



# How supervisor and coworker ostracism influence employee outcomes: The role of organizational dehumanization and organizational embodiment

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**How Supervisor and Coworker Ostracism Influence  
Employee Outcomes: The Role of Organizational  
Dehumanization and Organizational Embodiment**

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**Purpose**

This research investigates the mediating role of organizational dehumanization in the relationships between supervisor/coworker ostracism and employee outcomes (i.e., increased physical strains, decreased work engagement, increased turnover intentions). Moreover, this research explores the moderating role of supervisor’s organizational embodiment and coworkers’ organizational embodiment in these indirect relationships.

**Design/methodology/approach**

A cross-sectional study (*N*=625) surveying employees from various organizations while using online questionnaires was conducted.

**Findings**

Results highlighted that, when considered together, both supervisor ostracism and coworker ostracism are positively related to organizational dehumanization, which, in turn, detrimentally influences employees’ well-being (increased physical strains), attitudes (decreased work engagement) and behaviors (increased turnover intentions). Results further indicated that the indirect effects of supervisor ostracism on outcomes via organizational dehumanization were stronger when the supervisor was perceived as highly representative of the organization. However, the interactive effect between coworker ostracism and coworkers’ organizational embodiment on organizational dehumanization was not significant.

**Originality**

This research adds to theory by highlighting how and when supervisor and coworker ostracism relate to undesirable consequences for both employees and organizations. On top of simultaneously considering two sources of workplace ostracism (supervisor/coworkers), this research adds to extant literature by examining one underlying mechanism (i.e., organizational dehumanization) explaining their deleterious influence on outcomes. It further examines the circumstances (i.e., high organizational embodiment) in which victims of

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supervisor/coworker ostracism particularly rely on this experience to form organizational dehumanization perceptions.

*Keywords:* supervisor ostracism, coworker ostracism, organizational dehumanization, organizational embodiment

**How Supervisor and Coworker Ostracism Influence Employee Outcomes: The Role of Organizational Dehumanization and Organizational Embodiment**

Failure to take action to engage another individual when it is socially appropriate to do so – that is, ostracism - is a common phenomenon in the workplace (Robinson *et al.*, 2013). During the last decade, workplace ostracism<sup>1</sup> was found to be detrimental for employees’ well-being, work-related attitudes, and behaviors (e.g., Howard *et al.*, 2020). While prior investigations provided valuable insights regarding the harmful consequences of workplace ostracism (e.g., Howard *et al.*, 2020), this research stream suffers from at least two major drawbacks. First, most studies either ignored or inappropriately considered the sources of workplace ostracism (e.g., supervisor, coworkers), even though “ostracism by leaders and coworkers may have different effects on the target” (Shore and Cheung, 2023, p.7). Specifically, workplace ostracism was most often conceptualized as a general phenomenon stemming from *others* in the organization, without any reference to its source (Howard *et al.*, 2020). In other cases, ostracism from only one specific source (e.g., coworkers) was measured even though the authors portrayed workplace ostracism as a mistreatment that may stem from different organizational agents (e.g., He *et al.*, 2020; Peng and Zeng, 2017). Overall, there is no systematic conceptualization, across studies, regarding the sources of workplace ostracism. This is an important limitation since multi-foci perspectives on workplace mistreatment (Chang and Lyons, 2012; Hershcovis and Barling, 2007, 2010) suggest that ambiguity around the sources of mistreatment (i.e., ostracism) impedes theory development.

Second, in the workplace ostracism literature, scholars have increasingly argued that organizations are not innocent bystanders of the exclusionary behaviors perpetrated by their members (e.g., Brison and Caesens, 2023; Paşamehmetoğlu *et al.*, 2022; Robinson *et al.*,

<sup>1</sup> In this research, we adopt a perceptual definition of workplace ostracism, that is employees’ own perceptions to be ostracized (i.e., *felt* ostracism; Howard *et al.*, 2020).

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2013). For instance, echoing the social psychology literature on dehumanization, according to which such perceptions arise from interpersonal mistreatment (e.g., Bastian and Haslam, 2010, 2011), recent evidence (Brison and Caesens, 2023) indicates that ostracized employees might feel dehumanized by the overall organization. This phenomenon is embodied by the organizational dehumanization construct (i.e., “the experience of an employee who feels objectified by his/her organization [...] and made to feel like a tool or an instrument for the organization’s ends”; Bell and Khoury, 2011, p.170) and is thought to be associated with poorer employee well-being, work attitudes, and behaviors (Brison *et al.*, 2022). However, the few prior studies that examined the detrimental influence of workplace ostracism on organizational perceptions and subsequent employee outcomes assumed that these effects occur uniformly, regardless of who perpetrates the ostracism (e.g., Brison and Caesens, 2023; Paşamehmetoğlu *et al.*, 2022). This is unfortunate since research on employee-organization relationships suggests that (mis)treatment from supervisors and coworkers might generalize to the entire organization to varying degrees (Ashforth and Rogers, 2012), especially if the source of the (mis)treatment is perceived as embodying the organization (Eisenberger *et al.*, 2010).

Drawing on the dual model of dehumanization (Haslam, 2006) and the relational model of workplace aggression (Hershcovis and Barling, 2007), we thus propose a more integrated model of workplace mistreatment. Specifically, this model disentangles the influence of workplace ostracism from different perpetrators (i.e., supervisor, coworkers) on targets’ perceptions of organizational mistreatment (i.e., organizational dehumanization) and subsequent employee outcomes, while examining when such effects are most likely to occur. As such, this research explores a potential boundary condition of these effects, namely the extent to which employees perceive their supervisor/coworkers to be representative of the organization (i.e., organizational embodiment; Eisenberger *et al.*, 2010). Precisely, it

examines the moderating role played by supervisor’s/coworkers’ organizational embodiment in the indirect effects of supervisor/coworker ostracism on employees’ well-being (i.e., physical strains), attitudes (i.e., work engagement) and behaviors (i.e., turnover intentions), through organizational dehumanization (Figure 1).

[ Figure 1 ]

This research contributes to filling several theoretical gaps. First, by considering supervisor and coworker ostracism separately - yet simultaneously, this research addresses the problematic ambiguity around the sources of workplace ostracism (Shore and Chung, 2023; Zhao et al., 2019; Zhou et al., 2021). Since mistreatment from different sources (e.g., supervisor, coworkers) may affect targets’ perceptions of organizational mistreatment differently (Chang and Lyons, 2012), it is particularly important to adopt a multi-foci perspective to examine the influence of ostracism on organizational dehumanization and subsequent outcomes. This is indeed necessary to get a clear picture of how ostracism from supervisors and coworkers individually relate to organizational dehumanization perceptions in employees (Brison *et al.*, 2022). Overall, by examining organizational dehumanization as a mechanism underlying the harmful effects of supervisor/coworker ostracism, this study might thus contribute to the development of a more comprehensive model of workplace mistreatment that integrates interpersonal and employee-organization relationships (Ashforth and Rogers, 2012) using a multi-foci approach (Chang and Lyons, 2012; Hershcovis and Barling, 2007, 2010).

Second, this research seeks to identify in which conditions workplace ostracism from different perpetrators (i.e., supervisor, coworkers) is particularly likely to be generalized to the entire organization (i.e., when organizational embodiment is high). Prior multi-foci research on mistreatment offers conflicting views on this process of generalization (i.e., cross-foci effects), leaving it unclear which factors foster these effects. Precisely, while some

studies indicate that both supervisor and coworker mistreatment translate into negative organizational perceptions (e.g., Chang and Lyons, 2012), other scholars argue that such generalization to the organization might only occur in some cases (e.g., Lavelle *et al.*, 2007) or is unlikely to occur at all (e.g., Masterson *et al.*, 2000). By considering organizational embodiment as a catalyzer of the generalization of interpersonal mistreatment from different sources (i.e., supervisor/coworker ostracism) to organizational mistreatment (i.e., organizational dehumanization), this research might help to reconcile these conflicting views and to better understand when cross-foci effects are most likely to occur.

### **Supervisor and Coworker Ostracism**

Defined as employees' perceptions that they have been ignored or excluded at work by other organizational members (Ferris *et al.*, 2008), workplace ostracism is argued to be a unique phenomenon (Robinson *et al.*, 2013). Unlike most negative interpersonal experiences in the workplace, workplace ostracism is not necessarily intended to cause harm because it involves the omission of a desired behavior rather than the commission of an unwanted behavior (Robinson *et al.*, 2013). Consequently, workplace ostracism is conceptually distinct from related constructs such as workplace bullying and social undermining (Ferris *et al.*, 2008). Because being ostracized is a form of "social death", workplace ostracism thwarts employees' fundamental needs, especially their need to belong, making it a harmful experience for victims (Ferris *et al.*, 2008). Accordingly, workplace ostracism was found to be detrimental for employees' well-being (e.g., increased emotional exhaustion), work attitudes (e.g., decreased job satisfaction and work engagement), and behaviors (e.g., decreased performance, increased turnover intentions) (e.g., Ferris *et al.*, 2008; Howard *et al.*, 2020).

