theft from their employer. According to

Gentry (2019), employees can engage in time theft from their employers in five prevalent ways. These include arriving late to the workplace without obtaining prior approval, extending lunch breaks beyond the allocated time, exhibiting lack of focus and concentration during working hours, leaving work early without obtaining prior approval, and feigning occupation with work-related tasks while being idle.

Majova (2022) defines CWB as a range of actions undertaken with the deliberate aim of inflicting harm on colleagues, organisational assets, and the financial viability and standing of the enterprise. In order to have a comprehensive understanding of gender disparities in workplace job performance, individuals need to undertake a broader exploration of diverse employment activities. Determining whether notable distinctions exist between male and female employees holds considerable implications for worldwide performance assessments and the allocation of resources predicated on these assessments.

According to research by Huang et al. (2016), negativity at work is one of the factors that closely related to CWB. CWB is more likely to occur when employees' basic psychological needs are not satisfied. Positive thinking workers are more likely to see opportunities rather than problems in difficult situations at work.

Despite providing insight into the CWB architecture, earlier research has predominantly been conducted in North America or Europe. Chong H.Y (2019) mentioned that there haven't been many studies on CWB conducted in Malaysia and has not been a lot of research done on CWB in Asian countries throughout the course of the years. The fact that just a few studies have attempted to investigate behaviours such as work discontent and CWB together demonstrates the need for additional study in this field (Chen et al., 2020). The misconduct of employees in the workplace is

pervasive. According to research conducted on the topic, rudeness and impoliteness in the workplace can take on a variety of forms, one of which is the act of physically or mentally injuring another person, particularly women.

Research on affect and CWB has been continuously expanding over the over the past few decades, with a particularly substantial increase of studies released since 2012. According to Turek (2015), comprehension of organisational citizenship behaviour (OCB) requires a more refined perspective, one that considers the organisation as a whole within the context of its social environment. Referring to a study conducted by Alaybek et al. (2022), individuals who engage in prosocial actions may also exhibit unethical workplace behaviours, including CWB. Other research suggests that CWB may be an example of what are known as "constructive deviations," or actions that defy social and organisational norms but have positive effects on the efficiency of the organisation (Turek, 2015). Galperin (2012), claimed that constructive deviance is characterised as a voluntary behaviour that deviates from significant norms with the aim of enhancing the welfare of an organisation, its constituents, or both.

Besides that, Dawid (2019) findings was, most of the categories of relationship quality such as, organisational climate, interpersonal ties with CWB dimensions are negative and this relationship is significant, which means showing the inverse relationship of improvement or deterioration of the variable's relationship quality leads to a decrease or increase in CWB. According to few reaserchers', who been cited in this Dawid (2019) research, proved that this relationship between these constructs or variables is logical.

2.1.1 Counterproductive Work Behaviour (CWB) in Malaysian MNCs

CWB in MNCs exists within Malaysia's particular socio-cultural and organisational milieu. The occurrence of CWB among female employees is especially notable because it connects with Malaysian cultural norms, workplace dynamics, and gender-related challenges. MNCs in Malaysia frequently struggle to balance global organisational norms with local cultural idiosyncrasies, which might contribute to the development of counterproductive behaviours (Piekkari et al., 2010).

The operational characteristics of MNCs in Malaysia, resembling public corporations, play a critical role in moulding women's CWB experiences. These businesses frequently use hierarchical structures and diverse teams to reflect the global corporate environment (Wiedmer & Griffis, 2021). However, the adaptation of these systems to the Malaysian context may unwittingly contribute to gender-specific issues. The urge to fit into a business culture that may not fully embrace diverse perspectives could exacerbate CWB in women.

Cultural norms and societal expectations also have an impact on the prevalence of CWB in Malaysian MNCs. Traditional gender norms may have an impact on how women are treated in the workplace, limiting their possibilities for progress, and contributing to discriminatory actions (Adisa et al., 2019). Wage disparities and underrepresentation of women in leadership posts are common factors that contribute to sentiments of anger and disillusionment, which can appear as counterproductive behaviours.

To solve CWB among Malaysian MNC women, it is necessary to understand the interplay of cultural, organisational, and gender-related variables. Increasing awareness, promoting diversity and inclusion efforts, and cultivating supportive

leadership are crucial. Recognising the cultural and organisational issues that women confront inside these MNCs allows interventions to be customised to foster a more equitable and inclusive workplace, eventually minimizing the prevalence of counterproductive work behaviour (Anshul Gupta, 2023).



Figure 2: Types of Counterproductive work behaviour (LinkendIn)

CWB includes being late, stealing, lying, sexually harassing, bullying, missing, using drugs, being hostile at work, and sabotaging (Refer figure 2). The mentioned behaviours not only affect the quality of work done by employees who engage in CWB, but also could impact the productivity of the other employees in the organisation negatively and put the employer at risk.

2.2 Employee Motivation

According to Ja Forson (2021), motivation as a meaningful construct is a key pillar in the workplace. Thus, motivating employees adequately is difficult because it requires what it takes to define employee's satisfaction at work. Work motivate is an important element in organisational psychology and insufficient motivated employees performs poorly and inadequately which results to underperformance and creates the limitations to achieve the common goal of an

organisation (Thuy.T.D.V et al. 2022). Christian et al. (2011) believe that employee motivation is a fundamental idea in the realm of motivation, wherein individuals actively allocate their own resources towards the tasks associated with their work responsibilities.

2.3 Leadership

According to Cai et al. (2018), leaders have their responsibility to discover the adequate mechanisms for working together to support and promote actions that enhance changes in the organization and beyond to achieve the common goal. Leadership plays a vital role in terms of the actions developed through leadership among organizational groups, and the impact generated on business organizations (Thompson et al. 2019) and JA Campos (2020) mentioned, leadership contributes generating improvements in business organizations, enhancing their performance and working environments. Leadership is the ability to guide, influence, and inspire others toward the achievement of shared goals. Sousa & Rocha, (2019)

2.4 Underpinning Theory

In an organisation, the behaviour of its employees is crucial. Every aspect of an employee's attitude affects their productivity. The social exchange theory and the expectation theory are two significant theories that are crucial to comprehending the behaviours.

2.4.1 Expectancy Theory

Victor Vroom's Expectancy Theory proposes that people make decisions based on the anticipation that their efforts can result into a desirable outcome. Expectancy (the assumption that effort is result of performance), instrumentality (the notion that

performance can result into desired results), and valence (the value an individual sets on those outcomes) are all aspects considered. According to Budnick et al. (2020), people are more likely to be motivated when they feel their efforts can be rewarded and those benefits are significant to them. This theory also associates to motivational theories which influence organisational practices such as leadership techniques, performance management, and incentive systems. Organisations can increase employee engagement, contentment, and productivity by understanding the many elements that inspire individuals. People essentially make decisions based on assessments of how closely the anticipated outcomes of a certain conduct can resemble or ultimately lead to the intended outcomes. A person goes through this process from infancy forward throughout life. The three elements of expectation theory are valence, instrumentality, and expectancy.

Expectancy is a person's faith that their efforts can provide the anticipated performance results. Expectancy is the belief that one can complete a job. This concept is frequently based on a person's confidence, past experience, and assessment of the difficulty of the performance standard or objective. Individuals' expectations are influenced by elements such as their perception of competence, goal difficulty, and control.

