ORGANIZATIONAL JUSTICE, COUNTERPRODUCTIVE WORK BEHAVIOR AND TURNOVER INTENTIONS RELATION: MEDIATION BY

DEHUMANIZATION AND MODERATION BY GENDER

ISHFAQ AHMED

MUHAMMAD KHALID KHAN

Hailey College of Commerce, University of the Punjab, Lahore

ABSTRACT

The core aim of this study is to find the effects of organizational justice on employees' counter productive work behavior and turnover intentions considering the explanatory and moderating roles of dehumanization and gender. Using 143 (response rate 56%) responses collected from two phases of investigation from manufacturing firms located in Lahore, the findings of the study revealed that organizational justice negatively predicts feelings of dehumanization, while dehumanization has significant relation with both counterproductive behavior and employee' turnover intentions. Gender was found to moderate the relation, while the model proved to be a moderated mediation model. Findings further revealed that moderated mediation proved for female respondents more strongly than male respondents. Limitations and future directions of the study are also given.

Keywords: Dehumanization, Counterproductive Behavior, Turnover Intentions, Procedural Justice, Gender, Moderated Mediation

INTRODUCTION

Gender inequality is one of the issues prevailing in almost every labor market. While looking at the gender differences in various parts of the world it is reported that even developed and feminist societies are not too much different from other parts of the world. Sousa-Poza and Sousa-Poza (2000) conducted research on 21 countries and noticed that out of these countries the most developed countries like UK, US and Switzerland had gender paradox present in their work markets. While the working conditions were more favorable for men in all the countries. Kaiser (2005) conducted study on 14 European nations and found that (except Denmark, Finland and Netherlands) there were significant differences in the level of job satisfaction of male and female employees. The gender based differences are reported in recent past as well, as Gallup reported that only 53 of working women are employed full time when compared to 69 percent of men employees (Marlar & Mendes, 2013). Canada is also one of the places where gender based inequalities are prevailing, as it is reported that in 2011 very few percent of women held managerial

posts (only 37%), senior management positions (only 28.9%), senior corporate officers (only 17.7%) and board seats (only 14.5%) (Catalyst Inc., 2012).

This equality is not attributed to the lack of skills or abilities, as McKinsey consulting company, recently, reported that women are as confident and ambitious as their counterparts, but their chances of success are less that is attributed to social environment (Devillard et al., 2013). Indeed, work environment itself is aligned to organizational goals and objectives than satisfying one's personal goals, thus leading to, at times, unfriendliness and dehumanizing environment. Thus, such inequalities not only influence goal achievements but also workplace attitudes and behaviors (e.g. turnover intentions), Out of such inequalities injustice at work is one of the most prominent, and as women are the more prone to such inequalities, it is expected that women will accept greater effects of injustice (e.g. Bell & Khoury, 2016, 2011; Cropanzano, Byrne, Bobocel, & Rupp, 2001). Considering the paradoxical relational outcomes explained in up given discussion, it is expected that as women are given less output for their inputs, the prevailing situation may cause dehumanization at work, thus leading to the negative outcomes at work (e.g. turnover intentions). Past literature has focused on the procedural justice and its relation with the work outcomes (e.g. Blader and Tyler, 2009; Lind and Tyler, 1988; Tyler and Blader, 2003), but how inequality (here considered as distributive injustice) affects work dehumanization and job attitudes is largely ignored. Against this backdrop, current study focuses on distributive justice as the basic premise of inequality is demonstrated by the resources distribution

at workplace (instead of procedural justice, which attributes social inequalities leading to organizational inequalities, e.g. Belliveau, 2012). Developing the theoretical premise on the basis of Uncertainty Management Model (henceforth, UMM; Lind & van den Bos, 2002; van den Bos & Lind, 2002), which proposes that different form of inequalities have different impact on individuals, depending upon personal uncertainty.

