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The Controlling Effects of Cultural Dimensions on Job Burnout of Vietnamese Employees by Sexual Harassment in Workplaces

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Abstract: This research is conducted to examine the influences of sexual harassment on job burnout, which is controlled by cultural dimensions for those working in Vietnam. Theory of Planned Behavior (TPB) and Theory of Cultural Dimensions are utilized to identify the gap of the study and strengthen arguments. Each relationship is hypothesized and examined with 251 questionnaires distributed to respondents in Ho Chi Minh City, Vietnam. The respondents vary from state-owned, joint stock, foreign investment to private companies that provide human interactive products and services. Findings indicate that sexual harassment has negative and direct influences on job burnout, and different cultural dimensions significantly control job burnout. Results also reveal that sexual harassment cases should be investigated further and considered more in-depth to assure an equal working environment. The conducted study has unavoidable limitations, such as bias of respondents and constraints from Covid-19, which led to the inability to directly capture different types of respondents in other cities of Vietnam. Finally, it proposes relevant implications, suggestions, and solutions for any organization as well as directions for upcoming research.

Keywords: sexual harassment, job burnout, cultural dimensions, Vietnamese employees.

文化维度对工作场所性骚扰越南员工职业倦怠的控制作用

摘要：本研究旨在检验性骚扰对工作倦怠的影响，工作倦怠受越南工作人员的文化因素控制。计划行为理论（城管局）和文化维度理论被用来确定研究的差距并加强论点。每种关系都通过向越南胡志明市的受访者分发的251份问卷进行假设和检验。受访者从国有、股份制、外资到提供人机交互产品和服务的私营公司不等。研究结果表明，性骚扰对职业倦怠有负面和直接的影响，不同的文化维度显著控制职业倦怠。结果还表明，应进一步调查性骚扰案件并进行更深入的考虑，以确保平等的工作环境。进行的研究具有不可避免的局限性，例如受访者的偏见和新冠肺炎的限制，导致无法直接捕获越南其他城市的不同类型的受访者。最后，它为任何组织提出了相关的影响、建议和解决方案，以及未来研究的方向。

关键词：性骚扰、职业倦怠、文化层面、越南员工。

1. Introduction

Sexual harassment (SH) is not a novel topic, and it has been surveyed and observed in many journals and articles. Nonetheless, the number of studies related to this topic is either insignificant or inapplicable widely [1]. In Vietnam, an Asian country, the perceptions toward SH

could be more limited since respondents are unwilling to discuss these sensitive problems and are more focused on searching for suitable solutions to such issues [2]. These factors lead to challenges in examining the effects of SH on job performance and, later, overall company sustainability.

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Zhu et al. [3] states that sexual harassment (SH) causes specifically negative issues within an organization: it lowers the quality of the working environment, creates barriers that result in discouraging employees from contributing at work, and adds to the organization's expenses. SH has massive effects on health risks due to its nefarious insidiousness and extreme harm brought to women and LGBTQ+ communities working in any industry. Sexual harassment is a critical social issue and organizational phenomenon, and it is permeated with psychological definitions rather than legal perspectives [4]. According to Fitzgerald and Cortina [5], sexual harassment refers to any victim who encounters unwanted sexual-related actions considered as offensive, threatening. Consequently, sexual harassment evidently has an effect on psychological health that could lead to changes in employees' attitudes and manifest in job withdrawal intentions, dissatisfaction at work, a decrease in working commitment, and an increase in labor turnover [6].

However, with Vietnamese contexts in particular, research on this matter is significantly limited. In Vietnam, the phenomenon of sexual harassment is considered a cultural issue rather than a human rights violation [7]. Many factors control or influence the way sexual harassment occurs in public places. Extensive efforts have been exerted to silence victims or extinguish them when the incident causes a stir [8]. Forms of sexual harassment in Vietnam occur in public places, such as making intentional or aggressive contact with the eyes and/or touching; or making other people feel uncomfortable in conversations with the use of double entendre tinged with sexual implications. Such actions are often thought to be harmless jokes [9]. The behavior is rooted in the belief of Vietnamese men that "women were born to be teased," thereby providing them with leeway to treat or consider the latter as objects of sex and leading them to think that "the men do not think that it should have a certain distance, need to have a certain respect and sometimes feel unnecessary to respect women in a lot of cases" [8], [9]. This reasoning is also behind the alarming increase in unresolved sexual harassment incidents in Vietnam.