The idea of instrumentality is the conviction that fulfilling performance expectations can lead to the desired result. The concept of "If I do this, I can get that" is expressed in instrumentality. The targeted outcome could be a wage increase, a promotion, recognition, or a sense of accomplishment. When precise regulations, ideally detailed in a contract, are in place, the reward is guaranteed to be delivered if the anticipated performance is met. When the outcome is vague or unpredictable, or when it is consistent across all performance levels, instrumentality is weak.

Valence is the distinct value that each person attaches to a certain result. The statement "I find this particular outcome desirable because I'm me" is embodied by valence. A person's valence is determined by their requirements, objectives, preferences, values, sources of motivation, and level of desire for a certain outcome. A bonus or salary raise that one employee considers desirable and motivating may not be attractive and motivating for another.

An adequate implementation of expectancy theory may help managers understand how people are driven to choose between various behavioural possibilities. Managers should establish mechanisms that tightly tie incentives to performance in order to reinforce the link between performance and outcomes. They may also utilise training to help employees strengthen their abilities and persuade themselves that putting in more effort would result in better performance.

2.5 Hypothesis Development

Several research have been undertaken to determine the most relevant elements contributing to CWB, but no definitive solutions have been found. However, there has been limited exploration into what causes CWB in Malaysia. CWB is categorised as a dependent variable in this framework because the independent variables have an impact on it.

2.5.1 Employee motivation and CWB

Diefendorff and Mehta (2007) argued that the lack of individual motivation in the study of counterproductive work behaviour (CWB) is a significant deficiency. The authors put out the suggestion that it is necessary to rectify this discrepancy. While engaging in counterproductive work behaviours (CWB) may have detrimental effects

on the company, it is plausible that individuals who partake in such behaviours may derive certain personal advantages from their actions.

Mehta (2007) expresses concern about the lack of research pertaining to the underlying motivations of employees engaging in CWB. According to Romuald (2021), based on his research, the finding the relationship which was associated in between achievement of goal motivation with CWB was not entirely confirmed.

Roth and Bobko (2021) conducted a recent meta-analysis and found that a moderate effect size characterising the disparities in work performance between genders. Their finding suggests that there is no significant difference between male and female workers in terms of motivation.

Work motivation is the act or process of moving or reassigning an employee so they can do their job. Tatoglu et al. (2016) mentioned, the remuneration and perks can be a reason due to which employees will attain greater job contentment level and this will increase the motivational level among the employees.

Based on the conclusions drawn from multiple studies (Slaughter, 2011), it is widely held among researchers that a significant factor contributing to high levels of job performance is the presence of a motivational element. In the workplace, employees have the ability to engage in the interchange of motivational concepts amongst themselves.

Chiang et.al (2008), explain their findings, which indicate the multiple measurement items are highly reliable for measuring each construct. Also, the researchers' mentioned that, the higher satisfaction of the group believed, the higher the expectancy and their effort leads to better performances. Also, the high motivation

will enhance the productivity and the quality of their work and if it is low motivation, this will result vice-versa.

According to Yupono (2018) findings, the employee performance is determined by employee motivation and the higher employee engagement in CWB which links to negative impact on performance and there will be a drop in the level of performance.

H1: Employee motivation has a relationship with counterproductive work behaviour among women in real estate MNCs in Malaysia.

2.5.2 Leadership and CWB

Bruursema (2004) posits that negative consequences, such as employee turnover intentions and CWBs, can be attributed to a deficient leadership style. These outcomes have detrimental implications for the capacity of leadership to effectively engage and retain staff, thereby leading to subpar organisational performance. Numerous enterprises express apprehension regarding the financial implications of staff turnover, which can be attributed to deficiencies in leadership. This fear mostly stems from the potential job displacement a seasoned and highly skilled workforce face. This assertion holds a particular validity in relation to the demographic of older and more seasoned employees.

Professions that demand specialised skills, advanced training, or substantial experience, attributes commonly found among workers aged fifty and above, tend to incur even higher costs. Leadership style, which initiates the process of culture creation by imposing leadership concepts and expectations on subordinates, has been infrequently discussed thus far. Moreover, despite the considerable body of research on leadership style and employee turnover, the existing literature has rarely examined

the combined influence of leadership style, employee turnover, and CWBs (Puni et al., 2016). Shen,Y and Lei,X (2022) revealed, leaders with positive psychological characteristics encourage employees to exhibit less CWB and increase positive work behaviors, whereas negative leaders cause emotional burnout in subordinates and disrupt the leader-member exchange relationship, resulting in CWB in subordinates.

The findings from Dawid (2019) interpreted that, the negative impact of distance resulting on management style on CWB is logical and that is because the higher the value of the relationship in this leadership aspect, the lower employee's inclination to direct CWB at a supervisor. Vice-versa, if the quality is lower as in disrespectful treatment of subordinates will increase the CWB against the supervisor.

H2: Leadership has a relationship with counterproductive work behaviour among women in real estate MNCs in Malaysia.

2.5.3 Employee Motivation and Leadership and CWB

Chand, Piar & Chand, Germs (2014) define behaviour as any deliberate or conscious activity on a person's part that could harm that person, others, or an organisation's performance. Unproductive work also refers to actions that have the potential to be detrimental or that are meant to harm an individual, others, or organisational resources. Based on the factors mentioned, one could conclude that unproductive behaviour is defined as individual actions—whether intentional or not—that may conflict with one another impede the company's ability to achieve its goals.

Additionally, employees engage in CWB that undermine the organisation's objectives (Piskin, 2014). Muafi (2011) suggests that few studies have explored the causes and consequences of employees intending to leave, expressing dissatisfaction, and perceiving the organisation conducive to deviant workplace behaviour. Kellpway

et al. (2010) note the scarcity of research on harmful protest behaviour within the organisations where employees voice their discontent through attempts at inappropriate conduct. According to Marcvis & Schular (2004), anger, a loss of self-control, and dispositional tendencies can all have a counterproductive influence on poor job behaviour.

In addition, Glomb (2002) gathered information on hostile workplace situations and linked it to individual differences, emphasising the long-term effects of emotional distress which leads to CWB as well. Mekpor and Kwasi (2017) mentioned, leaders should start adopting the leadership behaviours to prevent the CWB in the organisation. Newton's (2007) suggests that subordinates under certain types of leadership are more likely to adopt the abnormal behaviour which leads to CWB.

According to Saeid et.al (2012), the findings for the research on supervisor behaviour and employee job neglect, the research mentioned on the findings as that, positive and negative supervisor's behaviour appears opposite powerful impacts. That is negative supervisor behaviours leads to negative employee outcomes which are high turnover, job stressor, burnout and CWB.

Based on Brittany et al. (2018) findings, the poor leadership is slightly positively associated with overall CWB and the effect of poor leadership with supervisor aggression substantially stronger. Furthermore, Shen,Y and Lei,X (2022) again in their study of leadership and CWB mentioned that, if leaders behave badly, fail to match their words with their actions, lack empathy, and do not follow through on their promises to employees, the quality of the relationship between leaders and subordinates will deteriorate, and subordinates will holds negative thoughts, work slower, or implement other CWBs.

Edward (2017) conducted a study, to examine the predicting of CWBs expected towards individual and organizations requires consideration of both situational and individual factors. Questionnaires regarding CWBs were distributed according to the domain discussed and the results showed that, CWB individual and organisation indicates a higher score which participants more frequently engaged in counterproductive work behaviours and the reliability was high.

H3: Employee motivation and leadership have impact towards CWB among women in real estate MNCs in Malaysia.

