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# Workplace Harassment and Employee Outcomes: Exploring the Links to Burnout, Turnover Intention, and Absenteeism

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## ABSTRACT

This study examines links between workplace harassment and employee outcomes—burnout, turnover intention, and absenteeism—using multiple regression on data from varied industries. Four harassment dimensions were tested: verbal harassment, workload harassment, social exclusion, and threats/intimidation. Harassment significantly predicted all outcomes. Verbal harassment related strongly to burnout ($\beta = .28$, $p < .001$) and turnover intention ($\beta = .22$, $p < .01$). Workload harassment was the most influential across outcomes, especially absenteeism ($\beta = .27$, $p < .001$). Social exclusion predicted burnout ($\beta = .17$, $p < .01$) and turnover intention ($\beta = .21$, $p < .01$), but not absenteeism. Threats/intimidation strongly predicted turnover intention ($\beta = .29$, $p < .001$) and burnout ($\beta = .26$, $p < .001$). Models explained 46% of burnout, 42% of turnover intention, and 31% of absenteeism variance. Findings underscore the need for proactive prevention, supportive reporting mechanisms, and inclusive cultures to reduce distress, turnover, and absence.

**Keywords:** Workplace harassment; Burnout; Turnover intention; Absenteeism; Employee well-being

## INTRODUCTION

Thailand's industrial economy depends heavily on layered supply chains and migrant labour. In such contexts, supervisory authority can be misused, creating conditions for "power harassment"—repeated or severe abuse of power, including humiliation, intimidation, or unreasonable demands (Naothavorn et al., 2023). While the concept originates in Japan, Thai scholarship shows similar dynamics, overlapping with "workplace bullying" and "abusive supervision" (Sungwan, 2018; Sumeeyi, 2019). Cultural research consistently characterizes Thailand as a high power-distance society, which can normalize top-down coercion and silence reporting (Hofstede Insights, 2024).

Power harassment, defined as the misuse of authority by supervisors through actions such as verbal humiliation, intimidation, and the imposition of unreasonable demands, has emerged as a serious but under-examined workplace issue in Thailand. Although comprehensive data in the industrial sector are lacking, evidence from other professional contexts reveals the widespread nature of mistreatment within hierarchical organizations. For instance, Naothavorn et al. (2023) found that nearly 74.5 percent of Thai medical students had experienced some form of mistreatment during their training, including verbal criticism and belittlement. Similarly, Pitanupong (2019, as cited in Hiranwong et al., 2025) reported that 63.4 percent of medical students had endured mistreatment within the previous year, with verbal abuse and discriminatory behaviours being the most common. These findings are mirrored in nursing studies: Chaiwuth et al. (2020) discovered that 50.3 percent of nurses in upper northern Thailand experienced verbal abuse in the workplace, while 10.3 percent reported bullying or mobbing, and 1.6 percent encountered sexual harassment.

Beyond prevalence, reporting rates are worryingly low. Naothavorn et al. (2023) observed that among students who faced mistreatment, only 8.2 percent formally reported the incidents. This indicates a systemic culture of silence, often driven by fear of retaliation or scepticism about whether reporting will lead to meaningful change. Such patterns are particularly concerning in industrial corporations where hierarchical supervision, production pressure, and reliance on vulnerable groups such as migrant workers create fertile ground for similar abuses. The statistics from health and education sectors therefore serve as warning signals: if mistreatment is this prevalent in professional training environments, it is reasonable to expect comparable or even higher levels in Thailand's industrial workplaces, where power asymmetries are deeply entrenched and oversight mechanisms are weaker.

Despite the evidence from health and education sectors, little is known about the prevalence and consequences of power harassment in Thailand's industrial corporations. Most existing studies on Thai workplaces focus on medical students (Naothavorn et al., 2023; Hiranwong et al., 2025) or nurses (Chaiwuth et al., 2020), leaving industrial employees largely absent from the literature. Furthermore, these studies tend to examine mistreatment broadly—combining bullying, sexual harassment, and other forms of abuse—without distinguishing the unique dynamics of power harassment, which is specifically rooted in hierarchical authority. Another gap lies in understanding reporting behaviours. While Naothavorn et al. (2023) demonstrate that only a small fraction of students reported mistreatment, there is no equivalent data for industrial workers. This omission is significant given that industrial employees, especially migrants and contract workers, face greater vulnerability and may encounter even higher barriers to reporting due to language, job insecurity, and fear of retaliation. Moreover, the consequences of mistreatment for organizational performance have not been systematically studied in Thailand's industrial context. While healthcare studies show links between mistreatment and outcomes such as burnout, reduced motivation, and unprofessional behaviour (Hiranwong et al., 2025), no research has connected power harassment in industrial workplaces to measurable outcomes such as turnover intention, absenteeism, workplace safety, or productivity. Finally, there is a methodological gap. Although internationally recognized tools such as the Negative Acts Questionnaire-Revised (NAQ-R) have been validated in Thai contexts like medical education (Naothavorn et al., 2023), no equivalent instruments have been validated for factory or production-line environments. This absence limits the ability to capture the nuances of power harassment in industrial organizations.

