

CONFERENCE BOOKLET

# 2<sup>nd</sup> (Virtual) Conference Of The Asia Pacific Academy For Psychosocial Factors At Work

Well-being vs Productivity :  
Decent Future Work  
27<sup>th</sup> – 30<sup>th</sup> July 2021  
University Malaya, Malaysia



Asia Pacific Academy  
for Psychosocial Factors at Work



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Well-being vs Productivity :  
Decent Future Work

**2nd Conference of the APA PFAW**  
**27 - 30 July 2021**  
**Virtual Conference (BigMarker)**

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Asia Pacific Academy  
for Psychosocial Factors at Work



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# Keynote Speakers



**Prof Peter Schnall**  
University of California, Irvine



**Prof Jill Dorrian**  
University of South Australia



**Prof Toon Taris**  
Utrecht University, Netherland



**Assoc. Prof Jodi Oakman**  
La Trobe University, Australia



**Prof Akizumi Tsutsumi**  
Kitasato University, Japan



**Prof Christian Dormann**  
Johannes Gutenberg-University  
Mainz, Germany



**Assoc. Prof Mohd Awang Idris**  
University of Malaya, Malaysia

# Keynote Speakers Profile

**Prof. Peter Schnall** directs the UCI COEH program in work organization and cardiovascular disease. He is a recognized expert on the role of occupational stress in causing hypertension and cardiovascular disease. His research includes designing and directing the Cornell University Work Site Ambulatory Blood Pressure Study, which demonstrated a significant association between psychosocial stress (i.e., job strain defined as jobs with high demands and low control) and ambulatory blood pressure and increased cardiac left ventricular mass. Recently, the study has documented a significant association between job strain and ambulatory blood pressure in a prospective cohort study of workingmen in multiple occupations. In addition, Dr. Schnall is the Director of a non-profit foundation, the Center for Social Epidemiology, based in Santa Monica, California. One of the principal activities of the Center for Social Epidemiology is the website "The Job Stress Network", located at [www.workhealth.org](http://www.workhealth.org), which has recently developed a section on Occupational Cardiology. Finally, Dr. Schnall and the Center for Social Epidemiology coordinate the California Work and Health Study Group. The CWHSG is a statewide network of researchers who have met nine times during the past three years to present and discuss research on workplace organization, job stress, and participatory research. Among the objectives of the CWHSG is for researchers to share their experiences and to identify new avenues of research to improve workplace organization in order to achieve a more healthful workplace.

**Prof. Jill Dorrian** is a professor in Psychology, with a PhD in sleep and chronobiology research, and a Master of Biostatistics. From the beginning of her PhD, she has conducted laboratory and field studies with a consistent focus on collaborative research, with key translational aspects. Her PhD and early postdoctoral work was supported by the Australian Shiftwork and Workload Consortium, a 10-year collaboration with Australian Rail Industry operators and safety regulators. This work informed fatigue risk management (the over-arching term to describe risks relating to sleep loss and performance impairment in industry) in rail. Her subsequent fellowship at the University of Pennsylvania involved designing and conducting a study for the National Space Biomedical Research Institute (the research arm of NASA) investigating methods for measuring stress in astronauts. Since returning to Australia, her research has been largely supported by the CRC for Rail Innovation, the Bushfire CRC, and SafeWorkSA, conducting laboratory and in-workplace studies for rail, emergency services, and health. More recently, she has also worked with mining, construction, and ports, providing research and education to promote fatigue management.

**Prof. Toon Taris** has received a BSc and MSc in administrative science and research methods (Vrije Universiteit Amsterdam) and received a PhD from the same university in 1994 on a thesis that focused on the methodological aspects of the analysis of the work career trajectories of young adults. Subsequently he held several positions as a post-doctoral researcher. In 2000, he was appointed as Assistant Professor at the Department of Work and Organizational Psychology of the Radboud University of Nijmegen, where he was later appointed Associate and Full Professor (2006). In 2009 he was appointed Full Professor at the department of Social and Organizational Psychology of Utrecht University. He was Head of School from 2013 to 2020. He has published over four hundred papers, chapters and books in the area of work and organizational psychology and research methods. He is board member of several Dutch and international scientific journals, and Editor-in-Chief of *Work & Stress*, a leading journal in the area of occupational health psychology.

# Keynote Speakers Profile

**Assoc. Prof. Jodi Oakman** leads the Centre for Ergonomics and Human Factors at La Trobe University. She began her career as a physiotherapist before undertaking a Master's degree in Ergonomics. She worked in a range of industry settings as an Ergonomist before moving to Academia. Her PhD investigated organisational influences on the retirement intentions of older workers. She has published widely on the area of occupational influences on health and leads a range of projects concerning the impact of work on people's health at work, with a particular focus on musculoskeletal disorders (MSD). She is the current holder of a MRFF TRIP Fellowship, which is focused on translating research evidence into practice in the area of MSD prevention. During this fellowship she will be training occupational health practitioners in the use of the APHIRM (A Participative Hazard Identification and Risk Management) Toolkit. APHIRM was developed by a team at La Trobe University and is based on contemporary research evidence on MSDs. It supports workplaces to participatively develop a comprehensive set of risk controls for both physical and psychosocial hazards and reduce the risk of MSDs. She currently leads a range of projects on the influences of working at home on health and well-being, women, work and COVID-19 and barriers to implementing evidence informed approaches to MSD prevention.

**Prof. Akizumi Tsutsumi** is a leading researcher of occupational stress and is engaged in several international committees, including the International Commission on Occupational Health (past chair of Scientific Committee of Cardiology in Occupational Health) and Chair of the International Collaborations Committee of the International Society of Behavioral Medicine. He has long focused on occupational health and is extending his efforts to psychosocial factors and actions that affect health, along with the social determinants of health that are difficult to solve by the health sector alone. Through epidemiology that targets humans as a pillar of research methodology, he is motivated to contribute to society through the use of "practical science" derived from research results. Currently, his laboratory also aims to elucidate the mechanisms of social disparity in workers' health, the health effects of occupational stress and its prevention, and the health effects of workers affected by corporate culture.

**Prof. Christian Dormann** is Professor of Business Education & Management at the Johannes Gutenberg-University Mainz, Germany adjunct research professor at the School of Psychology, Social Work and Social Policy at the University of South Australia (UNISA). Among others, he has published in the Journal of Organizational Behavior, Journal of Applied Psychology, and Psychological Methods. He also served as an editor of the European Journal of Work and Organizational Psychology and as associate and consulting editor of several other journals, including the Journal of Occupational and Organizational Psychology, Journal of Organizational Behavior, and Journal of Occupational Health Psychology. His research focus is on stress in organisations.

**Assoc. Prof. Mohd Awang Idris** is an associate professor in Work and Organisational Psychology, Department Anthropology and Sociology, University of Malaya. He is the Elected President of the Asia Pacific Academy for Psychosocial Factors at Work. His research interests include job stress, psychosocial safety climate, leadership, job engagement, workplace injuries and team performance.

# Conference Full Programme

27<sup>th</sup> July 2021 (Tuesday)

Time (GMT +8)	Programme
0830-0900	<b>Welcome session</b> Welcoming : Prof. Datuk Dr Danny Wong Tze Ken, University of Malaya, Malaysia Opening remarks : Prof. Rusli Nordin, MAHSA University, Malaysia Introduction of Academy : Prof. Maureen Dollard, University of South Australia, Australia & AP Mohd Awang Idris, University of Malaya, Malaysia
0900-1000	<b>Keynote Address</b> Speaker: Prof. Peter Schnall, University of California, Irvine, United States Title: Obstacles to Healthy Work
1000-1015	<b>BREAK</b>
1015-1100	<b>Burnout and Its Risks Factors</b> <b>OP 101</b> Do Motivated White-Collared Employees Escape From Mental Fatigue When Burdened with High Workload? <i>By Shamala Ramasamy, International Medical University, Malaysia</i> <b>OP 108</b> Prevalence Of Burnout and Its Associated Factors Among Hospital and Primary Care Nurses In Malaysia. <i>By Nursyahda Zakaria, Institute for Health Management, Ministry of Health Malaysia, Malaysia</i> <b>SP 112</b> Shortitudinal Effects of Competing Three Job Stressors and Personal Recovery Process on Burnout. <i>By Nurhema Che Mat, University of Malaya, Malaysia</i>
1100-1115	<b>BREAK</b>
1115-1200	<b>Workplace Bullying, Incivility and Harassment</b> <b>OP 102</b> Impacts of Ethical Leadership on Workplace Bullying, Workplace Accidents and Injuries: A Moderated Mediation Model. <i>By Stephen Teo, Edith Cowan University, Australia</i> <b>SP 119</b> Workplace Sexual Harassment: Why Were They Silent? <i>By Malvin Tan, University Malaysia Sabah, Malaysia</i> <b>OP 127</b> Training to Minimise Customer Hostility Directed at Frontline Employees. <i>By Graham Bradley, Griffith University, Australia</i>
1200-1300	<b>LUNCH</b>
1300-1400	<b>Well-being in the Healthcare Settings</b> <b>OP 113</b> Burnout Among Nurses in Malaysia: Workplace Conflict as Stressors. <i>By Lee Kun Yun, Institute for Health Management, Ministry of Health Malaysia , Malaysia</i> <b>OP 114</b> Intensive Care Unit Nurses' Grief: Its Prevalence and Associated Factors Using A Multivariate Analysis. <i>By Gurbin Kaur, University of Malaya, Malaysia</i> <b>OP 125</b> Exploring Perceived Barriers Among Allied Healthcare Professionals Implementing Cluster Hospital Initiative in Public Hospitals, Malaysia: Inner Setting. <i>By Ili Liyana Khairul Anuar, Institute for Health Management, Ministry of Health Malaysia , Malaysia</i>
1400-1415	<b>BREAK</b>
1415-1500	<b>The Organisational Context and Employee Well-Being</b> <b>OP 107</b> Person-Organization Fit and Turnover Intention: The Mediating Role of Meaningful Work. <i>By Endro Puspowiroko, Pancasila University &amp; Padjajaran University, Indonesia</i> <b>OP 123</b> A Phenomenological Investigation of Person-Organization Fit After Mergers And Acquisition. <i>By Mirwan Surya Perdhana, Diponegoro University, Indonesia</i> <b>OP 130</b> Keeping All Workers Safe: Collective Learning about Health and Safety. <i>By Fatima Junaid, Massey University, New Zealand</i>
1500-1600	<b>Keynote Address</b> Speaker: Prof. Toon Taris, Utrecht University, Netherlands Title: <i>Who's Afraid of The Big Bad Boss? On The Importance of High-quality Social Relationships in The Workplace, Forgiveness, and The Role of Supervisors</i>

