



**MASTER OF BUSINESS ADMINISTRATION
INTERNATIONAL PROGRAM**



**RESEARCH PROJECT
(BMBR5103)**

**RESEARCH ABOUT ANTISOCIAL BEHAVIORS OF
EMPLOYEES IN HOANG ANH GIA LAI GROUP**

Ho Chi Minh City, August 2015

ADVISOR'S ASSESSMENT

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Advisor's signature

Nguyen The Khai, DBA

ACKNOWLEDGEMENTS

To finish this article, I would like to send our sincere thanks to Dr. Nguyen The Khai (DBA) who was enthusiastic guide us step by step to complete this study. Moreover, he spent all his spare time to caring answered our questions during this subject.

I also want to wish health and thanks to the employees of Hoang Anh Gia Lai Group, they has helped me to complete the survey questionnaire correctly and on time as scheduled.

Finally, I want to thank to the lock classmate, has created a good learning environment so that we can share experiences and knowledge with each other during school. Thank the ones around me encouraged and helped me during this course.

With best regards

Ho Chi Minh City, August 2015

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ABSTRACT

Antisocial behaviors of employees lead to unfavorable outcomes for the organization. With this research, I used a sample of 300 employees of company to analyze and evaluate. It has shown the impact of overload problems, distributive and procedural justice, job stress scale, work-family conflict that affect directly to antisocial behaviors of Hoang Anh Gia Lai Group's employees. Through research, it will help the company's leadership to realize the shortcomings in the management of human resources as well as the distribution and assess the effectiveness of the most sensible way.

CHAPTER I: INTRODUCTION

I. INTRODUCTION OF HOANG ANH GIA LAI GROUP

1. Over view of the company

Vietnamese name : **Công ty Cổ phần Hoàng Anh Gia Lai**

Trade name: **HOANG ANH GIA LAI Joint Stock Company**

Abbreviated name: **HOANG ANH**

GIA LAI

Company's logo:



Slogan: **UNITY IS POWER**

Address: **15 Truong Chinh St, Phu Dong Ward, Pleiku City, Gia Lai Province**

Tel: **(84-59) 38 202 88** - Fax: **(84-59) 38 200 007**

Website: **www.Hoang Anh Gia Lai.com.vn**

Bank for opening account : **at Bank for Investment and Development – Branch of Gia Lai**

Account number: **6201.000.000.7806**

Tax code: **5900377720**

Charter capital (up to 31/12/2014): **VND 7.899.679.470.000**

Hoang Anh Pleiku Private Enterprise, founded by Mr. Doan Nguyen Duc in 1993, was transformed to Hoang Anh Gia Lai Joint Stock Company in 2006. On 22 December 2008, the company's shares were officially listed on HOSE under the code of HAG.

Hoang Anh Gia Lai Group is organized according to the model of holding company and subsidiary with the following structure:

Parent company consists of 3 corporation's sector management: Rubber Joint Stock Company Hoang Anh Gia Lai, Hydropower Joint Stock Company Hoang Anh Gia Lai, JSC Construction & Housing Development Hoang Anh.

28 subsidiaries are companies that Hoang Anh Gia Lai Group holds controlling stakes above 50% and / or control.

2. Development History

BEGINNING STAGE: 1990 – 1993

Private company: Furniture production

1990: A small furniture workshop

1993: Building the first furniture factory; Establishing Hoang Anh Gia Lai Private Enterprise



PUBLIC STAGE: 2002 – 2012

Public company: Real estate was the key business while diversification strategies were implementing

2002:

Investing in Hoang Anh Gia Lai football club to promote Hoang Anh Gia Lai trademark locally and internationally.



2006 - 2007:

Transforming from a private enterprise to a joint stock company

Dragon Capital and Jaccar became the Company's strategic investors

2008 - 2010:

Listing on Ho Chi Minh City Stock exchange

Raising capital from the stock market to finance plantation, hydro power and mining businesses for sustainable developments

2011 - 2012:

Raising capital from international equity markets by listing GDR on LSE

Issuing international bonds of USD 90M via Credit Suisse

Issuing convertible bonds to Temasek

SUSTAINABLE DEVELOPMENT STAGE as of 2013

The group will focus its development on the two major sectors:

Agribusiness: rubber tree, sugarcane, oil palm.

Rubber and oil palm: planting 48,000 ha of rubber trees and experimenting 4,000 ha of oil palms. Sugarcanes: total planted area is 10,000 ha



Real estate: Hoàng Anh Gia Lai Myanmar Center is considered the key project.

Developing the restructure scheme: spinning off the subsidiaries owning apartment projects, retaining the Myanmar project and a number of projects owned by Hoang Anh Housing Construction and Development Company.

3. Business Objectives

Vision: Turning a leading group in Vietnam and in the region with the sectors based on renewable resources playing a key role, creating a stance for sustainable development.

Mission: To constantly maintain creativity, and strive to produce products and provide services of high quality at reasonable costs. To provide good employee benefits, in terms of both material and spiritual encouragements in order to motivate the employees to create new values for customers, shareholders and the whole society.

4. Growth strategy

In its course of development, Hoang Anh Gia Lai Group has supplemented, improved, and reinforced its development orientation. We centre on the sustainable development to create long-term value for the shareholders and other key stakeholders based on the following values and business philosophies.

Renewable resources: we understand that there is a limit to any natural resources; therefore, investment in and development of renewable resources are integral to sustainable development. In our business strategy, although being a business working in many industries, we have decided that our business sectors based on renewable resources will be our primary orientation to development in the future. On such basis, over the past years Hoang Anh Gia Lai has made substantial investment in planting rubber trees in infertile forests in Indochina conceded by the local governments. Adopting Israeli drip irrigation system, we are able to save considerable amounts of water and fertilizers.

Public Private Partnership - PPP: The PPP model has been applied by Hoang Anh Gia Lai when expanding to agribusiness and investing in neighboring countries. The PPP model was successfully applied in Laos and considered as a standard model by Laotian Government when encouraging foreign investment into Laos. Hoang Anh Gia Lai has provided interest-free credit to Laotian government, built infrastructures to support SEA Games held in Laos, as well as built up many public works for local community like airport, schools, hospitals, administration centers, houses, bridges, roads, etc. The model is based on and consolidated by the harmonious politic and

economic relationships between Vietnam and other developing countries in ASEAN.