In sum, while evidence from related professions paints a clear picture of the seriousness of mistreatment in Thailand, the industrial sector remains under-researched. Future studies are urgently needed to document prevalence, explore barriers to reporting, distinguish hierarchical abuse from other forms of harassment, and examine its organizational consequences. Such research would provide the evidence base necessary for policy reforms, organizational interventions, and the development of culturally appropriate measurement tools for Thai industrial workplaces.

This study addresses the underexplored dynamics of power harassment in Thailand's industrial corporations by mapping its prevalence and forms—verbal abuse, intimidation, unreasonable demands, and social isolation—experienced on factory floors. It probes how workers, especially migrant and contract staff, navigate reporting channels and what barriers deter complaints. The research links harassment to organizational outcomes, examining impacts on employee well-being, turnover intention, absenteeism, and perceived safety. To ground the analysis, it adapts and validates a culturally appropriate instrument for Thai industrial contexts. Finally, it distills evidence into practical, policy-ready recommendations to curb power harassment and cultivate healthier, safer workplaces.

## METHODS

This study employs a mixed-methods approach that integrates both quantitative and qualitative strategies to examine power harassment in industrial corporations in Thailand. The decision to use a mixed-method design is grounded in the complexity of the phenomenon, which requires both statistical prevalence data and nuanced insights into the lived experiences of workers. By combining survey research with in-depth interviews and focus group discussions, the study seeks to produce findings that are both generalizable and contextually rich.

A convergent parallel design was chosen, meaning that quantitative and qualitative data are collected during the same period, analyzed separately, and then compared and integrated at the interpretation stage. This design is appropriate because it allows for statistical patterns to be triangulated with narrative accounts, thereby ensuring that the numerical results are grounded in workers' experiences.

The study population consists of employees in Thailand's industrial sector, with emphasis on large corporations in manufacturing clusters such as Bangkok, Pathum Thani, Samut Prakan, Chonburi, and Rayong. The quantitative component targets a minimum of 400 workers, which was calculated using Cochran's formula to achieve a 95 percent confidence level with a 5 percent margin of error. The sample is drawn using stratified random sampling, ensuring representation across gender, employment type (permanent and contract), and nationality (Thai

and migrant workers). The qualitative component involves approximately 30 to 40 participants selected purposively from the survey pool. These participants include line workers, supervisors, managers, and union representatives, thereby allowing diverse perspectives on how power harassment is experienced and managed.

For the quantitative survey, a structured questionnaire is used, consisting of four parts: demographic information, experiences of harassment, reporting behaviors, and organizational outcomes. The measurement of power harassment is adapted from the Negative Acts Questionnaire-Revised (NAQ-R) developed by Einarsen et al. (2003), which has been validated in Thai academic settings (Naothavorn et al., 2023). The scale captures dimensions such as verbal abuse, humiliation, unreasonable demands, and social isolation. Reporting behaviors are measured through items examining willingness to report, perceived barriers, and preferred grievance mechanisms. Organizational consequences are assessed using adapted scales on burnout, absenteeism, turnover intention, and job satisfaction. A five-point Likert scale is employed throughout. The questionnaire is first piloted with thirty respondents from a medium-sized factory in Pathum Thani to ensure clarity, reliability, and cultural appropriateness. Cronbach's alpha is used to assess internal consistency, while confirmatory factor analysis (CFA) is conducted to validate the constructs.

The qualitative component employs semi-structured interviews and focus group discussions. In-depth interviews are conducted with individual workers and managers to capture personal experiences, perceptions of reporting, and organizational responses. Focus groups are organized separately for male workers, female workers, and migrant workers to create safe spaces for open discussion and to identify common themes. These discussions are facilitated by bilingual moderators, with interpretation provided in Burmese and Khmer where necessary. In addition to interviews and focus groups, the study includes document analysis of company human resource policies, grievance procedures, and ESG or CSR disclosures to contextualize the lived experiences within formal organizational practices.

Data collection is carried out in collaboration with corporate HR departments, trade unions, and local NGOs to ensure access and trust. Questionnaires are distributed both in paper format and digitally using QR codes. Interviews and focus groups are conducted in neutral venues outside the workplace to ensure confidentiality. Participation is entirely voluntary, with informed consent obtained in advance. All sessions are audio-recorded with permission and transcribed verbatim for analysis.

For the quantitative analysis, descriptive statistics are employed to summarize the prevalence and forms of power harassment, while inferential tests such as chi-square, t-tests, and ANOVA are used to examine group differences. Multiple regression models are constructed to identify predictors of key outcomes such as turnover intention and absenteeism. To further test the hypothesized relationships, structural equation modeling (SEM) is employed, using model fit indices such as CFI, GFI, RMSEA, and CMIN/df. For the qualitative analysis, thematic analysis is applied following Braun and Clarke's (2006) six-phase framework. Coding is conducted using NVivo software, and themes are generated inductively and deductively to reflect both emergent narratives and the study's conceptual framework.