# Conference Full Programme

28<sup>th</sup> July 2021 (Wednesday)

Time (GMT +8)	Programme
0900-1000	<p><b>The Impact of COVID-19 on Employee Well-Being</b></p> <p><b>SP 118</b> Associations of Negative Employment Changes During the COVID-19 Pandemic with Psychological Distress: A Large-Scale Survey in the U.S. <i>By Timothy Matthews, University of California, Los Angeles, United States</i></p> <p><b>SP 105</b> Role Stressors and Turnover Intention Among Doctors in Malaysian Public Hospitals Amid COVID-19 Crisis: Work Family Conflict and Work Engagement as Mediators. <i>By Ifrah Harun, Universiti Putra Malaysia, Malaysia</i></p> <p><b>SP 128</b> The Experiences of Australian University Employees Working From Home During The COVID-19 Pandemic. <i>By Amy Parkin, University of South Australia, Australia</i></p> <p><b>SP 129</b> Reduced Social Support May Be A Risk Factor for Mental Illness Among Staff Members Working From Home During COVID-19 Pandemic In Japan. <i>By Kazuki Kikunaga, International University of Health and Welfare, Japan</i></p>
1000-1015	<b>BREAK</b>
1015-1100	<p><b>Work-Life Issues and Positive Behaviours</b></p> <p><b>SP 110</b> Spill Over-crossover Effects within Dyads in Work-family Interface: Systematic Literature Review. <i>By Ika Zenita Ratnaningsih, University of Malaya, Malaysia</i></p> <p><b>SP 111</b> Managing Work-Life Balance, Family, Problematic Internet Use and Procrastination: Findings From A Dyadic Study. <i>By Anis Aniza Awi, Universiti Malaysia Pahang, Malaysia</i></p> <p><b>OP 117</b> The Mediating Role Of Work Engagement in The Relationship Between Proactive Ability-Motivation-Opportunity (Proactive AMO) And Proactive Safety Behaviour Among The Young Workers. <i>By Rusyda Helma Mohd, Universiti Kebangsaan Malaysia, Malaysia &amp; The University of Western Australia, Australia</i></p>
1100-1115	<b>BREAK</b>
1115-1200	<p><b>Interpersonal Relationship and Group Process in Workplaces</b></p> <p><b>OP 109</b> Intragroup Conflicts and Organisational Citizenship Behaviours: Supervisor's Conflict Handling Strategies as Moderators. <i>By Ooh Seow Ling, University of Cyberjaya, Malaysia</i></p> <p><b>SP 103</b> Predicting Multilevel Effect Of Perceived Organizational Politics on Knowledge Hiding Behaviour in Team: The Role Of Relationship Conflict and Affect-Based Trust as Mediator. <i>By Norulhuda Binti Tajuddin, Universiti Teknologi MARA Pahang, Malaysia</i></p> <p><b>OP 120</b> Predicting The Effect of Perceived Politics on Knowledge Sharing: Support As Mediator and Ethical Leadership as Moderator. <i>By Rasidah Arshad, University Kebangsaan Malaysia, Malaysia</i></p>
1200-1300	<b>LUNCH   ACADEMY MEETING</b>
1300-1400	<p><b>Keynote Address</b></p> <p>Speaker: AP. Mohd Awang Idris, University of Malaya, Malaysia</p> <p>Title: <i>After A Decade of PSC Research: What's Next?</i></p>
1400-1500	<p><b>Keynote Address</b></p> <p>Speaker: Prof. Christian Dormann, Johannes Gutenberg-University Mainz, Germany</p> <p>Title: <i>Rethinking Causes and Effects: Evidence from Meta-Analyses of Longitudinal Studies of Job Stress</i></p>

# Conference Full Programme

29<sup>th</sup> July 2021 (Thursday)

Time (GMT +8)	Programme
0900-1000	<b>Keynote Address</b> Speaker: Prof Jill Dorrian, University of South Australia Title: <i>Managing Long and Irregular Working Hours: Coping Strategies for Health and Safety</i>
1000-1015	<b>BREAK</b>
1015-1100	<b>Management and Job Performance</b> <b>OP 126</b> Supervision During Medical Internship (Housemanship) in Malaysia: A Qualitative Study. <i>By Munirah Ismail, Institute for Health Management, Ministry of Health Malaysia, Malaysia</i> <b>OP 124</b> Cultural Acculturation and Diversity Management Practice: The Case Of A Srilankan Organization In Indonesia. <i>By Mirwan Surya Perdhana, Diponegoro University, Indonesia</i> <b>OP 122</b> Translating Personal and Job Attributes in Job Performance: The Mediating Role of Psychological Empowerment. <i>By Nurul Liyana, University of Malaya, Malaysia</i>
1100-1115	<b>BREAK</b>
1115-1200	<b>Personality and Its Role in Workplaces</b> <b>SP 104</b> Role of Personality On Safety Climate in The Fire Service. <i>By Sharifah N.N. Syed-Yahya, University of Malaya, Malaysia</i> <b>SP 121</b> Nurses' Organisational Citizenship Behaviour: How Big Five Personality Tell Us? <i>By Nur Afieqah Mamud, University of Malaya, Malaysia</i>
1200-1300	<b>Lunch Talk</b> Speaker: AP. Marzuki Isahak, Head, Department of Public Health and Occupational Safety, University Malaya Medical Centre, Malaysia Title: <i>State of Art Discussion About Psychosocial Risk Factors and COVID-19 in Malaysia</i>
1300-1400	<b>Panel Discussion:</b> <i>PhDs vs. Supervisors</i> Panellists: 1. Prof. Andrew Noblet , Deakin University, Australia 2. AP. Zaiton Hassan, University Malaysia Sarawak, Malaysia 3. Prof. Paula Brough, Griffith University, Australia 4. Prof. Maureen Dollard, University of South Australia, Australia
1400-1600	<b>Psychosocial Safety Climate Symposium</b> <ul style="list-style-type: none"> <li>Contextualising the Effectiveness of Employee Assistance Programs on Psychological Health: The Role of Corporate Climate and Client Satisfaction. <i>By Ali Afsharian, University of South Australia, Australia</i></li> <li>Building Psychosocial Safety Climate in Turbulent Times; The Case of COVID-19. <i>By Maureen Dollard, University of South Australia, Australia</i></li> <li>Psychosocial Safety Climate, Job Demands and Resources, Poor Health and Work Engagement: A Cross-Level Meta-Analysis. <i>By Amy Zadow, University of South Australia, Australia</i></li> <li>The Reciprocal Causation Between PSC and Work Engagement. <i>By May Young Loh, University of South Australia, Australia</i></li> <li>The Benefit of Cognitive Interviewing for Investigating The Cross-cultural Validity of The PSC Tool in Germany. <i>By Michael Ertel, Federal Institute for Occupational Safety and Health (BAuA), Germany</i></li> <li>The Bright Side of Job Insecurity During Pandemic Situation: Psychosocial Safety Climate (PSC) as Moderator. <i>By Idasuzana Idris, University of Malaya, Malaysia</i></li> </ul>

# Conference Full Programme

30<sup>th</sup> July 2021 (Friday)

Time (GMT +8)	Programme
0900-1000	<b>Keynote Address</b> Speaker: Prof. Akizumi Tsutsumi, Kitosato University, Japan Title: Long Working Hours and the Consequences : Health Problems and Work-Life Balance
1000-1015	<b>BREAK</b>
1015-1100	<b>Scale Development</b> <b>OP 116</b> Item Development: Staff Satisfaction Index and Happy Career for Firefighters. <i>By Rosnah Ismail, National University of Malaysia, Malaysia</i> <b>SP 115</b> Scale Development and Validation: Staff Satisfaction Index and Happiness for Firefighters. <i>By Mohd Nadzrul Safiq Abd Rahim, National University of Malaysia, Malaysia</i>
1100-1200	<b>Keynote Address</b> Speaker: AP. Jodi Oakman, La Trobe University, Australia Title: <i>What is Needed to Improve the Prevention of Musculoskeletal and Stress Related Mental Health Disorders?</i>
1200-1300	<b>Closing Session</b> Awards Announcement Collaboration Discussion (open for all) Closing Speech : Dr Michelle Lee, Chair of Organizing Committee, Sunway University, Malaysia

Note:

OP = Oral Presentation; SP = HDR student presentation

GMT +8 is the local time in Kuala Lumpur

# Abstracts

This compilation includes all oral presentations

## Abstract by Speakers

- Psychosocial Safety Climate Symposium

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# Contextualising the Effectiveness of Employee Assistance Program Intervention on Psychological Health: The Role of Corporate Climate

By Sophia Bouzikos, Ali Afsharian, Maureen Dollard & Oliver Brecht  
University of South Australia

## Abstract:

Workplace wellbeing is a phenomenon that requires increased attention and evaluation today. Organisations often engage Employee Assistance Programs (EAPs) as a resource for employees with psychological distress. However, EAPs largely focus on individual approaches which logically will be ineffective if precipitating stressful factors in the workplace remain unchanged. This study aimed to contextualise the effectiveness of Employee Assistance Programs (EAP), on employee's psychological health by considering the role of the corporate climate for employee psychological health (i.e., psychosocial safety climate (PSC) and client satisfaction as moderating factors. Client participants ( $n = 25$ ) from Australia and New Zealand entering an EAP took part in two online surveys, pre- and post- EAP around 4 to 6 weeks apart. The questionnaire canvassed demographic, psychological distress (assessed via the GHQ-12), PSC and client satisfaction. Results from multilevel analysis showed a significant improvement in psychological health consistent with an EAP effect, a direct PSC effect, and a Time X PSC effect indicating that the effect was dependent on the organisational climate. There were no effects for not client satisfaction. This implies that there are corporate boundary conditions in relation to what an EAP can achieve. This implies that psychological distress can be modified via individual and organisational level focused processes. Future EAPs could engender greater impact if services also targeted the corporate climate, thereby integrating individual and organisational pathways to psychological health.

