



The Impact of Organizational Dehumanization on Creative Performance through Self-esteem Threat: The Moderating Role of Work Locus of Control

Journal:	<i>Personnel Review</i>
Manuscript ID	PR-02-2023-0071.R4
Manuscript Type:	Research Article
Keywords:	Organizational Dehumanization, Creative Performance, Work Locus of Control, Self-esteem Threat
Methodologies:	Quantitative

The Impact of Organizational Dehumanization on Creative Performance through Self-esteem Threat: The Moderating Role of Work Locus of Control

Abstract

Purpose – This paper aims to enhance our understanding of how organizational dehumanization affects employees' creative performance. We propose self-esteem threat as a mediator in the relationship between organizational dehumanization and employees' creative performance. We also examine how work locus of control moderates the relationship between organizational dehumanization and creative performance.

Design/Methodology/Approach – Through convenience sampling, online and face-to-face surveys, **multisource data** ($N = 257$) were collected from full-time employees and their supervisors in Pakistani organizations in the information technology, media industry, and oil and gas sectors.

Findings – Organizational dehumanization negatively affects employees' creative performance, and threat to self-esteem **mediates** this relationship. Work locus of control moderates the effect of organizational dehumanization on creative performance, and this negative relationship is attenuated when individuals have an external work locus of control.

Originality/value – This study provides novel insights into the process underlying the relationship between organizational dehumanization and creative performance by revealing the mediating role of threat to self-esteem and the buffering role of work locus of control.

Keywords Organizational dehumanization, Threat to self-esteem, Creative performance, Work locus of control.

Paper type Research paper

Introduction

Primarily rooted in social psychology (Haslam, 2006; Staub, 1989), the concept of organizational dehumanization has recently received increasing attention in organizational management (Lagios *et al.*, 2023a; Nguyen *et al.*, 2022; Stinglhamber *et al.*, 2023). The reason for this growing interest is the widespread mistreatment of employees in modern organizations (Taskin *et al.*, 2019). Organizational dehumanization is “the experience of an employee who feels objectified by his or her organization, denied personal subjectivity, and made to feel like a tool or an instrument for the organization’s ends” (Bell and Khoury, 2011, p. 170). As an example, warehouse workers described their struggle to even find time for bathroom breaks during the workday due to strict requirements to meet productivity goals (Ghosh, 2018). Consistent with this perspective, Picchi (2018) found that warehouse workers criticized the company for treating human beings as robots. Indeed, people want to feel valued, but being treated like a machine can undermine their sense of personal worth and belonging. Specifically, employees who perceive themselves being dehumanized by their organization are more likely to experience burnout (Baldissarri *et al.*, 2014), low satisfaction (Caesens *et al.*, 2017), and physical strain (Nguyen and Stinglhamber, 2020).

Research demonstrates the detrimental effects of dehumanization on a range of employee outcomes, including well-being, commitment, turnover intentions, and knowledge-hiding behaviors (Caesens and Stinglhamber, 2019; Lagios *et al.*, 2021, 2023b; Muhammad and Sarwar, 2021; Stinglhamber *et al.*, 2023). Some studies have focused on the role of organizational dehumanization in predicting employee performance, such as in-role and extra-role performance, and service recovery performance (Gip *et al.*, 2023; Sarwar and Muhammad, 2021; Taskin *et al.*, 2019). Management practitioners and scholars have particularly focused on one dimension of

1
2
3 employee performance, namely creative performance, which is critical for organizational
4 survival and success (Coelho *et al.*, 2011; Scott and Bruce, 1994; Wang *et al.*, 2019). Employee
5 creativity is strongly associated with the effective functioning of an organization and creates a
6 competitive advantage that drives the rise and fall of organizations (Anderson *et al.*, 2014;
7 Weinzimmer *et al.*, 2011). Given the implications for organizations, we examine how a specific
8 negative environment – organizational dehumanization – may affect employees’ creative
9 performance. In light of the finding that being treated as a tool can undermine employees’ work
10 and well-being (Sarwar *et al.*, 2021), we sought to understand how employees who are treated
11 like robots make sense of their experiences and the consequences of dehumanization on their
12 creative performance.

13
14
15
16
17
18
19
20
21
22
23
24
25
26 In addition, we theorize how the detrimental effects of dehumanization extend to creative
27 performance. Research has proposed various mediating mechanisms, such as thoughts of
28 revenge, **thwarting of** psychological needs, and perceived incivility, in the relationship between
29 organizational dehumanization and employee outcomes (Lagios *et al.*, 2021; Muhammad and
30 Sarwar, 2021; Stinghamber *et al.*, 2023). To extend this knowledge, we examine a novel
31 mechanism, i.e., self-esteem threat, to link organizational dehumanization to employee creative
32 performance. Previous evidence confirms that stressful conditions in the form of workplace
33 mistreatment cause self-esteem threat which in turn negative **has a negative effect on** employee
34 performance (Amarnani *et al.*, 2019b). This remains aligned with previous evidence confirming
35 self-esteem threat as a mediating mechanism on the relationship between workplace injustice and
36 employee behavioral reaction in the form of workplace deviance (Ferris *et al.*, 2012). The
37 existing literature particularly suggests that individuals who experience dehumanization at work
38 are vulnerable to threats to their self-esteem (Demoulin *et al.*, 2023). We argue that employees
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 who perceive that their organization views them as robots or treats them as tools that can easily
4 be replaced are more likely to have threatened self-esteem, which in turn is likely to contribute to
5 lower creative performance. Consequently, we propose and test self-esteem threat as a mediating
6 mechanism that may explain the relationship between dehumanization and creative performance.
7
8
9
10
11

12 We also test a boundary condition on the relationship between organizational dehumanization
13 and creative performance. Studies confirm the positive role of individual differences in buffering
14 the negative impact of organizational dehumanization on employee outcomes (Muhammad and
15 Sarwar, 2021; Sarwar *et al.*, 2021; Stinglhamber *et al.*, 2023). Such individual characteristics
16 may provide a protective shield against negative feelings at work (Roberts *et al.*, 2011). In this
17 study, we consider one such individual characteristic, i.e., work locus of control (WLOC).
18
19
20
21
22
23
24
25

26 **WLOC** is employees' beliefs about the extent to which their **rewards** or outcomes, such as
27 promotions, favorable circumstances, salary increases, and general career advancement relate to
28 their own behavior (Spector, 1988). Specifically, external WLOC is the orientation that work
29 outcomes are controlled by luck or powerful others (Wang *et al.*, 2010). Studies confirm the
30 beneficial role of external WLOC in coping with stressful or demanding situations (Siu *et al.*,
31 2002) and that employees' **WLOC** plays an important role in predicting innovative work
32 behavior and organizational citizenship behaviors at work (Blakely *et al.*, 2005; Elsayed *et al.*,
33 2020; Ng *et al.*, 2014). More importantly, work locus of control has been found a significant
34 moderator on the relationship between negative work conditions and employee work outcome
35 such as **job performance, and counterproductive work behaviors** (König *et al.*, 2010; Sprung and
36 Jex, 2012). Therefore, we expect that external WLOC as a key individual characteristic will
37 determine the magnitude of the negative effects of organizational dehumanization on employees'
38 creative performance.
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 Our proposed model, shown in Figure 1, makes three key contributions to the literature on
4 organizational dehumanization and creative performance. First, based on Conservation of
5 Resources (COR) theory (Hobfoll, 1989), we propose an important perspective that
6
7
8
9
10 dehumanization may be associated with lower creative performance because employees perceive
11 that their organization treats them inhumanely. According to the logic of COR theory, adverse
12
13
14 work conditions, such as dehumanization, lead to lower job performance because they motivate
15
16
17 employees to conserve their resources (Hobfoll, 2001). When employees perceive that their
18
19
20 organization treats them as a tool, they are likely to feel anxious or distressed, which can lead to
21
22
23 resource depletion and decreased energy. As a result, employees' ability to perform creatively
24
25
26 may be diminished due to reduced resource availability. Second, we explore and model the
27
28
29 specific process by which organizational dehumanization affects employees' creative
30
31
32 performance by integrating self-esteem threat. **In general, individuals want to feel valued, and
33
34
35 dehumanization can undermine an individual's sense of self-worth and can threat one's self
36
37
38 esteem,** which in turn can lead to lower creative performance. Therefore, we propose the self-
39
40
41 esteem threat as a key mediating mechanism transmitting the indirect effect of dehumanization
42
43
44 on employees' creative performance. Third, although studies have demonstrated that the effects
45
46
47 of organizational dehumanization depend on individual differences, they have not considered
48
49
50 that external WLOC may influence the detrimental effects of dehumanization on creative
51
52
53 performance. In this study, we specifically propose that external WLOC acts as a buffering factor
54
55
56 that mitigates the negative effect of dehumanization on employees' creative performance.

57
58
59
60
[Insert Figure 1 about here]

Theory and hypotheses

Organizational dehumanization and creative performance

1
2
3 The literature has explored the negative role of workplace **mistreatment and work conditions,**
4 **such as incivility, bullying, negative gossip, and exclusion, on employee outcomes** (Khan *et al.*,
5
6 2022; Murtaza *et al.*, 2023; Penhaligon *et al.*, 2013; Samnani *et al.*, 2013). One such form of
7
8 workplace mistreatment – organizational dehumanization – has attracted the attention of
9
10 management scholars. Several studies have confirmed its detrimental effect on employee
11
12 outcomes. Specifically, they have shown its significant role in predicting employee turnover
13
14 intentions (Caesens *et al.*, 2019), low job satisfaction (Nguyen and Stinglhamber, 2021),
15
16 knowledge hiding (Muhammad and Sarwar, 2021), and organizational deviance (Stinglhamber *et*
17
18 *al.*, 2023). The critical impact of organizational dehumanization has also been observed in
19
20 predicting employee’s psychological health and well-being (Gip *et al.*, 2023; Sainz *et al.*, 2021).
21
22 However, how organizational dehumanization can undermine employees’ work performance
23
24 remains understudied (Gip *et al.*, 2023; Sarwar and Muhammad, 2021), particularly its role in
25
26 hindering their creative performance. Investigating employees’ creativity is crucial in the current
27
28 business environment, which is characterized by fierce competition and continuous change
29
30 (Amabile and Pratt, 2016; Nasifoglu Elidemir *et al.*, 2020). Therefore, it is important to identify
31
32 the types of work environments that may have a negative impact on employees’ creative
33
34 performance.
35
36
37
38
39
40
41

42 Creative performance is defined as the generation of “products, ideas, or procedures that
43
44 satisfy two conditions, namely, they are novel or original, and they are potentially relevant for, or
45
46 useful to, an organization” (Oldham and Cummings, 1996, p. 608). When individuals experience
47
48 an unfavorable work environment, their willingness and ability to contribute to their organization
49
50 decreases (Devonish, 2013). Such an organizational climate could be a result of organizational
51
52 mistreatment, which can destroy an individual’s creativity at work (Jahanzeb *et al.*, 2019).
53
54
55
56
57
58
59
60