In most studies, workplace ostracism is conceptualized as employees' perceptions that they have been overlooked by *others* in the workplace (Howard *et al.*, 2020). Accordingly,



workplace ostracism is most often measured using the Workplace Ostracism Scale developed by Ferris et al. (2008). A sample item is “Others ignored me at work”. Therefore, workplace ostracism “has commonly been assumed to constitute a general phenomenon, without any specific reference to its source” (Zhao *et al.*, 2019, p.3). Scholars thus often failed to differentiate the effects of ostracism instigated by different sources such as ostracism from supervisors or coworkers (e.g., Shore and Chung, 2023). Yet, the relational model of workplace aggression (Hershcovis and Barling, 2007) posits that since the type and level of power held by the perpetrator is different in each perpetrator-victim relationship, the experience of aggression from one perpetrator (e.g., supervisor) might have a different meaning and ultimately different consequences than the experience of aggression from another perpetrator (e.g., coworkers). Precisely, while supervisors have formal power over subordinates as they control key aspects of employees’ professional life (e.g., evaluations, promotions), coworkers possess social power over other employees because they are at the core of most social interactions, thereby affecting the presence and quality of social relationships at work (Hershcovis and Barling, 2007, 2010). Consistent with this model, scholars proposed that supervisor ostracism and coworker ostracism are different constructs that are worth being considered separately and simultaneously (e.g., Zhao *et al.*, 2019).

At the empirical level, both supervisor and coworker ostracism are associated with poorer employee well-being such as increased emotional exhaustion (e.g., He *et al.*, 2020). Along similar lines, supervisor and coworker ostracism are detrimental for subordinates’ attitudes toward their supervisor (e.g., decreased commitment toward the supervisor; Chang *et al.*, 2021) and their work (e.g., decreased job satisfaction and work engagement; He *et al.*, 2020), respectively. However, the influence of supervisor and coworker ostracism on employees’ behaviors is less univocal. Specifically, coworker ostracism relates to increased counterproductive work behaviors directed at both coworkers and the organization, whereas

supervisor ostracism only relates to increased counterproductive work behaviors directed at the organization (Hitlan and Noel, 2009). Contrastingly, an experimental study showed that supervisor ostracism, as compared to coworker ostracism, elicits more antisocial behaviors directed at the workgroup (Fiset *et al.*, 2017). Additionally, while supervisor ostracism seems to be univocally associated with increased turnover intentions (e.g., Wang *et al.*, 2021), coworker ostracism was found to be either unrelated (Wang *et al.*, 2021) or positively related to turnover intentions (He *et al.*, 2020; Scott *et al.*, 2015).

Overall, these few prior results underline the need to explore how and when supervisor or coworker ostracism might negatively influence employees' well-being (i.e., physical strains), attitudes (i.e., work engagement) and behaviors (i.e., turnover intentions). Based on the dual model of dehumanization (Haslam, 2006) and related prior studies (e.g., Bastian and Haslam, 2010, 2011), scholars proposed that workplace ostracism may foster organizational dehumanization, which can have undesirable consequences for both employees and organizations (Brison and Caesens, 2023). Therefore, we propose that organizational dehumanization might explain how supervisor ostracism and coworker ostracism have a detrimental effect on outcomes.

### **The Mediating Role of Organizational Dehumanization in the Relationships between Supervisor/Coworker Ostracism and Outcomes**

Rooted in social psychology, the concept of dehumanization refers to the denial of one's human characteristics (Haslam, 2006). Pioneers in this research field have developed a dual model of dehumanization (Haslam, 2006) that distinguishes two forms of dehumanization, each of which is thought to result from specific types of mistreatment. On the one hand, animalistic dehumanization arises when individuals are denied features that differentiate them from animals (i.e., civility, refinement, morality, rationality, maturity), which may occur following disrespectful and condescending treatment, or humiliation

(Bastian and Haslam, 2011; Haslam, 2006). On the other hand, mechanistic dehumanization emerges when individuals are denied attributes that distinguish them from objects or machines (i.e., emotionality, interpersonal warmth, cognitive openness, agency, depth), which may occur following exploitation, objectifying treatment, or ostracism (Bastian and Haslam, 2011; Haslam, 2006). Overall, this model suggests that, “from the point of view of targets, dehumanization results from behaviors that perpetrators enact toward them and is therefore located within forms of interpersonal [mis]treatment” (Bastian and Haslam, 2011, p.296).

Given the pervasiveness of dehumanization in workplaces, especially its mechanistic form, scholarly attention has shifted to employees’ perceptions that their organization treats them like tools to reach organizational goals, that is organizational dehumanization (Bell and Khoury, 2011; Caesens *et al.*, 2017). Since it threatens employees’ basic socioemotional needs and prompts them to reciprocate this negative treatment by developing negative attitudes toward their work and organization, organizational dehumanization is thought to have negative consequences for employees and organizations (e.g., Brison *et al.*, 2022).

Corroborating these claims, empirical investigations highlighted that organizational dehumanization is associated with psychological needs frustration (Lagios *et al.*, 2022) and thoughts of revenge (Stinglhamber *et al.*, 2023) which, in turn, detrimentally affect employee outcomes. Specifically, organizational dehumanization was found to have a deleterious influence on employees’ well-being (e.g., increased emotional exhaustion and somatic symptoms; Caesens *et al.*, 2017), work attitudes (e.g., decreased job satisfaction and affective commitment; Caesens *et al.*, 2017, 2019), and behaviors (e.g., increased turnover intentions and organizational deviance; Caesens *et al.*, 2019; Stinglhamber *et al.*, 2023).

Alongside this line of research, the predictors of organizational dehumanization have been receiving increasing scholarly attention (e.g., Caesens *et al.*, 2019; Stinglhamber *et al.*, 2021). Consistent with the social psychology literature on dehumanization (Bastian and

Haslam, 2010, 2011; Haslam, 2006), scholars suggested that interpersonal factors such as mistreatment from one's supervisor or coworkers (e.g., workplace ostracism, Brison and Caesens, 2023) may promote organizational dehumanization (e.g., Brison *et al.*, 2022).

Indeed, since employees "generalize from their feelings about people in the organization who are important to them, to the organization as a whole" (p.377), they might perceive the treatment they receive from their supervisor or coworkers as illustrative of the treatment they receive from their entire organization (Levinson, 1965).

Due to their formal positions of power (Hershcovis and Barling, 2010), supervisors are often perceived as organizational representatives who stress "the set of norms and behaviors most consistent with the organizational ideal" (Shore and Chung, 2023, p.2). As such, mistreatment from supervisors may negatively influence employees' general evaluations of the relationship they hold with the organization (Chang and Lyons, 2012). More precisely, supervisor ostracism is argued to make employees "feel socially invisible, non-existent and less human" (Jahanzeb *et al.*, 2018, p.2). As such, when ostracized by supervisors, subordinates are likely to interpret this behavior as an indication that the overall organization neglects their humanness. Experiencing ostracism from one's supervisor might thus be associated with subordinates' perceptions of being dehumanized by their organization.

Additionally, since coworkers exert social power over other employees by being involved in most social interactions (Hershcovis and Barling, 2010), coworkers are considered as salient and accessible referents to make sense of the organization's ideals and priorities (Ashforth and Rogers, 2012). As such, when employees experience mistreatment from coworkers, "they may view the organization as failing to protect its members from negative encounters" (p.82), resulting in a negative employee-organization relationship (Chang and Lyons, 2012). Specifically, experiencing coworker ostracism conveys a norm according to which it is acceptable, in the organization, to treat others as less than human

(Jahanzeb and Newell, 2022; Shore and Chung, 2023), leading to perceptions of organizational dehumanization.

Corroborating this, prior research found that workplace ostracism (Brison and Caesens, 2023) - assessed as a general phenomenon without any reference to its source (i.e., supervisor, coworkers) – increase victims’ organizational dehumanization perceptions, which in turn relate to victims’ poorer well-being, work attitudes, and behaviors. Based on the above rationale and these empirical findings, we thus hypothesized that:

H1a: Organizational dehumanization mediates the relationships between supervisor ostracism and physical strains, work engagement, and turnover intentions.

H1b: Organizational dehumanization mediates the relationships between coworker ostracism and physical strains, work engagement, and turnover intentions.