Therefore, the objectives of this study are addressed as follows:

- (1) Examining the influence of sexual harassment on job burnout in Vietnam; and
- (2) Examining the controlling effects of cultural dimensions on job burnout in Vietnam's working environment.

Theories used in this research are the Theory of Planned Behavior (TPB) by Ajzen and Schmidt [10] and the Cultural Dimensional Theory [11], [12]. The application of each theory is not new, but a well-blended

combination of both theories will be a fresh direction for further research. Results from this research can guide any company to identify and analyze the problems of SH, prevent these issues from happening at work, and purify the working environment. The study focuses on all genders, including females, males, and LGBTQ+, which will be significantly new compared to previous research. Although males are more frequently considered harassers than females (victims) [13], [14] and the majority of the victims were females [15], [16], there will be room for other genders to be analyzed. Applications of Sexual Experience Questionnaires (SEQ), Maslach Burnout Inventory—General Survey (MBI-GS), and Cultural Values Scale (CVSCALE) are adopted to measure aimed variables.

The authorized sanctions against sexual harassment in Vietnam are in progress, while sexual harassment incidents have been gaining attention socially. According to Bui [17], sexual harassment is only analyzed and judged under the Labor Law under the section "harassment at work" (2019) but not mentioned in Criminal Law because identifying the causes and results is challenging and could lead to unclear definitions, particularly due to the absence of any physical injury. Therefore, to prevent these harmful actions, all entities such as the government, authorities, and each individual need to work together to predict and push back possible outcomes caused by sexual harassment.

The new contribution of this study is to determine the level of influences of sexual harassment in Vietnamese employees with concerns of cultural dimensions. Previous studies by Cheung et al. [2], Zhu et al. [3], and Li et al. [4] show the results of misperceptions, reactions, or labor burnout simply because of sexual harassment. This study concentrates on how cultures in the context of Vietnam significantly affect perceptions of employees about burnout after being sexually harassed. Culture plays an important role in perceiving external influences, such as sexual harassment. Asian perceptions towards sexual harassment and the outcomes of burnout are different from American or European ones [18]. Future researchers working on social or human issues will need to use cultural dimensions as a compass to direct and shape the conceptual frameworks and expected results from Vietnamese respondents.

2. Literature Review, Theoretical Background, and Research Framework

2.1. Sexual Harassment on Job Burnout

Sexual harassment violates basic principles and respect for employees. Employees who encounter sexual harassment will negatively see their organization as a harmful place and as unsafe, which will hinder career

development [2], [4]. Sexual harassment has been captured and understood differently in various cultures, and although it might be driven by certain cultures or societies, employees usually feel negative about the results of sexual harassment. Consequently, protection from sexual harassment allows employees to feel their work environment is a close-knit place [1]. A full understanding of employee perceptions about unethical actions in the workplace is motivation for work satisfaction and loyalty [19].

One aspect of sexual harassment – a dark spot of the work environment – is that customers are commonly frequent perpetrators towards employees, followed by co-workers and supervisors [20], [21], [22]. Although sexual harassment is defined in many ways and measurements, employees are little protected at management levels [23]. In every industry, the thought that the customer is always right exists. That could indirectly suggest the tolerance of sexual harassment; and organizations have no complete control over all guests' behaviors or manners [22]. Some international chains have applied human resource policies and training as well as many other governmental implications of solving sexual harassment issues; this has solved some of the problems associated with perpetrators but has left vague the matter of where and how victims in such cases will be supported or rehabilitated [2].

Generally, the management of people has been improved appropriately in terms of employment, compensation and benefits, managers' leadership styles, and decentralization [24]. It is critical to predict solutions for the remaining human management matters to ensure better competitive advantages for Vietnam than for other countries in Southeast Asia [25]. However, many factors have led to negative feelings on the part of labor, for instance, high stressors, work–life imbalance, demotivation and dissatisfaction, wrong management direction and biased solutions [13], [26], [27], [28], [29]. Additionally, the skilled worker shortage in Vietnam has worsened due to exports and brain drain to other countries or other domestic industries [30], [31]. For instance, the problem of skilled worker drain from one industry to a similar one or to a different field was common. Skilled employees who performed well in previous organizations could easily find better jobs with higher salaries and compensation [31]. Hence, it was a burden where both competitive advantages and the long-term development of any organization were concerned [32]. As a result, it is suggested that serious examinations should be considered carefully, and policymakers come up with relevant solutions to set strategic goals for stable future human resource management to sustain the working environment [33].

