

# Organizational Dehumanization Impact on Knowledge Hiding and Employee Theft Time: Moderating Effect of Psychological Capital

Mehboob Alam<sup>1</sup>, Fozia Gul<sup>2</sup>, Syed Intasar Hussain Kazmi<sup>3</sup> and Mohsin Musaddiq Malik<sup>4</sup>

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## Abstract

*This study illustrates when organizational dehumanization leads to infrequent (deviant) job behavior. So, this study aims to investigate the impact of organizational dehumanization on perceived incivility, knowledge hiding, and employee theft time. In addition, the moderating effect of psychological capital is examined among organizational dehumanization and perceived incivility, as well as the mediation of perceived incivility about organizational dehumanization and deviant (abnormal) job behavior (time theft and knowledge hiding). This study is based on the COR and SET theory. The information was gathered from manufacturing sector employees utilizing the time-lag method of intervals T1/T2/T3 correspondingly. The data demonstrate that organizational dissent is a problem. Additionally, the psychological capital of the workforce reduced the negative impacts of organizational dehumanization on perceived rudeness. This study offers insights into reducing organizational stressors to buffer employee deviant behaviors by considering behavioral results of organizational dehumanization or management. This study also provides directions for new manufacturing industry research.*

**Keywords:** Organizational Dehumanization, Perceived Incivility, Knowledge Hiding, Employee Theft Time, Psychological Capital.

## Introduction

Discipline social psychology presents the thought of dehumanization (Haslam & Loughnan, 2014). Dehumanization believes that declining awareness of collectively valuable survival (Caesens et al., 2017) occurs due to the realization of being disvalued or considered as a device by their employer and simply replaceable. This notion has recently been set up in organizational behavior (Caesens et al., 2017). Deprivation negatively affects attitude and behavior outcomes. However, not much is present in the early years of organizational behavior. Inadequate writing has measured the adverse effects of dehumanization on attitudinal outcomes. e.g., affective commitment, job satisfaction, employee theft time, turnover intention, mental damages (Caesens et al., 2019) and performance (Sarwar & Muhammad, 2020). Adding to the literature, our study attempts to present theoretical and managerial contributions by viewing organizational dehumanization, behavioral outcome knowledge hiding, and employee theft time in the manufacturing business.

To contemplate dehumanization in the manufacturing business is pertinent. First, trade involved frequent labor demands compared to other industries, as employees are likely to execute different duties. So, workers are informed about more work-related strain, load, lack of motivation, and emotional fatigue (Huertas-Valdivia et al., 2019). As a result, employee

<sup>1</sup>Deputy Treasurer, Lahore College for Women University, Lahore. Email: [mbadawn@gmail.com](mailto:mbadawn@gmail.com)

<sup>2</sup>Assistant Manager HR, Institute of Management Sciences, Pak AIMS, Lahore, Email: [fgkhattak786@gmail.com](mailto:fgkhattak786@gmail.com)

<sup>3</sup>PhD Scholar, The Superior University, Lahore, Pakistan. Email: [intasar1@yahoo.com](mailto:intasar1@yahoo.com)

<sup>4</sup>Institute of Management Sciences, Pak AIMS, Lahore. Email: [mohsin\\_musaddiq@yahoo.com](mailto:mohsin_musaddiq@yahoo.com)



behavior in this trade is measured as a significant factor. The behaviors of employees lie in awareness regarding managers and the organization. Current research argues that perceived organizational dehumanization badly affects employees' well-being and organization (Stinglhamber et al., 2023).

Second, to achieve organizational goals, employees' deviant work behavior is an obstacle. In the manufacturing industry, deviant (unexpected) behavior might contain abusive and falsified behavior. Third, manufacturing employees practice deviant behavior through knowledge hide and anti-services (Stinglhamber et al., 2023). The manufacturing industry mainly depends on human capital to distribute services. Likewise, the manufacturing industry faces such unexpected employee behavior, and the reasons must be addressed. Thus, it is imperative to see deviant behaviors as an antecedent to safeguard such activities in the manufacturing industry (Haldorai et al., 2020). Lastly, Naseer et al. (2018) indicated that employee behavior changes if they receive organizational stressors. Due to cognitive, physical, and emotional strain, taxing dealings and surroundings can hold employees back from conducting sound work (De Clercq et al., 2019). However, in what manner an organization's ill-treatment form behavior of employees now needs to be discovered (Sarwar & Muhammad, 2020). Therefore, our research attempts to present the effect of organizational maltreatment aspect, e.g., Organizational Dehumanization (OD), deviant behavior like knowledge hiding (KH), and employee theft time (ETT) in the manufacturing sector. Additionally, our research reflects organizational dehumanization because the manufacturing sector faces that end from the employee's perception as they are being considered a tool and disposable. So, based on this, the manufacturing industry might be reasonable for our study.

Deviant work behavior contains:

- Hidden resources like long breaks.
- An effort to custody.
- Unethical decisions.
- Absenteeism.
- Theft in slow work and gossip.