**The Moderating Role of Organizational Embodiment**

We further propose that higher organizational embodiment will strengthen the negative influence of supervisor/coworker ostracism on organizational dehumanization and subsequent outcomes. While prior multi-foci research (Chang and Lyons, 2012) indicated that mistreatment from supervisors and coworkers might result in a negative employee-organization relationship, this is most likely to be the case when the perpetrator is appraised as strongly embodying the organization (Shoss *et al.*, 2013). Defined as the extent to which employees perceive organizational members (i.e., supervisor, coworkers) to identify with the organization, organizational embodiment is thought to play a key role in the generalization of interpersonal treatment to organizational treatment (Eisenberger *et al.*, 2010). Specifically, supervisor’s organizational embodiment is defined as a “perception concerning the extent of their supervisor’s shared identity with the organization” (Eisenberger *et al.*, 2010, p.1087). While employees tend to generalize supervisor mistreatment to the overall organization because supervisors are perceived as representatives of the organization, these perceptions

may vary across individuals. Thus, employees' perceptions regarding supervisors' representativeness of the organization might influence the magnitude of this process of generalization (Eisenberger *et al.*, 2010). Specifically, scholars proposed that the higher a supervisor's perceived organizational embodiment, the more likely the supervisor's treatment is to be perceived as the product of the organization's will, that is the greater the generalization (Eisenberger *et al.*, 2010). In line with this, studies provided empirical evidence that negative treatment from supervisors (e.g., abusive supervision) damages the employee-organization relationship to a greater extent (e.g., decreased perceived organizational support) when supervisor's organizational embodiment is high (Shoss *et al.*, 2013). In the same vein, a high-quality relationship with the supervisor (e.g., positive leader-member exchange) is more likely to be translated into an enhanced employee-organization relationship (e.g., decreased organization dehumanization) when supervisor's organizational embodiment is high (Stinglhamber *et al.*, 2021). Interestingly, this interactive effect was found to extend to employees' ill-being (e.g., increased emotional exhaustion), attitudes (e.g., decreased affective commitment), and behaviors (e.g., decreased promotive voice behaviors) through organizational dehumanization (Stinglhamber *et al.*, 2021). Drawing on these findings, it is likely that supervisor ostracism is associated with more organizational dehumanization perceptions in victims who perceive that their ostracizing supervisor shares identity with the organization, subsequently relating to negative outcomes.

H2a: Supervisor's organizational embodiment moderates the positive relationship between supervisor ostracism and organizational dehumanization, so that this relationship is stronger when supervisor's organizational embodiment is high.

H3a: The effect of supervisor ostracism on physical strains, work engagement and turnover intentions, through organizational dehumanization, will be stronger when supervisor's organizational embodiment is high.

Since employees may also rely on the way they are treated by coworkers to form organizational perceptions, scholars recently suggested that the extent to which coworkers are perceived to embody the organization’s characteristics could play a similar role (Cruz *et al.*, 2022). This refers to the construct of coworkers’ organizational embodiment. Similar to Kim *et al.* (2022), coworkers’ organizational embodiment can be defined as employees’ perceptions of the extent to which their coworkers share identity with the organization. Specifically, because coworkers are interdependent and share common goals, they are likely to be considered as one single unit (Blanchard *et al.*, 2020). Yet, scholars proposed that employees are likely to form organizational embodiment perceptions about cohesive social units within their organization (Kim *et al.*, 2022). Consistently, drawing on Kim *et al.*’s (2022) reasoning, employees may assess their coworkers’ shared identity with the organization based on the common prototypical characteristics that they share with the organization, such as their adherence to organizational goals and values.

Because treatment from organizational members tends to be generalized to the entire organization to a greater extent when they are perceived as embodying the organization (e.g., Shoss *et al.*, 2013), treatment from coworkers is likely to affect employees’ organizational perceptions more strongly when coworkers’ organizational embodiment is high. Based on this, it is reasonable to think that the more victims of coworker ostracism identify the coworkers who engage in ostracizing behaviors with the organization, the more likely victims are to feel dehumanized by the organization, ultimately resulting in negative outcomes.

H2b: Coworkers’ organizational embodiment moderates the positive relationship between coworker ostracism and organizational dehumanization, so that this relationship is stronger when coworkers’ organizational embodiment is high.



H3b: The effect of coworker ostracism on physical strains, work engagement and turnover intentions through organizational dehumanization will be stronger when coworkers' organizational embodiment is high.

## Method

### Participants and Procedure.

A cross-sectional study, that received the approval from the ethics committee of the first author's institution, was conducted. Data collection started in late October 2021 and was terminated in March 2022. Prospective participants from various professional backgrounds in France (69.1%) and Belgium (30.9%) were recruited via snowball sampling procedures and were invited to fill out an online questionnaire, as part of a broader research project. To take part in the study, they were required to be currently employed by an organization and could not be students nor self-employed. Among the 650 participants who fully completed the survey, 19 were excluded due to wrong answers to attentional questions (i.e., "If you are reading this, tick *strongly agree*") and 6 were excluded because they reported being less than 18 years old. The final sample was thus composed of 625 participants ( $M_{age}=38.31$ ,  $SD=12.39$ ) of whom 68.2% were women and 31.8% were men. They had an average organizational tenure of 9.17 years ( $SD=10.17$ ). Most participants were working in public administration (19%), healthcare (17%), education (10.9%), and retail and sales (8.8%). Additionally, the majority of participants held a bachelor's degree (39%) and worked full-time (74.1%).

### Measures.

Unless otherwise specified, all items were assessed using a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

**Supervisor Ostracism ( $\alpha=.93$ )** was assessed using Wu *et al.*'s (2015) adapted version of the 10-item workplace ostracism scale developed by Ferris *et al.* (2008). The original items were



adapted by Wu *et al.* (2015) to specifically target ostracism perpetrated by supervisors. For each item, the source of ostracism of the original scale, “others”, was replaced by “my supervisor” (e.g., “My supervisor ignored me at work”).

**Coworker Ostracism ( $\alpha=.94$ )** was assessed using Scott *et al.*’s (2015) adapted version of the 10-item workplace ostracism scale developed by Ferris *et al.* (2008). The original items were adapted to specifically target ostracism perpetrated by coworkers. For each item, the source of ostracism of the original scale, “others”, was replaced by “my coworkers” (e.g., “My coworkers avoided me at work”).

**Organizational Dehumanization ( $\alpha=.95$ )** was assessed with the 11-item scale developed by Caesens *et al.* (2017) (e.g., “My organization treats me as if I were an object”).

**Supervisor’s Organizational Embodiment ( $\alpha=.96$ )** was measured using the five items of Eisenberger *et al.* (2014) (e.g., “My supervisor is representative of my organization”).

**Coworkers’ Organizational Embodiment ( $\alpha=.94$ )** was measured using an adapted version of the five items of Eisenberger *et al.* (2014) replacing the word “supervisor” with the term “coworkers” (e.g., “My coworkers are characteristic of my organization”).

**Physical Strains ( $\alpha=.80$ )** were assessed using four items from the Physical Symptoms Inventory developed by Spector and Jex (1998). The selected symptoms are trouble sleeping, headache, loss of appetite, and fatigue. Participants were asked to report how often they experienced each symptom during the last month on a 7-point Likert scale ranging from 1 (*Never*) to 7 (*Always*).

**Work Engagement ( $\alpha=.85$ )** was measured using the three items from Schaufeli *et al.* (2017). Participants were asked how often they experienced the situation described in the items on a 7-point Likert scale ranging from 1 (*Never*) to 7 (*Always*) (e.g., “I am immersed in my work”).

**Turnover Intentions** ( $\alpha=.93$ ) were assessed using the three items from Jaros (1997) (e.g., “I intend to leave my organization in a near future”).

**Control Variables.** Relying on Becker’s (2005) recommendations, sociodemographic variables showing significant correlations with the dependent variables of the theoretical model were considered (Table I). Precisely, analyses were conducted with and without these sociodemographic characteristics as control variables. Since the interpretation of the findings remains the same when these variables are taken into account, parsimony was favored and the results reported below are exempt from any demographic variables.

## Results

Descriptive statistics and correlations among variables are displayed in Table I.

[Table I]

### Measurement Model.

Confirmatory factor analyses were conducted (*Mplus 8.5*; MLR) to examine the distinctiveness of the eight constructs included in the model. Results indicated that the eight-factor model fitted the data well ( $\chi^2(1196)=2736.40$ ; RMSEA=.05; SRMR=.04; CFI=.92; TLI=.92) and was superior to all more constrained models (Table SI, online supplements).

### Structural Model.

The hypotheses were tested using structural equation modeling. First, we tested a model in which supervisor ostracism and coworker ostracism were linked to organizational dehumanization which, in turn, was linked to employees’ physical strains, work engagement, and turnover intentions. Results showed that this model displayed a satisfying fit to the data ( $\chi^2(770)=1866.39$ ; RMSEA=.05; SRMR=.06; CFI=.92; TLI=.92). Alternative models adding one-by-one direct paths between variables were tested. These model comparisons revealed that an alternative model adding direct paths between supervisor ostracism and turnover intentions as well as between coworker ostracism and physical strains was significantly

superior to the hypothesized model ( $\chi^2(768)=1844.100$ ; RMSEA=.05; SRMR=.05; CFI=.92; TLI=.92) and was thus retained as the best depiction of the data (Figure S1, online supplements).

