



PRIMARY RESEARCH

# Negative consequence of sexual harassment and job outcomes: Moderating role of psychological capital

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## Keywords

Sexual harassment  
Employee deviant workplace behavior  
Organizational shame  
Psychological capital  
Job performance  
Job satisfaction  
Affective event theory

## Abstract

Employees who have experienced sexual harassment are unwilling to disclose it, making it a persistent problem. The current study finds that sexual harassment significantly affects employee deviant behaviour in the workplace and job satisfaction. It also finds that psychological capital has a moderating effect on sexual harassment and that organisational shame mediates its effects. Since respondents have restricted access to the data, it is expected that different samples of respondents may yield different results when using convenience sampling in conjunction with affective event theory. Information was gathered from 230 middle management staff members of an Amsterdam, Netherlands-based bank. The examination of "partial least squares structural equation modelling (PLS-SEM)" yielded data that showed the impact of sexual harassment on both job satisfaction and performance. The results also offered a noteworthy theoretical understanding: organisational shame and employee deviant behaviour at work serve as better mediators of the relationship between sexual harassment and job performance and satisfaction, while psychological capital plays a less significant moderating role in these relationships. The study offers implications for theory and practice as well as prospective directions for further research.

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## INTRODUCTION

Early in the 1930s, nations were quickly moving away from the gold standard, but a string of Dutch administrations was obsessed with maintaining the fixed guilder-gold exchange rate. Their conviction in the stabilizing power of gold remained unchecked since they were able to use domestic political institutions to appease any resistance to their policy stance (Geraci, 2021). They saw the continuous commitment to the gold standard in almost religious terms. Nearly all Dutch banks have a long history of involvement in the arts; they have sizable, internationally renowned art collections, and the conservators who look after these collections are likewise well-known figures in the art community. Additionally, they recently established sponsorships and alliances with institutes of higher learning. However, we also

demonstrate how the interwar gold standard had enough built-in wiggle room for decision-makers to "go Dutch" and "bend" the rules. This strengthens the argument (Colvin & Fliers, 2021) that the gold standard was a policy rule that only provided wiggle room when it was momentarily suspended and backed by a solid promise of reinstatement. Rather, our analysis shows that the Netherlands was not bound by the gold standard rule; this small open economy had enough independence to implement policies meant to maintain financial and exchange rate stability while still firmly adhering to the gold bloc (Colvin & Fliers, 2021; Geraci, 2021).

Employee performance is at a high level, which makes it easy for businesses to achieve their objectives. It is crucial that the employees' performance be evaluated using cer-

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tain criteria, with a clear understanding of who will conduct the analysis and at what level (Tian & Guo, 2023). The fact that their performance is assessed and they are informed of the findings is the primary problem, though. A proper execution of organisational functioning requires this particular condition (Aung, San Santoso, & Dodanwala, 2023). Katebi, HajiZadeh, Bordbar, and Salehi (2022) defines job performance as an employee's actions that are relevant to the tasks outlined in their job description. The degree of success an employee achieves while making every effort to complete a task is known as job performance. When an employee receives rewards for reaching their work goals, their level of job satisfaction rises, which in turn influences their level of effort and success on future tasks (Davidescu, Apostu, Paul, & Casuneanu, 2020; Davidescu et al., 2020). Furthermore, a company's ability to operate effectively and productively depends heavily on its employees' high levels of job satisfaction (Aung et al., 2023). Consequently, it is critical that businesses identify the elements influencing workers' job satisfaction and work to enhance them (Anis & Emil, 2022). Within this framework, the notion of job satisfaction which articulates people's overall attitudes towards their jobs is defined as a phenomenon that arises when an employee's desires and the job's attributes align, thereby determining the employee's level of job satisfaction (Nguyen, 2020; Purnama, Tjahjono, Assery, & Dzakiyullah, 2020). Put differently, job satisfaction can be characterised as a sense of contentment that arises from the balance between an individual's positive attitude towards their job and their working conditions (Mohamad & Suhaimi, 2020). "A positive or negative evaluation judgement about a person's job or job status" or "the extent to which employees' needs and requests are met at the workplace" are two common definitions of job satisfaction. Situational and spiritual elements influence job satisfaction, which is linked to the aspects of people's love or enjoyment of their work (Astuti, MARYATI, & HARSONO, 2020).

Our main concern is sexual harassment that occurs within the company, and we also take into account work environments that aren't typical brick and mortar businesses. Our focus is on research on sexual harassment that was done after the year 2000. The late 1970s saw the beginning of this scholarship, which flourished in the 1980s and 1990s (Cortina & Areguin, 2021). However, a lot has changed since then: in their quest to comprehend sexual harassment, scientists have advanced, organisations have become watchful, and the workforce has grown more conscious. Sexual harassment is becoming a major worry for the majority of people worldwide (Vargas et al., 2020). Seventy-five coun-

tries have laws that forbid or restrict sexual harassment. In 2002, the Women's Development Collective discovered that 35 percent of survey participants had been subjected to sexual harassment throughout their time in Malaysia. Workplace sexual harassment is a serious cause of stress and dissatisfaction at work because it is so dangerous, limiting, and prolonged (Mohamad & Suhaimi, 2020). According to Gupta and Garg (2020), sexual harassment is commonly defined as any inappropriate behaviour of a sexual character, whether it be verbal or physical.

Shame is one crucial but little-studied emotion. According to Tian and Guo (2023), shame is characterised in organisational contexts as "a painful emotion that arises when an employee evaluates a threat to the self when he or she has fallen off an important standard tied to a work-related identity." According to Khawaja, Sarfraz, and Khalil (2023), people's feeling of identity and their ability to assess their own value are strongly correlated. Organizational shame is "a painful emotion that arises when an employee evaluates a threat to the self when he/she has fallen off an important standard tied to a work-related identity". According to Zada et al. (2022), people's sense of self-worth may be more precisely calculated when they rely on the opinions and input of others, since these factors are closely linked to their sense of self-worth. Negative feedback can be used to examine how shame is created when it indicates a discrepancy between an employee's behavior and organizational standards (Akutsu, Krishnan, & Lee, 2022). The way an employer behaves consciously is crucial in defining who they are. Employers' critical comments are a powerful tool for making staff members feel ashamed of themselves (Khawaja et al., 2023).