As established by Hu et al. [34], Mathews et al. [35], Jung and Yoon [36], and Kemper and Schwartz [37], among others, sexual harassment often leads to burnout. At the workplace, burnout occurs when employees feel overwhelmed by the physical, mental, and emotional conditions implicit in their environment [38].

To elucidate the link between sexual harassment and burnout in the Vietnamese workplace context, theory of planned behavior (TPB) was adopted in this study. As an extension of theory of reasoned actions (TRA), TPB helps identify and analyze human responses to various circumstances or stimuli [39]. Among the three TPB dimensions—attitudes, subjective norms, and perceived behavior control—the latter is found to be particularly useful in predicting human behavior [10]. According to Foster and Fullagar [40], TPB can be adopted to examine the link between sexual harassment and workplace burnout. Therefore, we hypothesize:

H1: Sexual harassment significantly influences workplace burnout in Vietnam.

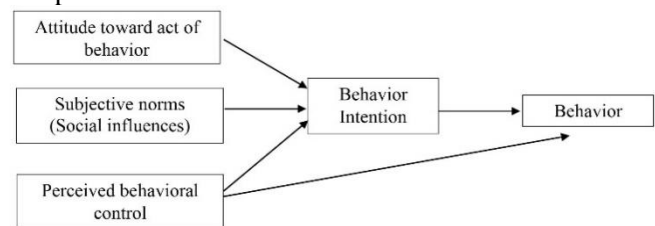


Figure 1. Model of Theory of Planned behavior (TPB)

2.2. The Influence of Culture on Workplace Burnout

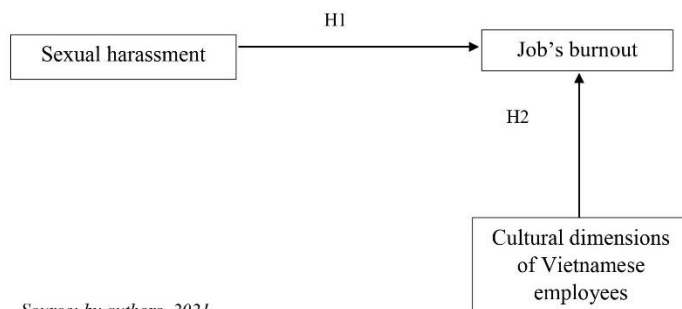
As working conditions determine employees' satisfaction with their job, sexual harassment can lead to suboptimal performance and absenteeism [41]. However, sexual harassment is treated differently in different countries, as well as workplace contexts [25], [42]. For example, in Asian countries, coercive attitudes (including sexual harassment) are often tolerated, resulting in underreporting of inappropriate workplace behaviors [2]. As a result, working environment is inherently unsafe, especially for women.

In Vietnam, sexual harassment is believed to be common, but is rarely reported by the victims [43]. Nonetheless, since sexual harassment leads to workplace burnout, it needs to be addressed by companies to reduce the risk of staff turnover. For explaining the cultural dimensions, the Theory of Cultural Dimensions by Hofstede [11] is adopted. Hofstede's Cultural Dimensions Theory is a framework for understanding cultural differences between countries and distinguishing how businesses are conducted in various cultures. It differentiates between various national cultures, dimensions, and effects on a business environment [12].

While Jackson [12] identified four theoretical dimensions, only three aspects of this theory are utilized in this study: (1) uncertainty avoidance index, (2) masculinity and femininity, and (3) collectivism and individualism. First, the uncertainty avoidance index is defined as a cultural tolerance for uncertainty, which means people tend to avoid or accept an unknown or unexpected event. A higher index sets codes of conduct, behaviors, laws, or one-way beliefs. A lower index represents acceptance of thoughts and ideas. Second, there are gaps between masculine and feminine societies. While masculinity includes heroism, assertiveness, and material rewards, femininity shows cooperation, modesty, and caring. And third, collectivism represents a “We” perspective while individualism indicates an “I” perspective concerning group goals. Vietnam is also an Asian country and thus shares similar perceptions regarding gender differentiation, sexual dominance, and collectivism [44]. Thus, it is suitable to analyze Vietnam in this context. Therefore, the second hypothesis is:

H2: Cultural dimensions of Vietnamese employees significantly control job burnout.

