



HAL
open science

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

Noémie Brison, Tiphaine Huyghebaert-Zouaghi, Gaëtane Caesens

► To cite this version:

Noémie Brison, Tiphaine Huyghebaert-Zouaghi, Gaëtane Caesens. How supervisor and coworker ostracism influence employee outcomes: The role of organizational dehumanization and organizational embodiment. *Baltic Journal of Management*, 2024, 10.1108/BJM-09-2023-0370 . hal-04563180

HAL Id: hal-04563180

<https://hal.science/hal-04563180>

Submitted on 29 Apr 2024

HAL is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L'archive ouverte pluridisciplinaire **HAL**, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d'enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.



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

Journal:	<i>Baltic Journal of Management</i>
Manuscript ID	BJM-09-2023-0370.R3
Manuscript Type:	Original Article
Keywords:	supervisor ostracism, coworker ostracism, organizational dehumanization, organizational embodiment

SCHOLARONE™
Manuscripts

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

1

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

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

2

1
2
3
4 supervisor/coworker ostracism particularly rely on this experience to form organizational
5
6 dehumanization perceptions.
7
8
9

10
11 *Keywords:* supervisor ostracism, coworker ostracism, organizational dehumanization,
12
13 organizational embodiment
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

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 ostracism¹ 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.*,

¹ 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).

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

4

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

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

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

1
2
3
4 studies indicate that both supervisor and coworker mistreatment translate into negative
5
6 organizational perceptions (e.g., Chang and Lyons, 2012), other scholars argue that such
7
8 generalization to the organization might only occur in some cases (e.g., Lavelle *et al.*, 2007)
9
10 or is unlikely to occur at all (e.g., Masterson *et al.*, 2000). By considering organizational
11
12 embodiment as a catalyzer of the generalization of interpersonal mistreatment from different
13
14 sources (i.e., supervisor/coworker ostracism) to organizational mistreatment (i.e.,
15
16 organizational dehumanization), this research might help to reconcile these conflicting views
17
18 and to better understand when cross-foci effects are most likely to occur.
19
20
21

22 23 **Supervisor and Coworker Ostracism**

24
25 Defined as employees' perceptions that they have been ignored or excluded at work by
26
27 other organizational members (Ferris *et al.*, 2008), workplace ostracism is argued to be a
28
29 unique phenomenon (Robinson *et al.*, 2013). Unlike most negative interpersonal experiences
30
31 in the workplace, workplace ostracism is not necessarily intended to cause harm because it
32
33 involves the omission of a desired behavior rather than the commission of an unwanted
34
35 behavior (Robinson *et al.*, 2013). Consequently, workplace ostracism is conceptually distinct
36
37 from related constructs such as workplace bullying and social undermining (Ferris *et al.*,
38
39 2008). Because being ostracized is a form of "social death", workplace ostracism thwarts
40
41 employees' fundamental needs, especially their need to belong, making it a harmful
42
43 experience for victims (Ferris *et al.*, 2008). Accordingly, workplace ostracism was found to
44
45 be detrimental for employees' well-being (e.g., increased emotional exhaustion), work
46
47 attitudes (e.g., decreased job satisfaction and work engagement), and behaviors (e.g.,
48
49 decreased performance, increased turnover intentions) (e.g., Ferris *et al.*, 2008; Howard *et al.*,
50
51 2020).
52
53
54
55

56
57 In most studies, workplace ostracism is conceptualized as employees' perceptions that
58
59 they have been overlooked by *others* in the workplace (Howard *et al.*, 2020). Accordingly,
60

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

7

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

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

8

1
2
3
4 supervisor ostracism only relates to increased counterproductive work behaviors directed at
5
6 the organization (Hitlan and Noel, 2009). Contrastingly, an experimental study showed that
7
8 supervisor ostracism, as compared to coworker ostracism, elicits more antisocial behaviors
9
10 directed at the workgroup (Fiset *et al.*, 2017). Additionally, while supervisor ostracism seems
11
12 to be univocally associated with increased turnover intentions (e.g., Wang *et al.*, 2021),
13
14 coworker ostracism was found to be either unrelated (Wang *et al.*, 2021) or positively related
15
16 to turnover intentions (He *et al.*, 2020; Scott *et al.*, 2015).
17
18
19

20 Overall, these few prior results underline the need to explore how and when supervisor
21
22 or coworker ostracism might negatively influence employees' well-being (i.e., physical
23
24 strains), attitudes (i.e., work engagement) and behaviors (i.e., turnover intentions). Based on
25
26 the dual model of dehumanization (Haslam, 2006) and related prior studies (e.g., Bastian and
27
28 Haslam, 2010, 2011), scholars proposed that workplace ostracism may foster organizational
29
30 dehumanization, which can have undesirable consequences for both employees and
31
32 organizations (Brison and Caesens, 2023). Therefore, we propose that organizational
33
34 dehumanization might explain how supervisor ostracism and coworker ostracism have a
35
36 detrimental effect on outcomes.
37
38
39