1
2
3 Research suggests that uncivil experiences in the workplace can hinder an individual's creativity
4 by affecting cognitive processes (Hur *et al.*, 2016; Porath and Erez, 2007). Apart from individual
5
6 creativity, work mistreatment can also significantly affect a team's creative performance
7
8 (Sharifirad, 2016). In addition, studies have explored the role of an unfavorable work
9
10 environment on employee's creativity through psychological processes (Zhan *et al.*, 2019).
11
12 Dehumanizing practices in the workplace evidently have a negative impact on an individual's
13
14 functioning (Christoff, 2014).
15
16

17
18
19 According to the COR perspective (Hobfoll, 1989; Hobfoll *et al.*, 2018), such negative
20
21 organizational conditions may overtax an individual's reservoir of psychological resources. In
22
23 turn, individuals with diminished resources may switch to resource conservation rather than
24
25 investing further resources in work tasks. Therefore, we propose that experiencing organizational
26
27 dehumanization may be destructive to employees' creativity by causing resource depletion and
28
29 leaving insufficient psychological resources available for extra-role performance at work.
30
31 Studies confirm such withdrawals in terms of employee performance (e.g., Halbesleben and
32
33 Bowler, 2007). Destructive work environments can shut people down and cause them to
34
35 withdraw into a shell because negative work conditions create stress, which plays a significant
36
37 role in undermining employee creativity (Amabile *et al.*, 2005). Accordingly, we hypothesize:
38
39
40

41
42 **Hypothesis 1.** Organizational dehumanization has a negative relationship with employees'
43
44 creative performance.
45

46
47 *Self-esteem threat as mediator*
48

49 Self-esteem is understood as the level of an individual's belief in her or his ability, importance,
50
51 and worth (Coopersmith, 1965), while self-esteem threats refer to experiences in which
52
53 "favorable views about oneself are questioned, contradicted, impugned, mocked, challenged, or
54
55
56
57
58
59
60

1
2
3 otherwise put in jeopardy” (Baumeister *et al.*, 1996, p. 8). Such conditions threaten a person’s
4
5 ego and lower one’s self-esteem level (Campbell *et al.*, 2003; Leary *et al.*, 2006). It is evident
6
7 that an individual’s beliefs about self-worth are necessary for human functioning and people with
8
9 threatened self-esteem are likely to show negative behaviors (Strelan and Zdaniuk, 2015).

10
11 Previous research has suggested that some work environments can threaten employees’ self-
12
13 esteem. For example, the negative role of mistreatment has been confirmed in predicting self-
14
15 esteem threats (Amarnani *et al.*, 2019b). The self-esteem threat situations, when favorable views
16
17 about oneself are questioned, send negative signals about an individual’s likeability and
18
19 competence (Amarnani *et al.*, 2019a; Baumeister *et al.*, 1996). When individuals experience
20
21 mistreatment at work can have a toll on their feelings of selfworth thus experiencing self-esteem
22
23 threat (Dormann and Zapf, 2004). In turn, individuals with threatened self-esteem are likely to
24
25 respond by withdrawing their performance at work (Amarnani *et al.*, 2019b). More importantly,
26
27 the negative impact of organizational dehumanization is evident on an individual’s core
28
29 evaluations (Demoulin *et al.*, 2023; Nguyen and Stinglhamber, 2021). This negative effect of
30
31 organizational dehumanization is supported by research on the consequences of excluding
32
33 individuals from social settings and denying them basic human needs (Bastian and Haslam,
34
35 2011). Based on this evidence, we suggest that an individual’s self-esteem is threatened when
36
37 experiencing organizational dehumanization.
38
39
40
41
42
43

44
45 Importantly, self-esteem threat as a result of organizational dehumanization has implications
46
47 for employee outcomes. As humans have a preference for viewing themselves in more favorable
48
49 ways (Leary *et al.*, 1995), they make efforts and engage in actions that can improve their self-
50
51 worth (Crocker and Park, 2004). People receive information about their worth from the
52
53 environment and engage in effortful regulation to counteract the threats to self-esteem posed by
54
55
56
57
58
59
60

1
2
3 such information (VanDellen *et al.*, 2011; Yu *et al.*, 2018). Experiencing threats to one's self-
4
5 esteem may predict an individual's negative workplace behavior, such as deviance (Ferris *et al.*,
6
7 2012), turnover intentions (Bani-Melhem *et al.*, 2021), workplace aggression (Burton *et al.*,
8
9 2011), and decreased performance (Liu *et al.*, 2013).

10
11
12 Although some researchers have tested the mediating mechanisms through which
13
14 organizational dehumanization may be linked to employee outcomes, including job stress,
15
16 thoughts of revenge, and thwarting psychological needs (Lagios *et al.*, 2021; Sarwar *et al.*, 2021;
17
18 Stinghamber *et al.*, 2023), evidence explaining the self-esteem threat as a process through which
19
20 organizational dehumanization may influence employees' creative performance is lacking. Given
21
22 the importance of creative performance for organizational success and the destructive role of
23
24 dehumanization on employee creativity, it is crucial to examine employees' esteem-based
25
26 mechanisms to explain the relationship between stressful work conditions and employee
27
28 outcomes. With regard to the mediating role of self-esteem threat, we argue that experiencing
29
30 dehumanization at work can invoke feelings of being seen as an object or a tool to achieve goals,
31
32 inducing "cognitive deconstructive" states (Bastian and Haslam, 2011; Twenge *et al.*, 2003). In
33
34 addition, the experience of threatened self-esteem may negatively affect an individual's self-
35
36 regulatory resources (Baumeister *et al.*, 1993). Based on the COR (Hobfoll, 2001) framework,
37
38 we propose that individuals experiencing organizational dehumanization may focus on negative
39
40 feelings about themselves (as a result of threatened self-esteem) and thus have insufficient
41
42 resources available to engage in creative work performance. Self-esteem threat can diminish
43
44 one's self-regulatory resources thus causing distraction and making individuals to focus on the
45
46 negative feelings associated with the reduced self-esteem (Heatherton and Baumeister, 1996).
47
48
49 **This in turn have a negative impact on work outcomes** (Ferris *et al.*, 2012). Therefore, we posit:
50
51
52
53
54
55
56
57
58
59
60

1
2
3 **Hypothesis 2.** Self-esteem threat mediates the relationship between organizational
4
5 dehumanization and creative performance.
6

7
8 *The moderating role of work locus of control*
9

10 The literature has explored the important role of individual characteristics in buffering the impact
11 of adverse work conditions on employee outcomes, such as performance, extra-role behaviors,
12 workplace deviance (Ahmad *et al.*, 2021; Cho *et al.*, 2016; Kluemper *et al.*, 2019). Also, several
13 studies have tested this positive role of individual characteristics (e.g., occupational self-efficacy,
14 compliance, psychological capital, fear of retaliation, etc.) in reducing the negative effects of
15 organizational dehumanization on employee behavior (Lagios *et al.*, 2023b; Muhammad and
16 Sarwar, 2021; Sarwar *et al.*, 2021; Stinglhamber *et al.*, 2023). We extend this understanding by
17 proposing a specific work-related employee characteristic, i.e., work locus of control, as a
18 possible moderator of the direct relationship between organizational dehumanization and creative
19 performance.
20
21
22
23
24
25
26
27
28
29
30
31
32

33 Individual's perceptions of control over rewards and outcomes in organizational settings are
34 referred to as work locus of control (WLOC) (Spector, 1988), and the role of WLOC in
35 predicting various employee outcomes is well established. Employees' work locus of control
36 beliefs are significantly correlated with work outcomes, such as job satisfaction, work passion,
37 affective commitment, and well-being (Hadi *et al.*, 2023; Muhonen and Torkelson, 2004; Tong
38 and Wang, 2012; Siu *et al.*, 2002; Wang *et al.*, 2010; Zigarmi *et al.*, 2018). Particularly, external
39 WLOC has been validated as a significant moderator in determining the negative effect of
40 stressful work situations and employee outcomes (Siu *et al.*, 2002).
41
42
43
44
45
46
47
48
49
50

51 From a COR perspective, individuals' characteristics predict their ability to cope with
52 stressful situations that pose a threat of resource loss (Hobfoll, 2001). Empirical evidence
53
54
55
56
57
58
59
60

1
2
3 confirms that external WLOC is an important resource for coping with stressful work conditions
4
5 (Sprung and Jex, 2012), hence the need to explore its role in organizational dehumanizing
6
7 situations. An employee's external WLOC may influence the relationship between an
8
9 unfavorable work condition, i.e., organizational dehumanization, and his or her work outcome,
10
11 i.e., creative performance. Specifically, we argue that individuals with an external locus of
12
13 control may better respond to adverse situations by adopting a positive coping strategy, and
14
15 through this active coping strategy, effectively control their behavioral response. Studies suggest
16
17 the beneficial effects of positive coping in response to the threat of resource loss (e.g., Wang *et*
18
19 *al.*, 2019). On the other hand, individuals with an internal work locus of control might blame
20
21 themselves for the treatment they receive and find it difficult to adopt a positive coping strategy,
22
23 which may hinder their ability to display positive behaviors in such situations (Wang *et al.*,
24
25 2019). Specifically, the differential role of employee orientation in terms of internal and external
26
27 work locus of control has been shown to affect work outcomes (Ng *et al.*, 2006; Oliver *et al.*,
28
29 2006; Turnipseed, 2018).
30
31
32
33
34

35 We propose that employees with an external WLOC, who believe that things related to their
36
37 work happen for reasons beyond their control, will have more psychological resources available
38
39 to perform creatively at work. On the other hand, employees with an internal WLOC, who
40
41 believe that they are responsible for the unfavorable conditions at work, will use more resources
42
43 to deal with negative thoughts and thus have fewer resources available to perform creatively at
44
45 work. The detrimental effect of blaming themselves for unfavorable events is evident in the
46
47 literature (Peterson and Seligman, 1987). For example, in certain situations, employees with an
48
49 externality in terms of control at work have better psychological well-being, less burnout, and
50
51 less job stress than their counterparts (Stiglbauer, 2017). On the other hand, employees with
52
53
54
55
56
57
58
59
60

1
2
3 internality experience more job stress because they feel responsible for their work shortcomings
4 and find it difficult to cope with certain threats at work (Ito and Brotheridge, 2007). Such
5
6 orientation will attribute employee failures to their own work abilities instead of blaming the
7
8 work environment or the people in power (Wang *et al.*, 2014). Therefore, we hypothesize:
9
10

11
12 **Hypothesis 3.** External WLOC moderates the relationship between organizational
13
14 dehumanization and creative performance, such that this negative relationship is weaker for
15
16 individuals with an external locus of control, and stronger for individuals with an internal
17
18 locus of control.
19
20

