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Impact of Organizational Dehumanization on Employee Perceptions of Mistreatment and their Work Outcomes

by

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This work is dedicated to my husband

who was the motivation for my PhD

I also dedicate my work to my parents

without whom I could not have achieved

even a tiny milestone in my life

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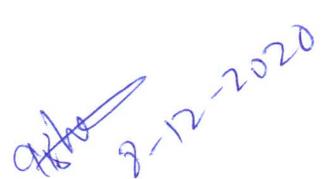
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Abstract

This research investigates when and why organizational dehumanization leads to employees perceptions of workplace mistreatment, deviant work behaviors and decreased performance. Further, this study also considers the mediating role of injustice perceptions, perceived incivility and discrimination and psychological capital as moderator between organizational dehumanization and injustice perceptions. Useable data of 485 employees of hotel industry was collected by using a time lag approach. Data was analyzed by using smart PLS3. Results revealed that organizational dehumanization leads to employees perceptions of workplace mistreatment like injustice perceptions, perceived incivility and discrimination. Further, employees perceptions of workplace mistreatment led them to exhibit deviant behaviors and decreased employee performance.

This study contributes in literature by focusing on factors that may undermine employee performance and lead them to exhibit deviant behaviors. It contributes in literature by examining the effect of organizational mistreatments like organizational dehumanization, injustice perceptions, perceived incivility and discrimination on employee performance and mild deviant behaviors. Considering these factors this study has implications for students, researcher as well as practitioners. It helps researchers to focus on those factors which may decrease employee performance and what causes employees to show deviance. It will also help students of research to find a new avenue for further research. Mangers will find it helpful by minimizing those stressors which decrease employee performance. Study has theoretical as well as practical implications.

This study suggests some practical implications for mangers like they should adopt civility, respect and engagement at work (CREW). Hotels may also adopt training programs for supervisors with basic strategies including sincerity, experiential processing, benevolence and fairness.

Key words: Organizational dehumanization; injustice perceptions, perceived incivility; discrimination; psychological capital; time theft; knowledge hiding, employee performance,

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Abbreviations

DWB   Deviant Work Behaviour

OD   Organizational Dehumanization

IJ   Interactional Injustice

PJ   Procedural Injustice

DJ   Distributive Injustice

PI   Perceived Incivility

DI   Discrimination

TF   Time Theft

KH   Knowledge Hiding

EP   Employee Performance

PsyCap   Psychological Capital

Chapter 1

Introduction

This chapter explains the details on introduction. Section 1.1 details on background, Section 1.2 on gaps, 1.3 on problem statement, 1.4 on research questions, 1.5 on research objectives, 1.6 on significance, 1.7 on supporting theories and 1.8 on operational definition of constructs.

1.1   Background

Employees can conceive negativity from two sides; from the leadership and from the organization. In previous decades, researchers have considered negative aspects of leadership. For example, the harmful and negative behaviors exhibited by supervisors (e.g., Einarsen et al., 2007; Lipman-Blumen, 2005) have widely been considered in literature. Hence, it can be said that researchers have mainly focused on role of leadership in developing employees perceptions and attitudes. Recently, researchers suggested that organizations can also be the sources of hindrance and harm (Dhanani and LaPalme, 2019). A few researchers investigated this source. For example organizational cruelty (Shore et al., 2012), and organizational obstruction (Gibney et al., 2011, 2009) are considered by researchers. However, the negative aspects originated by the organizations, how shapes the employees perceptions and behavior is less studied. Accordingly, Organizational dehumanization is a new concept in the literature of organizational behavior. Recently, Caesens

et al. (2017), introduced this concept in organizational behavior (OB).This concept is drawn from social psychology (Haslam, 2006; Haslam and Loughnan, 2014; Leyens et al., 2001). Dehumanization is a feeling which arises from the perceptions that an individual is considered a robot. Dehumanization can undermine the perception of socially valuable existence (Bastian and Haslam, 2011; Caesens et al., 2017; Väyrynen and Laari-Salmela, 2018). Dehumanization can have attitudinal and behavioral outcomes. Caesens et al. (2017), who had introduced the concept of dehuminazation in organizational behavior, have considered the impact of dehumanization on attitudinal outcomes. For example, job satisfaction, emotional exhaustion, affective commitment, psychosomatic strains and turnover intentions. But the behavioral outcomes are yet to be considered. Based on conservation or resource theory (COR), this study argues, propose and empirically test the behavioral outcome of organizational dehumanization. Conservation of resource (COR) theory (Hobfoll et al., 2018) claims that spiral effect is created due to loss of resources, where one stressful event leads to another one or two stressful events, can be named as spiral effects. Hence organizational dehumanization may lead to first spiral effect as procedural, distributive and interactional injustice while perceived incivility and discrimination due to second spiral effects, which states that one stressful event lead to another and employees deal with stressors by conserving their resources (Taylor et al., 2017), hence employees may try to conserve resources after spiral effects by indulging in mild deviant behaviors and also decreasing their performance.

This thesis attempts to contribute towards literature by identifying mild deviant behaviors and performance outcomes with this relatively newer but significant construct in the domain of organizational dehumanization. Thus this study will focus on untouched area of organizational dehumanization and considers the behavioral outcomes of organizational dehumanization like employee performance.

Success of any organization depends on employee performance and employee behaviors (De Clercq et al., 2019b; Toban et al., 2014). There can be the factors which may increase or decrease the employee performance. Researchers have widely considered the factors that may increase the employee performance. For

example, employee empowerment, job security, perceived organizational support, human resource practices, leadership training and development, employee engagement and leader trustworthiness have been studied with employee performance (Biswas and Kapil, 2017; Hayat et al., 2019; Holley et al., 2019; Zreen et al., 2018). But the factors that may undermine employee performance have not considered much attention of researchers (Dhanani et al., 2018).

To best of our knowledge only a few studies have considered the factors that may decrease the employee performance like impact of authoritarian leadership, boss phubbing, workplace ostracism, injustice and bullying on employee performance (Baranik et al., 2017; De Clercq et al., 2019b; Roberts and David, 2020; Shen et al., 2019). While, stressful situations in organizations may prevent employees to perform well in organizations (De Clercq et al., 2019b), because they put cognitive, emotional and sometimes physical demands on individuals (Balk et al., 2019). Researchers suggest that it is an ignored area in literature (Dhanani et al., 2018).

Based on these arguments, this research tends to address this gap by answering that what are the possible factors specifically stressors which may undermine employee performance. Hence, this study proposed the impact of organizational stressors like organizational dehumanization, injustice, perceived incivility and discrimination on employee performance.

Interactional stressors faced by employees can adversely effect their behavior in organization (Brotheridge and Grandey, 2002; Naseer et al., 2018), and conservation of resource (COR) theory (Hobfoll, 2001) provides lens to investigate the impact of stressors on employee performance which claims that workplace stressors deplete employees resources and ultimately reduce their tendency to indulge in performance enhancing behaviors at workplace (De Clercq et al., 2019b).

As success of organizations also depends on employees behavior so this study also considers impact of stressors on deviantwork behaviors (DWB), in addition to employee performance. This study also considers impact of stressors on deviant work behaviors (DWB).

Deviant work behaviors (DWB) of employees act as barrier for organizations to achieve goals (An et al., 2016). Due to prevailing trend of such deviant behaviors,

researchers are emphasizing on exploring antecedents of employees deviant behaviors (Mo and Shi, 2017). For example, deviant behaviors have been linked with personality and leadership (Mo and Shi, 2017; Mulki et al., 2006; Sharif and Scandura, 2014). Researchers found that positive leadership was negatively associated with deviant behavior of employees (e.g., Walumbwa et al., 2011; Taylor and Pattie, 2014). Further, DWB cover wide range of negative behaviors. For example, theft, abuse, deviance, sabotage and withdrawal (Liang et al., 2018; Spector and Fox, 2002).

Such DWB carries a cost for organization. Broadly, DWB in literature can be categorized as aggressive DWB (Berry et al., 2007; Cohen, 2016; Jiang et al., 2017) and mild DWB; which cannot be detected easily (Henle et al., 2010). Aggressive deviant behaviors has been considered by researchers (see, Cohen, 2016; Jiang et al., 2017),and have immediate effect on organization and employees (Lugosi, 2019).While the impacts of mild DWB has lasting effect on organization and comparatively are less studied (Ding et al., 2018; Henle et al., 2010; Mo and Shi, 2017). Until recently when several scholars have acknowledged that less aggressive deviant behaviors may have devastating effects in long run (Ding et al., 2018), which stresses the need of exploring the antecedents of such deviant behaviors. Hence, this study considers the impact of organizational dehumanization on mild DWB; time theft and knowledge hiding.

Knowledge refers to any idea, expertise or work related information in organization (Bartol and Srivastava, 2002). Knowledge management is categorized into two types; knowledge sharing and knowledge hiding. Efficient knowledge transfer has been considered to be the key element for bringing innovations and advancements particularly in service organizations (Halberstadt et al., 2019; Han et al., 2019; Hu et al., 2009). Though knowledge sharing might appear to be a pre-requisite to performance of service organizations, empirical evidence suggests that knowledge is not being sufficiently shared in service organizations (Connelly et al., 2012; Halberstadt et al., 2019). Some more studies concluded that employees withhold knowledge form other employees and managers (Halberstadt et al., 2019; Webster et al., 2008).Considering the importance of knowledge sharing, scholars have

tried to find out the factors that could potentially determine what contributes to employees knowledge sharing behaviors (e.g., Connelly and Kelloway, 2003; King and Marks Jr, 2008; Latilla et al., 2019; Wang and Noe, 2010). Interestingly, however, extant research indicates that despite the presence of factors that encourage the knowledge sharing within organizations, employees still tend to hide knowledge within organizations (Hislop et al., 2018). Knowledge hiding means that one individual withholds knowledge from others despite their request for knowledge (Connelly et al., 2012). Moreover, knowledge hiding refers to not sharing knowledge and also hiding demanded knowledge by coworkers (Kang, 2016). Fundamentals of knowledge hiding includes: 1) knowledge requested by member of organization; 2) a deliberate attempt. Moreover, knowledge hiding is not always negative (Connelly et al., 2012); as employees can conceal knowledge for protecting the interest of third party or keeping the information safe (Connelly et al., 2012). Also, for all the reasons knowledge sharing contributes to organizational innovation, I can expect knowledge hiding to stifle innovation and ultimately organizational efficiency, productivity and agility and competitiveness. Despite the recently recognized and well placed importance of this phenomenon and its influence both for the organization and the employees, its antecedents have not been studied widely calling for future research in this area (Holten et al., 2016; Zhao and Xia, 2017). Some interpersonal and factors related to knowledge were studied with knowledge hiding. For example, knowledge complexity, knowledge sharing climate, distrust, knowledge task relatedness and abusive supervision were related with hiding of knowledge (Peng, 2013). Though literature has considered role of leaders in developing employees perceptions, however only few researchers have focused on negative relation of employees and organization and role of this relation in igniting counterproductive behaviors in management context specifically (Khalid et al., 2018). Hence, employees perceptions about organizational dysfunctional behaviors are overlooked in literature. Thus, this thesis will find out the relation between organizational dehumanization and knowledge hiding. Another mild deviant behavior considered is employee time theft.

Time theft is organization oriented non-aggressive deviant conducts (Robinson and

Bennett, 1995). Moreover, employees engaging in this activity of time theft devote their working hours in non-work related acts. And these include enjoying long breaks, day dreaming or surfing internet. Researchers reported that time theft in organizations of U.S. ranges from one hour per day (industry standard calculated into salaries) to two hour per day (Henle et al., 2010; Martin et al., 2010). Thus it is clear from literature that time theft is passive retaliation by employees in organization and it is a behavior of employees feeling frustrated, not appreciated and disillusioned by their organization. Thus employees engage themselves in such low risky behaviors because chances of detection are low (Bennett and Robinson, 2000).

Organizations made efforts to explore ways to lessen the deviant behaviors of employees but employee time theft despite being common and very expensive is still understudied due to its mild nature (Henle et al., 2010). Further, Employees experiencing mistreatment are more inclined towards engaging in behaviors which are harmful for organizations (Thau and Mitchell, 2010). By engaging in time theft acts, employees may voice their frustrations because otherwise they feel themselves as unable to do anything against organization. They don't allow organization to consume their resources rather employees may take part in such deeds to protect their resources and possessions (Krischer et al., 2010). Consequently, employees who perceive stress in organization and then they try to compensate their frustrations by exhibiting this behavior. Based on the argument of social exchange theory (Behavîor, 1961), employees see their relation with organization as social exchange where each party tries to reciprocate the cost as well as benefit received to maintain the balanced contributions. And psychological costs that employees may experience as result of mistreatment may create an exchange imbalance. Further, Negative reciprocity principles (Gouldner, 1960) also suggests that persons try to resolve their exchange imbalances in a way that individuals who have feelings of being harmed by their organizational authorities may retaliate by indulging in harmful acts against organization (Mitchell and Ambrose, 2007). Self-gain is basic assumption that individuals will reciprocate when gain of behavior is more than cost (Cook and Emerson, 1978). Presumed gain of individuals is that they

found deviance as satisfying in response to mistreatment (Gouldner, 1960; Knutson, 2004; Tripp et al., 2002). Deviance of employees may have equal chance of counter retaliation from organization (Aquino et al., 2001; Heider, 1958; Tepper et al., 2009). Therefore, only self-gain principle does not describe easily that why employees reciprocate mistreatment with deviance. It raises a question that why victims of mistreatment are unable to maintain rational behavior. This study can answer this question by proposing idea that victims experience impairment in self-regulation (Thau et al., 2007).These experiences of mistreatment challenge the victims to process, interpret as well as understand the reasons and outcomes of being harmed. Such activities of self-regulation drain required self-resources of individuals as willpower and attention to consider if responding to mistreatment with their deviant behaviors will violate their normative expectations and incite counter retaliation. Precisely, experiencing mistreatment promotes employees self-regulation impairment, which surpasses their normative as well as rational considerations, hence this self-regulation impairment driven by mistreatment describes that why employees reciprocate mistreatment with deviant behaviors (Aquino and Thau, 2009; Thau et al., 2007). Both of these self-gain as well as self-regulation impairment give reasonable explanation of deviance in response to organizational dehumanization. Thus another aim of study is to fill this gap by investigating the impact of organizational dehumanization, perceived incivility and discrimination on employee time theft.

Interactional stressors faced by employees in organizations damage their productive behaviors, but the underlying mechanism is yet to explored (Baranik et al., 2017; Pearson and Porath, 2004). Exploring the mechanism help to refine and develop a theory (Li and Tuckey, 2019). Dhanani and LaPalme (2019), suggests that researchers have focused little in linking between workplace mistreatment and employee behaviors through biased perceptions, however recently researchers suggest that mistreatment perceptions may change employee behaviors through their perceptions (Khattak et al., 2019). According to conservation of resource theory, expression of stressor into behavior may vary with variation in stress perceived (Hobfoll, 1989). Based on this, researchers argued that stressors play significant

role in shaping employees behaviors; where negative perception may trigger them to exhibit deviance in organization (see, Mao et al., 2019; Nguyen and Stinglhamber, 2018; Soenen et al., 2019). Accordingly, based on COR theory (Hobfoll et al., 2018), this study argues that perceived incivility is a negative perception and spiral effect of organization dehumanization. Perceived incivility involves perceptions of employees about fairness about exchange of perceiving behaviors of others as rude, discourteous and impolite (Andersson and Pearson, 1999). This study proposes and tests that perceived incivility and perceived discrimination are triggered through perceived injustice.

Perceived injustice have negative consequences (Foley et al., 2002). For example, literature includes studies about the relationship between perceived injustice and perceived discrimination and also employees impaired attitudes at their jobs and also their physical and mental health (Jones et al., 2017; Schmitt et al., 2014; Triana et al., 2015). Nevertheless, what triggers the perception of discrimination among employees is underexplored (Sarwar and Muhammad, 2020). Therefore, Dhanani et al. (2018), in their meta-analysis emphasized on need of investigating the injustice and discrimination.

Similarly, incivility also threatens employees behavior and performance. Further, Dhanani et al. (2018) suggests that researchers have focused little in linking between interactional injustice and employee performance through biased perceptions, however recently researchers suggest that justice perceptions may change performance and employee behaviors through their perceptions (Khattak et al., 2019). Further, conservation of resource theory claims that stressors may induce changes in employees behaviors due to stress perceived and negative perceptions developed (Hobfoll, 1989). Although researchers have focused little in linking between injustice and employee performance through biased perceptions (Dhanani and LaPalme, 2019), however recent calls by researchers suggest that injustice perceptions may change performance and employee behaviors through their perceptions (Khattak et al., 2019). Hence, based on this, researchers (see, Nguyen and Stinglhamber, 2018; Soenen et al., 2019; Mao et al., 2019) emphasized on exploring significant role of stressors in shaping employees behaviors; where negative

perception may trigger them to decrease their performance and show deviance. Therefore, this study is timely and important to find out relation of perceived discrimination, incivility and further their effects on employee's behavior.

The current study develops hypotheses for organizational stressors and their outcomes by using the conservation of resources theory (COR) as a foundation stone. COR is serving stress literature from the last three decades and it is still considered the most prominent theory. The basic tenets of COR are that, when an individual is threatened by a stressor, it depletes their resources and this resources loss cause stress and individual tries to cope or regain these lost resources while engaging in different behaviors (Hobfoll, 1989). Organizational dehumanization is a stressor, depleting employees resources and causing further stressful events and as a result, employees may engage themselves in deviant behavior to cope with the stressor with some retaliation and may decrease their performance. Thus, theorizing on the basis of aforementioned arguments and conservation of resource theory this research examines the incivility and discrimination perceptions as mediators between injustice perceptions, organizational dehumanization and employee behavioral outcomes.

According to COR theory, impact on perceived incivility may vary based on the individual resources like psychological capital (PsyCap) of employee (Halbesleben et al., 2014). Further, individuals characteristics also contribute in evaluation as well as reaction in response to specific situations and circumstances (Mischel and Shoda, 1998). Hope and resiliency may prove helpful in lessening the harmful impacts of stress on individuals attitudes as well as behavior (Raja et al., 2020). Therefore, it is important to consider the effect of such traits on organizational dehumanization and perceived incivility. Such consideration would help management in identifying those employees who show resiliency against organizational dehumanization and also awareness about employees who should be provided with training and counseling. Further, Newman et al. (2014), also suggested to explore stressful situations where psychological capital may serve as individual resource in curbing devastating effects. Hence, it is important to consider psychological capital interaction with the organizational dehumanization and perceived incivility.

Psychological capital (psycap) is an emerging concept and it comprises further concepts. One is hope, second is efficacy, third is resilience and fourth is optimism (Luthans et al., 2007). Previous studies considered role of leadership in influencing relations between leaders and followers (e.g., Avey et al., 2012; Walumbwa et al., 2011), but adequate consideration was not provided to include individual level motivational resources which are equally important (Hobfoll, 2002), and one such variable is psychological capital (PsyCap) (Bouckenooghe et al., 2015). According to conservation of resource (COR) theory (Hobfoll et al., 2018), loss of resources creates a spiral effect and motivates employees to conserve their resources to cope with stressors time and knowledge are important sources of employees. Resources can be conserved once the employees may face the organizational dehumanization. According to COR theory, a stress has a spiral effect; it creates another stressful event (Hobfoll et al., 2018). Based on this argument of COR theory (Hobfoll, 1989), dehumanization may lead to incivility and may shape the deviant work behavior (DWB) of employee in terms of time theft and knowledge hiding. Thus current thesis extend our existing knowledge in the domain of employees behaviors by examining role of organizational dehumanization, injustice perceptions, incivility and discrimination perceptions in predicting deviant behaviors and employee performance.

1.2 Gap Analysis

1.2.1 Organizational Dehumanization

Recently researchers who are interested in relationship of employee and organization have diverted their attention toward the organizational dehumanization construct (Caesens et al., 2017). This concept is drawn from literature of social psychology (e.g., Leyens et al., 2001). Recent literature argued that organizational dehumanization perceptions of employees has harmful impact on employees attitudes (e.g., well-being and intentions to quit (Bell and Khoury, 2011a, 2016) as it spoils fundamental needs of individuals (Christoff, 2014). Moreover this concept

is considered in relation with job satisfaction, psychometric strain, turnover intention and emotional exhaustion (Caesens et al., 2019). Further, literature has only considered its attitudinal outcomes and behavioral outcomes are totally ignored (Caesens et al., 2017). But it may have a strong relation with employee performance as well because perceptions of employees about organization make them to contribute in performance. Moreover, Caesens et al. (2019, 2017), recommended to investigate it with behavioral outcomes as performance. This study seeks to fill the gap by considering the behavioral outcomes of organizational dehumanization. Research efforts of scholars on this topic have focused so far on attitudinal outcomes of OD, such as emotional exhaustion, psychosomatic strains, turnover intentions, job satisfaction and affective commitment (Caesens et al., 2017; Nguyen and Stinglhamber, 2018). This study adds in literature by focusing on behavioral outcome i.e. employee performance of organizational dehumanization, as suggested by Sarwar and Muhammad (2020).

Thus consistent with the recent research suggestions, this research will be an attempt to cover a gap by investigating the behavioral outcomes of organizational dehumanization specifically employee performance, employee time theft and knowledge hiding.

1.2.2 Employee Performance

It is to be noted though that past literature discusses about factors enhancing performance and also argued that there could be other factors that may undermine performance for which researchers have asserted importance of identifying such factors, yet surprisingly this premise has not received much attention (Dhanani et al., 2018). For example, Dhanani et al. (2018),and Gallus et al. (2014), suggested that researchers may consider such factors that undermine performance. Because researchers have not focused much on investigating elements which may decrease performance of employees (Dhanani et al., 2018). Therefore, this study is an attempt of exploring and testing such factors to develop practical implications by being prediction oriented (Hair et al., 2019). Practitioners should consider both categories including the factors that can increase as well as undermine

performance, because such consideration can help in creating synergy that is a challenging task of managers on organizations (Tavitiyaman et al., 2012). As per Conservation of resource theory, expression of stressor into behavior may vary with variation in stress perceived (Hobfoll, 1989). In other words employee perceptions can constrain or facilitate expression of a certain behavior. Based on this, literature also suggests that injustice, incivility and discrimination perceptions play most significant role in the emergence of employee's behaviors (Soenen et al., 2019; Spector and Fox, 2002), where negative perceptions may trigger them to decrease their performance in organization. Thus theorizing on COR theory and past literature it may be reasonable to consider the impact of organizational dehumanization, injustice, incivility and discrimination perceptions on employee performance which is comparatively an ignored area in literature.

Thus another gap of the study is to find and propose the factors that may undermine the performance of employees.

1.2.3 Antecedents of Mild Deviant Behaviors

The most devastating and well-established outcome of organizational stressors are deviant behaviors (Abou, 2019; Zaghini et al., 2016). Deviant behaviors are categorized into two major categories. One is aggressive or major deviant behaviors and the other is mild or minor deviant behaviors (Robinson and Bennett, 1995). Impact of organizational stressors on overall deviant behavior is considered and literature is silent on separate studies on aggressive and mild deviant behavior as a result of organizational stressors.

In high power distance country like Pakistan, it is not a wise option for subordinates to show aggressive deviance, while mild deviance is more expected in such cultures (Hofstede, 1983; Sarwar et al., 2020). Further, the literature on mild deviant behaviors is scant and need to be considered (Zhang et al., 2018).

This study answers this question and proposes the relationship between organizational dehumanization and mild deviant behaviors (i.e. time theft & knowledge hiding).

Another gap of the study is to find and propose mild deviant behaviors as outcomes of organizational stressors.

1.2.4 Injustice and Incivility Perceptions

Antecedents of incivility is an ignored area in literature (Van Jaarsveld et al., 2010) and in the existing literature, it is less evident that what are the reasons and impacts of incivility for institutes (Daniels and Jordan, 2019). Injustice may cause people to perceive incivility even when there is none.

Similarly, researchers are emphasizing on considering the links between perceived injustice and perceived incivility (Dhanani and LaPalme, 2019). Recently, research explored spillover of negative consequences related with incivility to other domains of life as family (Gallus et al., 2014).

Moreover, Ferguson (2012), proved that incivility has negative effect on target's partner. Present study contributes in literature by examining the injustice perceptions as antecedents of incivility perceptions.

Moreover, studies have suggested that future researchers should inspect cultural, environmental and organizational factors that may activate or lessen the acts of incivility (Torres et al., 2017).

This study will address the existing gaps in incivility literature by considering effect of perceived injustice perceptions on perceived incivility.

1.2.5 Injustice Perceptions Discrimination and Performance

Perceived incivility and discrimination can be the factors contributing in decreasing employee performance. Employees may indulge in activities like avoiding instigators, withdraw from responsibilities and show frustration to customers (Porath and Pearson, 2013).

Despite importance of such factors, they have not been considered in relation to performance (Dhanani et al., 2018).

Hence, this study is an attempt to fill this gap in literature by considering injustice, incivility and performance.

1.2.6   Contextual Gaps

This study considers hospitality sector due to numerous reasons. First, employees are considered important for gaining competitive advantage as well as better performance specifically in hotels. Second, Ariza-Montes et al. (2017), emphasized on point that researchers have not focused much on issues of employees specifically in hotels. Hence, this study investigates employees perceptions in hospitality sector in relation to their behaviors and performance. Third, employees of hotel are sensitive and react in response to incivility (Erdogan, 2002), and this sensitivity may lead them to show more absenteeism, lateness to work, turnover, fake sick leaves, long breaks at work and decreased performance.

Further, Torres et al. (2017), suggested to investigate the impact of contextual factors as perceived discrimination as well as incivility on performance. In addition, hospitality industry has broadly focused on their customers perspective (Ariza-Montes et al., 2017). However, literature comparatively has fewer studies in this industry that has focused on employees. The global economy is largely dependent on hospitality and tourism industry (Breitsohl and Garrod, 2016). According to World Travel and Tourism Council (Travel and Council), 2015) this industry accounts for 284 million jobs globally and contributed 7.86 trillion USD; which is approximately 9.9% to global GDP in 2015 (Breitsohl and Garrod, 2016). Moreover, tourism industry will create millions of more jobs till 2025 (Travel and Council), 2015), out of these jobs two-thirds would be in Asia (Deloitte Consulting and by Deloitte, 2014).

Therefore, data from front line employees of hotel industry of developing country of Asia (i.e. Pakistan) was obtained. Further, hospitality and tourism industry as to maintain competition need to focus on frontline employees (Breitsohl and Garrod, 2016; Briggs et al., 2007). Recently this deviance topic has gained importance in hospitality management (Torres et al., 2018; Tresidder and Martin, 2018). Hence

researchers are suggesting to conduct studies service intensive organizations like hotels (Lugosi, 2019; Torres et al., 2017). Hence, this study considered hotels employees as a unit of analysis.

Hence, this study considers hospitality industry in an Asian country context to fill this gap.

1.3 Problem Statement

Since the very beginning, role of employee's perceptions in predicting performance is considered to be critical for which there has been abundance of research over exploring employee's perceptions about leaders and their impact on performance. Hence, research focus in the domain of performance has either been over studying leadership and their respective impact. Until recently though, due to massive technological advancement, globalization, massive rise in complexity and uncertainty in business environment there is a little shift in research focus over considering relation between employee's negative perceptions about their organization. This study is one of the very few attempts in literature so far to conduct a comprehensive theoretical and empirical analysis over assessing employee's perceptions about organization and their behavioral outcomes. Together with that current study also examines the moderating role of follower's psychological capital (Psycap) over organizational dehumanization and injustice perceptions. Moreover, Performance of employees has generally been studied with positive antecedents.

Some recent calls suggest that this concept should be studied with negative antecedents as injustice perceptions, organizational dehumanization and incivility. Thus, this present study seeks to explore a different perspective by examining the possible negative antecedents and mechanisms of performance.

Moreover, literature suggests that aggressive deviant behaviors have been studied in literature. Less damaging deviant behaviors having long lasting effects on employee's behaviors have been ignored by researchers, thus this study proposes that employee time theft and knowledge hiding may be result of organizational dehumanization, incivility and discrimination.

Moreover, compared to attention presumed on sharing of knowledge, the concept of knowledge hiding is now being considered by researchers (Suskind et al., 2018). Moreover, empirical studies on knowledge hiding were mostly conducted in western context. Studies on relationship of perceptions of employees and knowledge hiding are limited in Asian context and researchers are calling for more research in Asian context on these constructs. Thus due to detrimental effects of incivility, negative supervision, employee time theft, knowledge hiding, and organizational dehumanization, researchers need to focus on these constructs. Thus present study is need of time with all these theoretical and contextual considerations.

1.4 Research Questions

Following are the research questions of this study:

Research Question1

What is relationship between perceived incivility and injustice perceptions?

Research Question2

How employees psychological capital acts as moderator in organizational dehumanization and injustice perceptions?

Research Question3

Does organizational dehumanization predict employees knowledge hiding, time theft and employee performance?

Research Question4

What is the relationship between discrimination and employees knowledge hiding, time theft and employee performance?

Research Question5

What is the relationship between organizational dehumanization and employees knowledge hiding, time theft and employee performance?

Research Question6

How discrimination perception mediates the relationship between injustice perceptions and employee knowledge hiding, time theft and performance?

Research Question7

How incivility perceptions mediates the relationship between injustice perceptions and employee knowledge hiding, time theft and performance?

1.5   Research Objectives

Following are the research objectives of this study:

1. To find out if organizational dehumanization related to injustice perceptions

2. To find out if employees psychological capital acts as moderator between organizational dehumanization and injustice perceptions

3. To find out if organizational dehumanization predict employee's knowledge hiding, time theft and employee performance

4. To find out if perceived discrimination predict employee's knowledge hiding, time theft and employee performance

5. To find out if perceived incivility predict employee's knowledge hiding, time theft and employee performance

6. To find out if perceived discrimination mediates the relation between injustice perceptions and employee knowledge hiding, time theft and performance

7. To find out if perceived incivility mediates the relation between injustice perceptions and employee knowledge hiding, time theft and performance

1.6   Significance of the Study

1.6.1   Theoretical Significance

This study is important due to number of reasons. One, the organizational mistreatment are causing challenges for the organizations and posing financial loses (Michalak and Ashkanasy, 2020). Further, the literature on the outcomes of organizational and interpersonal mistreatment is scant (Dhanani and LaPalme, 2019). Therefore, this study made efforts to consider organizational mistreatment; the organizational dehumanization and interpersonal mistreatment; the perceived incivility to further strengthen the literature on organizational and interpersonal mistreatment. Hence, Dhanani and LaPalme (2019), suggested that researchers need to explore the possible causes and consequences of organizational mistreatments. This study proposes a research framework on what is the possible stimulator of deviant work behavior, how and when the impact of organizational mistreatment is transmitted to shape deviant work behavior. Two, this study enhances the literature on organizational dehumanization as the concept is still in infancy and yet to be explored (Caesens et al., 2017) and which is a new concept in organizational behavior and researchers and practitioners were less aware about its consequences (Caesens et al., 2019). Hence, This study, based on COR theory (Hobfoll, 1989) considers organizational dehumanization as a stressor and proposes a research framework on its consequences. Three, performance of employees has generally been studied with positive antecedents. But, employee performance is highly effected by stressors faced by employees in organizations (Mwema and Gachunga, 2014; Zreen et al., 2018). This concept is hardly been studied with negative antecedents (Dhanani et al., 2018). Thus, this study seeks to explore a different perspective by examining the possible negative antecedents of employee performance. Fourth, this study has an aim to evaluate that how perceptions of

workplace injustice in organization make employees feel to be dictated and that may contribute to occupational performance inconsistencies. Fifth, deviant behaviors are of two types; the aggressive deviant behavior and mild deviant behavior. Though the researchers have considered deviant behaviors (see, Cohen, 2016; Jiang et al., 2017; Taylor and Pattie, 2014), but mild deviant behavior remained ignored (Peng et al., 2020). This study contributes in literature by proposing a theoretical framework which incorporates potential mild behavioral outcomes (i.e. time theft and knowledge hiding), as well as the drivers of such deviant behaviors. This study contributes to the organizational psychology literature by offering a novel insight particularly on the employee organization relationship framework. Certainly, by proposing injustice and organizational dehumanization act as antecedents of perceived incivility. Literature on negative aspects of employee-organization relationship is scant (Caesens et al., 2017). Although researchers have considered dehumanization in social psychology domain, but organizational behavior has recently introduced and suggested to further explore the mechanism of organizational dehumanization (Caesens et al., 2017). Responding to these gaps, this research is a contribution in existing literature by exploring the mechanism. This study also proposes perceived incivility as a new mechanism in the injustice and employee performance relationship. In line with recent literature on perceived incivility which highlights the need to examine the behavioral outcome of perceived incivility i.e. employee performance (Dhanani et al., 2018). Hence, this study explores the mechanism that why and when the effect of organizational dehumanization is transmitted on time theft, employee performance and knowledge hiding. This study considers service sector; the hotel industry as a research context as the service sector is more prone to dehumanization and incivility (Shin and Hur, 2019). Current study also extend the COR theory by claiming psychological capital of employees as personal resource which helps in buffering the injustice-perceived incivility relationship. This responded towards researchers recent calls who suggested to consider personal resources which may diminish the detrimental outcomes of stressors (De Clercq et al., 2019b).