2.3. Research Model



Source: by authors, 2021

Figure 2. Proposed research model

3. Methods

This study combines both qualitative and quantitative methods to assure the reliability and validity of the results. The tests are in two phases: a pilot’s test and a main survey test. Each test is conducted in different months to guarantee non-biased situations.

3.1. Pilot’s Test

The qualitative method is applied to amend variables to measure the research concepts. The author completes this phase through online interviews with Vietnamese employees in different industries (including both management and operation levels). Each question in these interviews, which reflects concepts such as sexual harassment, employee burnout, and cultural dimensions, is fully explained and understood homogeneously. The Pilot’s test qualitative research is assigned to 20 experts

working in Ho Chi Minh City, Vietnam, through online interviews. The results of this test phase indicate that there are two main concepts confirming the research model: (1) impacts of sexual harassment on labor burnout, and (2) the moderation effect of cultural dimensions in SH and burnout. Each element of the scale is adjusted to suitably apply Vietnamese scenarios based on expert recommendations. The final interview results are recorded and contextualized for the first draft scale.

The quantitative method takes place consecutively in different stages. The first draft is used as a tool to interview the other 50 respondents through online questionnaires to identify the reliability of the final scale. This phase is crucial to fully complete final questionnaires for the main survey. Cronbach’s Alpha and Exploratory factor analysis (EFA) are applied to measure internal consistency and scale reliability as well as reduce unsuitable variables (if applicable) and get the underlying theoretical structure.

3.2. Main Survey

The main survey is conducted via a quantitative method through distribution of online questionnaires in different industries in Ho Chi Minh City, Vietnam. There are 251 verified questionnaires, which is essential for conducting the research. The results are adopted to evaluate theoretical backgrounds and hypotheses by Structural Equation Modeling (SEM) using partial least squares (PLS). Because there are new hypotheses which must be critically analyzed to identify the relationships amongst variables, the use of PLS-SEM is highly recommended. With the complicated data from the surveys, SEM will build both measurement and structural models to mathematically identify and criticize the data. Furthermore, PLS-SEM is suitable with the size of survey (251 respondents) while Analysis of Moment Structures-SEM (AMOS-SEM) requires a minimum sample of 300.

3.3. Measurability

To measure sexual harassment, ‘Sexual Experience Questionnaires’ (SEQ) developed by Fitzgerald et al. [45] and modified by Li et al. [4] and Murry et al. [46] is utilized with 22 variables in four categories: gender discrimination, gender harassment, unwanted sexual harassment, and sexual coercion. The Maslach Burnout Inventory - General Survey (MBI-GS) is adapted to measure burnout. There are three scales of MBI-GS: exhaustion, cynicism, and professional efficacy, explained in 15 variables [47]. The moderator of cultural dimensions is analyzed by Cultural Values Scale (CVSCALE) with 15 variables [48].