In-depth investment and value chain: To differentiate competitive advantages in international markets, besides the economic scale, we continuously do research and apply new and modern technology solutions in our production process, especially in agribusiness. We adopt intensive farming in rubber and sugarcane planting by following the long-year experience – “first water, second fertilizer, third hard work, and fourth seeds.” We are the pioneer to apply the Israeli dripping irrigation system to increase the yield and to save the water. We have set up our own Rubber Research Institute, which is the first private institute in Vietnam with professors from Vietnam and Thailand. The rubber research institute has researched into and analyzed the soil quality of different rubber plantations to produce particular fertilizers to ensure the growth of rubber trees as well as to avoid wastes and to save costs. The sugar and sugarcane industrial complex in Attapeu (Laos) is an example of in depth investment and connecting value chain to produce sugar as the main product and other by-products like thermal electricity, ethanol and organic fertilizer. We also apply the value chain management to the real estate business by connecting major links like furniture, granite, design and construction to produce cost-competitive products.

Mutual development: We understand that no success is ever made single-handed and that our today's success comes as a result of trust, sharing and win-win cooperation with shareholders, investors, partners, customers, staffs, local communities, mass media, etc. Therefore, our business philosophy of “mutual development” has been successfully adopted by HAG. As a result, we are one of a few companies that is able to raise a huge capital from the domestic and foreign financial institutions, the banks' assistance in hard time, and enthusiastic supports from strategic shareholders, local communities and government authorities; we also have an experienced and committed management team, and our staffs are always proud of working in a competitive and active environment.

Medium and long-term development strategy

Since 2007, when the property market was at its peak and many non-property companies entered into the property sector, Hoang Anh Gia Lai, a leading property developer, did the other way round engaging in rubber business in Laos. We understand that the property sector is quite sensitive to economic policies and conditions, and definitely follows a cyclical pattern, so in order for sustainable development, we need to develop other long-term key sectors. Based on the analysis and judgement of the Group's SWOT, business opportunities and challenges in respective sectors, together with the experience accumulated over the past time, the Group has undergone restructuring with its focus on the 2 main sectors, i.e. agribusiness and property:

Agribusiness: This is the top priority of Hoang Anh Gia Lai. Hoang Anh Gia Lai has been investing in rubber and sugarcane plantations, and coming next is planting other medium-term trees like oil palm. Agribusiness is considered as the Group's spearhead strategy, based on the advantage of large land bank, which then supports the application of machinery and technology to increase the yield and to reduce production costs. The PPP model applied through investment in "offering infrastructure in return for concessions to develop agribusiness" has enabled HOANG ANH GIA LAI to develop an enormous land bank in neighboring countries. This sector can bring a very high profit margin, creating substantial cash inflow and stable growth, thus making the group invulnerable to negative impacts from highly-cyclical and vulnerable traditional business sectors when exposed to volatile economic circumstances.

Property: Hoang Anh Gia Lai is still a leading property developer with definite advantage in the segment of medium-end apartment projects thanks to the advantages gained from furniture, granite production, to designing, construction and effective cost management. However, the property sector is cyclical and risk-taking, so Hoang Anh Gia Lai formulates a strategy for geographical diversification into

other less developing countries in ASEAN. Currently, the property sector in Vietnam still faces a lot of difficulties without signs of revival, so Hoang Anh Gia Lai only decides a few marketable projects to develop. Instead, the Group, by sheer determination, makes investment in the giant project in Yangon, Myanmar in an effort to take advantage of the property market fever that Myanmar is undergoing after this country has announced its open-door policy and passed the Foreign Investment Law with many less restrictive terms.

5. General assessment of the printing business Activities 2014

Advantages:

HAGL possesses an enormous bank of adjoining land which enables the strategy of developing high-technology agribusiness, mechanizing all the steps including soil preparing, planting, caring, harvesting, transporting, processing, etc. thus producing high yields and competitive prices.

HAGL's dynamic, highly-experienced executives and employees are willing to acquire new knowledge. Therefore, in 2014, HAGL was able to quickly and impressively start its dairy and beef cattle farming. The diversity of agribusiness helps HAGL more effectively deal with the complicated situation of the economy, laying a solid foundation for more sustainable development in the future.

The thriving real estate market in Myanmar is experiencing a higher and higher demand exceeding the supply. The Myanmar Project, a significant factor retains HAGL's success in the real estate business. Though the year 2014 did not witness any revenue or profit, the project maintains its shareholders and investors' confidence in the Group's capabilities in the real estate business.

A steep decline in the common interest rate, stable value of the Vietnamese dong, inflation under control, etc. all alleviate and stabilize the costs and finance-related risks as well as capital sources, reassuring HAGL of embarking on its investment projects.

The shareholders' companionship and deep attachment have solidified HAGL's sustainable developmental trend.

Another factor that cannot go unmentioned is the close interest and substantial assistance from the leaders of Parties and Government agencies of Vietnam, Laos, Cambodia and Myanmar. Thanks to them, the procedures for assessing and approving investments, capital transfer were performed with ease

and less time consuming. Anyway, that has encouraged HAGL's every confidence in making investments in projects under complicated and challenging economic circumstances.

Difficulties

The year 2014 witnessed a drop in the price of rubber, significantly decreasing the profit ratio of this business sector. Therefore, HAGL took the initiative to relax the workload, tapping only big trees just for the purpose of training and retention of the workforce.

The harsh protectionist policies on Vietnamese sugar products constitute obstacles to the import of sugar products from Laos into Vietnam. As a result, HAGL still cannot break into this thriving market where the prices are higher the world's average prices.

The stock market has not experienced changes significant enough to reach sustainable development. As a consequence of temporary, stopgap trades, issuance of new stocks for mobilizing long-term capital proves unlikely to succeed.

In the monetary market, most of the savings go for short-term deposits, this discouraging the banks from providing long-term funding for projects.

HAGL's managerial and organizational structure is still approaching perfection to match the Group's restructuring process and business redirection.

Achievements in business operation and administration

The most prominent achievement in 2014 was the flair for expansion of business scope into dairy and beef cattle farming. For HAGL in particular and Vietnam in general, the diversification into livestock farming would help reduce risks and dependence on fluctuating prices of farming products. Featured with a short capital turnover, cattle farming enable HAGL to turn over its capital, making prompt cash flow and profit to offset the deficits in the turnover targets and profit in the rubber business. All the processes of corn and grass growing, food processing, feeding, caring, milking are mechanized, yielding products meeting the standard of stable quality and affordable prices.

The Group's restructuring activities began to take positive effects in 2014. Business sectors underwent a restructure toward an effective streamlined organization. Thanks to it, there was a considerable decline in the costs and expenses, leading to an improvement in the Group's competitiveness and ability to deal with adverse development in the market. In 2014, HAGL was also shift the management to younger staff to make preparation for replacement of elderly

leaders approaching retirement. This planned shift combined the young's freshness and dynamism with the elderly's experience and sophistication, which made a major breakthrough in every aspect.