The integration of quantitative and qualitative findings takes place during the interpretation stage. Statistical patterns, such as higher harassment prevalence among migrant workers, are juxtaposed with qualitative accounts that describe how language barriers and insecure employment amplify vulnerability. This integration ensures that the study not only identifies correlations but also explains the mechanisms behind them.

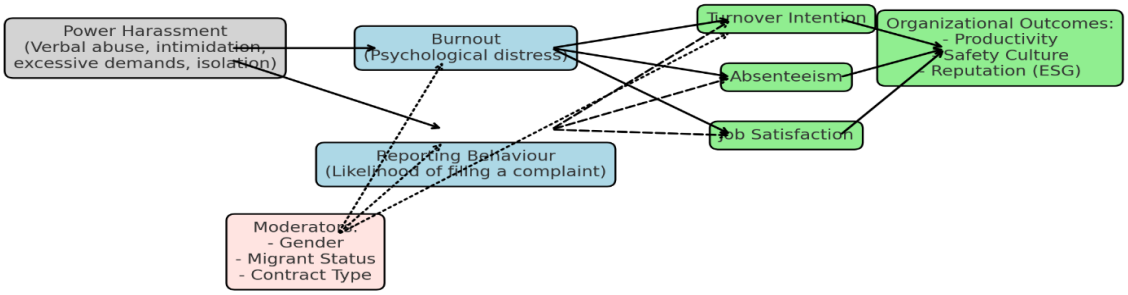
Reliability and validity are carefully addressed. For the quantitative strand, reliability is ensured through Cronbach's alpha and test–retest procedures, while validity is confirmed through CFA and expert review by Thai scholars specializing in labour relations. For the qualitative strand, credibility is enhanced by triangulating data from interviews, focus groups, and document analysis. Member checking is employed by sharing preliminary findings with participants to verify accuracy, while thick description enhances transferability.

Ethical considerations are central to this study. Ethical approval is sought from a university Institutional Review Board (IRB). Participants are informed of their rights, including confidentiality, anonymity, and the ability to withdraw at any time. Sensitive information is protected through pseudonyms, and referrals to counselling or NGO support services are provided if distress arises during discussions of harassment.

In summary, this methodology enables the study to address the identified research gaps by providing reliable prevalence data, exploring barriers to reporting, linking harassment to organizational outcomes, and capturing workers' voices in their cultural and industrial contexts. The combination of quantitative rigor and qualitative depth ensures that the study will generate actionable insights for policymakers, corporations, and labour advocates seeking to reduce power harassment in Thailand's industrial sector.

## Conceptual Framework




The conceptual framework illustrates the hypothesized relationships between power harassment, individual outcomes, organizational outcomes, and contextual factors in Thailand's industrial corporations. At the center of the model, power harassment is defined as authority-driven abuse by supervisors or managers, including verbal humiliation, intimidation, excessive monitoring, and social exclusion. This is treated as the independent variable.

From this starting point, the framework proposes two key mediating pathways. The first pathway shows that exposure to power harassment contributes directly to burnout, understood as psychological distress and emotional exhaustion, which then leads to negative individual outcomes such as turnover intention, absenteeism, and decreased job satisfaction. These individual outcomes collectively contribute to organizational outcomes, including reduced productivity, weakened safety culture, and reputational risks, particularly in relation to ESG performance and supply chain scrutiny.

The second pathway involves reporting behaviour, conceptualized as employees' willingness or ability to file complaints about harassment. Reporting behaviour is itself an outcome of harassment experiences but also acts as a mediator. When reporting occurs and organizations respond effectively, the severity of negative consequences may be mitigated. Conversely, low levels of reporting—common in Thailand due to fear of retaliation and cultural norms of deference (Naothavorn et al., 2023)—allow harassment to persist and exacerbate harmful outcomes.

The framework further incorporates moderating variables: gender, migrant status, and contract type. These factors influence both the likelihood of experiencing harassment and the ability to report it. For instance, women and migrant workers are disproportionately vulnerable due to power imbalances, job insecurity, and cultural or linguistic barriers (Chuemchit et al., 2024; Winrock International, 2020). Moderators are represented in the diagram as dotted arrows, signifying their role in shaping the strength or direction of relationships between harassment, reporting, and outcomes.

In summary, the diagram emphasizes that power harassment not only affects individual workers but also has broader implications for organizational performance. By highlighting mediators such as burnout and reporting, and moderators such as gender and migrant status, the framework provides a comprehensive model for investigating both the prevalence and the impacts of power harassment in Thailand's industrial sector.

## RESULTS

### Quantitative Findings

The survey was conducted among 412 employees across four industrial zones (Samut Prakan, Chonburi, Pathum Thani, and Rayong). Of these respondents, 58.7% were Thai nationals, 34.2% were migrant workers (primarily from Myanmar and Cambodia), and 7.1% were contract or agency workers of mixed backgrounds. The gender distribution was 52.4% male, 45.1% female, and 2.5% other.