Much of the research on gender in the organizational justice literature has drawn on the assumption that women will care more about procedural justice than men because it addresses relational concerns (Blader and Tyler, 2009; Lind and Tyler, 1988; Tyler and Blader, 2003) and women care more about relationships than men (e.g. Fields et al., 2000; Kulik et al., 1996; Lee and Farh 1999; Sweeney and McFarlin, 1997). Indeed, Belliveau (2012) demonstrated that this lay theory leads managers to trade off women's material outcomes with a show of procedural justice. However, the evidence supporting this lay theory has been mixed and inconclusive at best (see Mueller and Wynn, 2000, for a review). Alternatively, we propose that gender differences in procedural justice effects could be due to chronic social inequities, which would enhance the instrumental aspects of procedures. According to the Uncertainty Management Model in the justice literature (Lind and van den Bos, 2002; van den Bos and Lind, 2002), similar levels of justice have different impacts, depending on the individual's personal uncertainty. As women are reported to be less stable than men counterparts (Del Giudice, Booth & Irwing, 2012), it is expected that the injustice will have greater effects for them

while predicting dehumanization and job attitudes (e.g. turnover intentions and counterproductive work behavior at work).

Thus this study offers a distinctive contribution, as it covers the outcomes of dehumanization in terms of turnover intentions and counterproductive work behavior. Following section covers literature and theoretical stance of the study in explaining the possible relations of aforementioned associations.

LITERATURE REVIEW

Dehumanization

Dehumanization is defined as the feelings that one is a machine than a human at work, which is caused by processes and experience at workplace (Haslam, 2006). Such feelings are attributed to the work environment offered by organization to their employees, thus organizations can cause the feelings of dehumanization by considering them merely an object to achieve organizational goals and objectives (Bell and Khoury, 2011).

Undeniably, dehumanizing has widely been studies in sociology, for example, Marx (1844/1961) criticized the modern work environment as it is based on repetition, routine, is trivial and where performance is a product to sale and trade, thus human self-actualization is traded off. Weber (1905/1976) also bureaucracy's main focus is also on control, efficiency, effectiveness and goals rather than individual goals. In last few decades critics of conventional management theories (e.g. Argyris, 1957, 1964), also purported that conventional mechanism of "command" and "control" disregard basic human needs, and falsely assume that humans are motivated through money. Such conventional practices, also assume

humans as source of increased production (a machine offering output).

But organizations can humanize employees by valuing their desires, feelings, and personal goals as well as providing opportunities of self-actualization. One possible way of internalization of goals is defined by the job characteristics model (Hackman & Oldham, 1976), where autonomy is considered to be the force which makes employees accept responsibility based on their personal goals, thus reducing the possibility of dehumanization at work. Based on such premise it is expected that procedural justice will overcome the issues of dehumanization at work as it addresses the basic needs of social connections and belongings (Bell & Khoury, 2011; Cropanzano et al., 2001). Thus it is hypothesized:

> H_1: Procedural justice is negatively significantly related to organizational dehumanization

Moderating Role of Gender

Our assumption of gender moderating role, is grounded in the evidence that gender inequality exists in organizations and societies and women are less privileged than men. Such conditions create challenge to work in a certain environment with injustice and inequity (Cropanzano et al., 2001; Deci and Ryan, 2012). It is therefore proposed that both procedural and distributive justice will effect dehumanization (negatively and positively, respectively), but the relation will be stronger for women as they are more prone to such discrimination. This relation can be explained by UMM (Lind and van den Bos, 2002; van den Bos and Lind, 2002), which denotes that in the situation of

uncertainty justice reassures social environment and events as controllable and predictable (De Cremer et al., 2008; Lind, 2001). In short it can be assumed that in situations of uncertainty (e.g. gender discrimination) the perceptions of justice will have stronger effects on dehumanization feelings. Thus following hypothesis is formulated:

> H_{2a}: women will have stronger significant negative relationship between procedural justice and dehumanization