2.6 Conceptual Framework

INDEPENDENT VARIABLE

DEPENDENT VARIABLE



Figure 3: Research Framework

The Figure 3 above, theoretical framework examines how employee motivation and leadership contribute towards CWB. Employee motivation and leadership are the factors of CWB which is classified as the independent variable. These variables are used to measure the outcome of the study, which is CWB, the dependent variable.

According to expectation theory, a person's motivation is closely related to the result they hope to get as a result of their diligence. It was also mentioned that each

person's motivation is influenced by their expectations for the future and their level of value for any rewards that come with taking an activity. In order to enhance employees' talents, this idea also stressed that managers should directly link valuable rewards to performance and boost self-efficacy through training. Also, in order to accomplish excellent work and increase personal fulfilment, leaders must effectively inspire their subordinates. Lastly, this approach advocates for empowering staff members to take on leadership roles whenever feasible rather than assigning individuals to certain roles. In conclusion, expectation theory is significant for an organization where it provides every facet of the motivational viewpoint that is linked to leadership philosophies and CWB characteristics. An effective leader reduces CWB qualities in an organization by focusing on employee motivation, or vice versa. This theory explains the rapport between motivation, leadership and CWB.

2.7 Chapter Summary

The chapter reviewed empirical studies in relation to CWB in-depth by explaining definitions of CWB, CWB in MNCs and shows that CWB is affected by employee motivation and leadership. Employees being the drivers and asset of an organization, it is important to ensure that their expectation and desired employee behaviours are taken into consideration in an organisation. The next chapter is on the research methodology.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter discusses the methodology, outlining the methods throughout the study. It focuses on the research design, unit of analysis, degree of researcher influence, population, and sampling. Furthermore, it explores quantitative and data collection procedures. Additionally, validity, dependability, and data analysis methods are examined in depth.

3.1 Research Design

This research focuses on working women in MNCs around Klang Valley. The sample of respondents were drawn from the current population statistics of MNCs in Klang Valley.

A planned and systematic strategy to collecting and analysing numerical data is used in the research design for a quantitative study, studying CWB among women in Malaysian MNCs. The goal of the current study is to give quantifiable information about the impact, and correlates of CWB in the specific setting.

Firstly, this methodology allows for the analysis of relationships between variables such as the occurrence of CWB and potential contributing factors. Surveys will be delivered to a representative sample of female employees from JLL and CBRE.

A standardised quantitative tool such as the Counterproductive Work Behaviour Checklist, is being used to assess the occurrence and kinds of CWB. In addition, Likert-scale items are included in the survey to measure the severity and frequency of counterproductive behaviours, giving a quantitative basis for analysis.

Descriptive statistics is being performed to summarise the prevalence and features of CWB, whilst inferential statistics is used to draw conclusions. Furthermore, demographic characteristics such as age, education, and employment position are considered in order to investigate possible disparities in the experience of CWB among women in different demographic groups. This improves the study's capacity to deliver suggestions depending on contextual circumstances.

To achieve representation from these particular industries within the real estate sector, the research uses a random selection approach. Inferential statistical approaches such as Pearson correlation and regression analysis is being used towards predictors of CWB.

The sampling techniques that have been used is convenience sampling and is one of the sampling methods in non-probability sampling type. According to Rahi (2017), convenience sampling describes the effortless collection of data from a research population for data sampling.

3.2 Research Population

The study's research population includes individuals from a particular sector which is real estate businesses, with a niche concentration on JLL and CBRE. Analysts, senior analyst, specialist, senior specialist, managers, and senior managers are the target audience within these organisations. These individuals (Table 2)

represent all levels of the organisational hierarchy, allowing for a thorough assessment of CWB among women in varied jobs and responsibilities.

Table 1: Total number of populations

Company	Total Employees	Female Employees
Jones Lang LaSalle Incorporated (JLL)	216	108
Coldwell Banker Richard Ellis (CBRE)	237	143
Total	453	251

3.3 Sample Size Estimation

Consider the population size and desired degree of precision when determining an appropriate sample size using the Krejcie and Morgan table. The Krejcie and Morgan table can be utilised for a population of 250 people (employees from JLL and CBRE) and a required confidence level of 99 percent. The suggested sample size for a population of 154 is rounded up to 152 (Refer to table 3) respondents in order to allow some errors to the data collection leading to a sample size of 152 for a 99 percent confidence level. This sample size guarantees an acceptable margin of error for survey-based research. However, if resources allow, rounding up to the next convenient number, such as 152, would contribute to the study's robustness. But, during the distribution of the questionnaires, this was increased by 30 which in total of 182 questionnaires, it was distributed for more respondent's feedback.

Table 2: Table of determining sample size

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

3.4 Research Instrument

The research tool is Google Form questionnaire, which is made up of two components, as follows:

Section A, the demographic of the respondents is contained in this section. According to Salkind (2010), demographic data are used to determine whether the respondent is a representative sample of the study's target population. Gender, age, employment status, years working with a company, establish company size and role type are among the demographic variables. For this section, dichotomous choices are used.

Section B, measurement items based on factors provided with the Likert scale. It has five answer categories that range from "strongly agree" to "strongly disagree." A five-

point Likert scale was proposed to be utilised in Section B to measure the dependent, independent variables, as indicated in Table 4.

Table 3: Likert Scale- Five points

Typical Likert Scale	
Scale	Level
1	Strongly Agree
2	Agree
3	Neutral
4	Disagree
5	Strongly Disagree

Source: Likert Rensis (1932)

In this study, the researcher intends to distribute online survey link to participants through selected company human resource partners and ex-colleagues. This technique of surveying is often known as an electronic survey. The respondents to respond to the questions that the researcher has provided. This method has several advantages, including low cost, rapid speed, no interviewer bias, and personalisation. The survey enables the researchers to simplify data coding, analysis, and interpretation. This method also user friendly to all the respondents.

The step was carefully organised to ensure satisfactory results. The questionnaire used in this study forms one part of the survey process. Initially, respondents were directed to a Google form where they read the purpose of the questionnaire and answered demographic questions. Subsequently, respondents proceeded to answer the questions in Section A and Section B.

The phrase was meticulously constructed and must be followed to achieve the desired outcome. The questionnaire is a component of the survey in this study. The

issue statement is the starting point of the flow chart, and the report interpretation is the plan's destination. Figure 5 depicts the survey research process.

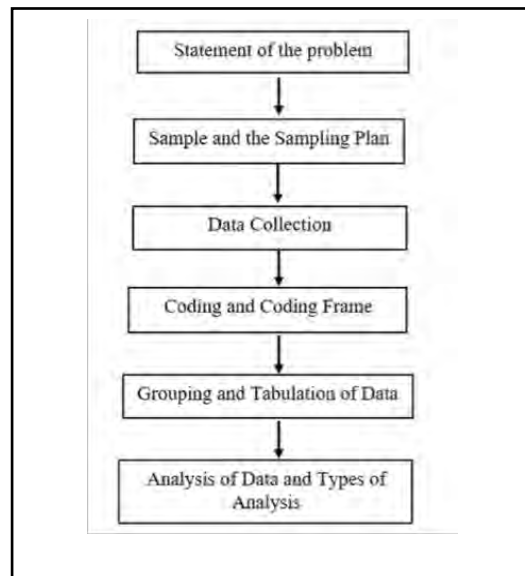


Figure 4: Steps for conducting the Survey Research

Source: Mathiyazhagan and Nandan (2010)

The questionnaire is divided into two sections—A and B. Part A includes the question about the respondents' sociodemographic statistics. At the same time, section B discusses independent and dependent variables.