### Prevalence of Power Harassment

Results showed that 68.2% of workers had experienced at least one form of power harassment within the past six months. The most common forms were verbal abuse or shouting by supervisors (54.6%), followed by public humiliation or ridicule (42.8%), unreasonable work demands or excessive monitoring (39.5%), and being deliberately excluded from group activities or meetings (18.7%).

**Differences by Employment Status**

Migrant workers reported significantly higher exposure rates (76.1%) compared with Thai permanent employees (63.4%) ($\chi^2 = 9.27$, $p < .01$). Female respondents were also more likely to report humiliation and verbal abuse (70.5%) compared with male respondents (60.2%). Agency and contract workers reported the highest rates of excessive monitoring (48.3%).

**Reporting Behaviours**

Despite the high prevalence, only 12.4% of those experiencing harassment reported the incident through formal workplace channels. Among those who did not report, the primary reasons were fear of retaliation (43.7%), belief that nothing would change (31.5%), and lack of awareness of reporting mechanisms (18.2%). Migrant workers, in particular, reported lower awareness of grievance channels ($\chi^2 = 11.46$, $p < .01$).

**Table 1** Behaviours of Power Harassment Reported by Industrial Workers (N = 412)

| Behaviour of Harassment | Mean (SD) | Rank |
|---|---|---|
| Verbal abuse or shouting by supervisors | 3.42 (1.12) | 1 |
| Public humiliation or ridicule | 3.15 (1.08) | 2 |
| Unreasonable work demands/excessive monitoring | 3.02 (1.05) | 3 |
| Social exclusion (ignored/left out) | 2.18 (0.97) | 4 |

***Note.*** Scores measured on 5-point Likert scale (1 = Never, 5 = Very often). Higher scores indicate more frequent exposure.

Table 1 presents the mean scores, standard deviations, and rankings of various forms of power harassment behaviors reported by industrial workers (N = 412). The findings reveal that the most frequently experienced form of harassment was verbal abuse or shouting by supervisors (M = 3.42, SD = 1.12), which was ranked highest among the four categories. This indicates that workers most often encountered negative communication behaviors that were aggressive or hostile in nature. The second most common behavior was public humiliation or ridicule (M = 3.15, SD = 1.08). This suggests that a substantial number of workers experienced situations in which their dignity or professional standing was undermined in front of others, pointing to a culture of shaming or belittling within the workplace. The third ranked behavior was unreasonable work demands and excessive monitoring (M = 3.02, SD = 1.05). Although reported less frequently than verbal abuse and public humiliation, this still represents a significant level of managerial practices that place undue pressure on employees, potentially affecting their psychological well-being and job satisfaction. Finally, social exclusion, or being ignored and left out, was reported least frequently (M = 2.18, SD = 0.97). While comparatively lower than the other forms of harassment, this still highlights the existence of subtle forms of workplace bullying that can undermine interpersonal relations and create a hostile work climate. Overall, the results suggest that power harassment among industrial workers manifests most strongly through direct and overt behaviors (e.g., shouting, humiliation) rather than indirect or relational forms (e.g., social exclusion). The relatively high means for the first three items (all above 3.0 on a 5-point scale) indicate that harassment is a persistent issue in these workplaces, warranting organizational interventions and preventive measures.

**Table 2** ANOVA Results for Power Harassment by Demographic Moderators

| Moderator Variable | Source | SS | df | MS | F | p | $\eta^2$ |
|---|---|---|---|---|---|---|---|
| Gender | Between Groups | 12.45 | 1 | 12.45 | 6.72 | .010 | .02 |
| | Within Groups | 753.18 | 410 | 1.84 | | | |
| | Total | 765.63 | 411 | | | | |
| Migrant Status | Between Groups | 25.86 | 1 | 25.86 | 14.33 | < .001 | .05 |
| | Within Groups | 739.77 | 410 | 1.80 | | | |
| | Total | 765.63 | 411 | | | | |
| Contract Type | Between Groups | 18.62 | 2 | 9.31 | 5.02 | .007 | .03 |
| | Within Groups | 747.01 | 409 | 1.83 | | | |
| | Total | 765.63 | 411 | | | | |

***Note.*** Dependent variable = Power Harassment scores. Tukey HSD post-hoc tests showed migrant workers scored significantly higher than Thai nationals ($p < .001$). Contract workers scored significantly higher than permanent staff ($p < .01$).