6. Human resource manager system

Hoang Anh Gia Lai group includes the parents company, 3 major corporations in charge of relevant sectors and 28 subsidiaries as in the following organizational structure.

Working mode: Group perform work mode 5.5 to 6 days / week and 8 hours / day. However, depending on job conditions require that the unit can change the working time during the day to match or overtime but must ensure that the standard hours of work day by the Group stipulated.

Employees are entitled to 1 to 1.5 days / week. Staff working for 12 months to be entitled to 12, 14 or 16 days / year, depending on working conditions. If less than 12

months, the annual leave is calculated according to the number of months worked during the year. The Group will increase the number of vacation days based on the working time of employees, each 5 years of service are entitled to one day be. Also, every year, all the Group's employees are public holidays in accordance with the laws of Vietnam and the host country where HOANG ANH GIA LAI are the production and business activities. If the date coincides with other holidays, the staff will be made up the next day.

Employment, training policies: Recruiting new personnel in accordance with procedures set up to ensure newly employees have sufficient qualifications, skills and experience for the position to be recruited and have good moral character, have aspirations flock long with the Group. In the longer term, the Group priority in recruiting local manpower because of its stability and high quality. The Group has special preferential policies for local people with real power and have good ethics working in the major cities to return to work in the Pleiku City and the project area.

Group ensures all staff are trained to have sufficient technical capacity, implement the assigned work. The training and coaching skills and expertise needed to be done at work or training courses outside the planned training of the Group was established since the beginning of the year.

To perform well in training, the Group and the employee agreed commitments on obligations and rights of both parties in the process of learning, the ability to work and time served the Group after accomplished learning.

Labor safety policy is a key policy priority. Hoang Anh Gia Lai focused occupational safety training for workers before entering the work, labor protection equipment for workers, such as clothing, hats, shoes, glasses, ... fully and promptly the nature job entails.

Issue regulations on occupational safety, environmental hygiene, regularly check the evaluation of occupational safety at construction sites. The Group has established work wear Council to organize protective padding system.

II. RESEARCH INTRODUCTION

1. Problem statement

With the rapid development of the Group in recent years, it has generated a lot of work to be solved and the requirements of businesses with employees as well as advanced. Prior to that issue, the employee will easily fall into overload at work with time to complete work urgently and more. From there, they feel constantly under pressure, anxiety about the job because there is more work but have little time to do so to bring jobs back home to settle and feel no balance between work and family life.

On the other hand, arranging the work in parts and a complete assessment of the employee's duties are fairly well make them feel tense.

From the above problems can cause stress for employees, they fall into a poor working efficiency, and affects other employees and adversely affect results of operations of the entire company.

With these problems, this research was conducted to check the status of stress worker due to work overload to antisocial behavior in this group.

2. Main construct

Based on information from the human resources of the company has discovered that some employees worked less effective, attitude is not good behavior for company colleagues and negatively impact operations the business of the company.

3. Research objective

The objective of this research was to develop a better understanding of the impact of job overload, distributive and procedural justice, job stress scale, work-family conflict to antisocial behaviors. From this research helps corporate leaders to take measures to adjust to minimize this situation to bring efficiency to business operations.

4. Research questions

The research was based on the association between factors such as job overload, distributive and procedural justice, job stress scale, work-family conflict impact directly or indirectly to antisocial behaviors of employee at HOANG ANH GIA LAI group. So the question arises will revolve around a number of issues the following:

How overload job status will impact how to antisocial behaviors of employee?

How distributive and procedural justice status will impact how to antisocial behaviors of employee?

How job stress scale status will impact how to antisocial behaviors of employee?

How work-family conflict status will impact how to antisocial behaviors of employee?

CHAPTER II: LITERATURE REVIEW

This chapter will be presented revolve around issues such as definition, theory, conceptual research model, summary of hypotheses of the problem such as:

- (1) Job Overload
- (2) Distributive and Procedural Justice
- (3) Job Stress Scale
- (4) Work-Family Conflict
- (5) Antisocial Behaviors
- (6) The Antisocial Behavior of Employees

I. Job Overload

This measure, developed by Caplan, Cobb, French, Van Harrison, and Pinneau (1980), uses 11 items to describe an employee's job overload. This focuses on the employee's perceptions of quantitative job overload (rather than mental strain or psychological pressure). It asks for description of the perceived pace and amount of work.

Job overload correlated positively with hours worked, competitiveness, firm size, and absenteeism and correlated negatively with work satisfaction, job satisfaction, and professional commitment (Dwyer & Ganster, 1991; Phelan et al.. 1993; Sargent & Terry, 1998; Wallace, 1997).

II. Distributive and Procedural Justice

These measures were developed by Joy and Witt (1992). They are parsimonious in that they each use only three items to access distributive and procedural justice. The procedural justice measure focuses on the extent to which employees believe they have a voice in negotiating their job assignment, job duties, and performance appraisal results. The distributive justice measure focuses on the fairness in the

decisions made by the organization concerning job assignments, job duties, and performance appraisals.

Distributive and procedural justices were positively correlated. The relationship between distributive and procedural justice was smaller for employees when delays in gratification were shorter (Joy & Witt, 1992).

III. Job Stress Scale

This measure was developed by Parker and Decotiis (1983). The measure uses 13 items to measure job stress along two dimensions. One dimension is time stress (feelings of being under constant pressure) and the second dimension is anxiety (job – related feelings of anxiety). Jamal and Baba (1992) used a shortened version of the Job Stress Scale consisting of nine of the items.

Job stress was negatively correlated with organizational commitment and job satisfaction and positively correlated with role ambiguity and overload (Jamal & Baba, 1992). Factor analyses have shown that time stress and anxiety are empirically distinct dimensions (Melamed et al., 1991; Xie & Johns, 1995).

IV. Work-Family Conflict

This measure, developed by Kopelman, Greenhaus, and Connolly (1983), uses eight items to assess the extent of the interrole conflict that occurs between work and family roles (work-family conflict). Grandey and Cropanzano (1998) suggest that by reversing the wording of the items so that the stressor is family demands, the measure can also be used to describe the spillover of family responsibilities to work roles (family-work conflict).

Work-family conflict correlated positively with job involvement, work role conflict, work role ambiguity, work time demands, family role conflict, and family time demands. It correlated negatively with social support from work and family, family satisfaction, job satisfaction, and life satisfaction (Adams et al., 1996; Carlson & Perrewé, 1999). When both the work-family conflict items and the items reworded

to assess family-work conflict were examined in a factor analysis, two distinct factors were found with the items loading appropriately on the separate factors.