In an organization, a series of DWBs include destructive and calm behaviors. Negative DWB directly impacts the organization and employees (Lugosi, 2019), while gentle DWB has long-term effects and is relatively less considered (Mo & Shi, 2017). Recently, a study regarding deviance in the manufacturing industry was established (Torres et al., 2018), and it was found that manufacturing employees exhibit deviance (Jin et al., 2020). Organizations formulate different energies to search for ways to minimize employee deviant work behavior. Hence, the researcher suggests extra deliberate deviance in demanding organizations such as the manufacturing industry (Lugosi, 2019). Knowledge hides, and theft time is general and highly costly, yet to be silent is gentle. Therefore, our study regards organizational dehumanization's effect on meek, deviant work behavior, KH, and ETT.

*Dehumanization* is a stressor that destroys fruitful behavior through various methods. This casual system is still required for exploration (Baranik et al., 2017). This search would be helpful for the theory's expansion and improvement (Li & Tuckey, 2019). Dhanani and LaPalme, (2019) propose scholars paid little attention to the link between place of work exploitation and the behavior of employees via unfair perception. However, research by (Khattak et al., 2019) specifies that the perception of ill-treatment causes employees to change their behavior. Adding to this, Muhammad (2020) identifies incivility in employees caused by demotivation, low-quality work, and low efficiency. So, the supervisor might recognize incivility factors. Our study attempt, based on the conservation of resource theory (COR) (Hobfoll, 1989) and social exchange theory (SET) arguments, confer incivility as mediation in dehumanization and deviant work behavior to explore means of paying effects of dehumanization through incivility on deviant work behavior (KH & ETT).

As per COR theory, stressor terms may diverge due to different perceived anxiety (Hobfoll, 1989). So, it is argued by (Soenen et al., 2019) that stressors hold a vital influence on forming employee behavior, as uncooperative perception might activate deviance. Given that and basing the Conservation of Resources Theory (Hobfoll et al., 2018), our research attempts to determine that perceived (apparent) incivility might twist the result of organization dehumanization. Uncivil perception lies in employee perception regarding the justice of exchanging behaviors with others, such as impoliteness. Therudenessic means of spreading organization dehumanization effect through theft time and knowledge hiding may be through perceived incivility.

Moreover, personality characters and reactions may be assessed according to place and situation in response. Hope and flexibility might be supportive in reducing destructive strain results on a person's attitudes (Raja et al., 2020). Consequently, it is pertinent to consider the impression of such a character lying on OD and PIC. Such concern could be helpful for the organization's management in identifying employees who exhibit resiliency besides organization dehumanization and knowledge regarding employees who are required for counseling and training.

Our study opinion is sustained via social exchange theory, added to COR. The edge of SET is the enhancement of reward and cost reduction. As an organization involved in the violation, the employee reciprocated via deviance, a reciprocity relation between employer and employee, and the function of SET. Resource exchange is predictable in a working situation and is subject to support and reciprocity in the link. Both sides are the treatment of resources. As per SET, the focus is on resource exchanges, and COR theory spotlights ones holding sufficient resource collection. Both theory viewpoints depict concentration toward different experiences regarding the violation of human obligation. Employer and employee at both ends connect such commitment. As both parties are involved in the psychological contract, if the employee feels their employer is unsuccessful in fulfilling his responsibility, they hold back their deal side, resulting in the breach of contribution. Adding up, as per SET, the relation of social exchange in the place is "an involvement among relating two followers (employer & employee) (Cropanzano et al., 2017). Persons respond to payback, are apt to receive equal kindness from others, and respond to social exchange. Hence, reciprocal action is expected to be harmful. Foundation of SET dispute, in our present study, organization dehumanization is adverse conduct for manufacturing sector employees, and they can reciprocate theft of time and knowledge. Consequently, depending on the SET idea, our paper considers the influence of organizational dehumanization on employee theft time and knowledge hiding, which, until now, need to be measured.

Our present study is a significant effort on various bases. First, the ill-treatment caused the organization to confront itself and cause monetary loss (Michalak et al., 2019). Subsequently, the likely reason for and result of maltreatment in an organization must still be investigated (Dhanani & LaPalme, 2019). To fill this hole, our study offers a conceptual model regarding probable factors of deviance of manufacturing sector employees. Second, the current study improves organizational dehumanization literature since the idea is in an early stage yet needs to be explored (Caesens et al., 2017). Third, our study discovers devices for when and why the result of Organization dehumanization was put out on KH and ETT. Lastly, our research paper judges ETT and KH as calm, deviant work behavior. Literature on this area, i.e., gentle deviant behavior, is inadequate and requires to be measured (Ding et al., 2018; Stinglhamber et al., 2023).

## Theory and Hypothesis Development

### Organizational Dehumanization and Perceived Incivility

In the workroom, divesting someone of human qualities like personality & dignity is known as organizational dehumanization (Väyrynen & Laari-Salmela, 2018; Stinglhamber et al., 2023) and indicated this is employees' perception of their organization regarding the treatment of them to be replaceable. Human being psychological capital of an organization damaged by dehumanization, as it destroys the well-being & psychology of employees and also negatively affects management understanding, emotions, and lack of meaningful beliefs (Bastian & Haslam, 2011). Perceived incivility in the workplace is the perception of an employee's treatment in a rude, uncivil manner with low respect (Sood et al., 2023).