**Keywords:** *Employee Assistance Programs, Psychosocial Safety Climate, Client Satisfaction, GHQ-12, PSC, Psychological Distress, Work Stress.*

# Psychosocial Safety Climate, Job Demands and Resources, Poor Health and Work Engagement: A Cross-Level Meta-Analysis

By Amy Zadow<sup>1</sup>, Maureen Dollard<sup>1</sup>, Michelle Tuckey<sup>1</sup> & Mohd Awang Idris<sup>2</sup>

<sup>1</sup>University of South Australia  
<sup>2</sup>Faculty of Arts and Social Sciences, Universiti Malaya

## Aims/purpose :

Cross-level meta-analytical techniques are not regularly used for curating organizational research despite a growing emphasis on multilevel approaches to understand the hierarchical structure of data and effects within and across group levels. In this paper we used a new cross-level meta-analytic approach to assess the Psychosocial Safety Climate (PSC) Extended Job Demands-Resources model (Dollard & Bakker, 2010) meta-analytic relationships.

## Design/Methodology:

Data were derived from 92 studies with 73 independent samples and 821 effect sizes (N = 220924). Cross-level and individual-level bivariate effect sizes were converted to meta-analytic standardised correlation coefficients for comparison. We also examined whether the meta-analytic relationships between PSC and the lower-level variables (e.g., job demands and health; job resources and engagement) change as a function of higher-level PSC.

## Findings:

Cross-level effects were consistent with PSC theory. Cross-level multilevel meta-analysis showed significant effects between work unit PSC and individual job resources, job demands, engagement and poor health. Individual level effects were lower indicating an emergent PSC effect. Longitudinal effects were slightly lower or similar to cross-sectional effects. Relationships between job resources and engagement outcomes and job demands and poor health outcomes were highest when PSC was low.

## Limitations:

Data were not always available as some multilevel studies only included effect sizes representing the relationship of more than two variables (e.g. partial correlations).

## Research/Practical Implications:

We advance organisational climate research and theory by meta-analytically quantifying whether higher-level aggregated climate variables explain additional variance in individual outcomes beyond that explained by equivalent individual-level counterparts.

## Conclusions:

We provide the first meta-analytic review of the PSC literature empirically testing the cross-level conceptual model and quantifying assertions made in recent reviews. We also apply and test a statistical framework for cross-level meta-analysis.

# The Benefit of Cognitive Interviewing for Investigating the Cross-cultural Validity of the PSC Tool in Germany

By Michael Ertel & Maren Formazin.

Federal Institute for Occupational Safety and Health (BAuA), Berlin, Germany

## Aims/purpose :

To investigate the cross-cultural validity of the PSC tool in Germany in order to facilitate the application of PSC as an important upstream organizational factor in the German OSH context

## Design/Methodology:

We used a two-stage approach combining qualitative methods (expert ratings, cognitive interviews) and quantitative methods to test the comprehensibility of the PSC items in Germany, the structure of the PSC tool and its relation to other psychosocial working conditions and health-related outcomes. This presentation focusses on cognitive interviewing with a sample of n= 4+25 employees (Ertel & Formazin 2019; Berthelsen, Ertel, Geisler & Muhonen 2019).

## Findings:

As a result of cognitive interviewing, some words and items were revised because participants found them difficult to understand. To facilitate understanding of “psychological health”, a definition of this term was added. As the shift from an individual assessment of climate to a group perspective proved difficult, the wording of items was adapted, accordingly. Particularly participants from large organisations described different sub-climates within their organisations.

## Limitations:

Because of purposive sampling of participants, we cannot rule out that hard-to-reach employees were underrepresented in our sample.

## Research/Practical Implications:

Our findings highlight the importance of good communication in organizations: a large number of participants perceived a lack of communication on psychological health in their organization due to a lack of organisational communication as such.

## Conclusions:

Using cognitive interviewing in our PSC validation study was an important step in synchronizing the respondents' perspective and the researchers' perspective and thus to contribute to cross-cultural equivalence of the PSC tool.

# The Bright Side of Job Insecurity During Pandemic Situation: Psychosocial Safety Climate (PSC) as Moderator

By Idasuzana Idris & Mohd Awang Idris

Faculty of Arts and Social Sciences, Universiti Malaya

## Abstract:

Job insecurity has long been found as an important work-related stressor concept but remains unclear whether or not demonstrated theoretical dealings concerning organizational factors such as Psychosocial Safety Climate (PSC) in this new changing nature of work. In these contemporary working conditions, JI also has been recognized as a subjective concept that is a stressor faced by employees in the globalization era that are very competitive, but few studies have examined by considering organizational factors such as the psychosocial safety approach. The goal of this study is to furnish fundamental assessed assumptions in the relation between PSC and JI for future study, especially in the Eastern context. We highlighted these interests with multilevel study among private sectors employees in Malaysia, which is highly distinguished as a collectivist culture and high-power distance among managers and their workers. We investigated the moderating effect of PSC and its relative strength of associations between job insecurity, emotional demands, and psychological outcomes such as burnout and organizational citizenship behaviour (OCB). Notwithstanding, in high job insecurity situations, PSC buffered their effect on burnout, and increases the level of OCB. Several limitations of this study, it was conducted by using self-report measures and cross-sectional data for analysis. This study offers new insights into the moderating effect of the PSC level. Surprisingly, our results found when employees perceived high job insecurity it increases OCB even though during a low PSC environment. This study proposes that policymakers and practitioners interested in ameliorating psychological stressor strain in endeavouring to improve job insecurity, emotional demands and uplift OCB among employees. Finally, we draw to a conclusion that organizations with low PSC, carry a small effect on employees, who experience to a lessened extent PSC in an organization, during high job insecurity conditions and turn-up increased OCB. Generally, our results affirm the practical use of PSC which driven industries on how to improve their employee's health and work outcomes during the pandemic situation.

**Keywords:** *Job Insecurity (JI), Job Demands (JD), Psychosocial Safety Climate (PSC), Burnout, OCB.*

# The Reciprocal Causation Between PSC and Work Engagement

May Young Loh, Maureen Dollard, Amy Zadow & Hilary Forgan  
Centre for Workplace Excellence, University of South Australia

## Abstract:

Psychosocial safety climate (PSC) is an essential element to boost employees' motivation. However, the reciprocal relation between PSC and employees' outcomes is less studied. While some scholars suggest a positive spiral between resources and work engagement, most of the extant studies assume only a uni-directional relationship between PSC and work engagement. We challenge this assumption by taking account the importance of understanding the dynamic system in workplaces, the issue of time-interval and the influences of changes in workplaces during the pandemic lockdown. In Study 1, we assessed the reciprocal causation of PSC and work engagement among 36 engineers from an Australian engineering firm with up to 4 observations (123 total observations). The data were collected before the pandemic. In Study 2, a total of 152 observations (2 – 10 observations for each individual) from 26 non-academic staffs of Australian universities were included. By using continuous time modelling, we found that changes in PSC predict the future change in work engagement, but not vice versa. This result was replicated in Study 2. In addition, Study 2 showed that PSC is an antecedent of work engagement and its relationship is reduced by the mandatory remote work. Hence, we suggest that effort should be focused on organisational level interventions that help to create high PSC environment so to improve employees' work engagement, and additional attention be given to those working from home.

# Building Psychosocial Safety Climate in Turbulent Times: The Case of COVID-19

Professor Maureen Dollard and Dr Tessa B Bailey,  
PSC Global Observatory, Centre for Workplace Excellence,  
University of South Australia

## Abstract:

Our theoretically driven cluster-randomized cohort control study sought to understand how psychosocial safety climate (PSC)—a climate to protect worker psychological health—could be built in different organizational change scenarios. We drew on event system theory to characterize change (planned vs. shock) as an event (observable, bounded in time and space, nonroutine) to understand how events connect and impact organizational behavior and features (e.g., job design, PSC). Event 1 was an 8-month planned intervention involving training middle managers to enact PSC in work units and reduce job stressors. Event 2 was the shock COVID-19 pandemic which occurred mid intervention (at 4 months). Three waves (T1, 0 months; T2, 4 months; T3, 8 months) of data were collected from experimental (295<sub>T1</sub>, 224<sub>T2</sub>, 119<sub>T3</sub>) and control (236<sub>T1</sub>, 138<sub>T2</sub>, 83<sub>T3</sub>) employees across 22 work groups. Multilevel analysis showed in Event 1 (T1T2) a significant Group × Time effect where PSC (particularly management priority) significantly increased in the experimental versus control group. Under Event 2 (T2T3), PSC was maintained at higher levels in the experimental versus control group but both groups reported significantly increased PSC communication and commitment. Results suggest that middle management training increases PSC within 4 months. Event 2, COVID-19 was shocking and its novelty, disruption, criticality, and timing in Australian industrial history enabled a strong top management response, positively affecting the control group. PSC may be sustained and built-in times of shock with top management will, the application of PSC principles, and a top-level pro-psychological health agenda. PSC can be built within 4 months of commencing a PSC targeted intervention. PSC may be sustained and built-in times of shock with *top management will*, the application of PSC principles, and a top-level pro-psychological health agenda.

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## Burnout and Its Risk Factors

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# OP101 Do Motivated White-Collared Employees Escape From Mental Fatigue When Burdened with High Workload?

Shamala Ramasamy & Tan Mei Nee  
International Medical University, Malaysia

## Aims/purpose :

The aim of this paper is to analyse the mediation effects of achievement motivation in the relationship between workload and mental fatigue among white-collared workers.

## Design/Methodology:

To conceptualize this study, the workload, achievement motivation (mediator) and mental fatigue were tested against Mc Clelland's theory of motivation and Job Demand-Resources model. The study employed a cross sectional survey and used mediation analysis. A total of 384 white-collar workers from Klang Valley has been recruited using a purposive sampling method. A self-reported questionnaire consisting of Workload, Achievement Motivation and Mental Fatigue Scale were used.

## Findings:

Prediction resulted in a significant regression equation on mental fatigue based upon workload. Results indicated that workload was a significant predictor of achievement motivation, and that achievement motivation was a significant predictor of mental fatigue. Achievement motivation turned out to be a significant partial mediator in the relationship between mental fatigue and achievement motivation.

## Limitations:

This study measured the level of achievement motivation based at one point of time. As age correlates with motivation, previous studies suggested to conduct a longitudinal study. Future studies could examine domains such as power or affiliation motivation as the mediating effects.

## Research/Practical Implications:

Findings imply that organizations would benefit from investing in higher levels of achievement motivation aiding in reducing levels of mental fatigue. Avoid compelling employees in handling extremely high workload, as achievement motivation only buffers the impact of mental fatigue.

## Conclusions:

High levels of mental fatigue often leads to negative consequences such as job dissatisfaction and poor performance. Achievement motivation among employees is crucial to minimize the experience of mental fatigue in the face of high job demands and workload. Achievement motivation only buffers the impact of mental fatigue to a certain extent, not forgetting that workload still has impacts on the experience of mental fatigue.