21 22 **Method**

23 *Sample and procedure*

24
25 We collected time-lagged multisource data from employees of Pakistani organizations in the
26
27 information technology, media industry, oil and gas sectors. We conducted online and face-to-
28
29 face surveys (see table 1) in two waves with the **time lag of average 8 weeks.**
30
31

32
33
34
35 [Insert Table 1 about here]
36

37
38 Using convenience sampling at Time 1, we approached 631 full-time employees in different
39
40 organizations to participate in this survey. In the cover letter accompanying the survey, we
41
42 introduced the research objectives and assured them that their identifiable personal information
43
44 would be removed prior to data analysis. In the first survey, we collected information on
45
46 demographics (e.g., age, gender, and work experience), organizational dehumanization, and
47
48 work locus of control.
49

50
51 Following the procedure explained by Lee et al. (2018) only one supervisor completed the
52
53 questionnaire for each subordinate in this study. Accordingly, two separate survey questionnaires
54
55 were prepared for employees and their immediate supervisor in pairs. Two months later, at Time
56
57

1
2
3 2, we measured participants' self-esteem threat. To encourage employees to participate in this
4 study, organizations' management allowed them to complete the surveys during office hours.
5
6 Self-report surveys were returned by 433 employees at Time 1 (response rate = 68.6%). At Time
7
8 2, questionnaires were distributed in pairs among the 433 employees who participated at time 1
9
10 and their immediate supervisors were asked to rate the participants' creative performance. Two
11
12 hundred and sixty-nine subordinate questionnaires and 301 supervisor questionnaires were
13
14 retrieved back for response rates of 62.1% and 69.5 %, respectively. After matching the
15
16 employee survey with corresponding supervisor surveys and deleting unusable questionnaires,
17
18 our final dataset of 257 pairs was usable for further analysis. Of the final employee sample, 202
19
20 (78.6%) respondents are male and 55 (21.4%) females. The average age of respondents is 38.3
21
22 years ($SD = 6.57$) and average tenure with the organization is 7.80 years ($SD = 5.17$). Of the
23
24 supervisors, 211 (82%) were male, with the average age of 40.56 years ($SD = 5.96$) and average
25
26 work experience was 12.19 years ($SD = 5.91$). Questionnaires from different time points and
27
28 sources were matched using the full name of the employee listed in each questionnaire.
29
30
31
32
33

34 *Measures*

35
36 We used a 5-point Likert scale for all measures, where 1 = strongly disagree and 5 = strongly
37
38 agree. The results of the confirmatory factor analysis (CFA) of the constructs are available in the
39
40 supplementary material of this article.
41
42
43

44
45 *Organizational dehumanization.* We measured organizational dehumanization using the 11-
46
47 item scale of Caesens *et al.* (2017). Participants were asked to report their perceptions about their
48
49 organizational treatment in the last two months. A sample item is "My organization considers me
50
51 as a tool to use for its own ends"; Cronbach's alpha = 0.92.
52

53
54 *Self-esteem threat.* We adopted 20 items from the self-esteem scale of Heatherton and Polivy
55
56
57
58
59
60

1
2
3 (1991) to measure the extent to which employees perceived a threat to their self-esteem in the
4 last 2 months. A sample item is “I was worried about whether I was regarded as a success or
5 failure”; Cronbach’s alpha = 0.94.
6
7

8
9
10 *Work locus of control.* We measured employees’ WLOC using the 16-item scale developed
11 by Spector (1988). Sample items for external and internal WLOC are “It takes a lot of luck to be
12 an outstanding employee on most jobs” and “Promotions are given to employees who perform
13 well on the job”, respectively. **The Cronbach’s alpha of this measure was 0.93.**
14
15
16

17
18
19 *Creative performance (supervisor reported).* We used the six items from Scott and Bruce’s
20 (1994) scale to assess employees’ creative performance. Each participant’s immediate supervisor
21 was asked to report on their creative performance over the past 8 weeks. A sample item is
22 “generates creative ideas”; Cronbach’s alpha = 0.92.
23
24
25
26
27

28
29 *Control variables.* We included age, gender and work experience as control variables in the
30 current study. Age and work experience were measured in the number of years and gender was
31 coded as 0 for female and 1 for male. Previous research has suggested the role of employees’
32 work experience in predicting their creative performance and creativity (Hirst *et al.*, 2016; Malik
33 *et al.*, 2015; Mohammed & Kamalanabhan, 2020; Wang *et al.*, 2015). Furthermore, age and
34 gender were used as control variables because of their significant influence on employee’s
35 creative performance and creativity related outcomes (Binnewies *et al.*, 2008; Cheung & Zhang,
36 2021; Tierney & Farmer, 2011; Zhang & Bartol, 2010).
37
38
39
40
41
42
43
44
45

46 47 *Data analysis*

48
49 We conducted two regression models to examine our hypothesized relationships. First, we
50 examined whether organizational dehumanization affects creative performance. Second, to test
51 the mediation of threat to self-esteem and the moderating effects of LOC, we ran Model 5 of
52
53
54
55
56
57
58
59
60

1
2
3 PROCESS macro (Hayes, 2018). This model provides an opportunity to test mediating and
4 moderating roles simultaneously. Specifically, we included organizational dehumanization, self-
5 esteem threat, WLOC, and the interaction between organizational dehumanization and WLOC in
6 the regression equation with creative performance as the dependent variable. We centered both
7 organizational dehumanization and WLOC before calculating the interaction term. We included
8 work experience as a control variable in all our regression models. We tested the significance of
9 the direct effects, indirect effects, and their differences between high and low levels of the
10 moderator using bias-corrected bootstrapping (5,000 samples) and 95% confidence intervals (CI)
11 for the indices. If the bootstrapped 95% CI does not include zero, it indicates the parameter is
12 statistically significant.
13
14
15
16
17
18
19
20
21
22
23
24

25 26 **Results**

27 *Descriptive statistics*

28
29 Table 2 shows the descriptive statistics for all our variables, including the means, standard
30 deviations, correlations, and internal consistencies of the study scales.
31
32
33
34

35
36 [Insert Table 2 about here]
37

38 *Hypothesis testing*

39
40 Our regression results in Table 3 show that organizational dehumanization is positively related to
41 self-esteem threat ($\beta = 0.33, p < 0.05$). Threat to self-esteem shows a negative and significant
42 relationship with creative performance ($\beta = -0.16, p < 0.05$). In line with our expectation
43 (Hypothesis 1), the results (Table 3) also indicate a significant negative relationship between
44 organizational dehumanization and creative performance ($\beta = -0.22, p < 0.05$). According to
45 Preacher *et al.* (2007), examining mediation effects requires testing for a significant association
46 between the independent variable and the mediating variable (i.e., organizational dehumanization
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 → threat to self-esteem) and then testing for a significant association between the mediating and
4
5 dependent variable (i.e., threat to self-esteem → creative performance). Since both of these
6
7 conditions are supported (Table 3), we calculated the mediating effect of threat to self-esteem
8
9 between dehumanization and creative performance. To estimate the significance of the indirect
10
11 relationship, we computed 95% bias-corrected confidence intervals (CIs) using the bootstrapping
12
13 approach (5000 resamples). The results show a significant indirect effect of dehumanization on
14
15 creative performance through threat to self-esteem (indirect effect = -0.053, 95% CI = [-.1082, -
16
17 .0105], excluding zero), thus supporting Hypothesis 2. Finally, Table 3 shows that locus of
18
19 control moderates the relationship between dehumanization and creative performance ($\beta = 0.18$,
20
21 $p < 0.05$). Therefore, the effects of dehumanization on creative performance vary depending on
22
23 the level of individual LOC. Furthermore, we found that control variables (age, gender, and work
24
25 experience) did not have a significant influence on creative performance.
26
27
28
29
30

31 [Insert Table 3 about here]

32
33 We further examined these effects by plotting significant interaction at WLOC levels 1-SD
34
35 above and below the mean (see Figure 2). The simple slope analysis indicates that the
36
37 relationship between dehumanization and creative performance is significant only for employees
38
39 with internal WLOC (-1SD) ($\beta = -.408$, $p < 0.05$) and insignificant for those with external WLOC
40
41 (+1SD) ($\beta = -.026$, n.s.). Thus, Hypothesis 3 is also supported.
42
43
44
45

46 [Insert Figure 2 about here]

47 48 Discussion

49
50 Our study makes at least three important theoretical contributions to the literature on
51
52 dehumanization and creative performance. First, to our best knowledge, this is one of the first
53
54 studies to examine the effects of dehumanization on employees' extra-role performance. We
55
56
57
58
59
60

1
2
3 adopt the COR perspective (Hobfoll, 1989) to investigate this relationship, based on the
4 assumption that dehumanization significantly affects employees' perceptions of resource
5 availability and that employees need to invest resources to perform creatively. Thus, any
6 experience, such as dehumanization, that elicits perceptions of resource depletion will have
7 negative consequences for creative performance. The more employees invest resources in coping
8 with dehumanization, the more their creative performance will be affected. While creative
9 performance is largely viewed as a voluntary rather than a required behavior (Malik and Butt,
10 2017), dehumanization may have negative consequences for both voluntary and required
11 creativity. However, the punitive effects associated with required behavior are much stronger
12 than those related to voluntary behavior. Therefore, employees who face dehumanization and
13 feel their self-esteem is threatened will respond by reducing their voluntary behavior more than
14 their required behavior.

15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31 Second, we identify one of the underlying processes that links dehumanization to behavioral
32 outcomes. Results suggest that when employees perceive their organizations as dehumanizing,
33 they feel less worthy, and their self-esteem is threatened. On experiencing self-esteem threat,
34 these employees perceive a state of resource depletion and attempt to protect their remaining
35 resources. In this effort, they become reluctant to invest their already depleted resources in
36 discretionary behaviors such as creativity (Hobfoll *et al.*, 2018), resulting in reduced creative
37 behaviors and thus creative performance. This underlying mechanism not only enhances our
38 understanding of how dehumanization affects employees, but also points to some remedial
39 actions that managers can take to avoid such outcomes.