Furthermore, this study investigates mechanism as well as boundary conditions of

organizational and interpersonal stressors in eastern culture. Existing literature have explained that Asian cultures are collectivistic, have high power distance, short term orientation, masculine characteristics and strong uncertainty avoidance and such Asian cultures are renowned for tolerating and supporting stressors at workplace (Sarwar et al., 2019, 2020). Huge gap exists between managers and employees (high power distance), risk averseness is more (uncertainty avoidance), power is valued (masculinity) and employees are integrated in groups (collectivism) in Asian cultural context specifically in Pakistan (Hofstede, 1983).

Keeping in view this cultural context, findings of this study support the applicability as well relevance of studying organizational dehumanization and interactional injustice in this new Asian cultural context. Demand for research on stressors in organizations is growing in non-western contexts and researchers should focus on stressors and employee mistreatments in Asian context (Ishfaq et al., 2019), this study respond to these calls and collected data from Pakistan, a country which is characterized by high power distance making our research more relevant and timely. Finally, this study will benefit managers in understanding the harms of injustice, incivility perception and also seek ways to reduce it. Hence, current research tends to extend the knowledge in domain of performance and deviance by linking it with discrimination and incivility. Hence, a framework considering constructs; organizational dehumanization, perceived injustice, discrimination, incivility, employee time theft, knowledge hiding and performance is proposed. And in doing so many new linkages are proposed. Such consideration makes theoretical contribution. For example, the linkage between injustice perceptions and discrimination, injustice perceptions and perceived incivility were not considered yet (Connelly and Zweig, 2015; Dhanani et al., 2018). In addition, to this, current study also considers perceived discrimination and incivility as mediator between injustice perceptions and organizational performance to further enhance understanding of mechanism of effects on employee performance, which was yet to be considered (Dhanani et al., 2018). Moreover this research has an aim to challenge as well as advance the current understanding by predicting and examining the organizational dehumanization as antecedent of injustice perceptions while injustice

perceptions as potential antecedents of perceived incivility and discrimination and also perceived discrimination as mediating mechanism between injustice perceptions and employee time theft, knowledge hiding and performance.

1.6.2 Practical Significance

Visitors find Pakistan as most attractive country due to northern areas and its four seasons (Yasmin et al., 2016). Hotel industry of Pakistan needs attention for establishing better economy. Further, in recent times Pakistan has appeared as significant investment destination for developing new hotels (Saleem et al., 2018), hence managers are emphasizing on employees perceptions and behaviors (Hassan et al., 2019). In recent business practices of hotel industry, managers need to consider both types of factors that may increase or decrease the performance of employees and hence organization as a whole. Hence, this study is an attempt to provide solutions to managers of hotels by identifying the factors that may increase deviant behaviors of employees and decrease their performance. Hence, managers of hotels should develop strategies for organizations accordingly.

Organizational dehumanization has low intensity as compare to overt physical aggression, and was ignored by practitioners. Finding on organizational dehumanization as stressor in this study show that it ignites incivility perceptions to shape employee behavior in term of time theft and knowledge hiding. Accordingly, managers need to design some interventions that may help the employee to realize that they are not considered as an instrument that can easily be replaced. Organizations need to realize employees that they are cared as a human first then comes their performance. This can be done by training civility, respect and engagement at work (CREW) to decrease the perceptions of stressors amongst employees (Leiter et al., 2011). Such types of trainings can help in incorporating policies regarding communication to address organizational dehumanization and perceived incivility at workplace. Particularly, managers can concentrate on potential issues regarding mistreatments. Hotels may arrange an awareness campaign for managers on how to interact with their staff in order to understand employees issues. Hotels management may also offer awareness by using videos,

promotional material, emails and some other media. Hence, better communication may help in limiting potential disadvantages of mistreatments. Along with the direct attempt of reducing mistreatments in organizations, moderator results in this study suggests that organizations may practice practical ways to enhance employees psychological capital in order to decrease employees perceptions of incivility. Literature also emphasizes on promoting the positive resources of a person (Fredrickson, 2001) as Luthans et al. (2006), recommend implementing strategies for development of human resource to enhance the psychological assets and lessen the risk factors.

Findings reveal that if employees perceive interactional injustice in organization they develop perceived incivility perceptions and if they perceive organizational dehumanization and less cared for by their organizations, it may decreases their performance. Hence managers should focus on promoting fairness while interacting with employees by providing accurate and equal information and giving them equal rights of raising their voice. Recently a training program was introduced for supervisors. It has four basic strategies including sincerity, experiential processing, benevolence and fairness. By practicing this program in hotels, managers may make their employees to feel more important and supported by their supervisors and hotels. Furthermore, Organizations must do practical efforts to increase employees perceived organizational support to make them feel less dehumanized and finally having benefit in terms of improved employee performance. Additionally, managers may make their employees to feel less dehumanized and more supportive by their organization through practice of certain HR practices like by decreasing workload, increasing their perceptions of job security and providing training and development opportunities for their growth and grooming (Eisenberger and Stinglhamber, 2011). Organizations should establish a proper selection system comprising psychological tests inorder to identify employees who are intended to give or perceive hierarchical mistreatment. Organizations should also offer psychological guidance to employees to ease their abused tensions (Jahanzeb et al., 2019). Moreover, supervisors should be trained to be supportive towards their employees. Haar et al. (2016), has also developed and introduced a training program for

supervisors recently. It has four basic strategies including sincerity, experiential processing, benevolence and fairness. By practicing this program in organizations, managers may make their employees to feel more important and supported by their supervisors and organizations.

Whether mangers need to minimize procedural injustice and incivility. Managers need to realize that fair procedures are most important aspects to minimize injustice gap rather than the final outcomes of the rewards. This study provides the detrimental effects of injustice enforcing that all employees should be treated with respect in organization. If incivility and discrimination at workplace is not handled appropriately, it will end in creating hostile work environment ultimately leading to increased deviant behaviors and less performance.

Thus results provides fruitful insight to managers that they should see the employee's perceptions about organizational dehumanization, injustice, incivility and discrimination and try to rectify these.

Organizational dehumanization may cause employees to develop negative perceptions about organization and ultimately exhibiting deviant behaviors. Here, psycap may minimize these negative outcomes. Though the knowledge sharing topic is been studies theoretically as well as in terms of hospitality practices (Hu et al., 2009), but authors have not considered the empirical research widely in service industry. So this study will provide an insight to managers of hotels. Negative perceptions of employees about organization are costly and have detrimental effect on profitability of organizations (Rafferty and Restubog, 2011). As knowledge hiding is negatively linked with organizational ability to innovate, thus such type of behaviors of employees may be a threat for organizational strategic objectives. And organizations can control these behaviors by making employees to feel valued. Exchange of knowledge is possible when employees won't have the perceptions of organizational dehumanization, this will make them to feel important for organizations and they will respond by sharing knowledge rather than withholding it. Likewise, managers can frequently attend the communication trainings to enhance their aptitude of leading others. Moreover, organizations can have formal as well as informal processes to manage the conflicts. These policies can ensure a culture

of respect and safety also. Managers can introduce policies that has objective to process the grievance and making decisions in response time supposed by employees. Managers need to understand that employees of hospitality industry need to perceive rewards as equitable.

Employees not only look procedures for rewards distribution but actual justice of rewards is also important for their better performance. Thus, mangers should not only develop fair management procedures but also should ensure that outcomes of these procedures are being perceived fair by the employees. Fair management procedure require development of fair management policies and practices, and their strict implication and execution.

This study will cover many theoretical and contextual gaps and this study will be helpful for organizations to find out the ways through which detrimental effects of different phenomena's can be controlled.

1.7 Supporting Theories

Researchers can support their research framework with three different approaches. These are single theory approach, multiple theory approach and data driven approach (Creswell and Creswell, 2017). In current business practices organization are confronting complex issues which are hardly can be covered by a single theory approach. Accordingly, multiple theory approach is a better solution to develop a holistic view on a research phenomenon.

This study has an aim to consider the impact of organizational dehumanization on injustice perceptions, perceived incivility, discrimination, employee time theft, knowledge hiding and employee performance. Hence, a single theory might not be sufficient.

Accordingly, Conservation of Resource Theory, Equity theory, social exchange theory and stress and coping are considered to capture the holistic view on negative aspects and consequences in an organization. In next, the details on how these theories are relevant to the current research are given one by one.

1.7.1 Conservation of Resource Theory (COR)

Some of the influential theories in the literature perceived stress are job-demand resource model, stress appraisal theory and conservation of resources theory. Most of the studies have used conservation of resources theory as a supporting framework for their studies. The theoretical framework of the present study is derived from conservation of resources theory. Hobfoll (1989), presented this theory by stating that humans want to create/ build, save and enhance valuable objects, and in later part of theory he called these objects resources. Model draws on theoretical framework of organizational dehumanization, injustice perceptions, incivility, discrimination, time theft, knowledge hiding and employee performance. People are keen to develop emotional, cognitive, social, physical and financial resources. One resource helps in building and enhancing other resources. Like social resources are helpful in building psychological capabilities and financial resources and vice versa. The central tenet of the theory is resources. People spend their lives in building and preserving these resources. Anything that threaten these resources is considered stressor, and stress is caused when there is actual loss of resources, threat to loss of resources and lack of gaining resources (Hobfoll et al., 2018). Furthermore, the theory is based on four main principles (Hobfoll, 1989), i) resources loss is more noticeable than gain of resources because it is more stressful than gain of resources. Losses hurt double than gain feel good, ii) people use their resources for gaining more resources and also against the threat to loss or actual loss, iii) resource gain is more important in time of resource loss, those who are losing resources will more value the gain of resources comparable to those who has not lost resources, iv) people who lost all their resources, become defensive by displaying aggressive behavior. Hobfoll et al. (2018), give some additional insight into the revised and more updated form of conservation of resources theory. They talk about different corollaries of building, enhancing and preserving resources. The first corollary states that those people who have more resources are less vulnerable to loss of resources and have more potential to gain more resources, while individual having less number of resources are more threaten by stressor having less capabilities of gaining resources.

Second corollary states that resources loss is more important and influential than gain of resources because it leads to stressful situation and consecutive loss of resources limits the stock of resources with individual as well as with organizations.

This corollary also talks about the spiral of resource loss, the effect and harm of loss increases with its frequent occurring. Third corollary is about resource gain, it states that resource gain slower process comparative resource loss. Gaining of resources is much difficult and time taking and loss of resources is speedy and spiral process.

Further, COR theory describes that individuals facing resource losses experience discomfort and they adopt coping mechanisms to minimize this resource loss. According to Leiter (1991), exhausted individuals adopt coping mechanism by avoiding and exhibiting withdrawal behavior to diminish further resource depletion.

Updated version of Conservation of resources theory presented Hobfoll and his colleagues, Hobfoll et al. (2018), will be used as a supporting theory to support the current study. In the present study, organizational dehumanization is threat to individual psychological and physical resources by undermining their abilities and confidence and also not providing them enough reward for their contribution. Employees will consider this as stressor due to threat of loss to their psychological resources. Due to stressor, employees perceive injustice. All injustice perception including distributive, procedural, and interactional are stressful. Employee feeling of injustice due to organization and supervisor behavior is considered as stress. Stress is mental strain.

Strain can be in form of affects and cognition. Cognition includes the knowledge and perception. I have taken negative perceptions as stress. Based on the first corollary of theory, Employees having more resources will be less threatened by the external stressors, in the present model, employees having high psychological capital will be less effected by perception of organizational dehumanization compare to those having low psychological capital. In line with the second corollary, resource loss occurs in spirals, with time injustice perception leads to more intense level of stress that is the perceived incivility and perceived discrimination. Individuals facing this stressful factors in form of organizational dehumanization will

eventually loss all of the resources will become defensive. The defensive mechanism of the individual due to loss of resources will be in the form of decreased performance, time theft and hiding knowledge from others in the organization.

1.7.2 Equity Theory

Equity theory was proposed by (Adams, 1965; Adams and Freedman, 1976). This theory focuses mainly on four things as discussed below. One, it discusses about inputs and outputs.

Two, it also considers social comparison process. Three is the conditions and effects of inequity. Four, it also discusses about responses of individuals to reduce the effects of inequity. Individuals compare their input and output ratios with other individuals in organization. Individuals perceive equity in organizations if they think their outcome to input ratio is same as of others. In contrast to this, individuals experience inequity when they perceive that this ratio is not same as of others. This theory claims that individuals will perform certain things to avoid this inequity. Individuals may cognitively distort their inputs or output, they may change the person for comparison and they may change their inputs and outputs. Thus if employees develop perceptions of inequity they may decrease their performance, start hiding knowledge and indulge in time theft activities. Moreover, Adams (1965), also argued that all these modes to reduce feeling of inequity are not equally available to individuals psychologically.

1.7.3 Social Exchange theory

Based on the argument of social exchange theory (Homans, 1961), employees see their relation with organization as social exchange where each party tries to reciprocate the cost as well as benefit received to maintain the balanced contributions. And psychological costs that employees may experience as result of mistreatment may create an exchange imbalance. Further, Negative reciprocity principles (Gouldner, 1960) also suggests that persons try to resolve their exchange imbalances in a way that individuals who have feelings of being harmed by their

organizational authorities may retaliate by indulging in harmful acts against organization (Mitchell and Ambrose, 2007).

1.7.4 Stress and Coping

Folkman and Lazarus (1984), argued that when an individual considers situational demands as stressful and this experience of stress beats their capability to cope (Folkman and Lazarus, 1984). Since experience of dehumanization at workplace can function as stressor, thus incite psychological reactions. Thus I argue that employees perceive organizational dehumanization as first level stressor. This stressor will incite second level stressors that are incivility and discrimination. Next step is coping. Stress and coping theory describes that here the treatment of coping is focused on ways of thinking about individual's relation with his environment. Since behaviour is not ignored but it's less significant than cognition. They also defined coping as to constantly change the cognitive as well as behavioural efforts to cope the specific taxing demands. Moreover, as per coping and stress model, coping is defined as changes in behavioural as well as cognitive efforts, its exible as well as realistic act to solve problem and to lessen stress. Coping is effort to manage and include anything that an individual does or think. Managing includes, avoiding, accepting, tolerating and minimizing the stressful conditions. Moreover, Folkman and Lazarus (1984), argued that coping is cognitive or behavioral effort in order to manage the internal as well as external demands. Moreover, this theory explains that if stressors are of chromic nature, employees decide which methods to cope should use and which to avoid. Employees may use bundle of coping methods. Employees will cope by indulging in employee time theft, hiding knowledge and contributing less towards performance.

1.7.5 Integration

Social Exchange theory (SET) argues about maximizing rewards and minimizing costs in relationship whereas Equity theory is concerned about fairness in relationship. Equity doesnt mean equality, though. It is not about the number of rewards

and costs, but rather about the balance between these; if a person puts a lot into a relationship and receives a lot, he/she will feel fair accordingly. Whereby an employer breach is reciprocated by an employee breach, in most applications of SET to workplace phenomena, the exchange of resources is expected to be contingent upon the mutuality and reciprocity in the dyadic relationship.

Both perspectives deal with resources: SET focuses on the exchange of resources, while COR theory is concerned with whether individuals have an adequate pool of resources. These two theoretical perspectives drew attention to different antecedents of breach of employee obligations. Breach of employer obligations is positively related to breach of employee obligations. The norm of reciprocity forms the ideological undercurrent of social exchange, and when employees perceive the organization is not fulfilling obligations. Hence, employees may withhold their side of the bargain, resulting in breach of their contributions in the psychological contract as reciprocity.

1.8 Operational Definitions of Constructs

1.8.1 Organizational Dehumanization

Organizational dehumanization is a workplace mistreatment from organization. According to Väyrynen and Laari-Salmela (2018), organizational dehumanization is organizational mistreatment where employees feel to be treated just machines in organizations. Hence, it is the experience of employees resulting from perceptions to which extent organization considers them as a tool and instrument that can be easily replaced.

1.8.1.1 Distributive Injustice

Distributive injustice is defined as employees perceptions of getting fewer benefits in comparison to their efforts. They think that their outcomes are not justified in comparison to given performance (Greenberg, 2006).

1.8.1.2 Procedural Injustice

Procedural injustice is defined as employees perceptions that procedures which organizations adopt to decide employees outcomes are unfair (Greenberg, 2006). They are inconsistently applied for attaining outcomes. Procedures are biased and are not based on accurate information.

1.8.1.3 Interactional Injustice

Interactional justice is respectful full of dignity treatment by providing employees all relevant and required information. While Interactional injustice refers to disrespectful, and hostile treatment with employees and also not providing them important information (Reb et al., 2006).

1.8.1.4 Perceived Discrimination

Perceived discrimination refers to employees perceptions of receiving unfair treatment by individuals and this treatment is based on specific membership with a group or some characteristics (Sanchez and Brock, 1996) like older people do not have equal opportunities, less wages and are not preferred usually.

1.8.1.5 Perceived Incivility

Perceived workplace incivility is the employees perceptions of being treated rudely, with less attention, respect, dignity and unprofessional terms (Andersson and Pearson, 1999).

1.8.1.6 Knowledge Hiding

knowledge hiding behavior; it is a deliberate attempt to hide knowledge specifically which others request (Connelly et al., 2012). Hiding task related knowledge, not revealing expertises, hiding innovative achievements and not sharing experiences and information etc., all these contribute toward behavior of knowledge hiding (Connelly and Zweig, 2015).

1.8.1.7   Time Theft

Time Theft is organization oriented non-aggressive deviant behavior of employees (Robinson and Bennett, 1995). Employees engaging in this activity of time theft devote their working hours in non-work related acts. For example employees enjoy long breaks, focus on personal matters, day dreaming and fantasize.

1.8.1.8   Employee Performance

Employee performance refers to employees activities related to duties, responsibilities and tasks which are requirements of job (Carpini et al., 2017). It refers to employees competency, effectiveness and job performance.

1.8.1.9   Psychological Capital

PsyCap is overarching concept made up of four facets (Luthans et al., 2010, 2007), and it acts as a vital source for individuals inner drive. Further considering each facet individually, hope is perceived capability of an individual to find out the ways to achieve goals and also motivating oneself to use those ways (Snyder, 2002). Hope is the continuous try of an individual to find out new ways to attain goals. Resilience is an individuals ability to capture the positive change after coming back from adversity, failure and uncertainty (Luthans, 2002; Masten and Reed, 2002). Thus resilience is an individuals renewal of efforts during negative surroundings. Three, optimism refers to an individuals genuine expectations (Seligman et al., 1998). Self-efficacy is an individuals firm confidence in arranging the required resources to complete tasks.

Chapter 2

Literature Review

This chapter discusses about literature review of variables including organizational dehumanization, injustice perceptions, perceived incivility, perceived discrimination, employee time theft, knowledge hiding and performance under section 2.1. It also discusses the relationship between different hypothesized variables with direct and indirect relationships through mediators, while section 2.2 summarizes hypotheses of study.

2.1   Organizational Dehumanization

Haslam (2006), suggested theoretical model of dehumanization and this model suggest that humanity maybe denied leading to animalistic dehumanization and mechanistic dehumanization. While, animalistic dehumanization means the propensity to disagree with features that differentiate humans from animals as refinement, rationality, civility, maturity and moral sensibility. This type of dehumanization leads to develop perceptions of employees as they are being considered amoral, childlike, coarse and irrational.

Animalistic dehumanization is observed in relation to genocide, war and immigration (e.g., Kelman, 1973). Mechanistic dehumanization refers to when employees are being considered as non-human objects (Haslam, 2006). The individuals who

are dehumanized this way are perceived as not having features defining human nature as cognitive openness, individuality, agency/depth and interpersonal warmth. This dehumanization causes perceptions that target is rigid, cold, replaceable/interchangeable, passive, fungible and superficial. Mechanistic dehumanization is observed in numerous domains and it effects different targets. For example, it is related with patient's treatment (more reliance on technology may cause patients to be treated as defective machines (Kelman, 1973); and also side effect of computer usage (e.g., robotic pursuit of efficiency, rigidity and conformity, unemotional approach to life and apathetic (Haslam, 2006; Beckers and Schmidt, 2001). This type of dehumanization has more chances to occur in organization but not much research has focused on it. Mechanistic dehumanization occurs more in organizations and thus is discussed in work contexts (e.g., Bell and Khoury, 2011b; Christoff, 2014).

Despite the fact that perceptions of employees about the way he/she is treated by organization have many consequences, limited studies have been conducted to investigate this phenomenon at workplace (e.g., Christoff, 2014; Väyrynen and Laari-Salmela, 2018). Moreover, recently researchers who are interested in relationship of employee and organizations have diverted their attention toward the organizational dehumanization construct (Caesens et al., 2017). Recent literature argued that organizational dehumanization perceptions of employees has harmful impact on employees attitudes (e.g., well-being and intentions to quit (Bell and Khoury, 2016), as it spoils fundamental needs of individuals (Christoff, 2014). Organizational dehumanization is workplace mistreatment perpetrated by organization (Väyrynen and Laari-Salmela, 2018). It is perception of employees that organization considers him/her as instrument that can easily be changed (Caesens et al., 2019).

Dehumanization damages psychological well-being and may lead to reduce empathy with management, emotional numbing and absence of significant and meaningful thoughts (Bastian and Haslam, 2011). Employees feel like they are treated less human in organization and they attribute this to the organization they work in (Caesens et al., 2019).

2.2 Organizational Dehumanization and Perceived Incivility

Organizational dehumanization is workplace mistreatment perpetrated by organization (Väyrynen and Laari-Salmela, 2018). It is perception of employees that organization considers him/her as instrument that can easily be changed (Caesens et al., 2019).

Dehumanization damages psychological well-being and may lead to reduce empathy with management, emotional numbing and absence of significant and meaningful thoughts (Bastian and Haslam, 2011). Employees feel like they are treated less human in organization and they attribute this to the organization they work in (Caesens et al., 2019). Perceived workplace incivility is the employees perceptions of being treated rudely, with less respect and dignity (Andersson and Pearson, 1999).

Despite the low intensity of incivility, many recent studies have confirmed its prevalence in organizations in different countries (Cortina and Magley, 2009; Lim et al., 2018). Dhanani and LaPalme (2019) also argued that organizational contexts in organizations may also spurs the mistreatment. According to them perceptions of mistreatment are highly developed in context when employees characterize their organization by high levels of stressors and it can be explained through the fact that stressors drain employee resources which are required to suppress their negative instincts (Baumeister and Vohs, 2003).

It heightens the employees sensitivity of perceiving negative treatment from others. Dhanani and LaPalme (2019), also argued that perceptions of mistreatment of employees thrives in stressful environment of organization. Such stressful interaction with organization effect psychological mechanisms of individuals by limiting their resources and change their perceptions negatively (Simha and Stachowicz-Stanusch, 2015). Furthermore, Shore and Coyle-Shapiro (2012), argued that employees may develop perceptions of unfairness and relational devaluation if they have destructive relationship with their organization.

Moreover, study by Bastian (2019), explains interpersonal perspective on dehumanization where they provided the framework to describe the dehumanizing implications in explaining the aversive interpersonal relations. Accordingly, Bastian (2019) argued that such abusive interactions effect individuals perceptions about self and others and this explains well the perceptions of further abusive relations, thus developing perceptions of incivility. In addition to this, Melamed et al. (2006), also argued that when employees loss their resources at work, their physiological outcomes are effected. Employing COR theory, it can be justified that organizational dehumanization may cause employees to perceive incivility as one stressor leads to another stressor through spiral effect (Hobfoll et al., 2018). When employees are exposed to mistreatment rather from persons or organizational point of view, it intensifies their sensitivity to perceive further mistreatment (Dhanani and LaPalme, 2019), which can be explained through the idea that employees are inclined to develop rude colored glasses as perceiving any organizational stressor increase their perceptions of uncivil behavior (Woolum et al., 2017). Thus, it gives the impression that if organizational dehumanization is there, it may cause employees to perceive incivility in organization.

Hypothesis1: Organizational Dehumanization is positively related with Perceived Incivility.

2.3 Organizational Dehumanization and Distributive Injustice

Moreover, dehumanization is an individual's negative experience in organization and thus causes employees to dissociate themselves with organization (Bell and Khoury, 2011a). Dehumanization perceptions of employees may damage employee's wellbeing because it spoils individual needs for relatedness as well as competence (e.g., Christoff, 2014). According to Baldissarri et al. (2014), employees who were treated as instrument by their supervisor reported more job burnout which ultimately caused them to undermine themselves and their capacities (Baldissarri et al., 2014). Later, Andrighetto et al. (2016), indicated some

objective characteristics at workplace as dependence on machine, repetitiveness and uniformity of movements, increase people' opinion about targets as instruments, disintegration of activities and less capable of experiencing human mental states. Dhanani and LaPalme (2019), also argued that organizational contexts in organizations may also spurs the mistreatment. According to them perceptions of mistreatment are highly developed in context when employees characterize their organization by high levels of stressors and it can be explained through the fact that stressors deplete resources needed to suppress negative perceptive impulses (Baumeister and Vohs, 2003). It heightens the employees sensitivity of perceiving negative treatment from others. Dhanani and LaPalme (2019), also argued that perceptions of mistreatment of employees thrives in stressful environment of organization. Such stressful interaction with organization effect psychological mechanisms of individuals by limiting their resources and change their perceptions negatively (Simha and Stachowicz-Stanusch, 2015). Furthermore, Shore and Coyle-Shapiro (2012), argued that employees may develop perceptions of unfairness and relational devaluation if they have destructive relationship with their organization.

Hypothesis 2a: Organizational dehumanization has positive relation with perceptions of distributive injustice.

2.4 Organizational Dehumanization and Procedural Injustice

Procedural injustice is defined as employees perceptions that procedures which organizations adopt to decide employees outcomes are unfair (Greenberg, 2006). The way employees handle stressors in organization decide success of an organization (Soenen et al., 2019). Conservation of resource theory (Hobfoll, 1989) also claims that employees who limit their resources also limit their activities and anything that threatens an employee's resources is stressor. Hence, for employees organizational dehumanization is stressor, because it limits individual's psychological resources by undermining them and not giving then enough reward for their

contributions. Once employees lose their resources, they have fewer chances to attain resources (Wright and Cropanzano, 2000). Moreover, Babic et al. (2015), proposed that procedural justice and perceptions of organizational mistreatment are related to each other. Such types of unethical behaviors of organizational dehumanization in organizations are considered important because organizations effect individuals perceptions about issues related to ethics (e.g., Trevino, 1986). Such behaviors effect psychological mechanisms of individuals like trust level and change their perceptions (e.g., Simha and Stachowicz-Stanusch, 2015). According to Shore and Coyle-Shapiro (2012), employees may develop perceptions of unfairness and relational devaluation if they have destructive relationship with their organization. Thus, giving the impression that if organizational dehumanization is there it may cause employees to feel injustice in organization.

Hypothesis 2b: Organizational dehumanization has positive relation with perceptions of procedural injustice.

2.5 Organizational Dehumanization and Interactional Injustice

Moreover, study by Bastian (2019), explains interpersonal perspective on dehumanization where they provided the framework to describe the dehumanizing implications in explaining the aversive interpersonal relations. Accordingly, Bastian (2019), argued that such abusive interactions effect individuals perceptions about self and others and this explains well the perceptions of further abusive relations, thus developing perceptions of incivility. In addition to this, Melamed et al. (2006), also argued that when employees loss their resources at work, their physiological outcomes are effected. Employing COR theory, it can be justified that organizational dehumanization may cause employees to perceive procedural, distributive and interactional injustice as one stressor leads to another stressor through spiral effect (Hobfoll et al., 2018). When employees are exposed to mistreatment rather from persons or organizational point of view, it intensifies their sensitivity to perceive further mistreatment (Dhanani and LaPalme, 2019). which can be explained

through the idea that employees are inclined to develop rude colored glasses as perceiving any organizational stressor increase their perceptions of discriminated behavior (Woolum et al., 2017). Thus, if organizational dehumanization is there, it may cause employees to perceive injustice in organization.

Hypothesis 2c: Organizational dehumanization has positive relation with perceptions of interactional injustice.

2.6 Perceived Interactional Injustice and Perceived Incivility

Hershcovis and Barling (2010), argue that organizational pressures can be the possible reason of employee incivility. Such potential cause of incivility including are new technology, compressed deadlines, poor leadership, and work overload. Later, Leiter (2013), discussed that injustice perceptions may cause incivility. Interpersonal injustice refers to not treating all employees politely, with respect and dignity (Colquitt et al., 2001). Interpersonal injustice effects individuals cognitions and perceptions (Grandey et al., 2004). For example, Judge and Colquitt (2004) found that employees experience of interpersonal injustice resulted in nervousness and stress. Literature argues that employees perceptions of incivility refer to perception of violating dignity and respect standards, on perceiving injustice employees may perceive incivility (Miner and Cortina, 2016) as employees will refer others behavior as rude and impolite. Literature also supports the relation of injustice and incivility (Blau and Andersson, 2005; Sarwar and Muhammad, 2020). According to Sarwar and Muhammad (2020), injustice in organizations put civility at odd, and interactional injustice perceptions of employees may stimulate incivility perceptions.

Further, Cortina et al. (2001), argued that employees who have low social power in organization are more vulnerable to this abuse. Hence, it can be said that employees when perceiving injustice from authority in organization perceive the behavior of others as incivil. When employees face stressor in organization, they do

not enter into good social interactions with employees in organizations (De Clercq et al., 2019a), and stressors effect employees more negatively where employees consider other behaviors as more incivil and rude.

Recently, scholars are discussing the relationship of perceived injustice and perceived incivility. Accordingly, Sarwar and Muhammad (2020), discussed that injustice puts the civility at odds; unjust outcomes and unjust procedures of reaching at final outcome may stimulate the stigma of incivility. Furthermore, incivility is violating dignity and respect standards, therefore on perceiving injustice incivility perceptions may be aroused in employees. Cortina et al. (2001), argued that individuals lacking resources may permit others to exert power on them. Additionally, employees with less social power have more chances of such type of abuse. Hence, employees of hotels who develop perceptions of injustice may refer their behaviors as uncivil behavior.

Further, Penney and Spector (2005), argued that stressors in organizations like injustice may cause workplace incivility. Moreover, Leiter (2013), speculated that injustice perceptions may be the source of incivility in organizations. Accordingly, COR theory also provides lens to study the relation between injustice and incivility. As per COR theory (Hobfoll, 2014), employees perceiving stressors like injustice may lose their resources. Such negative stressors may create more negativity due to spiral effects and these outcomes can be in in form of negative intergroup interactions (Hobfoll, 2014). Due to such type of negative interactions employees may conceive incivility at workplace. Thus, based on above mentioned arguments it can be proposed that:

Hypothesis 3a: Perceived interactional injustice has positive impact on perceived incivility.

When employees are exposed to mistreatment rather from persons or organizational point of view, it intensifies their sensitivity to perceive further mistreatment (Dhanani and LaPalme, 2019). Moreover, according to COR theory (Hobfoll, 1989), this can be argued that employees consider injustice perceptions as stressor due to threat of loss of their psychological resources, and due to loss they may develop perceptions of incivility by inferring other behaviors as rude and impolite.

By considering this rationality, current study argues that interactional injustice is theorized to have negative consequences for perceivers in form of incivility.

Hypothesis 3b: Interactional injustice mediates the relationship between organizational dehumanization and perceived incivility.

2.7 Organizational Dehumanization and Discrimination

Moreover, study by Bastian (2019), explains interpersonal perspective on dehumanization where they provided the framework to describe the dehumanizing implications in explaining the aversive interpersonal relations. Accordingly, Bastian (2019), argued that such abusive interactions effect individuals perceptions about self and others and this explains well the perceptions of further abusive relations, thus developing perceptions of discrimination as they are not been given by importance and equal opportunities in organizations due to organizational dehumanization they are experiencing in organizations.

Hypothesis 4a: Organizational Dehumanization is positively related with Perceived discrimination.

2.8 Distributive Injustice and Discrimination

According to Leventhal (1980), the way in which rewards are being allocated in a social system has impact on employee's perceptions and attitudes in organization. Moreover theories of organizational justice (Colquitt et al., 2001) recommend that employee will question about fairness of its procedures when they will attribute their negative fate to organization.

Discrimination is seen by sufferers as different organizational treatment with employees (Colquitt et al., 2001; Hershcovis and Barling, 2010), thus perceiving injustice in organization will make them to re-evaluate their perceptions of being discriminated in organization.

Thus distributive injustice perceptions may cause employees to feel discriminated in organization. Employees may feel injustice as decrease in intrinsic reward that may means unfair reward of their inputs given. Researchers claim that injustice perceptions may lead to stressful reactions (Greenberg, 2006). For example, Niedhammer et al. (2004), argued that effort reward imbalance model explains this effect when employees are not rewarded with appropriate level of reward. Accordingly, people who feel under rewarded develop stressful perceptions (Smittick et al., 2019). According to Greenberg (2006), employees who experience less justice in organizations show more stressful reactions. In addition to this, employees who feel underpaid in organizations face stressful reactions (Taris et al., 2002), thus more likely develop the perception of discrimination.