Affiliation among OD and incivility is previously needed to be measured. For this purpose, COR theory helps. As per the theory of COR, hectic affairs could encourage extra taxing incidents. Our study attempt at organizational dehumanization concerns employee perception of the manufacturing sector that could be regarded as a robot and a substitute quickly. So, dehumanization is the primary stressor, as per the theory of COR. The argument of COR theory is reliable and could generate another stressful event. Per the COR theory argument, our study presents perceived incivility in manufacturing sector employees as secondary tension.

Moreover, COR theory describes employees as the most sensitive resource of any setup; if manufacturing sector employees are treated unfairly relatively at an organization or personal point, it increases employees' feelings regarding more mistreatment in the future. Demanding relations in the workplace negatively influence employee psychology, limit the resources they hold, and also alter their point of view. Therefore, based on the theory of COR arguments, the prediction is that organizational dehumanization preserves reason to perceive the incivility of manufacturing sector employees. Accordingly, hypothesis:

**Hypothesis 1:** Organizational dehumanization is positively associated with perceived incivility.

### Organizational Dehumanization and Employee Theft Time

In the organizational setting, ETT is a kind of deviant behavior that is non-aggressive. Theft time is the engagement of employee where they allocate their time to non-work concern tasks. Examples are internet searches, lengthy breaks & distraction. Employees are connected to this stumpy, uncertain behavior, and the probability of uncovering behaviors is low (Bennett & Robinson, 2000). The rationale of time theft represents employee irritation as their voice because they could feel incapable of doing against the organization. Such conduct represents workforce resource limitation for performance to respond to organizational dehumanization.

However, such negative behaviors have been limited notice by researchers (Mo & Shi, 2017), and the need is to find the connection between dehumanization and theft time. Therefore, as per social exchange theory, when employees get feeble exchangeable relations with their employer, it strongly impacts their psychology, and they respond in the form of adverse actions that are not a concern to work and involve time theft. Additionally, dehumanization causes disparity among manufacturing sector employee in their organization. As per social exchange theory, employees reciprocate such hostile exchanges by equating balance and indulging in theft time. COR theory also sustains this kind of concept. COR theory suggests that employees react when they face negative responses and counter this negativity through negative behavior (Hobfoll, 1989). Consequently, dehumanization perception can direct employee time theft in the manufacturing sector. So, put forward:

**Hypothesis 2:** Organizational dehumanization is positively associated with employee theft time

### **Organizational Dehumanization and Knowledge Hide**

Connelly et al., 2012, describe KH as a cover-up of knowledge from others deliberately. Organizational dehumanization negatively influences an organization's outcome and the well-being of employees (Caesens et al., 2017). Employees' psychological needs, such as a lack of competency and relatedness, are negatively impacted by OD and KH. Employees' treatment as robots or objects causes their cognitive feelings and emotional state of freezing thoughts and behaviors necessary for the job (Bastian & Haslam, 2011), so they respond negatively towards the job and employer. That is why such a situation can exhaust employees, damage their self-resources, and set up and sustain a normative attitude. The central part of COR theory declares that employees hold and struggle for resources that value them. Such resources in nature could be emotional, social, and financial. As stressors become dangerous for natural resources, employees strive to recover such resources and engage in various behaviors. As per the COR theory view, OD might be a stressor for employees in the manufacturing sector. So, employees respond to such kinds of stressors through the act of knowledge hiding. Accordingly, given the above opinion, it is assumed:

**Hypothesis 3:** Organizational dehumanization is positively associated with knowledge hiding.

### **Perceived Incivility and Knowledge Hide**

It is found that incivility has destructive effects on the psychological and emotional well-being of employees (Fauzi, 2023). Constant toward tenant of deontic justice, perceived maltreatment force explored deviant behavior by spill out effect (Dhanani & LaPalme, 2019) similar to unhelpful terminology of mouth (Porath et al., 2012), fewer devotion to setup (Zoghbi et al., 2013). Other than that, employees display modest, unexpected behavior in reply to exploitation, which is yet to be explored or overlooked. Considering the theory of COR, it could be proposed that the dehumanization of an organization forecasts perceived incivility through the assumption of the twist effect. Incivility inspires the manufacturing sector's employees to hide knowledge, and because of this spiral, incivility may mediate the association between organizational dehumanization and knowledge hiding. Perception of incivility exhausts employees' mental & emotional resources through a decline in enthusiasm toward job-related efforts (Sarwar & Muhammad, 2020). Further, previous research indicated negative results of incivility, as employees practice perception of incivility because of various stressors that exhibit penalizing behavior at their place of work (Boukis et al., 2020). So, we theorize that:

**Hypothesis 4a:** Perceived incivility is positively connected to employee knowledge hiding.

**Hypothesis 4b:** Perceived incivility mediates the association between organizational dehumanization and employee knowledge hiding.

### **Perceived Incivility and Employee Theft Time**

Supposed maltreatment influences the behavior of the employee and related outcomes, which is illustrated via stress's model by destruction in the process of cognition. The principle of resource loss, as per COR theory (Hobfoll, 1989), is that persons who practice threatening situations (such as organizational dehumanization) can experience emotional and cognitive loss of resources, resulting in perceived incivility—an organization's stressor results in the perceived incivility of employees (Muhammad, 2020). Perception of incivility could result in reduced mental & emotional resources that put off employees' hard work to complete their work (Roskes, 2015). Thus, employee attention is distracted by deviant behavior. In this argument, researchers found that the development of perceived incivility in employees could not be capable of spotlighting work-related activities (Jiang *et al.*, 2019).

