

Workplace bullying causing negative employee behaviours: A case from the Indonesian banking sector

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Workplace bullying has emerged as a significant concern for those organisations which have suffered loss both financial and in human capital as a result. Victims of workplace bullying have been found to be involved in negative behaviours which are also costly for organisations. Therefore, this study examined the influence of workplace bullying on employee behaviour, more specifically job satisfaction, absenteeism, performance and employee morale. Data was collected from employees working in Indonesian banks. Data was analysed following collection, by using Smart-PLS. The data analysis revealed that workplace bullying is associated with employee morale. The association is valued at -0.636. Workplace bullying was also found to be associated with job satisfaction valued at -0.432. This means that when employees are over exposed to negativity in the workplace, it tends to lower their work satisfaction. The outcome of workplace bullying is dissatisfaction. When employees are continuously abused and threatened with loss of the resources they are entitled to they will ultimately develop a tendency towards negative thinking. In addition, workplace bullying was also found to be associated with employee performance. All hypotheses of the study have been accepted. Finally, the study also offers directions for future research.

Keywords: *Workplace Bullying, Banking, Indonesia, Employees*

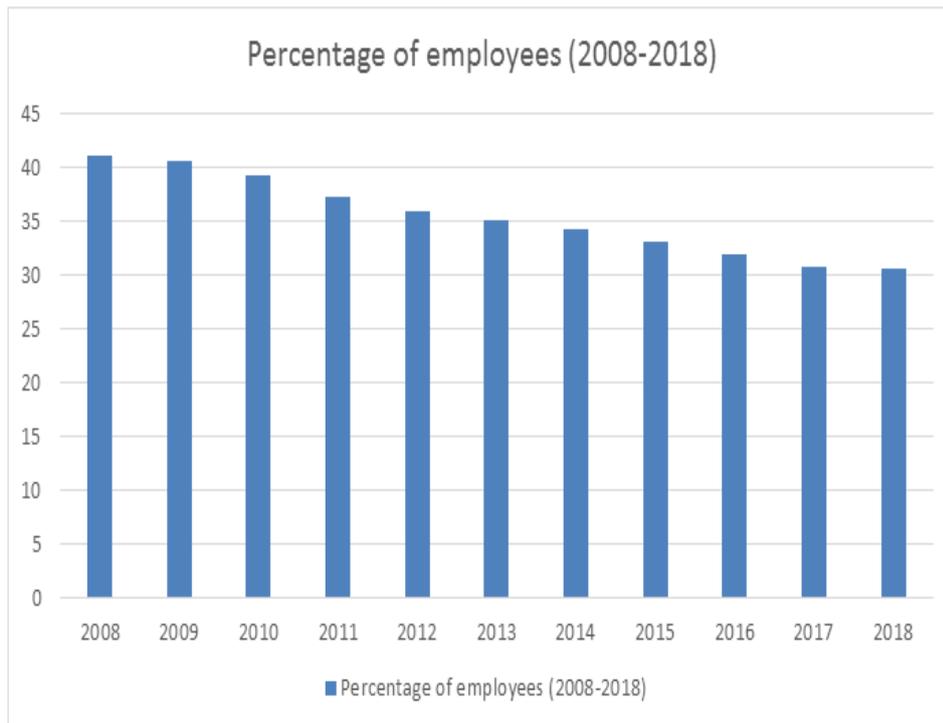
Introduction

Workplace bullying has been occurring in organisations and its decline is not apparent. Furthermore, positive impacts can be made if organisations address it (Chesler, 2014). Bullying itself and its impact on employees and organisations has become one of the biggest trends in the 21st century (Rhodes, et al.) as 37% employees in America or nearly 45 million individuals were affected by bullying (Lee, et al., 2013). Various steps are being taken to address bullying in the workplace. WBI (workplace bullying institute) was established in the 1990's. It carried out a study in which representatives from America were considered for workplace bullying. In 2008, WBI took the initiative to train employees to assist its functioning (2011, p1). Furthermore, a movement was run in 2007 focusing on procedural resolutions to bullying which reported that since 2003, 25 states have initiated an WBI Anti-Bullying Healthy Workplace bill (The Healthy Workplace Campaign, 2014, p.1). Bullying is among the most important challenges to society and organisations (Fisher-Blando, 2008). A number of studies have acknowledged the problem in the form of annoyance, threat, abuse and maltreatment (Needham, 2003). Scholars are in agreement that there are three important constituents to bullying : (1). A bullying attitude is undesirable and hostile (2). It is frequent (3). It normally happens where there is a mismatch of influence among the individuals involved (DeVoe & Kaffenberger, 2005). Bullying is widespread within organisations (Needham, 2003). Its negative results can be threatening towards the personal and professional lives of working individuals (Namie, 2003). It is important to examine bullying as it results in costs for organisations and adversely affects both health and jobs (Rosigno, et al , 2009). In previous studies, a number of results were reported regarding the negative health consequences of workplace bullying (Escartín, et al., 2009), low job satisfaction (Lutgen-Sandvik, et al., 2007), low commitment to an organisation and high turnover (Caillier, 2016). Workplace bullying denotes a crucial organisational issue with a number of negative results both for individuals within organisations and the work setting (Chesler, 2014).

Previous studies have considered workplace bullying and performance using both qualitative and quantitative methods and there are a growing number of studies in specific organisations. Bullying is not a new concept within the work setting. However, for some reason in NGOs it is a unique concept. Individuals within organisation who who experience bullying are not as satisfied as they could be, which is due to lower self-esteem, therefore further high absenteeism is more likely to occur leading to low efficiency and effectiveness, high turnover and ultimately dissatisfied customers (Hogh, Hoel, & Carneiro, 2011). Job satisfaction is a positive sentiment received from one's profession (Chesler, 2014). It is inclusive of an individual's experiences (Robbins & Judge, 2010) and the individual's thoughts about the profession and work settings (Locke, 1976). Furthermore, internal and external factors define the extent of job satisfaction (Katz & Kahn, 1966). Job satisfaction has