Moreover, Greenberg (2006), argued that employees perceiving injustice may give stressful reactions at workplace. For example, emotional exhaustion of employees (Van Dierendonck et al., 2001), less anger as well as organizational commitment (Stone-Romero and Stone, 2005) and respect for job (Tepper, 2001). Effect of injustice on employees perceived discrimination is not considered yet. Nevertheless, organizational treatment regarding distributive injustice can trigger discrimination perceptions in employees at workplace (Hershcovis and Barling, 2010). Employees may perceive that managers who are the decision makers in organizations are the main cause of injustice aspects. Employees such perceptions may perpetuate incivility perceptions in them (Kumar et al., 2019). Additionally, COR theory also supports this idea that perceived injustice may further increase negative splinters among employee due to spiral effect (Hobfoll et al., 2018). It heightens the employees sensitivity of perceiving negative treatment from others. Dhanani and LaPalme (2019), also argued that perceptions of mistreatment of employees thrives in stressful environment of organization. Furthermore, Shore et al. (2012), argued that employees may develop perceptions of unfairness and relational devaluation if they have destructive relationship with their organization. Further, Greenberg (2006), discusses that employees experiencing injustice also experience more stressful reactions. If people with more age, develop perception that organizations usually assign them with jobs which are not according to their skills,

aptitude and capabilities, they may perceive it as injustice and if they also perceive that young people get job according to their skills, aptitude and capabilities, they will perceive it consequence of their age and consider it as discrimination (Villanueva-Flores et al., 2017). Hence:

Hypothesis 4b: Distributive injustice is positively related with Perceived discrimination.

Hypothesis 4c: Distributive injustice mediates the relationship between organizational dehumanization and Perceived discrimination.

2.9 Procedural Injustice and Discrimination

Procedural justice is linked with processes associated processes, methods as well as mechanisms for achieving final outcomes (Swalhi et al., 2017). According to Swalhi et al. (2017), concept of procedural justice is considered the base of social exchange process in organizations. It effect cognition, affection and behaviors of employees at workplace (Cohen-Charash and Spector, 2001), For instance, Cropanzano et al. (2002), recommended that belief on management have relation with procedural justice. Further, procedural justice effects knowledge sharing, work engagement and creative behaviors of employees (Kim and Park, 2017).

According to Lee et al. (2017), procedural justice may help employees in accepting the changes and mold themselves as per requirements of external changes. In addition, few studies reveal that processes of allocating rewards are given more importance than actual results (Cohen-Charash and Spector, 2001; Lind and Tyler, 1988). According to these criterias, procedures in organizations should be free of bias, ensure likelihood of rectifying unfairness, use accurate information, follow ethical standards and applied with consistency.

Perceived discrimination refers to unfair treatment perceived by individuals based on specific membership with a group or some characteristics (Sanchez and Brock, 1996). Further, it is significant to study perceived discrimination because these perceptions may effect development of organization and also human resources in

long run (Ensher et al., 2001). Employees perceiving unfairness can feel alienated and disturbed leading them towards negative behaviors in their organizations (Sanchez and Brock, 1996). Discrimination is carried out in both ways, directly as well as indirectly. Indirect discrimination is the type when individuals involved in discrimination dont discriminate intentionally, rather they show different behavior based on their belongingness with a specific group (Fernández-Salinero and Topa, 2020). Procedural injustice may lead employees to develop discrimination perceptions amongst them. Particularly, Leventhal (1976), three rules of procedural justice may appear to create issues of discrimination directly as ethicality, application consistency and bias suppression. Perceived fairness of employees plays a significant role in shaping employees outcomes like commitment and loyalty with their organization (Cropanzano and Greenberg, 1997).

Further, coworkers perceptions of procedural justice for disabled employees, in terms of gender and race has been investigated in literature (Colella et al., 2004). Discrimination hindered job success, fulfillment of basic needs and job satisfaction in previous studies (Behfar et al., 2011). However procedural injustice and perceived discrimination neither have nor gained researchers attention. This study tends to fill this gap.

Studies on the topic of injustice as well as discrimination in organizations have gained importance in recent times (Villanueva-Flores et al., 2017). Organizations may humanize their employees by appreciating their feelings, goals and desires and making opportunities available for their self-actualization (Villanueva-Flores et al., 2017). Employees perceiving injustice in procedures adopted by organization may consider is discrimination. Job characteristics model defines the internalization of goals (Oldham et al., 1976), because employees accept responsibilities as per their personal goals, due to perceived autonomy, which further reduces the possibility of perceived dehumanization (Ahmed and Khan, 2016). Hence procedural justice reduces the probability of dehumanization in organizations (Ahmed and Khan, 2016). In contrast, employees who can not accept responsibilities based on their goals may perceive dehumanization. If inequality prevails in organizations, such injustice perceptions may lead employees to feel less privileged (Cropanzano

et al., 2001) causing them to feel discriminated based on some specific characteristics associated. In uncertain situations (e.g. discrimination) injustice will have more effect on perceived dehumanization (Ahmed and Khan, 2016). Dehumanizing behaviors in organizations are considered acceptable and sometimes necessary to pursue personal as well as organizational goals in long run (Christoff, 2014). However, in recent years, dehumanization has appeared as an expanded view. And according to this view, dehumanization happens in contexts of interpersonal and intergroup (for review see, Haslam and Loughnan, 2014). Dehumanization is social phenomena involving process of social cognition (Haslam, 2006). Employees are dehumanized in organizations when they are objectified as an instrument (Bell and Khoury, 2011b). Moreover, dehumanizing others has been the focus of attention in field of sociology. Dehumanization may include aggressive behaviors towards the targets (Obermann, 2011). Gilliland et al. (2015), in their book discussed that justice in organizations resonates deeply rather than just being an assessment of material outcomes. Organizational dehumanization is when organization considers its employees as tool and robot and organization uses them for its own benefits (Gilliland et al., 2015). Employees perceiving dehumanization may lead to procedural injustice and further perceived discrimination.

Hypothesis 5a: Procedural injustice is positively related with Perceived discrimination.

Hypothesis 5b: Procedural injustice mediates the relationship between organizational dehumanization and Perceived discrimination.

2.10   Interactional Injustice and Discrimination

(Stone-Romero and Stone, 2005), investigated discrimination from point of view of perpetrators and victims of discrimination. Members of an individuals own group are considered as in group, while members not belonging to own group are considered as out group. Discrimination is categorization of individuals based on membership of individuals in a certain group. Decision makers make judgments about individuals on basis of stereotypes of their group. Decision makers do not

have favorable stereotypes about group; hence expect poor performance from them and also make negative attributions for observed behaviors (Hewstone and Jaspars, 1982).

Hence, in group members receive good interpersonal treatment than members of out-groups (Brewer, 1999). Few members may not perceive good interpersonal treatment with the perception that they do not deserve fair treatment because they are accorded with less value by decision makers in organizations. Further, considering the targets points it is perceived that they consider it as unfair with the believe that they do not deserve better treatment. Hence, they may lessen the value of their contribution towards the situation even (Stone-Romero and Stone, 2005). These arguments clear the theoretical link in interactional injustice and perceived discrimination.

Hypothesis 6a: interactional injustice is positively related with Perceived discrimination.

Interactional justice aspect is justice social side. Further, discrimination and dehumanization have received attention in philosophical as well as sociological literature. Victims of dehumanization perceive negativity. Further, maltreatment of interpersonal interactions can make its victims to feel invalidated, demoralized and degraded (Sue et al., 2009). Extensive research is conducted on negative outcomes of being betrayed (Finkel et al., 2002), socially excluded (Baumeister and Leary, 1995), not recognized as person (Honneth, 1992) and humiliated (Miller, 1993). All such situations may be considered as dehumanizing (Bastian and Haslam, 2011). Due to interactional injustice, targets can perceive discrimination. Dehumanization is psychological phenomena in which individuals consider other individuals as some lesser or different from them by denying their human characteristics (Väyrynen and Laari-Salmela, 2018). This phenomenon applies to extremely and less stigmatized individuals (e.g., Haslam et al., 2007; Vaes and Muratore, 2013). Precisely, dehumanization diminishes individuals and motivates them to disconnect themselves from their organizations (Bell and Khoury, 2011a). Organizational dehumanization has been considered with burnout (Baldissarri et al., 2014; Christoff, 2014).

Hypothesis 6b: Interactional injustice mediates the relationship between organizational dehumanization and Perceived discrimination.

2.11 Knowledge Hiding

Knowledge management literature refers knowledge as any type of information, expertise and idea related to perform tasks by members of organizations (Connelly et al., 2012). Hence, any type of information exchange in organization with supervisors, colleagues and other stakeholders is considered important. Von Krogh et al. (2000), argued about significance of implicit knowledge into explicit knowledge. This conversion of knowledge occurs when one person shares it with others and it promotes the collective understanding and its further development. Accordingly, knowledge transfer is considered as an important part of process of knowledge management (Mishra and Bhaskar, 2011). Individuals have to exchange internal as well as external knowledge to realize its value (Smith, 2001).

Moreover, coworkers interaction in an organization refers to social aspect of exchanging knowledge (Duffield and Whitty, 2016; Singh et al., 2019). Knowledge exchange usually occurs in two forms as formally (reciprocity based) which is considered knowledge sharing and other is informally (altruism based) which is considered as knowledge helping (Singh et al., 2019). Knowledge sharing usually is bidirectional which refers to as employees share and collect knowledge (Hussein et al., 2016). Employees are found to withhold their knowledge form colleagues despite the fact that organizations want to develop a culture of knowledge sharing in organization (Irum et al., 2020).

Such type of knowledge withholding refers to knowledge hiding behavior; a deliberate attempt to conceal knowledge specifically requested by others (Connelly et al., 2012). Hiding task related knowledge, not revealing expertise, and not sharing experiences etc., all these contribute toward behavior of knowledge hiding (Connelly and Zweig, 2015). Serenko and Bontis (2016), consider knowledge hiding behavior as counterproductive behavior as knowledge holder employees intentionally hide knowledge which is requested by others.

Knowledge hiding includes many individual level, group level as well as organizational level outcomes; as it reduces employees individual performance (Singh et al., 2019), and also effects organizational level productivity (Irum et al., 2020). Its effects on team level can also be seen in terms of creativity as well innovation (Fong et al., 2018). Further, knowledge hiding is not opposite to what exactly is knowledge sharing (Connelly et al., 2012), still it is important for organization to make knowledge sharing a good practice. Many studies on knowledge management have concentrated on concept of knowledge sharing (Pan et al., 2018; Serenko and Bontis, 2016); recently researchers are trying to focus on knowledge hiding as independent construct, hence calling for further investigation on this topic (Singh et al., 2019).

2.12 What leads to Knowledge Hiding?

Knowledge ownership promotes knowledge hiding. Employee possessing valuable knowledge has sense of ownership termed as psychological ownership based on knowledge (Peng, 2013).

Possession of knowledge develops a control over flow of knowledge and creates sense of ownership as well (Peng and Pierce, 2015). Furthermore, employees perceiving knowledge as valuable asset strengthens their feelings regarding territoriality leading them to hide their knowledge (Huo et al., 2016). Fear is related with employees behavior of knowledge hiding (Fang et al., 2017); employees develop feelings like they may lose their status on sharing knowledge and it may make susceptible of being copied (Connelly and Zweig, 2015). Employees also develop fear of being used by others that others especially who are opportunistic may take their advantage (Hsu and Chang, 2014). Also, job insecurity makes them to indulge in behavior of knowledge hiding (Serenko and Bontis, 2016). Employees who do not trust their colleagues hide knowledge from colleagues (Labafi, 2017).

Base of knowledge hiding is on reciprocity as well as exchange relationships. Stakeholders treatment with employees predicts social exchange and employees behavior of knowledge hiding (Arshad and Ismail, 2018). Employees perceiving others as

disrespectful, react by exhibiting knowledge hiding (Lanke, 2018). Further, personality traits like Machiavellianism, psychopathy and narcissism also have positive effect on knowledge hiding (Pan et al., 2018). It is considered as counterproductive behavior, but with altruistic motive employees may hide their knowledge to help coworkers by providing them other benefits. Literature also shows that when leaders give indication of knowledge exchange by encouraging it, employees inclination of hiding knowledge may increase (Offergelt et al., 2019). Abusive supervision also encourages knowledge hiding among employees as such leadership violates employees perceptions about justice (Khalid et al., 2018), igniting job insecurity as well (Feng and Wang, 2019).

2.13 Organizational Dehumanization and Knowledge Hiding

Knowledge refers to any idea, expertise or work related information in organization (Bartol and Srivastava, 2002), while knowledge hiding is to conceal knowledge intentionally requested by others (Connelly et al., 2012). Moreover, Knowledge hiding refers to hiding knowledge requested by coworkers (Kang, 2016). Organizations are investing a lot of resources and offer incentives to employees to promote knowledge transfers but despite all these efforts and resources investment employees are still found reluctant in sharing their knowledge and they hide information and knowledge than other (Connelly et al., 2012). So far knowledge hiding is concerned it is a deliberate effort to hide knowledge and information from others irrespective of their request to share (Connelly et al., 2012). These negative behaviors of knowledge hiding may be minor in nature, for example, overlooking a small request, or major, such as hiding crucial or strategic information (Serenko and Bontis, 2016). Knowledge hiding can hurt individual innovative work behavior, harm interpersonal relationships, and undermine performance (Černe et al., 2017). Knowledge hiding hurts individual feelings and it leads to a voluntary turnover of employees (Serenko and Bontis, 2016). Knowledge hiding also effects the thriving of employees at the workplace by effecting their psychological safety (Jiang et al.,

2019). Organizational Dehumanization has negative effect on employees wellbeing and other organizational outcomes (e.g., Bell and Khoury, 2016; Caesens et al., 2017). Organizational Dehumanization may spoil employees psychological needs like need for relatedness and competence (e.g., Christoff, 2014). When people have feeling like they are treated as objects, they enter in cognitive deconstructive state of emotional numbing, no meaningful thought, and reduction in clarity of thoughts (Bastian and Haslam, 2010; Twenge et al., 2003). Individuals facing such maltreatment in organizations may experience some negative emotions including shame as well as guilt (Baumeister and Leary, 1995; Tangney et al., 1996), which may cause them to behave negative to downplay distress and to rationalize this ill-treatment in organization (Christoff, 2014). Hence employees may start hiding their knowledge to justify their maltreatment and to conserve their remaining resources. Dehumanization is negative concept and reduces the individuality, thus individuals may disassociate themselves from organization. Self-regulation theory (Baumeister et al., 1998) claims that ones executive function is responsible for ones behavior. Self-regulatory abilities (precisely self-resources) maintain the impulses, persistence, emotions and active choice making which effect behavior (Schmeichel and Baumeister, 2004). According to Schmeichel and Baumeister (2004), self-resources may change responses which may arise due to learning, physiological processes, press of the situation and habit. Hence, some situations may drain employees self-resources impairing their ability to establish and maintain their normative behavior. View of self-regulation impairment can be applied to describe the relation of organizational dehumanization and employee deviance, employees indulge in deviance as feeling of organizational dehumanization is challenging which motivates ones to process and understand the reasons and outcomes of harms (Aquino and Thau, 2009). Experiencing organizational dehumanization drains employees self-resources needed for normative behavior, increasing chances of deviance.

The organizational stressors and their outcomes relationships is better explained by COR theory (Hobfoll, 1989). In the core principles of COR theory it is stated that individuals strives to gain and retain resources and these resources are valued

by them. These resources can be social, psychological and financial in nature. When these resources are threatened by a stressor then individual tries to regain these resources by engaging in different behaviors. WPB is a stressor and individually react to these stressors by hiding knowledge in order to cope with the situation by withholding valuable resources (Zhao et al., 2016). Thus employees will try to conserve their resources by withholding knowledge from their coworkers.

Hypothesis 7a: Organizational dehumanization has positive relation with knowledge hiding.

2.14 Injustice and Knowledge Hiding

Scholars have focused on investigating justice recently (Burger, 2017; Msigwa, 2016; Wilson-Strydom, 2015). Organizational justice refers to fairness perceptions in three forms including distributional, interactional and procedural.

Precisely, justice effect the effective learning, achievement as well as motivation of students in positive direction (Burns and DiPaola, 2013; Chory-Assad, 2002; Dalbert and Stoeber, 2006). Individuals expect respect, timely communication, justified evaluation, fair procedures and politeness in interaction (Holten et al., 2016).

According to Aquino et al. (1999), negative relationship exists in justice and interpersonal deviant behaviors. Maintenance of justice in organizations is necessary for establishment of harmonious climate to decrease interactive resistance among individuals (Chory-Assad and Paulsel, 2004; Paulsel and Chory-Assad, 2005).

Further, organizational discipline and environment has main role in lessening individuals knowledge hiding (Holten et al., 2016), and justice is the key factor to improve the organizational discipline (Correia and Dalbert, 2007). Further justice perceptions have been considered with deviant behaviors (Colquitt et al., 2013).

This study considers mild deviant behavior i.e. knowledge hiding. Employees not having equal access towards resources may impair their perceptions due to resource consumption (Holten et al., 2016), triggering their knowledge hiding behavior in

order to conserve their resources. Hence, injustice perceptions may be considered as antecedents of knowledge hiding.

Hypothesis 8a: distributive injustice has positive relation with knowledge hiding.

Hypothesis 8b: procedural injustice has positive relation with knowledge hiding.

Hypothesis 8c: interactional injustice has positive relation with knowledge hiding.

2.15 Perceived Incivility and Knowledge Hiding

Moreover, Penney and Spector (2005), concluded that incivility causes serious outcomes as half of the sample said that they worry about the incivility and thus lose their work time in worrying, some said they quit job, some stole something from organization, some avoided the others at workplace and some deliberately worked less.

Literature argues that incivility has damaging effects on employees mental wellbeing and job satisfaction (e.g., Hershcovis and Barling, 2010; Lim and Lee, 2011). Moreover, incivility is worldwide problem, but mostly work on incivility is published in American work settings.

Researchers have showed that incivility is also a common issue in Asian work Settings (Lim and Lee, 2011; Yeung et al., 2008), but studies on incivility in Asian contexts are limited. Consistent to deontic justice tenants, impact of perceived mistreatment have been investigated on deviant behaviors of customers through spillover effect (Dhanani and LaPalme, 2019) like negative word of mouth (Porath et al., 2011), and less loyalty with organization (Zoghbi-Manrique-de Lara et al., 2013). But which less deviant behaviors are exhibited by employees in response to mistreatment is still an ignored area.

Using COR theory I predict that incivility causes employees to hide knowledge, because employees who continue limiting their resources in organization try to conserve existing resources by hiding knowledge form others.

Extant literature suggests numerous ways through which employees may respond to perceived incivility in form of confrontation as well as avoidance. There are different active as well as passive methods which employees may use as coping. However, counterproductive behaviors of employees in reaction to perceived incivility have not been studied much (Irum et al., 2020). This study considers knowledge hiding in response to incivility. Hence, this research proposes that employees perceiving incivility get indulge in behavior of knowledge hiding. According to Connelly et al. (2012), knowledge hiding is performed on basis of three techniques as evasive hiding, rationalizing hiding and playing dumb. Playing dumb is condition when employees deceive others by pretending of not knowing what is under discussion (Burmeister et al., 2019). Person knowing the information can act as he is unaware of any such information. While, during evasive hiding of knowledge, one may use different techniques to avoid from sharing knowledge as may provide wrong information or may defer in providing information. Further, rationalized hiding is to give explanations rather than knowledge which is requested. Individuals in such situations state reasons of not providing required information and can also blame others for being hurdle in sharing of knowledge (Connelly et al., 2012). Further, victims of mistreatment may withhold their helping behaviors in organizations to take revenge from perpetrators (Zellars et al., 2002). Similarly, employees perceiving incivility at workplace may avoid from sharing knowledge which they possess. Such employees may not show helping behavior (Irum et al., 2020). Literature on incivility reveals that rich literature exists on antecedents and responses of workplace incivility. However, counterproductive responses of perceived incivility have not received much attention of researchers (Irum et al., 2020). Hence, this study focuses on such outcomes of perceived incivility. Thus we hypothesize as:

Hypothesis 9a: Perceived incivility has positive relation with employee knowledge hiding.

Interpersonal injustice refers to not treating all employees politely, with respect and dignity (Colquitt et al., 2001). Interpersonal injustice effects individuals cognitions and perceptions (Grandey and Fisk, 2004). For example, Judge and Colquitt

(2004), found that employees experience of interpersonal injustice resulted in nervousness and stress. Literature also supports the relation of injustice and incivility (Sarwar and Muhammad, 2020). According to Sarwar and Muhammad (2020), injustice in organizations put civility at odd, and interactional injustice perceptions of employees may stimulate incivility perceptions. Further, Cortina et al. (2001), argued that employees who have low social power in organization are more vulnerable to this abuse. Hence, employees when perceiving injustice from authority in organization may perceive the behavior of others as incivil. when employees face stressor in organization, they do not enter into good social interactions with employees in organizations (De Clercq et al., 2019c), and stressors effect employees more negatively where employees consider other behaviors as more incivil and rude. Moreover, according to COR theory (Hobfoll, 1989), this can be argued that employees consider injustice perceptions as stressor due to threat of loss of their psychological resources, and due to loss they may develop perceptions of incivility due to spiral effect. Further, resource deficient employees will try to conserve their resources by hiding knowledge in organization.

Hypothesis 9b: Perceived incivility mediates the relation between perceived interactional injustice and employee knowledge hiding.

Dehumanization is related with processes that are damaging for psychological well-being and these may lead to reduce empathy with management, emotional numbing and absence of significant and meaningful thoughts (Bastian and Haslam, 2011). Employees develop feelings like they are treated less human in organization and they attribute it to the organization they work in (Caesens et al., 2019). Resource loss principle of COR theory (Hobfoll, 2001) claims that individuals if face intimidating situations like organizational dehumanization, they may lose their resources resulting in drained cognitive as well as emotional resources which may elicit perceptions of incivility. Literature argues that incivility has damaging effects on employees mental wellbeing and job satisfaction (e.g., Hershcovis and Barling, 2010; Lim and Lee, 2011). Moreover, incivility is worldwide problem, but mostly work on incivility is published in American work settings. Researchers have showed that incivility is also a common issue in Asian work Settings (Lim and Lee,

2011; Yeung et al., 2008), but studies on incivility in Asian contexts are limited. Consistent to deontic justice tenants, impact of perceived mistreatment have been investigated on deviant behaviors of customers through spillover effect (Dhanani and LaPalme, 2019) like negative word of mouth (Porath et al., 2011), and less loyalty with organization (Zoghbi-Manrique-de Lara et al., 2013). But which less deviant behaviors are exhibited by employees in response to mistreatment is still an ignored area. Using COR theory we predict that incivility causes employees to hide knowledge, because employees who continue limiting their resources in organization try to conserve existing resources by hiding knowledge form others.

Hypothesis 10a: Perceived incivility mediates the relation between organizational dehumanization and employee knowledge hiding.

2.16 Perceived Discrimination and Knowledge Hiding

Knowledge sharing refers to create, sustain as well as transfer knowledge and is found to have an impact on individuals (Quigley et al., 2007) and performance of organizations (Hsu and Lin, 2008). As compared to knowledge sharing, behaviors of not sharing knowledge and information are categorized into two types: one is knowledge hiding and other is knowledge hoarding. Knowledge hiding is dyadic relationship when one individual requests knowledge and other withholds it (Connelly et al., 2012). While knowledge hoarding refers to knowledge withholding which is not requested by others (Webster et al., 2008). Connelly et al. (2012), also argued that both these concepts are distinguished from each other theoretically and empirically. Theoretically, they are different on basis of request, scope and intentionality. Empirically, they are not correlated well and discriminant validity is established among indicators of both. Knowledge hiding comprises of further three dimensions including playing dumb, rationalized hiding and evasive hiding (Connelly et al., 2012). Evasive hiding is about deception. According to Connelly and Zweig (2015), evasive hiding is providing incorrect information and misleading

promise of providing information in future with no intention to actually provide. Playing dumb refers to deception with no intention of helping others. Knowledge hider pretends of not understanding about the knowledge demanded and hides the knowledge by (Connelly and Zweig, 2015). But, rationalized hiding is not meant deception. Knowledge hider gives explanations for not providing requested information and may blame others (Connelly and Zweig, 2015). According to Connelly et al. (2012), individuals who are engaged in behavior of knowledge hiding may consider themselves to possess positive intentions. Knowledge hiding negatively effects the team effectiveness and creativity development (Peng, 2013). According to Babcock (2004), Fortune 500 companies faced financial annual losses of \$31.5 billion due to knowledge hiding. According to (Connelly et al., 2012), negative effect of knowledge hiding on organizational outcomes is well established. Very few studies have been conducted on predictors of knowledge hiding (Connelly et al., 2012). Individuals who feel rejected and discriminated may consider it as deserved, fair, undeserved or unfair. Individuals, in some situations recognize that they have been devalued for a good reason and they may feel remorseful, self-pitying and sad. Such individuals would not be angry at others and will try to re-establish their relational value. Hence individuals who believe that they are being discriminated and criticized, they feel sad and try to make compensations.

Hence employees perceiving discrimination in organizations may start to hide knowledge.

Hence I propose that

Hypothesis 11a: P.D has positive relation with employee knowledge hiding.

Different variables have been studied to forecast that if employees will exhibit deviant behaviors. For example, emotions may guide behaviors of employees. Employees who are able to recognize their emotions follow the ethical rules and dont indulge in deviant behaviors (Van Rooy and Viswesvaran, 2004). Further less financial rewards, less supervisor support and bad relations with colleagues may also elicit the deviant behaviors (Fagbohungbe et al., 2012). Accordingly, employees who face discrimination in organizations tend to exhibit deviant behaviors in form of protest (Wright et al., 1990). Employees prefer to indulge in

deviant behaviors which are not easy to detect Henle et al. (2010), and thus hide knowledge in response to discrimination.

Hypothesis 11b: discrimination mediates the relation between organizational dehumanization and employee knowledge hiding.

2.17 Perceived Discrimination, Distributive Injustice and Knowledge Hiding

Unfair rejections and discrimination may lead employees towards exhibiting anti-social reactions. According to Lind and Tyler (1988), individuals react negatively on receiving unfair treatment and disrespect. If employees are treated unfairly, it gives signal of their status or image at stake and they may try to re-establish their image and status (Miller, 2001). recommended that anger is linked with injustice perceptions of employees. According to Smart Richman and Leary (2009), discrimination based on ethnicity, gender, religion, nationality, age and race may also be considered unjust by target, triggering his/her negative reactions. Sometimes these perceptions of injustice originating on the basis of perceived discrimination are so strong that they lead to some social movements (Jasper, 2008). Scholars have focused on organizational justice concept in recent decades (Srivastava et al., 2015). Distributive justice is perceived fairness of outcomes by employees that is if employees perceive their outcome consistent to their contribution (Leventhal, 1976). Adams (1965), theory is the early influence in this field, which states that individuals in exchange relations compare their inputs and outputs with others and may develop perceptions of inequality if ratio is unequal. Individuals may try to change their or others inputs and outputs, change the comparison objector leave the relationship to rectify these unequal situations. Later, researchers argued that justice does not only come through perceived outcome fairness rather it also depends on fair procedures.

Distributive injustice have an impact on employee attitudes as satisfaction with payment, performance appraisal, while procedural and interactional justice have

an impact on attitudes like employee commitment and employee trust on their management (Afzali et al., 2017; Balogun, 2017). Researchers have focused on justice in organizations because it creates many work related outcomes like organizational commitment, trust in authorities, job satisfaction, benefits satisfaction and organizational citizenship behaviors (Begley et al., 2002).

Further, Ambrose et al. (2002), found in their study that injustice is the main reason of sabotage at workplace. Similarly, some other negative behaviors of employees like theft, cyber loafing, intention to quit, retaliatory behaviors, stress, absenteeism and turnover were correlated with injustice significantly (Syaebani and Sobri, 2013).

But, studies exploring the relationship between injustice and employee mild deviant behaviors is ignored area. This study will cover gap in literature by focusing on this argument that if employees experience injustice and discrimination, they may start hiding knowledge. According to Connelly et al. (2012), employees hiding knowledge may justify their deviant behavior by an effort to not to hurt others feelings.

Knowledge hiding effects performance, creativity and effectiveness negatively (Peng, 2013). Despite devastating effects of knowledge hiding, little is known about interpersonal predictors of knowledge hiding. Knowledge hiding can also be considered as counterproductive behaviors as both are not consistent with the moral standards (Connelly et al., 2012). CWBs refer to employees volitional acts that harm or have intentions to harm stakeholders and organization (Spector and Fox, 2005; Spector et al., 2006). Knowledge hiding is not necessarily exhibited to harm others as some employees may hide knowledge for their protection and avoiding hurting others feelings (Connelly et al., 2012).

Additionally, CWB are usually directed towards other individuals or towards organizations, while knowledge hiding is always directed towards individuals (Connelly et al., 2012; Zhao et al., 2013). Hence knowledge hiding is considered a necessary topic to focus among scholars as well as practitioners (Connelly and Zweig, 2015; Peng, 2013). Further, Connelly et al. (2012), suggested to consider knowledge hiding distinguish from counterproductive workplace behaviors (CWBs). This study

considers knowledge hiding as an outcome of distributive justice and the perceived discrimination.

Hypothesis 11c: P.D mediates the relationship between perceived distributive injustice and employee knowledge hiding.

2.18 Perceived Discrimination, Procedural Injustice and Knowledge Hiding

Studies on procedural justice in last three decades have focused on peoples reactions towards procedures experienced rather fair or unfair (Colquitt, 2004; De Cremer et al., 2005; Van den Bos and Lind, 2001; van Prooijen et al., 2006). It is common to treat different employees differently in group or organizational contexts (Tyler et al., 1996) as leaders may give opportunity to some members of a group to express their opinions while ignoring others employees (Colquitt, 2004). Furthermore, how few employees are treated as compare to other employees also provides significant information about their standing in the organization (Colquitt, 2004; Tyler et al., 1996). Such considerations may raise question in field of procedural justice that how members who are treated differently with different procedures will react. In contrast, employees perceived fairness in processes of making decisions is significant organizational experience used by employees for benefits of organizations and can effect like commitment as well as loyalty (Cropanzano and Greenberg, 1997). Procedural justice is process of making decisions as well as effect that individuals perceive themselves exercising in this process. Procedures which involve consistency, correctness, representativeness, voice opportunity, bias-suppression, ethicality and accuracy are perceived fair and provoke positive outcomes (Leventhal, 1980; Lind and Tyler, 1988). While, people react negatively in response to unfair procedures. Further, Thibaut and Walker (1975), focused not only of fairness of decisions but also on fairness of processes which leads towards such decisions. Social exchange theory also explains that perceptions of fairness in an organization can lead employees to indulge in positive behaviors because

such fair procedures increases employees trust and confidence on their organization which they reciprocate by showing positive behaviors (Biswas et al., 2013; He et al., 2014).

Likewise, procedural justice increases employees knowledge sharing behavior (Schepers and Van Den Berg, 2007; Tsai et al., 2015; Wang and Noe, 2010), as if employees perceptions of being treated fairly are met, it encourages them to reciprocate by sharing their skills and expertise with colleagues (Schepers and Van Den Berg, 2007). This study addresses this question by proposing that how procedural injustice and discrimination effects employee knowledge hiding behavior

Hypothesis 11d: P.D mediates the relationship between perceived procedural injustice and employee knowledge hiding.

2.19 Perceived Discrimination, Interactional Injustice and Knowledge Hiding

Interactional justice emphasizes in fair treatment that employees may receive on implementation of procedures, precisely the ways in which management reacts towards justice recipients (Bies, 1986). Interactional justice refers to politeness and respect employees receive in organizations (Greenberg, 1993b).

Justice is basically defined on perceptions of individuals rather than shared ethics and norms in organizations (Fortin, 2008; Fortin and Fellenz, 2008). Few studies have considered employees perceptions about others treatment regarding fairness in their organization (Skarlicki et al., 2015). But, few studies have also included personal experiences of employees justice and their outcomes regarding their direct as well as indirect justice experiences. For example, Lind et al. (1998) showed that people considers and give more weights to their personal experiences while interpreting their experiences as injustice victims. Regarding this, it is reasonable to say that employees perceptions of their treatment regarding justice effects may effect their perceptions about unjust treatment of other employees.

It is also suggested that people acts as per their self-interest, which is controlled by their rewards (Homans, 1958) and also calculations of cost-benefit (Blau, 1964). Self-interest is one of the main factor of not sharing knowledge. Such behaviors may relate to individuals intention of increasing bargaining power and influences at workplace (Evans et al., 2015). But knowledge hoarding if perceived as self-serving by ones colleagues, it may result in reciprocation by counterproductive actions.

Hypothesis 11e: P.D mediates the relationship between perceived interactional injustice and employee knowledge hiding.

2.20 Organizational Dehumanization and Employee Time Theft

Time Theft is organization oriented non-aggressive deviant behavior (Robinson and Bennett, 1995). Employees engaging in this activity of time theft devote their working hours in non-work related acts. For example employees enjoy long breaks, day dreaming or surng internet. Researchers reported that time theft in organizations of U.S. ranges from one hour per day (industry standard calculated into salaries) to two hour per day (Henle et al., 2010). Time theft is considered one of the vital dimension of deviant work behavior (Ketchen Jr et al., 2008; Lorinkova and Perry, 2017). Workplace deviance is a deliberate effort of employees to harm or damage organizational assets (Bennett and Robinson, 2000). Time is important asset of organizations and its misuse may create problems (Martin et al., 2010).