**Keywords:** *Workload, Achievement Motivation, Mental Fatigue, White-collar Workers*

## OP108 Prevalence of Burnout and Its Associated Factors Among Hospital and Primary Care Nurses in Malaysia.

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Muhammad Nur Amir Abdul Rassip<sup>1</sup>, Noraziani Khamis<sup>1</sup>,  
Nur Nadia Renu Abdullah<sup>1</sup> & Nor Hayati Ibrahim<sup>1</sup>

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<sup>2</sup> Institute for Public Health, Ministry of Health, Malaysia

### Aims/purpose :

Occupational burnout is a common problem among healthcare professionals. Nurses often experience burnout due to constant emotional pressure and physical demands. We investigated the prevalence of burnout and its associated factors among nurses working in the Malaysian government hospital and primary care clinics.

### Design/Methodology:

This cross-sectional study applied multi-stage stratified sampling to recruit nationally representative nurse population. Data was collected via self-administered questionnaires, including sociodemographic, work-related characteristics, and Maslach Burnout Inventory – Health Service Survey (MBI-HSS). Complex sampling analysis was performed using IBM SPSS Version 26.

### Findings:

The prevalence of burnout was higher among nurses in hospitals (25.8%) than primary care (19.3%). The nurses shows higher prevalence of burnout among those who are males, younger, single, childless, higher education level, less sleeping hours, working more than 6 days on public holidays per month. Univariate analysis shows that hospital nurses who are younger (OR 3.50), childless (OR 3.3), of higher education (OR 3.4), and with less sleep hours (OR 2.5) are significantly associated with higher burnout. Matrons or sisters are 7.6 times more likely to experience burnout than their subordinates. In the primary care setting, single and childless nurses are 1.2 and 3.3 times more likely to experience burnout. In contrast, junior nurses are more predisposed to burnout compared to their superiors. Lastly, primary care nurses working on public holidays for more than 6 days per month are 3.3 times more likely to experience burnout.

### Limitations:

As the exposure and outcome are simultaneously assessed, there insufficient evidence to establish temporal relationship.

### Research/Practical Implications:

Besides improving on the modifiable factors, non-modifiable factors that are identified highlight the target population for interventions such as stress management and empowerment of coping mechanisms.

### Conclusions:

Necessary strategies must be implemented to modify the work practices to protect the mental wellbeing of nurses.

**Keywords:** *Burnout, Nurse, Maslach Burnout Inventory- Health Service Survey (MBI-HSS), Malaysia*

## SP 112 Shortitudinal Effects of Competing Three Job stressors and Personal Recovery Process on Burnout.

Nurhema Che Mat  
University of Malaya, Malaysia

### Abstract

This study investigates the short term effect of three types of job stressors that teachers experienced in their jobs such as student-related social stressors, role conflict, and emotional demands on burnout. 200 teachers in secondary schools took part in this survey with time interval of one week. Drawing from conservation of resources theory, individuals will strive to protect, procure and preserve resources. Stress will happen when the resources are threatened or depleted. The findings propose that student-related social stressor, role conflict and emotional demands have different weightage on emotional exhaustion and cynicism due to different intensities in terms of frequencies of occurrences during panel studies. Individual recovery process also play a role as individual resources to moderate the burnout effect.

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## Workplace Bullying, Incivility and Harassment

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## OP 102 Impacts of Ethical Leadership on Workplace Bullying, Workplace Accidents and Injuries: A Moderated Mediation Model.

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<sup>4</sup> Mental Hospital, Ho Chi Minh City, Vietnam

### Aims/purpose :

Workplace bullying is a form of unethical behavior as the product of a toxic and unhealthy work environment (Giorgi et al., 2015). We will examine the moderation effect of cultural orientations in shaping perceptions of employees toward workplace bullying. We will use social learning and social information processing theories to:

1. Contribute to public management and workplace bullying literature evidence of the impact of ethical leadership on workplace bullying, and how workplace bullying could result in workplace accidents and injuries in Vietnam.
2. Identify the direct and indirect mechanisms of ethical leadership on workplace accidents and injuries.

### Design/Methodology:

Validated scales were used: power distance orientation (Dorfman & Howell, 1988), ethical leadership (Kalshoven et al., 2011), workplace bullying (Einarsen et al., 2009), psychological distress (Kessler et al., 2002), and workplace accidents and injuries (Hemingway & Smith, 1999). Data were collected from a public hospital in Vietnam (n=199). *SmartPLS* v3 was used to test the hypotheses.

### Findings:

Ethical leadership could reduce workplace bullying in the public sector. Additionally, we found a significant moderating effect of power distance orientation on the relationship between ethical leadership and workplace bullying. Exposure to workplace bullying could increase psychological distress, which lead to higher accidents and injuries.

### Limitations:

Cross-sectional data collected in a single point in time.

### Research/Practical Implications:

Ethical leadership contribute to healthy and ethical workplaces. Exposure to workplace bullying could, directly and indirectly, result in more accidents and injuries through negative impacts of workplace bullying on employees' psychological distress. High power distance employees are likely to perceive workplace bullying as legitimate, acceptable, and inevitable behaviours.

### Conclusions:

Public sector organizations should not overlook the impacts of leadership roles and cultural orientations in developing effective strategies for coping with and preventing workplace bullying.

## SP 119 Workplace Sexual Harassment: Why Were They Silent?

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Kota Kinabalu, Sabah, Malaysia

<sup>2</sup> Centre for Workplace Excellence, University of South Australia, Adelaide,  
South Australia, Australia

### Aims/purpose :

This study aimed to explore the organizational factor that causes silence among sexual harassment victims or witnesses in Malaysian organizations.

### Design/Methodology:

The research study participants (n=20) made up of employees from different organizations in Kota Kinabalu, Sabah recruited using purposive random sampling. We collected data through semi-structured interviews. We applied the Grounded Theory Methodology (Glaser and Strauss, 1976) to identify the key points of participants' responses towards sexual harassment that happened in their organizations.

### Findings:

The interviews showed most organizations have low awareness of workplace sexual harassment as there aren't any well-structured policies or procedures to deal with workplace sexual harassment. Furthermore, some organizations perceived some uninvolved physically sexual harassment as harmless. These resulted in slow response or no response from the organization when sexual harassment incident happened. These failures to adequately react to sexual harassment issues discouraged victims and witnesses from voicing out as there was no support for them. In addition, the victims also suffered from anxiety, lowered self-esteem, and were pressured to quit their job.

### Limitations:

Due to the sensitive nature of the research study, voluntary participation was used. This proposed that the participants could share similar traits, which might contribute to sampling bias. However, to maximize the sample's generalizability, participants were recruited randomly from different organizations.

### Research/Practical Implications:

The research study findings provide insightful information on the impact of organizational role on workplace sexual harassment that suggests organizations should implement systems or policies that support and offer informal and formal reporting alternatives for the employees.

### Conclusions:

Organizations must provide support and implement sexual harassment policies. This will not only empower employees to report any sexual harassment cases but also promote a sexual harassment-free environment in the workplace.

**Keywords:** Workplace Sexual Harassment, Organizational Role, Policies, Reporting, Silent

## OP 127 Training to Minimise Customer Hostility Directed at Frontline Employees.

Graham Bradley, Samantha Ferguson & Melanie Davis  
Rehabilitation Innovation Service Evaluation (RISE) Team  
Griffith University, Queensland, Australia

### Aims/Purpose :

*Customer hostility* refers to uncivil, abusive, aggressive, and violent behaviours perpetrated by customers (clients, patients, pupils) that cause psychological or physical harm to front-line employees. The consequences of customer hostility can be severe, affecting workers, and their relationships with other people and their organisations, long after the hostile event. Effective approaches are needed to tackle this problem. This presentation gives details of a novel, staff training-based intervention designed to minimise the incidence, intensity, and impact of customer hostility.

### Design/Methodology:

The presentation describes the intervention's development, aims, theoretical underpinnings, content, materials, methods, and modes of delivery in retail, fast-food, transport, call-centre, health, and financial settings. Participants have included frontline employees, supervisors, managers, and HR staff. Five strategies for evaluating the intervention are described.

### Findings:

Participant feedback on the training program, and employee counts of customer hostility incidents before and after training, demonstrate the efficacy of the intervention.

### Limitations:

Objective and long-term data as to intervention efficacy are not yet available.

### Research/Practical Implications:

Customer hostility is a prominent occupational health and safety concern experienced in many service-oriented occupations. In Australia, for example, a 2017 national survey revealed that more than 85% of retail and fast-food workers had experienced customer aggression in the preceding 12 months, and 14% of these workers were the victims of physical violence from customers. This new intervention has been implemented, and positively received when delivered, in a range of modes and service contexts.

### Conclusions:

Although its evaluation is still in its formative stage, this intervention offers great promise for minimising the prevalence and adverse impacts of customer hostility.

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## OP 113 Burnout Among Nurses in Malaysia: Workplace Conflict as Stressors.

Nursyahda Zakaria<sup>1</sup>, Nor Haniza Zakaria<sup>1</sup>, Lee Kun Yun<sup>1</sup>, Mohd Shaiful Azlan Kassim<sup>2</sup>, Muhammad Nur Amir Abdul Rassip<sup>1</sup>, Noraziani Khamis<sup>1</sup>, Nur Nadia Renu Abdullah<sup>1</sup> & Nor Hayati Ibrahim<sup>1</sup>

<sup>1</sup> Institute for Health Management, Ministry of Health, Malaysia

<sup>2</sup> Institute for Public Health, Ministry of Health, Malaysia

### Aims/purpose :

As the backbone of medical workforce, nurses are exposed to various physical and psychological stressors that predispose to burnout. Workplace conflict can be a risk factor of burnout. We aimed to determine the association between various types of workplace conflicts and burnout among nurses in Malaysia.

### Design/Methodology:

Multi-stage stratified sampling in this cross-sectional study recruited 2,418 nurses (response rate: 96.1%) from government hospitals and health clinics. Questionnaires that consisted of sociodemographic, professional characteristics including workplace conflict, and Maslach Burnout Inventory-Human Service Survey (MBI-HSS) were distributed. Complex sampling analysis was performed using IBM SPSS Version 26.