become one of the important topics within organisational studies. NGOs come under the scope of services. However, over the years the number of employees employed in services has decreased which poses a potential question. Figure 1 shows the trend of decreasing employees in the services sector:

Figure 1



Source: Statista (2019)

Bullying within organisations threatens employee emotions leading to low productivity. It has been argued that employee job satisfaction is important for organisations as satisfied employees will encounter high self-esteem and organisational commitment. Job satisfaction is crucial for organisations and individuals. It influences job performance, commitment and intention to leave (Hogh et al., 2011).

Workplace bullying has been identified as a problematic issue as the criteria for measurement depends on the individual culture and organisation (Chesler, 2014). Recently work place bullying has been acknowledged a crucial issue and bullying behaviours have been increasingly common in work settings (Roscigno et al., 2009). Work place bullying has been acknowledged as a costly issue for institutions which might be considered normal within the human services industry ; however, this has not been explored regarding NGOs which primarily recruit social workers (Van Heugten, 2009).

One's profession plays a role in work place bullying along with the individual and cultural differences in the workplace, such as working hours. However, in usual practice there is no time limit. This kind of response from banks often disturbs work life balance and causes stress (Bashir et al., 2010). Moreover, previous studies recommended that work place bullying needs further study particularly within non-profit organisations, so that alternative methods may be developed and understood to inhibit bullying (Van Heugten, 2009). Therefore, the purpose of the present research study is to examine the outcome of workplace bullying that is prevalent in most workplaces. Hence, the study's research objectives are as below:

1. To explore the relationship between workplace bullying and job satisfaction
2. To investigate the relationship between workplace bullying and productivity
3. To examine relationship between workplace bullying and employee morale
4. To discover the relationship between workplace bullying and absenteeism.

Previous studies have recommended that undesirable consequences of bullying on an organisation include low self-esteem of employee; increased absenteeism due to stress, nervousness and psychological sickness, low efficiency and profit, increased erosion, loss of customers; poor industry reputation; negative attraction of media; confronting legalities and non-compliance in work settings (Escartín et al., 2009). Bullying can lead to clashes and low productivity which may spread throughout the organisation. Negative stress is present in organisations but it is a less recognised consequence of bullying (Needham, 2003). Most managers have created rules and regulations which prohibit sexual harassment and a hostile work settings. However, individuals within organisational leadership roles which include of human resources are unclear about how to accurately describe bullying in the workplace and so they are not able to establish rules and regulations which are necessary for the identification, investment and management of harassment (Chesler, 2014; Haider, et al., 2018). Previous findings indicate that when individuals within organisations become convinced that bullying includes undesirable actions by aggressive bosses and colleagues, they may suggest the existence of potential delinquents (Blatt, O'Riordan, Matejevic, & Duggan, 2013). During the past, one of the key problems encountered in child welfare was the recognition of child abuse and ignorance. Since then, problems faced by NGOs and child welfare have become much more complex and difficult.