Table 1 Measurable concepts

Scales		Source
[A] Sexual Experience Questionnaires (SEQ)		
Gender discrimination (AGD)		
AGD1	Treated you differently because of your sex	
AGD2	Displayed, used, or distributed sexist or suggestive materials	
AGD3	Made offensive sexist remarks	
AGD4	Put you down or was condescending to you because of your sex	[4], [45], [46]
Gender harassment (AGH)		
AGH1	Repeatedly told sexual stories or jokes that were offensive to you	
AGH2	Whistled, called, or hooted at you in a sexual way	
AGH3	Made unwelcome attempts to draw you into a discussion of sexual matters	
AGH4	Made crude and offensive sexual remarks, either publicly or to you privately	
AGH5	Made offensive remarks about your appearance, body, or sexual activities	
AGH6	Made gestures or used body language of a sexual nature which embarrassed or offended you	
AGH7	Stared, leered, or ogled you in a way that made you feel uncomfortable	
AGH8	Exposed themselves physically in a way that embarrassed you or made you feel uncomfortable	
Unwanted sexual attention (AUS)		
AUS1	Made attempts to establish a romantic sexual relationship with you despite your efforts to discourage it	
AUS2	Continued to ask you for dates, drinks, dinner, etc., even though you said "No"?	
AUS3	Touched you in a way that made you feel uncomfortable	
AUS4	Made unwanted attempts to stroke, caress, or kiss you	[4], [45], [46]
AUS5	Attempted to have sex with you without your consent or against your will, but was unsuccessful	
Sexual Coercion (ASC)		
ASC1	Made you feel like you were being bribed with some sort of reward or special treatment to engage in sexual behavior	
ASC2	Made you feel threatened with some sort of retaliation for not being sexually cooperative	
ASC3	Treated you badly for refusing to have sex	
ASC4	Implied faster promotions or better treatment if you were sexually cooperative	
ASC5	Made you afraid you would be treated poorly if you didn't cooperate sexually	
[B] Maslach Burnout Inventory - General Survey (MBI-GS)		
BGS1	I deal with the problem of my customers very effectively	
BGS2	I treat my customers as if they were impersonal objects	
BGS3	I feel emotionally drained from my work	
BGS4	I feel fatigued when I get up in the morning and have to face the same another day on the job	[47]
BGS5	I feel I'm working too hard on my job	BGS1-7: Exhaustion
BGS6	I feel frustrated by my job	BGS8-11: Cynicism
BGS7	I feel used up at the end of the workday	BGS12-15: Professional efficacy
BGS8	I have become careless towards people since I took this job	
BGS9	I feel I am positively influencing other people's lives through my work	
BGS10	Working with people all day is a strain for me	
BGS11	I do not care what happens to some of my customers	
BGS12	I feel exhausted after working with my customers closely	
BGS13	I am thinking of giving up my role model for others	
BGS14	I reflect on the satisfaction I get from being an employee of my company	
BGS15	I regret my decision to become an employee of my company	
[C] Cultural Dimensions Moderations		
CCD1	It is important to have instructions spelled out in detail so that I always know what I am expected to do.	
CCD2	It is important to follow instructions and procedures closely	
CCD3	Rules and regulations are important because they inform me of what is expected of me	
CCD4	Standardized work procedures are helpful	
CCD5	Instructions for operations are important	[48]
CCD6	It is more important for men to have a professional career than it is for women	
CCD7	Men usually solve problems with logical analysis; women usually solve problems with intuition	
CCD8	Solving difficult problems usually requires an active, forcible approach, which is typical of men	
CCD9	There are some jobs that a man can always do better than a woman	
CCD10	Individuals should sacrifice self-interest for the group	

CCD11	Individuals should stick with the group even through difficulties
CCD12	Group welfare is more important than individual rewards
CCD13	Group success is more important than individual success
CCD14	Individuals should only pursue their goals after considering the welfare of the group
CCD15	Group loyalty should be encouraged even if individual goals suffer

3.4. Data Collection

This research is conducted by the distribution of online questionnaires in Ho Chi Minh City, Vietnam. The questionnaires include 5-point Likert scales. Each scale will represent a different meaning according to the questions. The questionnaires are given to Vietnamese employees in different industries randomly. The selected respondents are from several state-owned, joint-stock, foreign investment, and private companies. All companies provide direct goods and services to customers, and most of them work in diversified workplaces. The subjects vary from male, female to LGBTQ+ communities. It is a new aspect that further research should focus on as everyone can be a target of sexual harassment. The respondents are instructed with terminologies or clarification of vague words or phrases if needed. Collecting sessions are held in February and March 2021 because they can reduce the biasness of the common method at the same time.

4. Results

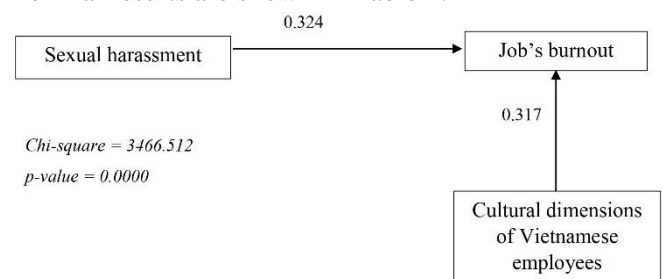
4.1. Demographics Results

The main survey is conducted with 251 online questionnaires, with 90% of heterosexual respondents (including 66.1% of females and 23.9% of males) and 10% of homosexual respondents. The diversity in genders and sexual orientations will enrich the results of the research. The age of the respondents is ranged from 22 to 30 (68.5%) to 31 up to 45 (29.1%) and 45 up to 60 years (2.4%). The ranges of ages are separated because it shows the years of graduation of respondents to the mature stages in working in Vietnam. The age also indicates that the respondents are young and well perceive towards social issues. Questionnaires are mainly distributed to different fields such as tourism (16.7%), banking (12.4%), education (15.1%), and other industries (spa, public sectors, health care, retailing, and others). The majority of people interviewed are employees (66.5%), followed by supervisory level (16.3%), middle