V. Antisocial Behaviors

This measure was developed by Robinson and O’Leary – Kelly (1998). It describes negative behaviors by employees that have the potential to harm individuals and/or the organization. Antisocial behaviors include breaking rules, damaging company property, hurting other workers, starting arguments with co-workers, and saying rude things about a supervisor or the organization.

Employee antisocial behaviors correlated positively with group antisocial behavior and correlated negatively with general satisfaction. Group antisocial behaviors correlated positively with an individual’s tenure in the group and correlated negatively with gender, age, job tenure, and the intention to leave. Antisocial behaviors correlated positively with similar measures such as antagonistic behaviors. Antisocial behaviors correlated negatively with organizational citizenship behaviors (Robinson & O’Leary Kelly, 1998).

The Antisocial Behavior of Employees

Workplace deviant behavior is defined by Robinson and Bennett (1995: 556) as “voluntary behavior that violates significant organizational norms and in doing so threatens the well-being of an organization, its members, or both”. Robinson and Bennett (1995) define two types of behaviors related to employee deviance as the ones directed against the organization and the other directed against the coworkers. The first type of behaviors is ‘organizational deviance’, whereas the second type of behaviors is ‘interpersonal deviance’. The authors further separate ‘organizational deviance’ into two as ‘production deviance’ and ‘property deviance’, where ‘production deviance’ is considered to be a minor deviance and ‘property deviance’ is considered to be a serious deviance. Examples include leaving early, taking excessive breaks, intentionally working slow, wasting resources for ‘production deviance’ and sabotaging equipment, accepting kickbacks, lying about hours

worked, stealing from company for ‘property deviance’ (Robinson and Bennett, 1995). According to the authors, ‘interpersonal deviance’, on the other hand, consists of behaviors that occur among coworkers. ‘Political deviance’, such as gossip, favoritism, blaming coworkers, competing non-beneficially are examples for minor deviance, and ‘personal aggression’, such as sexual harassment, verbal abuse, bullying, stealing from co-workers and endangering co-workers are examples for serious deviance (Robinson and Bennett, 1995).

‘Workplace deviance’ has been conceptualized in many ways (i.e. counterproductive work behavior, mobbing/bullying), ‘antisocial behavior’ being one of these. Robinson and Greenberg (1998) states that there exists no generally agreed upon definition of workplace deviance. Among the most prominent areas of study that relate to deviant behavior are antisocial behavior, counterproductive behavior, dysfunctional behavior, and organizational misbehavior (Kidwell and Martin, 2005:5). The common theme which all of the concepts have is the harmful effect of such behaviors to the organization. In their research, Robinson and O’Leary-Kelly (1998) use ‘antisocial behavior’ broadly to describe the negative behaviors in organizations. Giacalone and Greenberg (1997) also describe ‘antisocial behavior’ as ‘any behavior that brings harm, or is intended to bring harm to the organization, its employees, or its stakeholders’. According to Giacalone and Greenberg (1997), antisocial behavior focuses more on personal, political, and property interactions and less so on production, with the exception of sabotage (Giacalone & Greenberg, 1997). Antisocial behavior includes aggression, discrimination, theft, interpersonal violence, sabotage, harassment, lying, revenge and whistleblowing (Kidwell and Martin, 2005).

In order to predict deviant behaviors in the organizations, Hollinger (1986) suggests the importance of personal characteristics and perceptions and attitudes of employees about their employer. Apart from the individual factors that affect deviant behaviors, factors related to the organization plays an important role. Sims (1992) indicates that the organization’s support or encouragement of such behaviors

forms the major reason for the occurrence of these behaviors. In addition, Appelbaum et al (2005) suggest that deviant role models within the organization will lead the employees to have deviant behaviors. Therefore, it is important to consider organizational factors that creates or prevents the occurrence of antisocial behaviors.

CHAPTER III: RESEARCH MODEL AND HYPOTHESES

I. Research model

From theory and research findings, we hypothesized research model as below:

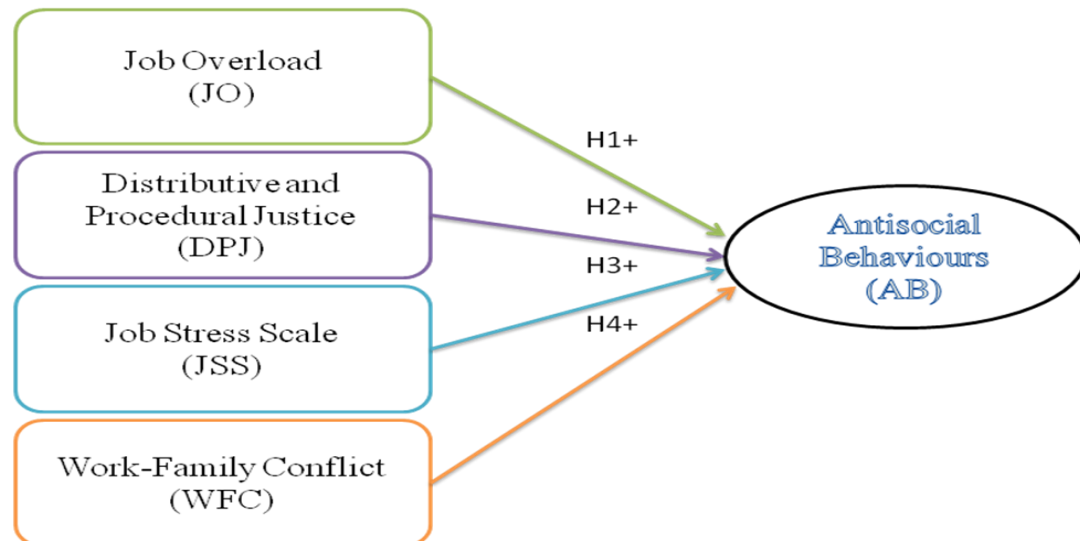


Figure 2: Hypothesized Research Model

Variables and constructs

Dependent variables:

- ✚ Antisocial Behaviors (AB)

Independent variables:

- ✚ Job Overload (JO)
- ✚ Distributive and Procedural Justice (DPJ)
- ✚ Job Stress Scale (JSS)
- ✚ Work-Family Conflict (WFC)

II. Research Hypotheses

1. Job Overload

Workers who feel trapped in jobs in which they're powerless to do something about it tend to burn out faster. Ironically, those employees who are in fast-track careers are often the first ones to crash and burn, according to Beverly Potter, a workplace consultant and author of *Overcoming Job Burnout: How to Renew Enthusiasm for Work* (Ronin Publishing, 1998).