Literature Review

Workplace Bullying

Several definitions of workplace bullying are present from an academic perspective. These inclined are to be a person's perspective who was bullied or may be derived from the opinion of an objective or subjective target (Escartín et al., 2009). These definitions of work place

bullying are not specified even in academic perspective, having some inconsistencies. Workplace bullying has been defined by the Workplace Bullying Trauma Institute as follows: it is frequent maltreatment of one or more individuals within an Organization causing with a mix of embarrassment, coercion and disruption in work performance. In addition, it has also been defined as consistent undesirable interactive behaviour encountered by individuals in a work setting (Lee et al., 2013). According to recent perspectives, workplace bullying refers to employee irritation, identify circumstances in work settings where an individual considers him/herself to be maltreated and abused by other members in the organisation within an organisation consistently and for a longer period (Einarsen, et al., 2010; Einarsen, et al., 2011). Workplace bullying has been considered a crucial problem for individuals within organizations for a long time ago and are a driving force of stress (Wilson, 1991). It creates an overall unease for certain individuals within an organisation. It refers to the maltreatment of one individual by another in the workplace and it can include fear, abuse to a point at affects the affected person's work performance (Kohut, 2007). It results in costing both the individual and organisation that makes it more vital to explore its causes, types and influence on employees' performance. Work place bullying includes assigning unrealistic goals, , non-manageable workloads or pointless jobs to employees. It also includes intentional provision of unclear instructions, also negatively affecting the performance of the organisation (Bano & Malik, 2013).

Workplace Bullying and Performance

Productivity or job performance identifies two approaches 1). Achieving or going beyond the performance standards set by the organisation 2). Innovating or performing extra roles (Katz & Kahn, 1978). A number of studies have identified that low job satisfaction, physiological stress and decreased mental health as a result of bullying have an adverse effect on workplace productivity (Namie, 2003). Job performance such as deadlines for units produced, HR personnel data such as attendance and turnover data is the second category of job performance. The third criteria of job performance is how well an employee can perform on post-training tests. The last part of performance in the job criteria is biased performance usually provided by the manager's performance evaluation. Moreover, according to Kahn & Sherer (1990) in the US two thirds of all job performance measurements are dependent on the last criteria of judgmental evaluations. Individual performance is dependent on individual's ability and readiness to exert influence on performance quality. The individual performance then determines organisational performance. In this regard, Haider, et al. (2017) conducted a study according to which positive or transformational leadership improves the positive psychological condition of employees which when then translates to improved organisational performance (Gill, et al. 2017). Therefore, we can assert that negative leadership will directly or indirectly diminish employee performance.

A meta-analysis examined 23 studies on the relationship between supervisor's ratings and production data. The relationship was most robust ($r=.37$) when multiple items instead of single global rating were used (Henman, 1986). It was also explored that two constructs should not be substitutable because of the large amount of unexplained variance. Weak to moderate relationship of .27 exist between supervisors' rating and production data. A number of studies have been conducted which have signified the impact of bullying on the job performance of individuals. In one study, 7740 respondents from the US reported that the performance of employees who experienced workplace bullying decreased slightly (Workplace Bullying Institute & Zogby International, 2007). In one study it was reported that damage to workers due to workplace bullying cannot be tolerated (Namie, 2003). Furthermore, it was reported that employees who experience workplace bullying spend 10%-52% of time at work in an attempt to protect themselves, socialising with other individuals within the organisations to obtain support, experience stress and low motivation and having frequent leaves due to stress. Bullying results in stress which leads to strain that can disturb the individual's personal life and job performance. Workplace bullies harm the work setting by lowering morale, creating threat, hostility and stress (Hussain & Aslam, 2015).