Likewise, employees with incivility usually are not pleased with their jobs (Alola et al., 2019) and might subsequently exercise revenge. According to the theory of COR (Hobfoll, 1989), any stressor uses resources because it diverts employees' cognitive attention about SOPs,

intellect-making, and the process of appraisal that conveys the stressor experience. Resource reduction brings low accessibility of investment required for task completion, and employees also behave to shield their capital (Hobfoll, 1989). Consequently, in the association of resource exhaustion and security influences, employee exploitation is allied with deviant (abnormal) removal behavior and turnover intention (Dupré et al., 2014). As revenge, disturbed workers do not believe in enterprise and behave in theft time (Lorinkova & Perry, 2017; Hong et al., 2023). Seeing through the lens of COR theory, the recommendation is for employees to attempt to refill their resources (psychological) to address and meet stressors (Taylor et al., 2017). Accordingly, we predict that when employees feel their organization is mistreating them, they tend to perceive incivility by the employer and strive to respond by theft time to preserve personal resources. Thus, we hypothesized that:

**Hypothesis 5a:** Perceived incivility is positively related to employee theft time

**Hypothesis 5b:** Perceived incivility mediates the association between organizational dehumanization and employee theft time

### Moderating Role of Psychological Capital

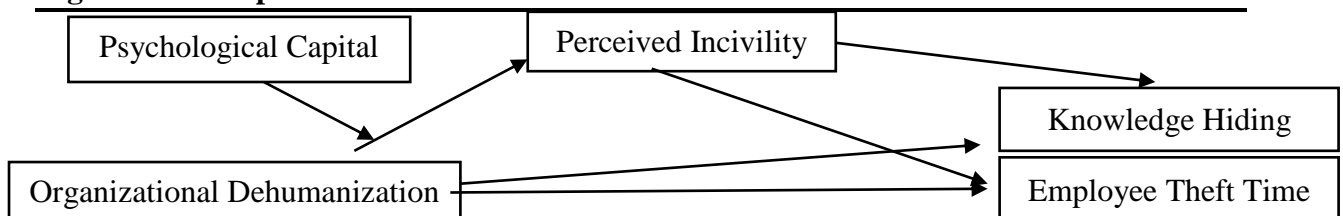
Luthans et al. (2007) Psychological capital is defined as a person's established characteristics, i.e., flexibility, hopefulness, trust, and ability. Avey et al. (2009) indicate psychological capital is a vital concept for organizational behavior that highlights encouraging aspects of individuals rather than features of demotivation. Organizational stress can damage psychological capital due to the failure of imperative resources (Mahfooz et al., 2017). It is specified that employees, once they lose their vital resources, may be motivated to seek ideas to refill those (Hobfoll et al., 2018). Employees stock up on missing resources by utilizing personal resources. PsyCap is critical among those essential resources of the employee, being a cause for employees that safeguard them from the organization's stressors and disturbing things (Hobfoll et al., 2018). Psychological state or psychological capital (PsyCap) holds individuals' personality traits such as flexibility, hope, hopefulness, and ability (Luthans et al., 2007; Wong et al., 2023). However, little research argues psychological capital is an assembling state that can display a few transformations simultaneously (Min et al., 2015). More helpful literature on psychology exhibits that psychological capital (PsyCap) helps reduce stress and enhance strategy management to handle demanding conditions (Avey et al., 2009). Furthermore, psychological capital value is investigated by research as the source that assists persons in shielding themselves against damaging stressor effects.

Therefore, from the COR theory side, psychological capital may work as a personal resource to cope and could help protect employees from the perception of incivility due to stressors they get in the shape of organizational dehumanization. Researchers have also specified that stressors negatively influence the behavior of employees. Still, employees don't always need to respond to stressors negatively. Now, the suggestion is that psychological state/capital might perform an employee's defense that faces OD.

### Hypothesis 6:

Psychological capital moderates the negative relationship between organizational dehumanization and perceived incivility.

**Figure 1: Conceptual Model**



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## Methodology

### Sample and Procedural

Risk of common method bias (Podsakoff et al., 2003) may arise. So evade common method bias (CMB), safety measures at design stage as suggested by (Porath et al., 2012) were considered. Break of (T1/T2/T3), collection of figures from various manufacturing business essential employees possesses diverse ranks & category. First (T1) data was collected in mid of January on organization dehumanization and psychological capital. After two weeks primary replies acknowledge. Second questionnaires dispersed. T2 information gathering was happened middle February 2022, and respondents are requested to reply in 2nd weeks. In second time data of perceived incivility was collected. After receiving responses of second, third set (T3) of questionnaires were distributed among respondents in mid of March 2022. In third set of time data of employee theft time (ETT) and KH was composed. In April, facts gathering practice was finished of third wave.

Convenience sampling was used to acquire data. Manufacturing sector employees of in Lahore, were polled for information. Convenience sampling technique (non-probability) used for obtaining records that was consistent with literature (Muhammad, 2020). Data was gathered through offline environment. Respondents were communicated when management gave their approval. Employees who agreed to participate were given questionnaires to fill out. In addition to survey, a cover letter was included that explained the study's goal. Questionnaires were written in English and respondents in earlier research had reported no problems with questions.