Deviant workplace behaviour is generally defined as voluntary actions that go against significant organisational norms (Shahzad, Hong, Muller, DeSisto, & Rizvi, 2024). These behaviours can include actions directed towards the organisation (e.g., purposefully arriving late and departing early, or using company resources for convenience) as well as other employees (e.g., acting haughtily, rudely, and insultingly) (Tian & Guo, 2023). Deviant behaviour at work can have positive or negative outcomes. When employees consistently do enormous harm to the organisation and its members in order to fulfil personal aspirations, this is referred to as having destructive repercussions (García-Contreras, Muñoz-Chávez, Muñoz-Chávez, Lezama-León, & Barrios-Quiroz, 2022). On the other hand, in order to forward the goals of the company or help others, employees may also act in an ethically and altruistically constructively deviant manner (Astuti et al., 2020). Deviant behaviour at work

might therefore be seen as a "double-edged sword" and give rise to moral conundrums. Recently, there has been an increased focus on the problem of employee deviation (Eliyana & Sridadi, 2020). Workplace violence Anis and Emil (2022), detrimental behaviours García-Contreras et al. (2022), disruptive behaviour (Ibrahim, Yusof, & Ibrahim, 2022), organisational mis-behaviour Nayak et al. (2022), and organisational incivility Tian and Guo (2023) are some of the terms used to describe deviant behaviours in the workplace.

Over the last ten years, a wealth of research has been produced on the multifaceted idea of "psychological capital," which is defined as an individual's degree of optimism, hope, resilience, and self-efficacy (Dóci, Spruyt, De Moor-tel, Vanroelen, & Hofmans, 2023; Shahzad et al., 2024; Paul Vincent, Aboobaker, & Devi, 2022). Studies examining the effects of psychological capital consistently demonstrate the benefits of psychological capital (Rizvi, Majeed, Irshad, & Qasim, 2021; Shrestha & Jena, 2021). Individuals with high psychological capital tend to be happier (Shrestha & Jena, 2021), more successful, and more effective (Kalyar, Usta, & Shafique, 2020). Furthermore, a number of interventions have been suggested to increase people's psychological capital since it is a developable skill (Baig et al., 2021). An additional concept that can be used in hotel workplaces is psychological capital. According to Huang, Yu, Shao, Yu, and Li (2021), it is characterised as a person's positive psychological state and is represented in four ways: resilience, optimism, hope, and self-efficacy. The four first-order components of self-efficacy, optimism, hope, and resilience have frequently been operationalized as a second-order construct (Paul Vincent et al., 2022; Qasim, Irshad, Majeed, & Rizvi, 2022). People's performance, attitudes, and behaviours have been found to be strongly predicted by psychological capital in a variety of circumstances (Rizvi et al., 2021; Sarwar, Irshad, Zhong, Sarwar, & Pasha, 2020).

## LITERATURE REVIEW

### Affective Events Theory

Emotional and behavioural reactions are significantly impacted by deviant workplace behaviour. Affective events theory holds that a variety of workplace situations can cause emotional reactions in workers, which in turn affect their attitudes and behaviours (Junça-Silva & Lopes, 2023). The theory of affective events is not limited to work events carried out by coworkers or organisational leaders. For instance, mindfulness training increases the contentment and pleasure of employees (Carlson, Kacmar, Zivnuska, Fergu-

son, & Whitten, 2011). Moreover, it can be used to explain the actions of those who take on implementer roles. Positive reflection therapies, for example, have been shown to lower stress and enhance health (Junça-Silva & Lopes, 2023). Affective events theory describes how an individual's experiences and behaviours are related, with an emphasis on the roles played by emotion and evaluative judgement. The fundamental tenet of affective events theory is that an individual's emotive reaction to events at work significantly influences their attitudes and ensuing behaviours (Carlson et al., 2011). Affective events theory places a strong emphasis on how affective reaction shapes attitudes at work. Employee moods and emotions are referred to as affect, whereas attitude is an assessment that is based on affect. According to affective events theory, job satisfaction is a mindset that results from one's emotional condition or mood. The basic principles of affective events theory have been validated by empirical research, which shows that a variety of workplace events impact job satisfaction (Anis & Emil, 2022; Yang, Chen, Lee, & Liu, 2021), counterproductive work behaviours (Davidescu et al., 2020), and organisational withdrawal (Zada et al., 2022). These effects are explained by emotional experiences. Using a positivist perspective and applied to the organizational context, affective events theory proposes that a sequence of enriching psychological capital will improve job performance behaviours via a process mediated by good attitude and mood. The impact of work-to-family enrichment activities on cumulatively pleasant mood about work (affect), job satisfaction (attitude), and workplace performance (behaviour) is where we start when applying affective events theory (Carlson et al., 2011).

### Sexual Harassment and Job Satisfaction and Job Performance

Sexual harassment is described as any ongoing, unwanted advances in a sexually suggestive, physical, or gestural manner; sexually explicit, derogatory statements; or sexually discriminatory remarks made by an individual in the workplace that are offensive to the worker in question and that interfere with their ability to perform their job duties, jeopardize their job security, or create a threatening or intimidating work environment (Cortina & Areguin, 2021) Hashmi, Shahzad, and Abbas (2022). It is a new moniker for an issue that is by no means novel. This isn't consent-based sexual flirtation. A common tactic used in sexual harassment is power displays meant to intimidate, force, or denigrate another employee. It is a type of victimisation that is causing employers to raise growing concerns. Sexual harassment is a broad term that refers to a variety

of unwanted sexual advances, such as making inappropriate physical contact, touching, or patting someone; making jokes that are suggestive or endearing; making remarks about someone's appearance; using pornographic images at work; and physically attacking someone in order to obtain sexual favors (Vargas et al., 2020). One common misunderstanding regarding vulgar behaviour is that it invariably involves having sex anytime, whenever, and under whatever particular conditions. Similarly, it might not be true all the time that every type of sexual violation has clear proof. Lewd behaviour is explicitly defined as both physical and mental actions. It could be casual and use inappropriate verbal cues and tender gestures given the circumstances. According to Mohamad and Suhaimi (2020), sexual harassment is defined as undesired behaviour that occurs without the recipient's consent. Gupta and Garg (2020) examined the factors that lead to sexual provocation in Malaysian workplaces. Men are seldom sexually harassed, even though sexual provocation might involve either women or men as the victim. Sexual harassment, according to (Mohamad & Suhaimi, 2020), includes any intrusive actions, offensive language, and trades of sexual favors such promotions or greater privileges. This becomes a condition of any contract that people enter into, whether openly or implicitly, to offer advantages (Vargas et al., 2020). Sexual harassment was defined in Malaysia as unwelcome activity that influences the recipient's well-being by means of oral, gestural, visual, or psychological cues that lead to a sexual orientation.