Workplace Bullying and Job Satisfaction

Job satisfaction has become an important topic in organisational studies. Bullying in organisations threatens employee's emotions, leading to low productivity. It has been argued that employee's job satisfaction is important for organisations as satisfied employees will have high self-esteem and organisational commitment. Job satisfaction is crucial for organisations and individuals. It influences job performance, commitment and intention to leave (Pizam & Thornburg, 2000). It is also considered to be affected by work place bullying. Job dissatisfaction may lead to high stress level, low rationale and cognition (Namie, 2003). Previous studies indicate that humiliation is correlated with a number of aspects in the work setting including difficulties, conflicts, as well as high levels of stress and low satisfaction with management. Bullies in the workplace could potentially be a major factor that can reduce job satisfaction and morale (Namie, 2003; Needham, 2003). Bullying behaviour results in the targets' suffering from disrespect, harassment and misery that affects personal life as well as professional life and causes decreased performance (Namie, 2003).

Workplace Bullying and Employee Morale

Employee morale has been defined as the internal intent of an individual to do work efficiently and effectively. Leadership is either positive or negative. In their study, Gill, Haider, and Noreen (2016), contended that a leader is regarded as a role model by the employees who tend to follow him or her. If the leader is adhering to agreed norms and values they will listen to him or her and be more positive. Positive leadership has been

widely studied by researchers; therefore the present study will concentrate on negative leadership and its outcomes (Gathungu, Iravo, & Namusonge, 2015). Abusive supervision and mistreatment by colleagues can lower employee morale. In one study it was indicated that 40% of 418 respondents identified that they have encountered bullying and 59% observed others who were bullied in the workplace (O'Moore & Lynch, 2007). Employee morale is directly associated with stress which is linked to psychological health problems, including complexes, stress and disruption in sleep (McAvoy & Murtagh, 2003). A number of individuals who experienced bullying exhibit psychological stress along with high intent to leave the organisation as they feel themselves to be isolated in the workplace (Rigby, 2002). Most bullied individuals can suffer from Post-traumatic Stress Disorder that leads to irreversible psychological stress (Namie, 2003). Furthermore, it has been argued that a bully can threaten teamwork, lower morale and reduce productivity (Bano & Malik, 2013). The cost that occurs due to low morale presented a problem for managers since the 1980s (Ngambi, 2011). It has also been identified that low morale of employee along with absenteeism has been costly for US organisations (Ewton, 2007).

Workplace Bullying and Absenteeism

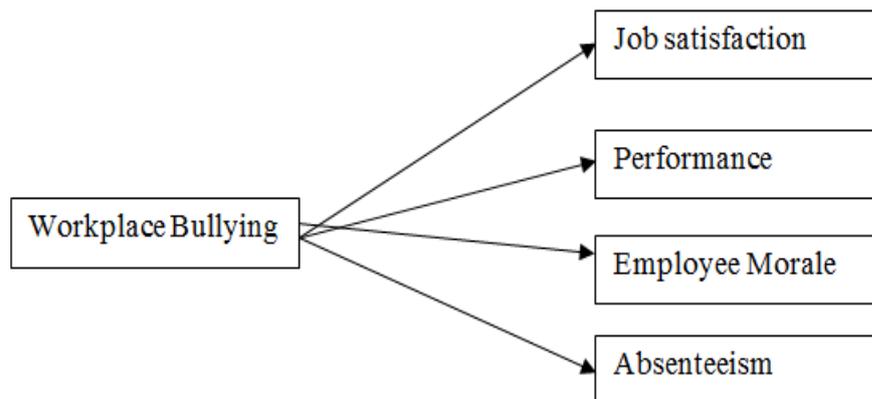
Absenteeism has been reported and verified as a long lasting challenge for a number of organisations (Gaudine & Saks, 2001) and some researchers have serious concerns with regards to lack of proper findings that may provide practical solutions regarding absenteeism in work settings (Geurts, Schaufeli, & Rutte, 1999; Lee et al., 2013). According to recent studies, work absenteeism due to increased stress resulting from work load has been blamed on the individual's lack of ability (Hussain & Aslam, 2015). Absenteeism has been divided into two categories: intentional and unintentional (Pizam & Thornburg, 2000). Voluntary absenteeism is preventable non-attendance at work, such as individual leave or intentionally selecting to be absent from work for unnecessary reasons. Vacation is used in case of voluntary absenteeism as it is controllable by the employee and establishes non-attendance at work (Avey, Patera, & West, 2006). Destructive leadership is a broad term which also covers some aspects of bullying partially or completely. Recently, in their study Haider et al. (2018) reported that destructive leadership results in deviant behaviours, which according to Bennet and Robinson includes absenteeism. Therefore, it is stated that those employees who endure supervisor's abuse, anger, and generally bad behaviour will tend to be more motivated towards the absenteeism.