3.4.1 Measurement Item

Questionnaire survey is adopted in this research as this is a common method used in quantitative research. The questions for the questionnaire were adopted and adapted from below journals that are in line with this study. The independent variables motivation and leadership and dependent variable as in CWB questions have been adopted from the all the sources below. These questionnaires were driven highly reliable in obtaining respondents views and perceptions for the variables. All the researcher's reliability analysis shows the Cronbach Alpha value of 0.70 above which portrays an acceptable as this reliability scores affirm and remain the consistency of

the research. Hence, most of the CWB studies or research questions selection are homogeneous.

Table 4: Sources of questionnaire

Variable	No of Item	Source
Employee Motivation	10	Chiang and Jang, 2008
Leadership	10	Puni, Agyemang an Asamoah, 2016
Counterproductive Behaviour	7	Edward, 2017

In this study, five points of Likert scale is being used based on the majority questionnaire adopted from the respondents to get the feedback of their agree or disagree response with a particular statement. There are two primary sections that make up the questionnaire survey.

Section A seeks demographics information to gather details about the respondents' profiles. This section of the questionnaire includes questions about years of experience, years of gender, age, job status, role type, and size of the organisation the respondents work for.

Section B assesses factors influencing women workers in an organisation. It includes measurements of the independent and dependent variables related to employee motivation, leadership, and CWB. The questionnaire aims to evaluate these variables' impact counterproductive behaviour among women in Malaysian MNCs.

3.4.2 Operational Definition

Operational definition is a specific variable that is being measured in a particular study or research. It gives an obvious, precise, and communicable meaning to a concept used to ensure comprehensive knowledge of the variables. Below tables of 5.1, 5.2 and 5.3 interprets are the measurement of variables for dependent and independent variables accordingly.

Table 5.1: Measurement of Employee Motivation

Variable	Operational Definition	Items	Source
Employee Motivation	To obtain employees view from the aspects of work motivation and behavior.	1 I am happy with my current position and remuneration received & career development. 2 The company value my service. 3 My company provides fair promotion opportunities. 4 I know how my success measured. 5 I prefer works which provide opportunities to improve my skills. 6 I want to maintain a high-level performance. 7 I am willing to take on more challenging tasks. 8 I am willing to get involved in any ad-hoc work. 9 I have more responsibility and control over my job. 10 I feel very good about myself as an employee.	<i>Chiang, C. F., & Jang, S. S. (2008). An expectancy theory model for hotel employee motivation. International Journal of Hospitality Management, 27(2), 313-322.</i>

Table 5.2: Measurement of Leadership

Variable	Operational Definition	Items	Source
Leadership	To obtain employees view of the leadership aspects in organization.	1 My supervisor or manager has a clear vision and mission of the company. 2 My supervisor or manager inspires others with his/her plans. 3 My supervisor or manager is a good model or leads by example. 4 My supervisor or manager gets the group to work together for the same goal. 5 My supervisor or manager insists on best performance. 6 My supervisor or manager acts without considering my feelings. 7 My supervisor or manager encourages me to be a team player. 8 My supervisor or manager gives feedback on the work being performed. 9 My supervisor or manager leads by "doing," rather than simply "telling". 10 My supervisor or manager asks questions that prompt me to think.	<i>Puni, A., Agyemang, C. B., & Asamoah, E. S. (2016). Leadership styles, employee turnover intentions and counterproductive work behaviors. International Journal of innovative research and development, 5(1), 1-7.</i>

Table 5.3: Measurement of CWB

Variable	Operational Definition	Items	Source
Counter-productive work behavior (CWB)	To obtain employees view of negative work behavior in organization.	1 I purposely failed to follow instructions. 2 I often started argument with someone at work. 3 I put little effort into my work. 4 I have taken additional or longer break than acceptable during my work. 5 I sometimes take supplies or tools to home without permission. 6 I purposely worked slower when things need to get done faster. 7 I tend to be rude to others at work.	<i>Edward, H. (2017). Examination of Predictors of Counterproductive Work Behavior: Personality Traits and Transformational Leadership. Master's Thesis, 59.</i>

3.5 Data Collection Procedures

Primary data collection via questionnaire was used to obtain information or data from the sample size. Questionnaire method was used as part of the data collection, to collect the large amount of information within a short span of time for a large group of respondents. The data is collected within the time frame which was in 2 weeks, before analyzed thoroughly.

Technology was also used to collect data from targeted respondents. All the questions from hardcopy were transformed to Google Form. Google form is used to develop online questionnaire. Once the online questionnaire was developed, the questionnaire link was forwarded to the representative in each company, so that they can forward it to the respective target samples. About 182 questionnaires were distributed to the employees in the two companies.

Since everyone has access to technology, it is easier for convenient for respondent to respond at their convenient phase. The online data collection brought huge impact because the researcher received higher and quicker response from the online questionnaire.

Once the data is collected within the time frame given which was 2 weeks, all data was being analyzed thoroughly. First, coding was done to the questionnaire. Once coding done, Microsoft excel was used to key in all the data from the questionnaire which is collected from the respondents. While data is keyed in, researcher eliminates incomplete questionnaires. The main objectives of data analysis to interpret collected data and justify the developed hypothesis. SPSS software version 29.0 is used to

interpret and analyze quantitative data to get accurate and effective results to justify the hypothesis developed. Descriptive analysis, correlation analysis and regression analysis were used in this research.

3.6 Data Analysis Method

3.6.1 Descriptive Analysis

Descriptive analysis was used to analyse the demographic information of the respondent. Researcher can use this method to transform the data to an useful information. However, this analysis unable to justify the hypothesis developed for the research.

3.6.2 Pearson Correlation

A Pearson correlation is a statistical metric that indicates how strongly two sets of data are linearly connected to one another and to calculate the ranking variable and determine its significance, the following data assumption must be met: the data must be linearly linked and bivariate distributed. A mathematical metric called correlation can be used to determine how closely two variables fluctuate. A positive correlation indicates how closely the variables rise and fall together. A negative correlation suggests that one variable increase while the other decreases. In addition, the significance of the outcomes is used to calculate the degree of correlation.

3.6.3 Regression Analysis

Regression is another type of inferential analysis which is used to analyze the effects of dependent and independent variable. Basically, it predicts the value of the

dependent variable based on the known value of the independent variable (Surbhi, 2016). Therefore, in this study regression is used to analyse the third hypothesis.

3.7 Reliability

The term "reliability" describes how consistently a method evaluates something. When the same result can be regularly obtained using the same procedures in the same circumstances, a measurement is considered to be trustworthy. If the measurement can be repeated, this is a significant consideration for assessing reliability.

Cronbach's Alpha was used in this study to evaluate the reliability of the measuring items. According to Majumder (2019), applying Cronbach's alpha has developed into a cutting-edge technique for thoroughly assessing scale dependability. Cronbach's alpha is also frequently used to determine the average level of item reliability and internal consistency. According to Joppe, (2000) and Adhika, (2017), if the study's alpha coefficient is between 0.70 and 0.99, it can be said that the items show sufficient reliability. Cronbach's Alpha Level of Reliability is shown in Table 6.