Workplaces are likely to be environments where sexual harassment occurs. According to ? (?), this phenomena has recently become a global problem that affects all sectors and industries. Additionally, sexual harassment was perceived by some as a problem that affects associations. The workforce is a vital component of any successful company. Since job happiness and job performance are positively correlated, it is a crucial component. According to Nguyen (2020), job satisfaction is a measure of how much employees enjoy their jobs and is impacted by their success on the job. Furthermore, as a result of an employee's job appraisal, ? (?) defined job satisfaction as a pleasant and positive sensation. However, some researchers pointed out that employee satisfaction was also influenced by the workplace. Furthermore, job satisfaction can be defined as an individual's ability to have their needs met at work (Yang et al., 2021). Employee satisfaction is frequently linked to pay and sincere dedication to job completion (Davidescu et al., 2020). Nevertheless, acknowledged that job accomplishment, positive work ideals, and how well individuals are in-

spired by their jobs and the tasks assigned are all related to job happiness. Employee job discontent has been linked to sexual harassment. Numerous studies have shown that sexual harassment has a detrimental effect on job satisfaction. Astuti et al. (2020) provide evidence for the idea that sexual harassment causes psychological suffering in addition to lowering job satisfaction, and job performance.

**H1:** Sexual harassment has direct impact on job satisfaction.

**H2:** Sexual harassment has direct impact on job performance.

### Mediating Role of Organizational Shame

A couple of pieces of research have been done on organizational shame. In order to facilitate organizational change Akutsu et al. (2022), preserve the stability of institutional norms (Khawaja et al., 2023), and discursively alter institutional work Tian and Guo (2023), the first stream studies organizational shame as an emotion within institutional processes. For instance, shame as a feeling that drives individuals to marginalize themselves and take in institutional contradictions. According to Zada et al. (2022), who support this theory, organisational shame functions as a disciplinary emotion that manipulates behaviour by persuading actors to follow institutional norms. People internalize institutional norms because their main concern is maintaining their social connections and value within the organisation. Negative feedback in the workplace alerts staff members to the fact that, in a given situation, their performance is not up to grade (Akutsu et al., 2022). In theory, managers could influence staff members' actions by providing constructive criticism that aligns with the demands and standards of the company. Employees are motivated to improve their performance because of the experience, since it highlights the discrepancies between their performance and aspirations. It has been helpful to research ratings for sub-par performance (Zada et al., 2022). However, the majority of this study has been predicated on the idea that following negative feedback, workers confess to performing below expectations, which has a tendency to depict workers as passive recipients of the information found in negative feedback. Workers could try to interpret unfavourable comments by trying to understand why they were given, but it's not always that easy (Tian & Guo, 2023). It implies that people are naturally inclined to interpret the intentions of others, give significance to those intentions, and respond appropriately to other people's input. The second stream investigates organisational shame primarily at the individual employee level, looking into the impact that shame may

have on outcomes connected to the workplace, like task performance (Akutsu et al., 2022; Khawaja et al., 2023). Due to shame's special capacity to inspire profound alterations in oneself, these studies set it apart from other emotions, including guilt and fear. According to (Hashmi et al., 2022; Vargas et al., 2020), shame reactions that lead to behavioural adjustments might be aggressive, constructive, or withdrawing. It is necessary to integrate previous cross disciplinary studies on shame into the organisational setting since socially adapted emotions might show up in organisational behaviour in diverse ways. Only a small number of these research, nevertheless, have looked at organisational shame's empirical relationship to these three different behavioural reactions. Events at work have an effect on employees' emotions and behavior. At work, situations such as how coworkers treat you or other interpersonal interactions might evoke affective emotions. Employees typically have positive self-esteem when things go well at work and negative self-esteem when things go badly. It has also been demonstrated that emotions mediate workplace events, successful job satisfaction, and performance outcomes (Davidescu et al., 2020). Taking into account all of these variables, it makes sense to believe that workers' job satisfaction and productivity will rise as a result of feeling ashamed after getting negative feedback from their bosses. Receiving more negative feedback raises the likelihood that they will do better the next day, even if it also increases the risk that they will feel exhausted and guilty at work after the day.

Nguyen (2020) defined job satisfaction as a person's attitude and sentiments regarding their work. described job satisfaction as an employee's overall attitude or sentiment towards their occupations and the elements of their jobs, such as fair compensation, a pleasant working environment, and communication with coworkers. Moreover, the phrase "job satisfaction" relates to two states: attitudes and feelings. Employees' positive and upbeat attitudes are the best way for satisfaction to be expressed. More precisely, one key indicator of employee happiness is their level of job satisfaction (Aung et al., 2023) asserts that there are various conceptualizations of performance. Senior management assigns tasks to employees, and the accomplishment of those tasks determines how well they perform on the job. As a matter of fact, job performance is regarded as a key metric that determines the overall performance of the organisation in Vietnam business reports. In particular, understanding and competence are the most important components in a person's achievement of accuracy-related goals, independent of a job or organisation (Bujang, Kamaluddin,

Mat Basir, Munusamy, & Jhee Jiow, 2024). In essence, job performance determines quality, and behaviours that are relevant to the job are helpful in achieving job performance. On the other hand, harassment in the workplace can be characterized as social conduct to cause harm to another employee in the workplace (Rizvi et al., 2021). This behavior can take the form of verbal insults (Qasim et al., 2022), physical harm (Aung et al., 2023; Tian & Guo, 2023), violence (Baig et al., 2021), or sexual harassment (Davidescu et al., 2020). All of these actions have a clear negative impact on an employee's psychological and physical wellness as well as their ability to perform at work (Baig et al., 2021; ?, ?).

**H3:** Organizational shame has mediating impact between sexual harassment and job satisfaction.

**H4:** Organizational shame has mediating impact between sexual harassment and job performance.

### **Mediating Role of Employee Deviant Workplace Behavior**

According to Shahzad et al. (2024), an individual's behaviour at work is typically related to their level of job satisfaction because they should receive a certain amount of work or reward. According to certain research, emotional intelligence significantly improves job satisfaction. Ibrahim et al. (2022) study is one of those studies. Furthermore, according to Bujang et al. (2024), job satisfaction is an emotional state that results from a person's assessment of their experience or job. Other theories also note that people can naturally feel satisfied or dissatisfied with their jobs. An employee's emotional and mental state regarding their assessment of the internal and exterior aspects of their work is known as job satisfaction. According to Qaiser and Abid (2022), job satisfaction was influenced by factors such as pay received, the nature of the work, coworkers, supervisory controls, opportunities for advancement, and standard working conditions. Employees who are happy with their jobs typically exhibit positive behaviours, whereas those who are not seem to exhibit negative behaviours when working (Okhakhu & Adekunle, 2021). Employee deviant workplace behaviour or employee deviant behaviour, is a prevalent occurrence worldwide in a variety of organisational levels. There are many different types of deviant workplace behaviour, such as arriving late to work, taking extended breaks, exploiting company time for personal reasons, marking up organisational budgets, and exhibiting unfair leadership behaviours (Astuti et al., 2020). Distributing material that is inappropriate from the original sources is another example of deviant behaviour for leaders in an

organisation. Employee deviant workplace behaviour may be an emotional reaction from an individual who is frustrated with their profession (Ahmad, Iqbal, Siddique, Abbas, & Fakhr, 2020).