Lonnie Golden, a labor economist at Pennsylvania State University, located in Media, Pennsylvania, notes that recent research shows that weekly work hours are, indeed, on the rise-but the increase is unevenly distributed among manufacturing workers as opposed to service-sector workers. For example, overtime in U.S. manufacturing industries averages about 4.7 hours per week, and it's more than five hours in durable goods industries. Those figures, the same for 1996 and 1997, were all-time highs since such things began being recorded in 1956.

Job overload also lead to burnout in the workplace. Burnout not only affects the employee's performance, but impacts the performance of the team and work environment. Below are 7 effects of burnout in the workplace (Maslach et al., 2001).

- Job withdrawal: Intention to leave the job, Absenteeism, Turnover
- Lower productivity
- Ineffectiveness
- Decreased job satisfaction
- Reduced commitment to the job and/or organization
- Greater personal conflict with colleagues
- Disrupts coworkers' job tasks

Hypotheses 1: Job overload is positively related to antisocial behaviors

2. Distributive and Procedural Justice

The introduction of the notion of procedural justice improves our understanding of people's justice evaluation of the entire allocation process. An allocation process consists of a distribution (an outcome) and a procedure, i.e., a set of rules that the allocator may apply when deciding the manner in which the outcome should be accomplished (Thibaut and Walker, 1975). The introduction of procedural fairness initiated a considerable amount of research in which the combined effects of distributive and procedural fairness were investigated. The main question was how distributive and procedural justice interacted to form justice judgments. It was assumed that people are motivated to attain fair outcomes, and some research was directed towards answering the question how procedural fairness might increase or decrease the perceived fairness of outcomes. Folger and associates (e.g., Folger, Rosenfield and Robinson, 1983) investigated the beneficial effects of justifications on resentment caused by relative deprivation. Greenberg (1993) showed that employee theft as a response to underpayment inequity decreased if employees were treated fairly. It was assumed that procedural fairness had a mitigating effect on perceived distributive unfairness.

Another line of research investigated the moderating role of procedural fairness on outcome favorability (Brockner and Wiesenfeld, 2005). Brockner and Wiesenfeld found that procedural fairness reduced the influence of outcome favorability when people evaluated others, while it increased its influence when people evaluated themselves. In other types of studies the attention shifted from the moderating role of procedural fairness toward the main role of procedural fairness. Van den Bos and associates (e.g., Van den Bos, Vermunt and Wilke, 1997) showed not only that procedural fairness had a beneficial effect on distributive unfairness, but that distributive fairness had a beneficial effect on procedural unfairness, as well, emphasizing the moderating role of distributive fairness.

Hypotheses 2: Distributive and procedural justice is positively related to antisocial behaviors.

3. Job Stress Scale

Rollinson (2005: 270) defines workplace stress as the conditions arising from the interaction of people and their jobs, which are characterised by changes within people that force them to deviate from their normal functioning. Stressors in the workplace are those conditions that have the potential to result in a person's experiencing a situation as stressful. The degree of stress experienced and the ways in which a person reacts to it can be influenced by a number of other factors such as personal characteristics, lifestyle, social support, appraisal of the stressor(s), life events and socio-demographic and occupational variables (Rollinson 2005).

Research has indicated the following as the most common sources of job stress that could be expected to have a measure of impact on organisational activity and employees' sense of wellbeing and engagement in the workplace (Cartwright & Cooper 2002; Coetzer & Rothmann 2007; De Bruin & Taylor 2006; Labuschagne et al. 2005; Martin 2005; Rollinson 2005):

Role ambiguity: This aspect relates to the amount of stress experienced by an individual due to vague specifications or constant change regarding the performance expectations, duties, responsibility and constraints that define the individual's job.

Work relationships: Poor or unsupportive relationships with colleagues and/or line managers, isolation (a perceived lack of adequate relationships) and unfair treatment can all be a potential source of stress.

Tools and equipment: To perform their job effectively, individuals need to feel they have the appropriate training, resources and equipment.

Career advancement: This aspect refers to the stress experienced by individuals as a result of a perceived lack of opportunity to further their career prospects within the organisation for which they work.

Job security: Job insecurity is an overall concern of losing one's job or the discontinuation of one's job. Job insecurity also implies uncertainty about the future.

Lack of job autonomy: The experience of stress is strongly linked to perceptions of decision-making authority and control. This may be due to either job constraints or workplace constraints. When there is great interdependence between the person's tasks and the tasks of others, the person is likely to experience stress.

Work-home interface: The demands of work have the potential to spill over and interfere with individuals' personal and home lives. This can put a strain on relationships outside work and impact upon the level of stress, especially when the individual experiences a perceived lack of social support at home or from friends.

Workload: This aspect refers to the amount of stress experienced by individuals due to the perception that they are unable to cope or be productive with the amount of work allocated to them. When people are expected to do more than the time and resources available permit them to do, they are likely to experience strain.

Compensation and benefits: The financial rewards that work brings are obviously important because they determine the type of lifestyle that an individual can lead. In addition, they often influence individuals' feelings of self-worth and perceptions of their value to the organisation.

Lack of leader/manager support: A supportive work setting is necessary to alleviate the effects of stress in the workplace. Employees need both tangible and emotional support, including trust and confidence, guidance, recognition, feedback and active interest from the immediate manager.

Aspects of the job: The fundamental nature of the job could cause stress. This

includes factors such as physical working conditions, lack of challenging and meaningful assignments, type of tasks, and amount of satisfaction derived from the job itself.

Nelson (2003) reports a survey which indicates that 41% of people cite workload issues as the biggest source of stress, with another 31% reporting people or relationship issues and 28% juggling work and personal life. Research has also indicated that experiencing high levels of stress may lead to feelings of anger, anxiety, depression, nervousness, irritability, tension, hypersensitivity to criticism and mental blocks (Cartwright & Cooper 2002; Martin 2005). This may lead to lower job performance, resentment of supervision, boredom, low self-esteem, inability to concentrate and make decisions, apathy, short attention span, burnout and job dissatisfaction. Research has also indicated a relationship between stress and absenteeism and between stress and labour turnover (Coetzer & Rothmann 2007; Mostert, Rothmann, Mostert & Nell 2008).

Hypotheses 3: Job stress scale is positively related to antisocial behaviors

4. Work-Family Conflict

Employees today are more likely than ever to be concerned with how to balance their work and family lives. Competing demands, which arise between work and personal roles, often result in conflict for employees.