## Counter-Productive Work Behavior and Turnover Intention

There are overwhelming evidences about negative consequences of dehumanization at workplace. Dehumanized employees are found to be prone to anti-social behaviors such as hostility and social rejection (Martinez, Mendoza-Denton & Hinshaw, 2011), harassment (Rudman and Mescher, 2012), bullying (Obermann, 2011), and decreased moral worth (Haslam & Loughnan, 2014); consequently they are not protected for social harms (Bastian & Haslam, 2011). Such dehumanization treatment feelings makes dupes behave aggressively towards the perpetrators and organization which is responsible for such environment, and such behaviors are most often striking. The victims are usually left with feelings of degradation, demoralization and invalidation. Dehumanized employees are found to have feelings of social exclusion (Twenge, Baumeister, DeWall, Ciarocco & Bartels, 2007), humiliation (Miller, 1993), betrayal (Finkel, Rusbult, Kumashiro & Hannon, 2002), or not being recognized as a person (Honneth, 1992). Dehumanized employees tend to feel "cognitive

deconstructive" states that are characterized by emotional numbing, absence of meaningful thoughts, and cognitive inflexibility causing feelings of anger, as consequence (Bastian & Haslam, 2011). Considering the notion of cognitive deconstructive, this study believes that dehumanization feelings influence employees' attitude and behavior negatively. Considering the social exchange (Blau, 1964) and organizational support perspective (Eisenberger et al. 1986), this study entails that presence of dehumanization at work (characterized by the environment created by organization) will make employees' reciprocate unfavorably and will show negative attitudinal (turnover intentions) and behavioral outcomes (counter-productive behavior). Thus following hypotheses are formulated:

> H_{3a}: the significant negative relationship between procedural justice and counterproductive behavior is through dehumanization, while the strength of relation between justice and dehumanization depends upon gender

> H_{3b}: the significant negative relationship between procedural justice and turnover intentions is through dehumanization, while the strength of relation between justice and dehumanization depends upon gender

FIGURE 1

Model
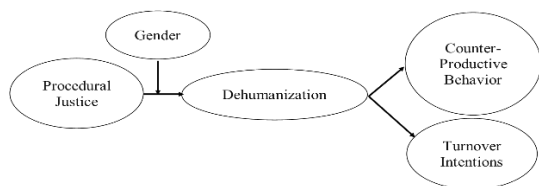
RESEARCH METHODOLOGY

Participants and Design

This study is conducted in manufacturing sector, located in Lahore and near vicinities. Data was collected through questionnaire at two phases with one month interval. Phase one covered investigation of presence of procedural justice and counterproductive behavior. Phase two was aimed at investigated all the variables, inclusive of procedural justice and counterproductive behavior. At phase one 325 questionnaire were distributed, out of which only 185 completely filled questionnaire were received back (response rate of 56.92%). At phase two, out of 185 only 143 respondents responded back (77.30% retention rate). The response of phase one and phase two were matched through t-tests, and there were no significant difference between both the samples. The average age of respondents was 32.49 years (SD = 8.7).

Measures

All the measures were adopted from already well-established measures those are widely used and accepted. Procedural justice was operationalized with six items (five-point likert scale) of Colquitt's (2001) with example items like "I was able to express my views and feelings during those procedures" and "I was able to have influence over the outcome arrived at by those procedures." Dehumanization was assessed with eight items scale of Bell and Khoury (2011), which was found independent of well-being (Ryff & Keyes,

1995) and anomie (Srole, 1956). Its items were assessed where employees were instructed to think of their relationship with their organization as social entity, but not the personal relation between you and management of the organization. These eight statement were measured through semantic differential scale with two opposing anchors on their extremes. Its exemplary items include items like "Does the organization treat you like a person or just another part of a big machine?" accomplished through seven point scales ranging from "−3" for the dehumanizing "Like part of a big machine" to "+3" for the humanizing "Like a person." Other items included items like "Is the organization concerned about your experience, desires, plans and feelings, or does it think of you as a tool to use for its own goals?" and "Does the organization care about and value you based on who you are as a person, or based on your performance?" all the responses were reversed coded so that the final outcomes could show dehumanization (a negative measure). Turnover intentions was assessed with three items scale of Colarelli's (1984), having exemplary items like "I frequently think of quitting my university", assessed at five point scale. Counterproductive work behavior was assessed through Bennet and Robinson (2000) scale with two dimensions, where 12 items (for instance, "taken property from work without permission") were designed to measure organizational deviance, while nine items (e.g. "made fun of someone at work").