García-Contreras et al. (2022), Ibrahim et al. (2022)) previously measured job discontent in relation to deviant behaviour in the workplace. When a worker is unhappy in their position, they will exhibit deviant behaviours that can impair productivity, lead to a breakdown in communication, make it difficult to meet goals, and lower working performance. Deviant workplace behaviour puts the organization's members and overall well-being at risk because it is defined as an individual's voluntary actions that transgress organisational norms (Astuti et al., 2020). Negative attitudes like discontent, mistrust, and stress arise and grow when workers feel their job is unfair, and this can result in workplace deviant behaviour that impacts both individuals and organisations (Okhakhu & Adekunle, 2021). It is a method of applying social exchange theory to employees' perceptions of workplace aberrations, namely as a result of unjust treatment or unfavourable social exchanges between employees and organisations (Rana & Pathak, 2020). Deviant behaviour in the workplace is described as voluntary actions that seriously transgress organisational standards and endanger the organisation, the welfare of its workers, or both (Tian & Guo, 2023). Additionally, it explains why aberrant behaviour in the workplace towards individuals is called interpersonal deviations and towards organisations, organisational deviations. Additionally, workplace deviant behaviour refers to actions taken by members of the organisation on purpose to disobey policies or disregard moral principles that run counter to the legitimate interests of the organisation. A purposeful or deliberate aim to cause harm to the organisation can also be used to characterize workplace deviant behaviour (Anis & Emil, 2022).

Employee deviant workplace behaviour is a prevalent issue in workplace settings. The direct correlation between deviant workplace behavior and both employee and organisational performance has led to an expansion of study on the issue (Cortina & Areguin, 2021; Hashmi et al., 2022), although inconsistent conceptualization of deviant workplace behavior has hindered theoretical growth in this area. The phenomenon above has been referred to by several related terms, such as workplace destruction (Cortina & Areguin, 2021), hostile work environments (Hashmi et al., 2022), worker resistance, workplace harassment and misconduct in organizations (Vargas et al., 2020), managerial misbehavior (Mohamad & Suhaimi, 2020), criminal behavior (Gupta & Garg, 2020), employee theft (Davidescu et

al., 2020), employee burglary, job-related conflict (Sarkar & Garg, 2020), worker obstruction, and injurious behavior (Ahmad et al., 2020). Job performance is the benchmark for advancement, layoffs, rewards, penalties, reviews, and pay adjustments, according to Qaiser and Abid (2022). It is necessary to meet the needs of the workforce. However, as employee performance serves as the foundation for any organization, it is imperative that the organization critically examines any factors that support high performance to thrive in management and organization (?, ?).

According to Baig et al. (2021), an employee's performance serves as a representation of their general behavioral views and their role in the accomplishment of organizational goals. According to Zada et al. (2022), worker performance is a genuine behavior that every person exhibits while at work. Employee accomplishments are in line with their positions within the company. These behavioural categories can be thought of as capturing a variety of behaviours that influence an individual's performance on the job in practically every type of job (Paul Vincent et al., 2022). Within organisational behaviour, one of the topics that has been studied the most is job satisfaction. A positive emotional state resulting from an assessment of one's work or professional experiences is known as job satisfaction. Job satisfaction explains the difference between an individual's expectations, wants, or ideals regarding their employment and what they really receive from it (Ibrahim et al., 2022). Accordingly, job satisfaction is a gauge of workers' contentment that takes into account both their emotional and cognitive needs. Five primary dimensions of job satisfaction are measured by the job descriptive index: job satisfaction with compensation, career advancement, coworkers, supervision, and the actual work (Yang et al., 2021). The total value of all these aspects represents overall job satisfaction (Katebi et al., 2022).

**H5:** Employee Deviant workplace behavior has mediating impact between sexual harassment and job satisfaction.

**H6:** Employee Deviant workplace behavior has mediating impact between sexual harassment and job performance.

### Moderating Role of Psychological Capital

Theoretically, a person's relatively stable and long-lasting personality attributes are their psychological capital (Baig et al., 2021). Furthermore, according to state theory, psychological capital is a person's mental state, which enables them to exhibit productive work habits and beneficial organisational behaviours. According to Darvishmotevali and Ali (2020), psychological capital should include the following characteristics: First of all, it should fall within

the category of positive psychology, highlighting a person's strengths, potential, and good traits. Second, it is distinct from human capital and social capital as a positive state of mental development. Thirdly, it's quantifiable. Fourthly, it ought to be susceptible to exploitation. The ability of psychological capital to influence an individual's performance is the final characteristic (Kalyar et al., 2020). Profits can be obtained by investing in psychological capital; that is, a high level of psychological capital can guarantee strong work performance, encourage positive behaviour, and increase an organization's or enterprise's competitiveness (Huang et al., 2021; Rizvi et al., 2021). Psychological capital, which is made up of resilience, optimism, hope, and self-efficacy, is unquestionably a valuable resource. Self-efficacy is described as people's confidence in their ability to accomplish tasks and their belief in their own ability to do so. Self-efficacy describes a person's confidence in their capacity to succeed under particular circumstances or to meet task objectives. It speaks to people's perceptions of their own abilities to have an impact (Shrestha & Jena, 2021). It is said that optimism includes both anticipating good things to happen and responding to problems with a strong sense of self-worth and personal competence. Put another way, those who are optimistic are hopeful and assured about what will happen in the future or about something's favourable outcome. When people see positive things as internal and long-lasting while viewing unpleasant things as external and transient, they are said to be optimistic. Optimism, in short, is people's belief in their capacity to make things better (Hashmi et al., 2022). Hope is an optimistic mindset that is predicated on expecting good things to happen in relation to the circumstances and events in a person's life. If someone has a plan for how to reach a goal and the motivation to achieve it, they are hopeful (Shahzad et al., 2024). Last but not least, resilience is the capacity to rise above adversity and swiftly recover from it. Stated differently, getting back to a performance level that is appropriate while taking lessons from the situation. This is not to say that people should deliberately look for issues, but rather that those who possess resilience can learn how to deal with setbacks and grow from them (Paul Vincent et al., 2022). These elements are essential in determining an individual's behaviour. Since psychological capital is linked to people's success and well-being, an enterprise's ability to survive, grow, and prosper depends on how well it is trained and developed (Qasim et al., 2022).