management (12%), and top management (5.2%). The personnel working for less than a year accounts for 37.1%, from one to three years is 34.3%, more than five years is 17.5%, and 11.2% is from three to five years. The surveyed employees also provide the fact of gender equality in their working environment whereby 48.2% state that the ratio of females is greater than males in their organizations, and 32.3% make a reserved statement, while 19.5% have equal genders in their working environment. Interestingly, 61.8% of respondents replied that there are homogeneous (LGBTQ+) colleagues in their companies, while 24.7% say unsure about this, and only 13.5% state there is no staff in the LGBTQ+ community in their organizations.

4.2. Analysis of Model and Hypotheses

The scales of measurement are initially evaluated by reliability and validity tests (including EFA) before using Confirmation Factor Analysis (CFA) to analyze accepted variables by Cronbach's Alpha, composite reliability, and Average Variance Extracted (AVE). Structural Equation Modeling (SEM) is applied to justify the research model and hypotheses. The proposed measuring instrument consists of 3 concepts (sexual harassment, job burnout, and cultural dimensions) with 52 variables. Five variables are eliminated based on the results (4 variables in the job burnout segment and 1 in cultural dimensions). The final results are shown in Table 2.



Source: by authors, 2021

Figure 3. The estimated model analyzed by SEM

Table 2 Summary of results

Items	Number of variables		Reliability and Validity			Remarks
	Proposed	Accepted	Cronbach's alpha	Composite reliability	AVE	
Sexual harassment	22	22	0.971	0.973	0.621	Accepted
Job's burnout	15	11	0.910	0.926	0.537	Accepted
Cultural dimensions	15	14	0.900	0.911	0.423	Accepted

The results show that measuring instruments for research in sexual harassment and job burnout are

relevant in terms of Cronbach's Alpha, composite reliability, and AVE. The AVE of cultural dimensions is

only 42.3% which almost reaches the reliability level. However, it can still be used since the composite reliability is greater than 0.5 (0.911), which can lead to adequate convergent validity [49].

With the research model, the coefficients of variations (CV) of (1) sexual harassment to job's burnout and (2) Cultural dimensions to job burnout, respectively, are 0.18 and 0.15 (CVs are both less than 1), which show minor gaps of responses and confirm the hypotheses. Additionally, the p-values are 0.000 for both relationships, Standardized Root Mean Square Residual (SRMR) is $0.086 < 0.1$, Normed Fit Index (NFI) is between the acceptable range ($0 < NFI = 0.664 < 1$) which means the proposed model fits the collected data.

The analyzed relationships are shown in Table 3 below. The R-Square adjusted is less than 0.3. Theoretically, the values have a minor (weak) effect size. However, since this survey aims to identify the humans' interactions, perceptions, and behaviors that could not be predicted precisely, the R-Square at 0.214 (adjusted) is acceptable. Furthermore, the f-square values of the two relationships are less than 0.35 (respectively at 0.134 and 0.128), which clearly state job burnout. There are the medium effects of sexual harassment and medium controls of cultural dimensions. Based on the results shown in Table 3, both relationships are significant ($p < 0.001$), and both expected hypotheses are accepted.

Table 3 Relationship testing results

Independent/controlling variable	Dependent variable	β	β Bootstrap	STDEV	t-statistic	p-value
Sexual Harassment (SH)	Job's burnout (BO)	0.324	0.325	0.058	5.555	0.000
Cultural Dimensions (CD)	Job Burnout (BO)	0.317	0.339	0.055	5.798	0.000
R ²		0.220				
R ² adjusted		0.214				
f ²		SH → BO			0.134	
		CD → BO			0.128	

β : Samples – STDEV: standard deviation

5. Discussions

The results of this survey are fairly new in the scenario of Vietnam. With the results, the hypothesis 1: "Sexual harassment significantly influences on job's burnout in Vietnam" is accepted ($\beta = 0.325$, $p = 0.000 < 0.001$). The result is reflected in previous studies of Hershcovis & Barling [13], Good & Cooper [23], and Kennedy & Gorzalka [42]. Sexual harassment negatively influences the psychological issues of employees, and it leads to long-term problems of burnout. The exhaustion of employees will create trouble for organizations since it decreases work efficiency, productivity and ethics, and attachments to employees' work. It will consequently create financial issues for companies such as recruitment, training, compensations, or risk management costs.