Time theft is passive deviant behavior less visible, and mild and organizationally directed and production-oriented deviance (Robinson and Bennett, 1995). Engagement of employee theft contains all the time of work spent on non-work related activities that are not allowed (Lorinkova and Perry, 2017). Time theft includes daydreaming and taking longer breaks. These activities includes examples like misuse of time violating the norms of organizations and threatening the functioning of organizations (Bennett and Robinson, 2000). Thus it is clear from literature

that time theft is passive retaliation by employees in organization and it is a behavior of employees who feel frustrated, not appreciated and disillusioned by their organization. Employees engage themselves in such low risky behaviors because chances of detection are low (Bennett and Robinson, 2000). Despite its chronic eect it has got little attention (Henle et al., 2010; Martin et al., 2010). By engaging in time theft acts, employees may voice their frustrations because otherwise they feel themselves unable to do anything against organization. They dont allow organization to consume their resources rather employees may take part in such deeds to protect their resources and possessions (Krischer et al., 2010).

Consequently, employees who feel like they are losing resources in organization, they try to compensate their frustrations by exhibiting time theft behavior. If employees feel weak exchange relations with organization, they may reciprocate by indulging in activities that are not related to their work (Dean Jr et al., 1998) i.e., time theft. Thus, it appears that employees if dont have good relations with organization they are working in and thus feel irritated by these negative exchanges of past (Guastello et al., 1992), they may try to balance the equation by indulging in such deviant behaviors because such behaviors cannot be detected easily (Homans, 1958). COR theory postulates that employees who face the negative emotions in form of perceptions of organizational dehumanization consume their resources (Hobfoll, 1989) and these perceptions are possible to happen in such circumstances. Moreover, Previous researchers proposed that Time Theft of employees may have some benefits (Brock Baskin et al., 2017). Thus to avoid excessive loss of resources, employees in response will take an action to save individual resources and employees consider the time theft a good approach (Ding et al., 2018). Self-regulation theory (Baumeister et al., 1998) also supports this notion that stressors drains employees self-resources which are required normative behavior. Hence chances of employees deviant behaviors like time theft increases.

In the conservation of resources theory, OD is a stressor and literature on deviant behaviors shows that employees indulge in deviant behaviors in response to stressful experiences (Mo and Shi, 2017). For example, employees leaving organization early from workplace may allow them to get escape from stressors and protect

their remaining resources and to rebuild new resources (Matthews and Toumbeva, 2015). In high power distance cultures like Pakistan, victims of WPB will engage in passive deviance (i.e. time theft) rather than aggressive, because of it less risky behavior. Hence, I propose that

Hypothesis 12a: Organizational dehumanization has positive relation employee time theft.

2.21 Perceived Incivility, Interactional Injustice and Employee Time Theft

The effect of perceived mistreatment on employees behavior and outcomes are described by stress model through impairments in cognitive processing. In consistent to conservation of resources theory (Hobfoll, 1989), stressors consume resources because stressors divert the cognitive attention of employees toward regulation, sense making and appraisal processes which accompany the exposure to stressors (Sonnentag and Frese, 2003). Two results of depletion of resources are (a) for resource intensive tasks less capital is available (b) individuals will also try to protect themselves against further loss of resources (Hobfoll, 1989). In alignment with resource depletion as well as protection arguments mistreatment with employees is linked with deviant, withdrawal behaviors and turnover intentions (e.g., Duffy et al., 2006; Dupré et al., 2014; Greenbaum et al., 2013; Houshmand et al., 2012).

Above results from different studies provided support for relationship of perceived mistreatment (perceived incivility) of employees and their deviant behaviors. Frustrated employees who dont trust their organization give their reactions through deviance like time theft to get even with their organization (Lorinkova and Perry, 2017). From perspective of COR theory, it is suggested that individuals try to replenish their psychological resources to cope with stressors (Taylor et al., 2017).

Thus I may propose that if employees think that unjust events are happening in organization and organization is not treating them in good way, they may perceive

incivility in organization and they try to cope it through time theft to conserve their resources. Hence,

Hypothesis 13a: Perceived incivility has positive relation with employee time theft.

Hypothesis 13b: Perceived incivility mediates the relation between perceived interactional injustice and employee time theft.

2.22 OD-PI-TF

The effect of perceived mistreatment on employees behavior and outcomes are described by stress model through impairments in cognitive processing. In consistent to conservation of resources theory (Hobfoll, 1989), stressors consume resources because stressors divert the cognitive attention of employees toward regulation, sense making and appraisal processes which accompany the exposure to stressors (Sonnentag and Frese, 2003). Two results of depletion of resources are (a) for resource intensive tasks less capital is available (b) individuals will also try to protect themselves against further loss of resources (Hobfoll, 1989). In consistent to resources arguments with employees is linked with deviant, withdrawal behaviors and turnover intentions (e.g., Dupré et al., 2014; Greenbaum et al., 2013; Houshmand et al., 2012). Above results from different studies provided support for relationship of perceived mistreatment (perceived incivility) of employees and their deviant behaviors. Frustrated employees who dont trust their organization give their reactions through deviance like time theft to get even with their organization (Lorinkova and Perry, 2017). From perspective of COR theory, it is suggested that individuals try to replenish their psychological resources to cope with stressors (Taylor et al., 2017). Thus we may propose that if employees think that unjust events are happening in organization and organization is not treating them in good way, they may perceive incivility in organization and they try to cope it through time theft to conserve their resources. Hence,

Hypothesis 14a: Perceived incivility mediates the relation between organizational dehumanization and employee time theft.

2.23 Procedural Injustice and Time Theft

Distributive justice refers to distributing work rewards compare to work inputs. Its basis are on equity theory, which describes that perceptions of unfair work rewards distribution creates a tension in individuals and later they try to resolve this tension (Niehoff and Moorman, 1993). Further, if employees perceive absence of fair procedures adopted to distribute resources and rewards, employees indulge in counter productive work behaviors to restore inequity (Cohen-Charash and Spector, 2001; Niehoff and Moorman, 1993; Rosen et al., 2009). Employees perceiving injustice may try to damage their organization in order to make their outcome/input ratio as less negative in their viewpoint. Procedural injustice creates negative perceptions amongst employees leading them to indulge in counterproductive behaviors (Liu and Berry, 2013).

According to Crawshaw et al. (2013), argued that individuals exhibit retributive behavior to restore the fairness. Hence it can be argued that mistreatment and perceived injustice in organizations causes moral outrage as well as desire of punishing the perpetrators. Employees often respond to unfairness by indulging in counter productive work behaviors as sabotage, aggression and deviance (Cohen and Diamant, 2019). Unfairness promotes cheating as well as stealing and employees consider these as justified acts in response to unfair behaviors they face (Cropanzano and Moliner, 2013; Kim et al., 2016a). Employees take action on perceiving unfair procedures adopted by their organization. Further, Martinson et al. (2006), described that injustice perceptions threaten individuals feelings of standing in a group and prompt their compensatory behaviors as counterproductive behaviors to enhance reputation. Further, fairness heuristic theory assumes that individuals use their judgments as their cognitive shortcuts to decide that how to act at specific time. When the fairness judgment is established individuals interpret fairness information to be compatible with heuristic. Employees having injustice perceptions tend to develop negative perceptions about their organization and respond with counterproductive behaviors. Based on above arguments, it can be argued that injustice may lead to deviant behaviors amongst employees.

Further, employees if believe that they are unable to change the system, one option they find feasible is to impose punishment on persons they held responsible for ruining their sense of justice (Aquino et al., 1999). Working environment and employees perceptions effect employees behaviour in organizations (Haq et al., 2019). Literature has discussed the impact of affective experiences on employees behaviour (Merlo et al., 2018). If employees dont have perceptions of experiencing incivility in organization they will show good behaviour (Rahim and Cosby, 2016). Opposite to this, if employees are facing stressors in form of interactional injustice perceptions, they may develop negative spiral in form of perceived incivility and in turn will pave way for time theft of employees.

Hypothesis 15a: Procedural injustice has positive relation with employee time theft.

Hypothesis 15b: Distributive injustice has positive relation with employee time theft.

Hypothesis 15c: Interactional injustice has positive relation with employee time theft.

Hypothesis 15d: Perceived incivility mediates the relation between interactional injustice and employee time theft.

2.24 Perceived Discrimination and Employee Time Theft

If employees perceive that they are discriminated in organization and this discrimination is associated with some social identity then they psychologically draw themselves from the environment they work in (Major and O'brien, 2005), and the most easiest way for employees is to exhibit deviance like time theft. Employee time theft in organizations is not always intentional; neither is always conducted to harm the organizations (Brock et al., 2013). It is practiced by employees due to number of reasons, like due to lack of interest in work, perceived injustice and boredom. Further, empirical research on this issue is limited (Brock et al., 2013)

and the reason could be the perception that time theft is a minor offense as compared to other thefts or it has a covert nature and is difficult to measure the extent of this problem.

Literature reveals that employees developing perceptions of unfairness may lead them to seek different opportunities to steal. Further, relative deprivation theory (Crosby, 1976), also explains that employees perceiving discrimination in organizations may start to steal their time of performing tasks thus decreasing their performance. Employee dissatisfaction in organizations leads him to deviance (Bassett, 2003).

Hypothesis 16a: perceived discrimination has positive relation with employee time theft.

Injustice perceptions of employees also lead them to indulge in deviant behaviors (Ambrose et al., 2002). Employees experiencing discrimination on basis of their ethnicity, race, age and gender may indulge in deviant behaviors in response (Qu et al., 2020).

Hypothesis 16b: Perceived discrimination mediates the relation between organizational dehumanization and employee time theft.

2.25 Perceived Discrimination, Injustice and Employee Time Theft

When employees enter in organization, they hope that organization will satisfy their certain needs like providing them with supportive, valuing and fair work environment in exchange of their investment of resources (Wright and Hobfoll, 2004). They may respond negatively when their expectations are not met. Deviant behaviors directly harm the organizations, while time theft has no direct harms for organizations and employees, yet is detrimental for organizations (Henle et al., 2010). But employee time theft is not explored yet (Ding et al., 2018). To advance research in this domain, I considered determinants of employee time theft. Existing studies have considered the personal factors, organizational level and work level

in relation with time theft (e.g., organizational commitment) (Brock Baskin et al., 2017; Henle et al., 2010; Liu and Berry, 2013). This study considers perceived discrimination, injustice and employee time theft. Organizations give best outputs, less employee theft and employee absence if managers are fair and supportive towards their employees (Everton et al., 2007). Hence, organizations should treat employees in good way because employees observe things in organizations actively (Colquitt et al., 2002). In a study by Ruankaew et al. (2019), 92.1% respondents admitted to exhibit time theft behavior. Time theft behaviors include tardiness, leaving work early, enjoying unauthorized breaks, less job involvement, absenteeism and absenteeism at job (Kulas et al., 2007). If employees feel they are being discriminated in organization, they perceive this as loss of resources (Hobfoll, 1989). Moreover COR posits that psychological stress resulting from perceived loss can be buffered if they think they have resources to cope with these stressors (Hobfoll, 1989). One way to cope with these resources loss is to reduce the employee active involvement in organization and that is to exhibit employee time theft. This way employee conserve their resources and this also helps them to protect themselves from getting too invested in organization. Thus:

Hypothesis 17a: P.D mediates the relationship between perceived distributive injustice and employee time theft.

Hypothesis 17b: P.D mediates the relationship between perceived procedural injustice and employee time theft.

Hypothesis 17c: P.D mediates the relationship between perceived interactional injustice and employee time theft.

2.26 Organizational Dehumanization and Employee Performance

Employee performance refers to employees activities related to duties, responsibilities and tasks which are requirements of job (Carpini et al., 2017). Perceived organizational support is linked with many positive organizational outcomes. For example perceived organizational support was studied with subjective well-being,

performance and work engagement (Baran et al., 2012; Rhoades and Eisenberger, 2002; Kurtessis et al., 2017). While in contrast, organizational dehumanization is condition when employees feel that they are not treated well by organization. Thus employees who feel they are treated like an instrument will show more burnout (Volpato and Andrighetto, 2015), they will show more perceptions of lacking human capabilities and will reduce their performance. Moreover, employees who experiences organizational dehumanization are more inclined toward displaying strain and are not happy with their jobs (Nguyen and Stinglhamber, 2018).

Further, this concept is investigated with job satisfaction, psychometric strain, turnover intention and emotional exhaustion (Caesens et al., 2019). But it may have a strong relation with employee performance as well because perceptions of employees about organization make them to contribute in performance. Moreover, (Caesens et al., 2019), recommended to investigate its other outcomes as performance. Thus consistent with the recent research suggestions, this research will be an attempt to cover a gap by investigating the outcomes of organizational dehumanization spe0cifically with employee performance. According to Christoff (2014), dehumanizing mistreatment from organizations to their employees may spoil their psychological needs. And such emotional drainage reduces their performance at workplace (Bakker and Demerouti, 2018). Researchers when discuss relationships among different parties, they refer it as relationship between two partners who interact like individuals and institutions (Cropanzano and Mitchell, 2005). It is assumed that employees may develop social exchange relations with their organization (e.g., Moorman et al., 1998). Hence, such relations effect employees behavior. Precisely, individuals return what they receive, to match the exchanges with partners they have social exchange relationship with (e.g., Malatesta and Byrne, 1997; Masterson et al., 2000). Hence, according to social exchange theory employees who feel dehumanized will reciprocate with decreased performance. Because people are motivated to withdraw when they do not feel they are receiving equitable socio-emotional resources.

More precisely, COR theory (Hobfoll, 2001) also suggests that employees who face stressors in organization consume their resources. Thus to avoid excessive loss

of resources, employees in response take an action to save individual resources and employees indulge in some coping mechanisms to conserve their remaining resources. Thus based on these arguments, it can be said that organizational dehumanization causes employees to perform less.

Hypothesis 18: Organizational dehumanization has negative relation with employee performance.

2.27 Perceived Incivility and Employee Performance

Workplace incivility is less intense deviant behavior including behaviors like being discourteous, rude and impolite (Zhou et al., 2015). Furthermore, rudeness at workplace, making fun, ignoring others and sarcastic behavior are part of organizational incivility (Cortina et al., 2013; Zhou et al., 2015). Perceived workplace incivility is the employees perceptions of being treated rudely, with less respect and dignity (Andersson and Pearson, 1999). Despite the low intensity of incivility, many recent studies have confirmed its prevalence in organizations in different countries (Cortina and Magley, 2009; Lim et al., 2018).

Moreover, researchers have focused on incivility as well as psychological outcomes, however literature on incivility and performance is scarce (Smittick et al., 2019). Employee performance refers to employees activities related to duties, responsibilities and tasks which are requirements of job (Carpini et al., 2017). Moreover in a research by Carpini et al. (2017), and they found that incivility undermines job satisfaction and organizational citizenship behavior. Cortina et al. (2013), found that incivility reduces employee creativity, thus it may reduce the employee performance. Because incivility not only leave its adverse results at individual level e.g., reduced welfare yearning to reciprocate and less satisfaction (Cortina et al., 2013; Kabat-Farr et al., 2018; Zhan et al., 2019), but also effect the organizational level (Ferguson, 2012). In addition to this, some other studies on incivility concluded that incivility leads to actions like absenteeism, coming late to work, fake

sick leave, taking long breaks and turnover (Berry et al., 2012; Ferguson, 2012), accordingly incivility can undermine the performance.

Incivility effects the employee performance in several ways (Pearson and Porath, 2005). One, employees experiencing incivility at workplace will be unable to perform their tasks (Jiang et al., 2019). For example, Foulk et al. (2016), also found that employees ability to learn and perform the tasks is limited due to incivility they perceive in organization. Moreover, Nicholson and Griffin (2015), argued that incivility effect employee performance negatively. Two, uncivil behavior effects the employees cognitive resources specifically related to their tasks (Foulk et al., 2018). Three, employees allocate their intentional resources to other activities which are unrelated to their tasks (Themanson and Rosen, 2015). Thus considering the importance of concentration in employees tasks, they need intentional resource to complete their tasks. But, employees experiencing and perceiving incivility may focus more on other activities than their formal tasks. Hence, by appraising incivility in organization, employees may neglect their performance in organization. Employees who perceive incivility in organization lose their focus on work which may negatively effect their task performance (Smittick et al., 2019). Furthermore, Cho et al. (2016), found in their study that employees experiencing incivility may avoid work and show less quality in their work, accordingly incivility can undermine the employee performance.

Accordingly, employees developing perceptions of disadvantageous inequity and negative social exchanges develop negative perceptions anger (Adams, 1965). Then employees may adopt some coping mechanism to compensate inequity and one coping strategy is to lowering their inputs by decreasing their performance. COR theory proposes that when employees loss resources due to perceived incivility and do not have adequate psychological resources, they face memory lapses, low productivity and poor concentration (Sarwar and Muhammad, 2020). Precisely, employees facing mistreatment exhibit worse performance in organizations (Koopmann et al., 2016). Thus:

Hypothesis 19a: Perceived incivility has negative relation with employee performance.

Hypothesis 19b: Perceived incivility mediates the relation between organizational dehumanization and employee performance.

2.28 Perceived Incivility, Perceived Interactional Injustice and Performance

Working environment and employees perceptions effect employees performance (Haq et al., 2019). Literature has discussed the impact of affective experiences on employees performance (Merlo et al., 2018). If employees dont have perceptions of experiencing incivility in organization they will show good performance (Rahim and Cosby, 2016). Opposite to this, if employees are facing stressors in form of organizational dehumanization and injustice perceptions, they may develop negative spiral in form of perceived incivility and in turn will pave way for reduced performance of employees.

Hypothesis 19c: Perceived incivility mediates the relation between perceived interactional injustice and employee performance.

Discrimination is considered chronic, pervasive, and may cause employees to feel unjust (Sutton et al., 2020; Swim et al., 2003). Discrimination is risky factor creating and resulting from anger (Nyborg and Curry, 2003) and crime and aggression (Simons et al., 2003; Tobler et al., 2013). Furthermore, studies have shown that anger is emotional reaction among employees in response to discrimination (Swim et al., 2003; Williams et al., 2012).

Hypothesis 19d: Perceived discrimination mediates the relation between organizational dehumanization and employee performance.

2.29 Distributive Injustice and Employee Performance

Distributive justice refers to fairness perceptions of employees about organizational outcomes (Cropanzano and Greenberg, 1997). Justice is considered as an

important element for good functioning of organizations (Lind and Tyler, 1988). Many researchers focused on investigating the impact of justice on performance of employee. According to Aslam et al. (2015), justice is necessary element to retain loyal employees in organizations by providing good working environment to employees in organizations.

Similarly, Greenberg and Tyler (1987), also proposed that people are anxious about justice in organizations and their perceptions about justice influence their attitudes as well as their behavior in organizations. While, one type of justice is the need of employees about fairness in distribution (Ismail et al., 2018). Literature considered the organizational injustice and different outcomes as OCB, job satisfaction, turnover and commitment with organization (Cropanzano and Randall, 1993; Lynn and Brewster, 2018; Sweeney and McFarlin, 1997). Moreover, it has been argued in literature that there are diverse groups of precursors of performance. Performance can be effected by various individual as well as organizational level factors (Cropanzano and Greenberg, 1997; Espino-Rodríguez and Gil-Padilla, 2015). Fair treatment in organizations is the employees assessment about ethical standards followed in organizations while treating different employees (Cropanzano et al., 2007). In literature, studies have been conducted on investigating the relationship of justice and its negative outcomes like counterproductive behavior (CWB) and work alienation (Dajani and Mohamad, 2017). However, recently, researchers also argued that employees perceptions of injustice may lower down their performance (Aslam et al., 2018). And these injustice perceptions are developed when employees feel inconsistency in distribution of rewards and hence it results in development of injustice perceptions (Greenberg, 2006).

Accordingly, perceptions of justice can influence performance. In case employees experiencing injustice in organization, will try to restore balance by using different mechanisms like lessening the task behavior (Spector and Fox, 2002), and this will decrease their performance. Employee's perceptions about injustice are linked with organizational formal practices and procedures and can effect their behavior. Employees who experience loss of resources don't mobilize their resources effectively (Soenen et al., 2019), thus hamper an employee's ability to take a decision

(Fernet et al., 2017). Thus injustice perceptions of an employee may cause him to decrease his performance. In addition to this, equity theory (Adams, 1965) also claimed that individuals facing injustice will try to restore their balance by reducing their efforts in contributing towards performance (Spector and Fox, 2002). Cropanzano et al. (2001), also emphasized on distributive justice should be given importance in organizations and that all employees should receive compensations on the basis of their performances. Moreover, Ambrose and Schminke (2003), also pointed that social exchange as well as economic exchange theory also relates to concept of distributive justice. According to Moorman (1991), and Noblet and Jepsen (2011), employees distributive justice influence the employee performance at their jobs and employees perceptions of distributive justice effect their behaviors related to their jobs. Adams (1965), also framed the distributive justice theory by using the equation given below (Cropanzano et al., 2007). This equation states that employees decide about their fair treatment in organizations on the basis of their outcomes they receive as compare to their inputs they offer to their organization and also compare their output input ration with their referrals. And when they end with their comparison, employees will feel unrest if they perceive lack of quality exists amongst employees in organization. In such circumstances, employees try to change the conditions to bring balance in rates. If after comparison, employees perceives that they are gaining less in the organization they will try to confirm equality in equation by lowering their inputs which includes effort, performance, labor and skills. And this reduction in their inputs means introduction of those attitudes and behaviors which will lessen their productivity (Cropanzano et al., 2007). Accordingly, these employees perceptions of distributive injustice would cause them to decrease their performance (Cropanzano et al., 2007; Greenberg, 1990), to lessen the level of their input and cooperation with colleagues (Greenberg, 1990) and ultimately withdraw (Schwarzwald et al., 1992). Moreover, distributive injustice emphasizes on the outcomes so it will activate the employees cognitive, affective as well as behavioral reactions toward results (Cohen-Charash and Spector, 2001). Moreover, researchers have demonstrated the significance of impact of distributive injustice on employee performance. (Ali

et al., 2019; Ismail et al., 2018; Kalay, 2016; Mehmood and Ahmad, 2016; Moazzezi et al., 2014). Hence when employees evaluate and perceive the distributive injustice, it will effect their emotions (rage, anger, guilt and unhappiness), cognition (distorting their inputs and outcomes cognitively) and then their behaviors (reduced performance and withdrawal) (Cohen-Charash and Spector, 2001). Thus may undermine performance. So, based on these arguments it can be proposed that:

Hypothesis 20a: Distributive injustice is negatively associated with employee performance.

Hypothesis 20b: Perceived incivility mediates the relation between distributive injustice and employee performance.

2.30 Perceived Discrimination and Employee Performance

Discrimination refers to biasness during process of decision making and different treatment of people based on gender, ethnic features and demographics (Jagsi et al., 2016). Literature also shows that workers feel discrimination especially from management (Tzabbar et al., 2017). Perceive discrimination refers to perceptions of an individual of being treated unfairly due to his/her attachment to a particular group (Allport et al., 1954). Moreover, if individuals feel like they are mistreated due to some membership with a group, they feel alienated leading them towards negative behaviors at workplace (Ellen et al., 2001). Perceived discrimination explains an individuals beliefs of the extent to which biased decisions are made organizations (Parker and Kohlmeyer III, 2005).

Discrimination occurs in organizations at various levels like promotion, firing, hiring and training (Riesch and Kleiner, 2005; Sarwar and Muhammad, 2020). Discrimination was found to have relation with reduced mental health, negative workplace behaviors and negative job attitudes (Hershcovis and Barling, 2010; Riesch and Kleiner, 2005). Management hardly realizes that employees have developed

the feelings of discrimination. Such a feeling is barrier for healthy relationships at workplace. Perceived discrimination can be a source of psychological social stressor by disturbing employees relations by making them unstable (Hershcovis and Barling, 2010; Sonnentag and Frese, 2003), effects job performance, and ultimately can undermines efficiency and employee performance (Kadiresan et al., 2015; Sonnentag and Frese, 2003). Moreover, employee discrimination and employee performance is a debatable topic in literature. Some authors found that age discrimination is negatively related with employee performance (e.g., Craik and McDowd, 1987; Park, 2000), because as employees get aged, their motivation is low to learn new things and perform tasks. In contrary to this, some other researchers argued that old age employees have positive attributes loyalty, cooperation and dependability (Rosen and Jerdee, 1976). According to these researchers, employees if discriminated in organization they perform more. Moreover, two met analysis also showed that discrimination and employee performance were not related to each other (McEvoy and Cascio, 1989; Waldman and Avolio, 1986). Thus, due to inconsistent findings in literature, this study has an aim to investigate the relation between employee discrimination and their performance. Moreover, according to Adams (1965), individuals face stress if their output is not in proportionate to their inputs. Thus employees may develop negative perceptions in response to injustice perceptions (Fineman, 2000; Weiss and Cropanzano, 1996). Moreover, Lv and Xie (2017) found that organizations where employee's diversity is not managed properly have low profit as compare to those organizations where employee diversity is managed. Thus it can be argued that organizations if do not appreciate employee differences, may also encourage them to contribute less in performance.

Relative deprivation theory (Crosby, 1976) may be used to investigate the perceived discrimination in the organization and then its outcomes. According to Relative deprivation theory (Crosby, 1976), persons feeling of being underprivileged of something is attached with their standards of fair treatment and is informed by deprivation context. It also identifies some preconditions for an individual to perceive unfair treatment; an individual must: perceive that other individuals

own particular outcome, have desire for an outcome, feel entitlement towards that outcome, have believe that outcome is obtainable and is unwilling to shoulder personal responsibility for not having the outcome (Crosby, 1976). In the presence of all above factors, feeling of deprivation results in job dissatisfaction, stress and numerous coping behaviors either constructive or destructive for individual himself and for others (see Crosby, 1976). Employees developing feelings of discrimination experience stress and it may connects to reduction in employee performance (Schmitt et al., 2014). Numerous studies reveal that non whites develop perceptions of discrimination while white individuals assume that every individual has equal opportunities in organizations (Hite, 2004; Jeanquart-Barone and Sekaran, 1996). Likewise, women are more inclined to report observed and experienced discrimination (Frieze et al., 1990; Gutek et al., 1996). Although, research on perceived discrimination specifically related to stages of job (like selection, layoff and assignment), negative outcomes of job like lower job satisfaction, increased turnover, less psychological well-being, lower organizational commitment and decreased helping behavior is scarce (Ensher et al., 2001; Nielsen and Einarsen, 2012; Raver and Nishii, 2010), but studies investigating the impacts of interpersonal discrimination on employee performance is the real need of time (Jones et al., 2016). Hence,

Hypothesis 21a: Perceived discrimination (P.D) has a negative influence on employee performance.

2.31 Perceived Discrimination, Distributive Injustice and Performance

Discrimination is organizational level phenomenon which reduces engagement of employees and may effect their performance in organizations (Zhao et al., 2016). Justice is fundamental social value that motivates behaviors amongst individuals and in literature is used with the terms like fairness, equity, justice and discrimination (Leventhal, 1980; Moorman, 1991). Research is conducted in discrimination

domain in social psychology, and applied to contexts of organizations by Industrial organizational (I-O) psychologists. Researchers argued that perceived discrimination has negative relation with perceived fairness (DelCampo and Blancero, 2008; Hopkins, 1980); and has positive relation with job concerns and absenteeism (Jones et al., 2017; De Castro et al., 2008). Relative deprivation theory also explains that psychological as well as physical side effects are outcomes of frustration which results from unfairness (Crosby, 1976). Employees feel less inclusive in organizations due to perceived unfairness (Crosby and Gonzalez-Intal, 1984). It is consistent with configural justice model of Roberson and Colquitt (2005), which describes that individuals get influenced by others who are in same situations because they can imagine themselves at their places. Moreover, employees having feelings that organizational outcomes are fair, they will exhibit positive attitude at workplace (Greenberg, 1990; Kadiresan et al., 2015). In contrast, if an employee perceives discrimination in organization, it triggers responses of stress among employees (Cruwys and Gunaseelan, 2016), and can trigger employees self-sense to create marginalization feelings (Cruwys et al., 2014; Lemyre and Smith, 1985).

Furthermore, employees also experience difficulty to obtain esteemed outcomes because of injustice perceptions which indicates that organizations dont appreciate them and hence violation of social norms is encouraged (Lemyre and Smith, 1985; Zhou et al., 2015). Hence, discrimination may be considered to play the mediatory role in perceived injustice and performance. Hence, the following hypothesis can be proposed,

Hypothesis 21b: P.D mediates the relationship between perceived distributive injustice and employee performance.

2.32 Procedural Injustice and Employee Performance

Procedural justice is all about fairness of means that are used to determine the final outcomes (Cropanzano and Greenberg, 1997). Procedural justice concerns

with the path of social exchanges (Masterson et al., 2000) and this effects employees perceptions about their association with working environment. Cohen-Charash and Spector (2001), defined the procedural justice as decency of procedures, techniques and operations used to reach on a final decision. It emphasizes on procedures and methods followed while doing decisions in organizations (Colquit et al., 2005). In simpler words, employees perceptions of procedural justice is linked with hierarchical level where the outcomes are distributed according to organizational procedures and while distributing outcomes, equitable communication is ensured with employees by their managers (Moorman et al., 1998; Suliman and Al Kathairi, 2013).

According to Colquitt et al. (2001), procedural justice has two parts; one is formal procedures and other is fair outcomes. Justice about formal procedures refers to employees perceptions about fairness of procedures used in outcome distribution. Fair outcomes depict employees perceptions about pre-defined procedures which are also used for distributing the results. Thibaut and Walker (1975), argued that procedural justice includes two further sub-dimensions. First is about structural aspects of methods used for making the distributive practices as well as decisions. This is legal transaction aspect and gives employees the right to show voice behavior and use their ideas while making decisions. Furthermore, the second sub dimension discusses about whether policies are applied fairly by decision makers. Procedural justice is linked with fairness of decision making processes in organizations, hence it is more important that how organizations define the outcomes rather than outcomes (DeConinck and Stilwell, 2004). Cohen-Charash and Spector (2001), argued that employees when feel there is unjust distribution of organizational outcomes, they will question about organizational procedures first and when they will know that procedures are unfair, they will reduce their performance to restore the justice in organizations. Furthermore, procedural justice effects the emotions, attitudes as well as behaviors of workers (Cohen-Charash and Spector, 2001; Ambrose, 2002). Perceptions of procedural justice effects employees attitudes and behaviors concerning the decisions of managers. Likewise, it also includes a symbolic function, like establishing the good relations between

managers and employees (Kalay, 2016). Hence, procedural justice yields positive organizational results by establishing employees trust on their organization, organizational commitment and managers (Suliman and Al Kathairi, 2013). A Meta analytic study by Cohen-Charash and Spector (2001), emphasized that procedural justice effects employees behaviors at job. Sweeney and McFarlin (1997), also argued that procedural justice affects employees and their perceptions. Furthermore, this concept was endorsed by Colquitt et al. (2001), and Cohen-Charash and Spector (2001), that procedural justice is associated with employees perceptions as well as internal organization. Similarly, Cropanzano et al. (2007), also emphasized on the point that perceptions about fair procedures lessen the negative impact of discouraging results and hence charitable assistance is build regarding the implementation of strategies in organizations, procedural justice is referred as root of the social exchange. It effects employees perceptions about quality of relationships with their organization (Masterson, 2001). Procedural justice effects organizational involvement of employees more than other justice types (Cohen-Charash and Spector, 2001; Colquitt et al., 2001). According to Sweeney and McFarlin (1993), employees fairness perceptions give employees a responsibility to perform for organization in future even if the current rewards appears unfair. Lam et al. (2002b), also demonstrated in their study that procedural justice and employee performance are positively linked with each other. Ismail et al. (2018), also concluded in their study that justice, organizational citizenship behavior, and Employees performance have positive association with each other. Similarly Nurak and Riana (2017), in their study found the negative relationship between procedural injustice and employee performance. Hence, based on literature following hypothesis is proposed:

Hypothesis 22a: Procedural injustice is negatively associated with employee performance.

Procedural justice is ensured in organizations when managers give input to employees in key decisions and also use unbiased, consistent and accurate procedures (Zhou et al., 2015) and these procedures are linked with employees cognitions (Colquitt et al., 2012). Thus employees feeling injustice may lose their trust and

develop perceptions of discrimination. Moreover interpersonal justice is nurtured when managers treat their employees with respect as well as dignity and also refrain them from inappropriate remarks (Bies, 1986). While distributive justice is raised when managers use suitable allocation norms while dealing with key outcomes (Collins et al., 2016). RAMCHAND (2004), conducted a study and found that if employees do not trust their organization, they are working in; they will feel difficulty in knowledge management in organizations. Moreover, Stinglhamber et al. (2006), concluded that justice and trust are interlinked, if employees feel injustice in organization, they will feel loss of resources thus they will try to conserve resources by hiding knowledge.

Hypothesis 22b: Perceived discrimination mediates the relation between procedural injustice and employee performance.

2.33   Interactional Injustice and Employee Performance

Employees want justice in their interactions with their managers. Interactional justice is employees perceptions about justice grounded on peers relations and has concern of notifying employees about organizational decisions and also employees attitudes and behaviors which employees face in the process of application of decisions in organizations (Cohen-Charash and Spector, 2001; Liao and Tai, 2006).

It expresses the quality of those attitudes and behaviors which employees face in process of practicing the procedural as well as distributive procedures by the managers (Greenberg, 1993a; Liao and Tai, 2006). Bies (1986), argued that interactional justice means the concerns expressed by employees and are related with the quality of interpersonal treatment they receive when procedures are implemented (Bies, 2001).