Table 6: Cronbach's Alpha Level of Reliability

Cronbach's α	Internal Consistency
$\alpha \geq 0.9$	Very Reliable
$0.8 \leq \alpha < 0.9$	Reliable
$0.7 \leq \alpha < 0.8$	Quite Reliable
$0.6 \leq \alpha < 0.7$	Rather Reliable
$0.5 \leq \alpha < 0.6$	Less Reliable

3.7.1 Pilot Testing

Before distributing the questionnaire to the respondents, pre-testing should be performed to reduce mistakes while adapting scale items from prior studies to the

present study. This is to check whether the Google Form has any chances of problems or difficulties while performing the pre-testing and during pre-testing data respondents' collection. Based on the findings from pre-test, the questionnaires are been modified accordingly.

Pre-tests or pilot testing are assessments of the instruments used on a representative sample of the population to be investigated. This is the final step in the tool development process. Pre-testing is putting a questionnaire through its paces in a smaller version of the study known as a pilot project, with the goal of assessing how effectively the questionnaire works. As a consequence, pilot research may be looked on as a smaller version of a bigger investigation undertaken prior to the study. Before beginning bigger study, a series of smaller experiments known as pilot studies are typically conducted. These tests, also known as feasibility studies, are intended to validate the ideas and methodologies that underpin a proposed topic of research.

Prior to the primary survey, a preliminary evaluation was carried out to ensure questionnaire understanding before they are utilised in the actual study. The pre-test was administered to a convenience sample of working women from the female employees from same sectors. Participants were given a questionnaire via Google Forms and instructed to describe any challenges or obstructions they encountered while completing it. The questions were adjusted based on the results of the pre-test.

For pilot testing, reliability analysis was conducted the results of which can be found from the following table in Table 7.

Table 7: Pilot testing results

Variables	Value of Cronbach alpha
Employee Motivation	0.942
Leadership	0.911
CWB	0.985

The table above, it can be seen that all the values of Cronbach Alpha are above 0.7, which means that they are in highly acceptable range referring to the results obtained are highly consistent for each variable. Therefore, it can be summarised that variables are acceptable for final results generation.

3.8 Validity

The research-based clarity with which an idea is measured is known as validity. This relates to the accuracy of the procedure and the equipment used to examine the concerned subjects. A method's "validity" is determined by how well it measures the variable it is supposed to evaluate. A study's conclusions must agree with the real social or physical aspects and attributes in order to be considered to have a high level of validity. A measurement's validity can be determined, in part, by its level of reliability. If a technique is not reliable, then it is highly unlikely to be acceptable. Validity is essential for all kinds of research, ranging from assessing the viability of a business or product concept in the market to determining the efficacy of medical trials and procedures. The four types of validity are face validity, content validity, construct validity, and criterion validity. In this study, face validity has been used which gives the transparency and relevance of a test as it appears to test the participants. It is also a simple and quick step to measure the overall validity of a test at first glance.

3.9 Chapter Summary

This research is analysed using a variety of methodologies. Study methodology consists of study design, population and sample, sampling size approach, questionnaire preparation, data collecting, research instrument, and data analysis methods which represent analyses for screening the data, confirming reliability and validity, assessing the measurement and structural models. The method used to present this study is quantitative.

Finally, the following chapters are organised with Chapter 4 discusses the data analysis findings, and Chapter 5 discusses the study's conclusions, and directions for future research.



CHAPTER 4

RESULTS AND DISCUSSION

4.1. Introduction

Chapter 4 presents the data collected from respondents of the distributed questionnaires in finance, information technology (IT) and human resource of all the selected MNC of JLL and CBRE in Malaysia. This data was analysed to describe, identify and explore the relationship of all the variables. This chapter is divided into two main parts which are (i) the descriptive analysis of respondent's profile, and (ii) the inferential analysis that consists of correlation and regression analysis. Findings and discussion provide significant insights comprising data extracted from the analysis and the discussion of the results of the secondary literature review.

Table 8: Total Respondents

Questionnaires	Number of respondents
Distributed	182
Collected	151
Usable	147

Table 8 above, shows a total of 182 questionnaires were distributed among employees work in which includes few departments in JLL and CBRE, the MNCs in Malaysia. Out of total questionnaires distributed only 151 questionnaires were received and only 147 met the required criteria as discussed. Thus, only 147 questionnaires were used, and this represents about 80.1 percent of the expected population. The 4 questionnaires were not in use due to lack of information such as

completeness. Therefore, 147 questionnaires were used to interpret the results in this study.

4.2. Reliability Analysis

Cronbach's Alpha Coefficient was used to test or measure the reliability level of independent variables including employee motivation and leadership and dependent variable counterproductive behaviour. The reliability test is derived from 147 respondents. As mentioned in Chapter 3, a higher score will indicate a higher reliability and validity, with the range from more than 0.70. The Cronbach's Alpha Coefficient result for this study is as below in Table 9:

Table 9: Reliability analysis

Independent Variables	No of items	Cronbach Alpha
Employee Motivation	10	0.745
Leadership	10	0.904

Dependent Variables	No of questions	Cronbach Alpha
Counter Productive Work Behavior (CWB)	7	0.861

According to Cronbach's Alpha of 0.745 for employee motivation it can be implied that the measurement instrument has high internal consistency. The coherence among the scale items, which measure employee motivation, shows a high correlation, suggesting that they are effectively evaluating the same construct consistently.

This confirms that the leadership scale exhibits high of 0.904 scale reliability, which attests its strong internal consistency. It is evident to demonstrate that the

evaluations of leadership items in the scale are yielding the same underlying construct (reliability).

The Cronbach's Alpha coefficient for CWB is at the highest available range with a value of 0.861 which means extremely high internal consistency. With these items' strong correlation in mind, the behaviour of CWB is getting a highly reliable measure.

4.3 Demographic Profile of Respondents

The data gathered via the questionnaire was quantified to find the highest frequency of occurrence and then was presented in percentage forms. The table 10 below shows details background information of the respondents:

Table 10: Demographics information of respondents

Item	Frequency	Percentages (%)
Age:		
20-29	39	27
30-39	65	44
40-49	36	24
50 and above	7	5
Total	147	100
Employment Status:		
Full-time	136	93
Intern	11	7
Total	147	100
Years working with company:		
Less than 1 year	15	10
1-3 years	23	16
4-6 years	22	15
6-9 years	30	20
9 years and above	57	39
Total	147	100
Income size:		
Less than RM 2,000	13	9
RM 2,001 – RM 4,000	28	19
RM 4,001 – RM 6,000	44	30
RM 6,001 – RM 8,000	19	13

RM 8,001 & above	43	29
Total	147	100
Role type:		
Analyst	32	22
Senior Analyst	24	16
Specialist	28	19
Senior Specialist	24	16
Manager	22	15
Senior Manager	17	12
Total	147	100

The descriptive analysis study above is mainly for women population in MNCs of JLL and CBRE.

The variety in the ages of the respondents indicates a multifaceted sample. The spread of respondents is almost equal between the 20 until 49 age groups, with frequencies of 39 (27%), 65 (44%) and 36 (24%) respectively. This suggests that these age groups represent a relevant standard labour work force in an organisation. Last but not least, the age group of 50 and above marks the lowest respondent of frequency of seven and which equivalent to five percent in this study. This is likely due to the position held at seniority levels in the organisation. The tendency of knowing about CWB is higher than the other position due to their experiences.