Research Framework and Hypotheses

The basic objective of this study is to find out how workplace bullying impacts job satisfaction, performance, employee morale and absenteeism. Hence the hypotheses are outlined below while figure 2 shows the present study's research framework :

- H1: There is a significant relationship between workplace bullying and job satisfaction.*
H2: There is a significant relationship between workplace bullying and performance.
H3: There is a significant relationship between workplace bullying and employee morale
H4: There is a significant relationship between workplace bullying and absenteeism.

Figure 2.



Methodology

Positivism paradigm has been followed in the study which allows for the application of quantitative methodology to carry out a study. The research study is correlational as its purpose is to examine the relationship between independent and dependent variables. Furthermore, it is cross-sectional as it enables data collection at a point which covers a large range of respondents, whereas a longitudinal study is carried out to check difference or changes in variables provided at two points.

The study population consists of employees working in non-profit organisations (NGOs) within Indonesia. There are 127 NGOs working in Indonesia (World Association of Non-Governmental Organizations, 2019) within the areas of ageing, agriculture and food, animal health and rights, business and economics, children and youth and communications and media. Hence, it provides six clusters of NGOs regarding the nature of their operations. Three clusters were randomly selected namely business and economics, children and youth and communication and media which resulted in a total of 35 NGOs.

For a research study it is necessary to select a representative sample size from the population to collect data. The sample size for the present study has been selected by using the thumb rule (Hair et al., 2010) according to which the total number of questions in a questionnaire are multiplied with 10 then the outcome of the multiplication is regarded as the sample size for

the study. Questionnaires consisted of 27 items which were then multiplied by 10. Hence, the sample size for the study is 270 respondents.

Data was collected by using questionnaires which consisted of questions related to demography and variables. All measures for the variables were adopted from the previous studies, the details of which are as follows: workplace bullying was measured by using seven items (Einarsen, Hoel, & Notelaers, 2009); job satisfaction was measured by using nine items (Netemeyer, et al. 1997); absenteeism was measured by using four questions (Hackett, Bycio, & Guion, 1989) while employee morale and performance were measured by using 9 and 8 items respectively (Hussain & Aslam, 2015). Smart-PLS has been used for data analysis as the purpose of the study is to test the hypotheses.

Findings

Table 1: Confirmatory Factor Analysis

Constructs	Items	Loadings	Alpha	CR	AVE
Absenteeism	AB1	0.811	0.840	0.893	0.675
	AB2	0.851			
	AB3	0.821			
	AB4	0.804			
Employee Morale	EM1	0.712	0.893	0.913	0.540
	EM2	0.760			
	EM3	0.656			
	EM4	0.735			
	EM5	0.816			
	EM6	0.764			
	EM7	0.721			
	EM8	0.796			
	EM9	0.632			
Job Satisfaction	JS1	0.680	0.885	0.906	0.519
	JS2	0.748			
	JS3	0.745			
	JS4	0.741			
	JS5	0.782			
	JS6	0.723			
	JS7	0.691			
	JS8	0.671			
	JS9	0.696			
Performance	Per.2	0.797	0.845	0.880	0.519

	Per.3	0.778			
	Per.4	0.704			
	Per.5	0.438			
	Per.6	0.789			
	Per.7	0.751			
	Per.8	0.720			
Workplace Bullying	WPB1	0.891	0.888	0.920	0.640
	WPB2	0.891			
	WPB3	0.820			
	WPB4	0.783			
	WPB5	0.870			
	WPB6	0.886			

Table 1 shows the CFA value which is performed for the measurement model assessment. The factor loadings of all the items are greater than 0.5 which highlights that there is no problem with the factors loadings and thus satisfies the parameter of convergent validity. Furthermore, the CR value for variables namely; workplace bullying, job satisfaction, absenteeism, performance and employee morale are greater than 0.8. As per table 1 findings, the CR value is greater than 0.8, therefore it satisfied the second criterion. Finally, the AVE values for variables should be greater than 0.5. Table 1 findings reported that the AVE value for variables namely; workplace bullying, job satisfaction, absenteeism, performance and employee morale are greater than 0.5. Therefore, it also confirmed the third criterion. Hence, the findings reported in table 1 have proved the convergent validity.