40
41
42
43
44
45
46
47
48
49
50
51 Third, the results show that the effect of dehumanization on creative performance depends on
52 employees' dispositional factors. This is one of the first studies to highlight the importance of
53
54
55
56
57
58
59
60

1
2
3 dispositional differences in the relationship between dehumanization and behavioral outcomes.
4
5 Specifically, our results show that dehumanization undermines creative performance but is
6
7 significant only for employees with an internal WLOC. Employees with an external WLOC are
8
9 less susceptible to dehumanization and threatened self-esteem. Prior research has demonstrated
10
11 both positive and negative effects of WLOC on behavioral outcomes (Mulki and Lassar, 2019;
12
13 Tillman *et al.*, 2010; Wilski *et al.*, 2015). Our study advances this research stream by showing
14
15 that employees with an internal WLOC invest more effort and resources in coping with
16
17 dehumanization, and thus experience an increased state of resource depletion. On the other hand,
18
19 employees with an external WLOC are better able to deal with dehumanization and are therefore
20
21 less susceptible to experiencing the negative effects of dehumanization.
22
23
24
25

26 *Managerial implications*

27
28 The results of our study highlight the negative effects of dehumanization and suggest that
29
30 managers need to avoid practices that elicit the perception of dehumanization among employees.
31
32 However, this may sometimes be beyond the direct control of managers. The results of this study
33
34 also provide important insights for managers to reduce the negative effects of dehumanization
35
36 and enhance the creative performance of their employees. First, the results show that the negative
37
38 effects of dehumanization are translated into reduced creative performance through self-esteem
39
40 threat. This suggests that considering the relationship between organizational dehumanization
41
42 and self-esteem threat, managers should be creating favorable work environments and avoid any
43
44 work practices those may lead to threatened self-esteem. Furthermore, employees can get benefit
45
46 from self-compassion training that may improve their adaptive psychological functioning and
47
48 promote self-acceptance thus overcoming the challenge of harsh self-evaluations (Neff, 2003;
49
50 Neff *et al.*, 2007). At the same time, managers should be taking initiatives to help elevate
51
52
53
54
55
56
57
58
59
60

1
2
3 employees' self-esteem levels (Liu *et al.*, 2013). This can be done by providing financial and
4 non-financial rewards (such as appreciation and recognition), empowering them, and
5 highlighting their past contributions and performance (Carlock, 2013). Through such initiatives,
6 managers can not only reduce the negative effects of dehumanization but also help employees
7 improve their creative performance. Second, the results show that internal WLOC makes
8 employees more vulnerable to experiencing the negative effects of dehumanization. Therefore,
9 another way for managers to reduce the negative effects of dehumanization on employees'
10 creative performance is to reassure employees that they are not responsible for the
11 dehumanization. Managers can also persuade employees not to blame themselves for the
12 dehumanizing experiences they encounter, guide them to stay focused on their performance, and
13 help them avoid devoting excessive resources to coping with dehumanization that is beyond their
14 control.

31 *Limitations*

32 In this study, we examined the effects of dehumanization on threat to self-esteem. Although we
33 designed the study to temporally separate dehumanization and threat to self-esteem, our methods
34 do not allow answering the question of how long it takes to develop perceptions of
35 dehumanization. The development of such perceptions may be a long-term process, and the
36 length may depend on the severity and frequency of events that trigger perceptions of
37 dehumanization. Future research could focus more on the process by which dehumanization
38 perceptions are developed and the factors that accelerate or slow this process. The differential
39 effects of continued dehumanization versus short-term dehumanization could also provide
40 theoretical and managerial insights.

41 We examined a linear moderation of WLOC for the relationship between dehumanization and

1
2
3 creative performance. Future research could investigate nonlinear moderation (Baron and Kenny,
4 1986). In addition, we studied the effects of dehumanization on creative performance with a time
5 lag of two months. Future research could therefore investigate the effects with a longer lag (e.g.,
6 6 months) and determine whether WLOC still moderates the negative effects of dehumanization.
7
8
9

10
11
12 Finally, the data for this study came from employees working in different industries in
13 Pakistan. On the one hand, such data may increase the generalizability of the findings across
14 organizations and industries. On the other hand, it may ignore some industry-specific trends. In
15 addition, Pakistan has a different cultural landscape to many North American and Western
16 European countries where most of the research on dehumanization has been conducted (Islam,
17 2004). Similar studies in different industries and national cultures are needed to ensure the
18 generalizability of our findings to other organizations, industries, and cultures.
19
20
21
22
23
24
25
26
27
28

29 *Future research directions*

30
31
32 This study also provides several important directions for future research. First, we focused on
33 dehumanization induced by organizations, but dehumanization can also be induced by the
34 treatment and behaviors of supervisors and co-workers (Stinglhamber *et al.*, 2021). It might
35 therefore be interesting to investigate whether the effects of dehumanization vary depending on
36 the source of dehumanization, or whether dehumanization induced by other sources affects
37 employees' self-esteem and creative performance in a similar way.
38
39
40
41
42
43
44
45

46
47
48 Second, we examined the effects of dehumanization on employees' self-esteem threat and
49 creative performance. An interesting avenue for future research is to investigate the factors that
50 may reverse the adverse effects of dehumanization. For example, future research could examine
51 whether the supportive behavior of supervisors and peers can reduce or reverse the effects of
52 dehumanization resulting from organizational factors.
53
54
55
56
57
58
59
60

1
2
3 Third, we have examined a mediating mechanism by using self-esteem threat in the COR
4 perspective. However, research has also explained the relationship between organizational
5 dehumanization and employee outcomes through several mediating mechanisms, including
6 thwarting psychological needs or thoughts of revenge, using social exchange and self-
7 determination theories (Lagios *et al.*, 2021; Stinglhamber *et al.*, 2023). It would be interesting for
8 future research to control for such mediating mechanisms to explain the relationship between
9 organizational dehumanization and creative performance.
10
11
12
13
14
15
16
17
18

19 Finally, our results show that an external WLOC somewhat inoculates employees against the
20 negative effects of dehumanization. As such, employees with an external WLOC are less likely
21 to experience the negative consequences of dehumanization. Investigating situations and factors
22 that might change the effects of dehumanization and self-esteem threat on creative performance
23 from negative to positive has important theoretical and managerial implications. Given that
24 WLOC is primarily an individual difference, identifying moderators at the group and
25 organizational level that managers can directly control, and influence will provide important new
26 insights for managers.
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

References

- Ahmad, S., Islam, T., Sohal, A.S., Wolfram Cox, J. and Kaleem, A. (2021), "Managing bullying in the workplace: a model of servant leadership, employee resilience and proactive personality", *Personnel Review*, Vol. 50 No. 7/8, pp. 1613-1631. <https://doi.org/10.1108/PR-06-2020-0470>
- Amabile, T.M., Barsade, S.G., Mueller, J.S. and Staw, B.M. (2005), "Affect and creativity at work", *Administrative Science Quarterly*, Vol. 50 No. 3, pp. 367-403. <https://doi.org/10.2189/asqu.2005.50.3.367>
- Amabile, T.M. and Pratt, M.G. (2016), "The dynamic componential model of creativity and innovation in organizations: making progress, making meaning", *Research in Organizational Behavior*, Vol. 36, pp. 157-183. <https://doi.org/10.1016/j.riob.2016.10.001>
- Amarnani, R.K., Bordia, P. and Restubog, S.L.D. (2019). Beyond tit-for-tat: Theorizing divergent employee reactions to customer mistreatment. *Group & Organization Management*, Vol. 44 No. 4, pp.687-717. <https://doi.org/10.1177/1059601118755239>
- Amarnani, R.K., Restubog, S.L.D., Bordia, P. and Abbasi, A.A. (2019). Age as double-edged sword among victims of customer mistreatment: A self-esteem threat perspective. *Human Resource Management*, Vol. 58 No. 3, pp.285-299. <https://doi.org/10.1002/hrm.21949>
- Anderson, N., Potočnik, K. and Zhou, J. (2014), "Innovation and creativity in organizations: a state-of-the-science review, prospective commentary, and guiding framework", *Journal of Management*, Vol. 40 No. 5, pp. 1297-1333. <https://doi.org/10.1177/0149206314527128>

- 1
2
3 Baldissarri, C., Andrighetto, L. and Volpato, C. (2014), “When work does not ennoble man:
4
5
6 psychological consequences of working objectification”, *TPM: Testing, Psychometrics,*
7
8
9 *Methodology in Applied Psychology*, Vol. 21 No. 3, pp. 327-340. [https://doi.org/10.4473/](https://doi.org/10.4473/tpm21.3.7)
10
11 [tpm21.3.7](https://doi.org/10.4473/tpm21.3.7)
12
13
14 Bani-Melhem, S., Quratulain, S. and Al-Hawari, M.A. (2021), “Does employee resilience
15
16
17 exacerbate the effects of abusive supervision? A study of frontline employees’ self-esteem,
18
19
20 turnover intention, and innovative behaviors”, *Journal of Hospitality Marketing &*
21
22
23 *Management*, Vol. 30 No. 5, pp. 611-629. <https://doi.org/10.1080/19368623.2021.1860850>
24
25
26 Barbot, B. (2020), “Creativity and self-esteem in adolescence: a study of their domain-specific,
27
28
29 multivariate relationships”, *The Journal of Creative Behavior*, Vol. 54 No. 2, pp. 279-292.
30
31
32 <https://doi.org/10.1002/jocb.365>
33
34
35 Baron, R.M. and Kenny, D.A. (1986), “The moderator–mediator variable distinction in social
36
37
38 psychological research: conceptual, strategic, and statistical considerations”, *Journal of*
39
40
41 *Personality and Social Psychology*, Vol. 51 No. 6, p. 1173-1182. [https://doi.org/10.1037/](https://doi.org/10.1037/0022-3514.51.6.1173)
42
43
44 [0022-3514.51.6.1173](https://doi.org/10.1037/0022-3514.51.6.1173)
45
46
47 Bastian, B. and Haslam, N. (2011), “Experiencing dehumanization: cognitive and emotional
48
49
50 effects of everyday dehumanization”, *Basic and Applied Social Psychology*, Vol. 33 No. 4,
51
52
53 pp. 295-303. <https://doi.org/10.1080/01973533.2011.614132>
54
55
56
57
58
59
60

- 1
2
3 Baumeister, R.F., Heatherton, T.F. and Tice, D.M. (1993), “When ego threats lead to self-
4
5
6 regulation failure: negative consequences of high self-esteem”, *Journal of Personality and*
7
8
9 *Social Psychology*, Vol. 64 No. 1, pp. 141-156. <https://doi.org/10.1177/0146167206289408>
10
11
12 Baumeister, R.F., Smart, L. and Boden, J.M. (1996), “Relation of threatened egotism to violence
13
14 and aggression: the dark side of high self-esteem”, *Psychological Review*, Vol. 103 No. 1,
15
16
17 pp. 5-33. <https://doi.org/10.1037/0033-295X.103.1.5>
18
19
20 Bell, C.M. and Khoury, C. (2011), “Organizational de/humanization, deindividuation, anomie,
21
22 and in/justice”, Gilliland, S.W., Steiner, DD. and Skarlicki, D.P. (Eds.), *Emerging*
23
24 *perspectives on organizational justice and ethics*. IAP Information Age Publishing, pp. 167–
25
26
27 197.
28
29
30
31
32 Binnewies, C., Ohly, S., & Niessen, C. (2008). Age and creativity at work: The interplay
33
34 between job resources, age and idea creativity. *Journal of Managerial Psychology*, Vol.
35
36 23 No. 4, pp. 438-457. <https://doi.org/10.1108/02683940810869042>
37
38
39 Blakely, G.L., Srivastava, A. and Moorman, R.H. (2005). The effects of nationality work role
40
41 centrality, and work locus of control on role definitions of OCB. *Journal of*
42
43 *Leadership & Organizational Studies*, Vol. 12 No. 1, pp.103-117.
44
45
46 <https://doi.org/10.1177/107179190501200109>
47
48
49 Burton, J.P., Hoobler, J.M. and Kernan, M.C. (2011), “When research setting is important: the
50
51 influence of subordinate self-esteem on reactions to abusive supervision”, *Organization*
52
53
54 *Management Journal*, Vol. 8 No. 3, pp. 139-150. <https://doi.org/10.1057/omj.2011.24>
55
56
57
58
59
60