Tyler and Bies (1990), argued that two factors fairness the fairness perceptions: one is employees perceptions about interpersonal treatment they receive and explanations of procedures. Accordingly, Tyler and Bies (1990) acknowledged the four

determinant criteria for delivering the equitable treatment including politeness, timely response, honesty and respect. Folger and Cropanzano (1998), highlighted the importance of justice perceptions. According to them, individuals who react to injustice in organizations, see for a party who may take a discretionary action. Furthermore, considering the notion of interactional justice, equity perception will depend on interpersonal treatment that employees receive and also the information they get during as well as after the allocation of resources (Greenberg, 1988).

Some researchers highlighted the positive role played by interactional justice causing the job performance (e.g., Ambrose and Schminke, 2009; Suliman and Al Kathairi, 2013). Accordingly, Folger (2001), highlights the good communication between managers and employees is dependent on interactional justice and is dependent on direction which managers show to their employees. Cheung (2013), conducted the study in Chinese organizations and concluded that employees do not focus on rewards rather pay attention towards fair information, personal treatment and quality relationships. Accordingly, recently researchers also concluded that employee performance is improved due to interactional justice. Performance can be effected by various individual as well as organizational level factors (Javed et al., 2013; Mirza and Javed, 2013).

Accordingly, perceptions of interactional injustice is organizational level factor and can influence performance. In case employees experiencing injustice in organization, will try to restore balance by using different mechanisms like lessening the task behavior (Sarwar and Muhammad, 2020), and this will decrease their performance. Employees who experience loss of resources dont mobilize their resources effectively (Soenen et al., 2019), thus hamper an employees ability to take a decision (Fernet et al., 2020). COR theory (Hobfoll, 2001) also claims that individuals facing stressors in organization consume their resources and such resource deficient employees try to conserve their remaining resources by decreasing their performance. Thus injustice perceptions of an employee may cause him to decrease his performance.

Hypothesis 23a: Interactional injustice is negatively associated with employee performance.

2.34 IIJDIS-EP

Individuals are responsible as well as responsive towards others perceptions, feelings and evaluations about them. People perceive reactions of others and react accordingly (Leary et al., 2001). Moreover, positive as well as negative reactions of others also develop perceptions of individuals about themselves deciding the quality of their interpersonal relationships (Williams et al., 2000). Also, other individuals responses plays their role to foster physical and psychological well-being and long term experience of negative interpersonal reactions may result in poor physical health and psychological difficulties (Pressman and Cohen, 2005; Williams et al., 2003). Discriminations perceived by employees in many organizations are very costly for productivity. Many theories and studies consistently state that perceived discrimination affects negative outcomes (Chung and Epstein, 2014; Fernández et al., 2015; Galliher et al., 2011; Liu and Zhao, 2016; Veenstra, 2012). Discrimination perceived by individuals can affect the psychological health (Aichberger et al., 2015; Cokley et al., 2012; Kauff et al., 2017). Studies explaining mechanism how perceived discrimination results negative outcomes especially the mechanism by adopting a need theory. A study by Goldman et al. (2008), found that perceived discrimination affects need fulfillment for economic need, interpersonal need and deontic need and this effect lead to intent to turnover. Precisely, individuals reactions have strong effect on other individuals thoughts, motives, perceptions, emotions and behaviors. If employees perceive they are getting disadvantage in organizations due to decisions made, they develop perceptions of procedural injustice (Snyder et al., 2010). Justice further comprises three components including distributive, procedural and interactional injustice which effects employees stress level, well-being and turnover rate (Karkoulian et al., 2016). Procedural justice is perceived fairness of procedures an organization uses for decision making. Distributive justice is perceived fairness of employees about the fairness of outcomes and interactional justice is perceived fairness of interactional communication (Cohen-Charash and Spector, 2001; Karkoulian et al., 2016). Additionally, procedures that grant control over processes and attainment of outcomes

are perceived fairer by participants as compared to processes which deny the process control (Greenberg, 1990). If participants are given the process control, they perceive the decision making fairer (Leung and Li, 1990). Participants view the process fair if they are communicated well about justification of the decision made and consider him sincere (Gopinath and Becker, 2000; Richard and Kirby, 1997).

Previous studies discussed about procedural justice in relation to organizational outcomes like trust, organizational citizenship behaviors, job satisfaction and organizational commitment (Colquitt et al., 2001). Some other studies showed relationship of organizational justice with employees work engagement (Biswas et al., 2013; Karatepe, 2011). Akram et al. (2016), argued that procedural justice significantly effect the innovative work behaviors of employees. Individuals if have feelings that organization provides them caring environment and fair treatment, their obligations of performing their tasks increases accordingly and it leads them towards showing more involvement in generating, developing and applying ideas. Despite knowing the fact that procedural justice is symbolic resource fostering good behaviors amongst employees (Colquitt et al., 2001), only few studies have considered the impact of procedural justice on employees attitudes and behaviors (Akram et al., 2016). Hence, this study tends to fill gap by considering the effect of justice on employee performance.

According to Tessema et al. (2014), employees are concerned about fairness of outcomes. If they perceive that outcome is unfair. It may trigger some emotional reaction (like anger, pride, guilt or happiness), cognitive reactions (like cognitively distort inputs as well as outcomes) and behavior (like employee withdrawal and performance; (Cohen-Charash and Spector, 2001). According to Campbell et al. (2013), distributive justice is linked with allocation of resources. Fairness perceptions are developed when employee feel that resources are shared equitably. According to McFarlin and Sweeney (1992), distributive justice strongly predicts employees personal outcomes like pay satisfaction and job satisfaction. According to Fields et al. (2000), distributive justice largely effects employee job satisfaction while procedural justice has an impact on employees' evaluation about supervision and relations with others. Hence, distributive and procedural injustice

tends to lead towards perceived discrimination. Further, Goldman et al. (2011), argued that perceived discrimination acts as stressor for employees. Previous studies also explained that perceived discrimination has negative effect on mental health as well as psychological wellbeing of employees (Goldman et al., 2011; Fernández-Berrocal and Extremera, 2016). According to Cooke et al. (2014), perceived discrimination increases negative outcomes like employees stress, anxiety and lower the lower self-esteem. Accordingly, Aichberger et al. (2015) described that women perceiving more racial discrimination face psychological distress as well as mental health issues leading to negative behavior of employees. Further, Jia et al. (2017), also found that Chinese immigrants exhibited antisocial behavior on developing perceptions of discrimination. Jaramillo et al. (2016), found that perceived discrimination creates hopelessness amongst targets and this effect does not persists to environmental society only but prevails to workplace also. Sanchez and Brock (1996), also proposed that perceived discrimination is source of stressor for employees at workplace. Sanchez and Brock (1996), also revealed that perceived discrimination increases workplace tension creating a stressful environment. Employee performance refers to how successfully an employee fulfills his/her job requirements (Anitha, 2014). According to Iqbal (2017), all three dimensions of justice are important to improve performance of employees. Based on aforementioned arguments it is hypothesized that:

Hypothesis 23b: P.D mediates the relationship between perceived interactional injustice and employee performance.

Hypothesis 23c: P.D mediates the relationship between perceived interactional injustice and employee performance.

2.35 Psychological Capital as Moderator

PsyCap is a vital element of research in organizational behavior literature (Luthans et al., 2010). Literature shows that stressors affect negatively employees attitudes and behaviors (Mitchell and Ambrose, 2007; Zellars et al., 2002). But, its not necessary that employees always will react negatively towards stressors (Stouten

and Tripp, 2009). Here, I propose that Psycap may act as buffer for employees facing organizational dehumanization According to COR theory individuals having more resources can better handle stressful situations. One such resource i.e. psychological capital is considered as personal resource of may protect employees from detrimental effects of stressors in organizations (Hobfoll et al., 2018). Hence through lens of COR theory, I argue that employees psychological capital may act as personal resource of coping that may help employees in protecting them from perceiving more incivil perceptions, when they face stressors in form of organizational dehumanization and interactional injustice. This study contributes in literature by investigating psychological capital as personal resource of employees which buffers the stressors-perceived incivility relations in context of service sector.

Hypothesis 24a: Psycap moderates the relation between organizational dehumanization and distributive injustice such that high PsyCap weakens this relationship and vice versa.

Hypothesis 24b: Psycap moderates the relation between organizational dehumanization and procedural injustice such that high PsyCap weakens this relationship and vice versa.

Hypothesis 24c: Psycap moderates the relation between organizational dehumanization and interactional injustice such that high PsyCap weakens this relationship and vice versa.

2.36 Research Hypotheses

Hypothesis1: Organizational Dehumanization is positively related with Perceived Incivility.

Hypothesis 2a: Organizational dehumanization has positive relation with perceptions of distributive injustice.

Hypothesis 2b: Organizational dehumanization has positive relation with perceptions of procedural injustice.

Hypothesis 2c: Organizational dehumanization has positive relation with perceptions of interactional injustice.

Hypothesis 3a: Perceived interactional injustice has positive impact on perceived incivility.

Hypothesis 3b: Interactional injustice mediates the relationship between organizational dehumanization and perceived incivility.

Hypothesis 4a: Organizational Dehumanization is positively related with Perceived discrimination.

Hypothesis 4b: Distributive injustice is positively related with Perceived discrimination.

Hypothesis 4c: Distributive injustice mediates the relationship between organizational dehumanization and Perceived discrimination.

Hypothesis 5a: Procedural injustice is positively related with Perceived discrimination.

Hypothesis 5b: Procedural injustice mediates the relationship between organizational dehumanization and Perceived discrimination.

Hypothesis 6a: Interactional injustice is positively related with Perceived discrimination.

Hypothesis 6b: Interactional injustice mediates the relationship between organizational dehumanization and Perceived discrimination.

Hypothesis 7a : Organizational dehumanization has positive relation with knowledge hiding.

Hypothesis 8a: Distributive injustice has positive relation with knowledge hiding.

Hypothesis 8b: Procedural injustice has positive relation with knowledge hiding.

Hypothesis 8c: Interactional injustice has positive relation with knowledge hiding.

Hypothesis 9a: Perceived incivility has positive relation with employee knowledge hiding.

Hypothesis 9b: Perceived incivility mediates the relation between perceived interactional injustice and employee knowledge hiding.

Hypothesis 10a: Perceived incivility mediates the relation between organizational dehumanization and employee knowledge hiding.

Hypothesis 11a: P.D has positive relation with employee knowledge hiding.

Hypothesis 11b: discrimination mediates the relation between organizational dehumanization and employee knowledge hiding.

Hypothesis 11c: P.D mediates the relationship between perceived distributive injustice and employee knowledge hiding.

Hypothesis 11d: P.D mediates the relationship between perceived procedural injustice and employee knowledge hiding.

Hypothesis 12a: Organizational dehumanization has positive relation employee time theft.

Hypothesis 13a: Perceived incivility has positive relation with employee time theft.

Hypothesis 13b: Perceived incivility mediates the relation between perceived interactional injustice and employee time theft.

Hypothesis 14a: Perceived incivility mediates the relation between organizational dehumanization and employee time theft.

Hypothesis 15a: Procedural injustice has positive relation with employee time theft.

Hypothesis 15b: Distributive injustice has positive relation with employee time theft.

Hypothesis 15c: Interactional injustice has positive relation with employee time theft.

Hypothesis 15d: Perceived incivility mediates the relation between interactional injustice and employee time theft.

Hypothesis 16a: Perceived discrimination has positive relation with employee time theft.

Hypothesis 16b: Perceived discrimination mediates the relation between organizational dehumanization and employee time theft.

Hypothesis 17a: P.D mediates the relationship between perceived distributive injustice and employee time theft.

Hypothesis 17b: P.D mediates the relationship between perceived procedural injustice and employee time theft.

Hypothesis 17c: P.D mediates the relationship between perceived interactional injustice and employee time theft.

Hypothesis 18: Organizational dehumanization has negative relation with employee performance.

Hypothesis 19a: Perceived incivility has negative relation with employee performance.

Hypothesis 19b: Perceived incivility mediates the relation between organizational dehumanization and employee performance.

Hypothesis 19c: Perceived incivility mediates the relation between perceived interactional injustice and employee performance.

Hypothesis 19d: Perceived discrimination mediates the relation between organizational dehumanization and employee performance.

Hypothesis 20a: Distributive injustice is negatively associated with employee performance.

Hypothesis 20b: Perceived incivility mediates the relation between distributive injustice and employee performance.

Hypothesis 21a: Perceived discrimination (P.D) has a negative influence on employee performance.

Hypothesis 21b: P.D mediates the relationship between perceived distributive injustice and employee performance.

Hypothesis 22a: Procedural injustice is negatively associated with employee performance.

Hypothesis 23a: Interactional injustice is negatively associated with employee performance.

Hypothesis 23b: P.D mediates the relationship between perceived interactional injustice and employee performance.

Hypothesis 24a: Psycap moderates the relation between organizational dehumanization and distributive injustice such that high PsyCap weakens this relationship and vice versa.

Hypothesis 24b: Psycap moderates the relation between organizational dehumanization and procedural injustice such that high PsyCap weakens this relationship and vice versa.

Hypothesis 24c: Psycap moderates the relation between organizational dehumanization and interactional injustice such that high PsyCap weakens this relationship and vice versa.
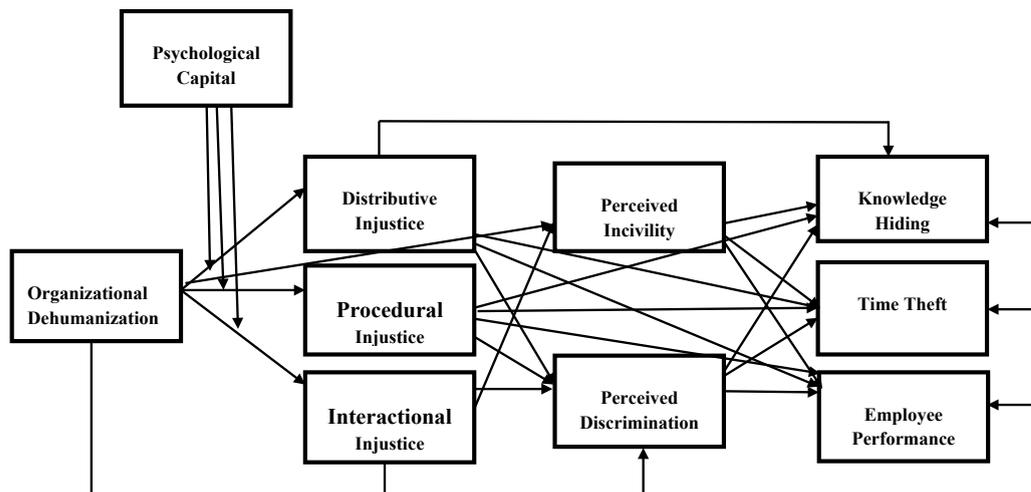
FIGURE 2.1: Theoretical Framework

Model draws on theoretical framework of organizational dehumanization, injustice perceptions, perceived incivility, perceived discrimination, time theft, knowledge hiding and performance.

Chapter 3

Research Methodology

This chapter discusses the methodology adopted to explore impact of organizational dehumanization on employee time theft, knowledge hiding and performance directly and indirectly with injustice perceptions and perceived incivility and discrimination as mediators. It covers introduction of chapter in 3.1 sections, research design in 3.2, including type of study, study setting, population, sampling, instruments in section 3.3, data collection and management on section 3.4 and pilot study under section 3.5.

3.1   Introduction

This section aims to describe the design that how researcher achieved the desired goals. Sekaran (2003), described that in a situation of problem, first step is to identify the variables and develop a theoretical framework, and after that next step is designing the research to gather the data and analyze it to find out the solution. Hence, this section discusses overall research design while describing data collection procedures and techniques to analyze the data.

3.2   Research Design

Research design is defined as the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose

with economy in procedure" (Sekaran, 2003; Terre Blanche and Durrheim, 1999). It aids scholars in getting answers of their research questions on basis of evidences. Good research design provides good outcomes for study.

Good research design is the one that has better propensity to answer the research questions. A good research design helps scholars in understanding, interpreting the findings as well as helps in getting reliable findings (Wiersma and Jurs, 2005). Accordingly, Wiersma and Jurs (2005) argued that tremendous results can be attained by scholars if research design is well defined and it may also assist in increasing efficiency of study.

Furthermore, dominated research design in social sciences from nineteenth century is quantitative, as it uses standardized procedures and tools and thus generates validated and reliable data (De Vaus, 2001). Quantitative research design describes the observable fact through numbers and can detect connections and cause and effects (Wiersma and Jurs, 2005).

This study used quantitative data to investigate the relationships among variables and is considered quantitative. Data was collected through survey procedure which includes use of questionnaires including age, education, experience. Different type of surveys can be used like on-line surveys, self-administrated questionnaires and phone interviews (Creswell and Creswell, 2017). This study used self-administered questionnaires because using it has many advantages including less time of gathering data.

This thesis has aim to discover relation among variables used in this framework in respect with service sector (specifically hotel industry) of Pakistan. It is an inclusive process to manage the whole research process and involves study type, setting of study, time of horizon, unit of analysis, process of data collection as well as sampling units as described below.

3.2.1 Type of Study

Social science usually entails two types of research namely qualitative research" and quantitative research. This dissertation employs quantitative approach. De Vaus

and de Vaus (2013) argued that quantitative research approach is considered more reliable, consistent and effective and is preferred more because it quantifies the nature as well as strength of different proposed relations in theoretical framework. Further, Chase et al. (2016) argued that quantitative research design helps in obtaining more authenticated results.

This current dissertation basically explores some new outcomes of organizational dehumanization and investigates the impact of organizational dehumanization on injustice perceptions and injustice perceptions on discrimination and perceived incivility. It also explores antecedents of mild deviant behaviors and employee performance.

This study is 'explanatory study'. Researchers use explanatory study to investigate answers of questions which have aims to describe causal links between interventions (Baxter et al., 2008).

Hence, this description involves effects and implementation of program (Yin, 2003). Explanatory study is conducted if certain phenomenas need to be explained comprehensively.

Accordingly, this study aims to investigate the effects of organizational dehumanization on injustice perceptions, employee behaviors and performance; and of injustice perceptions on employee behavior and performance directly and through mediators (perceived incivility and perceived discrimination), thus it was explanatory type of study.

3.2.2   Study Setting

Field study was conducted because to fill the questionnaires; respondents were contacted in their organizations. This study used closed and structured surveys. Further, they were assured of confidentiality of their data which enabled them to share their honest responses because study setting was non-contrived i.e. natural environment.

Therefore, respondents filled their questionnaires in natural environment at work (Brennan et al., 2002). The level of researcher interference is limited in survey

distribution. Natural environment is used to conduct study. Thus the researcher intervention in distributing questionnaires is limited.

3.2.3 Unit of Analysis

Unit of analysis may comprise of individuals or different objects and researchers analyze their characteristics for reaching at results. Unit of analysis may include individuals, groups, industries, dyads, countries and cultures from where researchers collect data. For this study, individuals are the unit of analysis.

3.2.4 Time Horizon

This study employed longitudinal study design. It was temporarily segregated where data was collected in different time intervals. Researcher collected data in four time lags.

In first lag, employees answered about organizational dehumanization and psychological capital and in order to match their responses employees were assigned with identity code in first lag. After period of fifteen days, in second time lag employees answered about injustice perceptions. In third time lag employees reported about perceived incivility and discrimination. While in fourth time lag employees reported about employee time theft, knowledge hiding and supervisors reported about employee performance. Data for model of this dissertation was collected from hotels of Pakistan and it took almost six months to collect data because study was time lagged.

3.2.5 Population

Sekaran (2003) defined population as group of things, events or the people that researcher wants to examine. It was impossible to study whole population due to different constraints and limitations like time, resources and study design. Hence researcher drew sample from hotel employees and employed convenience sampling technique. Data was collected from employees of hotel industry until the required

sample size is attained. The global economy is largely dependent on hospitality and tourism industry (Breitsohl and Garrod, 2016).

According to World Travel and Tourism Council (Travel and Council), 2015) this industry accounts for 284 million jobs globally and contributed 7.86 trillion USD; which is approximately 9.9% to global GDP in 2015 (Breitsohl and Garrod, 2016). Moreover, tourism industry will create millions of more jobs till 2025 (Travel and Council), 2015), out of these jobs two-thirds would be in Asia (Deloitte Consulting and by Deloitte, 2014).

Further, in service sector, perceptions of employees about their organization play an important role in deciding their behaviors and performance ultimately, however research on organizational dehumanization is lacking in Asian context that is considered as unfortunate omission due to its importance in service sector where perceptions and interactions play most important role. Caesens and Stinglhamber (2019), support this notion that psychological effect of organizational dehumanization effect employees behavior.

Pakistan sample was chosen due to certain reasons. One, researcher has access to Pakistani organizations. Two, Pakistani culture has power distance (Sarwar et al., 2020) and average scores of employees perceptions of negative treatment are high in Asian countries like Taiwan, Philippines, China and South Korea. Hence, it is important to investigate stressors like organizational dehumanization, injustice perceptions and incivility in Asian country like Pakistan where chances of its occurrence are high.

In developing countries like Pakistan hospitality industry has developed a lot in previous few years. This industry has strong market rivalry and thus it is important for hotels to alleviate employees deviant behaviors and increase their performance by minimizing their negative perceptions.

3.2.6 Sampling Technique

This dissertation employs one of the non-probability sampling technique that is convenient sampling technique

3.2.7   Sample

Sampling refers to the process through which a subset of cases are chosen which helps to draw conclusions about target population (Singleton et al., 2005). Sampling was required because it is almost impossible to gather data from complete population. Hence, a representative sample from population was selected for generalization of results. This study used sample of hotel employees which is most appropriate sample to carry out research for perceived incivility and organizational dehumanization.

Data was collected from employees of hotel industry of Pakistan specifically the employees and managers. Data were collected from employees working in different hotels ranging from two to five stars in Pakistan. Previous studies in Pakistan has also selected hotels on same criteria (e.g., Javed et al., 2017). Targeted employees of this study were employees and their supervisors. Hotel employees were selected because organizational success of hotel industry largely depends on employees performance (Hewagama et al., 2019). Data were collected through personal as well as peer contacts and obtained self and responses of supervisors on provided questionnaires. Data was collected from Lahore, Islamabad and Multan.

I contacted managers of hotels and discussed details of my research with them. To start with sampling, key personal as well professional contacts were identified in several restaurants in the region of Islamabad/ Rawalpindi, Multan and Lahore. Such contacts were asked to not only participate themselves in this research but also help further to identify other contacts in other hotels. After gaining their permission I asked to provide list of employees along with their names and supervisors to avoid any inconvenience in different lags. Those who were willing, questionnaires were given to them. A cover letter was provided with survey forms to explain the scope of study and assure respondents of strict confidentiality. Respondents were free to decline to participate at any stage.

Sample size was calculated by using the G power formula. G*Power calculator was employed to decide the sample size. 0.05 was the effect size, while 0.90 was the power needed number of arrows pointed towards endogenous construct were

6. 150 was the minimum sample size which was required for this study. Hence, this thesis considered to collect data more than 150. This method of calculating sample size has gained importance recently (Muhammad et al., 2020).

3.3 Instruments

3.3.1 Data Collection Instruments

Researcher obtained responses by using 5-point Likert scale having anchors 1= strongly disagree, 2=disagree, 3= neutral, 4=agree and 5=strongly agree for organizational dehumanization, procedural, distributive and interactional injustice, perceived discrimination and employee performance. While responses about perceived incivility, employee time theft and knowledge hiding were also obtained on 5-point Likert scale having anchors 1 to 5 with with: never, rarely, occasionally, often and always. Regarding gender, this study used 1 for males and 2 for females, for age coding of 1 =18-25, 2 = 26-33, 3 = 34-41, 4 = 42-49 and 5 = 50 and above was used; for education coding of 1 = bachelors, 2 = master, 3 = MPhil and 4 = PhD); for experience (1 = less then year, 2 = 1-3, 3 = 4-6, 4 = 7-9 and 5 = 10 years or above. Hypothesis of proposed theoretical framework were tested by collecting primary data from employees and their supervisors. Questionnaires were adopted from different sources to collect data. Further, to address same-source response bias problem, data of employee performance was gathered from supervisors. Employees filled questionnaires about their perceptions and personality trait while supervisors filled questionnaires related to employee performance.

See Appendix at the end for all scales.

3.3.2 Organizational Dehumanization

To measure organizational dehumanization, 11 items were adopted from Caesens et al. (2017). Specifically, employees were provided a series of statements like My organization makes me feel that one worker is easily as good as any other and My

organization would not hesitate to replace me if it enabled the company to make more profit . Same scale has been used in previous studies with high reliability (Caesens and Stinglhamber, 2019).

3.3.3 Psychological Capital

To measure psychological capital 24 items were adopted from luthans2007positive. Specifically, employees were provided with series of statements like I feel confident analyzing a long-term problem to find a solution, I feel I can handle many things at a time at this job.

3.3.4 Interactional Injustice

Interactional injustice scale was adopted from study by It includes four items and employees were provided with statement like Has (he/she) treated you in a polite manner? Further, all items were measured on 5 point Likert scale (strongly disagree=1, strongly agree=5).

Further approach to measure injustice perceptions was consistent to literature (Kumar et al., 2019), where the justice perceptions are noted first and then are reversed during data entry phase. Sample items include if other people in organization treats you in a polite manner?, If they refrained from improper remarks or comments?

3.3.5 Procedural Injustice

Procedural justice was adopted from study by Colquitt et al. (2001). It includes seven items and employees were asked statements like Have you been able to express your views and feelings during those procedures?, Have those procedures been free of bias?

Further, all items were measured on 5 point Likert scale (strongly disagree=1, strongly agree=5).

3.3.6   Distributive Injustice

Distributive justice was adopted from study by Colquitt et al. (2001). It includes four items employees were asked statements like Is your (outcome) appropriate for the work you have completed? .Further, all items were measured on 5 point Likert scale (strongly disagree=1, strongly agree=5).

3.3.7   Perceived Incivility

All scales were rated on 5 point Likert scale. The items to measure workplace incivility required to recall things that happen at workplace. Hence statements were accompanied by a statement in start like During the PAST ONE YEAR before every item. incivility was measured on seven items scale adopted from Cortina et al. (2001).

Thus employees were provided a series of statements like During the PAST ONE YEAR while employed by the hotel, have you been in a situation where any of your superiors or coworkers put you down or was condescending to you? Employees recalled their frequency of the past year and rated their answers on five point scales with: never, rarely, occasionally, often and always. And responses were to be based on experience within the last year due to temporal nature of perceived incivility and have been used in previous studies in same way (e.g., Holm et al., 2015).

3.3.8   Perceived Discrimination

Discrimination was measured by using six items, adopted from Furunes and Mykletun (2010). Employees were asked statements like Elderly workers do not have equal opportunities for training during work time and Younger workers are preferred when new equipments, activities or working methods are introduced.

Responses were noted on five point Likert scale ranging from 1 to 5 (strongly disagree = 1, strongly agree = 5).

3.3.9 Employee Time Theft

To measure employee time theft 3 items scale adopted from (Bennett and Robinson, 2000). It includes statement like Worked on a personal matter instead of working for your employer. Further, all items were measured on 5 point Likert scale (Never=1, Very often=5).

3.3.10 Knowledge Hiding

To measure knowledge Hiding was measured by three items scales adopted from (Peng, 2013). Employees were provided with statements like Do not share innovative achievements. (Never=1, Very Often=5).

3.3.11 Employee Performance

Employee performance was measured by three items developed by (Heilman et al., 1992) and adapted by (Lam et al., 2002a). Supervisors rated employee performance. Supervisors were asked statements like this employee is very competent. Employees rated their answers on five point Likert scale with (strongly disagree=1, strongly agree=5).

3.4 Data Collection and Management

Hotel employees were contacted to collect data. This study pursued some procedures to avoid social desirability bias i.e. propensity of respondents to respond in a way that is considered favorable by others. Researcher contacted the organizations managers and described subject of study and data collection purpose. Researchers ensured to provide findings of study on their request in exchange of cooperation. Managers were also informed that data will be collected form middle managers as well as their immediate supervisors. Researcher also provided cover letter which indicated that participation of employees is voluntary. Managers permitted for data collection in their organizations once they understood the research

purpose. Researcher got access to organizations through personal and peer contacts and these contacts made it easier to contact managers. Further, researcher distributed these questionnaires to employees and their managers in natural work environment. Employees were contacted and were asked to complete surveys in four points in time with lag of fifteen days between time 1, time 2, time 3 and time 4. Respondents completed their surveys during scheduled working hours. Employees were assigned with a code on time 1 to follow the same respondents in subsequent time lags. Furthermore, to get fill the employee performance scale by supervisors.

3.4.1 Procedures

Different contacts and links were used to identify and select the respondents. Willing employees were provided with questionnaires with assurance of the confidentiality and relevant guidelines of research.

3.4.2 Data Collection in Four Time Lags

According to Podsakoff et al. (2003), longitudinal designs of surveys helps in reduction of common method biases, hence this study collected data from employees in four time lags. Data for employee performance has been collected from supervisors. Data was collected in four time lags of two weeks by keeping in view the other processes used in other researches relevant to this study. Data was collected in different time lags to get more accurate results and to find the effects of variables and to avoid common method biases. Time lag of two weeks for data collection is consistent to studies conducted in literature (Reis and Wheeler, 1991).

Accordingly, Podsakoff et al. (2003), argued that data collected with time intervals lessen common method biases and with such intervals common method variance does not effect findings of study. Further, numerous meta analyses showed that time lagged surveys helps in alleviating such effects (Griffeth et al., 2000; Hulin et al., 1990; Riketta, 2008). As discussed earlier, theoretical framework has following variables; organizational dehumanization, injustice perceptions, perceived

incivility, perceived discrimination, employee time theft, knowledge hiding and employee performance. Data of these variables were collected in T1, T2, T3 and T4. Detail is given below;

Time Lag 1

Data on organizational dehumanization and psychological capital were employee reported and collected in first time lag.

Time Lag 2

Data on injustice perceptions was collected in second time lag and it was employee reported.

Time Lag 3

Data on perceived incivility and discrimination collected from employees in third time lag.

Time Lag 4

Data on knowledge hiding and employee time theft was collected in last time lag from employees and employee performance from supervisors.

First survey measured organizational dehumanization. After its completion, interval of four weeks was taken and questionnaire regarding injustice perceptions were given to respondents and they were to fill these at time-2. After this second survey, again interval of four weeks was taken. Employees were again requested at time 3 to fill questionnaire regarding perceived discrimination and perceived incivility.

Same respondents were contacted again at time 4 and they were requested to fill questionnaires about employee time theft and knowledge hiding and questionnaires about employee performance were filled by supervisors. Data was collected in approximately time period of 6 months in four time lags.

3.5 Pilot Study

Pilot study was conducted as trial study before conducting main study. Purpose of pilot study is to investigate the viability of research instruments (Van Teijlingen and Hundley, 2001). Before going for pilot study, researcher should have clarity about research questions, methods and topic for reassessing them that how they will work and if there is need, these can be tailored (Blaxter et al., 1996). Pilot testing is important to assess the usefulness of questionnaires because it can pin point imperfections in designing of questionnaires. Welman and Kruger (1999), also described it as valuable study because it helps in detecting flaws in measurement procedures and also specify the vague items in questionnaire. It is to ensure whether proposed methods, instruments and procedures are appropriate or inappropriate and also warn in advance to modify these if required. Although pilot testing has cost, but it may help to avoid large amount of money time and effort which could be wasted otherwise on using such questionnaires producing undeterminable and ill findings (Oppenheim, 2000). Pilot study was conducted among employees and their supervisors (75 match dyads). Pilot study aims to ensure face validity (i.e. cultural validity) of factor structures of measures (Acquadro et al., 2008; Aycan et al., 1999). Responses form 75 employees and their supervisors were obtained in pilot testing.

3.5.1 Pilot Testing Results

For pilot testing, SMART PLS 3 was used for reliability analysis. Overall, findings confirmed the reliability of all constructs. Reliability was evaluated through composite reliability. Loading of two items of organizational dehumanization (OD4, OD11) and two items of perceived incivility (PI 1, PI3) were less than then threshold value (0.70) (Gefen et al., 2000). So measurement model was re-assessed after removing these items. After re-assessing the measurement model composite reliability had minimum value of 0.814, which is greater than required value of 0.7 (Hair et al., 2019). Average variance extracted (AVE) was also assessed to-establish the

convergent validity (Hair et al., 2019). AVE was more than minimum required value i.e. 0.50. Although, few items were having a bit lower value of outer loadings from 0.7, but their values were approaching to 07 and it was better to keep those items because AVE was more than 0.5 (Hair et al., 2019). Thus these items were considered and are shown in Table 3.1.