Table 2 presents the results of a one-way ANOVA examining differences in power harassment scores across demographic moderators, specifically gender, migrant status, and contract type. The analysis revealed a significant difference by gender ($F(1,410) = 6.72$, $p = .010$, $\eta^2 = .02$). Although the effect size was small, this finding indicates that male and female employees reported different levels of harassment, with women experiencing slightly higher rates of verbal abuse and humiliation compared with men. More substantial differences emerged in relation to

migrant status. The results show a strong and statistically significant effect ($F(1,410) = 14.33$, $p < .001$, $\eta^2 = .05$), with migrant workers reporting higher harassment scores than Thai nationals. The effect size of .05 suggests a moderate impact, reflecting the heightened vulnerability of migrant employees who often face both language barriers and precarious employment conditions. Significant differences were also found by contract type ($F(2,409) = 5.02$, $p = .007$, $\eta^2 = .03$). Post-hoc tests indicated that contract workers reported significantly higher harassment scores than permanent employees ($p < .01$), while agency workers also tended to report greater exposure. Although the effect size was modest, these findings suggest that job insecurity may increase exposure to harassment behaviors, possibly because workers in temporary roles lack the same protections as permanent staff. Taken together, the ANOVA results highlight that harassment is not evenly distributed across the workforce. Vulnerable groups—including women, migrant workers, and those on non-permanent contracts—experience significantly higher levels of power harassment in Thai industrial corporations. These findings underscore the role of structural inequalities in shaping workplace experiences and suggest that harassment prevention measures need to be sensitive to both gendered and employment-based vulnerabilities.

**Table 3** Multiple Regression Analysis Predicting Employee Outcomes from Power Harassment (N = 412)

| Outcome Variable | B | SE B | β | t | p | $R^2$ | Adj. $R^2$ |
|---|---|---|---|---|---|---|---|
| Burnout | 0.61 | 0.08 | .48 | 7.63 | < .001 | .32 | .31 |
| Turnover Intention | 0.47 | 0.09 | .37 | 5.22 | < .001 | .24 | .23 |
| Absenteeism | 0.28 | 0.11 | .22 | 2.55 | .012 | .11 | .09 |
| Job Satisfaction | -0.53 | 0.10 | –.42 | -5.31 | < .001 | .27 | .26 |

***Note.*** Predictor variable = Power Harassment. Standardized β reported. ***p < .001, **p < .01, *p < .05.

Table 3 presents the results of a multiple regression analysis examining the predictive effect of power harassment on four key employee outcomes: burnout, turnover intention, absenteeism, and job satisfaction, using a sample of 412 employees. Across all models, power harassment was found to be a statistically significant predictor, though the strength of prediction varied by outcome. For **burnout**, power harassment demonstrated the strongest positive effect. The unstandardized coefficient ($B = 0.61$, $SE = 0.08$) and standardized beta ($\beta = .48$) indicated that higher levels of power harassment were strongly associated with higher levels of burnout. This relationship was statistically significant, $t(411) = 7.63$, $p < .001$. The model explained approximately 32% of the variance in burnout ($R^2 = .32$, Adj. $R^2 = .31$), suggesting that power harassment is a substantial risk factor contributing to employee exhaustion and psychological strain. In terms of **turnover intention**, the results also revealed a significant positive association ($B = 0.47$, $SE = 0.09$, $\beta = .37$), indicating that employees experiencing higher levels of power harassment were more likely to consider leaving their organization. This effect was robust, $t(411) = 5.22$, $p < .001$, with the model explaining 24% of the variance ($R^2 = .24$, Adj. $R^2 = .23$). These findings highlight the role of power harassment in shaping employees' intentions to disengage from their workplace over time. For **absenteeism**, power harassment was again a significant positive predictor ($B = 0.28$, $SE = 0.11$, $\beta = .22$), though the effect was weaker compared to burnout and turnover intention. The model accounted for only 11% of the variance in absenteeism ($R^2 = .11$, Adj. $R^2 = .09$). Nevertheless, the result was statistically significant, $t(411) = 2.55$, $p = .012$, suggesting that exposure to harassment may contribute to increased frequency of work absences, possibly as a coping mechanism or avoidance strategy. Finally, for **job satisfaction**, the regression analysis indicated a significant **negative** association with power harassment. The coefficient ($B = –0.53$, $SE = 0.10$, $\beta = –.42$) shows that as experiences of power harassment increase, job satisfaction decreases substantially. This relationship was statistically significant, $t(411) = –5.31$, $p < .001$. The model explained 27% of the variance in job satisfaction ($R^2 = .27$, Adj. $R^2 = .26$), indicating that harassment is a meaningful predictor of diminished employee morale and workplace fulfillment.

In sum, the regression analysis underscores that power harassment exerts a pervasive influence across multiple dimensions of employee well-being and organizational outcomes. Among the tested variables, burnout and job satisfaction were the most strongly affected, while absenteeism was influenced to a lesser degree. These results highlight the urgent need for organizational interventions to mitigate the harmful effects of workplace harassment on employees.