Data Analysis

Following the guidelines of Hair, Black, Babin, Anderson and Tatham (2006), confirmatory factor analysis and structural equation modeling were used to

116

test hypotheses and model estimates. Furthermore, the goodness of fit indices told by Hair et al., were further used to assess the model fitness. The indices included: GFI, AGFI, CIF, NFI, NNFI, and RMSEA. The standard values are shown in table 2.

Common Method Biasness

The issue of common methods biasness was dealt with by getting responses at two stages. Further inquiry was made following the guidelines of Podsakoff, Mackenzie, Lee and Podsakoff (2003), where two steps process was used. Here first step all the variables were put in one factor model, but in second step all the variables were put in independent models. The first stage model showed that model was fit (x^2=711, df=114, CFI=0.87, TLI=0.75, IFI=0.85, RMSEA=0.10), whereas the second model did not show very different results. Thus helped us infer that the potential of biases from collecting data from single source were not severe. Thus we proceeded further with data collection.

RESULTS AND DISCUSSION

Descriptive Statistics

Table1 covers results for mean, standard deviation, reliability analysis (Cronbach's alpha), and correlational coefficients. The correlation analysis results reveal that procedural justice is positively related with dehumanization (r=.531, p<0.001), which supports H1. Similarly, de humanization shows positive and significant relation with dependent variables. Reliability analysis (∞ values) also showed acceptable values as they were

all well above the standard (0.70) (Nunnally, 1978).

TABLE 1

Descriptive Statistics

N=143	Mean (S.D.)	∞	Correlation			
			1	2	3	4
(1) Procedural justice	4.08 (0.76)	.894	--			
(2) Dehumanization	5.76 (0.91)	.871	.531**	--		
(3) Counterproductive Behavior	3.99 (0.89)	.908	.129*	.220*	--	
(4) Turnover intentions	3.21 (1.09)	.814	.151*	.177**	.253*	-

$p<0.001^{*}$, $<0.05^{**}$

Preliminary Analysis

Prior to hypotheses testing, indigenous and exogenous variables were assessed for their construct validity For this purpose measurement model was analyzed using confirmatory factors analysis, which aims at looking the loadings of items on construct they are associated with. The results of the measurement model showed acceptable fitness indices (x^2=765 with df =141, CFI=0.903, TLI=0.90, IFI=0.899, RMSEA=0.05). Moreover, factor loadings of each item were also acceptable and fell in the desirable range (ranging from 0.55-0.93, p<0.01). The measures were also found good at convergent validity as AVE (value of average variance extracted) was above standard (0.50; Hair, et al., 2006). While looking at discriminant validity a scale should have AVE value greater than square correlation coefficients (Fornell & Larcker, 1981); which was again found acceptable. All these results helped us

move a step further towards hypotheses testing.

Testing Hypotheses and Path Analysis

All the hypothesized relations were investigated using SEM which is recommended because of its ability to use factor analysis and multiple regression simultaneously (Hair, et al., 2006). It is evident that the model was perfectly fit, which helped us proceed further with path analysis.

TABLE 2

Structural Equation Model

	Standard value	Direct effect
x^2		789.093 (df=141)
x^2/df	≤ 3.00	5.60
Δx^2		-
GFI	≥0.90	0.913
AGFI	≥0.80	0.873
CFI	≥0.90	0.903
NFI	≥0.90	0.890
NNFI	≥0.90	0.893
RMSEA	≤ 0.08	0.08

FIGURE 2

Path Analysis

Gender; Procedural Justice; Dehumanization; Counter-Productive Behavior ($R^2=0.501, p<0.01$); Turnover Intentions ($R^2=0.391, p<0.001$)
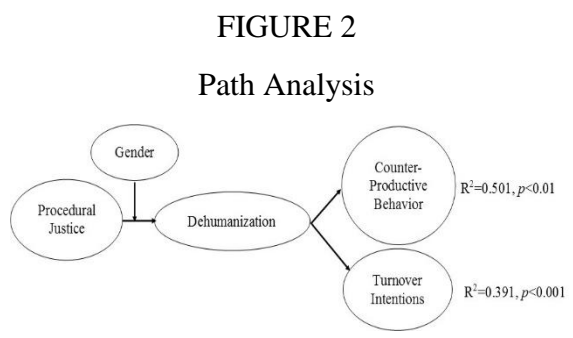
Figure 2 and table 3 show the results of path analysis. It is evident that the model is making significant contribution in counterproductive work behavior and turnover intentions ($r^2=0.501$, $p<0.01$; $r^2=0.391$, $p<0.001$ respectively).