Shame is the idea that when someone belittles or criticizes themselves, it makes them afraid that other people would think less of them. It is a response to the whole of the self.

People's assessments are likely to be encouraged to alter as a result of the discrepancy between attitude and behaviour (Tian & Guo, 2023)). It is a reaction to a negative prior experience that forces people to take responsibility for actions that go against society norms, morals, or acceptable standards of behaviour. As to the findings of Qaiser and Abid (2022), shame is an emotion that gives rise to tension, causing an individual to feel anxious, fearful, and long for the behaviour to be corrected because it violates moral principles. However, because shame has a negative impact on one's conscience, experiencing guilt is typically significantly less agonizing than experiencing shame. Although guilt can be excruciating, those who feel it often dwell on their transgressions and consider how they could have acted differently or more responsibly. Khawaja et al. (2023) state that shame is an emotion that fosters helplessness, vulnerability, and a desire to keep one's distance from other people. According to research, people with high psychological capital are more likely to rise to challenges, reduce stress, and show optimism in trying situations (Akutsu et al., 2022) they also report lower levels of anxiety and depression and are more able to recover from setbacks, uncertainty, and stress (Tian & Guo, 2023). According to Zada et al. (2022), victims of sexual harassment need resources in order to combat and deal with the harassment. Psychological capital offers the victims the reservoir of resources they need to get out of difficult situations, deal with the stress that the harassment causes, and eventually stay out of burnout and other mental health problems (Gupta & Garg, 2020). Higher psychological capital individuals tend to be less burnout-prone, more optimistic about the future, and more equipped to handle challenges down the road. Similarly, these individuals are more optimistic about reaching their objectives and look for innovative methods to use their resources to recover from setbacks (Mohamad & Suhaimi, 2020). Because of this state, workers will have a strong psychological capital to fight sexual harassment, which will enable them to do more while avoiding or reducing emotional tiredness and separation. Deviant behaviours have a disastrous effect on the expansion and financial success of the company and are a result of personality, surroundings, and circumstances. Sabotage, employee annoyance, absenteeism, tardiness, theft, sexual harassment, intimidation, fatigue, and deliberate turnover are some examples of deviant behaviours. Scholars have delineated a range of terms to characterize deviant behaviours, such as workplace deviance (Vargas et al., 2020), and antisocial behaviour (Cortina & Areguin, 2021). According to Qaiser and Abid (2022), one of the most detrimental effects of deviant behaviour is loss to the organi-

sation. This is because the expenses incurred by aberrant behaviours can have a significant impact on the profitability of the organisations. According to Ahmad et al. (2020), those who are content and happy with their jobs perform better than those who are not. Emotional factors like joy, happiness, passion, excitement, and love are all part of what it means to be satisfied in one's job (Anis & Emil, 2022). One of the behaviours related to a job is job satisfaction, which is a feeling of fulfilment derived from work experiences (Ibrahim et al., 2022). Positive and emotional attitudes towards a job are the definition of job satisfaction according to Qaiser and Abid (2022). People's skill and motivation determine their performance. The amount and caliber of work produced by people or organisations is what is referred to as job performance. According to Qaiser and

Abid (2022), work performance is the most important criterion and content in organisational psychology and human resources management (Anis & Emil, 2022). In organisations, work performance reviews are conducted at a set and consistent time and cover employees' discrete and unique behaviours (Astuti et al., 2020).

**H7:** Psychological capital has moderating impact on organizational shame and job satisfaction.

**H8:** Psychological capital has moderating impact on organizational shame and job performance.

**H9:** Psychological capital has moderating impact on employee Deviant workplace behavior and job satisfaction.

**H10:** Psychological capital has moderating impact on employee Deviant workplace behavior and job performance.

### Conceptual framework



**FIGURE 1.** Structural model

### RESEARCH METHODOLOGY

The focus of the study was to measure the job satisfaction and job performance among the employees working in bank. For that purpose, middle management level employees of a Dutch bank in Amsterdam Netherland were the unit of analysis. Survey method was used for the data collection and instrument was questionnaire through which data was gathered from the respondents. As this research was based on hypotheses testing which were proposed on the basis of explanatory research. This research was quantitative as data was collected by using a questionnaire where all the items were based on 5-point Likert scale. Time horizon was cross sectional as respondents were approached directly just for once. To get the responses, for that instance 300 questionnaires were distributed among the mid-

dle management level employees and 230 was the response which was included in this study. Because these were received as properly filled and returned as well. The respondent rate in this study was more than the 76 percent and it was considered as significant for this study. Data was gathered according to the parameters of research and all the aspects were taken into the count. After gathering the data, it was used for the analysis to draw the conclusion on the basis of the results and for that purpose Smart PLS was used to run all the statistical tests which were required for this study.

### Procedure and Measures

The population was unknown as the management of the bank were not ready to give information regarding the num-



ber of employees. That was the reason that non probability sampling technique was used in this research. Under the technique the sampling method was convenience sampling to get the 230-sample size at the end of data collection process. These respondents were directly approach and those who were willing and agreed to respond were provided the instrument. The instrument was designed by using the adapted approach and items were included in this research as per the context of the study and the way variables were operationalized. The instrument contained the information related to this study for the respondents to understand and fill the questionnaire accordingly. The instrument also contained the demographical section where questions were close ended in terms of different options and range. The last part of the instrument was all related to the variable wise items and respondents were given the 5 option on the basis of 5-point Likert scale. The sexual harassment was the independent variable in this study and it was measured by adapting the 6 items from the scale of Page et al. (2016). The mediating variable of the study, organizational shame was measured by 6 items scale of. Employee deviant workplace behaviors was the other mediating variable in this study and it was measured by adapting the 6 items from the developed scale of Ibrahim et al. (2022). The moderating variable was psychological capital, which was measured by adapting the items from Darvishmotevali and Ali (2020) and total 4 items were adapted for this according to the nature of the variable. The first outcome variable of the study was job satisfaction and it was also measured by using the adapted approach. For this variable 6 items were adapted from the developed scale of Yang et al. (2021). The other outcome variable of the study, job performance was measured by adapting the 6 items from the scale of (Carlson et al., 2011). All the items were included in the questionnaire after completing the validation process, where content and face validity was ensured. Ethical aspects of the research were also taken in to the count and it was ensured to all the respondents the provided information will remain secret and the purpose was just to get the results for this study. Not a single respondent was forced to fill the questionnaire, each of the respondents were requested and a

significant time was given to them to respond. As the respondents were well educated which was the reason that a comfortable interaction was experienced during the data collection process.