Regarding to the employment status, respondents who are full-time employees in the organisation makes up the greatest share 93 percentage, while interns, account for the remaining seven percent. The investigation concerns mostly people who qualify as full-time employees. Full time employment has more tendency to have the higher frequency of involvement in CWB.

The distribution of years in company corresponds to a varied level of experience with the employees. The group of 9 years and above has a frequency of 57 (39%). The next largest group includes those with 6 to 9 years of experience, with a

frequency of 30 (20%). Subsequently, other experience groups are almost equal. The diversity in employee tenure captures the expertise of both recent hires and experienced staff with long service in the given MNCs.

The distribution of incomes highlights the financial heterogeneity of the gathered sample. The common income range among respondents is RM 4,001 - RM 6,000 with a frequency of 44 (30%). Subsequently, the income range of RM 8,001 and above has a frequency of 43 (29%) which is predominantly associated with seniority positions. The income group of RM 2,001 to RM 4,000 has a frequency of 28 (19%) while the RM 6,001 to RM 8,000 range has a frequency of 19 (13%) indicating a mixture position category. Lastly, the frequency for income less than RM 2,000, has nine percent which mostly includes interns.

Regarding position or role type, frequency for analysts is 32 (22%) representing the majority. Specialists have a frequency of 29 (19%), followed by senior analysts and specialists each with a frequency of 24 (16%). The frequency for managers which is 22 (15%), and for senior managers, it is 17 (12%). This describes the distribution of occupations in the examined population, reflecting the relative upper-level and diversity jobs. Intern mostly in analyst role and plays a short-term period of position role, therefore, the CWB traits are lower or hardly predicted among intern in this company.

Table 11: Descriptive statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Motivation (EM)	147	1	3	2.102	0.55806
Leadership (L)	147	1	5	2.4286	0.78514
Counter Productive Work Behaviour (CWB)	147	2	5	4.2789	0.67013

The Table 11 above, shows the mean and standard deviation of the three variables, namely employee motivation, leadership and CWB. The mean refers to the average value of the variables and the standard deviation is the measure of the spread of the data. Further, it has been identified that employee motivation has a mean of 2.10 and a standard deviation value of 0.56. This indicates that a large number of the employees are moderately motivated. Similarly, the mean value of the leadership is 2.43 with a standard deviation of 0.79. This suggests that a large number of the employees perceive their leaders as moderately effective. Subsequently, CWB, mean is 4.28 and standard deviation values of 0.67 respectively, suggesting that employees are not engaged in CWB. Besides that, the analysis also indicates, there are minimal engagement in CWB in these companies, but it could be higher engagement in near future.

4.5 Inferential Analysis

Data dealing with relationships and decision making is discussed in this section. The relationship of the two factors and CWB, as well as the effect of the two factors on CWB have been discussed.

4.5.1 Correlation Analysis

Table 12: Correlation analysis

Correlations		
		Counter Productive Work Behaviour
Employee Motivation	Pearson Correlation	-.23
	Sig. (2-tailed)	0.00
	N	147
Leadership	Pearson Correlation	-.30
	Sig. (2-tailed)	<0.00
	N	147

The correlation table 12 above provides the statistical information related to the relationship between different variables in a data set. From the above analysis, it can be observed that the variables considered in the data set include employee motivation, leadership and counterproductive work behaviour. If the value of Pearson correlation is -1, this represents the perfectly negative linear correlation between the two variables. A value of 0 represents no linear correlation between the variables, and 1 indicates a perfectly positive linear relationship between the two different variables.

Further, the value of the correlation coefficient is from zero, the stronger the relationship between the two variables. Hence, from the evaluation of the correlation analysis of each independent variable, table above shows that the correlation with CWB is $r = -.227$ for employee motivation and $r = -.303$ for leadership, indicating a moderately negative/inverse relationship between the two variables (when one variable increases, the other decreases). Secondly, there is a significant relationship between employee motivation and CWB, as the correlation result is $p = 0.00$ ($p < 0.01$). Lastly, leadership has the most significant relationship with CWB because the correlation result shows as $p = 0.00$ ($p < 0.01$). To conclude the correlation result, employee motivation and leadership have a relationship with CWB. According

to Mohona (2022) findings, the motivation variables has direction of negative relationship with CWB and supports this finding in this research. In conclusion, the result indicates that the employees who scores high on employee motivation and leadership will score low in CWB. This finding in this company indicates this result as of now but maybe in future this can be changed depending on the situation and wellbeing of the organisation in future.

4.5.2 Regression Analysis

Table 13: Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.345 ^a	.119	.107	.63333	<0.00 ^b

a. Predictors: (Constant), Leadership, Employee Motivation,

Referring to Table 13, Linear Regression Coefficient $R=0.35$ indicates there is a correlation between dependent and independent variable. The closer the figure to 1, the stronger the correlation is. This study intended to uncover the associations among women employees in MNCs in Malaysia between their motivation, leadership and CWB. The results show that R-square measure obtained is 0.107, which is equivalent to 10.7 percent of the variance in CWB behaviour can be accounted for by the predictors – employee motivation and leadership.

Table 14: Coefficients table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.358	0.274		19.582	<0.00
	EmployeeMotivation	-0.271	0.128	-0.17	-2.117	0.04
	LEadership	-0.233	0.07	-0.26	-3.322	0.00

a Dependent Variable: CounterProductiveWorkBehavior

The coefficients table above explains and reflects that only leadership has an impact towards CWB with B value of 0.26. Even though, it negatively impact, but also perceptibly has positive influence on CWB. According to Dawid (2019), This is one of the rare noticeable inconsistencies that has a logical justification.

In the above regression analysis demonstrations, researcher concludes:

- a) The adjusted r^2 variability of all independent and dependent variables is 11 percent.
- b) Leadership is the main contributor that affects CWB.

4.6 Hypotheses Summary

The correlation coefficient and regression analysis results revealed the magnitude and direction of relationships of independent and dependent variables in this study. The indication or relationship between variables is very useful in testing developed hypotheses. The following is the discussion of each hypothesis relationship between independent and dependent variables in Table 15:

Table 15: Summary of hypothesis testing

No	Hypothesis	Value	Remark
H1	H₁ : Employee motivation has a negative relationship with CWB among women in real estate MNCs in Malaysia.	$r = -0.23$ $p < 0.00$	Accepted
H2	H₂ : Leadership has a negative relationship with CWB among women in real estate MNCs in Malaysia.	$r = -0.30$ $p < 0.00$	Accepted
H3	H₃ : Leadership has an impact on CWB among women in real estate MNCs in Malaysia.	$B = 0.26$	Accepted

Remark: Acceptable range; ** $p < 0.01$, significance level.

4.7 Chapter Summary

This chapter presents the results of the analysis of the descriptive and inferential statistical analysis on the data collected through questionnaire distribution. The findings indicate a significant and strong positive correlation between the independent variables—employee motivation, and leadership—and the dependent variable, CWB. Additionally, when the two factors are combined using regression method, all demonstrate a significant effect on CWB. However, the main contributors to CWB are leadership.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter examines and summarizes the findings from the preceding chapters. To support these conclusions, a discussion is presented that draws on the findings of earlier investigations. Furthermore, all associated recommendations or conclusions is being linked to the research purpose mentioned previously in Chapter 1. Employers may get valuable insight into the elements influencing CWB by reviewing existing literature and current results. Finally, this chapter summarizes the findings, discusses limitations, draws conclusions, and provides recommendations for further study.