1
2
3 Caesens, G., Nguyen, N. and Stinglhamber, F. (2019), "Abusive supervision and organizational
4
5
6 dehumanization", *Journal of Business and Psychology*, Vol. 34, pp. 709-728. [https://doi.org/](https://doi.org/10.1007/s10869-018-9592-3)
7
8
9 10.1007/s10869-018-9592-3
10

11 Caesens, G. and Stinglhamber, F. (2019), "The relationship between organizational
12
13
14 dehumanization and outcomes: The mediating role of emotional exhaustion", *Journal of*
15
16
17 *Occupational and Environmental Medicine*, Vol. 61 No. 9, pp. 699-703. [https://doi.org/10.](https://doi.org/10.1097/JOM.0000000000001638)
18
19
20 1097/JOM.0000000000001638
21
22

23 Caesens, G., Stinglhamber, F., Demoulin, S. and De Wilde, M. (2017), "Perceived organizational
24
25
26 support and employees' well-being: the mediating role of organizational dehumanization",
27
28
29 *European Journal of Work and Organizational Psychology*, Vol. 26 No. 4, pp. 527-540.
30
31
32 <https://doi.org/10.1080/1359432X.2017.1319817>
33
34

35 Carlock, C.J. (2013), *Enhancing Self-Esteem*. Taylor & Francis.
36
37

38 Campbell, W.K., Baumeister, R.F., Dhavale, D. and Tice, D.M. (2003). Responding to major
39
40
41 threats to self-esteem: A preliminary, narrative study of ego-shock. *Journal of Social*
42
43
44 *and Clinical Psychology*, Vol. 22 No. 1, pp.79-96.
45
46 <https://doi.org/10.1521/jscp.22.1.79.22762>
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 Chen, T., Li, F. and Leung, K. (2016), "When does supervisor support encourage innovative
4
5
6 behavior? Opposite moderating effects of general self-efficacy and internal locus of
7
8
9 control", *Personnel Psychology*, Vol. 69 No. 1, pp. 123-158. [https://doi.org/10.1111/peps.](https://doi.org/10.1111/peps.12104)
10
11
12 12104

13
14
15 Cheung, M. F., & Zhang, I. D. (2021). The triggering effect of office design on employee
16
17
18 creative performance: an exploratory investigation based on Duffy's conceptualization. *Asia*
19
20
21 *Pacific Journal of Management*, Vol. 38, pp. 1283-1304. [https://doi.org/10.1007/s10490-](https://doi.org/10.1007/s10490-020-09717-x)
22
23
24 020-09717-x

25
26
27 Cho, M., Bonn, M.A., Han, S.J. and Lee, K.H. (2016), "Workplace incivility and its effect upon
28
29
30 restaurant frontline service employee emotions and service performance", *International*
31
32
33 *Journal of Contemporary Hospitality Management*, Vol. 28 No. 12, pp. 2888-2912.
34
35
36 <https://doi.org/10.1108/IJCHM-04-2015-0205>

37
38
39 Christoff, K. (2014), "Dehumanization in organizational settings: some scientific and ethical
40
41
42 considerations", *Frontiers in Human Neuroscience*, Vol. 8, pp. 748-753. [https://doi.org/10.](https://doi.org/10.3389/fnhum.2014.00748)
43
44
45 3389/fnhum.2014.00748

46
47
48 Coelho, F., Augusto, M. and Lages, L.F. (2011), "Contextual factors and the creativity of
49
50
51 frontline employees: the mediating effects of role stress and intrinsic motivation", *Journal of*
52
53
54 *Retailing*, Vol. 87 No. 1, pp. 31-45. <https://doi.org/10.1016/j.jretai.2010.11.004>

55
56
57 Coopersmith, S. (1965), *The Antecedents of Self-Esteem*. Princeton. San Francisco: Freeman.

1
2
3 Crocker, J. and Park, L.E. (2004), “The costly pursuit of self-esteem”, *Psychological Bulletin*,
4
5
6 Vol. 130 No. 3, p. 392-414. <https://doi.org/10.1037/0033-2909.130.3.392>
7

8
9 Demoulin, S., Brison, N. and Stinglhamber, F. (2023), “Perceived sexualization of the work
10
11 environment’s influence on well-being, attitudes, and behaviors: the roles of organizational
12
13 dehumanization and enjoyment of sexualization”, *Journal of Applied Social Psychology*,
14
15
16 Vol. 53 No. 10, pp. 1012-1026. <https://doi.org/10.1111/jasp.12992>
17
18

19
20 Devonish, D. (2013), “Workplace bullying, employee performance and behaviors: the mediating
21
22 role of psychological well-being”, *Employee Relations*, Vol. 35 No. 6, pp. 630-647. [https://](https://doi.org/10.1108/ER-01-2013-0004)
23
24
25 doi.org/10.1108/ER-01-2013-0004
26

27
28 Dormann, C. and Zapf, D. (2004). Customer-related social stressors and burnout. *Journal of*
29
30 *Occupational Health Psychology*, Vol. 9 No.1, p.61.
31

32
33 Ferris, D.L., Spence, J.R., Brown, D.J. and Heller, D. (2012), “Interpersonal injustice and
34
35 workplace deviance: the role of esteem threat”, *Journal of Management*, Vol. 38 No. 6, pp.
36
37
38 1788-1811. <https://doi.org/10.1177/0149206310372259>
39

40
41 Ghosh, S. (2018). “Undercover author finds Amazon warehouse workers in UK 'peed in bottles'
42
43 over fears of being punished for taking a break” *Business Insider*, available at [https://](https://www.businessinsider.com/amazon-warehouse-workers-have-to-pee-into-bottles-2018-4)
44
45
46 www.businessinsider.com/amazon-warehouse-workers-have-to-pee-into-bottles-2018-4
47
48
49 (accessed 15 December 2023).
50
51
52
53
54
55
56
57
58
59
60

- 1
2
3 Gip, H., Guchait, P., Paşamehmetoğlu, A. and Khoa, D.T. (2023), “How organizational
4
5
6 dehumanization impacts hospitality employees service recovery performance and sabotage
7
8
9 behaviors: the role of psychological well-being and tenure”, *International Journal of*
10
11
12 *Contemporary Hospitality Management*, Vol. 35 No. 1, pp. 64-91. [https://doi.org/10.1108/](https://doi.org/10.1108/IJCHM-02-2022-0155)
13
14 IJCHM-02-2022-0155
15
16
17 Halbesleben, J.R. and Bowler, W.M. (2007), “Emotional exhaustion and job performance: the
18
19
20 mediating role of motivation”, *Journal of Applied Psychology*, Vol. 9 No. 1, pp. 93-106.
21
22
23 <https://doi.org/10.1037/0021-9010.92.1.93>
24
25
26 Haslam, N. (2006). “Dehumanization: an integrative review”, *Personality and Social Psychology*
27
28
29 *Review*, Vol. 10 No. 3, pp. 252-264. https://doi.org/10.1207/s15327957pspr1003_4
30
31
32 Hayes, A.F. (2018), “Partial, conditional, and moderated moderated mediation: quantification,
33
34
35 inference, and interpretation”, *Communication Monographs*, Vol. 85 No. 1, pp. 4-40.
36
37
38 <https://doi.org/10.1080/03637751.2017.1352100>
39
40
41 Hadi, S.A., Kersting, M., Klehe, U.C., Deckenbach, M. and Häusser, J.A. (2023). Relationships
42
43
44 between proactive personality, work locus of control, and vocational satisfaction: the role
45
46
47 of level of education. *Heliyon*, Vol. 9 No. 2. <https://doi.org/10.1016/j.heliyon.2023.e13283>
48
49
50 Heatherton, T.F. and Baumeister, R.F. (1996). Self-regulation failure: Past, present, and
51
52
53 future. *Psychological Inquiry*, Vol. 7 No. 1, pp.90-98.
54
55
56 https://doi.org/10.1207/s15327965pli0701_20
57
58
59
60

1
2
3 Heatherton, T.F. and Polivy, J. (1991), "Development and validation of a scale for measuring
4
5 state self-esteem", *Journal of Personality and Social Psychology*, Vol. 60 No. 6, pp. 895-
6
7 910. <https://doi.org/10.1037/0022-3514.60.6.895>
8
9

10
11 Hirst, G., Van Knippenberg, D., & Zhou, J. (2009). A cross-level perspective on employee
12
13 creativity: Goal orientation, team learning behavior, and individual creativity. *Academy of*
14
15 *Management Journal*, Vol. 52, No. 2, pp. 280-293.
16
17
18 <https://doi.org/10.5465/amj.2009.37308035>
19
20
21

22
23 Hobfoll, S.E. (1989), "Conservation of resources: a new attempt at conceptualizing stress",
24
25
26 *American Psychologist*, Vol. 44 No. 3, pp. 513-524. <https://doi.org/10.1037/0003-066X.44.>
27
28
29 3.513
30

31
32 Hobfoll, S.E. (2001), "The influence of culture, community, and the nested-self in the stress
33
34 process: advancing conservation of resources theory", *Applied Psychology*, Vol. 50 No. 3,
35
36
37 pp. 337-421. <https://doi.org/10.1111/1464-0597.00062>
38
39

40
41 Hobfoll, S.E., Halbesleben, J., Neveu, J.P. and Westman, M. (2018), "Conservation of resources
42
43 in the organizational context: the reality of resources and their consequences", *Annual*
44
45 *Review of Organizational Psychology and Organizational Behavior*, Vol. 5, pp. 103-128.
46
47
48 <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
49
50
51