### Measures

In present study all measure were five Likert point (5 strongly agree to 1 strongly disagree). It includes organization dehumanization, psychological capital, perceived incivility (PIC) and KH and ETT.

### Organization Dehumanization

Caesens et al. (2017), develop organizational dehumanization scale and 11 items used. An example item "My organization treat me as I were an object". The reliability of measure was 0.940.

### Psychological Capital

For psychological capital measurement, 12 items were used (Luthans et al., 2007). "I feel confident present information to colleagues" was a sample item. The Cronbach's of measure was 0.943.

### Perceived Incivility

Perceived incivility was an adopted scale (Cortina et al., 2001) and 7 items were used. A sample item was "Made unwanted attempts to draw you in a conversation of professional matter? The Cronbach's of scale was 0.922.

### Knowledge Hiding

Knowledge hide is accessed with 12 stuff and this scale was developed by (Peng, 2013). "Your co-worker said that she/he would not answer your questions" was example item. The reliability of measure was 0.955.

### Employee Theft Time

Employee theft time was measure using 3 items and it was an adopted scale from Bennett & Robinson, (2000). Model piece was “Worked on a personal matter instead of working for your employer”. The reliability of measure was 0.835.

### Demographic Variables

In current study data of control variables were collected with study variables. It comprised gender, age experience & marital status. Gender code (1: male, 2: female), age was implied (1: 20-30, 2:31-40, 3:41-50, 4:51-60), experience code (1=0-5, 2=6-10, 3=11-15, 4=16-20, 5=21-25 & 6=26-30), and marital study coded as (1=married and 2=unmarried).

### Analytical Approaches

Firstly, mean, SD, reliability, correlation was examined by applying SPSS 26. Secondly, before hypothesis testing, multiple fit indices model evaluated though AMOS 26. At third, for testing hypothesis, PROCESS macros were used. As there are two dependent variables, two mediation models were executed (Figure 1). Mediation model (1) was tested hypothesis and other mediation model tested and also moderation model 7 was run (H6). Measurement model was checked through Analysis of Moment Structure (AMOS 26). Moreover, process by Hayes is good and better statistical technique to check mediation and moderation and many researchers recommended it (Preacher & Hayes, 2008). To controlling the effect of common method bias, different approached recommend by researchers (e.g., Herman’ single factor method & common latent factor). In this study, Herman’ single factor method was used to determine common method bias Harman, (1976).

### Results

Before testing hypothesis, mean, SD, reliability and bivariate correlation analysis between study variables (OD, PIC, PI, KH and ETT) and demographic variables (gender, age, experience & marital status) was carried out through SPSS 26. Scales reliabilities ranges from 0.835 to 0.955 and reliable with hypothesized model. Consistent with hypothesized relationship, correlation analysis shows that organizational dehumanization has helpful & significant association to perceived incivility ( $r = 0.895$ ,  $p < 0.001$ ). Organizational dehumanization is has positively associated to employee theft time & knowledge hiding ( $r=0.826$ ,  $p<0.01$ ;  $r=0.919$ ,  $p<0.01$ ) respectively. Correlation analysis supported perceived incivility had important, activist link to Knowledge hiding and employee theft time ( $r = 0.914$ ,  $p < 0.01$ ;  $r = 0.820$ ,  $p < 0.01$ ) respectively.

**Table 1: Mean, S.D, Bivariate Correlation**

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Gender	1.114	0.318	1								
2. Age	2.345	1.140	-.275**	1							
3. Experience	2.579	1.804	-.281**	.784**	1						
4. Marital St	1.301	0.459	.373**	-.605**	-.468**	1					
5. OD	3.582	1.189	-0.055	-.115*	0.051	0.098	1				
6.PI	3.838	1.348	-0.102	-.122*	0.048	0.078	.895**	1			
7. PC	3.466	1.113	-0.082	-.137*	0.029	0.104	.912**	.883**	1		
8. KH	3.776	1.320	-0.061	-0.098	0.067	0.068	.919**	.914**	.916**	1	
9. ETT	3.608	1.269	-.120*	-0.088	0.077	0.047	.826**	.820**	.831**	.851**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

OD (Organizational Dehumanization), PI (Perceived Incivility), PC (Psychological Capital), KH (Knowledge Hiding), ETT (Employee Theft Time)



## Confirmatory Analysis

Measurement model fit indices was assessed and compared with other alternate models thorough AMOS 26 was used. The outcomes in table 2 indicated measurement model have good fit indices as contrast with other different models ( $\chi^2/df=1.728$ , CFI= 0.945, TLI=0.942, GFI=0.816, RMR =0.067, RMSEA =0.048) finest fit to our data as all values of fit indices exceed acceptable value of ( $\chi^2/(df) < 3$ , CFI > 0.90, TLI > 0.90, GF1> 0.90, RMR < 0.05, RMSEA < 0.08,) (Hu & Bentler, 1999) as comparison to alternate models.