Most studies on work-family conflict (WFC) examine models of stressors and their contribution to various personal and organizational outcomes. More specifically, researchers who study the work and family interface and its effect on conflict often utilize a framework that grew out of general stress models. Work stressors (e.g. hours worked, overload), nonwork stressors (e.g. number of children, difficulties in marital relationships), and the interaction between work and family (e.g. inter-role conflict) are frequently studied (Frone, Yardley, and Markel, 1997; Greenhaus, and Parasuraman, 1986; Higgins, Duxbury, and Irving, 1992). Each of the above

stressors may have a negative impact on personal and organizational outcomes. Although past studies have found strong evidence for the effects of work-family conflict, there are several methodological limitations that are consistently discussed in work and family literature. Specifically, many studies within this area have been based solely on cross-sectional self-report data (Adams, King, and King, 1996; Beutell, and Greenhaus, 1983). While all of these authors acknowledge the limitations with crosssectional and self-report data, with the exception of a few studies (for example, Frone, Russell, and Cooper, 1997; Marks, 1998), most studies utilize these methods.

Hypotheses 4: Work - Family conflict is positively related to antisocial behaviors.

III. Instruments

The questionnaire was created consisting of 47 questions. The question will be divided into two parts, including:

- Part one is designed to collect information on Job Overload, Distributive and Procedural Justice, Job Stress Scale, Work-Family Conflict impact on antisocial behaviors of HOANG ANH GIA LAI Group's employees.
- Part two will be information about the respondents (employees of HOANG ANH GIA LAI group).

Job Overload

Questionnaire use 11 items to describe an employee's job overload. It asks for description of the perceived pace and amount of work.

Responses for items 1 to 4 are obtained on a 5-point Likert-type scale where 1 = *rarely*, 2 = *occasionally*, 3 = *sometimes*, 4 = *fairly often*, and 5 = *very often*.

Responses for items 5 to 11 are obtained on a 5-point Likert-type scale where 1 = *hardly any*, 2 = *a little*, 3 = *some*, 4 = *a lot*, and 5 = *a great deal*.

Distributive and Procedural Justice

Questionnaire use 6 items to describe the procedural justice items (item 1 to 3) and distributive justice items (item 4 to 6).

Responses are obtained on a 5-point Likert-type scale where 1 = definitely disagree and 5 = definitely agree.

Job Stress Scale

Questionnaire use 13 items to measure job stress along two dimensions. One dimension is time stress (item 1 to 8) and the second dimension is anxiety (item 1 to 5).

Responses are obtained using a 5-point Likert-type scale where 1 = strong disagreement and 5 = strong agreement with the following statements. Items denoted with (9) were used in the nine-item version (Jamal & Baba, 1992).

Work-Family Conflict

Questionnaire use 9 items to assess the extent of the interrole conflict that occurs between work and family roles.

Responses are obtained using a 5-point Likert-type scale where 1 = strongly disagree and 5 = strongly agree.

Antisocial Behaviors

Responses are obtained using a 5-point Likert-type scale where 1 = very infrequently and 5 = very frequently. Respondents are instructed to report how frequently a focal person had engaged in each behavior within the year prior.

IV. Validation of the research instruments

validation of research tools: The questionnaire was sent to a group of experts to confirm and editing to suit the research. I've been using Cronbach's Alpha analysis methods to check the reliability of the scale (Hair et al., 1989).

V. Research participants

The sample of this study consists of HOANG ANH GIA LAI Group employees currently work at the branches in HCMC and manufactory. The questionnaire was sent to each individual in the company at the time of June 2015.

VI. Data Collection and Analyze

In this study, data were collected using structured questionnaire 2 parts including 47 questions. I asked the head of the department before distributing the questionnaires. The questions are written in English and explained to the participants in detail. Theoretical framework of this study will be tested by collecting data from 300 employees of HOANG ANH GIA LAI Group has identified above. We have prepared 300 questionnaires for each independent variable, dependent variable to be sent to the participants.

Time to recover questionnaire is at the end of day hours. After collecting the questionnaires, I have received 290 valid questionnaires to perform the research.

Use Cronbach's alpha method to check the reliability of the scale (Hair et al., 1998). Cronbach's anpha coefficient was used to get the consistent reliability associated item (Walsh, 1995).

Using descriptive statistical methods to find the standard deviation of all the independent and dependent variables.

CHAPTER IV: RESULTS AND FINDINGS

I. Reliability statistics (Cronbach's Alpha)

Cronbach's alpha is the most commonly used measure of reliability (i.e., internal consistency).

It was originally derived by Kuder & Richardson (1937) for dichotomously scored data (0 or 1) and later generalized by Cronbach (1951) to account for any scoring method.

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Table 1: Cronbach's Alpha- Internal consistency

After making Cronbach's alpha method, we obtain the following table:

Variable	Type	Cronbach's Alpha	No.of items	Consider
1. Job Overload (JO)	Independent Variable	.902	11	Excellent
2.Distributive and Procedural Justice (DPJ)	Independent Variable	.873	6	Good

3. Job Stress Scale (JSS)	Independent Variable	.810	13	Good
4. Work-Family Conflict (WFC)	Independent Variable	.844	8	Good
5. Antisocial Behaviors (AB)	Dependent Variable	.901	9	Good

Table 2: Cronbach's Alpha of Construct

With alpha's value greater than 0.7, variables is acceptable.

II. Descriptive analysis

It is fairly simple to produce these types of information from the data sets available in this learning package. Remember that the descriptive analysis can often be presented more accurately for the continuous variables than for categorical variables because of lost information from collapsing it into categories. The linked exercises present continuous variables only and categorical analysis will follow. This outcome shows a possible presentation of a Descriptive Statistics exercise. The descriptive statistics chosen include: N, Minimum, Maximum, Mean, and Standard Deviation. There are numerous other optional descriptives to choose from in the SPSS program.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JO	290	1.25	5.00	3.7323	.64552
DPJ	290	1.29	5.00	3.5690	.58564
JSS	290	1.75	5.00	3.9009	.57096
WFC	290	1.25	5.00	3.9043	.62574
AB	290	1.00	5.00	3.6767	.63629
Valid N (listwise)	290				

Table 3: Descriptive statistics

III. Hypothesis Testing Result

The goal of hypothesis testing is to determine the likelihood that a population parameter, such as the mean, is likely to be true. In this section, we describe the four steps of hypothesis testing that were briefly introduced as:

Step 1: State the hypotheses.

Step 2: Set the criteria for a decision.

Step 3: Compute the test statistic.