TABLE 3.1

	Measures	OL	CR	AVE
	Organizational Dehumanization		0.9	0.5
OD1	"My organization makes me feel that one worker is easily as good as any other"	0.69		
OD2	"My organization would not hesitate to replace me if it enabled the company to make more profit"	0.68		
OD3	"If my job could be done by a machine or a robot, my organization would not hesitate to replace me by this new technology"	0.75		
OD5	""My organization considers me as a tool devoted to its own success"	0.76		
OD6	"My organization makes me feel that my only importance is my performance at work"	0.73		
OD7	"My organization is only interested in me when it needs me"	0.73		
OD8	"The only thing that counts for my organization is what I can contribute to it"	0.68		
OD9	"My organization treats me as if I were a robot"	0.64		
OD10	"My organization considers me as a number	0.71		

	Procedural injustice	0.88	0.65
PJ	"Have you been able to express your views and feelings during those procedures?"	0.78	
PJ2	"Have you had influence over the (outcome) arrived at by those procedures?"	0.78	
PJ3	"Have those procedures been applied consistently?"	0.79	
PJ4	"Have those procedures been free of bias?"	0.69	
PJ5	"Have those procedures been based on accurate information?"	0.69	
PJ6	"Have you been able to appeal the (outcome) arrived at by those procedures?"	0.67	
PJ7	"Have those procedures upheld ethical and moral standards?"	0.74	
	Distributive injustice	0.89	0.67
DIJ1	"Does your (outcome) reflect the effort you have put into your work?"	0.82	
DIJ2	"Is your (outcome) appropriate for the work you have completed?"	0.84	
DIJ3	"Does your (outcome) reflect what you have contributed to the organization?"	0.73	
DIJ4	"Is your (outcome) justified, given your performance?"	0.87	

	Interactional injustice		0.88	0.65
IIJ1	"Has (he/she) treated you in a polite manner?"	0.85		
IIJ2	"Has (he/she) treated you with dignity?"	0.81		
IIJ3	"Has (he/she) treated you with respect?"	0.78		
IIJ4	"Has (he/she) refrained from improper remarks or comments?"	0.78		
	Perceived incivility		0.84	0.51
PI1	"Put you down or was condescending to you?"	0.77		
PI2	"Paid little attention to your statement or showed little interest in your opinion?"	0.76		
PI3	"Made demeaning or derogatory remarks about you?"	0.79		
PI4	"Addressed you in unprofessional terms, either publicly or privately"	0.78		
PI5	"Ignored or excluded you from professional camaraderie?"	0.81		
PI6	"Doubted your judgment on a matter over which you have responsibility?"	0.73		
PI7	"Made unwanted attempts to draw you into a discussion of personal matters?"	0.76		
	Perceived discrimination		0.92	0.65
DIS1	"Elderly workers are passed over left out in cases of promotion or internal recruitment"	0.78		

DIS2	"Elderly workers do not have equal opportunities for training during work time"	0.81	
DIS3	"Younger workers are preferred when new equipments, activities or working methods are introduced"	0.77	
DIS4	"Elderly workers less often take part in development appraisals with their superior than younger workers"	0.77	
DIS5	"Elderly workers have less wage increase than younger workers"	0.88	
DIS6	"Elderly workers are not expected to take part in change processes and new working methods to the same degree as their younger peers"	0.82	
	Knowledge hiding	0.87	0.69
KH1	"Do not want to transform personal knowledge and experience into organizational knowledge."	0.83	
KH2	"Do not share innovative achievements"	0.82	
KH3	"Do not share helpful information with others."	0.84	
	Employee time theft	0.85	0.65
TF1	"Worked on a personal matter instead of working for your employer."	0.85	
TF2	"Spent too much time fantasizing or daydreaming at the job."	0.77	
TF3	"Took an additional or a longer break than is acceptable at your workplace."	0.79	

	Employee Performance		0.81	0.59
EP1	"This employee is very competent"	0.76		
EP2	"This employee gets his or her work done very effectively."	0.84		
EP3	"This employee has performed his or her job well"	0.7		
	Psychological Capital		0.96	0.51
PS1	"I feel confident analyzing a long-term problem to find a solution."	0.6		
PS2	"I feel confident in representing my work area in meetings with management."	0.73		
PS3	"I feel confident contributing to discussions about the companys strategy."	0.71		
PS4	"I feel confident helping to set targets/goals in my work area."	0.66		
PS5	"I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems."	0.76		
PS6	"I feel confident presenting information to a group of colleagues."	0.75		
PS7	"If I should find myself in a jam at work, I could think of many ways to get out of it."	0.71		
PS8	"At the present time, I am energetically pursuing my work goals."	0.75		
PS9	"There are lots of ways around any problem."	0.74		

PS10 "Right now I see myself as being pretty successful   0.75
      at work."

PS11 "I can think of many ways to reach my current   0.73
      work goals."

PS12 "At this time, I am meeting the work goals that I   0.7
      have set for myself."

PS13 "When I have a setback at work, I have trouble   0.63
      recovering from it, moving on.(R)"

PS14 "I usually manage difficulties one way or another   0.74
      at work."

PS15 "I can be on my own, so to speak, at work if I have   0.68
      to."

PS16 "I usually take stressful things at work in stride"   0.67

PS17 "I can get through difficult times at work because   0.66
      Ive experience difficulty before."

PS18 "I feel I can handle many things at a time at this   0.78
      job."

PS19 "When things are uncertain for me at work, I usu-   0.73
      ally expect the best."

PS20 "If something can go wrong for me work-wise, it   0.72
      will.(R)"

PS21 "I always look on the bright side of things regard-   0.64
      ing my job."

PS22 "Im optimistic about what will happen to me in   0.71
      the future as it pertains to work."

| PS23 | "In this job, things never work out the way I want them to.(R)" | 0.74 |
| PS24 | "I approach this job as if every cloud has a silver lining I approach this job as if every cloud has a silver lining" | 0.74 |

OL= Outer Loadings, CR= Composite Reliability, AVE= Average Variance Extracted

3.5.2 Sample Characteristics

I distributed 600 questionnaires to employees and their immediate supervisors. 60 employees did not provide their identification number, 10 surveys were incomplete and for 10 employees supervisors ratings were missing so total of 580 questionnaires were considered after collection period and remaining were discarded. After T2, i excluded 95 questionnaires because these were incomplete and few employees were not rated by supervisors. Hence total we received total 485 complete (dyadic data) with useable response rate of 80.8%.

Moreover, table 3.2 shows the details of distributed as well as collected questionnaires from each organization. For employees, most of the respondents were male 357(73.7%) as presented in table 3.2. while table 3.3 shows that regarding age 41.3% respondents belong to below 25 age category, 33.5% were having age of 26-35 while 17.4% belong to age36-45 and7.8% were above age of 45 years. Further, table 3.4 presents academic credentials of respondents, where 19.6% held intermediate, 66.2% held bachelors, 14.2% held masters degree.

In this chapter, study design was discussed. Further, it also explained the population, sample and procedures of data collection. Research design provides a road map for collecting the data. Good research design provides better and reliable results. Good research design has following objectives.

(i) Data collection process

TABLE 3.2: Gender

	Frequency	Valid Percent	Cumulative Percent
Male	357	73.7	73.7
Female	128	26.3	100
Total	485		

TABLE 3.3: Age

	Frequency	Valid Percent	Cumulative Percent
25&below	200	41.3	41.3
26-35	163	33.5	74.7
36-45	84	17.4	92.2
46&above	38	7.8	100.0

TABLE 3.4: Qualification

	Frequency	Valid Percent	Cumulative Percent
Intermediate	95	19.6	19.6
Bachelor	321	66.2	85.8
Master	69	14.2	100.0

(ii) Instrument adoption or development techniques

(iii) Population and sampling approaches

Chapter IV discusses the findings of data analyses and is presented next.

Chapter 4

Results

4.1 Introduction

This chapter explains the details on data analysis. Section 4.2 details on data cleaning, Section 4.3 on data analysis and 4.4 on summary of results. This chapter explains the results of this study. Structural Equation Modeling (SEM) via Smart PLS was used to analyze the data of this study. Reliability and validity was assessed thorough measurement model. And structural model was used for hypotheses testing. Further, mediation and moderation analysis were also investigated to test the hypotheses. Partial least structural equation modeling (PLS-SEM) was used to analyze the data due to some reasons. One, it is most suitable technique for testing new linkages in exploratory research framework. Two, it is most powerful tool to investigate prediction-orientation of constructs. Another justification of using PLS-SEM is out sample prediction technique which was introduced in a recent study by (Shmueli et al., 2019).

4.2 Data Screening

The data was considered for screening, missing values, outliers, distribution and linearity.

4.2.1 Data Cleaning

Data after collection was considered to identify missing values, outliers and normality as suggested by the researchers (see, Hair et al., 2006). According to these researchers it is important to clean the data for the accuracy of the results. Hence, this study also performed data cleaning.

4.2.2 Missing Values

Missing values occur once the respondent knowingly or unknowingly fail to provide the response for required information. This issue is common particularly in survey based research. Accordingly, this study also considered the missing value issue. The results in Table show that the missing values in this study were maximum on item psychological capital 7 (0.82%) and minimum on item interactional injustice 3 (0.20%). Further, to treat missing values average imputation approach was used by using SPSS, as the percentage of missing value was well below from 5%.

4.2.3 Normal Distribution

Normality is strict assumption for co variance based partial least structural equation modelling. However, for variance based structural equation modelling normality has less issue as the researchers (Hair et al., 2019)argued that if the data is transformed to be normal it kills the edges of the data. Further, Hair et al. (2019) suggested that while using variance based structural equation modelling PLS-SEM only the extreme values are considered by testing the data for skewness and Kurtosis. Accordingly, Bollen (1989) argued that univariate normality is assessed through skewness and kurtosis. Skew recommends that the distribution is asymmetrical around mean. Positive skewness shows that mostly scores are below mean, while negative skew indicates that most of scores are beyond mean (Thomson, 2004). Kurtosis indicates distribution peakedness (Thomson, 2004). Positive kurtosis shows high peak with heavy and short tails, while negative kurtosis shows lower peak with thin and long tails. Positive kurtosis is named as leptokurtic and

negative kurtosis as platykurtic (Tabachnick and Fidell, 1996). Data distribution can be significant skew, significant kurtosis or both. Standard skew index is 3.0 (z-score), with greater than 3.0 it is positive skew while less than -3.0 is negative skew (Tabachnick and Fidell, 1996). Further, normality may be evaluated through graphical methods and statistical methods as well. No significant skew or kurtosis were found in this study. All variables were normally distributed with prescribed range of values as shown in Appendix A

4.2.4   Outliers

An outlier is case having scores different from other cases of data (Barnett, 1994). Outliers are against the assumption of normality and thus can change the findings. Univariate outlier is the one having extreme score on one variable and multivariate outlier refers to case having extreme score on more than one variable. Outliers are assessed through box plots and this study also used box plots to assess univariate outliers. Box plot refers to graphical representation" of data dispersion with median and embracing upper and lower quartile. Case which is not inside of the box is potential outlier (Barnett, 1994). Further, box plots can be run even if data is not distributed normally, as its relies on median. Hypothesized model was analyzed with as well as without cases of multivariate outlier. Results showed that multivariate outliers did not have significant impact on model goodness of fit. Normally few outliers exists in large data sets and original metric is meaningful as compare to transformed metric for authentication of findings (Kline, 2005). Hence, the data was screened to ensure the data is within the range (1-5), Rest of small amount of the outliers were retained. Data was not transformed in this study.

4.2.5   Descriptive Statistics

Descriptive techniques explain about univariate summary statistics of different variables by calculating different values and presenting in a table. Further, descriptive statistics comprises details as sample size, mean, standard deviation,

minimum as well as maximum values of data. Table 4.1 explains descriptive statistics of current data. First column contains variables of study while next columns explain about sample size, minimum and maximum value, mean and standard deviation respectively.

Sample size for this study was 485 for all studied variables. Mean values depicts respondents observations about a specific variable. Mean values of organizational dehumanization was 3.09 which shows that employees experience organizational dehumanization in organizations. Mean value of procedural injustice, distributive injustice and interactional injustice was 3.15, 3.07 and 3.09 respectively showing that employees were agreed about experiencing injustice on organizations. Mean value of perceived incivility and discrimination was 2.93 and 3.26 representing that employees were agreed on experiencing these in organizations. Further, mean value of employee time theft, knowledge hiding 3.17, and 3.23 which confirmed employees consent on presence of exhibiting such behaviors. Mean value of employee performance was 3.09 which confirmed that supervisors agreed that employees decrease their performance.

TABLE 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OD	485	1.36	4.91	3.0977	0.85252
PSY	485	1.54	4.71	2.5929	0.80233
DIJ	485	1.25	5	3.0711	0.98679
PIJ	485	1.29	4.86	3.1523	0.94203
IIJ	485	1	5	3.0979	1.01903
PI	485	1.29	4.86	2.9376	0.87999
DIS	485	1.17	5	3.2622	0.95017

Descriptive Statistics

KH	485	1	5	3.2385	1.02949
TF	485	1	5	3.1718	0.85511
EP	485	1	5	3.0935	0.89302

4.3 Data Analysis

Once the data cleaning was considered, on satisfactory data cleaning, the data further considered for main analysis. This study considered partial least structural equation modelling (PLS-SEM), hence, SmartPLS version 3 was used for data analysis.

Simple linear regression is employed to investigate the direct effect of organizational dehumanization on injustice perceptions, knowledge hiding, time theft and employee performance. It also investigates direct effect of discrimination on employees knowledge hiding, time theft and employee performance. Direct effect of incivility perceptions is investigated on employees knowledge hiding, time theft and employee performance via Simple linear regression. Bootstrapping is employed to investigate the mediatory effect of discrimination perception between injustice perceptions and employee knowledge hiding, time theft and performance Further, +1, -1 SD graph plots are used for interaction effects to investigate if psychological capital acts as moderator in organizational dehumanization and injustice perceptions.

PLS-SEM is widely employed in many disciplines of social science including international management (Richter et al., 2015),management information systems (Hair et al., 2017; Ringle et al., 2012),marketing (Hair et al., 2012b), strategic management (Hair et al., 2012a), organizational management (Sosik et al., 2009), human resource management (Ringle et al., 2018), operations management (Peng and Lai, 2012), management accounting (Nitzl, 2016) and hospitality (Ali et al., 2018). Basic appeal of PLS-SEM is that its method allows researchers for estimation of complex models having many constructs, indicators and also structural

paths. Further, PLS-SEM basically is a causal predictive approach with emphasis on prediction while estimating the statistical models (Hair et al., 2019). This technique of prediction overcomes the apparent dichotomy in explanation (emphasized in academic research) and prediction (basis for developing managerial implications Hair et al., 2019). Further, researchers are recommended to apply PLSpredict in studies of PLS-SEM to evaluate predictive power (Shmueli et al., 2019), specifically to draw conclusion for managerial implications. Further, CB-SEM executed by AMOS uses covariance matrix and considers common variance to estimate model parameters. While, PLS-SEM is variance-based because it estimates parameters by using total variance (Rigdon et al., 2017).Once considering PLS-SEM, data is analyzed for measurement model and structural model. In measurement model reliability and validity are considered. In structural model hypothesis testing is made. Hence, this study first consider measurement model.

4.3.1 Measurement Model

Measurement model is first step to evaluate results of PLS-SEM. Researchers evaluate the structural model once the measurement model meets the required criteria.

4.3.1.1 Outer loadings

First step in assessment measurement model includes investigating the loading of items. Loadings more than 0.708 are suggested because these loadings describe that construct is explaining greater than 50 percent of variances of indicators and this provides acceptable range of items reliability.

TABLE 4.2: Outer loadings

Items	DIS	DJ	EP	IJ	KH	OD	PI	PJ	PSYCAP	TF
DIJ1		0.829								
DIJ2		0.786								
DIJ3		0.810								
DIJ4		0.791								

DIS1	0.790				
DIS2	0.800				
DIS3	0.819				
DIS4	0.784				
DIS5	0.812				
DIS6	0.812				
EP1		0.819			
EP2		0.801			
EP3		0.792			
IIJ1			0.849		
IIJ2			0.828		
IIJ3			0.850		
IIJ4			0.811		
KH1				0.846	
KH2				0.866	
KH3				0.855	
OD10					0.702
OD11					0.702
OD2					0.739
OD3					0.692
OD5					0.683
OD6					0.721
OD7					0.712
OD8					0.705
OD9					0.709
PI1						0.747
PI2						0.726
PI3						0.731
PI4						0.764

PI5	0.736		
PI6	0.739		
PI7	0.722		
PIJ1		0.814	
PIJ2		0.774	
PIJ3		0.775	
PIJ4		0.794	
PIJ5		0.783	
PIJ6		0.801	
PIJ7		0.817	
PSY1			0.716
PSY10			0.733
PSY11			0.739
PSY12			0.714
PSY13			0.687
PSY14			0.716
PSY15			0.721
PSY16			0.710
PSY17			0.731
PSY18			0.720
PSY19			0.751
PSY2			0.706
PSY20			0.725
PSY21			0.699
PSY22			0.707
PSY23			0.712
PSY24			0.729
PSY3			0.731
PSY4			0.727

PSY5		0.742
PSY6		0.748
PSY7		0.717
PSY8		0.722
PSY9		0.699
TF1			0.819
TF2			0.807
TF3			0.818
OD1	0.714	

4.3.1.2 Reliability

Walsh and Betz (1995) described reliability as correlation of item and is one of the necessary conditions of validity. Reliability is assessed through split half reliability, inter-rater reliability, test-retest reliability or internal consistency. This study employed internal consistency to estimate reliability. Composite reliability was used to investigate internal consistency of instruments.

Threshold value of composite reliability is 0.7 (Gefen et al., 2000). Next, internal consistency reliability is assessed by using composite reliability (Werts et al., 1978). Larger values indicate more reliability as values of 0.60 to 0.70 are acceptable, 0.70 to 0.90 are satisfactory to good, while of 0.95 to higher are considered problematic indicating redundancy of items and reducing validity of constructs (Diamantopoulos et al., 2012). Internal consistency reliability is also assessed through Cronbachs alpha value, it has same threshold but gives lower values than values of composite reliability.

Reliability and validity is evaluated through measurement model (Hair et al., 2019). Reliability was evaluated through composite reliability. Loading of one item of organizational dehumanization (OD4) was less than then threshold value (0.70) (Gefen et al., 2000). So measurement model was re-assessed after removing OD4. After re-assessing the measurement model composite reliability had

minimum value of 0.846, which is greater than required value of 0.7 (Hair et al., 2019).

Average variance extracted (AVE) was also assessed to-establish the convergent validity (Hair et al., 2019). AVE was more than minimum required value i.e. 0.50. Although, few items were having a bit lower value of outer loadings from 0.7, but their values were approaching to 07 and it was better to keep those items because AVE was more than 0.5 (Hair et al., 2019). Thus these items were considered and are shown in Table 4.3.

Further, convergent validity refers to extent to which each construct converges to explain its items variance and the metric which is used to evaluate convergent validity of constructs is average variance extracted (AVE). Minimum acceptable value of AVE is 0.50 or greater which explains that construct describes 50 percent or more variance of items which make construct.

Further, discriminant validity is assessed which explains the extent to which one construct is distinct from others in structural model.

TABLE 4.3: Correlation Analyses

Measures	CA	CR	AVE
Organizational Dehumanization	0.890	0.910	0.501
Procedural injustice	0.902	0.923	0.631
Distributive injustice	0.818	0.880	0.647
Interactional injustice	0.855	0.902	0.696
Perceived incivility	0.861	0.893	0.545
Perceived discrimination	0.890	0.916	0.645
Knowledge hiding	0.817	0.891	0.732
Employee time theft	0.748	0.856	0.664
Employee Performance	0.727	0.846	0.646
Psychological Capital	0.960	0.963	0.520

CA= Cronbach's Alpha, CR= Composite Reliability, AVE= Average Variance Extracted

Discriminant validity of constructs was established through Heterotrait-monotrait ratio (HTMT) criterion (Henseler et al., 2015).

Henseler et al. (2015) explained that HTMT value if less than 0.90 is acceptable and all constructs showed this value less than 0.90. According to results measurement model showed satisfactory value of discriminant validity. Structural model was assessed after assessment of measurement model.

With higher values of HTMT, problems of discriminant validity rise. According to (Henseler et al., 2015), threshold value for HTMT is 0.90. If value is greater than 0.90, it suggests absence of discriminant validity.

TABLE 4.4: Discriminant validity of measurement model- Heterotrait-monotrait ratio (HTMT)

	DIS	DJ	EP	IJ	KH	OD	PI	PJ	PSYCAP	TF
DIS										
DJ	0.090									
EP	0.291	0.265								
IJ	0.261	0.385	0.414							
KH	0.310	0.326	0.506	0.366						
OD	0.308	0.301	0.729	0.512	0.673					
PI	0.133	0.105	0.306	0.305	0.424	0.355				
PJ	0.071	0.520	0.393	0.426	0.327	0.502	0.105			
PSYCAP	0.043	0.331	0.049	0.158	0.140	0.108	0.062	0.236		
TF	0.317	0.286	0.542	0.321	0.351	0.626	0.375	0.326	0.070	

4.3.1.3 Forner Locker Criteria

Moreover, to assess discriminant validity Fornell and Larcker (1981) criterion was also employed. In this criteria, AVE square root of each construct is compared with other constructs correlation value. Table 4.5 shows that AVE square root of each construct has greater value as compared to its correlation values with all other constructs. Hence, measurement model has acceptable validity. Fornell and Larcker (1981) also proposed that AVE of every construct should be compared with correlation of squared inter-construct and other reflectively measured constructs of structural model.

TABLE 4.5: Forner locker criteria

	DIS	DJ	EP	IJ	KH	OD	PI	PJ	PSYCAP	TF
DIS	0.803									
DJ	0.073	0.804								
EP	-0.235	-0.204	0.804							
IJ	0.232	0.321	-0.327	0.835						
KH	0.267	0.271	-0.392	0.308	0.856					
OD	0.279	0.260	-0.589	0.449	0.576	0.708				
PI	0.119	0.087	-0.244	0.263	0.356	0.313	0.738			
PJ	0.061	0.447	-0.319	0.373	0.281	0.454	0.088	0.794		
PSYCAP	0.008	-0.297	0.007	-0.146	-0.125	-0.094	-0.008	-0.223	0.721	
TF	0.264	0.225	-0.403	0.259	0.275	0.514	0.304	0.272	0.032	0.815
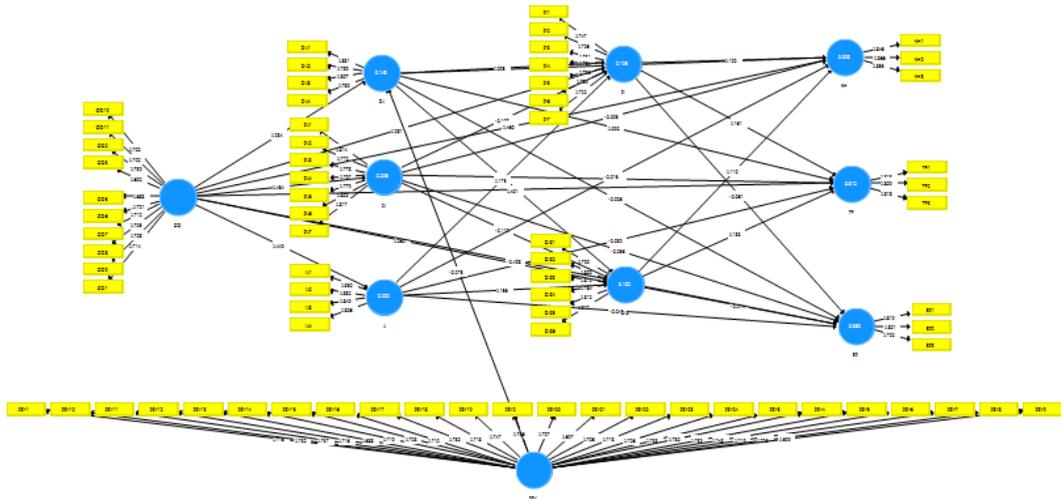
FIGURE 4.1: Measurement Model

Coefficient of determination (R^2), effect sizes f^2, t-values and out sample prediction were evaluated to evaluate the structural model (Hair et al., 2019). 5000 bootstrapping procedure was employed to assess t-values (Hair et al., 2019).

Impact of Organizational Dehumanization on Perceived Incivility (H_1) was supported $\beta = 0.218$, p< 0.001). After satisfactory assessment of measurement model, structural model is assessed to evaluate PLS-SEM results. Standard assessment criterias include "blindfolding-based cross-validated redundancy measure Q^2", "coefficient of determination (R^2)," and statistical significance as well as the path coefficients relevance. Further, researchers assess predictive power through procedure

of PLSpredict (Shmueli et al., 2016). R^2 explains the variance explained of endogenous constructs and hence explains the explanatory power of model (Shmueli and Koppius, 2011) value of R^2 has range from 0 to 1, while higher value indicates more explanatory power. Further, 0.25, 0.50 and 0.75 values are considered weak, moderate and substantial (Henseler et al., 2010).

Predictive accuracy of PLS path model can also be evaluated through calculation of Q^2 value (Geisser, 1974). Q^2 is not only out-of-sample prediction measure, but is combination of aspects of out-of-sample prediction and also of in-sample explanatory power (Shmueli et al., 2016). Value of Q^2 should be greater than zero to show structural model predictive accuracy. Q^2 values should be larger than zero to reveal the predictive relevance as value more than 0 depict small, more than 0.25 depicts medium and more than 0.5 shows large predictive relevance.

Impact of Organizational Dehumanization on Perceived Incivility (H_1) was supported ($\beta = 0.281$, p = 0.000). Organizational Dehumanization impact on distributive injustice (H_{2a}) was supported ($\beta = 0.234$, p = 0.000). Organizational Dehumanization impact on procedural injustice (H_{2b}) was supported ($\beta = 0.437$, p=0.000). Organizational Dehumanization impact on interactional injustice (H2c) was supported ($\beta = 0.440$, p=0.000). Procedural injustice impact on perceived incivility (H_{3a}) was supported ($\beta = -0.107$, p = 0.032). Organizational Dehumanization impact on discrimination (H_{4a}) was supported ($\beta = 0.260$, p = 0.000). Distributive injustice impact on discrimination (H_{4b}) was not supported ($\beta = 0.009$, p = 0.853). ' Procedural injustice impact on discrimination (H_{5a}) was supported ($\beta = -0.119$, p = 0.020). Interactional injustice impact on discrimination (H_{6a}) was supported ($\beta = 0.156$, p = 0.002). Organizational dehumanization impact on knowledge hiding (7_a) was supported ($\beta = 0.453$, p = 0.000). Distributive injustice impact on knowledge hiding (8_a) was supported ($\beta = 0.129$, p = 0.003). Procedural injustice impact on knowledge hiding (8_b) was supported ($\beta = 0.156$, p = 0.002). Interactional injustice impact on knowledge hiding (8_c) was not supported ($\beta = -0.016$, p = 0.740). Perceived incivility impact on knowledge hiding (9_a) was supported ($\beta = 0.192$, p = 0.000). Impact of discrimination on knowledge

hiding (H_{11a}) was supported ($\beta = 0.110$, p = 0.006). Organizational dehumanization impact on time theft (H_{12a}) was supported ($\beta = 0.401$, p = 0.000). Perceived incivility impact on time theft (H_{13a}) was supported ($\beta = 0.161$, p = 0.002). Impact of procedural injustice on time theft (H_{15a}) was not supported ($\beta = 0.040$, p = 0.440). Impact of distributive injustice on time theft (H_{15b}) was supported ($\beta = 0.092$, p = 0.045). Interactional injustice impact on time theft (H_{15c}) was not supported ($\beta = -0.039$, p = 0.408). Impact of discrimination on time theft (H_{16a}) was supported ($\beta = 0.133$, p = 0.003). Organizational dehumanization impact on employee performance (H_{18}) was supported ($\beta = -0.498$, p = 0.000). Perceived incivility impact on employee performance (H_{19a}) was not supported ($\beta = -0.061$, p = 0.189). Distributive injustice impact on time theft (H_{20a}) was not supported ($\beta = -0.026$, p = 0.536). Discrimination impact on employee performance (H_{21a}) was not supported ($\beta = -0.074$, p = 0.065). Procedural injustice impact on employee performance (H_{22a}) was not supported ($\beta = -0.056$, p = 0.162). Interactional injustice impact on employee performance (H_{23a}) was not supported ($\beta = -0.041$, p = 0.375).

TABLE 4.6: Results of structural model analysis (hypotheses testing)

Hypothesis	Relationships	β	SE	t-value	p-value	Decision
H_1	OD→PI	0.281	0.056	5.048	0.000	Accepted
H_{2a}	OD→DIJ	0.234	0.045	5.17	0.000	Accepted
H_{2b}	OD→PIJ	0.437	0.041	10.761	0.000	Accepted
H_{2c}	OD→IIJ	0.44	0.04	10.951	0.000	Accepted
H_{3a}	IIJ→PI	-0.107	0.05	2.145	0.032	Rejected*
H_{4a}	OD→DIS	0.26	0.05	5.189	0.000	Accepted
H_{4b}	DIJ→DIS	0.009	0.047	0.185	0.853	Rejected
H_{5a}	PIJ→DIS	-0.119	0.052	2.332	0.02	Accepted
H_{6a}	IIJ→DIS	0.156	0.05	3.116	0.002	Accepted
H_{7a}	OD→KH	0.453	0.046	9.955	0.000	Accepted

H$_{8a}$	DIJ→KH	0.129	0.044	2.951	0.003	Accepted
H$_{8b}$	PIJ→KH	0.156	0.049	3.173	0.002	Accepted
H$_{8c}$	IIJ→KH	-0.016	0.047	0.332	0.74	Rejected
H$_{9a}$	PI→KH	0.192	0.041	4.664	0.000	Accepted
H$_{11a}$	DIS→KH	0.11	0.11	2.771	0.006	Accepted
H$_{12a}$	OD→TF	0.401	0.058	6.883	0.000	Accepted
H$_{13a}$	PI→TF	0.161	0.051	3.169	0.002	Accepted
H$_{15a}$	PIJ→TF	0.04	0.052	0.772	0.44	Rejected
H$_{15b}$	DIJ→TF	0.092	0.046	2.002	0.045	Accepted
H$_{15c}$	IIJ→TF	-0.039	0.047	0.828	0.408	Rejected
H$_{16a}$	DIS→TF	0.133	0.045	2.953	0.003	Accepted
H$_{18}$	OD→EP	-0.498	0.046	10.909	0.000	Accepted
H$_{19a}$	PI→EP	-0.061	0.046	1.315	0.189	Rejected
H$_{20a}$	DIJ→EP	-0.026	0.042	0.619	0.536	Rejected
H$_{21a}$	DIS→EP	-0.074	0.04	1.848	0.065	Rejected
H$_{22a}$	PIJ→EP	-0.056	0.04	1.397	0.162	Rejected
H$_{23a}$	IIJ→EP	-0.041	0.046	0.888	0.375	Rejected

*H$_{3a}$ is rejected because interactional injustice is showing negative relation with perceived incivility

TABLE 4.7: Model Fitness

Relationships	f^2	R^2	Q^2
OD→PI	0.064	0.125	0.063
IIJ→PI	0.026		
OD→DIJ	0.064	0.143	0.086
OD→PIJ	0.26	0.206	0.121

OD→IIJ	0.253	0.202	0.131
OD→DIS	0.053	0.102	0.06
DIJ→DIS	0.000		
PIJ→DIS	0.01		
IIJ→DIS	0.02		
OD→KH	0.22	0.393	0.269
DIJ→KH	0.023		
PIJ→KH	0.000		
IIJ→KH	0.000		
PI→KH	0.053		
DIS→KH	0.018		
OD→TF	0.147	0.312	0.19
PI→TF	0.033		
PIJ→TF	0.002		
DIJ→TF	0.01		
IIJ→TF	0.002		
DIS→TF	0.023		
OD→EP	0.245	0.362	0.215
PI→EP	0.005		
DIJ→EP	0.001		
DIS→EP	0.008		
PIJ→EP	0.003		
IIJ→EP	0.002	0.362	0.215

4.3.1.4 Mediation Analysis

According to Preacher and Hayes (2008) procedure, 5000 bootstrapping procedure was employed for evaluating t-values and confidence intervals. Results in Table

— show that H_{3b}, H_{5b}, H_{6b}, H_{10a}, H_{11b}, H_{13b}, H_{14a}, H_{16b} and H_{17c} were supported because confidence intervals have no zero (Preacher and Hayes, 2008). While, H_{4c}, H_{9b}, H_{11c}, H_{11d}, H_{11e}, H_{17a}, H_{17b}, H_{19b}, H_{19c}, H_{19d}, H_{20b}, H_{21b}, H_{22b}, H_{23b} and H_{23c} were not supported because confidence intervals were having zero (Preacher and Hayes, 2008).