Results indicated that supervisor ostracism and coworker ostracism were both positively associated with organizational dehumanization ( $\gamma=.40, p<.001$ ;  $\gamma=.17, p<.001$ , respectively) which, in turn, was positively associated with physical strains ( $\beta=.33, p<.001$ ), negatively associated with work engagement ( $\beta=-.23, p<.001$ ), and positively associated with turnover intentions ( $\beta=.45, p<.001$ ). Additionally, supervisor ostracism had a positive direct effect on turnover intentions ( $\gamma=.18, p<.001$ ), whereas coworker ostracism had a positive direct effect on physical strains ( $\gamma=.15, p<.01$ ). Additionally, results of latent bootstrap analyses revealed that, when coworker ostracism was considered, the indirect effects of supervisor ostracism on outcomes via organizational dehumanization were significant (physical strains=.13; BC95% CI=[.08; .19]; work engagement= -.09; BC95% CI=[-.14; -.05]; turnover intentions=.18, BC95% CI=[.10; .27]). They further indicated that, when supervisor ostracism was considered, the indirect effects of coworker ostracism on outcomes via organizational dehumanization were significant (physical strains=.06; BC95% CI=[.03; .09]; work engagement=-.04; BC95% CI=[-.07; -.02]; turnover intentions=.08, BC95% CI=[.04; .12]), supporting H1a and H1b.

Second, we tested a model in which supervisor ostracism, coworker ostracism, supervisor's organizational embodiment, and the interaction between supervisor ostracism and supervisor's organizational embodiment were related to organizational dehumanization which, in turn, was associated with outcomes. In order to test interactive effects with latent variables, parcels were created using the item-to-construct balance technique to have an equal number of indicators for the independent (i.e., supervisor ostracism) and moderating (i.e., supervisor's organizational embodiment) variables (see online supplements for a full

description of the parceling procedure). Although this model fitted the data well ( $\chi^2(1208)=2495.926$ ; RMSEA=.04; SRMR=.05; CFI=.93; TLI=.92), alternative models adding one-by-one direct paths between variables were tested. Results indicated that an alternative model adding direct paths between supervisor ostracism and turnover intentions as well as between coworker ostracism and physical strains significantly better fitted the data ( $\chi^2(1206)=2474.077$ ; RMSEA=.04; SRMR=.04; CFI=.93; TLI=.92) and was thus retained as the final model (Figure 2).

[Figure 2]

Results indicated that, when controlling for coworker ostracism, the link between supervisor's organizational embodiment and organizational dehumanization was not significant ( $\gamma=-.07, p=.092$ ), whereas the interactive effect of supervisor ostracism and supervisor's organizational embodiment on organizational dehumanization was significant ( $\gamma=.10, p<.01$ ) (Figure 2). The simple slopes tests revealed that the relationship between supervisor ostracism and organizational dehumanization was statistically significant at one standard deviation above ( $B=.58, t(620)=8.68, p<.001$ ) and below ( $B=.36, t(620)=5.39, p<.001$ ) the mean of supervisor's organizational embodiment, and that the slopes were different from each other ( $t(620)=2.59, p<.01$ ) (Figure 3), supporting H2a.

[Figure 3]

Additionally, results of the moderated mediation model indicated that the indirect effect of supervisor ostracism on outcomes via organizational dehumanization was significant at both low (physical strains=.10; BC95% CI=[.06; .16]; work engagement=-.05; BC95% CI=[-.08;-.03]; turnover intentions=.16; BC95% CI=[.10; .23]) and high (physical strains=.16; BC95% CI=[.10; .23]; work engagement=-.08; BC95% CI=[-.13;-.05]; turnover intentions=.25; BC95% CI=[.18; .34]) levels of supervisor's organizational embodiment. Moreover, the index of moderated mediation was significantly different from 0 for physical

strains (index=.02; BC95% CI=[.004; .03]), work engagement (index=-.01; BC95% CI=[-.02;-.002]), and turnover intentions (index=.03; BC95% CI=[.01; .05]), supporting H3a.

Finally, we tested a model in which supervisor ostracism, coworker ostracism, coworkers’ organizational embodiment, and the interaction between coworker ostracism and coworkers’ organizational embodiment were related to organizational dehumanization which, in turn, was linked to outcomes. Although this model fitted the data well ( $\chi^2(1208)=2818.03$ ; RMSEA=.05; SRMR=.05; CFI=.90; TLI=.90), alternative models adding one-by-one direct paths between variables were again tested. Results showed that an alternative model adding direct paths between supervisor ostracism and turnover intentions as well as between coworker ostracism and physical strains significantly better fitted the data ( $\chi^2(1206)=2796.029$ ; RMSEA=.05; SRMR=.04; CFI=.91; TLI=.90) and was retained as the final model (Figure 2). Results indicated that, when controlling for supervisor ostracism, the interactive effect of coworker ostracism and coworkers’ organizational embodiment on organizational dehumanization was not significant ( $\gamma=.07, p=.096$ ), failing to support H2b and H3b.

**Discussion**

The objective of this research was to test a more integrated model of mistreatment that examines the relationships between supervisor/coworker ostracism and employees’ well-being (i.e., increased physical strains), attitudes (i.e., decreased work engagement), and behavior (i.e., increased turnover intentions) through organizational dehumanization. This model also investigates whether these relationships are stronger when the source of the ostracism (i.e., supervisor/coworkers) is perceived as highly representative of the organization.

First, results showed that organizational dehumanization is an underlying mechanism explaining the relationships between supervisor/coworker ostracism and outcomes. Specifically, supervisor/coworker ostracism are associated with increased organizational dehumanization perceptions, which subsequently relate to poorer employee well-being (i.e., increased physical strains), work attitudes (i.e., decreased work engagement), and behaviors (i.e., increased turnover intentions). While prior investigations examining the interpersonal predictors of organizational dehumanization put an emphasis on supervisor-subordinate relationships (e.g., abusive supervision, leader-member exchange; Caesens *et al.*, 2019; Stinglhamber *et al.*, 2021), these findings highlight that relationships with both supervisors and coworkers might influence employees' organizational dehumanization perceptions. As such, these findings allow to better understand how employees "form multiple relationships at work with multiple parties (the organization as a whole, managers, coworkers, etc.)" (Lavelle *et al.*, 2007, p.846) and how these relationships subsequently relate to employee outcomes (Chang and Lyons, 2012). Importantly, this research contributes to the relational model of workplace aggression (Hershcovis and Barling, 2007) by empirically testing the underlying mechanisms accounting for the detrimental effects of mistreatment from different perpetrators (i.e., supervisor, coworkers) on employee outcomes. Because ambiguity around the sources of workplace ostracism has so far impeded theory development (Shore and Chung, 2023; Zhao *et al.*, 2019; Zhou *et al.*, 2021), it is thus our hope that future research will continue to draw on multi-foci perspectives (Chang and Lyons, 2012; Hershcovis and Barling, 2010) to distinguish between ostracism perpetrated by supervisors and coworkers.

Second, this research indicated that supervisor's organizational embodiment is a boundary condition of the influence of supervisor ostracism on organizational dehumanization, and ultimately on outcomes. Results showed that the relationship between supervisor ostracism and organizational dehumanization was stronger for the victims who

perceived their supervisor as highly representative of the organization (i.e., high supervisor’s organizational embodiment), which subsequently related to negative outcomes (i.e., increased physical strains, decreased work engagement, increased turnover intentions). Because there is no consensus on the degree to which employees generalize supervisor mistreatment to the overall organization (i.e., cross-foci effects; Chang and Lyons, 2012; Lavelle *et al.*, 2007; Masterson *et al.*, 2000), these findings move multi-foci research on mistreatment forward by shedding light on the factors influencing the strength of cross-foci effects. By showing that the extent to which supervisor ostracism relates to organizational perceptions (i.e., organizational dehumanization) varies as a function of supervisor’s organizational embodiment, these findings nuance scholars’ assumption that this generalization occurs uniformly (Brison and Caesens, 2023; Paşamehmetoğlu *et al.*, 2022). Interestingly, while we only expected the supervisor ostracism-organizational dehumanization relationship to be stronger when supervisor’s organizational embodiment is high, results unexpectedly indicated that this relationship was weaker when victims perceived the ostracizing supervisor as poorly embodying the organization (i.e., low supervisor’s organizational embodiment). Although unexpected, this observation supports scholars’ claim that supervisors perceived to have very little in common with the organization are more likely to be considered as independent agents, acting in their own right, and their actions more likely to be credited to them rather than to the organization (Eisenberger *et al.*, 2010).

Third, this study investigated whether coworkers’ organizational embodiment acted as a boundary condition in the relationship between coworker ostracism and organizational dehumanization, and subsequently on outcomes. Results indicated that the interactive effect between coworker ostracism and coworkers’ organizational embodiment on organizational dehumanization was not significant, failing to support H2b and H3b. Since supervisor mistreatment is generalized to the organization because supervisors are perceived as



organizational representatives (e.g., Shoss *et al.*, 2013), it makes sense that supervisors' perceived representativeness of the organization (i.e., supervisor's organizational embodiment) influences the magnitude of this generalization. Conversely, prior scholars proposed that coworker mistreatment might be generalized to the organization because employees experiencing mistreatment from coworkers view the organization as failing to protect them from harmful interactions with their peers (Chang and Lyons, 2012). Therefore, coworkers' perceived representativeness of the organization (i.e., coworkers' organizational embodiment) might be less central to the generalization of coworker ostracism to the overall organization. Moreover, our operationalization of coworkers' organizational embodiment could possibly account for these non-significant results. Indeed, because employees often have multiple coworkers, participants may not necessarily have considered the coworkers who ostracized them when rating the coworkers' organizational embodiment scale. More precisely, if they were ostracized by coworkers A and B, but assessed the degree to which coworkers C and D are representative of the organization, coworkers C and D's organizational embodiment is unlikely to moderate the relationship between ostracism from coworkers A and B and organizational dehumanization. Future research examining interactive effects between coworker ostracism and coworkers' organizational embodiment could address this methodological challenge by asking participants to focus on a single coworker throughout the completion of the whole questionnaire (i.e., the ostracizer).