## RESEARCH ANALYSIS AND RESULTS

PLS-SEM smart 3.0 is used to analyse the data and determine inner and outer path models using PLS SEM 3.0 (Hair, Hollingsworth, Randolph, & Chong, 2017). Selecting a suitable statistical model for analysis is one of the most significant challenges in doing survey research. PLS-SEM makes use of the estimator of partial least squares and is centred on the major component notion. We assessed the measurement and structural model using the PLS-SEM approach.

### Assessment of Measurement Model

Measurement model was performed on the data using a consistent PLS technique to assess the validity and internal consistency reliability (Hair et al., 2017). Individual indicator reliability, average extracted variance (AVE) for convergent validity determination, and composite reliability (CR) for internal consistent evaluation are all used in the evaluation of the PLS-SEM measurement model (Hair et al., 2017). Internal consistency was used in the early stages to assess the convergent and discriminating validity and reliability. The examination of the internal consistency metrics is also shown in Table 1. Using items for the same variables, findings can be reliably consistent in this fashion. The findings demonstrate that the items used to assess a variable produce consistent findings. By using CR, internal consistency reliability is achieved. The CR ratings for each latent variable used in this study are displayed in Table 1. According to Hair et al. (2019), it was found that these values are  $>0.70$ , indicating internal consistency. Table 1 also provides an illustration of how the indicators' internal consistency was determined. Every construct has a Cronbach's " $\alpha$ " value that is acceptable, at 0.50. The Cronbach's alpha value is used to assess an item's reliability. The table indicates that all items have a Cronbach's Alpha value more than 0.5, indicating that all items have the appropriate level of reliability. The value of Cronbach's Alpha should be at least 0.5. Figure 2.

**TABLE 1.** Reliability and Validity

Construct	Item	Loadings	VIF	CA	CR	AVE
Attitude toward Digital Learning	EDWB1	0.790	1.971	0.897	0.921	0.661
	EDWB2	0.833	2.453			
	EDWB3	0.796	1.995			
	EDWB4	0.796	2.097			
	EDWB5	0.826	2.626			

Cont.....

Construct	Item	Loadings	VIF	CA	CR	AVE
Distance Learning	EDWB6	0.835	2.749			
	JP1	0.802	2.498	0.879	0.909	0.625
	JP2	0.858	2.663			
	JP3	0.848	2.851			
	JP4	0.780	2.180			
	JP5	0.717	1.788			
Electronic Learning	JP6	0.728	1.680			
	JS1	0.766	2.049	0.912	0.931	0.649
	JS2	0.856	3.754			
	JS3	0.879	3.714			
	JS4	0.817	3.856			
	JS5	0.837	4.057			
Institutional Support	JS6	0.837	3.034			
	OS1	0.723	1.719	0.863	0.898	0.596
	OS2	0.783	2.134			
	OS3	0.801	2.460			
	OS4	0.826	2.393			
	OS5	0.774	1.937			
Mobile Learning	OS6	0.716	1.819			
	PC1	0.823	1.854	0.789	0.864	0.614
	PC2	0.683	1.534			
	PC3	0.787	1.806			
Students' Academic Performance	PC4	0.834	1.863			
	SH1	0.725	1.646	0.849	0.890	0.578
	SH2	0.805	2.767			
	SH3	0.854	3.214			
	SH4	0.774	1.925			
	SH5	0.810	2.058			
	SH6	0.657	1.233			

We employed the Heterotrait-Monotrait (HTMT) ratio of correlations to examine the discriminant validity (Hair et al., 2017). According to Hair et al. (2019), HTMT 0.85 (with a 0.85 ratio cut-off) should be used. Given that it provides the best balance between high detection and low arbitrary

violation (i.e., false positive) rates, the Hair et al. (2019) criterion is an optimal approach that works well. Table 2 shows that every number was significantly less than 0.85, proving that the measurements are unique.

**TABLE 2.** Discriminant Validity

	EDWB	JP	JS	OS	PC	SH
Employee Deviant Workplace Behaviors	0.813					
Job Performance	-0.671	0.791				
Job Satisfaction	-0.751	.0730	0.833			
Organizational Shame	-0.562	0.677	0.664	0.772		
Psychological Capital	-0.450	0.612	0.548	0.620	0.784	
Sexual Harassment	-0.602	0.746	0.680	0.704	0.721	0.760

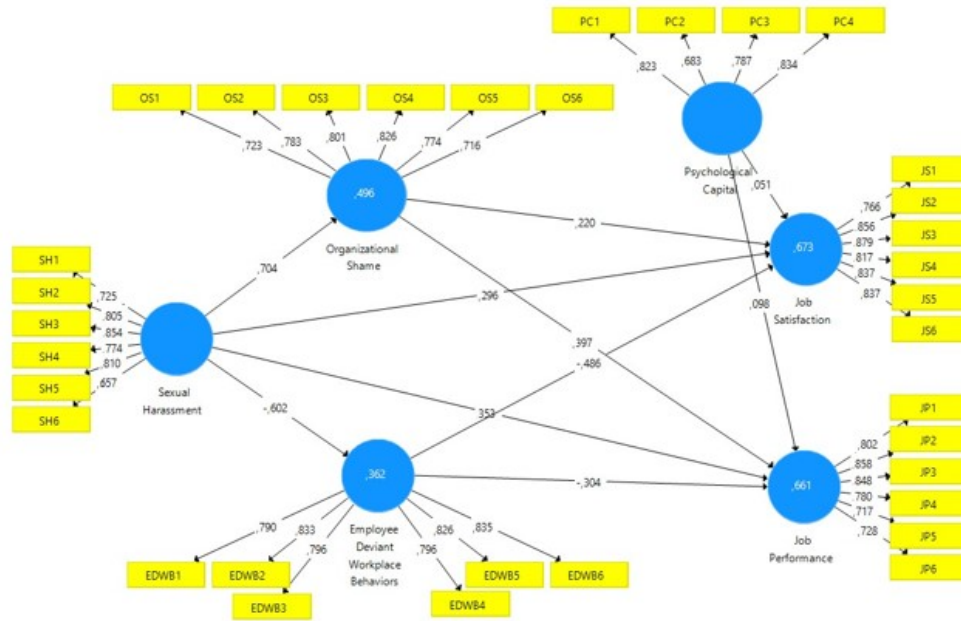


FIGURE 2. Assessment of algorithm

Assessment of Structural Model

In order to assess the validity and reliability of the exogenous and endogenous variables in the measurement model, as well as to verify the link between them, we study the structural model, also referred to as the internal model. Path coefficients in PLS-SEM are used in the structural eval-

uation to evaluate the relationship's relevance and significance to the structural model; R2 is used to evaluate the model's predictive accuracy; and coefficient's is used to determine the significant endogenous variable impacts (Hair et al., 2019; Hair Jr et al., 2020).