TABLE 4.8: Mediation Analysis

Hypothesis	Relationships	B	SE	t-values	P value		CI.95	Decision
						2.5%	97.5%	
H3b	OD→IJ→PI	0.077	0.024	3.237	0.001	0.032	0.126	Accepted
H4c	OD→DIJ→DIS	0.002	0.011	0.180	0.857	-0.020	0.025	Rejected
H5b	OD→PIJ→DIS	-0.052	0.022	2.357	0.018	-0.095	-0.008	Accepted
H6b	OD→IIJ→DIS	0.069	0.024	2.883	0.004	0.026	0.119	Accepted
H9b	PIJ→PI→KH	-0.021	0.011	1.915	0.056	-0.044	-0.001	Rejected
H10a	OD→PI→KH	0.054	0.017	3.259	0.001	0.025	0.090	Accepted
H11b	OD→DIS→KH	0.029	0.011	2.527	0.012	0.008	0.052	Accepted
H11c	DIJ→DIS→KH	0.001	0.005	0.174	0.862	-0.011	0.012	Rejected
H11d	PIJ→DIS→KH	-0.013	0.008	1.699	0.089	-0.031	-0.001	Rejected
H11e	IIJ→DIS→KH	0.017	0.009	1.907	0.057	0.003	0.038	Rejected
H13b	IIJ→PI→TF	0.028	0.013	2.233	0.026	0.007	0.057	Accepted
H14a	OD→PI→TF	0.045	0.017	2.609	0.009	0.016	0.084	Accepted

H16b	OD→DIS→TF	0.035	0.014	2.510	0.012	0.010	0.064	Accepted
H17a	DIJ→DIS→TF	0.001	0.007	0.175	0.861	-0.013	0.015	Rejected
H17b	PIJ→DIS→TF	-0.016	0.009	1.737	0.083	-0.037	-0.002	Rejected
H17C	IIJ→DIS→TF	0.021	0.010	2.054	0.040	0.004	0.043	Accepted
H19b	OD→PI→EP	-0.017	0.014	1.261	0.207	-0.046	0.009	Rejected
H19c	IIJ→PI→EP	-0.011	0.009	1.161	0.246	-0.031	0.005	Rejected
H19d	OD→DIS→EP	-0.019	0.011	1.709	0.087	-0.044	0.001	Rejected
H20b	DIJ→PI→EP	0.000	0.004	0.082	0.934	-0.009	0.008	Rejected
H21b	DIJ→DIS→EP	-0.001	0.004	0.161	0.872	-0.009	0.007	Rejected
H22b	PIJ→DIS→EP	0.009	0.006	1.386	0.166	-0.001	0.023	Rejected
H23b	IIJ→DIS→EP	-0.012	0.008	1.490	0.136	-0.029	0.001	Rejected
H23c	IIJ→PI→EP	-0.011	0.009	1.161	0.246	-0.031	0.005	Rejected

PLS-SEM is considered as prediction oriented tool because of its prediction fits which includes out sample prediction fits, R^2 and Q^2 were assessed. Table IV shows effect sizes f^2, coefficient of determination (R^2) and predictive relevance Q^2.

Range of R^2 values were from 0.122 to 0.254 and range of Q^2 was from 0.067 to 0.160 and Q^2 values should be larger than zero to reveal the predictive relevance. Moreover, f^2 value was 0.084 to 0.139 and referring to Cohen (1988), f^2 values are considered as weak, moderate and strong having values of 0.02, 0.15 and 0.35 respectively. Accordingly, out sample prediction approach is recently suggested for conducting prediction analysis. PLS-Predict was employed to evaluate the sample prediction. Shmueli et al. (2019) described that mean absolute error is compared with nave bench mark and it considered the linear regression model for producing prediction of manifest variable (Hair et al., 2019).

If values of LM-MAE bench mark are larger than the PLS-MAE, then it is concluded that research framework is having the high predictive relevance (Hair et al., 2019). Results in Table V shows that LM-MAE of manifest constructs i.e. knowledge hiding and time theft are larger than PLS-MAE, thus model is exhibiting the greater predictive relevance.

TABLE 4.9: Out Sample prediction

	PLS-MAE	LM-MAE
DIS1	0.945	0.993
DIS2	0.938	0.988
DIS3	0.960	0.983
DIS4	0.866	0.910
DIS5	0.892	0.906
DIS6	0.949	0.995
DIJ1	0.984	0.974
DIJ2	0.977	0.996

DIJ3	0.988	1.047
DIJ4	0.975	1.010
EP1	0.832	0.864
EP3	0.796	0.827
EP2	0.846	0.881
IIJ1	0.993	0.978
IIJ2	0.949	0.976
IIJ3	0.962	0.967
IIJ4	0.941	0.950
KH1	0.861	0.886
KH2	0.844	0.882
KH3	0.857	0.892
PI1	0.936	0.980
PI2	0.959	1.005
PI3	0.977	1.025
PI4	0.953	1.003
PI5	1.007	1.044
PI6	0.917	0.947
PI7	0.958	0.993
PIJ1	0.942	0.965
PIJ2	0.904	0.925
PIJ3	0.907	0.929
PIJ4	0.878	0.906
PIJ5	0.890	0.888

PIJ6	0.888	0.925
PIJ7	0.946	0.954
TF1	0.793	0.811
TF2	0.803	0.809
TF3	0.772	0.758

Further moderating effect of psychological capital is considered between the relationship of organizational dehumanization and distributive injustice, procedural injustice and interactional injustice. Interestingly, psychological capital buffered the effect of organizational dehumanization on distributive injustice and procedural injustice. The results were in line with the notion of COR (Hobfoll et al., 2018), that employees having more resources in shape of psychological capital were less threatened by the external stressors. Hence, in the present research model, those employees who were having high psychological capital were less effected by the organizational dehumanization as compared to those who were having low psychological capital. While psychological capital did not moderate the relationship between organizational dehumanization and interactional injustice. Results of moderation shown in Table 4.9.

TABLE 4.10: Relationships between variables (interaction effect)

Hypothesis	Relationships	β	SE	t-values	P value		CI.95	Decision
						2.5%	97.5%	
H24a	OD -> DIJ	0.267	0.043	6.203	0.000	0.183	0.352	
	PSY -> DIJ	-0.249	0.041	6.051	0.000	-0.334	-0.171	
	Interaction term-> DIJ	-0.221	0.036	6.184	0.000	-0.312	-0.175	Accept
H24b	OD -> PIJ	0.466	0.038	12.103	0.000	0.389	0.539	
	PSY -> PIJ	-0.158	0.041	3.815	0.000	-0.242	-0.080	
	Interaction term-> PIJ	-0.204	0.040	5.037	0.000	-0.298	-0.185	Accept
H4c	OD -> IIJ	0.461	0.038	12.219	0.000	0.377	0.526	
	PSY -> IIJ	-0.098	0.040	2.441	0.015	-0.189	-0.050	
	Interaction term-> IIJ	-0.159	0.138	1.154	0.249	-0.336	0.302	Reject

Results of moderation are further showed in graph (see Fig. 4.2 & 4.3).
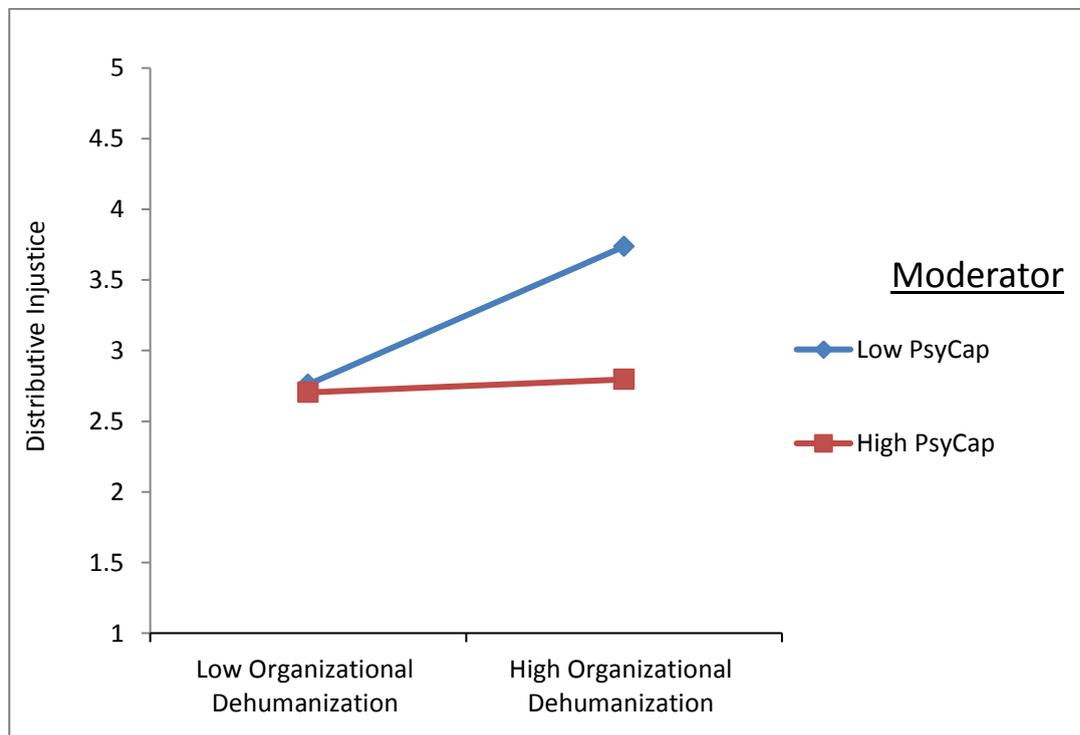
FIGURE 4.2: Interactive Effects of Organizational Dehumanization and Psychological capital on Distributive Injustice
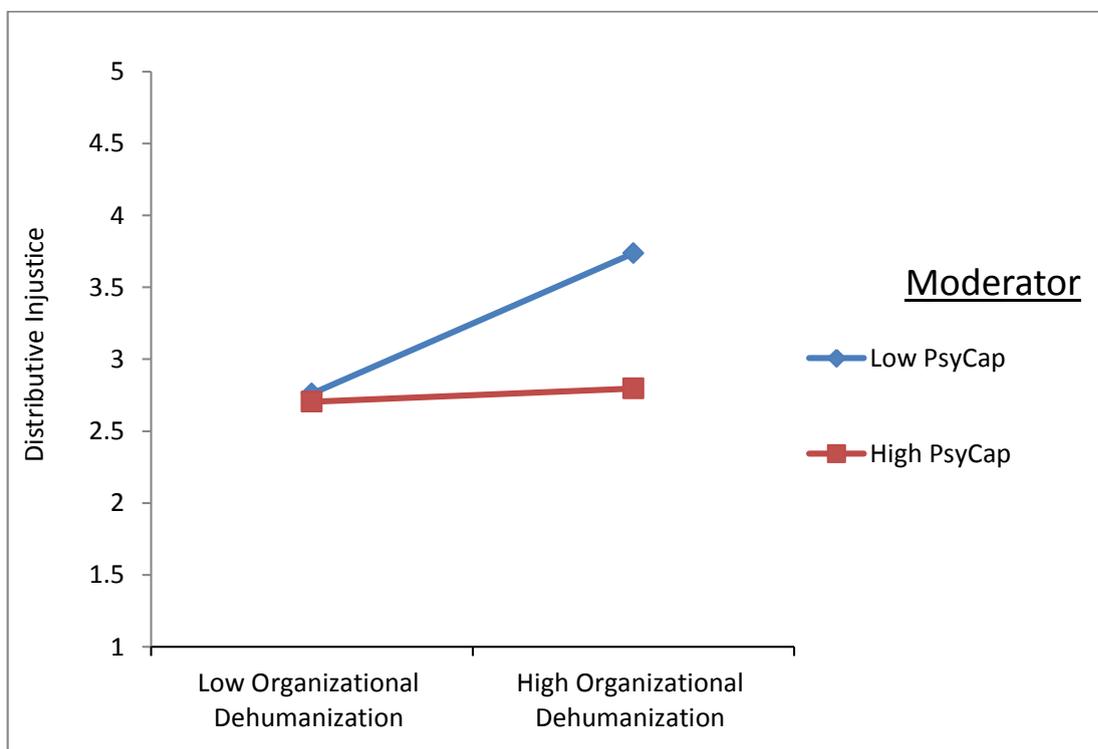
FIGURE 4.3: Interactive Effects of Organizational Dehumanization and Psychological capital on Procedural Injustice

4.4   Results Summary

Hypothesis	Statement	Result
$\mathbf{H_1}$	Organizational Dehumanization is positively related with Perceived Incivility.	**Supported**
$\mathbf{H_{2a}}$	Organizational dehumanization has positive relation with perceptions of distributive injustice	**Supported**
$\mathbf{H_{2b}}$	Organizational dehumanization has positive relation with perceptions of procedural injustice	**Supported**
$\mathbf{H_{2c}}$	Organizational dehumanization has positive relation with perceptions of interactional injustice	**Supported**
$\mathbf{H_{3a}}$	Perceived interactional injustice has positive impact on perceived incivility.	**Not Supported**
$\mathbf{H_{3b}}$	Interactional injustice mediates the relationship between organizational dehumanization and perceived incivility.	**Not Supported**
$\mathbf{H_{4a}}$	Organizational Dehumanization is positively related with Perceived discrimination.	**Supported**
$\mathbf{H_{4b}}$	**Distributive injustice** is positively related with Perceived discrimination.	**Not Supported**
$\mathbf{H_{4c}}$	Distributive injustice mediates the relationship between organizational dehumanization and Perceived discrimination.	**Not Supported**
$\mathbf{H_{5a}}$	**Procedural injustice** is positively related with Perceived discrimination.	**Supported**

$\mathbf{H}_{5b}$	**Procedural** injustice mediates the relationship between organizational dehumanization and Perceived discrimination.	**Supported**
$\mathbf{H}_{6a}$	**Interactional injustice** is positively related with Perceived discrimination.	**Supported**
$\mathbf{H}_{6b}$	**Interactional** injustice mediates the relationship between organizational dehumanization and Perceived discrimination.	**Supported**
$\mathbf{H}_{7a}$	Organizational dehumanization has positive relation with knowledge hiding.	**Supported**
$\mathbf{H}_{8a}$	Distributive injustice has positive relation with knowledge hiding.	**Supported**
$\mathbf{H}_{8b}$	Procedural injustice has positive relation with knowledge hiding.	**Supported**
$\mathbf{H}_{8c}$	Interactional injustice has positive relation with knowledge hiding.	**Not Supported**
$\mathbf{H}_{9a}$	Perceived incivility has positive relation with employee knowledge hiding.	**Supported**
$\mathbf{H}_{9b}$	Perceived incivility mediates the relation between perceived interactional injustice and employee knowledge hiding.	**Not Supported**
$\mathbf{H}_{10a}$	Perceived incivility mediates the relation between organizational dehumanization and employee knowledge hiding.	**Supported**
$\mathbf{H}_{11a}$	P.D has positive relation with employee knowledge hiding.	**Supported**

$\mathbf{H}_{11b}$	Discrimination mediates the relation between organizational dehumanization and employee knowledge hiding.	**Supported**
$\mathbf{H}_{11c}$	P.D mediates the relationship between perceived distributive injustice and employee knowledge hiding.	**Not Supported**
$\mathbf{H}_{11d}$	P.D mediates the relationship between perceived procedural injustice and employee knowledge hiding.	**Not Supported**
$\mathbf{H}_{11e}$	P.D mediates the relationship between perceived interactional injustice and employee knowledge hiding.	**Not Supported**
$\mathbf{H}_{12a}$	Organizational dehumanization has positive relation employee time theft.	**Supported**
$\mathbf{H}_{13a}$	Perceived incivility has positive relation with employee time theft.	**Supported**
$\mathbf{H}_{13b}$	Perceived incivility mediates the relation between perceived interactional injustice and employee time theft.	**Supported**
$\mathbf{H}_{14a}$	Perceived incivility mediates the relation between organizational dehumanization and employee time theft.	**Supported**
$\mathbf{H}_{15a}$	Procedural injustice has positive relation with employee time theft.	**Not Supported**
$\mathbf{H}_{15b}$	Distributive injustice has positive relation with employee time theft.	**Supported**

$\mathbf{H}_{15c}$	Interactional injustice has positive relation with employee time theft.	**Not Supported**
$\mathbf{H}_{15d}$	Perceived incivility mediates the relation between interactional injustice and employee time theft.	
$\mathbf{H}_{16a}$	Perceived discrimination has positive relation with employee time theft.	**Supported**
$\mathbf{H}_{16b}$	Perceived discrimination mediates the relation between organizational dehumanization and employee time theft.	**Supported**
$\mathbf{H}_{17a}$	P.D mediates the relationship between perceived distributive injustice and employee time theft.	**Not Supported**
$\mathbf{H}_{17b}$	P.D mediates the relationship between perceived procedural injustice and employee time theft.	**Not Supported**
$\mathbf{H}_{17c}$	P.D mediates the relationship between perceived interactional injustice and employee time theft.	**Supported**
$\mathbf{H}_{18}$	Organizational dehumanization has negative relation with employee performance.	**Supported**
$\mathbf{H}_{19a}$	Perceived incivility has negative relation with employee performance.	**Not Supported**
$\mathbf{H}_{19b}$	Perceived incivility mediates the relation between organizational dehumanization and employee performance.	**Not Supported**
$\mathbf{H}_{19c}$	Perceived incivility mediates the relation between perceived interactional injustice and employee performance.	**Not Supported**

$\mathbf{H}_{19d}$	Perceived discrimination mediates the relation between organizational dehumanization and employee performance.	**Not Supported**
$\mathbf{H}_{20a}$	Distributive injustice is negatively associated with employee performance.	**Not Supported**
$\mathbf{H}_{20b}$	Perceived incivility mediates the relation between distributive injustice and employee performance.	**Not Supported**
$\mathbf{H}_{21a}$	Perceived discrimination (P.D) has a negative influence on employee performance.	**Not Supported**
$\mathbf{H}_{21b}$	P.D mediates the relationship between perceived distributive injustice and employee performance.	**Not Supported**
$\mathbf{H}_{22a}$	Procedural injustice is negatively associated with employee performance.	**Not Supported**
$\mathbf{H}_{22b}$	Perceived discrimination mediates the relation between procedural injustice and employee performance.	**Not Supported**
$\mathbf{H}_{23a}$	Interactional injustice is negatively associated with employee performance.	**Not Supported**
$\mathbf{H}_{23b}$	P.D mediates the relationship between perceived interactional injustice and employee performance.	**Not Supported**
$\mathbf{H}_{23c}$	P.D mediates the relationship between perceived interactional injustice and employee performance.	**Not Supported**

$\mathbf{H}_{24a}$	Psycap moderates the relation between organizational dehumanization and distributive injustice.	**Supported**
$\mathbf{H}_{24b}$	Psycap moderates the relation between organizational dehumanization and procedural injustice.	**Supported**
$\mathbf{H}_{24c}$	Psycap moderates the relation between organizational dehumanization and interactional injustice.	**Not Supported**

Chapter 5

Discussion, Implications and Future Directions

This chapter discusses about details about hypothesized relationships with justifications, implications including theoretical as well as practical implications and limitations and also future directions.

5.1 Discussion

Despite some consideration given to impact of customer treatment and bullying on employee performance (Baranik et al., 2017; De Clercq et al., 2019a), relatively little research has focused on organizational and interpersonal stressors that may decrease performance of employees (De Clercq et al., 2019a).

This study focused on relatively less untouched area of organizational dehumanization by considering behavioral outcomes of organizational dehumanization. Further, literature has considered aggressive deviant behaviors like abuse, sabotage and withdrawal (see, Cohen, 2016; Jiang et al., 2017; Sarwar et al., 2020; Sarwa et al., 2020), and have immediate effect on organization and employees (Lugosi, 2019). While the impacts of mild DWB has lasting effect on organization and comparatively are less studied (Ding et al., 2018; Henle et al., 2010; Mo and Shi,

2017). To fill this gap, this study extends the previous literature on organizational dehumanization, mild deviant behaviors and employee performance.

5.1.1 Impact of Organizational Dehumanization on Perceived Incivility and Injustice Perceptions

This study proposed that organizational dehumanization is positively related with perceived incivility, distributive injustice, procedural injustice and interactional injustice. Results also confirmed the proposed hypotheses of this study and showed positive impact of organizational dehumanization on perceived incivility, distributive injustice, procedural injustice and interactional injustice. Hence, H_1, H_{2a}, H_{2b} and H_{3b} were supported.

Findings of this study reveal that employees experiencing organizational dehumanization in organizations tend to develop incivility perceptions. This finding supported the idea of Dhanani and LaPalme (2019) of spurring the mistreatments in organizations by organizational contexts. Similarly, study by Bastian (2019), explains interpersonal perspective on dehumanization where they provided the framework to describe the dehumanizing implications in explaining the aversive interpersonal relations.

Accordingly, Bastian (2019), argued that such abusive interactions effect individuals perceptions about self and others and this explains well the perceptions of further abusive relations, thus developing perceptions of incivility. social exchange relations which are low quality between members of organization have outcomes in form of negative attitudes as well as perceptions (Johnson and O'Leary-Kelly, 2003).

In such stressful environment in organization, where employees dont feel important part of organization, they may develop perceptions that others are not treating them with dignity and respect inciting perceptions of incivility. This can be explained through spiral effect of COR theory, which claims that one stressful event in organization leads to another one by limiting individuals resources. Accordingly, organizational dehumanization stimulates perceived incivility.

Further, impact of organizational dehumanization on procedural, distributive and interactional injustice was found to be true. These findings can be explained through arguments and COR theory. Shore et al. (2012), argued that employees may develop perceptions of unfairness and relational devaluation if they have destructive relationship with their organization. Further, procedural processes in organizations engage and effect their employees perceptions (Bell and Khoury, 2016). Further, social as well as environmental interactions may effect the employees perception of instrumental features of procedural justice (Bell and Khoury, 2016; Bandura, 1995). Cropanzano and Byrne (2001) argued that dehumanization and Procedural justice should have negative relation with each other because needs of social connectedness, belonging and social connectedness are linked with procedures in organizations.

Further, according to Dhanani and LaPalme (2019), organizations can also cause the perception of mistreatment amongst employees and such perceptions become more strong on severe stressors. It can be explained through the fact that stressors deplete resources to suppress negative perceptive impulses (Baumeister and Vohs, 2003). When employees are exposed to mistreatment rather from persons or organizational point of view, it further intensifies their sensitivity to perceive further mistreatment (Dhanani and LaPalme, 2019). Accordingly, COR theory (Hobfoll, 1989) argued that employees with psychological limited resources undermine themselves and their rewards which they received against their contributions made. Employing COR theory, it can be justified that organizational dehumanization may cause employees to perceive procedural, distributive and interactional injustice as one stressor leads to another stressor through spiral effect (Hobfoll et al., 2018).

Hence organizations should support and show care toward their employees so that they could not develop perceptions of organizational dehumanization. For this organizations may design interventions to help their employees in developing perceptions that they are not just a performing robot for organization rather they are important as employees. Further, organizations can also assist their employees to develop positive perceptions to deal with stressors and to avoid negativity.

5.1.2 Impact of Interactional Injustice on Perceived Incivility

This study also proposed that perceived interactional injustice has positive impact on perceived incivility. Consistent to COR theory, the linkage between interactional injustice and perceived incivility was also supported as findings showed that perceived interactional injustice has a positive impact on perceived incivility (H_{3a}). Hence, the injustice perceptions at interactional level accelerate the perception of incivility. This relationship can be explained in line with COR theory, which claims that stressors effects an individuals perceptions by limiting his emotional resources. Accordingly, when employees feel unfair treatment in organization, this might drain their cognitive and emotional resources resulting in emotional drain which triggers feelings of incivility, consequently they will refer others behavior as uncivil and rude.

Moreover, employees are sensitive towards unequal treatment they receive from organization (Van den Bos and Lind, 2001). Further, basically employees perceptions about treatment of their coworkers play an important role in determining their perceptions about value given by organization (Lind and Tyler, 1988). Accordingly, Fairness Theory (Folger, 2001) describes that individuals assess that if injustice occurred through process of decision making. During this process, individuals evaluate cognitively that how just an action is regarding the signs of respect, dignity, regard and social inclusion (Folger, 2001; Tyler and Lind, 1992). People may consider interactional injustice as inconsiderate, humiliating, disrespectful and rude (Bies, 1986; Tyler and Lind, 1992). Hence, injustice may lead to development of negative consequences for perceiver (Miner and Cortina, 2016).Fairness Theory (Folger, 2001) also predicts that injustice perceptions effect employees mental well-being and according to Bies (2001), injustice perceptions of employees may cause them to show discontentment with their organization. Hence, employees experiencing interactional injustice in organizations may refer it unfair and rude behavior. Further, interactional injustice mediated the relationship between organizational dehumanization and perceived incivility, supporting the idea that

organizational dehumanization positively impacts the interactional injustice.

Organization should ensure fair working environment especially interactional justice which has direct and significant effect on employees perceptions and behaviors. Fairness must be provided in interactions with employees and these should be full of respect as well as dignity.

5.1.3 Impact of Organizational Dehumanization on Perceived Discrimination

This study proposed that organizational dehumanization is positively related with perceived discrimination. Findings suggest a positive impact of organizational dehumanization on perceived discrimination. Hence, H_{4a} was supported. Previous studies argued that victims of dehumanization feel objectification igniting their cognitive processes leading them of developing feelings of possessing low warmth as well as competence as compare to other individuals (e.g., Jeon et al., 2019; Vaes and Paladino, 2010), thus developing perceptions of discrimination. Moreover, Leyens et al. (2000), and Moradi (2013), also argued that discrimination feelings may arise in response to having feelings of less human essence. Findings of this study supported this notion by finding a positive relationship between organizational dehumanization and perceived discrimination. Bastian and Haslam (2011), also argued in their study that dehumanization has cognitive as well as affective results for the victims. Participant of study were exposed to dehumanizing maltreatment or they were asked to recall their experiences of any maltreatment receives regarding their human uniqueness. Individuals receiving such experiences develop aversive self-awareness, feeling of guilt and deconstructive cognitive states. Such aversive self-awareness further intensify feelings of reduced internal awareness. Thus results from studies of (Bastian and Haslam, 2010); Bastian and Haslam (2011) show that victims of dehumanization results in deconstructive cognitive states, sadness, guilt and anger. Literature argues that dehumanized individual will consider his experiences as unjust, unethical and unfair (Bell and Khoury, 2011a) making them to consider these as judgmental treatment due to

experienced dehumanization. Hence, employees may feel discriminated due to dehumanization. Organizations dehumanizing employees dont show concern towards individuals desires and goals (Bell and Khoury, 2011a). Hence, experiencing dehumanization effects employees career well-being. Due to consideration of employees as robots can deliver information to employees about disrespect and not treating them with dignity, making them to develop perceptions of discrimination.

5.1.4 Impact of Injustice Perceptions on Perceived Discrimination

Relationship between procedural injustice, interactional injustice and distributive injustice with perceived discrimination was also investigated. Relationship of interactional injustice and procedural injustice with perceived discrimination was supported. Hence, H_{5a}, H_{6a} and H_{7a} were supported. Literature argues that dehumanized individual will consider his experiences as unjust, unethical and unfair (Bell and Khoury, 2011a), making them to consider these as judgmental treatment due to experienced dehumanization. Hence, employees may feel discriminated due to dehumanization. Organizations dehumanizing employees dont show concern towards individuals desires and goals (Bell and Khoury, 2011a). Hence, experiencing dehumanization effects employees career well-being. Due to consideration of employees as robots can deliver information to employees about disrespect and not treating them with dignity, making them to develop perceptions of discrimination.

While the relationship of distributive injustice and perceived discrimination was not supported. Results can be explained by effort reward imbalance model (Siegrist and Marmot, 2004). This model suggests that once the employees perceive less reward as compare to their efforts, they refer such injustice to organizational formal policies and ultimately it results in strain reactions, rather than relating such injustice to their age, gender, race, ethnicity or other specific trait attached to them.

According to findings of this study perceptions or organizational dehumanization increases employees perceptions of being discriminated in organizations. Hence,

findings suggest that mental health interventions should be provided to employees who feel discriminated due to organizational dehumanization. Accordingly, counseling centers in organizations may also help the victims who feel dehumanized and later perceive others behaviors as discriminated. Further, the mediatory role of distributive injustice between organizational dehumanization and perceived discrimination was not supported. While, procedural and interactional injustice played the mediatory role between organizational dehumanization and perceived discrimination.

5.1.5 Impact of Organizational Dehumanization on Knowledge Hiding

Further, finding of this study on organizational dehumanization suggests that organizational dehumanization leads to knowledge hiding. Hence, employees perceiving dehumanization in organization indulge in retaliatory behaviors like knowledge hiding. Hence, H_{7a} was supported. Further, these retaliatory behaviors are not exhibited only with a specific group, rather employees anywhere experiencing belittling attitude, disrespectful treatment and any form of abuse, they will respond by indulging in retaliatory behavior (Khalid et al., 2018). Further, employees consider their knowledge as valuable and their perceptions of mistreatment will cause them to hide their knowledge (Khalid et al., 2018; Kim et al., 2016b). In accordance with displaced aggression theory, employees project this negativity to coworkers as they usually have less power and are easy target (Dollard et al., 1939). COR theory claims that the stressors push the individuals to restrict their resources. Hence, organizational dehumanization in this study has positively influenced the knowledge hiding.

Literature shows that despite organizational efforts of sharing knowledge (Connelly et al., 2012), employees engage in behaviors of knowledge hiding. Moreover, findings reveal that employees organizational dehumanization may provoke employees to hide their knowledge. Therefore, organizations may reduce employees

knowledge hiding behaviors by decreasing their perceptions of organizational dehumanization. Decreasing organizational dehumanization will effect their behavior in a positive way. One way to make employees perceptions positive is to ensure the effective complaint process in organizations. If employees perceive negative things like dehumanization and show knowledge hiding, such employees should be provided with opportunities to defend themselves.

5.1.6 Impact of Injustice Perceptions on Knowledge Hiding

Literature have investigated about relationship between fairness and isolated behaviors like theft (Greenberg, 1993c), and sabotage (e.g., Ambrose et al., 2002), with less relation with measures of attitude and hence limit ability of predicting such type of behaviors. These low relations are predicted by variance linked with specific workplace behaviors which have hostile organizational impacts. This study investigates the injustice link with deviant behaviors with emphasis on employees attention of getting even. Impact of injustice perceptions on knowledge hiding was supported for this study. Hence, H_{8a}, H_{8b} were supported and 8_c rejected. Specifically, employees who perceive less support from their organization and also perceive interactional injustice have more chances to exhibit deviant behaviors towards organization as well as its members. In comparison, employees developing perceptions of fair treatment in organization not only accept organizational values but also internalize these by responding in positive way towards their organization.

Injustice in organization also triggers deviance (Ambrose et al., 2002). For example, employee perceives distributive injustice if he feels underpaid and hence might be less productive intentionally by delivering less quality. Employees may adopt way of revealing important information in order to punish the organization in response to injustice perceived (Greenberg, 1990). Similarly procedural injustice may also lead to employees deviance at workplace. Hotel employees perceiving supervisors decision unfair may feel themselves as undervalues in organizations

which may lead them to violate the organizational norms and exhibiting retaliation (Nasurdin et al., 2014).

Researchers found that negative acts and injustice predict knowledge hiding amongst employees. Hostile environment in organizations also incite knowledge hiding behavior as retaliation. Stressors at workplace may cause employees to question organizational social norms leading them to breach their psychological contract. Injustice perceptions of employees would then cause employees to restore the equity in organization to reestablish the justice by hiding knowledge. Hence, a friendly environment which develops employees justice perceptions may potentially reduce employees knowledge hiding behavior and enhance knowledge sharing.

5.1.7 Impact of Perceived Incivility and Perceived Discrimination on Knowledge Hiding

This study investigated the employees responses to perceived workplace incivility which is prevalent phenomenon in organizations these days (Irum et al., 2020). Serenko and Bontis (2016), argued that knowledge hiding is considered counterproductive behavior. Hence, H_{9a}, H_{10a}, 11_a were supported while H_{9b}, H_{11c}, and 11_d were not supported. Individuals exhibit counterproductive behaviors in order to show their reactions towards uncivil reactions committed unto them. This study established link between organizational mistreatments i.e. perceived incivility, perceived discrimination and knowledge hiding. This study established that perceived incivility incites behaviors as evasive hiding, rationalized hiding and playing dumb to hide knowledge. Finding shows that perceived incivility also has positive relation with employee knowledge hiding. Such findings are also consistent to COR theory as the spiral; the subsequent stressor also further creates a situation of dual deviation effect on employee resource restriction. Hence, this relationship is explained through COR theory which claims that individuals try to conserve their resources after their depletion. When employees perceive incivility, resources are depleted leading them to conserve their remaining resources by withholding knowledge from others. Scholars have argued about the link between knowledge

ownership and knowledge hiding behavior (von der Trenck, 2015). This study extends literature on understanding of employees responses who perceive themselves as victims of incivility. Further, Porath and Pearson (2012) argued that individuals perceiving incivility may retaliate against the perpetrators and may withdraw from situation. This study highlighted that incivility may not necessarily involve withdrawal because hiding knowledge is not withdrawal.

Individuals developing incivility perceptions may retaliate in response by indulging in knowledge hiding behavior or avoiding sharing of their knowledge to have complete control on their knowledge, which they can use to take revenge of uncivil acts (Aljawarneh and Atan, 2018). Perceived incivility did not mediate the relationship of procedural injustice and knowledge hiding. Perceived incivility mediates the relationship of organizational dehumanization and knowledge hiding. Perceived discrimination mediates the relationship of organizational dehumanization and knowledge hiding. Perceived discrimination did not mediate the relationship of distributive, procedural, interactional injustice and knowledge hiding. Findings suggest that tolerance of workplace incivility is dangerous and organizational policies may prove feasible approaches to eradicate these. For example, team building meetings and zero-tolerance policy. Employees in organizations are not well aware of damaging effects of incivility (Sguera et al., 2016). Further, team building meetings may provide support to employees who perceive incivility in organizations. Further, open dialogue policies in different departments may encourage employees to decide about acceptable behavior in organization.