### Limitations and Future Research

This research shows several limitations. First, this study is based on a cross-sectional design, thereby impeding conclusions regarding causality between variables. Therefore, one may not exclude the possibility that organizational dehumanization also fosters employees' perceptions of being ostracized by supervisors and coworkers. Future research should replicate these findings using longitudinal (e.g., cross-lagged panels) or (quasi)-experimental



designs to provide evidence for causality and rule out potential bi-directional relationships between variables.

Second, this study draws on a sample that is overwhelmingly composed of highly-educated female employees working in public administration, healthcare, and education in France and Belgium, thereby questioning the generalizability of our findings. For instance, compared to men, women tend to report lower levels of workplace ostracism (Howard *et al.*, 2020). Further, because workers from the care sector are particularly mindful of interpersonal dynamics (Barrick *et al.*, 2003), ostracism may be more harmful for these employees. Additionally, consistent with scholars' claim that organizational dehumanization can also be conceptualized as a higher-level climate variable (Brison *et al.*, 2022), some organizational contexts might be characterized by higher levels of organizational dehumanization. Since the detrimental consequences of organizational dehumanization are stronger among employees from Western Europe (i.e., United Kingdom) than in other cultural contexts (i.e., Vietnam) (Nguyen *et al.*, 2021), cultural differences may also have influenced participants' responses. Future research should replicate our findings among different samples across various cultural and organizational contexts, perhaps using multi-level analyses to explore potential nested effects within organizations.

Third, this study relies on self-reported measures, which may possibly induce a common method bias (Podsakoff *et al.*, 2003). Yet, scholars proposed that self-reported measures are the most appropriate to assess employees' subjective perceptions, like in the present study, because these "only exist in the minds of individuals" (Cruz, 2022, p.923). Nonetheless, multiple precautions were taken based on scholars' recommendations to minimize this bias. Specifically, validated scales, separated in the questionnaire, were used. Prospective participants were also informed that there were no right or wrong answers to the questions included in the survey, and that their responses would be kept anonymous and

confidential. Using the unmeasured method factor technique, we found that common method variance was equal to 12% in our research (see online supplements). Yet, “in the range of approximately 10–50% common method variance, correlations do not show material indications of common method bias” (Fuller *et al.*, 2016, p.3197). Moreover, because common method bias reduces interaction effects (Siemens *et al.*, 2010), finding a significant interaction effect between supervisor ostracism and supervisor’s organizational embodiment on organizational dehumanization provides further evidence that this bias is unlikely to have strongly affected our data.

Lastly, this research focused on two interpersonal predictors of organizational dehumanization, namely supervisor and coworker ostracism. Consistent with multi-foci perspectives on mistreatment (Chang and Lyons, 2012; Hershcovis and Barling, 2007, 2010), these two forms of ostracism were assumed to exert independent effects on organizational dehumanization. Yet, one may argue that supervisor and coworker ostracism might interact with each other, or with other forms of interpersonal mistreatment (e.g., abusive supervision, coworker incivility), which could lead to amplified effects on organizational dehumanization. Future studies should explore these promising research avenues.

### Practical Implications

The findings hold practical implications. First, this study shows that employees’ perceptions to be ostracized by both their supervisor and their coworkers are related to their organizational dehumanization perceptions, which, in turn, are associated with poorer employee well-being (increased physical strains), attitudes (decreased work engagement), and behaviors (increased turnover intentions). Overall, these findings underline the role of organizations when it comes to workplace mistreatment and, more specifically, exclusionary phenomena. While organizational agents (i.e., supervisors, coworkers) are the sources of workplace ostracism, organizations are the backdrop of these harmful experiences. Therefore,

on top of raising awareness regarding these phenomena, human resources professionals should strive to lessen employees’ perceptions to be dehumanized by their organization by tackling ostracism from different sources (i.e., supervisors, coworkers).

To do so, supervisors should seek feedback about their own ability to be inclusive by directly questioning their followers, or by observing (e.g., “do minority members voice their opinions?”; Shore and Chung, 2022, p.744). Additionally, supervisors should encourage employees to share ideas, fostering debates to emphasize divergent opinions while being available for every group member (Shore and Chung, 2022).

When it comes to lessen employees’ perceptions of coworker ostracism, organizations should reinforce expectations of cooperative behaviors and constructive communication (Scott *et al.*, 2015). For instance, practitioners should provide employees with conflict management training to ensure they avoid dealing with conflicts by ostracizing a coworker. Additionally, employees’ exclusionary/inclusive tendencies should be considered during recruitment processes and yearly evaluations. To avoid being left out (e.g., attending a meeting without the necessary information, missing informal drinks), newcomers should also have the opportunity to be mentored by a fellow employee to be briefed on task-relevant information and informal social habits (Chong *et al.*, 2021).

Lastly, results showed the more/less subordinates felt ostracized by their supervisors, the more/less they tended to develop organizational dehumanization perceptions, which was all the more true when supervisors were perceived as embodying the organization’s values and identity. As such, supervisor’s organizational embodiment should cautiously be considered in organizations. Specifically, when supervisor ostracism is low, organizations should contribute to enhancing subordinates’ perceptions that their supervisor shares identity with the organization (e.g., by encouraging supervisors to clearly state how they picture their mission as leaders based on organizational values; Stinglhamber *et al.*, 2021).