40 **The Mediating Role of Organizational Dehumanization in the Relationships between** 41 **Supervisor/Coworker Ostracism and Outcomes** 42 43 44

45 Rooted in social psychology, the concept of dehumanization refers to the denial of
46
47 one's human characteristics (Haslam, 2006). Pioneers in this research field have developed a
48
49 dual model of dehumanization (Haslam, 2006) that distinguishes two forms of
50
51 dehumanization, each of which is thought to result from specific types of mistreatment. On
52
53 the one hand, animalistic dehumanization arises when individuals are denied features that
54
55 differentiate them from animals (i.e., civility, refinement, morality, rationality, maturity),
56
57 which may occur following disrespectful and condescending treatment, or humiliation
58
59
60

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

(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

1
2
3
4 Haslam, 2010, 2011; Haslam, 2006), scholars suggested that interpersonal factors such as
5
6 mistreatment from one's supervisor or coworkers (e.g., workplace ostracism, Brison and
7
8 Caesens, 2023) may promote organizational dehumanization (e.g., Brison *et al.*, 2022).

9
10
11 Indeed, since employees "generalize from their feelings about people in the organization who
12
13 are important to them, to the organization as a whole" (p.377), they might perceive the
14
15 treatment they receive from their supervisor or coworkers as illustrative of the treatment they
16
17 receive from their entire organization (Levinson, 1965).
18
19

20
21 Due to their formal positions of power (Hershcovis and Barling, 2010), supervisors are
22
23 often perceived as organizational representatives who stress "the set of norms and behaviors
24
25 most consistent with the organizational ideal" (Shore and Chung, 2023, p.2). As such,
26
27 mistreatment from supervisors may negatively influence employees' general evaluations of
28
29 the relationship they hold with the organization (Chang and Lyons, 2012). More precisely,
30
31 supervisor ostracism is argued to make employees "feel socially invisible, non-existent and
32
33 less human" (Jahanzeb *et al.*, 2018, p.2). As such, when ostracized by supervisors,
34
35 subordinates are likely to interpret this behavior as an indication that the overall organization
36
37 neglects their humanness. Experiencing ostracism from one's supervisor might thus be
38
39 associated with subordinates' perceptions of being dehumanized by their organization.
40
41
42

43
44 Additionally, since coworkers exert social power over other employees by being
45
46 involved in most social interactions (Hershcovis and Barling, 2010), coworkers are
47
48 considered as salient and accessible referents to make sense of the organization's ideals and
49
50 priorities (Ashforth and Rogers, 2012). As such, when employees experience mistreatment
51
52 from coworkers, "they may view the organization as failing to protect its members from
53
54 negative encounters" (p.82), resulting in a negative employee-organization relationship
55
56 (Chang and Lyons, 2012). Specifically, experiencing coworker ostracism conveys a norm
57
58 according to which it is acceptable, in the organization, to treat others as less than human
59
60

(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

1
2
3
4 may vary across individuals. Thus, employees' perceptions regarding supervisors'
5
6 representativeness of the organization might influence the magnitude of this process of
7
8 generalization (Eisenberger *et al.*, 2010). Specifically, scholars proposed that the higher a
9
10 supervisor's perceived organizational embodiment, the more likely the supervisor's treatment
11
12 is to be perceived as the product of the organization's will, that is the greater the
13
14 generalization (Eisenberger *et al.*, 2010). In line with this, studies provided empirical
15
16 evidence that negative treatment from supervisors (e.g., abusive supervision) damages the
17
18 employee-organization relationship to a greater extent (e.g., decreased perceived
19
20 organizational support) when supervisor's organizational embodiment is high (Shoss *et al.*,
21
22 2013). In the same vein, a high-quality relationship with the supervisor (e.g., positive leader-
23
24 member exchange) is more likely to be translated into an enhanced employee-organization
25
26 relationship (e.g., decreased organization dehumanization) when supervisor's organizational
27
28 embodiment is high (Stinglhamber *et al.*, 2021). Interestingly, this interactive effect was
29
30 found to extend to employees' ill-being (e.g., increased emotional exhaustion), attitudes (e.g.,
31
32 decreased affective commitment), and behaviors (e.g., decreased promotive voice behaviors)
33
34 through organizational dehumanization (Stinglhamber *et al.*, 2021). Drawing on these
35
36 findings, it is likely that supervisor ostracism is associated with more organizational
37
38 dehumanization perceptions in victims who perceive that their ostracizing supervisor shares
39
40 identity with the organization, subsequently relating to negative outcomes.