5.1.8 Impact of Organizational Dehumanization on Employee Time Theft

Organizational dehumanization suggests that organizational dehumanization leads to employee time theft. Hence, H_{12a} was supported. Findings can be explained through social exchange theory (Behavîor, 1961) because they see their relation with organization as social exchange. Hence, each party tries to reciprocate to maintain the balanced contributions in organization. Further, psychological costs

experienced by employees due to perceived mistreatment may create situation of imbalance. Accordingly, Negative reciprocity principles (Gouldner, 1960) describe that individuals may try to resolve these exchange imbalances by indulging in retaliatory acts against their organizations (Mitchell and Ambrose, 2007). Self-gain principle states that individuals find deviance as satisfactory response against mistreatment they perceive (Gouldner, 1960; Knutson, 2004; Tripp et al., 2002). These findings are also consistent with the notion that victims of organizational dehumanization experience impairment in their self-regulatory abilities and hence triggering their deviant behaviors. View of self-regulation impairment describes that employees exhibit deviant behaviors due to depletion of their self-resources through victimization (Aquino and Thau, 2009). Further, perceived incivility provides a more drainage of resources because individuals need cognitive resources to interpret and understand dissonant information and others behaviors, which employees refer uncivil due to more consumption of cognitive resources. Further, COR theory claims that the stressors push the individuals to restrict their resources. Hence, organizational dehumanization in this study has positively influenced the time theft.

Precisely, findings of this study indicated that one of the antecedent of employee time theft is organizational dehumanization. Hence, organizations should make efforts to make their employees feel to be supported in order to feel less dehumanized and finally to avoid employee time theft in organizations. Further, organizations should promote fair treatment by considering them a worthy employee rather than just a machine or robot. Employee should have choice of raising voice if they feel any mistreatment to avoid expensive time theft in long run.

5.1.9 Impact of Perceived Incivility on Time Theft

Workplace incivility can destroy relations among employees, may reduce their psychological as well as physical health and reduce employees efforts on job. It is difficult to assess the cost of incivility at workplace. Literature focused on studying employee exit as cost of incivility (e.g., Lim et al., 2008; Pearson et al., 2000), which may increase cost of organizations to attract as well as maintain the

further qualified individuals. This study proposed the relation between perceived incivility and employee time theft. H_{13a}, H_{13b}, and 14_a were supported.

Finding shows that perceived incivility also has positive relation with employee time theft. Such findings are also consistent to COR theory as the spiral; the subsequent stressor also further creates a situation of dual deviation effect on employee resource restriction.

In addition to this, the impacts of perceived incivility on time theft and knowledge hiding can also be justified as the uncivil perceptions of employees effects the employees cognitive resources specially related to their tasks (Foulk et al., 2018; Porath and Erez, 2007). Hence, the employees allocate their intentional resources to other activities which are unrelated to their tasks (Themanson and Rosen, 2015). According to Cho et al. (2016), employees perceiving workplace incivility may avoid their work and also decrease their work quality.

Managers if are unable to provide sufficient and clear guidelines to employees for completing their tasks, an environment where mistreatments are not discouraged is created resulting in additive resource depletion of employees.

Moreover, results revealed that workplace incivility relates to employee time theft in organization. Hence managers can decrease the effect of incivility on employee time theft by ensuring that employee have clear information about each and everything so that they may not develop negative perceptions.

Organizations also adopt mechanisms like grievance systems to encourage their employees to voice their mistreatments (Feuille and Delaney, 1992; Ury et al., 1988). Nonetheless, despite usefulness of such interventions, it is reasonable that such grievance systems might worsen the situation by eliciting employees deviance through inducements of spirals of mistreatments.

Reason is that grievance systems only deal with perpetrators of uncivil acts despite solving the root cause of these acts to diminish them. If employees are provided with constructive dialogues to raise their concerns and confront such situations may improve this unpleasant experiences of mistreatments before it lead to deviance like time theft.

Organizations can also implement the team-building meetings, providing the employees with opportunity to say their discomforts to cope with their perceptions of incivility. Accordingly, arranging continuous meetings of supervisors and employees can also prove helpful for organizations to inhibit incivility consequences. Complaint system may also be helpful in assisting managers to coach their employees.

5.1.10 Impact of Injustice Perceptions on Employee Time Theft

Findings suggest that procedural and interactional injustice showed no impact on employee time theft. Hence, H_{15b}, was supported and H_{15a} and H_{15c} were not supported. Reason can be high power distance culture in Asian countries like Pakistan. According to Chen and Jiang (2002), high power distance generates mutual obligations which regulate social interactions. Employees working in high power distance organizations have a believe that it is suitable to show deference, loyalty and respect towards the management of organization (Mulki et al., 2006). This suggests that employees working in high power distance cultures accept the management treatment in organization in order to stay and work in organization (Mulki et al., 2006). Literature shows that Asian countries with high power distance are tolerant of bad behaviors at workplace (Sarwar et al., 2020). Hence, considering the Pakistani culture of high power distance with employees integration in in-groups, masculinity and uncertainty avoidance (Hofstede, 1983); findings of this study support the applicability as well as relevance of studying organizational dehumanization on an Asian cultural context like Pakistan and it can be argued that employees dont perceive bad behavior as incivil behavior. Literature also shows that job insecurity is high in employees of Asian countries like Pakistan (Sarwar et al., 2020), which make employees keep working. Threat of job and less employment opportunities make them strive to stay in their respective organizations and hence display desired behaviors and performance that could increase their chance of threat of job loss.

Perceived incivility mediated the relationship between organizational dehumanization, interactional injustice and time theft. When employees perceive incivility in organization, they are more likely to indulge in time theft activities on perceiving dehumanization and interactional injustice. Employee time theft is expensive for organizations. Hence, encouraging employee voice, being more supportive towards employees, instituting policies, improving communication and pay raise may increase employees perceptions about justice in organizations (Cohen-Charash and Spector, 2001), which will lower their time theft. Further, many other factors may also effect employees perceptions. Hence organizations may work in increasing employee involvement and organizational identification which would decrease employee time theft.

5.1.11 Impact of Perceived Discrimination on Employee Time Theft

Findings suggest that perceived discrimination showed impact on employee time theft. Hence, H_{16a} and H_{16b} were supported. Along with employee performance, deviance at workplace is new criteria to evaluate employees effectiveness (Qu et al., 2020). Further, employees perceptions about organizations play an important role in shaping their behaviors at work (Colquitt et al., 2001). Employees facing discrimination are inclined towards exhibiting deviant behaviors (Wright et al., 1990). Employees facing discrimination at workplace may withdraw themselves emotionally from their organization and hence putting less effort in result (Qu et al., 2020). Employees in organizational culture where discrimination is encouraged prefer the deviance which has less chances of detection and that can be employee time theft. Further, perceived discrimination also mediated the relationship between organizational dehumanization and employee time theft. Perceptions about being discriminated in employees may effect how people are related to their organizations and thus deciding their behavior. Further, individuals susceptible to others judgments are vulnerable to signals of biasness.

5.1.12 Impact of Organizational Dehumanization on Employee Performance

Relationship between organizational dehumanization and employee performance was supported hence supporting H_{18}. Despite some consideration given to impact of customer treatment and bullying on employee performance (Baranik et al., 2017; De Clercq et al., 2019c), relatively little research has focused on organizational and interpersonal stressors that may undermine employee performance (McCord et al., 2018). To fill this gap, this study has employed COR theory (Hobfoll, 1989) to indicate that likelihood of low employee performance in response to organizational dehumanization. Findings suggest that organizational dehumanization effect employee performance.

Organizational dehumanization has a negative direct impact on employees performance. One likely explanation of such results can be that employees perceiving less support from organization think that their social and emotional needs are nor considered and they may start suspicion increasing their perceptions of incivility and decreasing performance.

Further, dehumanizing others may cause employees to show aggressive behaviors due to more anti-sociality (Rudman and Mescher, 2012). Thus, current study has filled the gap in literature by showing the negative impact of organizational dehumanization on employees performance.

It is important to note that perceptions of organizational dehumanization in employees are not an odd thing to happen. Hence, organizations need to make serious decisions to reduce the effects of organizational dehumanization which contribute towards reducing employee performance in organizations. Mangers need to ensure that very human resource practice like policies, payments, performance appraisal system and contracts are built transparently.

Findings of this study revealed that organizational dehumanization decreases employee performance hence organizations should decrease these perceptions of employees in order to increase their performance. And for this organizations should

provide both emotional as well as instrumental support. Further, trainings concentrating on good leadership should be applied in order to allow managers to make extensive programs to obtain support they expect.

Further, through communications, information, physical assistance, organizing sources, and latest technology may boost employees self-esteem. Mentoring program is also suggested as coping strategy. Hence, through professional mentors, organizations may help their employees to boost up their motivation, self-esteem, self-confidence and self- evaluation to handle workplace stressors.

5.1.13 Impact of Perceived Incivility, Perceived Discrimination and Injustice Perceptions on Employee Performance

Impact of perceived incivility, perceived discrimination, and injustice perceptions on employee performance was not supported. H_{19a} and H_{19b}, H_{19c} , H_{19d}, H_{20a}, H_{20b}, H_{21a}, H_{21a}, H_{22a}, H_{23a}, H_{23b} were not supported. Employees who develop feelings that they receive unfair treatment, may have negative emotions as well as attitudes and then once they become upset they are motivated to somehow reciprocate by decreasing their performance. But this relationship was not supported in this study. One possible reason may be high unemployment which motivates employees to keep working rather than minimizing their efforts in order to continue their jobs. Another reason may be commitment of employees with their organizations. According to Kunze et al. (2011), employees might ignore the remaining issues if they are committed with their organizations. Further, another reason can be high power distance culture in Asian countries like Pakistan. According to Chen and Jiang (2002), high power distance generates mutual obligations which regulate social interactions. Employees working in high power distance organizations have a believe that it is suitable to show deference, loyalty and respect towards the management of organization (Mulki et al., 2015). This suggests that employees working in high power distance cultures accept the management treatment in organization in order to stay and work in organization (Mulki et al., 2015).

Literature shows that Asian countries with high power distance are tolerant of bad behaviors at workplace (Sarwar et al., 2020). Hence, considering the Pakistani culture of high power distance with employees integration in in-groups, masculinity and uncertainty avoidance (Hofstede, 1983); findings of this study support the applicability as well as relevance of studying organizational stressors in Asian cultural context like Pakistan and it can be argued that employees dont decrease their performance. Literature also shows that job insecurity is high in employees of Asian countries like Pakistan (Sarwar et al., 2020), which make employees keep working. Threat of job and less employment opportunities make them strive to stay in their respective organizations and hence display desired behaviors and performance that could increase their chance of threat of job loss.

5.1.14 Psychological Capital as Moderator

Psychological capital moderated the relationship between organizational dehumanization and procedural and distributive injustice. H_{24a} and H_{24b} were supported while H_{24c} were not supported. COR theory (Hobfoll et al., 2018) claims that individuals having more resources better cope with stressors. One such resource is psychological capital has been established as personal resource, which act as guard for employees against the detrimental effects of stressors (Probst and Lawler, 2006). Through the lens of COR theory, we believe that psychological capital serve the purpose of personal coping resource and lead employees to conserve their resources by decreasing performance on facing stressors in organization. procedural and distributive injustice are formal and standard procedures and are perceptions of employees that system is unfair so psychological capital may help employees in such circumstances and psychological capital reduces the effect of organizational dehumanization on procedural and distributive injustice.

Further, Psychological capital did not moderate the relationship between organizational dehumanization and interactional injustice. Reason can be that employees perceiving interactional injustice feel that I am personally targeted regarding my dignity, respect and interaction, and relationship with me is not of high quality, hence, in such circumstances Psychological capital may not help employees

in curbing devastating effects of organizational dehumanization on interactional injustice. Hence findings suggest that stressors ignite employees negative perceptions by decreasing their performance in organizations. Such findings highlight the significance of tourism as well as hospitality sector to provide employees with more encouraging environment. Developing a culture where front line employees are empowered to handle negative incidences in organizations can increase employees personal resources (Boukis et al., 2020). As findings suggest that psychological capital of front line hotel employees helps in decreasing the effects of procedural and distributive injustice on employees perceived incivility. Since, it is difficult to mold personality traits in short time duration, hence hotels can build resilience, hope, optimism and self-efficacy of their employees via encouragement strategies. Further, management should focus on psychological capital indicators while hiring their employees. According to results employees will lower down their performance in context of stressors. Hence, hotels need to develop a good working environment through trainings.

5.2 Theoretical Implications

This study contributes to the organizational psychology and hotel literature by offering a novel insight particularly on the employee organization relationship framework. This study contributes to literature in several ways. One, this study enhances the literature on organizational dehumanization which is a new concept in organizational behavior and researchers and practitioners were less aware about its consequences (Caesens et al., 2019). This study, based on COR theory (Hobfoll, 1989) considers organizational dehumanization as a stressor and proposes a research framework on its consequences. Two, the literature on the outcomes of organizational and interpersonal mistreatment is scant (Dhanani and LaPalme, 2019). Therefore, this study made efforts to consider organizational mistreatment; the organizational dehumanization and interpersonal mistreatment; the perceived incivility to further strengthen the literature on organizational and interpersonal mistreatment.

Three, deviant behaviors are of two types; the aggressive deviant behavior and mild deviant behavior. Though the researchers have considered deviant behaviors (Berry et al., 2007; Cohen, 2016; Jiang et al., 2017), but mild deviant behavior remained ignored (Mo and Shi, 2017). This study contributes in literature by proposing a theoretical framework which incorporates potential mild behavioral outcomes (i.e. time theft and knowledge hiding), as well as the drivers of such deviant behaviors. This study provides insights about role of psychological capital as moderator in decreasing the impact of organizational dehumanization on perceived incivility. Further, this study also tests the proposed research framework empirically to elaborate the individual effects of organizational dehumanization, perceived incivility on time theft and knowledge hiding. This study also contributes in literature by considering the behavioral outcome (employee performance) of organizational dehumanization i.e. employee performance. Because previous studies has considered attitudinal outcomes. This study is unique in a sense because it considers the behavioral outcome (employee performance) of organizational dehumanization. Research efforts of scholars on this topic have focused so far on attitudinal outcomes of OD, such as emotional exhaustion, psychosomatic strains, turnover intentions, job satisfaction and affective commitment (Caesens et al., 2019, 2017). This study adds in literature by focusing on behavioral outcome i.ee employee performance of organizational dehumanization, as suggested by Sarwar and Muhammad (2020).

This study also found support for new mechanism of perceived incivility in the interactional injustice and employee performance relationship. In line with recent literature on perceived incivility which highlights the need to examine the behavioral outcome of perceived incivility i.e. employee performance (Dhanani and LaPalme, 2019). Current study also extend the COR theory by claiming psychological capital of employees as personal resource which helps in buffering the interactional injustice-perceived incivility relationship. This responded to recent calls of researchers who suggested to consider personal resources which may diminish the detrimental outcomes of stressors (Bouckenooghe et al., 2019; De Clerq et al., 2019). Furthermore, this study investigates mechanism as well as boundary

conditions of organizational and interpersonal stressors in eastern culture. Existing literature have explained that Asian cultures are collectivistic, have high power distance, short term orientation, masculine characteristics and strong uncertainty avoidance and such Asian cultures are renowned for tolerating and supporting stressors at workplace (Sarwar et al., 2020). There is huge gap between managers and employees (high power distance), risk averseness is more (uncertainty avoidance), power is valued (masculinity) and employees are integrated in groups (collectivism) in Asian cultural context specifically in Pakistan (Hofstede, 1983). Keeping in view this cultural context, findings of this study support the applicability as well relevance of studying organizational dehumanization and interactional injustice in this new Asian cultural context.

Demand for research on stressors in organizations is growing in non-western contexts and researchers should focus on stressors and employee mistreatments in Asian context (Ishfaq et al., 2019), this study respond to these calls and collected data from Pakistan, a country which is characterized by high power distance making our research more relevant and timely. Finally, this study considers service sector; the hotel industry as a research context as the service sector is more prone to dehumanization and incivility (Sarwar and Muhammad, 2020).

5.3   Managerial Implications

This study also suggests practical implications for organizations. Organizational dehumanization has low intensity as compare to overt physical aggression, and was ignored by practitioners. Finding on organizational dehumanization as stressor in this study show that it ignites incivility perceptions to shape employee behavior in term of time theft and knowledge hiding. Accordingly, managers need to design some interventions that may help the employee to realize that they are not considered as an instrument that can easily be replaced. Managers may make their employees to feel less dehumanized and more supportive by hotels and their managers through practice of certain HR practices like by decreasing workload, increasing their perceptions of job security and providing training and development

opportunities for their growth and grooming. To decrease employees dehumanization feelings, Workshops, conferences, team-building workshops involving active interaction between people from different levels of management are much better. Organizations need to realize employees that they are cared as a human first then comes their performance. This can be done by training civility, respect and engagement at work (CREW) to decrease the perceptions of stressors amongst employees (Leiter et al., 2011). Such types of trainings can help in incorporating policies regarding communication to address organizational dehumanization and perceived incivility at workplace. Particularly, managers can concentrate on potential issues regarding mistreatments. Hence, better communication may help in limiting potential disadvantages of mistreatments. Organizations try to find, chose and promote individuals as leaders who establish and show desirable ethical values and for this, organizations may invest in programs of ethics training to improve ethical behavior of leaders.

Hotels should ensure equality among hotel employees. They should provide equal rights to all employees in hotels. Managers should not let any stereotype influence on employees pays, recruitments, job tasks as well their benefits. Managers should also ensure that benefits packages should not be different for employees at same level performing comparable tasks. Hotels should develop consistent and a clear system for all employees so that feels discriminated due to any stigma attached. System which encourages employees to seek more information and to even challenge their managers decisions may help employees to develop strong connection with their organization decreasing chances of deviance. Further, hotel managers can also empower their employees to make their own decisions and solve their problems on their own. This would help employees to feel important by their organization (Kruja et al., 2016) and in turn decreasing chances of their exhibition of deviance. Frontline employees in hotels should have authority to respond to customer needs themselves without consulting their supervisors. Further, hotels may use role play training for their front line employees to assist them to resolve their issues which would increase their ability of making decision at their own.

Managers should focus on promoting fairness while interacting with employees by

providing accurate and equal information and giving them equal rights of raising their voice. Furthermore, hotels must do practical efforts to increase employees perceived organizational support to make them feel less dehumanized and finally having benefit in terms of improved employee performance. Additionally, managers may make their employees to feel less dehumanized and more supportive by hotels and their managers through practice of certain HR practices like by decreasing workload, increasing their perceptions of job security and providing training and development opportunities for their growth and grooming (Eisenberger and Stinglhamber, 2011). Organizations should establish a proper selection system comprising psychological tests inorder to identify employees who are intended to give or perceive hierarchical mistreatment. Hotels should also offer psychological guidances to employees to ease their abused tensions (Jahanzeb et al., 2019). Psychological guidance may be given through formal or informal channels. It depends on organization to take it as a cost bearing project whereby external resources can be consulted for the counseling, otherwise organization can utilize internal resources for the same purpose where peer or leaders support can serve the purpose. Moreover, supervisors should be trained to be supportive towards their employees. Haar et al. (2016), has also developed and introduced a training program for supervisors recently. It has four basic strategies including sincerity, experiential processing, benevolence and fairness. By practicing this program in hotels, managers may make their employees to feel more important and supported by their supervisors and hotels. These are the proposed interventions and their outcomes can be seen through leaders changed behaviors. Findings suggest that stressors ignite employees negative perceptions by decreasing their performance in organizations. Such findings highlight the significance of tourism and hospitality sector to provide employees with more encouraging environment. Developing a culture where front line employees are empowered to handle negative incidences in organizations can increase employees personal resources (Boukis et al., 2020). As findings suggest that psychological capital of front line hotel employees helps in decreasing the effects of interactional injustice on employees perceived incivility. Since, it is difficult to mold personality traits in short time duration, hence hotels

can build resilience, hope, optimism and self efficacy of their employees via encouragement strategies. Further, management should focus on psychological capital indicators while hiring their employees. According to results employees will lower down their performance in context of stressors. Hence, hotels need to develop a good working environment through trainings. Along with the direct attempt of reducing mistreatments in organizations, moderator results in this study suggests that organizations may practice practical ways to enhance employees psychological capital in order to decrease employees perceptions of injustice. Literature also emphasizes on promoting the positive resources of a person (Fredrickson, 2001) as Luthans et al. (2006), recommend implementing strategies for development of human resource to enhance the psychological assets and lessen the risk factors.

| **Findings**	Organizational dehumanization triggers incivility perceptions	Discrimination effects employees behavior	Stressors decrease employee performance	psychological capital of employees helps in decreasing the effects of interactional
How to Overcome	Decrease employees perceptions of dehumanization, and incivility perceptions and by increasing employees	By eliminating employees perceptions of discrimination	Provide employees with more encouraging environment.	Build resilience, hope, optimism and self efficacy
Suggestion	a) Decrease workload b) Training and development opportunities c) Training civility, respect and engagement at work (CREW) d) Increase organizational support	a) Equal rights to all employees b) Consistent and a clear system c) Promote fairness	a) Empower employees b) To decrease employees perceptions of stressors different workshops, conferences, team-building workshops involving active interaction should be arranged	a)Good working environment b)Encouragement strategies to increase employees positive resources.

FIGURE 5.1: Model of Illustrate Recommendations

5.4 Limitations and Future Directions

This research has few limitations. This study considered front line employees of developing country in Asia like Pakistan thereby limiting generalizability of results. While perceived incivility may highly prevail in chefs and kitchen staff in hotel industry and they may also indulge in deviant behaviors at work and home. Thus I suggest that future researchers should investigate by broadening their sampling units and also examine employees behavioral responses both at work as well as home.

This study considered PsyCap as individual resources to buffer the impact of organizational dehumanization. Furthermore, getting support from others in organization lessen the emotional consequences of stressors (Cortina and Magley, 2009). Hence, I recommend future researchers to consider some other resources like social resources e.g., social support from colleagues and family to reduce the negative effects. This study considered only employees perceptions about organization i.e. organizational dehumanization in triggering employees negative perceptions i.e. perceived incivility. Another factor which may contribute in employees perceived incivility is nature of work (Thompson et al., 2018), because it is related with frequency of interactions with others in organization. Hence future researchers should also consider nature and type of job stimulating employees perceptions about incivility. Furthermore, concept of perceived incivility should also be considered with negative supervision like Punitive Supervision.

In this study demographic data presented are so limited. Future studies should consider type of job respondents are doing, their working conditions, service length, or employment contract type (e.g., part-time, full-time, seasonal, zero hours). Further, this study employed quantitative research methods to analyze results. Future researchers may consider qualitative research methods to explore the devastating effects of organizational dehumanization on employee behaviour. Future researchers may test this model by including culture variable like power distance in Asian countries.

Asian countries are characterized by high power distance culture (Sarwar et al., 2020), where organizational and interpersonal stressors are highly prevailed in organizations. Hence Asian employees might differ from employees of other regions in regard of their relations with their organizations. Accordingly, future researchers may compare the results in regard of European and Asian contexts or they may replicate these results in other regions and countries to increase generalizability of results. Second, this study found the behavioral outcome of organizational dehumanization i.e. employee performance. Future researchers may consider other behavioral outcomes. Third, this study focused on the mechanistic form of dehumanization which is most prevalent in organizations (Bell and Khoury, 2011b). But recently many scholars suggest that animalistic dehumanization may also occur in organizational settings (Caesens et al., 2017) and housekeeper positions as well as cleaning employees may be the target of this dehumanization (Nisim and Benjamin, 2010). Hence, future researchers may investigate on consequences of animalistic dehumanization and may compare the results with mechanistic dehumanization. Future researchers may also consider other mediating mechanisms.

5.5 Conclusion

This study established organizational dehumanization in organization is likely to stimulate employees negative perceptions (i.e. perceived incivility), which later shapes their deviant behaviors. This study further established that individuals having more personal resources like PsyCap are less susceptible to experience perceived incivility and engage in deviant behaviors. My results shed light on importance of recent theoretical framework which draws on organizational dehumanization, injustice perceptions, incivility, discrimination, time theft, knowledge hiding and employee performance. And calls on outcomes of Organizational dehumanization. This study shows importance of workplace relations and employees perceptions in provoking their deviant behaviors.

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Appendix-A

Questionnaire

Subject: Data Collection for Survey Based Research on Employee Perceptions and Behavior

Dear Sir/Madam,

I am conducting a research project where I am inviting you to take part in this study by completing the attached questionnaire. The objective of the current study is to assess supervisors perceptions as well as employees perceptions and behaviors in Pakistani organizations. This survey comprises of two forms i.e. Form A and Form B. The purpose of which has been mentioned below:

There are two types of forms (A and B) included in this packet. The purpose and estimated completion time of each of the forms is detailed below.

Form-A To be filled by Supervisor: This form has to be filled in by the Supervisor which will not take more than 5 minutes.

Form A: The Supervisor has to fill this form only once for subordinates identified randomly (maximum eight) working under him/her and fill in one form for each one of them.

As Supervisor you are requested to follow the following protocol while completing this form.

For each of selected subordinates working under your supervision, fill in the Form A. Please make sure that name of the subordinate is mentioned at the top of each

filled form and code is assigned (1, 2, 3, 4, 5, 6, 7 & 8) against their names in the box provided at the top of Form. Do not show these forms to the subordinate as these are your assessments about them and should be kept confidential.

Form-B: To be filled by Subordinate: This form is to be filled in by the Subordinate. The estimated time for completing one form is about 10 to 15 minutes. It has four sections. Employee should fill out the section 2 after an interval of 15 days from section 1 and same interval should be given for section 3 and 4.

I will be truly thankful to you on taking part in this research by providing your honest responses and helping us in assessing various aspects of employees and supervisors perceptions. The anonymity of the responses is assured and the information being collected under this study shall remain confidential. For any clarification and query regarding this form research, kindly feel free to contact undersigned.

Your Sincerely,

Aisha Sarwar (PhD Scholar)

Capital University of Science & Technology

aisha_sarwar02@hotmail.com

Form A

Employee Name for whom this form is filled: _____	**Assigned Code**(1, 2, 3, 4, 5, 6, 7 & 8): _____

Below are a series of statements with which you may either agree or disagree. For each statement, please indicate the degree of your agreement/disagreement by selecting the appropriate number.

Please rate your **SELECTED SUBORDINATE** on the following statements.		Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree
EP1	This employee is very competent.	1	2	3	4	5
EP2	This employee gets his or her work done very effectively.	1	2	3	4	5
EP3	This employee has performed his/her job well	1	2	3	4	5

Form B

SUBORDINATE'S SURVEY

- Please keep this form confidential and do not show this to anyone.

- The anonymity of the responses is assured and the information being collected under this study shall remain confidential.

How you feel in organization		Disagree Strongly	Disagree a Little	Neither Disagree nor Agree	Agree a Little	Agree Strongly
OD1	My organization makes me feel that one worker is easily as good as any other	1	2	3	4	5
OD2	My organization would not hesitate to replace me if it enabled the company to make more profit	1	2	3	4	5
OD3	If my job could be done by a machine or a robot, my organization would not hesitate to replace me by this new technology	1	2	3	4	5
OD4	My organization considers me as a tool to use for its own ends	1	2	3	4	5
OD5	My organization considers me as a tool devoted to its own success	1	2	3	4	5
OD6	My organization makes me feel that my only importance is my performance at work	1	2	3	4	5

OD7	My organization is only interested in me when it needs me	1	2	3	4	5
OD7	The only thing that counts for my organization is what I can contribute to it	1	2	3	4	5
OD8	My organization treats me as if I were a robot	1	2	3	4	5
OD9	My organization treats me as if I were a robot	1	2	3	4	5
OD10	My organization considers me as a number	1	2	3	4	5
OD11	My organization treats me as if I were an object	1	2	3	4	5
	How do you feel as worker at your work place					
PSY1	I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5
PSY2	I feel confident in representing my work area in meetings with management.	1	2	3	4	5
PSY3	I feel confident contributing to discussions about the companys strategy.	1	2	3	4	5
PSY4	I feel confident helping to set targets/goals in my work area.	1	2	3	4	5
PSY5	I feel confident contacting people outside the company (e.g.,suppliers, customers) to discuss problems.	1	2	3	4	5
PSY6	I feel confident presenting information to a group of colleagues.	1	2	3	4	5
PSY7	If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5
PSY8	At the present time, I am energetically pursuing my work goals.	1	2	3	4	5
PSY9	There are lots of ways around any problem.	1	2	3	4	5
PSY10	Right now I see myself as being pretty successful at work.	1	2	3	4	5

PSY11	I can think of many ways to reach my current work goals.	1	2	3	4	5
PSY12	At this time, I am meeting the work goals that I have set for myself.	1	2	3	4	5
PSY13	When I have a setback at work, I have trouble recovering from it, moving on.(R)	1	2	3	4	5
PSY14	I usually manage difficulties one way or another at work.	1	2	3	4	5
PSY15	I can be on my own, so to speak, at work if I have to.	1	2	3	4	5
PSY16	I usually take stressful things at work in stride	1	2	3	4	5
PSY17	I can get through difficult times at work because Ive experience difficulty before.	1	2	3	4	5
PSY18	I feel I can handle many things at a time at this job.	1	2	3	4	5
PSY19	When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5
PSY20	If something can go wrong for me work-wise, it will.(R)	1	2	3	4	5
PSY21	I always look on the bright side of things regarding my job.	1	2	3	4	5
PSY22	Im optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5
PSY23	In this job, things never work out the way I want them to.(R)	1	2	3	4	5
PSY24	I approach this job as if every cloud has a silver lining I approach this job as if every cloud has a silver lining	1	2	3	4	5

Section 2

Below are a series of statements with which you may either agree or disagree. For each statement, please indicate the degree of your agreement/disagreement by selecting the appropriate number and the way you feel regarding yourself at your work place.

The following items refer to your (outcome). To what extent:	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
DIJ1	Does your (outcome) reflect the effort you have put into your work?	1	2	3	4	5
DIJ2	Is your (outcome) appropriate for the work you have completed?	1	2	3	4	5
DIJ3	Does your (outcome) reflect what you have contributed to the organization?	1	2	3	4	5
DIJ4	Is your (outcome) justified, given your performance?	1	2	3	4	5
The following items refer to the procedures used to arrive at your (outcome). To what extent:					
PIJ1	Have you been able to express your views and feelings during those procedures?	1	2	3	4	5
PIJ2	Have you had influence over the (outcome) arrived at by those procedures?	1	2	3	4	5
PIJ3	Have those procedures been applied consistently?	1	2	3	4	5

PIJ4	Have those procedures been free of bias?	1	2	3	4	5
PIJ5	Have those procedures been based on accurate information?	1	2	3	4	5
PIJ6	Have you been able to appeal the (outcome) arrived at by those procedures?	1	2	3	4	5
PIJ7	Have those procedures upheld ethical and moral standards?	1	2	3	4	5
	The following items refer to (the authority figure who enacted the procedure). To what extent:					
IIJ1	Has (he/she) treated you in a polite manner?	1	2	3	4	5
IIJ2	Has (he/she) treated you with dignity?	1	2	3	4	5
IIJ3	Has (he/she) treated you with respect?	1	2	3	4	5
IIJ4	Has (he/she) refrained from improper remarks or comments?	1	2	3	4	5

Section 3

Below are a series of statements with which you may either agree or disagree. For each statement, please indicate the degree of your agreement/disagreement by selecting the appropriate number and the way you feel regarding yourself at your work place.

Have you been in a situation where any of your superiors or co-workers:? (incivility)		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
PI1	Put you down or was condescending to you?	1	2	3	4	5
PI2	Paid little attention to your statement or showed little interest in your opinion?	1	2	3	4	5
PI3	Made demeaning or derogatory remarks about you?	1	2	3	4	5
PI4	Addressed you in unprofessional terms, either publicly or privately	1	2	3	4	5
PI5	Ignored or excluded you from professional camaraderie?	1	2	3	4	5
PI6	Doubted your judgment on a matter over which you have responsibility?	1	2	3	4	5
PI7	Made unwanted attempts to draw you into a discussion of personal matters?	1	2	3	4	5
	Have you been discriminated on basis of age? (discrimination)					

DIS1	Elderly workers are passed over left out in cases of promotion or internal recruitment	1	2	3	4	5
DIS2	Elderly workers do not have equal opportunities for training during work time	1	2	3	4	5
DIS3	Younger workers are preferred when new equipments, activities or working methods are introduced	1	2	3	4	5
DIS4	Elderly workers less often take part in development appraisals with their superior than younger workers	1	2	3	4	5
DIS5	Elderly workers have less wage increase than younger workers	1	2	3	4	5
DIS6	Elderly workers are not expected to take part in change processes and new working methods to the same degree as their younger peers	1	2	3	4	5

Section 4

Below are a series of statements with which you may either agree or disagree. For each statement, please indicate the degree of your agreement/disagreement by selecting the appropriate number and the way you feel regarding yourself at your work place.

How you see yourself		Never	Rarely	Sometimes	Often	Very Often
KH1	Do not want to transform personal knowledge and experience into organizational knowledge.	1	2	3	4	5
KH2	Do not share innovative achievements.	1	2	3	4	5
KH3	Do not share helpful information with others.	1	2	3	4	5

How often you engaged in stealing time at work from their employer during the last week.		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
TF1	Worked on a personal matter instead of working for your employer.	1	2	3	4	5
TF2	Spent too much time fantasizing or daydreaming at the job.	1	2	3	4	5
TF3	Took an additional or a longer break than is acceptable at your workplace.	1	2	3	4	5

EMPLOYEE INFORMATION

Name: _____

Organization Name: _____

Gender:　　☐ Male　　　☐ Female

Age:

☐ Less than 25　☐ 25-30　☐ 31-34　☐ 35-40　☐ 41-44　☐ 45-50　☐ 51-54

☐ 55 and above

Qualification:

☐ Intermediate　　☐ Bachelors　　☐ Masters　　☐ Doctorate