TABLE 3. Assessment of R square

	R-Square
Employee Deviant Workplace Behaviors	0.362
Job Performance	0.661
Job Satisfaction	0.673
Organizational Shame	0.496

The nonparametric bootstrapping process is carried out by the researcher using PLS SEM (Hair et al., 2024). Confidence intervals are provided for each parameter estimate through the technique of nonparametric bootstrapping. The findings for the conceptual framework's hypotheses are provided by the structural model. Use nonparametric bootstrapping modelling to determine the stability and signifi-

cance between the variables (Hair Jr et al., 2020). Table 5 presents the values of the path coefficient, sample means, standard deviation, T value, and P values to illustrate which hypotheses are accepted and which are rejected. 500 bootstrap subsamples are then used to evaluate the significance of direct correlations.

TABLE 4. Hypothesis Testing

	Relationships	Original Sample	T Statistics	P Values	Decision
H1	Employee Deviant Workplace Behaviors -> Job Satisfaction	-.533	11.343	.000	Accepted

Cont.....

	Relationships	Original Sample	T Statistics	P Values	Decision
H2	Employee Deviant Workplace Behaviors -> Job Performance	-.331	7.967	.000	Accepted
H3	Sexual Harassment -> Organizational Shame -> Job Satisfaction	.081	2.274	.023	Accepted
H4	Sexual Harassment -> Organizational Shame -> Job Performance	.145	2.958	.003	Accepted
H5	Sexual Harassment -> Employee Deviant Workplace Behaviors -> Job Satisfaction	.321	8.649	.000	Accepted
H6	Sexual Harassment -> Employee Deviant Workplace Behaviors -> Job Performance	.199	6.695	.000	Accepted
H7	Moderating Effect 1 -> Job Satisfaction	.127	3.533	.000	Accepted
H8	Moderating Effect 2 -> Job Performance	.135	2.129	.008	Accepted
H9	Moderating Effect 3 -> Job Satisfaction	.118	3.041	.002	Accepted
H10	Moderating Effect 4 -> Job Performance	.094	2.710	.007	Accepted

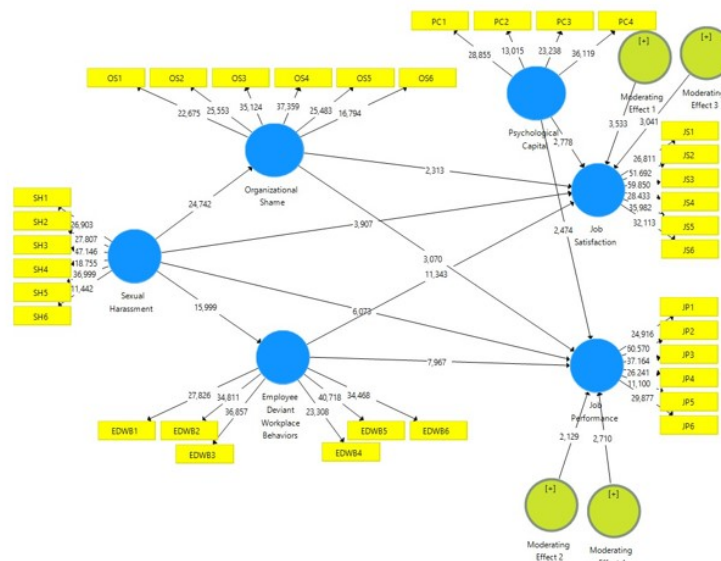


FIGURE 3. Assessment of Bootstrapping

## DISCUSSION AND CONCLUSION

The present study determines that sexual harassment has significant impact on job satisfaction and job performance, with organizational shame and employee deviant workplace behavior as mediating impact of sexual harassment and psychological capital as moderating impact on it. Drawing affective event theory with all hypothesis were accepted (H1-H10). This result is consistent with the literature (Akutsu et al., 2022; Khawaja et al., 2023). Overall, our findings agree with those of a number of earlier, relevant investigations. People generally don't want to feel fake, and suppressing real emotions in order to express fake emotions is very difficult and has negative consequences, the main one being engaging in abnormal workplace behaviour like becoming aggressive with coworkers or patients in the case of healthcare facilities. Furthermore, Aung et al. (2023) discovered a connection between a range of abnormal workplace activities, including drug and alcohol misuse, absenteeism, and the repression of emotions that are acted out. Several scholarly investigations and analyses have emphasised the deleterious effects of sexual harassment on workers, namely women, who are frequently the main targets of this type of behaviour. These results could be explained by the fact that women who want to go up in the historically male-dominated academic world, which has tolerated abuses of this kind in the past, are more likely to encounter harassment. Previous studies have shown that there is a higher likelihood of sexual harassment at work in male-dominated fields and settings, such as medical treatment, where opportunities for progress are dependent on an organisational structure of authority (Okhakhu & Adekunle, 2021; Yang et al., 2021). Gender harassment was the most common type of harassment, which is in line with research conducted in other work environments. Specifically, women regularly complained that institutional insiders abused, belittled, or disregarded them because of their sex. Social science has conclusively shown that this type of gender harassment can be just as harmful to job satisfaction and performance as sexually aggressive forms of unwelcome sexual contact or blackmail. Employee satisfaction with their employment and workplace drastically decreases when they don't feel supported or think their issues aren't taken seriously (Raj et al., 2020). Higher turnover rates may result from employees seeking safer and more encouraging work conditions as a result of their discontent. Career growth and development can be hampered by victims' refusal to take on difficult assignments, promotions, or even quitting their positions entirely (Cortina & Areguin, 2021; Gupta & Garg, 2020). Although this avoidance behaviour is

frequently used as a coping strategy to reduce interactions with harassers or to get away from a toxic work environment, in the end, it hinders performance and professional growth.