**Table 2: Factor analysis**

Models	X <sup>2</sup>	df	X <sup>2</sup> /df	CFI	TLI	GFI	RMR	RMSEA
Measurement Model	1612.335	933	1.728	0.945	0.942	0.816	0.067	0.048
Model-1 OD PC PIC (KH+ETT)	1670.28	939	1.779	0.941	0.937	0.809	0.068	0.050
Model-2 OD PC (PI+KH) ETT	1673.07	939	1.782	0.937	0.940	0.809	0.068	0.050
Model-3 OD PC (PI+ETT) KH	1676.59	939	1.786	0.940	0.937	0.808	0.068	0.050
Model-4 OD (PC+PI) KH ETT	1716.91	939	1.828	0.937	0.933	0.803	0.069	0.051

N=316, X<sup>2</sup> = Chi-Square, df= Degree of Freedom, CFI= Comparative Fit Index,

TLI= Tucker Lewis Index, GFI=Goodness of Fit Index,

RMSEA= root-mean-square error of approximation, RMR= Root means square residual.

Measurement Model (All the constructs are measured individually)

Model-1=Organizational Dehumanization, Psychological Capital, Perceived Incivility and merged Knowledge Hiding & Employee Theft Time as one factor

Model-2= Organizational Dehumanization, Psychological Capital, Employee Theft Time and merged Perceived Incivility & Knowledge Hiding as one factor

Model-3= Organizational Dehumanization, Psychological Capital, Knowledge Hiding and merged Perceived Incivility & Employee Theft Time as one factor

Model-4= Organizational Dehumanization, Knowledge Hiding, Employee Theft Time and merged Psychological Capital & Perceived Incivility as one factor

## Convergent Validity

Construct of variables were evaluated before structural model as recommended by researchers. Convergent validity was measured by using AVE (Hair et al., 2017). Cronbach's alpha ( $\alpha$ ) and CR values were > 0.70, average variance extracted greater than 0.5 which meets minimum requirement of 0.70 and 0.50 respectively and it was used to test measurements. Convergent validity was assessed using factor loading, AVE and CR. Constructs AVE, CR value were 0.587 & 0.940 for organizational dehumanization, 0.589 and 0.945 for psychological capital, 0.631 and 0.923 for perceived incivility, 0.640 and 0.955 for knowledge hiding, and 0.627 and 0.835 for employee theft time. All values of factor loading, AVE, composite reliability (CR) above minimum requirement 0.5 & 0.70 (Fornell & Larcker, 1981; Hair et al., 2017) respectively sustain convergent validity.

**Table 3: Convergent validity**

Scale	Items	Factor Loading	Cronbach's	CR	AVE
OD	OD1.1	0.765	0.940	0.940	0.587
	OD1.2	0.754			
	OD1.3	0.78			

	OD1.4	0.78			
	OD1.5	0.769			
	OD1.6	0.723			
	OD1.7	0.786			
	OD1.8	0.759			
	OD1.9	0.753			
	OD1.10	0.767			
	OD1.11	0.791			
PC	PC2.1	0.781	0.943	0.945	0.589
	PC2.2	0.779			
	PC2.3	0.758			
	PC2.4	0.751			
	PC2.5	0.792			
	PC2.6	0.74			
	PC2.7	0.741			
	PC2.8	0.794			
	PC2.9	0.752			
	PC2.10	0.802			
	PC2.11	0.748			
	PC2.12	0.770			
PI	PI3.1	0.781	0.922	0.923	0.631
	PI3.2	0.769			
	PI3.3	0.818			
	PI3.4	0.795			
	PI3.5	0.832			
	PI3.6	0.805			
	PI3.7	0.758			
KH	KH4.1	0.754	0.955	0.955	0.640
	KH4.2	0.798			
	KH4.3	0.789			
	KH4.4	0.797			
	KH4.5	0.730			
	KH4.6	0.790			
	KH4.7	0.766			
	KH4.8	0.797			
	KH4.9	0.826			
	KH4.10	0.854			
	KH4.11	0.842			
	KH4.12	0.850			
ETT	ETT5.1	0.785	0.835	0.835	0.627
	ETT5.2	0.791			
	ETT5.3	0.800			

### Hypothesis Testing

To test hypothetical model PROCESS Macro analysis method carried out, as it is recognized being forceful technique to discover conditional indirect effect significance basing on bootstrapping sample. Two simple mediation models were carried out as our study holds two dependent variables (KH & ETT) and for moderation, model 7 was run. Mediation model (1) tested H1, H3, H4a and H4b. Mediation model (2) examined hypothesis as H1, H2, H5a &

H5b. Results of Process indicate that OD positively impact PI ( $\beta = 1.014$ ,  $t=35.513$ ,  $p < 0.000$ ,  $LLCI = 0.958$ ,  $ULCI = 1.071$ ), so H1 is supported. Results confirmed that PIC positively impacts KH ( $\beta = 0.449$ ,  $p < 0.001$ ,  $t=10.765$ ,  $LLCI = 0.367$ ,  $ULCI = 0.531$ ), hence H4a supported. OD completely and notably control KH ( $\beta=0.565$ ,  $p<0.000$ ,  $LLCI = 0.472$ ,  $ULCI = .658$ ) thus support H3. Results of simple mediation show OD holds indirect impact on KH via PIC. This indirect effect  $x$  on  $y$  is positive ( $\beta =0.456$ ,  $SE=.040$ ,  $LLCI=.379$ ,  $ULCI=.536$ ) thus supported H4b.