Results presented in table 3 show that procedural justice is significant predictor of dehumanization ($\beta=-0.28$, $p<0.000$), but as the justice perceptions increase the feelings of dehumanization decrease, as the recipients believe that they are not treated like a machine but it is the value that is offered by the organization in shape of justice.

TABLE 3

Summary of Moderated Mediation (Procedural Justice, Dehumanization, Counterproductive Behavior, Turnover Intentions)

	Dehumanization main effect				Dehumanization moderation				Counterproductive Behavior				Turnover Intentions			
	β	Se	T	p	β	se	T	p	β	se	t	p	β	se	t	p
Age	-0.009	0.001	-1.23	0.51	-0.014	0.01	-0.94	0.63	-0.005	0.01	-0.32	0.90	-0.023	0.03	0.08	0.01
Gender	-0.15	0.08	-0.55	0.68	-0.11	0.15	-0.55	0.09	-0.12	0.13	-0.13	0.14	0.11	0.05	0.12	0.15
Procedural justice	-0.28	0.11	-1.94	0.05	-0.14	0.09	-0.08	0.10	-0.35	0.23	-0.87	0.00	-0.22	0.02	0.15	0.003
Dehumanization					-	-	-	-	-0.013	0.08	-0.006	0.003	-0.36	0.16	3.2	0.000
Procedural justice × g					-0.29	0.17	-1.15	0.001	-	-	-	-	-	-	-	-

e n d e r				
M o d e l s u m m a r y	R=0.41; R²=0.23 F(3, 48) = 9.52***	R=0.49; R²=0.21 F(4, 49) = 8.52***	R=0.39; R²=0.23 F(4, 57) = 10.13***	R=0.29; R²=0.15 F(4, 43) = 8.46***

These results support our H1 where it was assumed that procedural justice and dehumanization intentions are negatively related. These findings are in-line with previous studies (e.g. Bell and Khouray, 2016), where it was noticed that its justice which influences employees' perceptions and the negative perceptions about machine-like treatment vanishes. Furthermore, moderation analysis (H2) reveals that due to emergence of gender as moderated the significant relation between procedural justice and dehumanization is changed and the relation becomes weak (β=-0.14, $p<0.010$), thus showing that gender has an influence on the relationship of both the variables of interest. Moderation role in predicting dehumanization is further more explained in figure 3, where it is evident that the relation is stronger for women, thus it could be inferred that women have more effects of procedural justice and feel more humanized feelings, supporting our H2.

FIGURE 3

Interaction affects
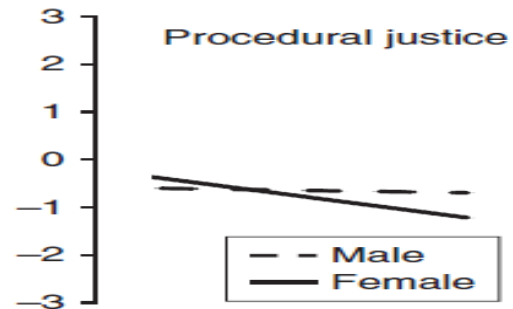
In follow up, moderated mediation were tested using Preacher and Hayes (Hayes, 2013; Preacher et al., 2007) guidelines for Bootstrapping analyses; where it was noticed that found a significant indirect effect at p=0.05 at 95% confidence level for women ((β=0.193, CI (−0.399, −0.091)), but these results were not found for men (β=0.013, 95 percent CI (−0.168, 0.104)). These results support our hypothesis (H3a) for moderated mediation where it was assumed that procedural justice and counter-productive behavior was linked through dehumanization which was moderated by gender. Further investigation for moderation mediation path of procedural justice, dehumanization and turnover intentions revealed that the indirect path for women was significant $p<.001$((β=0.231, CI (−0.285, −0.067)) than for men $p<.05$((β=0.043, CI (−0.107, −0.006)). Thus helped us infer that women have different perceptions of justice, and these perceptions influence outcomes. These findings supported H3b as well.