- 1
2
3 Hur, W.M., Moon, T. and Jun, J.K. (2016), “The effect of workplace incivility on service
4
5
6 employee creativity: the mediating role of emotional exhaustion and intrinsic motivation”,
7
8
9 *Journal of Services Marketing*, Vol. 30 No. 3, pp. 302-315. [https://doi/10.1108/JSM-10-](https://doi/10.1108/JSM-10-2014-0342)
10
11
12 2014-0342
13
- 14 Islam, N. (2004), “Sifarish, sycophants, power and collectivism: administrative culture in
15
16
17 Pakistan”, *International Review of Administrative Sciences*, Vol. 70 No. 2, pp. 311-330.
18
19
20 <https://doi.org/10.1177/0020852304044259>
21
22
- 23 Ito, J.K. and Brotheridge, C.M. (2007), “Exploring the predictors and consequences of job
24
25
26 insecurity’s components”, *Journal of Managerial Psychology*, Vol. 22 No. 1, pp. 40-64.
27
28
29 <https://doi.org/10.1108/02683940710721938>
30
31
- 32 Jahanzeb, S., Fatima, T., Bouckennooghe, D. and Bashir, F. (2019), “The knowledge hiding link:
33
34
35 a moderated mediation model of how abusive supervision affects employee creativity”,
36
37
38 *European Journal of Work and Organizational Psychology*, Vol. 28 No. 6, pp. 810-819.
39
40
41 <https://doi.org/10.1080/1359432X.2019.1659245>
42
- 43 Khan, R., Murtaza, G., Neveu, J.P. and Newman, A. (2022), “Reciprocal relationship between
44
45
46 workplace incivility and deviant silence—the moderating role of moral attentiveness”,
47
48
49 *Applied Psychology*, Vol. 71 No. 1, pp. 174-196. <https://doi.org/10.1111/apps.12316>
50
51
52
53
54
55
56
57
58
59
60

1
2
3 Kluemper, D.H., Mossholder, K.W., Ispas, D., Bing, M.N., Iliescu, D. and Ilie, A. (2019),
4

5
6 “When core self-evaluations influence employees’ deviant reactions to abusive supervision:
7
8 the moderating role of cognitive ability”, *Journal of Business Ethics*, Vol. 159, pp. 435-453.
9

10
11 <https://doi.org/10.1007/s10551-018-3800-y>
12
13

14
15
16 König, C.J., Debus, M.E., Häusler, S., Lendenmann, N. and Kleinmann, M. (2010).
17

18 Examining occupational self-efficacy, work locus of control and communication as
19
20 moderators of the job insecurity—job performance relationship. *Economic and*
21
22 *Industrial Democracy*, Vol. 31 No. 2, pp.231-247.
23

24
25 <https://doi.org/10.1177/0143831X09358629>
26

27 Lagios, C., Caesens, G., Nguyen, N. and Stinglhamber, F. (2021), “Explaining the negative
28

29
30 consequences of organizational dehumanization”, *Journal of Personnel Psychology*, Vol. 21
31

32
33 No. 2, <https://doi.org/10.1027/1866-5888/a000286>
34
35

36 Lagios, C., Nguyen, N., Stinglhamber, F. and Caesens, G. (2023a), “Dysfunctional rules in
37

38
39 organizations: the mediating role of organizational dehumanization in the relationship
40

41
42 between red tape and employees’ outcomes”, *European Management Journal*, Vol. 41 No.
43

44
45 5, pp. 802-813. <https://doi.org/10.1016/j.emj.2022.06.002>
46

47 Lagios, C., Restubog, S.L.D., Garcia, P.R.J.M., He, Y. and Caesens, G. (2023b), “A trickle-out
48

49
50 model of organizational dehumanization and displaced aggression”, *Journal of Vocational*
51

52
53 *Behavior*, Vol. 141, pp.103826. <https://doi.org/10.1016/j.jvb.2022.103826>
54
55
56
57
58
59
60

- 1
2
3 Leary, M.R., Tambor, E.S., Terdal, S.K. and Downs, D.L. (1995), "Self-esteem as an
4
5
6 interpersonal monitor: the sociometer hypothesis", *Journal of Personality and Social*
7
8
9 *Psychology*, Vol. 68 No. 3, pp. 518-530. <https://doi.org/10.1037/0022-3514.68.3.518>
10
11
12 Lee, S., Kim, S. L., & Yun, S. (2018). A moderated mediation model of the relationship between
13
14 abusive super- vision and knowledge sharing. *The Leadership Quarterly*, 29(3), 403–413.
15
16
17 <https://doi.org/10.1016/j.leaqua.2017.09.001>.
18
19
20 Leary, M.R., Twenge, J.M. and Quinlivan, E. (2006), "Interpersonal rejection as a determinant of
21
22 anger and aggression", *Personality and Social Psychology Review*, Vol. 10 No. 2, pp.111-
23
24 132. https://doi.org/10.1207/s15327957pspr1002_2
25
26
27
28
29 Liu, J., Hui, C., Lee, C. and Chen, Z.X. (2013), "Why do I feel valued and why do I contribute?
30
31 A relational approach to employee's organization-based self-esteem and job performance",
32
33
34 *Journal of Management Studies*, Vol. 50 No. 6, pp. 1018-1040. [https://doi.org/10.1111/](https://doi.org/10.1111/joms.12037)
35
36
37
38
39
40
41 Lu, L., Kao, S.F., Cooper, C.L. and Spector, P.E. (2000), "Managerial stress, locus of control,
42
43 and job strain in Taiwan and UK: a comparative study", *International Journal of Stress*
44
45
46 *Management*, Vol. 7 No. 3, pp. 209-226. <https://doi.org/10.1023/A:1009518315691>
47
48
49
50 Malik, M.A.R. and Butt, A.N. (2017), "Rewards and creativity: past, present, and future",
51
52
53
54
55
56
57
58
59
60

- 1
2
3 Malik, M.A.R., Butt, A.N. and Choi, J.N. (2015), “Rewards and employee creative performance:
4
5
6 moderating effects of creative self-efficacy, reward importance, and locus of control”,
7
8
9 *Journal of Organizational Behavior*, Vol. 36 No. 1, pp. 59-74. <https://doi.org/10.1002/>
10
11
12 job.1943
13
14
15 Mohammed, N., & Kamalanabhan, T. J. (2020). Interpersonal trust and employee knowledge
16
17
18 sharing behavior: Creative performance as the outcome. *VINE Journal of Information*
19
20
21 *and Knowledge Management Systems*, Vol. 50, No. 1, pp. 94-116.
22
23
24 <https://doi.org/10.1108/VJIKMS-04-2019-0057>
25
26
27 Muhammad, L. and Sarwar, A. (2021), “When and why organizational dehumanization leads to
28
29
30 deviant work behaviors in hospitality industry”, *International Journal of Hospitality*
31
32
33 *Management*, Vol. 99, pp. 103044. <https://doi.org/10.1016/j.ijhm.2021.103044>
34
35
36 Muhonen, T. and Torkelson, E. (2004), “Work locus of control and its relationship to health and
37
38
39 job satisfaction from a gender perspective”, *Stress and Health: Journal of the International*
40
41
42 *Society for the Investigation of Stress*, Vol. 20 No. 1, pp. 21-28. [https://doi.org/10.1002/smi.](https://doi.org/10.1002/smi.994)
43
44
45 994
46
47
48 Murtaza, G., Neveu, J.P., Khan, R. and Talpur, Q.U.A. (2023), “Gossip 2.0: The role of social
49
50
51 media and moral attentiveness on counterproductive work behaviour”, *Applied Psychology*,
52
53
54
55
56
57
58
59
60 Vol. 72 No. 4, pp. 1478-1505. <https://doi.org/10.1111/apps.12449>

- 1
2
3 Mulki, J. and Lassk, F.G. (2019). Joint impact of ethical climate and external work locus of
4 control on job meaningfulness. *Journal of Business Research*, Vol. 99, pp.46-56.
5
6 <https://doi.org/10.1016/j.jbusres.2019.02.007>
7
8
9
10 Nasifoglu Elidemir, S., Ozturen, A. and Bayighomog, S.W. (2020), “Innovative behaviors,
11 employee creativity, and sustainable competitive advantage: a moderated mediation”,
12
13 *Sustainability*, Vol. 12 No. 8, pp.3295. <https://doi.org/10.3390/su12083295>
14
15
16
17
18
19
20 Neff, K. (2003). Self-compassion: An alternative conceptualization of a healthy attitude toward
21 oneself. *Self and Identity*, Vol. 2 No. 2, pp.85-101. <https://doi.org/10.1080/15298860309032>
22
23
24
25
26 Neff, K., Kirkpatrick, K., & Rude, S. (2007). Self-compassion and adaptive psychological
27 functioning. *Journal of Research in Personality*, Vol. 41 No. 6, pp.139–154.
28
29 <https://doi.org/10.1016/j.jrp.2006.03.004>
30
31
32
33
34 Ng, S.M., Ke, G.N. and Raymond, W. (2014). The mediating role of work locus of control on
35 the relationship among emotional intelligence, organisational citizenship behaviours,
36 and mental health among nurses. *Australian Journal of Psychology*, Vol. 66 No. 4,
37 pp.207-215. <https://doi.org/10.1111/ajpy.12049>
38
39
40
41
42
43 Ng, T.W., Sorensen, K.L. and Eby, L.T. (2006), “Locus of control at work: a meta-analysis”,
44
45 *Journal of Organizational Behavior: The International Journal of Industrial, Occupational*
46 *and Organizational Psychology and Behavior*, Vol. 27 No. 8, pp. 1057-1087. [https://doi.org/](https://doi.org/10.1002/job.416)
47
48
49
50
51 10.1002/job.416
52
53
54
55
56
57
58
59
60

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Nguyen, N., Besson, T. and Stinglhamber, F. (2022), “Emotional labor: the role of organizational dehumanization”, *Journal of Occupational Health Psychology*, Vol. 27 No. 2, pp. 179-194.