Discriminant Validity

Table 2: Fornell & Larckers Criterion

	AB	EM	JS	Per.	WPB
AB	0.822				
EM	0.737	0.735			
JS	0.585	0.646	0.720		
Per.	0.595	0.642	0.500	0.720	
WPB	-0.414	-0.636	-0.432	-0.297	0.800

Table 2 shows values for the Fornell & Larckers Criterion for discriminant validity. As per the criterion, the correlation of variables with itself must be greater than the correlation with other variables in the same column. The findings reported in table 2 fulfil the criterion.

Table 3: Cross Loadings

	AB	EM	JS	Per.	WPB
AB1	0.811	0.592	0.452	0.488	-0.346
AB2	0.851	0.627	0.456	0.467	-0.377
AB3	0.821	0.609	0.523	0.509	-0.311
AB4	0.804	0.595	0.501	0.497	-0.32
EM1	0.508	0.712	0.497	0.59	-0.406
EM2	0.578	0.76	0.557	0.441	-0.524
EM3	0.37	0.656	0.388	0.487	-0.432
EM4	0.596	0.735	0.477	0.548	-0.378
EM5	0.598	0.816	0.497	0.445	-0.535
EM6	0.662	0.764	0.483	0.537	-0.396
EM7	0.668	0.721	0.512	0.551	-0.391
EM8	0.469	0.796	0.417	0.373	-0.628
EM9	0.492	0.632	0.477	0.383	-0.406
JS1	0.39	0.416	0.68	0.33	-0.239
JS2	0.436	0.447	0.748	0.336	-0.286
JS3	0.415	0.453	0.745	0.369	-0.309
JS4	0.407	0.501	0.741	0.393	-0.416
JS5	0.517	0.548	0.782	0.403	-0.326
JS6	0.417	0.472	0.723	0.381	-0.274
JS7	0.38	0.423	0.691	0.361	-0.263
JS8	0.381	0.433	0.671	0.291	-0.342
JS9	0.449	0.469	0.696	0.371	-0.279
Per.2	0.523	0.583	0.432	0.797	-0.219
Per.3	0.374	0.434	0.364	0.778	-0.179
Per.4	0.417	0.419	0.411	0.704	-0.182
Per.5	0.308	0.274	0.243	0.438	-0.093
Per.6	0.482	0.534	0.364	0.789	-0.312
Per.7	0.342	0.403	0.321	0.751	-0.134
Per.8	0.472	0.483	0.364	0.72	-0.253
WPB1	-0.317	-0.57	-0.361	-0.244	0.891
WPB2	-0.279	-0.502	-0.316	-0.222	0.891
WPB3	-0.352	-0.528	-0.383	-0.16	0.82
WPB4	-0.46	-0.565	-0.448	-0.32	0.783
WPB5	-0.324	-0.574	-0.35	-0.262	0.87
WPB6	-0.275	-0.489	-0.306	-0.213	0.886
WPB7	-0.261	-0.183	-0.155	-0.232	0.253