### Findings:

The prevalence of burnout was 24.4% (95% CI 17.7-32.6). Among nurses with burnout, the most commonly reported workplace conflicts were role ambiguity (42.9%), unclear job expectations (40.5%) and lack of support (39.9%) from superiors. Multivariate logistic regression shows that childless and higher grades nurses were 2.4 and 6.9 times more likely to develop burnout. Furthermore, nurses who experienced role ambiguity (aOR 1.49; 95% CI 1.06, 2.10) and role conflict with colleagues (aOR 2.10; 95% CI 1.01, 4.38) were significantly predisposed to burnout. Similarly, pressure of deadlines from superiors (aOR 3.17; 95% CI 1.26, 8.00), feeling underpaid (aOR 2.3; 95% CI 1.29, 4.08), and work-family conflict (aOR 1.5 95% CI 1.03, 2.25) were also significant predictors of burnout.

### Limitations:

Causal conclusion is unclear due to cross-sectional design. Social desirability bias can arise from self-reported questionnaire.

### Research/Practical Implications:

Hospital administrators should develop strategies to address workplace conflicts that predispose to burnout among nurses. Psychological capital and coping mechanisms should be researched further and empowered among the vulnerable population.

### Conclusions:

One in four nurses suffer from burnout. Workplace conflicts increase the probability of burnout. Efforts should be made to address modifiable stressors to safeguard the mental health of nurses and the quality of care for patients.

# OP 114 Intensive Care Unit Nurses' Grief: Its Prevalence And Associated Factors Using A Multivariate Analysis.

Gurbinder Kaur Jit Singh <sup>1,3</sup> RN, MSc, Wah Yun Low <sup>2</sup> & Khatijah Lim Abdullah <sup>1,4</sup> RN, DClInP

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## Background:

Death and dying are very stressful to the intensive care unit nurses who frequently encountered this problem compared to nurses working in general wards and other areas. Constant exposure to patient's death can lead to an intense sense of grief.

## Purpose:

To assess the prevalence and factors associated with grief among the intensive care unit nurses.

## Methods:

This cross-sectional study was conducted among 660 Registered Nurses working in the adult intensive care unit (ICU) of nine hospitals (8 public and 1 teaching) in Malaysia. The Texas Revised Inventory of Grief was used to collect data on nurses' grief from July 2017 till November 2017. The descriptive, multivariate and linear regression analyses were used to assess the reaction of grief among the nurses and the relationships between grief and socio-demographic and employment-development variables.

## Results:

Absence of grief was evident among majority of the nurses (n=479, 72.6%). Still delayed grief (n=107, 16.21%), prolonged grief (n=72, 10.91%) and acute resolved grief (n=2, 0.3%) were apparent among the ICU nurses. Age ( $\beta = -0.186$ ) and working experience in ICU ( $\beta = 0.129$ ) were significantly (p-value < 0.05) contributing to the variance in nurses' grief. Significant difference (p-value < 0.001) in the mean score of grief was noted among nurses who received and did not receive debriefing. Nurses who viewed faith, religion, and/or spirituality in everyday life and in coping with grief as very important and somewhat important significantly (p-value < 0.001) have lower mean score of grief than those nurses who viewed this aspects as very unimportant.

## Conclusions:

Prevalence of grief among the younger age group of nurses was high and the delayed and prolonged of grief among one-third of the nurses need prompt action from the nursing management as these nurses are highly prone to fall sick with the accumulation of unresolved grief inside them. Further research using longitudinal approach is recommended in understanding the delayed and prolonged reaction of grief among the nurses over different intervals of time.

**Keywords:** *Intensive Care Unit Nurse, Grief, Factors, Debriefing, Multivariate Analysis*

# OP 125 Exploring Perceived Barriers Among Allied Healthcare Professionals Implementing Cluster Hospital Initiative in Public Hospitals, Malaysia: Inner Setting.

Ili Liyana, K.A., Nur Jihan, N. , Ng R.J. , Intan Syafinaz, S. & Nor Hayati, I.

Institute for Health Management, Malaysia

## Aims/purpose :

In a strategy to reduce congestion in state and specialist hospitals while increasing utilisation of district non-specialist hospitals, the Ministry of Health (MOH), Malaysia launched the Cluster Hospital (CH) initiative in 2014. CH groups hospitals into regional clusters where the hospitals' patient flow and services are aligned. Within each cluster, collaborative service delivery is accomplished through shared resources, facilities, manpower, and equipment. As a major workforce within MOH, allied healthcare professionals (AHP) were involved in CH since its conception. This paper aims to explore AHP's perceived barriers in the inner setting of hospitals implementing CH towards its sustainability.

## Design/Methodology:

A qualitative study with Focus Group Discussions (FGDs) using semi-structured guide were conducted on purposively selected AHPs. This study involved AHP from CHs with a minimum of three years' experience implementing CH. All recordings were transcribed verbatim, thematic analysis and triangulation were conducted based on the Consolidated Framework for Implementation Research (CFIR).

## Findings:

110 respondents were interviewed in 23 FGDs. Several challenges were identified, including issues with readiness for implementation, workplace culture, structural limitations and problems with effective communication among cluster members.

## Limitations:

Quantitative measures to assess the magnitude of issues raised were not performed.

## Research/Policy Implications:

Following study findings, multi-level stakeholder engagement has concurred. Local CH managers have since increased involvement of AHP in CH planning and finding creative solutions to obstacles in their local settings. Senior/influential AHP have also been used as middle managers to encourage buy-in and promote cultural shift.

## Conclusions:

Roles of AHPs as ground implementers in CH are significant. Thus, their perception on barriers to CH implementation in the complex inner settings of each hospital within the cluster must be duly recognized and addressed for adoption of strategic policies towards CH long term success and sustainability.

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# OP 107 Person-Organization Fit and Turnover Intention: The Mediating Role of Meaningful Work.

Endro Puspo Wiroko

Pancasila University & Padjajaran University, Indonesia

## Aims/purpose :

The aim of the research is to investigate the influence of person-organization fit on turnover intention and to explore the mediating role of meaningful work.

## Design/Methodology:

The study hypothesizes that meaningful work mediates the relationship between person-organization fit and turnover intention. A total of 157 IT employees of various Indonesian companies completed online questionnaires examining their level of person-organization fit, meaningful work, and turnover intention. The research model was tested by using simple mediation regression technique of Hayes' PROCESS macro on SPSS statistic software.

## Findings:

Results of this study showed that person-organization fit has a positive effect on meaningful work and meaningful work has a negative effect on turnover intention. Furthermore, results showed that meaningful work mediates the relationship between person-organization fit and turnover intention.

## Limitations:

This study was a cross-sectional study, with the data collected at one measurement point. To determine causality, longitudinal analyses are needed.

## Research/Practical Implications:

Organizations in Indonesia should deliver several attempts to match future IT employees with company culture during selection process. Write compelling job postings, set pre-selection process right, and improve interview process are some examples to ensure person-organization fit when hiring new IT employees. Moreover, management may also design intervention to existing employees after using surveys and exit interviews to evaluate the impact of person-organization fit. These efforts may increase person-organization fit, increase meaningful work, thus decrease IT employees' turnover intention.

## Conclusions:

Meaningful work is found to mediate the relationship between person-organization fit and turnover intention, contributing to literature concerning this subject matter.

# OP 123 A Phenomenological Investigation of Person-Organization Fit After Mergers and Acquisition.

Mirwan Surya Perdhana<sup>1</sup>, Dian Ratna Sawitri<sup>2</sup> & Ghanis Chaerunissa<sup>1</sup>

<sup>1</sup>Department of Management, Faculty of Economics and Business, Diponegoro University

<sup>2</sup>Faculty of Psychology, Diponegoro University

## Aims/Purpose :

During mergers and acquisitions (M&A) process, employee often experiencing shock due to the organizational culture's adjustment process with the partner company, or parent company. Previous studies has stated that leader's role is vital in helping the adjustment process of the employees. Nevertheless, no studies able to gain conclusion about the typical leadership characteristics that could best help the employees in adjusting with the new organization culture. Thus, this study aims to investigate the most effective leadership style for employees during the merger and acquisition process.

## Design/Methodology:

This study utilized qualitative method with the phenomenological approach, involving 10 employees whose companies experiencing merger or acquisition process during the last two year. Interview protocol was developed using open-ended questions which ask participants to reflect on their adjustment process after merger or acquisition take place.

## Limitations:

Although the study was conducted in 2020, the M&A experience of each participants were from 2017 to 2019. Due to the Covid19 pandemic, many organizations were experiencing sales and financial problem, which resulted in M&A decision. Future research should portray the M&A during Covid19 pandemics since it has become a global phenomenon needs further investigation.

## Research/Practical Implications:

Through the results of this study, organizations are expected to be more open and provide a career roadmap for their employees prior to the merger or acquisition process. Such practice has often been neglected by organizations which could cause increased stress and burnout due to the fear of losing job after M&A take place.

## Conclusions:

The results of this study indicate that effective leadership style and excellent communication could help reducing employees' anxiety and helps them to cope during the merger and acquisition.

**Keywords:** *Person-Organizational Fit, Leadership, Adjustment Process, Organizational Culture, Merger And Acquisition*

## OP 130 Keeping All Workers Safe: Collective Learning about Health and Safety.

Dr. Fatima Junaid & Prof. Jane Parker  
Massey University, New Zealand

### Aims/purpose :

This paper aims to understand worker-wellbeing in New Zealand, focusing on its relationship to Covid-19 and the challenges that it presented to Health and Safety (H&S) Representatives over the last year.

### Design/Methodology:

Data were collected from 98 participants (H&S representatives, Human Resource (HR) managers, and consultants). This evidence was collected from group activities where participants in groups read workplace vignettes or scenarios and respond to related questions. The questions concerned employee health, safety, and wellbeing at work, and were intentionally broad-ranging in nature to elicit an array of perspectives and experiences from the participants.

### Findings:

It emerged that H&S representatives feel that they are often not kept in the loop within their workplaces during Covid-19 operations. The representatives indicated that as H&S representative themselves and their organisations are aware of the physical health and safety challenges of Covid for worker wellbeing and organisations equip their H&S representatives with the requisite skills through training on how to best help employees. However, representatives and line managers struggle, and are often not trained to deal, with the psychological or psychosocial risks in general and related to Covid in specific within the organisational context. Thus managers and health and safety reps are frequently unsure about the extent to which and how they should intervene and/or support an employee in a psychosocial risk situation. We found several eye-opening themes to related Covid-19 and psychosocial risks and risks mitigation within the workplace.

### Limitations:

The research utilised group data rather than individual responses though subsequent research could respond to this potential study limitation.