<https://doi.org/10.1037/ocp0000289>

Nguyen, N. and Stinglhamber, F. (2020), “Workplace mistreatment and emotional labor: a latent profile analysis”, *Motivation and Emotion*, Vol. 44 No. 3, pp. 474-490. <https://doi.org/10.1007/s11031-019-09803-8>

<https://doi.org/10.1007/s11031-019-09803-8>

Nguyen, N. and Stinglhamber, F. (2021), “Emotional labor and core self-evaluations as mediators between organizational dehumanization and job satisfaction”, *Current Psychology*, Vol. 40, pp. 831-839. <https://doi.org/10.1007/s12144-018-9988-2>

<https://doi.org/10.1007/s12144-018-9988-2>

Oldham, G.R. and Cummings, A. (1996), “Employee creativity: Personal and contextual factors at work”, *Academy of Management Journal*, Vol. 39 No. 3, pp. 607-634. <https://doi.org/10.5465/256657>

<https://doi.org/10.5465/256657>

Oliver, J.E., Jose, P.E. and Brough, P. (2006). Confirmatory factor analysis of the work locus of control scale. *Educational and Psychological Measurement*, Vol. 66 No. 5, pp.835-

851. <https://doi.org/10.1177/0013164405285544>

Penhaligon, N.L., Louis, W.R. and Restubog, S.L.D. (2013), “Feeling left out? The mediating role of perceived rejection on workgroup mistreatment and affective, behavioral, and

organizational outcomes and the moderating role of organizational norms”, *Journal of Applied Social Psychology*, Vol. 43 No. 3, pp. 480-497. <https://doi.org/10.1111/j.1559-1816.2013.01026.x>

<https://doi.org/10.1111/j.1559-1816.2013.01026.x>

<https://doi.org/10.1111/j.1559-1816.2013.01026.x>

- 1
2
3 Peterson, C. and Seligman, M.E. (1987), “Explanatory style and illness”, *Journal of Personality*,
4
5
6 Vol. 55 No. 2, pp. 237-265. <https://doi.org/10.1111/j.1467-6494.1987.tb00436.x>
7
8
9 Pecha, A. (2018), “Inside an amazon warehouse: treating human beings as robots”. *CBS News*,
10
11
12 available at: [https://www.cbsnews.com/news/inside-an-amazon-warehouse-treating-human-](https://www.cbsnews.com/news/inside-an-amazon-warehouse-treating-human-beings-as-robots/)
13
14
15 [beings-as-robots/](https://www.cbsnews.com/news/inside-an-amazon-warehouse-treating-human-beings-as-robots/) (accessed 15 December 2023).
16
17
18 Picchi, A (2018). Retrieved from: [https://www.cbsnews.com/news/inside-an-amazon-warehouse-](https://www.cbsnews.com/news/inside-an-amazon-warehouse-treating-human-beings-as-robots/)
19
20
21 [treating-human-beings-as-robots/](https://www.cbsnews.com/news/inside-an-amazon-warehouse-treating-human-beings-as-robots/).
22
23
24 Porath, C.L. and Erez, A. (2007), “Does rudeness really matter? The effects of rudeness on task
25
26
27 performance and helpfulness”, *Academy of Management Journal*, Vol. 50 No. 5, pp. 1181-
28
29
30 1197. <https://doi.org/10.5465/amj.2007.20159919>
31
32
33 Preacher, K.J., Rucker, D.D. and Hayes, A.F. (2007), “Addressing moderated mediation
34
35
36 hypotheses: theory, methods, and prescriptions”, *Multivariate Behavioral Research*, Vol. 42
37
38
39 No. 1, pp. 185-227. <https://doi.org/10.1080/00273170701341316>
40
41
42 Roberts, S.J., Scherer, L.L. and Bowyer, C.J. (2011), “Job stress and incivility: what role does
43
44
45 psychological capital play?”, *Journal of Leadership & Organizational Studies*, Vol. 18 No.
46
47
48 4, pp. 449-458. <https://doi.org/10.1177/1548051811409044>
49
50
51 Routledge, C. (2012). Failure causes fear: the effect of self-esteem threat on death-
52
53
54 anxiety. *The Journal of Social Psychology*, Vol. 152 No. 6, pp.665-669.
55
56
57 <https://doi.org/10.1080/00224545.2012.691915>
58
59
60

- 1
2
3 Sainz, M., Delgado, N. and Moriano, J.A. (2021), “The link between authentic leadership,
4
5
6 organizational dehumanization and stress at work”, *Revista de Psicología del Trabajo y de*
7
8
9 *las Organizaciones*, Vol. 37 No. 2, pp. 85-92. <https://doi.org/10.5093/jwop2021a9>
10
11
12 Samnani, A.K., Singh, P. and Ezzedeen, S. (2013), “Workplace bullying and employee
13
14
15 performance: an attributional model”, *Organizational Psychology Review*, Vol. 3 No. 4, pp.
16
17
18 337-359. <https://doi.org/10.1177/2041386613475370>
19
20
21 Sarwar, A., Khan, J., Muhammad, L., Mubarak, N. and Jaafar, M. (2021), “Relationship between
22
23
24 organisational dehumanization and nurses’ deviant behaviours: a moderated mediation
25
26
27 model”, *Journal of Nursing Management*, Vol. 29 No. 5, pp. 1036-1045. [https://doi.org/](https://doi.org/10.1111/jonm.13241)
28
29
30 10.1111/jonm.13241
31
32 Sarwar, A. and Muhammad, L. (2021), “Impact of organizational mistreatment on employee
33
34
35 performance in the hotel industry”, *International Journal of Contemporary Hospitality*
36
37
38 *Management*, Vol. 33 No. 2, pp. 513-533. <https://doi.org/10.1108/ijchm-01-2020-0051>
39
40
41 Scott, S.G. and Bruce, R.A. (1994), “Determinants of innovative behavior: a path model of
42
43
44 individual innovation in the workplace”, *Academy of Management Journal*, Vol. 37 No. 3,
45
46
47 pp. 580-607. <https://doi.org/10.5465/256701>
48
49
50 Sharifirad, M.S. (2016), “Can incivility impair team’s creative performance through paralyzing
51
52
53 employee’s knowledge sharing? A multi-level approach”, *Leadership & Organization*
54
55
56 *Development Journal*, Vol. 37 No. 2, pp. 200-225. <https://doi/10.1108/LODJ-05-2014-0092>
57
58
59
60

- 1
2
3 Siu, O.L., Spector, P.E., Cooper, C.L., Lu, L. and Yu, S. (2002), “Managerial stress in greater
4
5
6 China: the direct and moderator effects of coping strategies and work locus of control”,
7
8
9 *Applied Psychology*, Vol. 51 No. 4, pp. 608-632. <https://doi.org/10.1111/1464-0597.00111>
10
11
12
13 Strelan, P. and Zdaniuk, A. (2015). Threatened state self-esteem reduces forgiveness. *Self and*
14
15 *Identity*, Vol. 14 No. 1, pp.16-32. <https://doi.org/10.1080/15298868.2014.889034>
16
17 Spector, P.E. (1988), “Development of the work locus of control scale”, *Journal of Occupational*
18
19
20 *Psychology*, Vol. 61 No. 4, pp. 335-340. <https://doi.org/10.1111/j.2044-8325.1988.tb00470>.
21
22
23 Sprung, J.M. and Jex, S.M. (2012), “Work locus of control as a moderator of the relationship
24
25
26 between work stressors and counterproductive work behavior”, *International Journal of*
27
28
29 *Stress Management*, Vol. 19 No. 4, pp. 272-291. <https://doi.org/10.1037/a0030320>
30
31
32 Staub, E. (1989), *The Roots of Evil: The Origins of Genocide and Other Group Violence*. New
33
34
35 York: Cambridge University Press.
36
37
38 Stiglbauer, B. (2017), “Under what conditions does job control moderate the relationship
39
40
41 between time pressure and employee well-being? Investigating the role of match and
42
43
44 personal control beliefs”, *Journal of Organizational Behavior*, Vol. 38 No. 5, pp. 730-748.
45
46
47 <https://doi.org/10.1002/job.2165>
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 Stinglhamber, F., Caesens, G., Chalmagne, B., Demoulin, S. and Maurage, P (2021), “Leader-
4
5 member exchange and organizational dehumanization: the role of supervisor’s
6
7 organizational embodiment”, *European Management Journal*, Vol. 39 No. 6, pp. 745-754.
8
9
10
11 <https://doi.org/10.1016/j.emj.2021.01.006>
12
13

14
15 Stinglhamber, F., Nguyen, N., Ohana, M., Lagios, C., Demoulin, S. and Maurage, P. (2023),
16
17 “For whom and why organizational dehumanization is linked to deviant behaviours”,
18
19 *Journal of Occupational and Organizational Psychology*, Vol. 96 No. 1, pp. 203-229.
20
21
22
23 <https://doi.org/10.1111/joop.12409>
24
25

26
27 Taskin, L., Parmentier, M. and Stinglhamber, F. (2019), The dark side of office designs: towards
28
29 de-humanization. *New Technology, Work and Employment*, 34(3), pp. 262-284. [https://doi.](https://doi.org/10.1111/ntwe.12150)
30
31
32 [org/10.1111/ntwe.12150](https://doi.org/10.1111/ntwe.12150)
33
34

35
36 Tierney, P., & Farmer, S. M. (2011). Creative self-efficacy development and creative
37
38 performance over time. *Journal of Applied Psychology*, Vol. 96, No. 2, pp. 277–293.
39
40
41 <https://doi.org/10.1037/a0020952>
42
43

44
45 Tillman, C.J., Smith, F.A. and Tillman, W.R. (2010). Work locus of control and the
46
47 multidimensionality of job satisfaction. *Journal of Organizational Culture,*
48
49 *Communications and Conflict*, Vol. 14 No. 2, pp.107-125.
50
51
52
53
54
55
56
57
58
59
60

1
2
3 Tong, J. and Wang, L. (2012). Work locus of control and its relationship to stress perception,
4 related affections, attitudes and behaviours from a domain-specific perspective. *Stress*
5 *and Health*, Vol. 28 No. 3, pp.202-210. <https://doi.org/10.1002/smi.1423>
6
7

8
9
10
11 Turnipseed, D.L. (2018). Emotional intelligence and OCB: The moderating role of work locus
12 of control. *The Journal of Social Psychology*, Vol. 158 No. 3, pp.322-336.
13

14
15
16 <https://doi.org/10.1080/00224545.2017.1346582>
17

18 Twenge, J.M., Catanese, K.R. and Baumeister, R.F. (2003), “Social exclusion and the
19 deconstructed state: time perception, meaninglessness, lethargy, lack of emotion, and self-
20 awareness”, *Journal of Personality and Social Psychology*, Vol. 85 No. 3, pp. 409-423.
21
22
23

24
25
26 <https://doi.org/10.1037/0022-3514.85.3.409>
27

28
29
30 VanDellen, M.R., Campbell, W.K., Hoyle, R.H. and Bradfield, E.K. (2011). Compensating,
31 resisting, and breaking: A meta-analytic examination of reactions to self-esteem
32 threat. *Personality and Social Psychology Review*, Vol. 15 No. 1, pp.51-74.
33
34

35
36
37 <https://doi.org/10.1177/1088868310372950>
38

39
40
41 Wang, Q., Bowling, N. A., and Eschleman, K. J. (2010). A meta-analytic examination of work
42 and general locus of control. *Journal of Applied Psychology*, Vol. 95 No. 4, 761–768.
43
44

45
46
47 <https://doi.org/10.1037/a0017707>
48

49 Wilski, M., Chmielewski, B. and Tomczak, M. (2015). Work locus of control and burnout in
50 Polish physiotherapists: The mediating effect of coping styles. *International Journal*
51 *of Occupational Medicine and Environmental Health*, Vol. 28 No. 5, pp.875-889.
52
53
54
55
56
57
58
59
60