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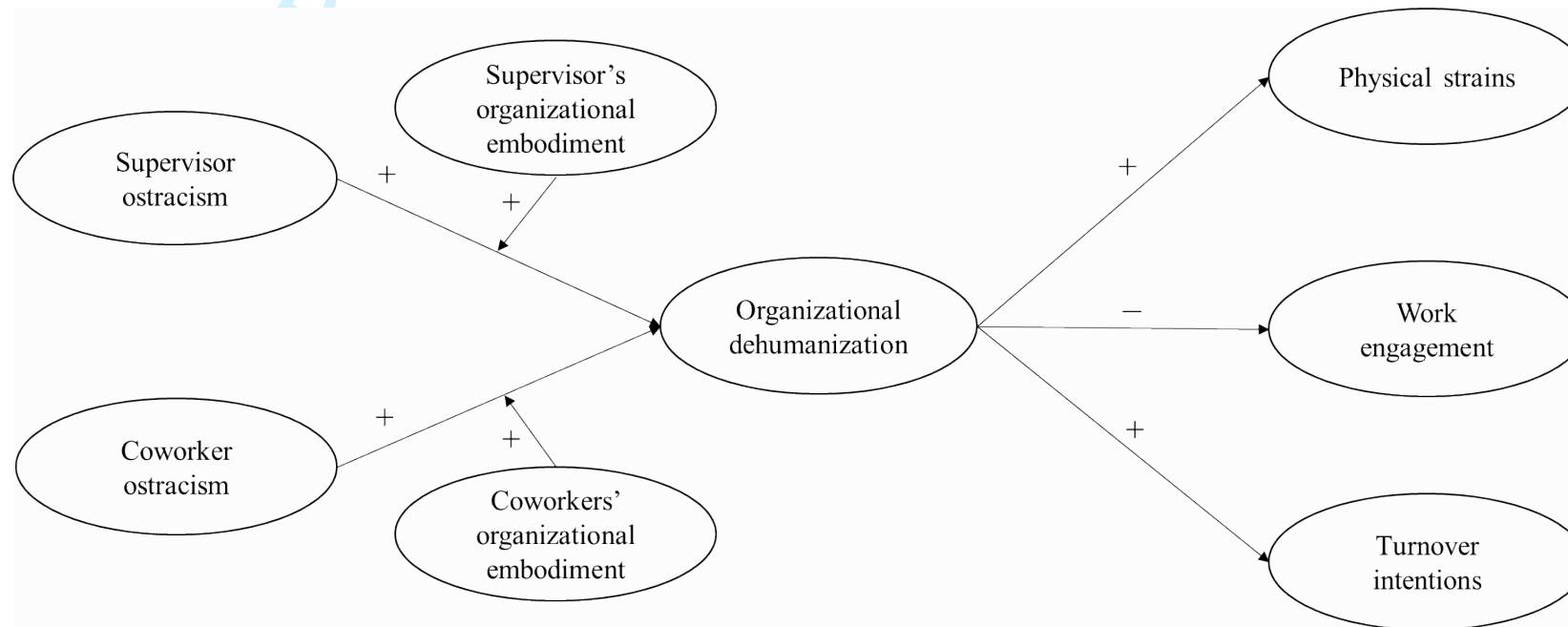
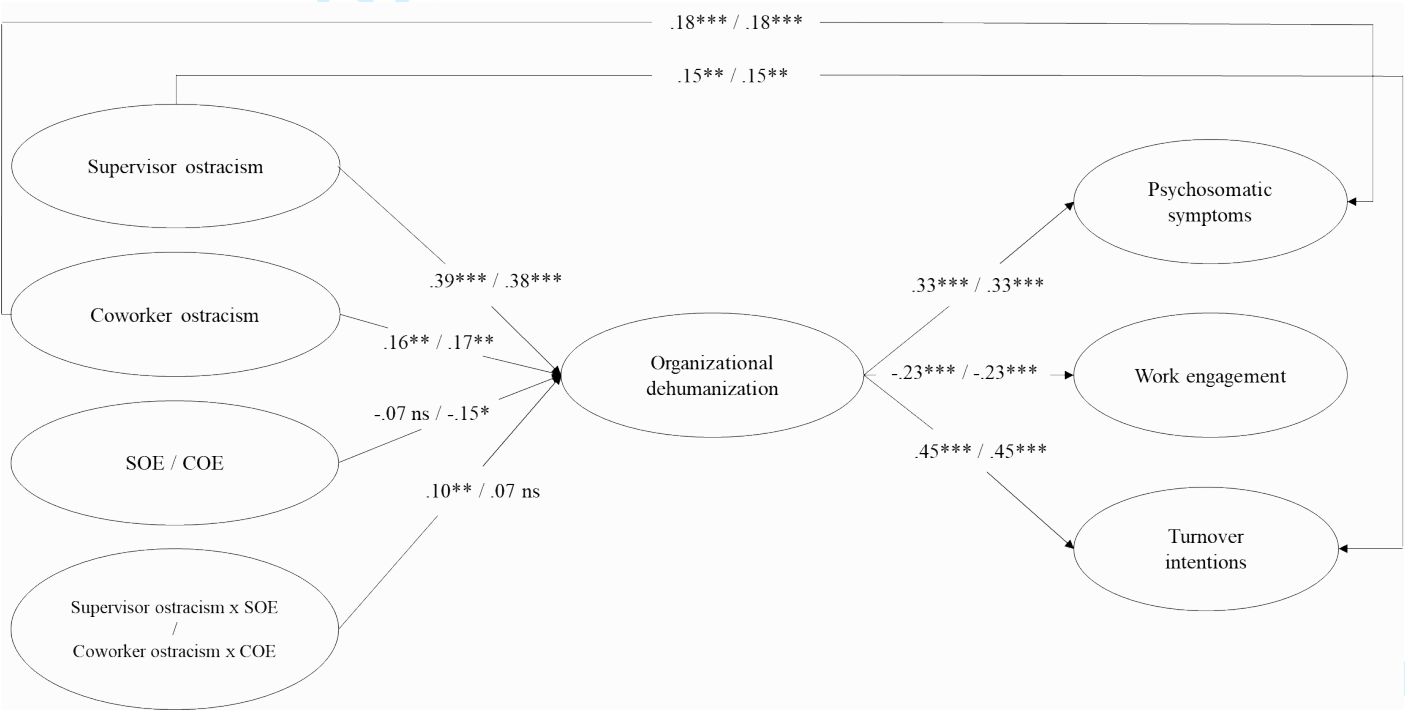
**Figure 1***Theoretical Model*

Figure 2

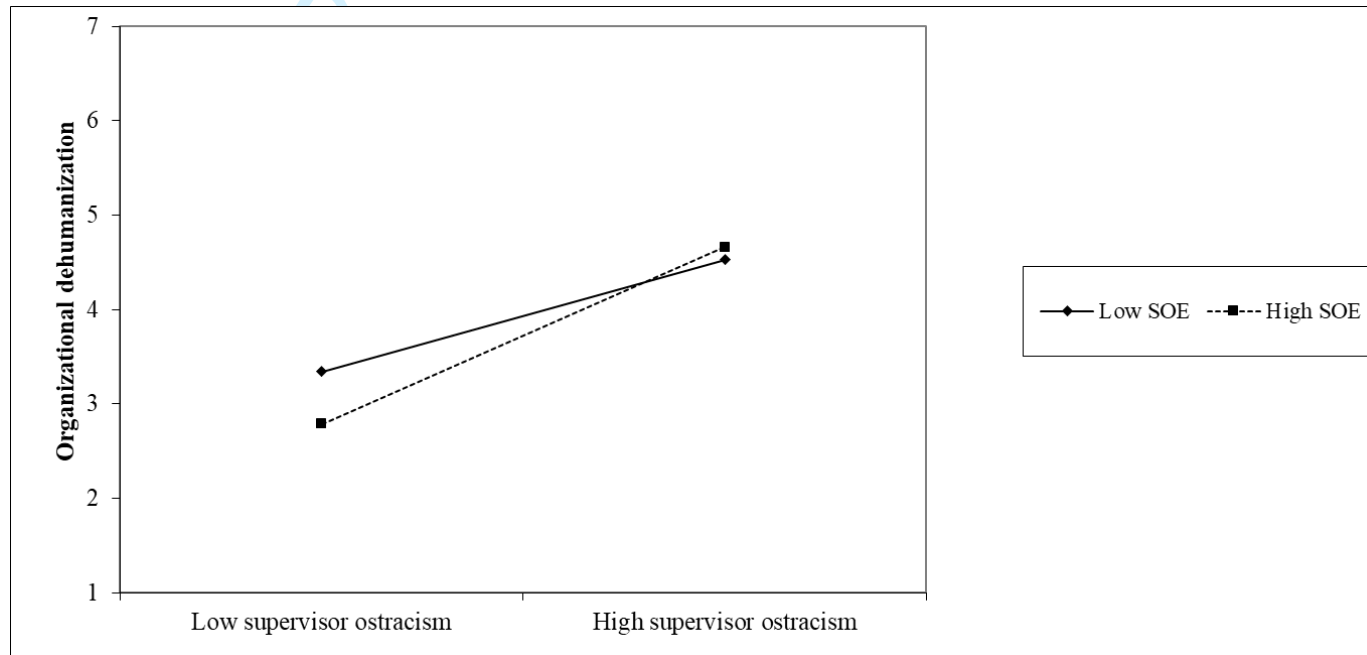
Standardized Coefficients for the Retained Structural Equation Models testing the Interactive Effects between Supervisor/Coworker Ostracism and Organizational Embodiment on Organizational Dehumanization and Subsequent Outcomes



Note.  $N = 625$ . SOE = supervisor's organizational embodiment. COE = coworkers' organizational embodiment. Standardized coefficients of the model testing the interactive effect between supervisor ostracism and SOE on organizational dehumanization and subsequent outcomes while controlling for coworker ostracism / standardized coefficients of the model testing the interactive effect between coworker ostracism and COE on organizational dehumanization and subsequent outcomes while controlling for supervisor ostracism. ns = non-significant. \*\* $p < .01$ . \*\*\* $p < .001$ .

**Figure 3**

*Relationship between Supervisor Ostracism and Organizational Dehumanization as a Function of Supervisor's Organizational Embodiment.*



*Note.*  $N = 625$ . SOE = supervisor's organizational embodiment. High and low supervisor's organizational embodiment are, respectively, one standard deviation above and one standard deviation below the mean.