Second mediation model results of process indicate that OD positively impact PIC ( $\beta = 1.014$ ,  $t=35.513$ ,  $p < 0.000$ ,  $LLCI = 0.958$ ,  $ULCI = 1.071$ ), so H1 is supported. Results proven that OD positively impact ETT ( $\beta = 0.490$ ,  $p < 0.000$ ,  $t=6.797$ ,  $LLCI = 0.348$ ,  $ULCI = 0.632$ ), so H2 is supported. Results verified that PIC positively impacts ETT ( $\beta = 0.386$ ,  $p < 0.000$ ,  $t = 6.062$ ,  $LLCI = 0.260$ ,  $ULCI = 0.511$ ), thus H5a is supported. Mediation model results displays that OD has indirect effect on ETT through PIC. This indirect effect  $x$  on  $y$  is positive ( $\beta =0.391$ ,  $SE=0.65$ ,  $LLCI=.265$ ,  $ULCI=.518$ ) thus supported H5b.

In second step, process by Hayes model 7 were used to test moderating hypotheses. H6 proposed that psychological capital moderated OD on KH & employee theft time (TT). Result showed organizational dehumanization ( $\beta=0.596$ ,  $p<0.000$ ) and psychological capital ( $\beta=0.509$ ,  $p<0.000$ ), conditional indirect effect  $x$  on  $y$  ( $-SD = -1.113$ ,  $ULCI=.295$ ,  $LLCI=.446$ ;  $M = .000$ ,  $ULCI=.213$ ,  $LLCI=.335$ ;  $+SD = 1.113$ ,  $ULCI=.116$ ,  $LLCI=.233$ ) & conditional indirect effect  $x$  on  $y$  ( $-SD = -1.113$ ,  $ULCI=.213$ ,  $LLCI=.435$ ;  $M = .000$ ,  $ULCI=.157$ ,  $LLCI=.322$ ;  $+SD = 1.113$ ,  $ULCI=.057$ ,  $LLCI=.221$ ) moderation mediation index is (Index =  $-.086$ ,  $SE = .014$ ,  $LLCI = -.113$ ,  $ULCI = -.060$ ) & (Index =  $-.073$ ,  $SE = .017$ ,  $LLCI = -1.09$ ,  $ULCI = -.043$ ) presented at table 4 & 5 respectively. Also, results express optimistic force of organizational dehumanization on KH & employee theft time via workplace incivility decrease as psychological capital increase. Results are inline of forecasted model. Besides, moderated mediation index discovered conditional indirect effect of perceived incivility in scrutiny of KH & employee theft time regress on organizational dehumanization multiply psychological capital is significant.

**Table 4: Mediation Moderation Model 7(a)**

Perceived Incivility	$\beta$	p-value	LLCI	ULCI
Constant	4.067	0.000	3.973	4.161
Organizational Dehumanization	0.596	0.000	.476	.716
Psychological Capital	0.509	0.000	.389	.630
OD*PC	-.191	0.000	-.242	-.139
Knowledge Hiding (Outcome Variable)				
Constant	2.052	0.000	1.755	2.349
Perceived Incivility	0.449	0.000	.372	.526
Organizational Dehumanization	0.565	0.000	.478	.652
Psychological Capital	Effect	Boot SE	Boot LLCI	Boot ULCI
Conditional Indirect effect (s) X on Y				
-SD (-1.113)	0.363	.039	.295	.446
M (0.000)	0.268	.031	.213	.335
+SD (1.113)	0.172	.029	.029	.233
Mediator	Index	SE	LL 95 CI	UL 95 CI
Index of Moderated Mediation				
Perceived Incivility	-0.86	0.014	-0.113	-0.060

N=316. =  $\beta$  Unstandardized regression coefficients, SE= Standard error, LL= Lower Limit, CI= Confidence Interval, UL= Upper Limit

**Table 4: Mediation Moderation Model 7(b)**

Perceived Incivility	$\beta$	p-value	ULCI	LLCI
Constant	4.067	0.000	3.973	4.161
Organizational Dehumanization	0.596	0.000	.476	.716
Psychological Capital	0.509	0.000	.389	.630
OD*PC	-.191	0.000	-.242	-.139
Employee Theft Time (Outcome Variable)				
Constant	2.128	0.000	1.651	2.605
Perceived Incivility	0.386	0.000	.261	.510
Organizational Dehumanization	0.490	0.000	.353	.628
Psychological Capital	Effect	Boot SE	Boot LLCI	Boot ULCI
Conditional Indirect effect (s) X on Y				
-SD (-1.113)	0.312	.056	.213	.435
M (0.000)	0.230	.041	.157	.322
+SD (1.113)	0.148	.031	.057	.221
Mediator	Index	SE	LL 95 CI	UL 95 CI
Index of Moderated Mediation				
Perceived Incivility	-0.73	0.017	-0.109	-0.043

N=316. =  $\beta$  Unstandardized regression coefficients, SE= Standard error, LL= Lower Limit, CI= Confidence Interval, UL= Upper Limit

## Discussions

According to this research, manufacturing sector employees who are dehumanized in the workplace exhibit incivility perceptions. This study backed the theory that abusive encounters have an impact on people's perceptions of themselves and others. As a result, in this study, dehumanization beliefs broke incivility perceptions. Employees' beliefs regarding their importance build up observation as employers do not treat them with self-esteem and admiration, leading to feelings of incivility. Research conclusions are also enlightened via COR theory (Hobfoll, 1989).