In this study the model was developed to test moderated mediation relationships between procedural justice and counter-productive behavior and turnover intentions through dehumanization. Findings of the study reveal that the relation for women are stronger than the male counterparts, thus conditional upon gender. Both the

119

dependent variable were significantly predicted by dehumanization and procedural justice, thus displaying the partial mediation association. Though, it is presumed that the women show equal level of satisfaction and job commitment, even paid less and reward less when compared to male counter parts (Devillard et al., 2013), the findings show that the perceptions of justice will also affect them more. This could be attributed to the evaluation women make for them against their counterparts. These findings support our theoretical premise (e.g. Uncertainty Management Model (Lind & van den Bos, 2002; van den Bos and Lind, 2002). The findings also support past studies (e.g. Bell & Khoury, 2016) who noticed that justice influences turnover intentions through dehumanization and gender moderates such relations. But the dependent role of counter-productive behavior (based on UMM) is also found significant thus findings support theoretical premises.

IMPLICATIONS OF THE STUDY

Overall our findings are in-line with the supposition that justice meets basic existential, relational and self-esteem needs (Cropanzano et al., 2001); thus this study do not merely attribute role of gender but explain the societal and cultural differences and their role in gender perceptions. These findings have two distinctive implications to offer, first and foremost, is that the women uncertainty and fundamental needs satisfaction does not only pays organization, but its effects are constructive for women than men. These results further highlight that the procedural justice is important to get women 'win' attitude at work. Bell and Khoury (2016) also noticed

that women are more influence by the procedural justice rather than the distributive or interactional justice. Thus procedural exchange is important to create better perceptions of women employees (e.g. women supposed communality needs; Belliveau, 2012). Secondly, Belliveau (2012) further concluded that usually women outcomes are traded off for procedural justice, which is replaced by apologies and social accounts, leading external and uncontrollable cause; resulting in decay of job outcomes related to justice. This could only be reprimanded through the implications of justice at work. Thirdly, this study highlights the need of women to be diligent and knowledgeable about effects of uncertainty reducing strategies for organization and leaders. It is also to be emphasized that the satisfaction of some critical needs may not be at the cost of other deserved needs. Thus emphasizing the need of issue highlighted by Marlar and Mendes (2013) about women who tend not to perceive gender biases in organization.

LIMITATIONS AND FUTURE DIRECTIONS

Though this study is an attempt to unveil the procedural justice perceptions of women and men and to see its effects on dehumanization and two outcomes i.e. turnover intentions and counter-productive behavior. The results of the study support our basic theoretical premise and assumptions driven from past studies. But it is still prone to some limitations. The foremost is the consideration of small sample size and cross sectional study. Such study may be rooted by common method biasness, though an attempt was made to overcome such situation, but the presence

may have adverse effects on the results of the study. Moreover, future researchers could consider the variables like powerlessness, along with multidimensional construct of justice (Bell & Khoury, 2016). Consideration of all these variables while taking counter-productive behavior or ostracism could be a new dimension to work at. Moreover, the moderated mediation mechanism should further be investigated by considering other variables e.g. personality, organizational support.

CONCLUSIONS

It is an overwhelming evidence present that gender based differences, stereotypes, biases and discrimination are one of prevailing issues at workplace. This could be attributed to the fact that organizational culture is someway or other likely to be influenced by the society and its values (Stoner et al., 2011). The image portrayed by the organization and media is more likely to be a dehumanized place having value for personal feelings. Valuing this belief organizations could legitimize differences like gender. This study gives an evidence of this premise. The findings of the study reveal that justice at workplace can mitigate the feelings of dehumanization, but the association is strongly influenced for women than men. Thus revealing the fact that there exist gender based discrimination at workplaces, but the organizational role (e.g. justice) can be a remedial measure. Furthermore, this study also divulges that dehumanization further leads to counterproductive work behavior and turnover intentions. The relation for men was either absent or weak. These finding reveal the social setting and

its influence on the organizational culture at Pakistani organizations; and which is very much common in developing and third world countries (Ganesh & Ganesh, 2014).

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