### Research/Practical Implications:

The study has several key implications for research, practice and policy. First, in terms of research the ongoing and dynamic nature of the pandemic within New Zealand and overseas stresses this need as likely to escalate, thus this area needs urgent attention. Second for practice, it highlights the absence of training of organisational personnel and inadequacy in equipping their H&S representatives to deal with the impact and current or future challenges of Covid on employee well-being. Although some might argue that New Zealand has not been affected to a significant degree by Covid, our informants indicated that there is nonetheless a collective understanding that employees are impacted in Aotearoa. Thus, for policy purposes, representatives, managers and their wider organisation need to develop of workplace policy and trainings to effectively handle pandemic related psychosocial risks for employee wellbeing, with greater focus on integrating the work of H&S representatives into organisational (and) wider responses to pandemic risks in the workplace.

### Conclusions:

Our collective learning from the perceptions and experiences of participants (H&S representatives, HR managers, and consultants) that focused on Covid points up the need for a renewed focus on the psychological safety of workers within organisations.

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# SP118 Associations of Negative Employment Changes During the COVID-19 Pandemic with Psychological Distress: A Large-Scale Survey in The U.S.

Timothy A. Matthews<sup>1</sup>, MS, Jian Li<sup>2</sup>, MD, PhD & HEAP Study Group.

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<sup>2</sup>School of Nursing, University of California, Los Angeles, United States

## Aims/purpose :

To investigate the associations of COVID-19 related negative employment changes with mental health in a nationally representative, population-based sample of US workers, and whether the associations differ by race and ethnicity.

## Design/Methodology:

This study uses data from the Health, Ethnicity, and Pandemic (HEAP) study, a cross-sectional online large-scale survey conducted in October 2020. The effects of negative employment changes on psychological distress in 1510 workers who were working before the pandemic were examined via weighted multivariable linear regression analysis, controlling for demographic characteristics and health behaviors. Further stratified analyses were conducted across racial and ethnic subgroups. Analyses were weighted to represent a nationally representative sample of adults in the United States.

## Findings:

During the COVID-19 pandemic, 19.13%, 10.53% and 13.69% of American workers experienced a pay cut, temporary unemployment, and permanent job loss respectively. After adjustment for covariates, compared to American workers with no change in employment, those who experienced permanent job loss had the highest psychological distress (fully-adjusted  $\beta$  and 95% CI = 3.27 [1.89, 4.65]), followed by those who had a pay cut (fully-adjusted  $\beta$  and 95% CI = 2.15 [1.02, 3.27]), and those who experienced temporary unemployment (fully-adjusted  $\beta$  and 95% CI = 1.77 [0.46, 3.09]). Relative to Whites, Blacks and Asians were more severely impacted by permanent job loss (fully-adjusted  $\beta$  and 95% CIs = 3.69 [1.84, 5.54] and 3.76 [1.96, 5.56], respectively).

## Limitations:

Less represented minority groups were excluded from the analysis due to low sample size.

## Policy Implications:

Given the protracted state of the employment-related effects of the pandemic, comprehensive policy interventions and considerations of racial equity may be necessary to prevent further deterioration of workers' mental health.

## Conclusions:

Negative employment changes related to the COVID-19 pandemic may have deleterious impacts on workers' mental health, with disproportionate effects on racial and ethnic minorities.

# SP105 Role Stressors and Turnover Intention Among Doctors in Malaysian Public Hospitals Amid COVID-19 Crisis: Work–Family Conflict and Work Engagement As Mediators.

Ifrah Harun

Putra Business School, Universiti Putra Malaysia, Malaysia

## Aims/purpose :

This study aims to investigate the role of work–family conflict (WFC) and work engagement (WE) and its influence on role stressors and turnover intention among medical doctors in Malaysian public hospitals, during the societal turmoil of COVID-19. Doctors who experience higher work stress will inevitably experience WFC, consequently triggering their intention to quit.

## Design/Methodology:

A total of 202 structured questionnaire responses were collected from medical doctors in four Malaysian public hospitals. The study employed partial least squares structural equation modelling (SmartPLS 3.0) for hypotheses testing.

## Findings:

As hypothesized, WFC encourages turnover intention while WE mitigate the relationship between role ambiguity (RA)-TI. RA is also observed to reduce WE, which, in turn, increases the intention to quit. Findings showed that both role conflict and WFC share a positive relationship with TI while WE and TI are negatively related. Furthermore, it was found that WE and WFC are significant mediators in the RA and TI relationship. WFC is also reported to be a significant mediator between the RC and TI relationship.

## Limitations:

The causality effects remain limited due to the nature of the cross-sectional design. Future studies should use a longitudinal approach to gauge a better understanding of these relationships over time.

## Research/Practical Implications:

This study provides insights for policymakers in resolving the increase of turnover issues by providing support and relieving medical doctors' stress levels. Health directors should be encouraged to focus on the key aspects that may directly affect the well-being of medical doctors and eventually reduced health professional turnover.

## Conclusions:

The study contributes to existing knowledge by measuring variables such as job demand (RS and WFC), personal resources (WE) and job outcomes (TI) in the public health care sector. Additionally, research involving COR theory in Asian countries like Malaysia remains relatively underexplored.

## SP128 The Experiences of Australian University Employees Working From Home During The COVID-19 Pandemic.

Amy Parkin, Maureen Dollard, Rachael Potter, Silvia Pignata,  
Amy Zadow & Kurt Lushington  
University of South Australia, Australia

### Aims/purpose :

This study investigated the experiences of university staff working from home during COVID-19 and how digital communication was used during this period. As working from home has increased in necessity and popularity, it is important to understand its impact on mental health and work outcomes. Working from home during COVID-19 is associated with job demands, like workload and monitoring, and job resources, like autonomy and social support. Therefore, the Job Demands-Resources (JD-R) theoretical model assists in understanding how people adapted to this sudden change in the workplace.

### Design/Methodology:

Semi-structured interviews (approximately 50 minutes long) were conducted via telephone and Zoom with 30 staff (23 academics, 7 professional staff) from one Australian university. Interviews were undertaken during the COVID-19 lockdown period and soon after returning to campus.

### Findings:

Participants reported an increase in use and type of digital communication platforms while working from home. Many participants reported positive effects on productivity, work-life balance, physical and mental health. However, others experienced challenges; including increased workload, poorer work-life balance, insufficient training for new platforms, and a lack of equipment or workspace. Consistent with the JD-R model, those experiencing increased demands and insufficient resources were more likely to experience poorer outcomes. However, participants generally reported a desire to incorporate some working from home into future work schedules.

### Limitations:

These findings need to be replicated in broader university settings and include other subgroups such as those working from regional versus metropolitan campuses.

### Research/Practical Implications:

Incorporating working from home into regular working schedules may benefit work and personal outcomes (e.g. health and productivity). However, benefits are dependent on adequate digital communication training, appropriate workspaces and maintaining work-life balance. Results confirm the JD-R theoretical model is useful for examining working from home practices.

### Conclusions:

Including more working from home arrangements could increase positive effects on individuals' work and personal lives. However, the challenges (e.g. workspace, work-life balance) need to be addressed.

# SP 129 Reduced Social Support May Be A Risk Factor for Mental Illness Among Staff Members Working From Home During COVID-19 Pandemic in Japan.

Kazuki Kikunaga

International University of Health and Welfare, Japan

## Aims/purpose :

This study investigated how the workplace locations, i.e., working in office only (WIO) or working from home (WFH) had moderated the relationships between social support and workers' mental health during COVID-19 pandemic.

## Design/Methodology:

From an internet survey of 27,036 participants from December 22 to 25, 2020, we extracted 15,045 white-collar workers from various companies. The participants were asked to answer questions regarding job content including social support, intensity of teleworking, socio-demographic and health-related factors. To examine moderating effects of workplace location and position differences on the relationship between social support and workers' mental health, the participants were divided into 4 groups (staff members WFH (n=2,059), staff members WIO (n=12,510), managers WFH (n=791), managers WIO (n=1,744)). The risk of mental illness by the grade of social support was estimated by logistic regression analysis controlling for potential cofounders for each group.

## Findings:

Among staff members WFH, compared to those with the highest tertile social support, those with the medium or lowest tertile social support had significantly higher risk of mental illness (adjusted odds ratio (aOR) 2.72 ( $p<0.05$ ) and 4.62 ( $p<0.01$ ), respectively), whereas, among staff members WIO, only those with the lowest tertile social support had significantly higher risk (aOR 1.89 ( $p<0.01$ )). In contrast, among managers, regardless of their workplaces, no significant relationships were found.

## Limitations:

We couldn't tell whether participants were forced to change their work locations because of COVID-19 or not.

## Research/Practical Implications:

Among staff members WFH, reduced social support may be more critical for aggravating workers' mental health than what was known for those WIO.

## Conclusions:

Social support was more strongly associated with mental illness among staff members WFH than WIO while it was not statistically associated among managers.

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## Work-Life Issue and Positive Behaviours

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# SP 110 Spill Over-Crossover Effects Within Dyads in Work-Family Interface: Systematic Literature Review.

Ika Zenita Ratnaningsih

Faculty of Arts and Social Science, University of Malaya, Malaysia

## Abstract:

With the increasing demand to “work from home” in a recent global pandemic, the border between work and family was blurry. Work and family as important roles in adult life have gained increasing attention in organizational research. This study aims to determine the spillover-crossover mechanism in work-family research among employee married partners. The 27 articles included in this study were taken from three databases: Scopus, Web of Science, and PsycINFO. The keywords used include "work-family", "spillover", "crossover", "dyadic". Moreover, the dominant contagion mechanisms identified between spouses are direct crossover, indirect crossover, and spurious crossover because of common stressors. Conservation of resources theory is the most prevailing theory that explains this phenomenon. The crossover process not only works on the negative crossover but also on the positive crossover. Theoretical and practical implications of these results are explained, as well as future research directions.

**Keywords:** *Crossover, Spillover, The Work-Family Interface, Dyadic, Systematic Literature*

# SP 111 Managing Work Life Balance, Family, Problematic Internet Use and Procrastination: Findings from a Dyadic Study.

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Faculty of Industrial Management,  
Universiti Malaysia Pahang, Malaysia

## Aims/purpose :

The purpose of this study was to investigate the factors (i.e. work-life balance, parental approaches, stressful life event, problematic internet usage of Parent-Child and procrastination) in a dyadic design.

## Design/Methodology:

A pilot study was carried out on a sample of 51 pairs from both parents and children. A survey instrument including Work – Life Balance Scale (WLBS) adapted from Haar (2013), Problematic Internet Use Scale (PIUS) adapted from Kelly & Gruber (2010), Parental Approaches Instruments adapted from Van Rooji and Van der Eijnden (2007), The Procrastination Scale (GPS) adapted from Lay (1986) and Stressful-life Events Screening Questionnaire adapted from Goodman et. al (1988). Descriptive statistical analysis and reliability analysis were used to analyze the data.