In addition, hypothesis 2: "Cultural dimensions of Vietnamese employees significantly control job's burnout" is accepted ($\beta = 0.339$, $p = 0.000 < 0.001$). This aspect of culture in Vietnamese employees' perceptions is quite new, and it should be considered when examining the sexual harassment effect and its outcomes. Since the controlling effects of cultural dimensions on job burnout are significant, they regulate the level of job burnout. In Vietnam, the importance of relationships at work, male dominance at the workplace, and tolerance of sexual teasing by females or LGBT+ are still obvious. In terms of cultural perspectives, it will influence the feelings of

employees. The higher level of acceptance of cultural dimensions, the lower the burnout at work by sexual harassment.

The results have shown that sexual harassment negatively influences on psychology of employees. The negative feelings will lead to job dissatisfaction, and later, job burnout and future turnover are discovered in Vietnam. This result is not new in global research. Still, it is a newly pointed problem in Vietnam since academic research about sexual harassment or its related issues is still limited. It is because respondents were either not given enough instructions on the level of actions related to sexual harassment in the workplace or unwilling to share their experiences with interviewers [50], [51], [52]. With the clearance of implied actions for sexual harassment by case studies, respondents were introduced clearly to the terminologies related to this topic before carrying on the main survey. Therefore, the study has shown positive and relevant outcomes and suitable for the Vietnamese working environment. Since some actions are not clearly stated as sexual harassment cases, sexual harassment should be considered with culture-driven factors which are not a further examination in recent researches of Zhu et al. [3], Li et al. [4] or mentioned as an important factor in research of Yoon and Jung [38]. This study also creates a new connection between two main theories: theory of planned behavior

(to identify employees' reactions toward sexual harassment) and cultural dimensions theory (to examine how cultural factors control employees' behaviors upon sexual harassment). Combining theories is highly recommended to any organization that focuses on humans' interactions and the people-oriented field because it analyzes and finds strong basements for managers to understand and retain their loyal workers by removing potential problems.

6. Conclusion

The effects of sexual harassment on job burnout and how cultural dimensions control employees' negative feelings via job burnout were examined in this study. The results indicated that the relationship between sexual harassment and job burnout was significant and connected to previous researches by Cheung et al. [2], Wong & Li [19], and Liu et al. [53]. The influences of cultural dimensions on job burnout resulted homogeneously with prior researches by Zhu et al. [3], Li et al. [4], and Yoon and Jung [38]. According to the outcomes, sexual harassment negatively and significantly increased job burnout. All genders were affected by sexual harassment, and it created fatigue and mental health destructions. It could lead to negative impacts on job performance, productivity, and engagement. The controlling effects of cultural dimensions played an important role in guiding the perceptions and behaviors of Vietnamese employees. It was stated that cultural dimensions adjusted the creation of job burnout by sexual harassment. The higher acceptances of cultural dimensions are, the lower the job burnout would be.

The value of this study is to raise awareness of management level in protecting employees and increase the staff's knowledge and understanding about sexual harassment. Furthermore, it wakes management up from ignoring this seem-to-be-normal situation and protects the rights of staff. The identified problems will be clearly stated, and the victims can generate suitable reactions or solutions for this issue. In an Asian country like Vietnam, overreacting or underestimating sexual harassment is judged by other people and controlled by cultural perceptions. Therefore, being flexible to prevent oneself from being sexually abused and finding the right way to report this issue can be seen from this study. Although there are plenty of methods to solve this issue, either by personal recommendation to law interference, each person has to be equipped with self-protecting knowledge to cope with any situation. A better working environment without harassment will help to retain employees and contribute more to the organization.