5.2 Recap of the study

As mentioned in Chapter 1, the focus of this study is to evaluate the factors of CWB among women employees in real estate MNC in Malaysia. The population consists of female employees working at of JLL and CBRE. The independent variables examined in this study are employee motivation and leadership while the dependent variable is CWB.

In Chapter 2, past studies were gathered and discussed to support this study. The relationship of each factor with CWB was discussed thoroughly using these studies as support. This discussion is crucial for developing hypotheses accordingly. Social exchange and motivation theories were explained with to understand how

individuals manage and establish relationships, adapting their work relations in the working place.

Chapter 3 and Chapter 4 detailed the process of data collection and analysis. A total of 182 questionnaires were electronically distributed to women employees. Out of these, usable feedback was received from 147 respondents. The questionnaires were coded for ease of analysis and was analysed using the SPSS version 29.0. Chapter 4 presents and discusses the findings using frequency tables, descriptive analysis, and regression analysis to substantiate the hypotheses developed.

5.3 Discussion

The following is the discussion of the three objectives presented in Chapter 1 based on the data analysed in Chapter 4.

5.3.1 To identify the relationship between employee motivation and CWB among women in real estate MNCs in Malaysia.

According to the literature review in Chapter 2, a significant gap exists in the literature regarding CWB specifically among women in Malaysia. MNCs need to evaluate how different genders engage in CWB to develop and implement the effective strategies for their productive behaviour. From the findings from Chapter 4 support the first hypothesis: There is a negative relationship between employee motivation and counterproductive work behaviour among women in real estate MNCs in Malaysia. This indicated an inverse relationship, meaning that higher employee satisfaction, which motivates employees, correlates with lower counterproductive behaviour, and vice versa.

Employee motivation stems from variety of factors such as salary, appreciation at work, respectful management, measure of workload, rotation of work for career progression, succession planning and many more. Higher employee motivation leads to the lower counterproductive behaviour, which includes frequent absenteeism, frequent sick leaves, sexual harassment, risk-taking, aggression, substance abuse, discrimination, workplace bullying, all contributing to CWB, as discussed in Chapter 2. This is also supported by Huang et al. (2017) who found that negative occupational environment promotes CWB. Moreover, Palmer et.al (2017) stated individuals who perceive positive organisational support are less likely to engage in CWB.

Another literature review study investigated the potential determinants of CWB and highlighted that employee motivation is one of them. Employees, including women in the MNCs in Malaysia, demonstrate a lack of motivation due to the organisational norms of Malaysian culture that promote this behaviour. Therefore, it is imperative to develop a comprehensive framework through which women in MNCs in Malaysia to evaluate their performance and self-reflect on how their progress.

According to the study, it is highly recommended that employees to self-reflection to improve their performance, enhance personal and professional skills, and minimise the development of CWB.

Raman et al. (2016) suggested that there are various categories of CWB including those related to production, property, politics and other aspects. It is critical for organisations to establish rules and regulations to maintain the quality of work. Omar et al. (2011) also stated that when individual demands are unmet by the organisation, workers become unsatisfied and exhibit less productive behaviour on the job.

5.3.2 To identify the relationship between leadership and CWB among women in real estate MNCs in Malaysia.

It is highly notable that organisational rules, regulations, organisational support and most importantly the role of leadership play a critical role in managing CWB. The second hypothesis, which relates to second objective, stated as there is a negative relationship between leadership and counterproductive work behaviour among women in real estate MNCs in Malaysia. This hypothesis is also accepted. This indicates that the role of leadership is significant and determinant in managing CWB among women in MNCs in Malaysia. The acceptance of this hypothesis is supported by the literature review study by Wiedmer and Griffis (2021) which indicates that organisational support and leadership are highly helpful effective in predicting CWB and its development. It is the responsibility of the organisational leaders to manage every aspect, including CWB, comprehensively. Raman (2016) also supports, the role of leadership in managing CWB, highlighting the role of managers in examining and ensuring ethical and moral standards.

Furthermore, with the acceptance of the second hypothesis, the vital role of leadership in managing the CWB of women in MNCs remains highly debatable, particularly in the context of leadership behaviour (Piekkari et al., 2010). According to the literature, it is crucial for leaders to possess personality traits that can help them in managing the employees' CWB. Ehsan et al. (2018), mentioned that a leader's success relies on the organisation, which must define more precisely. Poor leadership strategies, a lack of focus on eliminating gender disparities, breaching rules and regulations, and failing to address high levels of harassment can lead to higher absenteeism and engagement in CWB (Adisa et al., 2019).

Similarly, a leader's emotional intelligence plays an important role in managing CWB for within an organisation. Leaders with high emotional intelligence who cultivate inclusive, diverse connections while upholding high moral and ethical standards are likely to be high performers. In contrast, leaders driven solely by money gain and lacking emotional intelligence (EI) may have short-term successes, but are more likely to encounter long-term difficulties, reducing performance and increasing CWB (J.F.Caraway, 2023).

Findings suggest that leadership is a determinant factor in CWB among women in MNCs, with demographic showing that about 27 percent of manager & senior manager are as leaders in the selected MNCs. Hence, leaders must develop organisational strategies and execute them in a way that fulfil the organisational goals, by cultivating a positive workplace environment. Leadership styles responsible for managing a skilled workforce should be considered and improved by the organisational leaders to ensure substantial growth and promote predictable and productive behaviour of women employees in real estate MNCs in Malaysia.

5.3.3 To examine the impact of employee motivation and leadership on CWB among women in real estate MNCs in Malaysia.

The final objective is to determine which variable has the greatest influence on CWB. This objective is associated with last hypothesis which is leadership has an impact on CWB among women in real estate MNCs in Malaysia. This objective was measured based on regression analysis. As previously discussed, although both employee motivation and leadership variables are statistically significant, they explain only 10.7 percent of the variance in CWB, which is relatively small. Although the results are significant and there is inverse relationship between the variables (when

one variable is higher, the other is lower), the effect size is too small to fully explain the CWB variables.

The first variable that has a significant impact is leadership. As mentioned in the Chapter 2 and hypotheses explanation, leadership is a vital element to because leaders profoundly impact the overall work environment. Effective leaders can create an atmosphere of trust and respect. In addition to inspiring and motivating others, fostering a culture of communication and teamwork among team members, they also provide direction and vision for their teams. To put it briefly, effective management and leadership are essential for any company to succeed in its goals. The best performance from his employees can then be achieved by a transformational leader, who can inspire them to work more, feel more fulfilled at work, and be more creative and innovative (Alhashedi et al., 2021).

The demographic research indicates that the proportion of female employees and position types in MNCs is higher at the lower levels, from analysts to senior specialists by 90 percent in total. In this context, effective leadership and management are crucial since every person may exhibit the CWB trait as mentioned in Chapter 2, when unfavourable outcomes arise from mistakes, ignorance, a lack of experience, poor communication, and an inability to lead.

The topics of emotional intelligence and leadership are also crucial to discuss. Emotional intelligence enables leaders to handle interpersonal interactions with discretion and empathy. Women can develop genuine leadership styles that successfully address difficult issues, spur innovation, and motivate their teams to achieve remarkable outcomes by accepting and utilising their emotional intelligence.

The absence of emotional intelligence in the current generation could also lead to the potential CWB traits in workplace or organisation.

The second variable employee motivation has no impact on CWB. Although, the factors likely to contribute to demotivation include personal motivations such as pay, remuneration, individual value towards the company, respect and the fit between the individual and the organization. An employee may exhibit a typical physical and psychological behavior as a result of an external adaptive environment, making this a crucial consideration.