41
42
43
44
45
46
47
48 H2a: Supervisor's organizational embodiment moderates the positive relationship
49
50 between supervisor ostracism and organizational dehumanization, so that this relationship is
51
52 stronger when supervisor's organizational embodiment is high.

53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80
81
82
83
84
85
86
87
88
89
90
91
92
93
94
95
96
97
98
99
100
101
102
103
104
105
106
107
108
109
110
111
112
113
114
115
116
117
118
119
120
121
122
123
124
125
126
127
128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149
150
151
152
153
154
155
156
157
158
159
160
161
162
163
164
165
166
167
168
169
170
171
172
173
174
175
176
177
178
179
180
181
182
183
184
185
186
187
188
189
190
191
192
193
194
195
196
197
198
199
200
201
202
203
204
205
206
207
208
209
210
211
212
213
214
215
216
217
218
219
220
221
222
223
224
225
226
227
228
229
230
231
232
233
234
235
236
237
238
239
240
241
242
243
244
245
246
247
248
249
250
251
252
253
254
255
256
257
258
259
260
261
262
263
264
265
266
267
268
269
270
271
272
273
274
275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305
306
307
308
309
310
311
312
313
314
315
316
317
318
319
320
321
322
323
324
325
326
327
328
329
330
331
332
333
334
335
336
337
338
339
340
341
342
343
344
345
346
347
348
349
350
351
352
353
354
355
356
357
358
359
360
361
362
363
364
365
366
367
368
369
370
371
372
373
374
375
376
377
378
379
380
381
382
383
384
385
386
387
388
389
390
391
392
393
394
395
396
397
398
399
400
401
402
403
404
405
406
407
408
409
410
411
412
413
414
415
416
417
418
419
420
421
422
423
424
425
426
427
428
429
430
431
432
433
434
435
436
437
438
439
440
441
442
443
444
445
446
447
448
449
450
451
452
453
454
455
456
457
458
459
460
461
462
463
464
465
466
467
468
469
470
471
472
473
474
475
476
477
478
479
480
481
482
483
484
485
486
487
488
489
490
491
492
493
494
495
496
497
498
499
500
501
502
503
504
505
506
507
508
509
510
511
512
513
514
515
516
517
518
519
520
521
522
523
524
525
526
527
528
529
530
531
532
533
534
535
536
537
538
539
540
541
542
543
544
545
546
547
548
549
550
551
552
553
554
555
556
557
558
559
560
561
562
563
564
565
566
567
568
569
570
571
572
573
574
575
576
577
578
579
580
581
582
583
584
585
586
587
588
589
590
591
592
593
594
595
596
597
598
599
600
601
602
603
604
605
606
607
608
609
610
611
612
613
614
615
616
617
618
619
620
621
622
623
624
625
626
627
628
629
630
631
632
633
634
635
636
637
638
639
640
641
642
643
644
645
646
647
648
649
650
651
652
653
654
655
656
657
658
659
660
661
662
663
664
665
666
667
668
669
670
671
672
673
674
675
676
677
678
679
680
681
682
683
684
685
686
687
688
689
690
691
692
693
694
695
696
697
698
699
700
701
702
703
704
705
706
707
708
709
710
711
712
713
714
715
716
717
718
719
720
721
722
723
724
725
726
727
728
729
730
731
732
733
734
735
736
737
738
739
740
741
742
743
744
745
746
747
748
749
750
751
752
753
754
755
756
757
758
759
760
761
762
763
764
765
766
767
768
769
770
771
772
773
774
775
776
777
778
779
780
781
782
783
784
785
786
787
788
789
790
791
792
793
794
795
796
797
798
799
800
801
802
803
804
805
806
807
808
809
810
811
812
813
814
815
816
817
818
819
820
821
822
823
824
825
826
827
828
829
830
831
832
833
834
835
836
837
838
839
840
841
842
843
844
845
846
847
848
849
850
851
852
853
854
855
856
857
858
859
860
861
862
863
864
865
866
867
868
869
870
871
872
873
874
875
876
877
878
879
880
881
882
883
884
885
886
887
888
889
890
891
892
893
894
895
896
897
898
899
900
901
902
903
904
905
906
907
908
909
910
911
912
913
914
915
916
917
918
919
920
921
922
923
924
925
926
927
928
929
930
931
932
933
934
935
936
937
938
939
940
941
942
943
944
945
946
947
948
949
950
951
952
953
954
955
956
957
958
959
960
961
962
963
964
965
966
967
968
969
970
971
972
973
974
975
976
977
978
979
980
981
982
983
984
985
986
987
988
989
990
991
992
993
994
995
996
997
998
999
1000

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.