- 1
2
3 Wang, G., Huang, H., & Zheng, Q. (2015). Effect of Chinese employees' emotional creativity
4
5
6 on their innovative performance. *Social Behavior and Personality: An International*
7
8
9 *Journal*, Vol. 43, No. 7, pp. 1147-1160. <https://doi.org/10.2224/sbp.2015.43.7.1147>
10
11
12 Wang, D., Li, X., Zhou, M., Maguire, P., Zong, Z. and Hu, Y. (2019), “Effects of abusive
13
14
15 supervision on employees’ innovative behavior: the role of job insecurity and locus of
16
17
18 control”, *Scandinavian Journal of Psychology*, Vol. 60 No. 2, pp. 152-159. [https://doi.](https://doi.org/10.1111/sjop.12510)
19
20
21 [org/10.1111/sjop.12510](https://doi.org/10.1111/sjop.12510)
22
23 Wang, Y., Zheng, L., Hu, T. and Zheng, Q. (2014), “Stress, burnout, and job satisfaction: case of
24
25
26 police force in China”, *Public Personnel Management*, Vol. 43 No. 3, pp. 325-339. [https://](https://doi.org/10.1177/0091026014535179)
27
28
29 doi.org/10.1177/0091026014535179
30
31
32 Weinzimmer, L.G., Michel, E.J. and Franczak, J.L. (2011), “Creativity and firm-level
33
34
35 performance: the mediating effects of action orientation”, *Journal of Managerial Issues*,
36
37
38 Vol. 23 No. 1, pp. 62-82. <https://www.jstor.org/stable/25822538>
39
40
41 Xu, L., Du, J., Lei, X. and Hipel, K.W. (2020), “Effect of locus of control on innovative behavior
42
43
44 among new generation employees: a moderated mediation model”, *Social Behavior and*
45
46
47 *Personality: An International Journal*, Vol. 48 No. 1), pp. 1-12. [https://doi.org/10.2224/](https://doi.org/10.2224/sbp.9379)
48
49
50 [sbp.9379](https://doi.org/10.2224/sbp.9379)
51
52
53
54
55
56
57
58
59
60

1
2
3 Xu, L., Liu, Z., Ji, M., Dong, Y. and Wu, C.H. (2022), “Leader perfectionism—friend or foe of
4
5
6 employee creativity? Locus of control as a key contingency”, *Academy of Management*
7
8
9 *Journal*, Vol. 65 No. 6, pp. 2092-2117. <https://doi.org/10.5465/amj.2019.0165>

10
11
12 Yu, L., Duffy, M.K. and Tepper, B.J. (2018), “Consequences of downward envy: a model of
13
14
15 self-esteem threat, abusive supervision, and supervisory leader self-improvement”, *Academy*
16
17
18 *of Management Journal*, Vol. 61 No. 6, pp. 2296-2318. [https://doi.org/10.5465/amj.2015.](https://doi.org/10.5465/amj.2015.0183)
19
20
21 0183

22
23 Zhan, X., Li, Z. and Luo, W. (2019), “An identification-based model of workplace incivility and
24
25
26 employee creativity: evidence from China”, *Asia Pacific Journal of Human Resources*, Vol.
27
28
29 57 No. 4, pp. 528-552. <https://doi.org/10.1111/1744-7941.12204>

30
31
32 Zhang, X., & Bartol, K. M. (2010). The influence of creative process engagement on
33
34
35 employee creative performance and overall job performance: A curvilinear assessment.
36
37
38 *Journal of Applied Psychology*, Vol. 95, No. 5, pp. 862–873.
39
40
41 <https://doi.org/10.1037/a0020173>

42
43
44 Zigarmi, D., Galloway, F.J. and Roberts, T.P. (2018), “Work locus of control, motivational
45
46
47 regulation, employee work passion, and work intentions: an empirical investigation of an
48
49
50 appraisal model”, *Journal of Happiness Studies*, Vol. 19, pp. 231-256. [https://doi.org/](https://doi.org/10.1007/s10902-016-9813-2)
51
52 10.1007/s10902-016-9813-2

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Table 1. Industry wise participants

Industry	Oil & Gas (88)		Media industry (56)		IT Industry (113)	
	Online	Face to face	Online	Face to face	Online	Face to face
Employees' survey	06	82	09	47	15	98
Supervisors' survey	09	79	13	53	24	89

Note: N = 257.

Table 2. Mean, standard deviation, correlations and scale reliability among variables.

Variables	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
1. Gender	.79	.41	—						
2. Age	38.3	6.3	.04	—					
3. Work Experience	7.8	5.1	.03	.24**	—				
4. Organizational Dehumanization	3.4	1.1	-.05	-.07	.03	(.92)			
5. Self-esteem Threat	3.5	1.1	-.09	-.11*	-.05	.34**	(.94)		
6. Work Locus of Control	3.3	1.0	-.05	-.01	.01	-.28**	-.21**	(.93)	
7. Creative Performance	3.1	1.3	.07	.06	-.11*	-.33**	-.29**	.41**	(.92)

Note: $N = 257$. All 7 relationships were tested on a level (1-tailed) of $*p < .05$, $**p < .01$, $***p < .001$ respectively. Gender was coded 0 = Female, 1 = Male. Coefficient alpha reliability is given in parentheses on the diagonal.

Table 3. Results of hypotheses testing

Model	Description	Outcome Variable	β	SE	P	LLCI	ULCI	R ²
1	Effect of X-M	Self-esteem Threat						
	Constant		4.23	.427	.000	3.3933	5.0774	.133***
	Dehumanization		.334	.058	.000	.2191	.4489	
	Gender		-.209	.165	.205	-.5345	.1158	
	Age		-.013	.011	.239	-.0345	.0087	
	Work Experience		-.008	.013	.562	-.0344	.0188	
2	Mediation and moderation Model	Creative performance						
	Constant		3.32	.520	.000	2.2996	4.3480	.341***
	Dehumanization		-.220	.067	.001	-.3486	-.0855	
	Self-esteem Threat		-.160	.065	.015	-.2874	-.0311	
	Work Locus of control		.495	.069	.001	.3597	.6315	
	Dehumanization x Work LOC		.180	.063	.005	.0524	.3030	
	Gender		.111	.170	.514	-.2248	.4476	
	Age		.015	.011	.186	-.0073	.0372	
	Work Experience		-.031	.014	.024	-.0587	-.0042	

N = 257.

WLOC = Work locus of control; LL = low limit; CI = confidence interval; UL = upper limit. B = unstandardized coefficient; Job experience were dummy coded. Bootstrap sample size = 5000. *p < 0.05, **p < 0.01, ***p < 0.001.

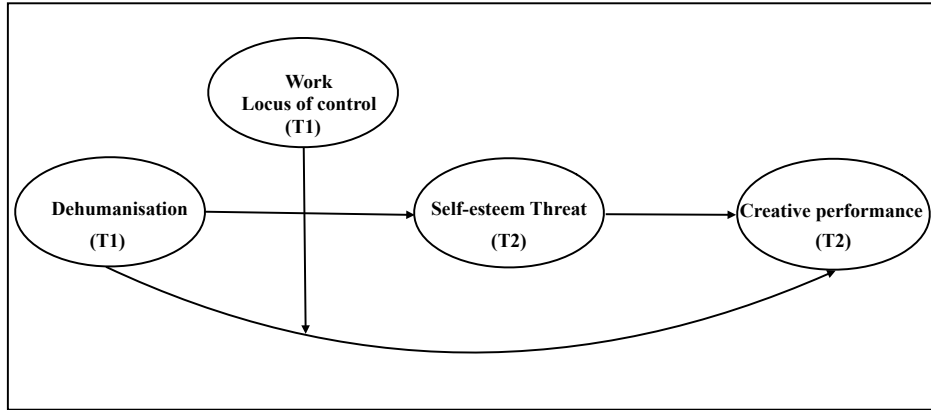


Figure 1. Overview of our theoretical model.

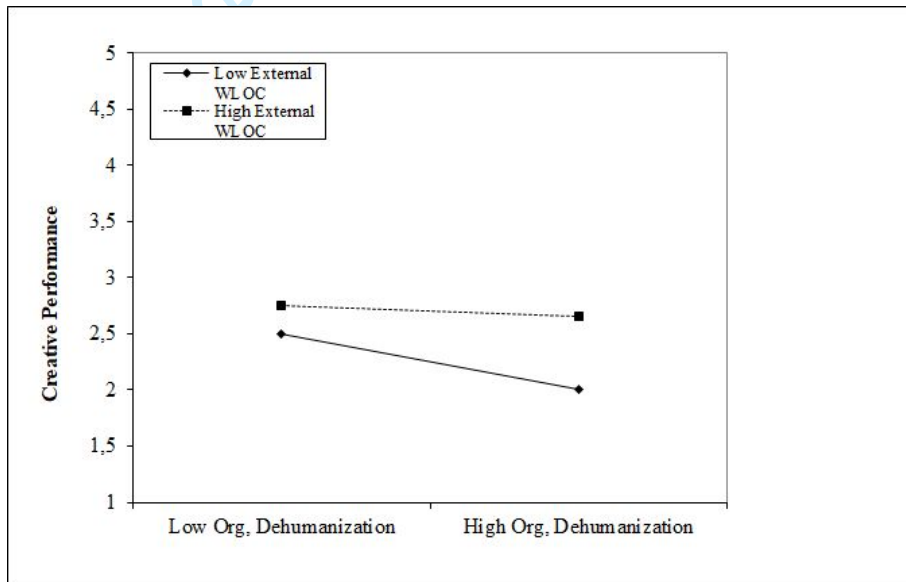


Figure 2. Interactive effects of External WLOC and dehumanization on creative performance.

Supplementary File

Confirmatory Factor Analysis

To verify the validity of our theorized model, we conducted a confirmatory factor analysis (CFA) using AMOS 26. Our full measurement model (with four factors: organizational dehumanization, self-esteem threat, work locus of control and creative performance) was better fit to the data, [$\chi^2(1208) = 1551.200$; CFI = .968; TLI = .966; RMSEA = .036 and SRMR = .052] than alternative three factors model [$\chi^2(455) = 1627.392$; CFI = .809; TLI = .792; RMSEA = .131 and SRMR = .131] (creative performance, work locus of control and self-esteem threat was merged with dehumanization), two factors ([$\chi^2(457) = 2432.080$; CFI = .679; TLI = .651; RMSEA = .160 and SRMR = .160]) (creative performance was merged with work locus of control) or one factor ([$\chi^2(458) = 3841.971$; CFI = .449; TLI = .404; RMSEA = .170 and SRMR = .218]) having all items loaded on a common latent factor.

Moreover, we performed average variance extracted (AVE) calculations to examine the validity of our measurement model following the procedure outlined by Fornell and Larcker, (1981). In the current study, the AVE of highly correlated variables were .59, .65, .61 and .71 respectively. These results exceeded the cut-off level of .50 (Hair, Anderson, Tatham, & Black, 1992). However, all AVE values showed higher than the maximum shared variance (MSV). These results support that all measures used in this study had acceptable convergent and discriminant validity.

References

- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1992). Multivariate analysis of variance. *Multivariate Data Analysis*, 326-386.