Table I

Descriptive Statistics and Correlations among Variables

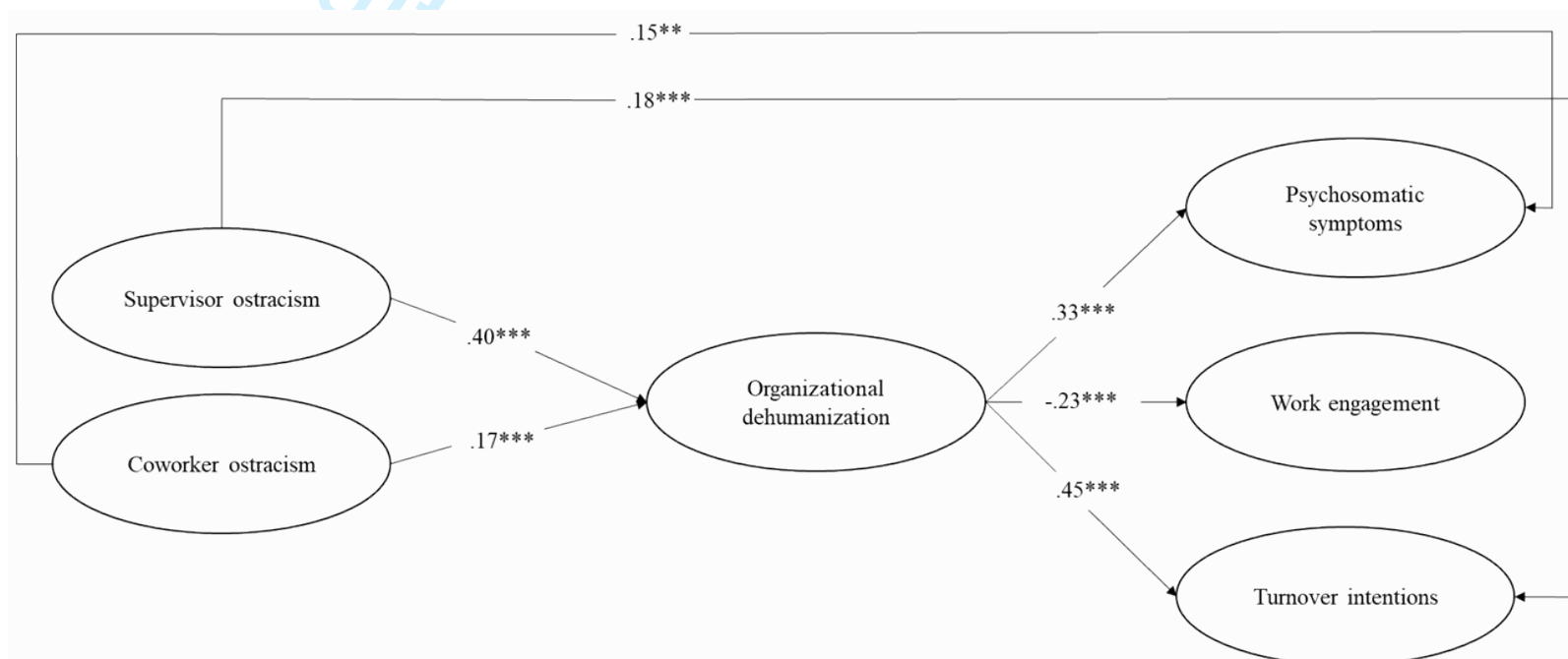
| Variable                          | M     | SD    | 1      | 2       | 3     | 4       | 5      | 6     | 7      | 8      | 9     | 10     | 11      | 12      | 13     | 14      | 15     | 16      | 17 |
|-----------------------------------|-------|-------|--------|---------|-------|---------|--------|-------|--------|--------|-------|--------|---------|---------|--------|---------|--------|---------|----|
| 1. Gender                         | --    | --    | --     |         |       |         |        |       |        |        |       |        |         |         |        |         |        |         |    |
| 2. Age                            | 38.31 | 12.4  | .14*** | --      |       |         |        |       |        |        |       |        |         |         |        |         |        |         |    |
| 3. Organizational sector          | --    | --    | .07    | .15***  | --    |         |        |       |        |        |       |        |         |         |        |         |        |         |    |
| 4. Remote working                 | --    | --    | .01    | -.13**  | .03   | --      |        |       |        |        |       |        |         |         |        |         |        |         |    |
| 5. Education                      | --    | --    | -.03   | -.06    | -.02  | -.18*** | --     |       |        |        |       |        |         |         |        |         |        |         |    |
| 6. Type of contract               | --    | --    | .15*** | -.11**  | -.04  | .15***  | -.13** | --    |        |        |       |        |         |         |        |         |        |         |    |
| 7. Organizational tenure (years)  | 9.17  | 10.17 | .08    | .69***  | .19** | -.07    | -.10*  | -.04  | --     |        |       |        |         |         |        |         |        |         |    |
| 8. Tenure with supervisor (years) | 3.61  | 4.82  | .07    | .36***  | .01   | .06     | -.09*  | .04   | .45*** | --     |       |        |         |         |        |         |        |         |    |
| 9. Tenure with coworkers (years)  | 4.59  | 5.49  | .09*   | .47***  | .07   | .00     | .00    | .02   | .58*** | .57*** | --    |        |         |         |        |         |        |         |    |
| 10. Supervisor ostracism          | 2.12  | 1.34  | .03    | .07     | .01   | .03     | -.04   | .04   | .00    | .04    | .05   | --     |         |         |        |         |        |         |    |
| 11. Coworker ostracism            | 2.03  | 1.29  | .05    | -.03    | .05   | .06     | -.05   | .06   | -.05   | .03    | -.01  | .52*** | --      |         |        |         |        |         |    |
| 12. OD                            | 3.82  | 1.71  | -.01   | -.02    | -.06  | .01     | -.10*  | .05   | .01    | -.02   | .06   | .46*** | .36***  | --      |        |         |        |         |    |
| 13. SOE                           | 4.49  | 1.76  | -.06   | .06     | -.01  | -.06    | .07    | -.02  | .02    | -.01   | -.04  | -.04   | -.01    | -.08    | --     |         |        |         |    |
| 14. COE                           | 4.06  | 1.66  | -.08   | .11**   | .07   | -.04    | .15*** | -.05  | .04    | .00    | -.02  | -.11** | -.03    | -.19*** | .50*** | --      |        |         |    |
| 15. Physical strains              | 3.82  | 1.45  | .21*** | -.18**  | -.07  | .06     | -.10*  | .07   | -.06   | -.06   | -.06  | .27*** | .27***  | .35***  | -.04   | -.12**  | --     |         |    |
| 16. Work engagement               | 4.92  | 1.34  | .03    | .13**   | -.01  | .02     | .08*   | -.10* | .07    | .07    | .09*  | -.13** | -.15*** | -.19*** | .12**  | .13**   | -.12** | --      |    |
| 17. Turnover intentions           | 3.25  | 2.06  | -.05   | -.16*** | .11*  | .02     | -.02   | .05   | -.06   | -.06   | -.09* | .40*** | .26***  | .53***  | -.06   | -.16*** | .35*** | -.32*** | -- |

Note. N = 625 (except for Education N = 620, Type of contract N = 608, Organizational tenure N = 624). OD = organizational dehumanization. SOE = supervisor's organizational embodiment. COE = coworkers' organizational embodiment. Gender was coded 0 = male and 1 = female. Organizational sector was coded 0 = private sector and 1 = public sector. Remote working was coded 1 = 5 days a week, 2 = 3 or 4 days a week, 3 = 1 or 2 days a week, and 4 = 0 day a week. Education was coded 1 = elementary education, 2 = high school, 3 = some college, 4 = bachelor's degree, 5 = master's degree, and 6 = Ph.D. Type of contract was coded 1 = full-time, 2 = ¾ time, 3 = half-time.

\*p < .05. \*\*p < .01. \*\*\*p < .001

**Figure SI**

*Standardized Coefficients for the Retained Structural Equation Model testing the Indirect Effects of Supervisor/Coworker Ostracism on Outcomes through on Organizational Dehumanization*



Note.  $N = 625$ .

$**p < .01$ .  $***p < .001$ .

Table SI

Fit Indices of Measurement Models

| Model                                                                          | $\chi^2$ | $df$ | RMSEA | SRMR | CFI | TLI | SCF  | $\Delta\chi^2_{SB}$ | $\Delta_{df}$ |
|--------------------------------------------------------------------------------|----------|------|-------|------|-----|-----|------|---------------------|---------------|
| 1. Eight-factor model                                                          | 2736.40  | 1196 | .05   | .04  | .92 | .92 | 1.27 | ---                 | ---           |
| 5. Seven-factor model (PHY-TI = 1 factor)                                      | 3270.64  | 1203 | .05   | .05  | .90 | .89 | 1.27 | 596.91***           | 7             |
| 6. Seven-factor model (ENG-TI = 1 factor)                                      | 3333.27  | 1203 | .05   | .05  | .89 | .89 | 1.27 | 464.22***           | 7             |
| 4. Seven-factor model (PHY-ENG = 1 factor)                                     | 3411.69  | 1203 | .05   | .07  | .89 | .88 | 1.27 | 755.01***           | 7             |
| 3. Seven-factor model (SOE-COE = 1 factor)                                     | 4818.58  | 1203 | .06   | .06  | .82 | .81 | 1.28 | 1067.58***          | 7             |
| 2. Seven-factor model (SOS-COS = 1 factor)                                     | 4947.74  | 1203 | .07   | .07  | .81 | .80 | 1.27 | 2915.74***          | 7             |
| 10. Seven-factor model (COE-OD = 1 factor)                                     | 5098.26  | 1203 | .07   | .09  | .80 | .79 | 1.28 | 1134.16***          | 7             |
| 7. Seven-factor model (SOS-OD = 1 factor)                                      | 5156.93  | 1203 | .07   | .09  | .80 | .79 | 1.28 | 930.81***           | 7             |
| 10. Seven-factor model (COS-COE = 1 factor)                                    | 5185.87  | 1203 | .07   | .10  | .80 | .79 | 1.28 | 1175.92***          | 7             |
| 9. Seven-factor model (SOE-OD = 1 factor)                                      | 5515.88  | 1203 | .08   | .10  | .78 | .77 | 1.28 | 1067.37***          | 7             |
| 10. Seven-factor model (SOS-SOE = 1 factor)                                    | 5529.50  | 1203 | .08   | .10  | .78 | .77 | 1.28 | 1128.55***          | 7             |
| 8. Seven-factor model (COS-OD = 1 factor)                                      | 5719.64  | 1203 | .08   | .10  | .77 | .76 | 1.28 | 1430.34***          | 7             |
| 11. Six-factor model (PHY-ENG-TI = 1 factor)                                   | 3865.07  | 1209 | .06   | .06  | .87 | .86 | 1.27 | 977.61***           | 13            |
| 12. Five-factor model (SOS-COS-OD = 1 factor and SOE-COE = 1 factor)           | 9310.64  | 1214 | .10   | .11  | .59 | .57 | 1.29 | 3240.43***          | 18            |
| 13. Four-factor model (SOS-COS-OD = 1 factor and PHY-ENG-TI = 1 factor)        | 8685.33  | 1218 | .10   | .11  | .62 | .60 | 1.28 | 3638.16***          | 22            |
| 14. Three-factor model (SOS-COS-SOE-COE = 1 factor and PHY-ENG-TI = 1 factor)  | 11109.49 | 1221 | .11   | .14  | .50 | .48 | 1.28 | 5364.86***          | 25            |
| 14. Two-factor model (SOS-COS-OD-SOE-COE = 1 factor and PHY-ENG-TI = 1 factor) | 13546.82 | 1223 | .13   | .16  | .37 | .35 | 1.30 | 5029.85***          | 27            |
| 15. One-factor model                                                           | 14448.11 | 819  | .13   | .16  | .33 | .30 | 1.31 | 5170.21***          | 28            |