7. Implications and Recommendations

7.1. Practical Implications

One of the significant outcomes of this study is to raise the attentions and awareness of communities, especially organizations and companies in Vietnam, to sexual harassment in the workplace and its impact; it can increase labor burnout and lead to future decreases in work commitment and labor turnover. Firstly, with empirical verification of sexual harassment (SH) in Vietnam, organizations can identify segments of sexual harassment that are obvious in Vietnamese cultural scenarios, and limit their possibility of happening. Because SH can downgrade pro-customer behaviors, companies should prevent it before negative effects happen. Besides, the controlling effect of cultural dimensions on job burnout can direct management levels to take into consideration and critically analyze situations by cases and personal backgrounds in different contexts. Secondly, the implications also affect employees working in Vietnam. The problems from sexual harassment are harmful, creating invisible burdens for victims in both physical and mental health. As such, each employee can identify clearly sexual harassment and how to prevent it, as well as how to solve the issues of sexual harassment when it happens based on the recommendations of this survey.

For universities, colleges, and training schools, this survey provides an academic platform to further analyze sexual harassment and its direct outcomes (e.g. job burnout), which can be further analyzed with critical thinking and application of new controlling, moderating or mediating variables. It helps to enrich academic knowledge about sexual harassment and other social problems, which are vital for contemporary research and sustainability of any business. It also contributes to interns and graduating students who are starting their careers, with an informative survey of the reality of the working environment, the potential negative impacts from external factors, as well as checklists to deal with sexual harassment, understanding of Vietnamese cultures, and how to solve issues of job burnout.

7.2. Theoretical Implications

As Vietnam is an Asian country, the perceptions of sexual harassment are subject to cultural perspectives, and there is room for further explanations of theories. As such, the study widened the scopes of many industries in both the public and private sectors. Also, this survey raised the potential for future research and discussions. Furthermore, the application of the Theory of Planned Behavior (TPB) in psychological business used to be unpopular in Vietnam, in terms of examining the behaviors of respondents. The TPB could also be used independently, but the combination of TPB and the theory of cultural dimensions was an innovation. It

proposed that whenever a survey could be done precisely in the field of social science, there would be gaps between cultures that could be recognized and addressed, in order to collect correct and reliable data from society. Cultural dimensions were not simple norms, but they were applicable to different situations, especially in customer-oriented industries.

7.3. Recommendations

Managers should prepare relevant standard operating procedures (SOP) and proper training sessions to increase the awareness of sexual harassment, not only with the descriptions by broadcast media but also from research, so that their employees can be well-prepared to cope with sexual harassment and resolve any issues. Furthermore, each company should have a professional system to receive reports of sexual harassment cases and take immediate action towards any issues. The hotlines, for instance, will enhance the safety of the working environment.

Each individual in Vietnam should take further updated and official guidance from authorities to fully understand sexual harassment in the context of Vietnam and protect themselves professionally. Being flexible in preventing and protecting themselves from sexual harassment or negative feelings of burnout will help employees to be loyal and committed to their employment.

8. Limitations

The initial problem is the biasness of respondents, because the author could not confirm that what they thought and what they responded were the same. Additionally, because the research was conducted during the COVID-19 pandemic, the face-to-face interviews were not organized. Since there were only reports of sexual harassment and work burnout without further direct explanation, misunderstandings may have happened. In addition, the number of respondents was expected to be 400, but some of these were unwilling to respond to such a sensitive topic and refused to conduct the survey. Another issue that should be carefully considered is the range of cultural dimensions and perceptions. Because different respondents had different educational backgrounds and originated from different parts of Vietnam, the way they perceived sexual harassment and cultural dimensions varied. These issues should be examined further in future studies in the context of Vietnam or any country with similar contexts.

The practicality of preventing sexual harassment and its outcomes in the workplace in Vietnam is another challenge. Working in Vietnam, staff must adapt to domestic working regulations before asking for help

from the law, and as companies' regulations vary from one to another, it cannot be generalized among staff in different fields of work. Furthermore, the confidentiality of the identity of victims is not controlled well and victims can be ashamed or under pressured if their issues are not kept private. Many employees leave their organizations because they cannot bear the humiliation even if they are the victims. Only a small proportion of employees fully understand what sexual harassment is or are well-trained in dealing with the perpetrators of sexual harassment, and as such, it is difficult to address such cases and punish those found guilty. Lastly, the legal perspective related to sexual harassment is not mentioned in the Criminal Law of Vietnam, only the Law of Labor mentions it. However, this needs amending to ensure that all companies are able to apply the instructions. These challenges could be solved with further serious examination and research in the future.

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