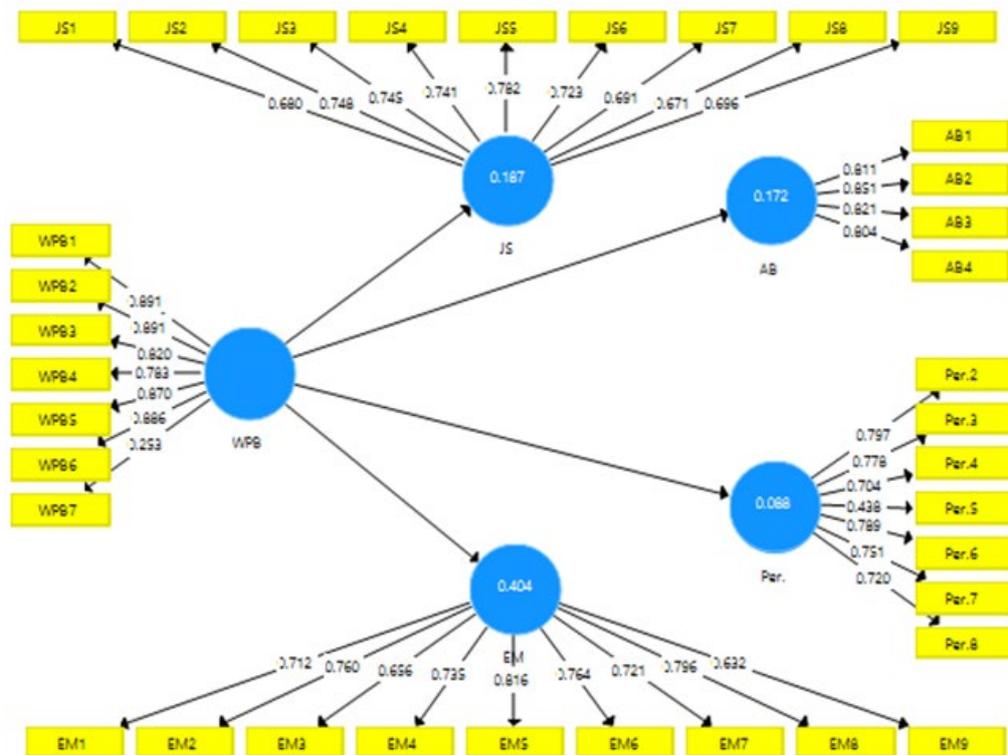
Table 3 shows the values of cross loadings. For cross loadings to be valid it is necessary that the value of the loadings in the same diagonal must be greater than the other variables. Findings reported in table 3 satisfy the criteria, therefore strengthen discriminant validity.

Table 4: Heterotrait-Monotrait Correlation Ratio

	AB	EM	JS	Per.	WPB
AB					
EM	0.864				
JS	0.680	0.727			
Per.	0.690	0.735	0.573		
WPB	0.482	0.690	0.471	0.324	

Table 4 shows the HTMT values which is the latest technique for the assessment of discriminant validity. As per the criteria, the HTMT value must be less than 0.85, whereas in the weak threshold the HTMT value must be less than 0.90. All values in the table are less than 0.90. Therefore, it establishes discriminant validity. Figure 3 shows the outcome of confirmatory factor analysis:

Figure 3.