Step 4: Make a decision

According to the theory of the hypothesis is accepted, they must meet the following three requirements:

- *R square* > 0
- *Coefficient β : the same direction with model*
- *Value of Sig* ≤ 0.05

IV. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700 ^a	.490	.483	.45740

a. Predictors: (Constant), WFC, JSS, DPJ, JO

Table 4: R square

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.286	.236		1.210	.227
JO	.261	.062	.265	4.225	.000
DPJ	.317	.064	.292	4.920	.000
JSS	.112	.049	.100	2.274	.024
WFC	.218	.056	.214	3.891	.000

a. Dependent Variable: AB

Table 5: Coefficients value of the model

From the above analysis, we found that all four hypotheses are satisfied the following three conditions:

- *R square* = 0.940 > 0

- *Coefficient β : the same direction with model*

(JO=0.265; DPJ=0.292; JSS=0.100; WFC=0.214)

- *Value of Sig* ≤ 0.05

(*JO*=0.000; *DPJ*=0.000; *JSS*=0,024; *WFC*=0.000).

From the analysed data, four hypotheses (H1, H2, H3, H4) are supported, therefore job overload, distributive and procedural justice, job stress scale, work-family conflict are positively related to antisocial behaviors of employees in HOANG ANH GIA LAI Group.

CHAPTER V: CONCLUSIONS

I. Discussion

The research have demonstrated the effects of the elements job overload, distributive and procedural justice, job stress scale, work-family conflict to antisocial behaviors of employees in HOANG ANH GIA LAI Group. These behaviors both negatively affect the employees' own performance and the performance of other employees who are subjected to these behaviors. Therefore, decreasing or eliminating such behaviors is crucial for the organizations.

The findings of our study suggest that, by creating a dynamic working environment, efficiency, minimize the backlog of work in the employee, the job is assigned a leader fairly and properly assess the capacity, it can reduce the effects of such conduct.

To solve this problem and still ensure the growth of the enterprise increasing the business leaders need to take measures to train the action-oriented skills that we look at is Job Analysis. Job Analysis is a key technique for managing job overload – an important source of stress.

To do an excellent job, you need to fully understand what is expected of you. While this may seem obvious, in the hurly-burly of a new, fast-moving, high-pressure role, it is oftentimes something that is easy to overlook.

By understanding the priorities in your job, and what constitutes success within it, you can focus on these activities and minimize work on other tasks as much as possible. This helps you get the greatest return from the work you do, and keep your workload under control.

Job Analysis is a useful technique for getting a firm grip on what really is important in your job so that you are able to perform excellently. It helps you to cut through clutter and distraction to get to the heart of what you need to do

II. Contributions

This thesis provides some important contributions as follows:

First, HOANG ANH GIA LAI Group may use the results of this research to understand the effects of antisocial behavior acts are made up as job overload problems, distributive and procedural justice, job stress scale, work-family conflict. From this issue, the company will take steps to minimize antisocial behavior status of employees, to avoid unnecessary losses.

Also, from the results of this research, companies can actively create a fair working environment and distinction, working arrangements reasonably avoid job overload in the workplace to improve high employee satisfaction.

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APPENDIX

QUESTIONNAIRE

Dear my friends,

My name is Tran Duy Phuong. I am a student of international MBA programs. I'm implementing a research project on antisocial behavior of the employees in your company – HOANG ANH GIA LAI Group. Before you begin, let me guide you a few minutes to implement exactly.

You will fill out a short questionnaire about the antisocial behaviors, which is happening lately at your company.

Please note that your answers are only our store and do not give to anyone. So, we hope to receive cooperation and replies in accordance with the content in the questionnaire were set this.

I would like to express my personal gratitude to you for your great contribution.

For any inquiries, kindly contact me as below:

- Hand phone: **0988242670**

- E-mail: tranduyphuongkt.pt@gmail.com

Instructions for completing the survey

Each question have 5 options rating scale from 1-5. Please mark the cycle (O) on the sentences for your choice.

Example: Responses for items 1 to 4 are obtained on a 5-point Likert-type scale where 1 = *rarely*, 2 = *occasionally*, 3 = *sometimes*, 4 = *fairly often*, and 5 = *very often*.

No.	Item	1	2	3	4	5
1	How often does your job require you to work very fast?	1	2	3	4	5

I. Content Survey Questions

1. Job Overload

Responses for items 1 to 4 are obtained on a 5-point Likert-type scale where 1 = *rarely*, 2 = *occasionally*, 3 = *sometimes*, 4 = *fairly often*, and 5 = *very often*.

No.	Item	1	2	3	4	5
1	How often does your job require you to work very fast?	1	2	3	4	5
2	How often does your job require you to work very hard?	1	2	3	4	5
3	How often does your job leave you with little time to get things done?	1	2	3	4	5
4	How often is there a great deal to be done?	1	2	3	4	5

Responses for items 5 to 11 are obtained on a 5-point Likert-type scale where 1 = *hardly any*, 2 = *a little*, 3 = *some*, 4 = *a lot*, and 5 = *a great deal*.

No.	Item	1	2	3	4	5
5	How much slowdown in the workload do you experience?	1	2	3	4	5
6	How much time do you have to think and contemplate?	1	2	3	4	5

7	How much workload do you have?	1	2	3	4	5
8	What quantity of work do others expect you to do?	1	2	3	4	5
7	How much workload do you have?	1	2	3	4	5
8	What quantity of work do others expect you to do?	1	2	3	4	5
9	How much time do you have to do all your work?	1	2	3	4	5
10	How many projects, assignments, or tasks do you have?	1	2	3	4	5
11	How many lulls between heavy workload periods do you have?	1	2	3	4	5

2. Distributive and Procedural Justice

Responses are obtained on a 5-point Likert-type scale where *1 = definitely disagree* and *5 = definitely agree*.

Procedural justice items

No.	Item	1	2	3	4	5
1	I have considerable voice in determining my performance evaluation	1	2	3	4	5
2	I have considerable voice in determining my job duty	1	2	3	4	5
3	I have considerable voice in determining my job assignment	1	2	3	4	5

Distributive justice items

No.	Item	1	2	3	4	5
1	Most of my job assignments have been fair	1	2	3	4	5
2	The treatment that have generally received here at [company name]	1	2	3	4	5
3	I have received fair performance evaluations	1	2	3	4	5

3. Job Stress Scale

Responses are obtained using a 5-point Likert-type scale where *1 = strong disagreement* and *5 = strong agreement* with the following statements. Items denoted with (9) were used in the nine-item version (Jamal & Baba, 1992).