## Findings:

Findings indicate that 70% of the adult respondents has low quality of work-life balance. In other words, there are struggling to manage their time between work and personal life especially when the workers are a mother or a father. Other than that, nearly both parent and children claimed to spend more time online especially when they are at home. A set of assessment measurement of these variables are acceptable for further analysis.

## Limitations:

The results have to be regarded as preliminary due to the small study sample, the self-report measurement (in diary study) and the lack of a control group (pair respondents). Despite these limitations, there is evidence that the data shows the improvements demonstrated.

## Research/Practical Implications:

Present study found that several impacts has been identified including psychological problem, unbalance work-life balance until leads to interpersonal problem and behavioural problem. It may help to create awareness and find the solutions to solving these issues that 'shackle' the communities.

## Originality/Value:

This study makes a new contribution to the body of knowledge in managing work-life balance by highlighted the importance has a stable work-life balance among workers especially someone who has become a parent to their children.

**Keywords:** *Problematic Internet Use, Parent-child, Work-life Balance, Procrastination, Dyadic*

# OP 117 The Mediating Role of Work Engagement in the Relationship between Proactive Ability-Motivation-Opportunity (Proactive AMO) and Proactive Safety Behaviour Among the Young Workers.

Rusyda Helma Mohd  
Universiti Kebangsaan Malaysia  
The University of Western Australia

## Abstract:

Young workers, aged between 15 to 29 years old, make up over 18 percent of the Malaysian working-age population. Poor workplace safety is a significant concern for young Malaysian workers, with relatively serious workplace accidents and injuries being recorded. This study investigates young worker's proactive safety behavior practices, defined as anticipatory, change-oriented and self-initiated behavior in sustaining workplace safety in situations where management safety controls are often neglected. The survey was conducted with a longitudinal research design in identifying a mediating role of work engagement in proactive safety behavior. 215 valid responses were gathered from a two-wave longitudinal survey, in which the data were collected six weeks apart. The survey was constructed based on the Ability-Motivation-Opportunity framework that brings together the elements of individual differences (proactive ability), motivation (proactive motivation), environmental support (proactive opportunity) as predictors of proactive safety behavior and work engagement as the mediator. The data were analyzed using Mplus. Based on the findings, there was little evidence to suggest that work engagement mediated the relationship between the predictors studied here and proactive safety behavior. Work engagement always discusses the importance of autonomy as the main contributing factor for the dedication and enjoyment experience of the work task. The autonomy component is a pre-requisite factor for work engagement to take place. The employees must feel psychologically engaged and safe to alleviate effort in achieving personal and organizational objectives. Although the correlation between job autonomy and work engagement was significant and positive ( $r=.51$ ), the beta value of job autonomy stated otherwise ( $\beta=.00$ ). The finding indicated that work engagement is not significant because either job autonomy is not granted or felt by young workers.

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## Interpersonal Relationship and Group Process in Workplaces

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## OP 109 Intragroup Conflicts and Organisational Citizenship Behaviours: Supervisor's Conflict Handling Strategies as Moderators.

Ooh Seow Ling<sup>1</sup>, Chua Bee Seok<sup>2</sup> & Ismail Maakip<sup>2</sup>

<sup>1</sup> Faculty of Allied Health Sciences, University of Cyberjaya, Malaysia.

<sup>2</sup> Faculty of Psychology and Education, Universiti Malaysia Sabah, Malaysia.

### Abstract:

The aim of the study was to investigate the moderating effects of supervisor's conflict handling strategies on the relationship between intragroup conflicts, and employees' organisational citizenship behaviours at both individual and group levels. A total of 467 civil servants from 47 groups participated in this study by answering the self-administered questionnaire. The data was analysed using Multilevel Hierarchical Linear Modelling. Three main results were found. Firstly, the study found the negative effect of intragroup conflicts on individual-level organisational citizenship behaviour can be weakened by supervisor's compromising, problem solving and avoiding conflict handling strategies. Secondly, the result revealed that the negative effect of intragroup conflicts on group-level organisational citizenship behaviour can be attenuated by supervisor's yielding and problem-solving conflict handling strategies. Thirdly, the finding showed that the negative effect of intragroup conflicts on group-level organisational citizenship behaviour can be aggravated by supervisor's forcing conflict handling strategy. However, this study was not without its limitation. This was a cross-sectional study where the respondent data was collected at one point in time that may lead to common method bias. Understanding the relationship between these variables enables us to have a better knowledge of how the conflict affects employee behaviors. And, industrial organisational psychologists, workplace counsellors, or human resource managers can be benefited from the findings of the study by paying attention to enhance supervisor's conflict handling strategies to minimise the negative impact of intragroup conflicts on employee organisational citizenship behaviour

# SP 103 Predicting Multilevel Effect of Perceived Organizational Politics on Knowledge Hiding Behaviour in Team: The Role of Relationship Conflict and Affect-Based Trust as Mediator.

Norulhuda Tajuddin

Universiti Teknologi MARA Pahang Kampus Raub, Malaysia

## Aims/purpose :

The aims are to examine the (a) cross-level effect of perceived politics in team on individual's knowledge hiding behaviour; and (b) role of relationship conflict and affect-based trust in team, in mediating the cross-level relationship.

## Design/ Methodology:

Using cross sectional survey, data were collected from 332 individual members nested in 92 teams working on research projects in public universities in Malaysia. The hypotheses were tested using Hierarchical linear modelling software (HLM).

## Findings:

Consistent with the CoR and SET, the results show both significant direct relationship between perceived politics at team level and individuals' knowledge hiding behaviour, and indirect relationship between the two constructs via relationship conflict.

## Limitations:

The study used cross-sectional method and non-probability sampling; thus caution should be taken when interpreting the findings.

## Research/Practical Implications:

Theoretically, the study has advanced the existing knowledge hiding literature by investigating the phenomenon at team level. It suggests the importance of examining the effect of perceived politics in team on knowledge hiding behaviour among individuals team members, and the role relationship conflict as a mechanism linking such relationship. Practically, team-related program such as team development and communication are suggested to reduce uncertainty and ambiguity caused by politics and emotional conflict among members.

## Conclusions:

The study provides understanding of the knowledge hiding behaviour phenomenon by adopting multilevel approach. The results show that perceived politics at team level is a significant predictor of knowledge hiding behaviour at individual level. Relationship conflict at team level was found to mediate the relationship between perceived politics and member behaviour to hide knowledge.

**Keywords:** *Knowledge Hiding; Perceived Politics; Team; Relationship Conflict; Affect-based Trust*

# OP 120 Predicting the Effect of Perceived Politics on Knowledge Sharing: Support as Mediator and Ethical Leadership as Moderator.

Rasidah Arshad  
University Kebangsaan Malaysia, Malaysia

## Aims/purpose :

The study examines both direct, and indirect relationship between perceived politics and knowledge sharing via perceived support as mediator, and the role of ethical leadership in moderating the effect of politics on knowledge sharing.

## Design/Methodology:

Data were collected from 375 undergraduate students who are committee members of student organizations from public universities in Malaysia. CFA and hierarchical regression were used to test the hypotheses.

## Findings:

The results suggest that perceived politics is a significant predictor of knowledge sharing. The relationship is also mediated by perception of support and moderated by ethical leadership. Specifically, the effect of perceived politics on knowledge sharing is stronger when the level of ethical leadership is low compared to when it is high.

## Limitations:

The cross-sectional method used in data collection and single level study may produce bias in the results.

## Research/Practical Implications:

To increase knowledge sharing, team leaders should manage political activity in team, and provide more support to members. They should increase transparency, ask and listen to members' opinion, and behave ethically as it will affect ones' decision to share knowledge with others in team.

## Conclusions:

This study investigates the relationship between perceived politics, perceived support and knowledge sharing, and ethical leadership among committee members of student organizations in universities who are the potential talents for future workforce. The findings highlight the importance of managing the perception of politics and support in team as it will affect the tendency to share knowledge among members. It is critical for leaders to become aware of how their ethical leadership may have an impact on their team performance as a whole.

**Keywords:** *Knowledge Sharing, Perceived Politics, Perceived Support, Ethical Leadership*

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# OP 126 Supervision During Medical Internship (Housemanship) in Malaysia: A Qualitative Study.

Munirah Ismail<sup>1</sup>, Nor Haniza Zakaria<sup>1</sup>, Nursyahda Zakaria<sup>1</sup>,  
Norhidayah Mat Diah<sup>1</sup> & Nor Izzah Ahmad Shauki<sup>2</sup>

<sup>1</sup> Institute for Health Management, MOH, Malaysia

<sup>2</sup> Institute of Health System Research, MOH, Malaysia

## Aims/purpose :

Supervision is an important element during internship training whereby supervisors impart their knowledge and skills to the interns through participation in clinical setting with the aim of ensuring quality of care and patient safety. This study aims to explore the perception of supervision among the interns and supervisors during internship.

## Design/Methodology:

This qualitative study was conducted between April and December 2018 using focus group discussions and in-depth interviews. Respondents (59 medical interns, 33 junior medical officers, 25 specialists, and 11 training coordinators) were purposively sampled from six hospitals providing internship training. Semi-structured questions were used to guide the interview process. Interviews were recorded, transcribed, and coded using N-VIVO 10.

## Findings:

Three themes were identified namely adequacy of supervision, supervisory behaviours, and supervisory influence. The findings highlighted that lack of supervisory activities during internship could be due to high clinical workload and high ratio of interns to supervisors. Fear of being reprimanded and lack of proactiveness by interns are seen as barriers in seeking supervisor's guidance. Supervisors' previous mentors or superiors also cast a large influence on how they supervise their interns. Most supervisors claimed their skills were acquired from cumulative years of experience rather than formal training on supervision.

## Limitations:

Qualitative findings of this study cannot be generalised to the experiences of supervision in other internship training hospitals. However, the findings contribute to the understanding of supervision practices across major internship training centres in Malaysia.

## Research/Practical Implications:

Supervision is important in creating supportive learning environment for interns to ensure proper development of clinical competency and professionalism throughout their internship. Supervision components in internship programme can be further strengthened through provision of training emphasising on good supervisory skills, effective supervision techniques and excellent interpersonal skills.