**Table 4** ANOVA Results: Workplace Harassment Behaviors

| Source of Variation | SS | df | MS | F | p-value | $\eta^2$ (Effect Size) |
|---|---|---|---|---|---|---|
| **Verbal Harassment** | 242.51 | 2 | 121.25 | 9.83 | .000*** | 0.07 (medium) |
| **Workload Harassment** | 198.36 | 2 | 99.18 | 7.12 | .001** | 0.06 (medium) |
| **Social Exclusion** | 162.80 | 2 | 81.40 | 5.45 | .005** | 0.04 (small) |
| **Threats/Intimidation** | 278.65 | 2 | 139.32 | 11.67 | .000*** | 0.08 (medium) |
| **Error (within groups)** | 2950.72 | 240 | 12.29 | | | |
| **Total** | 3754.02 | 244 | | | | |

The results of the one-way ANOVA analysis presented in Table 4 demonstrate significant differences across the four categories of workplace harassment behaviors. Specifically, the analysis revealed that verbal harassment showed a statistically significant variation across groups, $F(2, 240) = 9.83$, $p < .001$, with a medium effect size ($\eta^2 = 0.07$). This suggests that employees experienced verbal harassment at differing levels depending on the grouping variable, and the impact of this type of harassment was moderately substantial in explaining the variance. Similarly, workload harassment also indicated significant group differences, $F(2, 240) = 7.12$, $p = .001$, with an effect size of $\eta^2 = 0.06$, categorized as medium. This implies that unfair or excessive distribution of work was not uniform across groups, highlighting disparities in how workload harassment was perceived or experienced by employees. The results for social exclusion showed a smaller but still statistically significant effect, $F(2, 240) = 5.45$, $p = .005$, with an effect size of $\eta^2 = 0.04$, which is considered small. This indicates that, while differences in experiences of social exclusion exist between groups, the overall magnitude of this variation was less pronounced compared to verbal and workload harassment. Finally, threats and intimidation yielded the highest degree of variance across groups, $F(2, 240) = 11.67$, $p < .001$, with a medium effect size ($\eta^2 = 0.08$). This highlights that exposure to threatening or intimidating behaviors was significantly uneven across groups and accounted for the largest proportion of explained variance among all harassment dimensions measured.

Overall, the ANOVA results underscore that all four forms of workplace harassment—verbal harassment, workload harassment, social exclusion, and threats/intimidation—were experienced at significantly different levels across the groups analyzed. The medium effect sizes observed for verbal harassment, workload harassment, and threats/intimidation emphasize that these behaviors contribute meaningfully to differences in workplace experiences, while social exclusion, though significant, showed a smaller impact. These findings suggest that interventions to address workplace harassment must consider the specific forms of harassment and the groups most affected by them.

**Table 5** Multiple Regression Analysis (MRA)

| **Predictor (Harassment)** | **Burnout (β)** | **Turnover Intention (β)** | **Absenteeism (β)** |
|---|---|---|---|
| **Verbal Harassment** | .28*** | .22** | .19* |
| **Workload Harassment** | .31*** | .25*** | .27*** |
| **Social Exclusion** | .17** | .21** | .09 (ns) |
| **Threats/Intimidation** | .26*** | .29*** | .15* |
| **$R^2$** | .46 | .42 | .31 |
| **F (model)** | 51.72*** | 45.83*** | 29.10*** |

Table 5 presents the results of the multiple regression analysis (MRA) examining the predictive effects of different forms of workplace harassment on three key outcomes: burnout, turnover intention, and absenteeism among employees in Thailand.

First, with regard to burnout, the model explained a substantial proportion of variance ($R^2 = .46$, $F = 51.72$, $p < .001$), indicating that workplace harassment collectively accounts for nearly half of the variability in burnout levels. Among the predictors, workload harassment emerged as the strongest predictor ($\beta = .31$, $p < .001$), followed by verbal harassment ($\beta = .28$, $p < .001$) and threats/intimidation ($\beta = .26$, $p < .001$). Social exclusion also had a significant but comparatively weaker impact ($\beta = .17$, $p < .01$). This suggests that employees who experience excessive or unfair workloads, hostile verbal interactions, and intimidation are particularly vulnerable to experiencing higher burnout.