The study's findings indicate that the aforementioned viewpoint is equally applicable in organisational contexts. When an employee's behaviour deviates from the minimal normative standards (such as harassment, cheating, etc.), they are more likely to feel ashamed of themselves because they are expected to follow the rules. They believe that their social identity has been violated as a result of organisational shame, which drives them to make up for it by controlling themselves and giving excellent work output. It is possible to understand inappropriate behaviour as an attempt to structure women's subjugation to men in the workplace. The goal is to establish women as sexual beings who can be freely attacked for their safety and respectability and who exist solely to arouse and delight males (Hashmi et al., 2022; Mohamad & Suhaimi, 2020). The great majority of women will work in low-paying service jobs like secretarial, typist, medical attendant, and other low-profile positions where men are frequently in close physical proximity to their subordinate female employees and have quick supervisory authority over them. The subsequent organisational shame that follows sexual harassment occurrences can exacerbate the detrimental effects on victims as well as their coworkers. This embarrassment frequently results from the company's inability to adequately prevent or handle harassment, which damages the company's brand and erodes employee trust. Studies show that when sexual harassment occurs, the loss in job satisfaction is made worse by organisational guilt. Workers experience the indirect repercussions of working for a company that is thought to have moral failings in addition to the direct effects of the harassment itself. Vargas et al. (2020) found that this kind of communal guilt can cause a widespread feeling of disillusionment among workers, which in turn lowers job satisfaction. Employees may feel unsupported and unappreciated due to the stigma attached to working in a disgraceful atmosphere, which exacerbates the stress and discontent brought on by the initial harassment.

Previous research has also shown that employees who work in more centralised environments may be less motivated and show less interest in their jobs. This is because workplace deviance increases with organisational centralization, as decision-making power is concentrated among top authority (Baig et al., 2021). The study also looked at the regression model, which showed a strong inverse relationship between sexual harassment and deviant behaviour in

the workplace. This suggests that including employees in decision-making processes helps them feel like a part of the company, which in turn curbs deviant behaviour. Despite similar open door provisions in our constitution, the common administrations and high administrative positions remain a microcosm. This demonstrates how helpless women are at work against the irrationality and extravagance of their male managers or directors, who have the power to financially reward or retaliate against their subordinate female representatives. Therefore, the female representative frequently comes to the realistic conclusion that the alternatives to acting inappropriately would be more dangerous than the physical and psychological effects of such provocation by citing her generally fragile circumstances at work. A growing number of psychologists are going beyond the labelling idea and stressing the role that power plays in mediating deviant behaviours. Strong individuals possess the "informal power" to either identify others as deviant based on their actions or to sway public opinion to label individuals as such, or both. Therefore, those in positions of authority have the ability to prevent situations from occurring as a result of being incorrectly, inaccurately, or mistakenly classified as deviants.

However, psychological capital also plays a major role in lowering workplace incidents, deviant behaviours, and all other associated characteristics that can result in workplace violence, hostility, or aggression. As a result, psychological capital indirectly promotes workplace peace and non-violent behaviour. According to a number of research, psychological capital has a unique relationship with measures of psychological health, including improved self-esteem, the ability to regulate emotions, and a decline in mental conflicts (Paul Vincent et al., 2022). Positive psychological states are what define an individual's level of enjoyment and productivity at work; these states are known as psychological capital. The importance of psychological capital in replenishing the resources depleted by harassment is clarified by the AET framework. Studies reveal that when people understand they don't have enough resources to handle challenging situations, they become more likely to experience stress and become unable to manage (Shrestha & Jena, 2021). On the other hand, psychological capital aids in the development of those assets, decreasing the stress brought on by harassment and, ultimately, lowering the adverse effects. According to the original AET paradigm, people who have important resources like hope and self-efficacy may also be better at choosing, modifying, and using their other resources to deal with stressful situations (Huang et al., 2021). Professional women may become more burned out,

experiencing depersonalization, less personal accomplishment, and emotional tiredness. Sexual assault by supervisors, subordinates, or customers/clients can exacerbate burnout levels. One stressor that contributes to poor mental health, despair, and exhaustion is sexual harassment. These results are also consistent with the AET theory, which maintains that exhaustion and stress can result from resource depletion. Therefore, employers are urged to be aware of this problem, which could impair worker performance and productivity, particularly for those employed in manufacturing. Additionally, the study's findings will function as guidelines to raise employee job satisfaction, work quality, and safety within the organisation.

### Implications of Study

The suggested model of this study has important ramifications for companies looking to enhance employee happiness and organisational effectiveness. Several recommendations are made for organisation management based on the findings. Supervisors need to use caution when assessing complaints of severe encounters at work that are being classified as harassment. Because sexual harassment causes targets to become more burned out, efforts should be taken to lessen rather than eliminate it. There should be no tolerance for sexual harassment in organisations. Organisations should have a recognised, public reporting and complaint procedure for sexual harassment. It is imperative that management incentivizes employees to report instances of harassment, and that any legal or organisational actions remain confidential to prevent victims' reputations from being maligned. Professional counselling services can be used to offer organisational support to victims of harassment. The focus of managerial efforts should be on building employees' psychological capital because those with high psychological capital are more resilient to harassment. High psychological capital workers are cheerful, upbeat, tenacious, and self-sufficient, all of which enable them to deal with workplace stressors like harassment more effectively. As a result, businesses need to come up with strategies to increase workers' psychological capital. These strategies could include counselling sessions, difficult task assignments, and training programs. Likewise, there has to be a greater awareness raised about reporting incidences of sexual harassment against working women by the government and other national stakeholders, such as non-governmental organisations. Seminars, social media platforms, newspapers, radio, and television commercials can all be used to spread this information. Around the world, sexual harassment is illegal in many jurisdictions. As a result, the gov-

ernment must establish a monitoring agency whose sole responsibility is to keep an eye on incidents of workplace sexual harassment and bullying.

### Limitations and Future Research

Despite having some limitations, the study's findings significantly advance the literature. Using a direct question technique before a behavioural approach which is not typically the case in research on sexual harassment is a significant weakness of the study. The study utilised data gathered from workers at a Dutch bank located in Amsterdam, Netherlands. The results of this study can be more broadly applied if a diverse sample, including women in non-managerial roles, is used in subsequent research. The study needs to be broadened to include more industries and situations in order to gain a deeper knowledge of the problem. In order to mitigate frequent technique bias, the data were collected throughout several time periods; yet, the study's correlational design reduces the degree of causation confidence. It is advised that future researchers con-

fidently deduce causality through the use of experimental design or longitudinal investigations. Future studies may look into further ways that sexual harassment can impact victims' mental health and how psychological capital might play a moderating role in those interactions. Another drawback is that the outcomes of this study were interpreted using cross-sectional data, whereas longitudinal data will provide a more comprehensive understanding of the model. The drawback is that we collected the data using a non-probability sampling technique, whereas probability sampling typically yields conclusions that are more generalizable. Convenience sampling has other disadvantages as well. First, it suggests that respondents have limited access, which means that results from different samples of respondents may differ. It is advised that qualitative data from in-person interviews with employees be included for future research. Furthermore, it is advised to enhance the sampling strategies in order to obtain a more representative sample, which will facilitate better outcomes generalization.

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