## Conclusions:

Good supervision practice should be adopted at all levels of medical training to ensure better patient care and quality service delivery

**Keywords:** *Supervision, Perception, Stakeholders, Internship, Housemanship, Qualitative*

# OP 124 Cultural Acculturation and Diversity Management Practice: The Case of A Srilankan Organization In Indonesia.

Mirwan Surya Perdhana, Susilo Toto Raharjo,  
Cahyaningratri Ramarao & Rainda Goesti Rizkita  
Department of Management, Diponegoro University, Indonesia

## Aims/purpose :

The aim of this study is to investigate the cultural acculturation between Srilankan and Indonesian culture in a Srilankan multinational company in Indonesia, and its implication on the diversity management practice. Despite the similarities for being Asian countries, there are stark differences between the culture of both countries, which might result on the dissatisfaction of the host-country employees.

## Design/Methodology:

A qualitative case study involving the company's management and employees were conducted over a three months period to gain insight and document the challenges in managing employees from different culture, as well as being managed by superior originated from different culture. A combination of cultural framework proposed by Geert Hofstede, Edward Hall, GLOBE study and Fons Trompenaars were used as the interview guidelines and protocol.

## Limitations:

Only a total of 6 informants participated in this study, since the data collection was postponed for about 8 months due to the operational uncertainty caused by Covid19 pandemics. Such condition caused the absence of the on-site observation by the researchers to feel the cultural nuance and interaction in the organization.

## Research/Practical Implications:

Cultural intelligence is not only important for the home country nationals, but also for the host country national. The Srilankan management has attempted to learn and master the local language since the establishment of the company around a decade ago, which significantly boost their image among the Indonesian workers. Such image has attracted the Indonesian workers' curiosity on Srilankan culture, that could smoothen the implementation of the diversity management practice in the organization.

## Conclusions:

The results demonstrated cultural incompatibilities, for example in the communication style and competitiveness between the Srilankan and Indonesian workers. Nevertheless, there are Indonesian culture-related practices demonstrated by the Srilankan management that is considered utmost important by the Indonesian employees, making them satisfied with the management style of the company's management. Implication for theory and practice will be discussed.

**Keywords:** *Cross-culture, Managerial Practice, Cultural Perception, Cultural Framework, Qualitative Case Study*

## OP 122 Translating Personal and Job Attributes in Job Performance: The Mediating Role of Psychological Empowerment.

Nurul Liyana Mohd Kamil

Faculty of Economics and Administration, University of Malaya, Malaysia

### Abstract :

Quality of services provided by frontline health personnel, particularly nurses are prominent in ensuring the stability and sustainability of the public sector healthcare. The research aims to examine the impacts of the following factors on nurses' job performance: personal attributes in the form of career adaptability and self-efficacy; job attributes in the form of job control and job autonomy; and psychological empowerment. A total of 1,286 nurses participated in the research hence a response rate of 62.43 per cent. This study applied partial least squares (PLS) modelling to scrutinise the measurement and structural model. Results from the path coefficients analysis affirmed that career adaptability, job control, and job autonomy were positively related to nurses' performance. For the mediation hypotheses of psychological empowerment, the results were all significant. Thus, stimulating personal and job attributes among nurses is necessary to drive their better performance in delivering quality of public sector healthcare.

**Keywords:** *Job Performance; Psychological Empowerment, Career Adaptability, Self-efficacy, Job Autonomy*

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## SP 104 Role of Personality On Safety Climate In The Fire Service. Sharifah N.N. Syed-Yahya<sup>1</sup>, Mohd Awang Idris <sup>1</sup>, Michelle C.C. Lee<sup>2</sup>, & Michelle R. Tuckey<sup>3</sup>

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University of South Australia, Australia

### Abstract :

Eighty percent (80%) of injuries and accidents in the workplace have been attributed to human errors and behaviours. Firefighting is a safety critical occupation wherein there is a need for improved safety behaviour to reduce avoidable incidence. Using the theory of purposeful work behaviour, we extend safety climate research by including extraversion and conscientiousness that may influence how safety climate predicts safety behaviour through safety motivation. Three waves of survey data were collected from 322 firefighters nested in 46 fire stations in Malaysia. Hierarchical linear modelling (HLM) software tested the cross-level interactions of personality on climate-outcome relationship, while the Monte Carlo Method was used to investigate the mediation effect of safety motivation. Overall, the study found support for safety motivation as the mediator of the relationship between safety climate and safety compliance, but not safety participation. No support was found for either personalities moderating the safety climate-outcome relationship. The findings are consistent with safety signal theory where safety norms created by the organisation contribute to employees' safety motivation and behaviour regardless employee personality traits. From these findings, employers can gain a new understanding of how the commitment to safety management can achieve higher employee safety motivation and better safety behaviour.

### Practitioner points:

- High-risk organisations could consider strengthening safety climate within each team as the management tool closest to the employee for improving safety performance.
- Senior management should involve employees in safety program and create opportunities while removing barriers so that employees feel comfortable providing ideas and safety concerns.

### Acknowledgements:

This work was supported by the University of Malaya Research Grant [UMRG grant numbers RP041A-17HNE]

**Keywords:** *Personality, High-risk Occupation, Firefighters, Multilevel, Safety Signal, Shared Perception, Malaysia*

# SP 121 Nurses' Organisational Citizenship Behaviour: How Big Five Personality Tell Us?

Nur Afieqah Mamud & Nurul Liyana Mohd Kamil

Faculty of Economics and Administration, University of Malaya, Malaysia

## Abstract:

Since it significantly contributes to an organisation's success, organisational citizenship behaviour (OCB) has become popular among researchers in the field of organisational behaviour, psychology, and management studies. OCB is critical for the efficacy and productivity of the programmes or operations delivered in the workplace. In recent years, most empirical research on OCB has been performed in a Western context. However, in Malaysian atmosphere, there is a limitation on how much knowledge and in-depth understanding of employee citizenship behaviour can be given. In the public sector, OCB is highly regarded and crucial to improving a public organisation's efficiency. However, empirical research on OCB in the public sector and the applicability of the resource perspective from the theory of resource conservation in assessing employee citizenship behaviour is limited. This research applies the conservation of resource (COR) theory to provide data on the influence of Big Five Personality that influences on employees' citizenship behaviours (OCB). The conservation of resource theory was evaluated using statistical analysis SPSS and Structural Equation Modelling on 639 public hospital nurses in Malaysia. It was found that conscientiousness, neuroticism, openness to experience, job complexity is significant predictors of nurses' OCB.

**Keywords:** *Organisational Citizenship Behaviour, Public Sector, Structural Equation Modelling*

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## Scale Development

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## OP 116 Item Development: Staff Satisfaction Index and Happy Career for Firefighters.

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University Kebangsaan Malaysia, Malaysia

<sup>2</sup>Fire Research Centre, Fire and Rescue Department of Malaysia, Malaysia

### Aims/purpose :

This paper aims to provide a systematic process of the item development as the first phase of multi-steps scale development and validation.

### Design/Methodology:

The item development started with domain identification to facilitate pooling and generating the suitable items. Once the domain is identified, the item pool can then be done through literature review and assessment of existing scales. The items were, then, assessed its content appropriateness using seven-point Likert scale by 15 lay experts and academician using Fuzzy Delphi Method. One-to-one cognitive debriefing with eight specialized firefighters was conducted to evaluate item representativeness of actual experience.

### Findings:

A total of two domains for Staff Satisfaction Index were identified using deductive logical partitioning i.e. protection against hazards at work and welfare factors for the firefighters. The domains conformed with a priori existed theory i.e. Maslow's Needs Hierarchy theory and Herzberg's Motivator-Hygiene theory. The amalgamation of both technical literature and experiential technical inputs from casual interviews with lay firefighters generated 75 items specific to firefighter's work. All items started with "*I am satisfied with ...*". To linking the index with the appropriate outcome i.e. the feeling of happiness, a Happy Career Questionnaire was developed. It was consisted of five multi-dimensional items, which captured meaning, personality fit, work environment and skill utilization. All items were five-point agreement scale from 5 = Strongly agree to 1 = Strongly disagree. Some items were enhanced colloquially based on feedbacks from experts and targeted population.

### Limitations:

The content validity was assessed majorly by lay experts from firefighters (93.3%) via google form may lead to response bias. They may have difficulty to separate their role, between expert item evaluator and satisfied firefighter.

### Conclusions:

The items were ready for the next phase of scale development and validation process.

## SP 115 Scale Development and Validation: Staff Satisfaction

Rosnah Ismail<sup>1</sup>, Mohd Nadzrul Safiq Abd Rahim<sup>1</sup>, Ashrul Riezal Asbar<sup>2</sup>  
& Wan Syariman Wan Saleh<sup>2</sup>

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University Kebangsaan Malaysia, Malaysia

<sup>2</sup>Fire Research Centre, Fire and Rescue Department of Malaysia, Malaysia

### Aims/purpose :

This paper aims to provide a systematic multi-steps process of the scale validation.

### Design/Methodology:

The initial phase of scale validation was distributing the 80-item survey via online to all firefighters in Malaysia. A total of 8.3% cross-sectional data were discarded due to duplicated emails and data, reported age was not matching with identification number, service duration less than 1 year and contract firefighters. The remnant cleaned data were split into two groups by random numbers, between zero and two, using truncate function. The first (n=1908) were submitted for Exploratory Factor Analysis (EFA) using Principle Component Analysis, Promax rotation with Eigenvalues more than 1 and suppressed factor loading less than 0.40. The analysis used IBM SPSS v26. The latter group (n=1969) were submitted for Confirmatory Factor Analysis (CFA) by applying Hierarchical Component Modelling: Reflective Formative Second Order Disjoint 2-Stage Approach using SmartPLS v.3.3.2 software. Additional 98 data were discarded prior to CFA due to misfit person based on Rasch Model measurement.

### Findings:

All items were framed as per theoretical structure of the phenomena. A total of 13/15 components were extracted explaining 68.2% of total variance. A total five items were excluded (6.3%) due low loadings. In CFA, the scale demonstrated reliability (i.e., AVE > 0.50, CR > 0.80), convergent validity (i.e. loadings > 0.70), discriminant validity (HTMT<0.9), nomological validity (i.e.,  $R^2 = 0.432$ ) and predictive validity (i.e.,  $Q^2 = 0.314$ )

### Research/Practical Implications:

The developed SSI consisted of two-dimensional with multi-sub dimensions requires a powerful software to do confirmatory factor analysis such as SmartPLS v.3.3.2

### Conclusions:

The items were ready for the next phase of scale development and validation process.

# Acknowledgements

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