Note. N = 625. RMSEA = root mean square error of approximation; SRMR = standardized root mean square residual; CFI = comparative fit index; TLI = Tucker-Lewis index; SCF = scaling correction factor;  $\Delta\chi^2_{SB}$  = strictly positive Satorra-Bentler chi-square difference test; SOS = supervisor ostracism; COS = coworker ostracism; OD = organizational dehumanization; SOE = supervisor's organizational embodiment; COE = coworkers' organizational embodiment; PHY = physical strains; ENG = work engagement; TI = turnover intentions.

\*\*\*p < .001

**Full description of the parceling procedure used to test the interactive effects between supervisor/coworker ostracism and supervisor's/coworkers' organizational embodiment (SOE/COE) on organizational dehumanization and subsequent outcomes**

Because the supervisor ostracism and coworker ostracism scales were composed of 10 items whereas the SOE and COE measures only comprised 5 items, supervisor and coworker ostracism were parceled to have an equal number of indicators for the independent (i.e., supervisor/coworker ostracism) and moderating (i.e., SOE/COE) variables. This is indeed required to create the interaction terms with latent variables (Marsh et al., 2004). To create the parcels, we used the item-to-construct balance technique because it preserves the common construct variance while minimizing unrelated specific variance (Little et al., 2013). Concretely, all items of the independent (i.e., supervisor/coworker ostracism) and the moderating (i.e., SOE/COE) variables were first mean-centered. Then, the five supervisor/coworker ostracism items with the highest loadings were selected to anchor the five parcels (see Tables SII and SIII). Next, among the remaining five supervisor/coworker ostracism items, the lowest loaded item was selected and matched with the highest loaded anchor item. Then, again, among the remaining four supervisor/coworker ostracism items, the lowest loaded item was selected and matched with the highest loaded anchor item still available, that is that had not been matched yet. We applied this procedure until all remaining items were matched with one anchor item. Lastly, indicators of the interaction terms were created by multiplying the highest loaded parcels with the highest loaded items of the moderating variable (i.e., SOE/COE) (Marsh et al., 2004) (see Tables SII and SIII).

Little, T. D., Rhemtulla, M., Gibson, K., and Schoemann, A. M. (2013). "Why the items versus parcels controversy needn't be one", *Psychological Methods*, Vol .18 No. 3, pp. 285-300. <https://doi.org/10.1037/a0033266>

Table SII

Factor Loadings of the Supervisor Ostracism Items, Parcels, and Supervisor’s Organizational Embodiment Items

| Items                                                                                                      | EFA | CFA |
|------------------------------------------------------------------------------------------------------------|-----|-----|
| <b>Supervisor Ostracism</b>                                                                                |     |     |
| 1. My supervisor ignored me at work                                                                        | .79 | .79 |
| 2. My supervisor left the area when I entered                                                              | .70 | .70 |
| 3. My greetings have gone unanswered by my supervisor                                                      | .81 | .81 |
| 4. My supervisor excluded me from having lunch together with him/her                                       | .60 | .60 |
| 5. My supervisor avoided me at work                                                                        | .86 | .86 |
| 6. I noticed my supervisor would not look at me at work                                                    | .81 | .81 |
| 7. My supervisor shut me out of the conversation                                                           | .81 | .81 |
| 8. My supervisor refused to talk to me at work                                                             | .82 | .82 |
| 9. My supervisor treated me as if I was not there                                                          | .88 | .88 |
| 10. My supervisor did not invite me or ask me if I wanted anything when he or she went out for a tea break | .63 | .63 |
| <b>Supervisor Ostracism Parcels</b>                                                                        |     |     |
| 1. Item 5 + Item 10                                                                                        | .87 | .87 |
| 2. Item 6 + Item 1                                                                                         | .85 | .85 |
| 3. Item 7 + Item 3                                                                                         | .85 | .85 |
| 4. Item 8 + Item 2                                                                                         | .87 | .87 |
| 5. Item 9 + Item 4                                                                                         | .89 | .89 |
| <b>Supervisor’s Organizational Embodiment</b>                                                              |     |     |
| 1. My supervisor is representative of my organization                                                      | .91 | .91 |
| 2. My supervisor is characteristic of my organization                                                      | .92 | .92 |
| 3. My supervisor is typical of my organization                                                             | .93 | .93 |
| 4. My supervisor and my organization have a lot in common                                                  | .89 | .88 |
| 5. My supervisor and my organization are alike                                                             | .88 | .87 |

Note. EFA = Exploratory factor analysis, CFA = Confirmatory factor analysis.

**Table SIII***Factor Loadings of the Coworker Ostracism Items, Parcels, and Coworkers' Organizational Embodiment Items*

| Items                                                                                                   | EFA | CFA |
|---------------------------------------------------------------------------------------------------------|-----|-----|
| <b>Coworker Ostracism</b>                                                                               |     |     |
| 1. My coworkers ignored me at work                                                                      | .78 | .78 |
| 2. My coworkers left the area when I entered                                                            | .72 | .72 |
| 3. My greetings have gone unanswered by my coworkers                                                    | .77 | .78 |
| 4. My coworkers did not sit near me during work-related activities (e.g., meetings, breaks,...)         | .75 | .75 |
| 5. My coworkers avoided me at work                                                                      | .84 | .84 |
| 6. I noticed my coworkers would not look at me at work                                                  | .82 | .82 |
| 7. My coworkers shut me out of the conversation                                                         | .83 | .83 |
| 8. My coworkers refused to talk to me at work                                                           | .84 | .84 |
| 9. My coworkers treated me as if I was not there                                                        | .87 | .87 |
| 10. My coworkers did not invite me or ask me if I wanted anything when they went out for a coffee break | .72 | .72 |
| <b>Coworker Ostracism Parcels</b>                                                                       |     |     |
| 6. Item 5 + Item 10                                                                                     | .91 | .91 |
| 7. Item 6 + Item 1                                                                                      | .89 | .89 |
| 8. Item 7 + Item 3                                                                                      | .89 | .89 |
| 9. Item 8 + Item 4                                                                                      | .88 | .88 |
| 10. Item 9 + Item 2                                                                                     | .88 | .88 |
| <b>Coworkers' Organizational Embodiment</b>                                                             |     |     |
| 1. My coworkers are representative of my organization                                                   | .91 | .91 |
| 2. My coworkers are characteristic of my organization                                                   | .94 | .94 |
| 3. My coworkers are typical of my organization                                                          | .92 | .92 |
| 4. My coworkers and my organization have a lot in common                                                | .83 | .83 |
| 5. My coworkers and my organization are alike                                                           | .77 | .77 |

Note. EFA = Exploratory factor analysis, CFA = Confirmatory factor analysis.

**Full description of Williams and McGonagle’s procedure to assess common method bias**

We relied on Williams and McGonagle’s (2016) procedure to quantify the extent to which common method bias affected our data using the unmeasured method factor technique. Specifically, we estimated a measurement model including the substantive variables (i.e., latent variables of our theoretical model) and an unmeasured method factor. More precisely, the amount of CMV was quantified by averaging the squared standardized loadings linking the method factor to all indicators of the study (Williams and McGonagle, 2016). In our research, this average value was equal to 12%. Yet, scholars found that “in the range of approximately 10–50% CMV, correlations do not show material indications of common method bias” (Fuller *et al.*, 2016, p. 3197), which indicates that common method bias was not an issue in this study.

Williams, L.J., and McGonagle, A.K. (2016), “Four research designs and a comprehensive analysis strategy for investigating common method variance with self-report measures using latent variables”, *Journal of Business and Psychology*, Vol. 31, pp. 339-359.  
<https://doi.org/10.1007/s10869-015-9422-9>