This limited explanatory power may be attributed to the lack of transparency regarding CWB within organizations, a characteristic of Asian cultural behavior. Given the focus on Malaysian MNC culture, Malaysians are less willing or open to discussing CWB, which is one of the reasons—discussed in Chapter 1—that there are fewer studies about counterproductive behavior in Malaysia compared to other places like the United States and Europe. To comprehend the challenges faced by employees and their input regarding their less productive behavior, as well as to readily resolve the difficulties, a shift in perspective is necessary. Chong H,Y. (2019) also found that people in Asian cultures rarely voice their disagreements and complaints in the workplace, as they tend to be more group-oriented and follower-based.

5.4 Recommendations

Through the comprehensive investigation and analysis of the different factors leading to the CWB development among the women in the Malaysian MNCs, some of the provided recommendations can help organisational leaders to manage the workplace environment productively and effectively.

It is highly recommended that the Malaysian MNCs focus on creating a work environment that promotes equitable and fair policies including treating employees with respect and engaging them inclusively. The creation of a positive work environment also involves identifying of specific behaviours of employees and understanding the reasons behind them. This helps in identifying the root causes that promoting negative behaviour.

The second recommendation for organisational leaders in the MNCs is to focus on individual accountability. It is highly suggested that these leaders should directly or indirectly address the issues leading to CWB and mitigate the situation as soon as it arises. With the promotion of honest and open communication, respecting privacy and providing professional support, leaders would be able to manage this behaviour more effectively.

The third recommendation for organisational leaders is to promote productive work behaviour of women in MNCs is to implement disciplinary measures. As highlighted on various occasions during the research, the lack of rule enforcement on issues such as harassment and gossip has contributed to the development of CWB. Therefore, implementing strict disciplinary measures is likely to lead to highly positive outcomes.

The identified connection between low motivation and CWB among women necessitates targeted employee motivation programs from MNCs in Malaysia. Such programs should recognise and reward employee efforts, provide professional development opportunities, as well ensure a healthy working environment. To increase motivation of the employees, companies can decrease absenteeism rates and staff dissatisfaction, thereby decreasing incidences of counterproductive behaviour.

In order to overcome the lack of an internal control system causing fraud, MNCs should run periodic trainings on organisational policies and ethical implications. They are essential to highlight the costs of work behaviour, reminding about rules and develop an awareness of potential damage for organisational reputation.

To overcome gender-related motivation problems, MNCs need to promote diversity and inclusion (D&I) more actively. The organisation should implement initiatives such as mentorship programs, networking opportunities and career development footsteps to enhance the power of women in the institution. Measures such as making the corporate culture more inclusive help MNCs cultivate a sense of belonging and address motivation challenges particular to female employees.

Companies should implement continuous monitoring and evaluation mechanisms to determine the efficacy of programs. Feedback sessions, surveys and performance evaluation can help identify progress and allow for quick adaptation in addressing emerging challenges. Emphasis on female employees are highly recommended.

If MNCs in Malaysia embrace these recommendations, they can shape a work environment that supports employee motivation and tightly manage stressors, promoting prosocial behaviour among women at the workplace.

5.5 Limitations

Limitations in the study present opportunities for further research to explore the broader spectrum of the topic. One of the limitations of this study is the focus on a niche sector of MNCs of real estates in Malaysia rather than from different other sectors of MNC. Another limitation is the exclusive focus is on MNCs only. Last but

not least, this research focuses only on the quantitative research. This study is pertaining to study on CWB among women in real estate sector MNC in Malaysia. The broader and wide scope of testing give a better result and research. The more sectors are being tested and the bigger and richer the data is to test the reliability.

5.6 Directions for Future Research

This study could be extended in several ways. Firstly, by conducting a comparative analysis between different regions or specific organisations located in various parts of the world. Secondly, by including other genders in the study to investigate CWB more comprehensively and inclusively.

Another method to enhance this study is incorporate qualitative data analysis approach by conducting interviews, adopting mixed methodology that integrates both on quantitative and qualitative approaches to yield comprehensive results. Given the limited research in CWB, it is also suggested to explore CWB studies as mediator variables for broader exposure and completeness.

Additionally, future research could consider comparing different generations, as generational gaps in workplaces have become increasingly articulated. Larger samples from various departments could also enrich future studies, covering a wider range of issues related to CWB.

5.7 Conclusion

In conclusion, this research is to study on CWB among women in real estate MNCs in Malaysia. This research has identified that employee motivation and leadership have significant relationship with CWB. However, only leadership has influence on CWB among the women in real estate MNCs in Malaysia. Furthermore,

the investigation into CWB among women in MNCs in Malaysia has uncovered several key aspects. First, the scarcity of literature on CWB among women in Malaysian companies motivated the study explore its various dimensions. Secondly, the analysis and comprehensive investigation revealed that CWB among women in MNCs is prevalent and detrimental to personal and professional growth, involving activities that breach ethical or legal standards.

Besides that, the study highlighted that CWB not only projecting negative impacts on organisational productivity but also adversely affects the well-being among the women in MNC. Negative outcomes such as increased absenteeism, high turnover rates, reduced focus, and failure to achieve of the organisational goals result from inadequate focus and investment in CWB elimination. Therefore, organisational leaders must develop their capabilities to support the women employees' personal and professional well-being.



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Appendix A Research Questionnaire

Section A: Demographic Profile	
Age	• 20-29 • 30-39 • 40-49 • 50 and above
Employment status	• Full-time • Intern
Years working with company	• Less than 1 year • 1-3 years • 4-6 years • 6-9 years • 9 years and above
Income size	• Less than RM 2,000 • RM 2,001 – RM 4,000 • RM 4,001 – RM 6,000 • RM 6,001 – RM 8,000 • RM 8,001 & above
Role type	• Analyst • Senior Analyst • Specialist • Senior Specialist • Manager • Senior Manager
Section B: Measurement Items	

Employee Motivation Chiang and Jang, 2008	1) I am happy with my current position and remuneration received & career development. 2) The company value my service. 3) My company provides fair promotion opportunities. 4) I know how my success measured. 5) I prefer works which provide opportunities to improve my skills. 6) I want to maintain a high-level performance. 7) I am willing to take on more challenging tasks. 8) I am willing to get involved in any ad-hoc work. 9) I have more responsibility and control over my job. 10) I feel very good about myself as an employee.
Leadership Puni, Agyemang and Asamoah, 2016	1) My supervisor or manager has a clear vision and mission of the company. 2) My supervisor or manager inspires others with his/her plans. 3) My supervisor or manager is a good model or leads by example. 4) My supervisor or manager gets the group to work together for the same goal. 5) My supervisor or manager insists on best performance. 6) My supervisor or manager acts without considering my feelings. 7) My supervisor or manager encourages me to be a team player. 8) My supervisor or manager gives feedback on the work being performed. 9) My supervisor or manager leads by "doing," rather than simply "telling". 10) My supervisor or manager asks questions that prompt me to think.

Counterproductive Work Behaviours (CWB) Edward, 2017	1) I purposely failed to follow instructions. 2) I often started argument with someone at work. 3) I put little effort into my work. 4) I have taken additional or longer break than acceptable during my work. 5) I sometimes take supplies or tools to home without permission. 6) I purposely worked slower when things need to get done faster. 7) I tend to be rude to others at work.
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