Time stress items

No.	Item	1	2	3	4	5
1	Working here makes it hard to spend enough time with my family	1	2	3	4	5
2	I spend so much time at work, I can't see the forest for the trees	1	2	3	4	5
3	Working here leaves little time for other activities	1	2	3	4	5
4	I frequently get the feeling I am married to the company	1	2	3	4	5

5	I have too much work and too little time to do it in	1	2	3	4	5
6	I sometimes dread the telephone ringing at home because the call might be job-related	1	2	3	4	5
7	I feel like I never have a day off	1	2	3	4	5
8	Too many people at my level in the company get burned out by job demands	1	2	3	4	5

4. Work-Family Conflict

Responses are obtained using a 5-point Likert-type scale where 1 = *strongly disagree* and 5 = *strongly agree*.

No.	Item	1	2	3	4	5
1	My work schedule often conflicts with my family life	1	2	3	4	5
2	After work, I come home too tired to do somethings I'd like to do	1	2	3	4	5
3	On the job, I have so much work that it takes away from my other interests	1	2	3	4	5
4	My family dislike how often I am preoccupied with my work while I'm at home	1	2	3	4	5
5	Because my work is demanding at tiems I am irritable at home	1	2	3	4	5
6	The demands of my job make it difficult to be relaxed all the time at home	1	2	3	4	5

7	My work takes up time that I'd like to spend with my family	1	2	3	4	5
8	My job makes it difficult to be the kind of spouse or parent that I'd like to be	1	2	3	4	5

5. Antisocial Behaviors

Responses are obtained using a 5-point Likert-type scale where 1 = very infrequently and 5 = very frequently. Respondents are instructed to report how frequently a focal person had engaged in each behavior within the year prior.

No.	Item	1	2	3	4	5
1	Damaged property belonging to my employer	1	2	3	4	5
2	Said or did something to purposely hurt someone at work	1	2	3	4	5
3	Did work badly, incorrectly, or slowly on purpose	1	2	3	4	5
4	Gripped with co-workers	1	2	3	4	5
5	Deliberately bent or broke a rule(s)	1	2	3	4	5
6	Criticized people at work	1	2	3	4	5
7	Did something that harmed my employer or boss	1	2	3	4	5
8	Started an argument with someone at work					

9	Said rude things about my supervisor or organization	1	2	3	4	5
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II. Personal Information

1. Gender

☐ Male

☐ Female

2. Age

☐ Under 25 years old

☐ From 25 to 35 years old

☐ From 36 to 45 years old

☐ Above 45 years old

3. Academic degree

☐ Colleges Degree

☐ Bachelor Degree

☐ Master Degree

☐ Doctoral Degree

4. Working seniority

☐ Under 5 years

☐ From 5 to 10 years

☐ From 11 to 20 years

☐ Above 20 years

5. Working position

☐ Officer/ staff

☐ Supervisor

☐ Manager

☐ Senior Manager

THANK YOU!

BUSINESS RESEARCH METHODS

Research Title

RESEARCH ABOUT ANTISOCIAL BEHAVIORS OF EMPLOYEES IN HOANG ANH GIA LAI GROUP

STUDENT : TRAN DUY PHUONG
CLASS : K14C – MBAOUM0514
LECTURE : DR. NGUYEN THE KHAI (DBA)

www.hutech.edu.vn



ABOUT HAGL JOINT STOCK COMPANY

Revenue (2014):
3.056 bill VND

Total employees
(2014): 24.111

AGRIBUSINESS



LAND

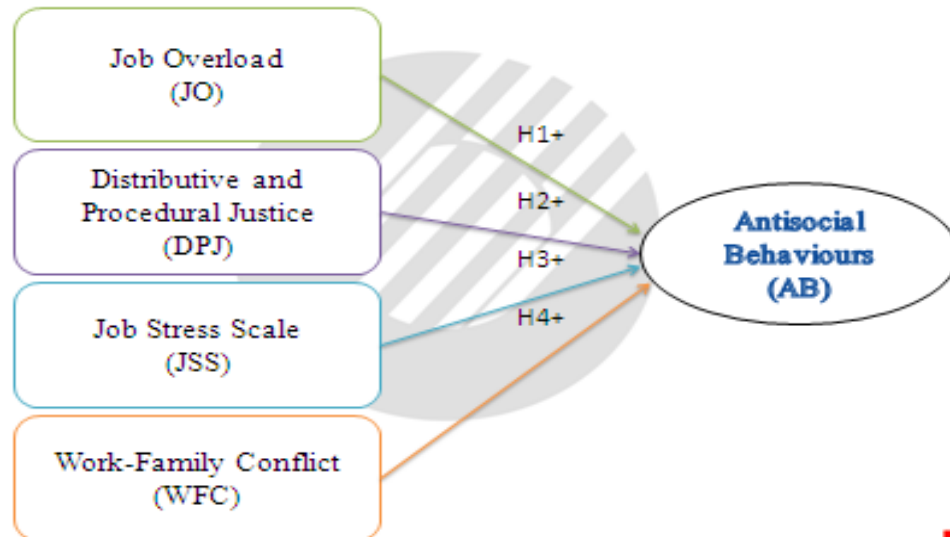


PROBLEM STATEMENTS

- Employees suffering from stress problems, spend so much time at work
- Less efficient at work
- Employees have the potential to harm individuals and organization:
 - Damaging company property
 - Hurting other workers
 - Argument with co-workers
 - Saying rude things about a supervisor.

Source: <http://www.hagl.com.vn/>

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Variable	Type	Cronbach's Alpha	No. of items	Consider
1. Job Overload (JO)	Independent Variable	.902	11	Excellent
2. Distributive and Procedural Justice (DPJ)	Independent Variable	.873	6	Good
3. Job Stress Scale (JSS)	Independent Variable	.810	13	Good
4. Work-Family Conflict (WFC)	Independent Variable	.844	8	Good
5. Antisocial Behaviours (AB)	Dependent Variable	.901	9	Good

The Cronbach's Alpha of all variables was above 0.70 and it can be concluded that the instrument is reliable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700 ^a	.490	.483	.45740

Predictors: (Constant), WFC, JSS, DPJ, JO

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.286	.236		1.210	.227
	JO	.261	.062	.265	4.225	.000
	DPJ	.317	.064	.292	4.920	.000
	JSS	.112	.049	.1	2.274	.024
	WFC	.218	.056	.214	3.891	.000

Dependent Variable: AB

Conditions:

- $R^2 > 0$
- Coefficient β : the same direction with model
- Value of Sig ≤ 0.05

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➤ Four hypothesis was supported, therefore job overload, distributive and procedural justice, job stress scale, work-family conflict are positively related to antisocial behaviors in the company.

➤ Company could set out a more flexible working hour schedule for the employees, avoid overload of work.

➤ Facilitating employees have time to rest with the family, to communicate with colleagues to create and recreate the unity of labor

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THANK YOU !