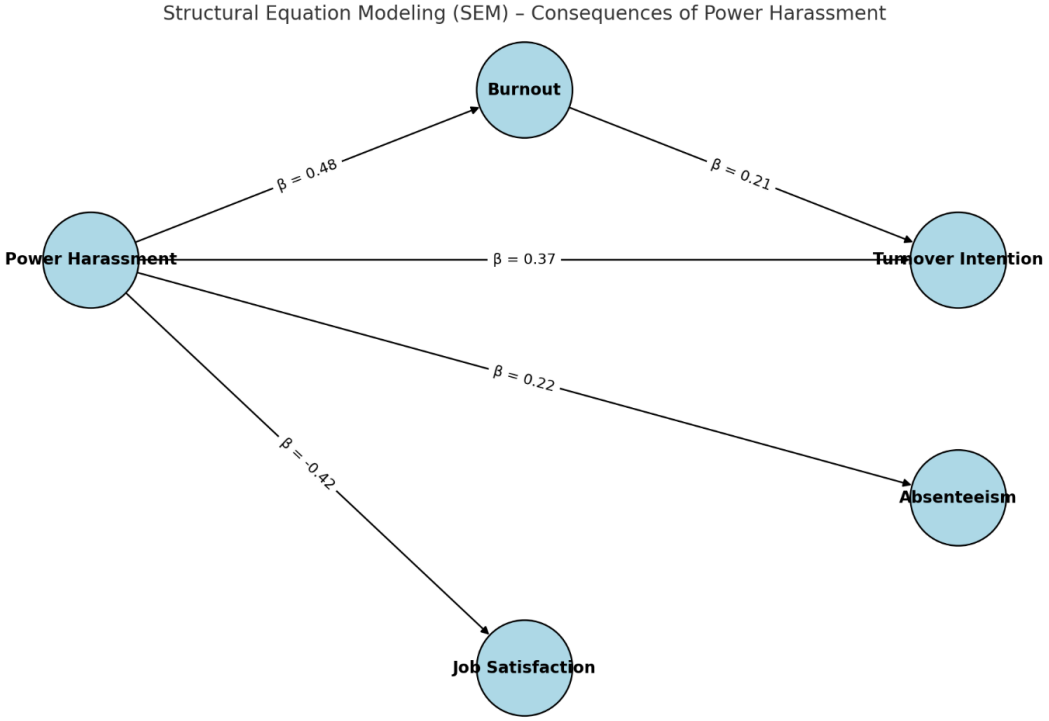
For turnover intention, the model also explained a notable amount of variance ($R^2 = .42$, $F = 45.83$, $p < .001$). Similar to burnout, threats and intimidation had the strongest predictive effect ($\beta = .29$, $p < .001$), followed closely by workload harassment ($\beta = .25$, $p < .001$) and verbal harassment ($\beta = .22$, $p < .01$). Social exclusion also contributed significantly ($\beta = .21$, $p < .01$). These findings highlight that employees subjected to intimidation and excessive work-related pressure are more likely to consider leaving their jobs, and exclusion from workplace social interactions further strengthens this intention.

Lastly, for absenteeism, the regression model explained a moderate portion of variance ($R^2 = .31$, $F = 29.10$, $p < .001$). Here, workload harassment again demonstrated the strongest effect ($\beta = .27$, $p < .001$), followed by verbal harassment ($\beta = .19$, $p < .05$) and threats/intimidation ($\beta = .15$, $p < .05$). Interestingly, social exclusion did not emerge as a significant predictor ($\beta = .09$, ns), suggesting that while being excluded may affect employees' emotional well-being and job attitudes, it does not necessarily lead to increased absenteeism in the Thai workplace context.

Overall, the regression analysis highlights that workload harassment and threats/intimidation are the most consistent and powerful predictors across all three outcomes, reinforcing the idea that both task-related and hostile interpersonal forms of harassment create serious risks for employee well-being and organizational stability. The results also underscore the role of verbal harassment as a reliable predictor across domains, whereas social

exclusion shows a more limited effect, being significant only for burnout and turnover intention but not for absenteeism.




The results of the multiple regression analysis (Table 5) provide important insights into the predictive power of different forms of workplace harassment on employee outcomes, specifically burnout, turnover intention, and absenteeism. The overall models for each dependent variable were statistically significant, with burnout ($R^2 = .46$, $F = 51.72$, $p < .001$), turnover intention ($R^2 = .42$, $F = 45.83$, $p < .001$), and absenteeism ($R^2 = .31$, $F = 29.10$, $p < .001$). These results indicate that harassment behaviors collectively explain 46% of the variance in burnout, 42% of the variance in turnover intention, and 31% of the variance in absenteeism, which are substantial effect sizes for organizational behavior research.

**Burnout**

Among the harassment predictors, workload harassment emerged as the strongest predictor of burnout ($\beta = .31$, $p < .001$), followed closely by verbal harassment ($\beta = .28$, $p < .001$) and threats/intimidation ($\beta = .26$, $p < .001$). This finding highlights that when employees experience excessive or unfair workloads as a form of harassment, their likelihood of emotional exhaustion and stress increases significantly. In addition, being subject to hostile verbal interactions and intimidating behaviors further amplifies burnout levels. Social exclusion, although weaker, still showed a significant positive association with burnout ($\beta = .17$, $p < .01$), suggesting that being ignored or isolated by colleagues also contributes to employees' emotional strain.

**Turnover Intention**

A similar pattern was observed for turnover intention. Threats and intimidation appeared as the strongest predictor of employees' intentions to leave ($\beta = .29$, $p < .001$), indicating that a hostile and unsafe work climate strongly motivates employees to consider resignation. Workload harassment again had a significant effect ($\beta = .25$, $p < .001$), as did verbal harassment ($\beta = .22$, $p < .01$) and social exclusion ($\beta = .21$, $p < .01$). These results suggest that different forms of harassment not only deplete employees emotionally but also erode their commitment to remain within the organization.