Furthermore, study findings on organizational dehumanization recommend that dehumanization causes reciprocal behaviors such as ETT and information concealment. Results support the theory that victims of organizational dehumanization have impaired self-regulatory abilities, which leads to deviant behavior, e.g., KH and ETT. Employees display deviant actions as a result of a reduction of self-resources due to victimization. Furthermore, it drains more resources because persons require cognitive resources to evaluate and explain perceived incivility.

Depending on COR theory, stress generates divergent results that fall in the form of resource constraints by employees. Thus, the mediation result of PIC among OD and employee theft time (ETT) plus knowledge hide was significant. Depressing opinions and approaches in employee behavior were found where little exchange association exists between employee and employer. Taxing work atmosphere also increases employees' negative views, where they experience is not treated with respect, which leads to the perception of incivility—in addition, a threatening work setting results in employee emotional resource loss and further guides them to adopt impolite behavior and increases their perception of incivility. Thus, such workers show unexpected action to continue with the remaining resources.

Moreover, the perceived incivility outcome of employee theft time (ETT) and KH could be defensible because employees' discourteous opinions cause their conscious wealth to be linked to their responsibilities (Fouk et al., 2018). Consequently, employees distribute their vigor and resources to other unconstructive actions unrelated to their jobs (Themanson & Rosen, 2015).

According to (Cho et al., 2016), experiencing PIC at work, employees tend to pass up work duties and reduce the quality of work.

Psychological resources mitigated the impact of OD on perceived incivility. The findings supported COR (Hobfoll et al., 2018) thought, which states that employees with more psychological capital are less vulnerable to external stressors. As a result, in the current research model, employees' outstanding psychological capital is less changed by organizational dehumanization than employees with short psychological capital (PsyCap). Organizational pressures mitigated by emphasizing traits might assist employees in preventing unfavorable perceptions from emerging.

### **Practical Contribution**

This research also has practical consequences for businesses. Organizational dehumanization is less severe than overt physical assault; therefore, it is often overlooked by practitioners. The results of this study's findings on organizational dehumanization as a stressor demonstrate that it fuels incivility beliefs, which in turn impact employee behavior in terms of time stealing and knowledge concealment. As a result, managers must devise specific interventions to make manufacturing sector employees understand that they are inimitable.

Such training can aid in incorporating communication rules to combat OD and supposed workplace impoliteness. Administrators, in particular, can focus on potential concerns with mistreatment. As a result, more excellent communication may aid in limiting the negative consequences of mistreatment. Supervisors should also be taught how to be helpful. Recently implemented supervisory instruction program. The four main techniques are sincerity, experience processing, compassion, and fairness. Managers may help their employees feel better by implementing this program in hotels.

According to findings, employees may hide their knowledge due to corporate dehumanization. As a result, firms can diminish knowledge concealment behaviors by reducing employee views of organizational dehumanization. Reduced corporate dehumanization will have a favorable impact on their conduct. Ensuring an effective complaint process in organizations is one method to improve employee impressions.

Furthermore, findings demonstrated that place of work rudeness is linked with workplace theft time (TT). As a result, the executives can diminish the impact of discourtesy on members of staff's theft time (TT), ensuring employees hold complete facts about the whole; thus, negative perceptions do not arise.

According to findings, manufacturing sector employees' psychological capital aids in reducing the interactional injustice effect lying on employees' PIC. Because it is tricky to fill individuality quickly, the manufacturing sector could use encouragement tactics to help their staff develop spirit, trust, confidence, and self-awareness. Furthermore, while employing new personnel, management should pay special attention to psychological capital indicators.

### **Conclusion**

This study contributes to negative organizational scholarship, organizational behavior, and negative attitudes by presenting an integrated model that examines the association between organizational dehumanization, knowledge hiding, and employee theft time via the mediating impact of perceived incivility and the moderating influence of psychological capital. Drawing on Fredrickson's (2001) broaden-and-build theory, the hypothesized moderated mediation model suggests that organizational dehumanization works as a driver of knowledge hiding employee theft time and perceived incivility serves as the linking mechanism that impacts the association between organizational dehumanization and knowledge hiding and employee theft time and that this linkage is moderated by psychological capital. Our study contributes to the subjective well-being literature by bringing attention to the direct and indirect mechanisms that

influence the relationship between organizational dehumanization and, knowledge hiding, and employee theft time. Further research in this area will better allow managers to comprehend how to discourage organizational dehumanization, knowledge hiding, and employee theft time.

### Limitations and Future Research Directions

Participants in this study were front-line workers from impoverished Asian countries such as Pakistan, which limited the generalizability of the findings. While perceived incivility may be prevalent among manufacturing workers, keep unexpected behaviors. As a result, their potential recommendation is to widen their sampling units and look into employee behavior. The generalizability of results is limited due to a need for more data.

Future researchers could add other resources, such as social resources, colleagues, and family support, to decrease harmful outcomes. Current research looks into the workforce view of the company; OD was considered a factor in generating depressing views of employees, as PIC. A further aspect that could contribute to PIC is the work type (Thompson et al., 2018), which is linked to the connection rate of the workplace. As a result, the opportunity is to observe nature and job sort that impact employees' attitudes toward incivility. Researchers may fortify their findings in the future.

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