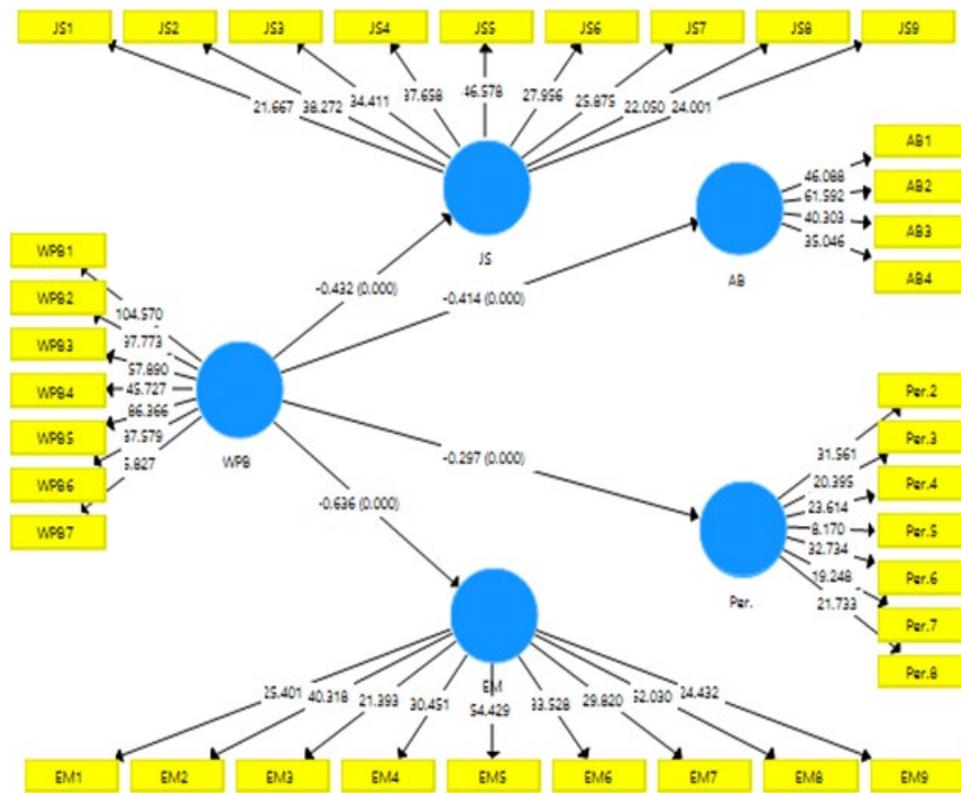
Structural Equation Modelling

Table 5: Direct Effects

Hypothesis	Beta	SD	t value	p value
WPB -> AB	-0.414	0.038	10.759	p<0.05
WPB -> EM	-0.636	0.034	18.773	p<0.05
WPB -> JS	-0.432	0.037	11.729	p<0.05
WPB -> Per.	-0.297	0.033	8.912	p<0.05

Table 5 shows the values of the relationships between variables, as per the table workplace bullying is found to be associated with employee morale. The association is valued at -0.636 which asserts that when employees experience bullying at work, they are physically assaulted and abused and tend to become negative, their beliefs tend to be destroyed. Exposure to negative behaviours from leaders or co-workers tends to decrease employee self-efficacy and morale. Workplace bullying is also found to be associated with job satisfaction valued at -0.432. This means that when employees are over exposed to negativity in the workplace, it tends to lower job satisfaction. Workplace bullying results in overall dissatisfaction. When employees are continuously abused and threatened with loss of the resources they are entitled to, they will ultimately develop a tendency towards negative thinking. In addition, workplace bullying was also found to be associated with employee performance. When employees are harassed in the workplace, they are mistreated and lack praise even if they are doing their job competently, they will not be able to deliver their best performance. Among all the relations it is obvious that workplace bullying results in negative employee outcomes. However, it is found to be the strongest predictor for employee morale.

Figure 4.



Discussion

Workplace bullying has emerged as a significant concern for organisations resulting in negative outcomes such as destructive employee behaviours. This issue has caused serious concerns for organisations over the years as they result in loss. Bearing in mind this problematic issue, the study has attempted to examine the negative tendencies among employees working in banks. The quantitative study was conducted in Indonesian banks. The results of the study showed that workplace bullying results in low satisfaction, employee morale and employee performance. The study hypotheses tests have revealed that when employees suffer from negative behaviour from leaders and co-workers they tend to be dissatisfied. Interestingly, the results reported a negative relationship between workplace bullying and absenteeism for employees which contradicts other theories available in literature on workplace bullying.

Conclusion and Limitations

The quantitative study was designed to examine the relationship between workplace bullying and its outcomes. It considered job satisfaction, employee morale, employee performance



and absenteeism as potential outcomes. The study conducted in NGOs provided new evidence and opened new ways for improving policy making in the NGOs. It also stated that the research will serve as a guideline to identify the cause behind the low performance of certain NGOs or the non-profit sector as a whole. Furthermore, it also provided evidence regarding the prevalence of bullying by leaders which should be eliminated in order to have a better working environment.

The study has accomplished all its objectives but there are still limitations which should be addressed and will serve as a potential guideline for future studies. The study has only selected a few types of NGOs, therefore it is suggested that more NGOs can be included in future studies. In addition, future research may use advanced statistical techniques such as multi-group analysis to assess the prevalence of bullying among different NGOs with reference to the nature of operations.) In their qualitative study on ethical leadership, Gill, Haider and Noreen (2016) concluded that ethical leadership discourages deviance and encourages employees to work for the betterment of society. Therefore, in line with Gill et al.'s (2016) conclusion of), leadership should think of workplace behaviour as primary concern for employees. Future studies may consider a comparison between local and international NGOs working in Indonesia.

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