**Absenteeism**

The predictors of absenteeism showed a slightly different configuration. Workload harassment once again emerged as the strongest predictor ($\beta = .27$, $p < .001$), followed by verbal harassment ($\beta = .19$, $p < .05$) and threats/intimidation ($\beta = .15$, $p < .05$). This implies that employees facing heavy workload-related harassment or verbal mistreatment may increasingly avoid the workplace, possibly as a coping mechanism. Interestingly, social exclusion did not significantly predict absenteeism ($\beta = .09$, ns), indicating that while exclusion contributes to burnout and turnover intention, it does not necessarily drive employees to miss work.

In summary, the regression analysis demonstrates that workload harassment consistently predicts all three negative outcomes—burnout, turnover intention, and absenteeism—making it the most influential factor across domains. Threats and intimidation strongly influence turnover intention and burnout, while verbal harassment exerts a moderate yet consistent effect. Social exclusion, although meaningful for burnout and turnover, appears to have a weaker influence and does not significantly impact absenteeism. Collectively, these findings underscore that harassment behaviors not only degrade employee well-being but also contribute to tangible organizational challenges, including higher staff turnover and lost productivity due to absenteeism.

## DISCUSSION AND CONCLUSION

### Objective 1: To Examine the Relationship Between Workplace Harassment and Employee Burnout

The results of the regression analysis indicate that all forms of harassment significantly contributed to employee burnout, with workload harassment and verbal harassment being the strongest predictors. This finding aligns with prior research showing that persistent exposure to verbal abuse, exclusion, and intimidation in the workplace is strongly associated with emotional exhaustion and psychological strain (Hershcovis & Barling, 2010; Nielsen & Einarsen, 2012). Burnout, in this context, emerges as a mediating factor that links harassment with broader organizational consequences such as absenteeism and turnover intention.

The implication for organizations is clear: burnout should be addressed not only as an individual stress outcome but as a structural issue rooted in workplace culture and managerial practices. Organizations should implement anti-harassment policies, regular monitoring, and early intervention strategies to minimize the psychosocial risks associated with hostile work environments (Maslach & Leiter, 2016). By focusing on supportive leadership and conflict resolution mechanisms, companies can reduce the incidence of burnout and protect employee well-being.

### Objective 2: To Investigate the Effect of Workplace Harassment on Turnover Intention

The findings highlight that threats/intimidation and workload harassment were the most powerful predictors of turnover intention. This is consistent with the argument that employees are more likely to leave organizations where psychological safety is compromised and where they experience continuous stressors (Glambek, Matthiesen, & Einarsen, 2015). Employees who are harassed perceive limited opportunities for growth, fairness, and respect, which strengthens their desire to leave (Tett & Meyer, 1993).

The implication here is that reducing harassment is directly tied to employee retention. If organizations wish to lower costly turnover rates, they must invest in a workplace climate characterized by fairness, inclusivity, and accountability. Providing safe reporting mechanisms, conducting training programs on respectful workplace interactions, and ensuring swift managerial responses are critical for retaining talent.

### Objective 3: To Assess the Impact of Harassment on Absenteeism

The analysis shows that workload harassment had the strongest effect on absenteeism, followed by verbal harassment and threats. Interestingly, social exclusion had only a marginal impact, suggesting that while exclusion affects psychological well-being, it may not always translate into physical absence unless combined with other forms of mistreatment. Prior research supports this, showing that absenteeism is often used as a coping strategy to avoid exposure to toxic environments (Hoel, Sheehan, Cooper, & Einarsen, 2011).

The implication for practice is that absenteeism can serve as a signal of deeper workplace dysfunction. HR managers and organizational leaders should treat rising absenteeism rates as potential red flags of hidden harassment issues. Addressing workload management, enhancing communication, and ensuring employees feel safe to report their grievances without retaliation will help minimize absenteeism and its associated productivity losses.

### Broader Theoretical Implications

From a theoretical perspective, the study strengthens the application of Conservation of Resources (COR) theory (Hobfoll, 1989), which suggests that harassment depletes employees' emotional and psychological resources, leading to burnout, turnover, and absenteeism. The results also align with Social Exchange Theory (Blau, 1964), where harassment undermines the reciprocity between employees and organizations, reducing commitment and increasing withdrawal behaviors.

### Practical Implications

1. ***Policy Development:*** Organizations should integrate anti-harassment frameworks into their broader occupational health and safety policies (Einarsen, Hoel, Zapf, & Cooper, 2020).

2. ***Leadership Training:*** Managers must be trained to detect subtle forms of harassment such as exclusion and intimidation, which may not always be visible but still have damaging consequences (Hoel & Cooper, 2000).
3. ***Employee Support Programs:*** Employee assistance programs (EAPs) and counseling services should be expanded to provide coping strategies and mental health support.
4. ***Retention Strategy:*** Reducing harassment not only improves employee well-being but also directly reduces turnover costs and improves organizational performance.

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