1
2
3
4 Since employees may also rely on the way they are treated by coworkers to form
5
6 organizational perceptions, scholars recently suggested that the extent to which coworkers are
7
8 perceived to embody the organization's characteristics could play a similar role (Cruz *et al.*,
9
10 2022). This refers to the construct of coworkers' organizational embodiment. Similar to Kim
11
12 *et al.* (2022), coworkers' organizational embodiment can be defined as employees'
13
14 perceptions of the extent to which their coworkers share identity with the organization.
15
16 Specifically, because coworkers are interdependent and share common goals, they are likely
17
18 to be considered as one single unit (Blanchard *et al.*, 2020). Yet, scholars proposed that
19
20 employees are likely to form organizational embodiment perceptions about cohesive social
21
22 units within their organization (Kim *et al.*, 2022). Consistently, drawing on Kim *et al.*'s
23
24 (2022) reasoning, employees may assess their coworkers' shared identity with the
25
26 organization based on the common prototypical characteristics that they share with the
27
28 organization, such as their adherence to organizational goals and values.
29
30
31
32
33

34 Because treatment from organizational members tends to be generalized to the entire
35
36 organization to a greater extent when they are perceived as embodying the organization (e.g.,
37
38 Shoss *et al.*, 2013), treatment from coworkers is likely to affect employees' organizational
39
40 perceptions more strongly when coworkers' organizational embodiment is high. Based on
41
42 this, it is reasonable to think that the more victims of coworker ostracism identify the
43
44 coworkers who engage in ostracizing behaviors with the organization, the more likely victims
45
46 are to feel dehumanized by the organization, ultimately resulting in negative outcomes.
47
48
49

50 H2b: Coworkers' organizational embodiment moderates the positive relationship
51
52 between coworker ostracism and organizational dehumanization, so that this relationship is
53
54 stronger when coworkers' organizational embodiment is high.
55
56
57
58
59
60

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 ($M_{\text{age}}=38.31$, $SD=12.39$) 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

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

1
2
3
4 adapted by Wu *et al.* (2015) to specifically target ostracism perpetrated by supervisors. For
5 each item, the source of ostracism of the original scale, “others”, was replaced by “my
6 supervisor” (e.g., “My supervisor ignored me at work”).

7
8
9
10
11 **Coworker Ostracism ($\alpha=.94$)** was assessed using Scott *et al.*'s (2015) adapted version of the
12 10-item workplace ostracism scale developed by Ferris *et al.* (2008). The original items were
13 adapted to specifically target ostracism perpetrated by coworkers. For each item, the source of
14 ostracism of the original scale, “others”, was replaced by “my coworkers” (e.g., “My
15 coworkers avoided me at work”).

16
17
18
19
20
21
22
23 **Organizational Dehumanization ($\alpha=.95$)** was assessed with the 11-item scale developed by
24 Caesens *et al.* (2017) (e.g., “My organization treats me as if I were an object”).

25
26
27
28
29
30
31 **Supervisor's Organizational Embodiment ($\alpha=.96$)** was measured using the five items of
32 Eisenberger *et al.* (2014) (e.g., “My supervisor is representative of my organization”).

33
34
35
36
37
38
39 **Coworkers' Organizational Embodiment ($\alpha=.94$)** was measured using an adapted version of
40 the five items of Eisenberger *et al.* (2014) replacing the word “supervisor” with the term
41 “coworkers” (e.g., “My coworkers are characteristic of my organization”).

42
43
44
45
46
47
48
49
50 **Physical Strains ($\alpha=.80$)** were assessed using four items from the Physical Symptoms
51 Inventory developed by Spector and Jex (1998). The selected symptoms are trouble sleeping,
52 headache, loss of appetite, and fatigue. Participants were asked to report how often they
53 experienced each symptom during the last month on a 7-point Likert scale ranging from 1
54 (*Never*) to 7 (*Always*).

55
56
57
58
59
60
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

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

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

1
2
3
4 strains (index=.02; BC95% CI=[.004; .03]), work engagement (index=-.01; BC95%
5 CI=[-.02;-.002]), and turnover intentions (index=.03; BC95% CI=[.01; .05]), supporting
6
7
8 H3a.
9

10
11 Finally, we tested a model in which supervisor ostracism, coworker ostracism,
12
13 coworkers' organizational embodiment, and the interaction between coworker ostracism and
14
15 coworkers' organizational embodiment were related to organizational dehumanization which,
16
17 in turn, was linked to outcomes. Although this model fitted the data well ($\chi^2(1208)=2818.03$;
18
19 RMSEA=.05; SRMR=.05; CFI=.90; TLI=.90), alternative models adding one-by-one direct
20
21 paths between variables were again tested. Results showed that an alternative model adding
22
23 direct paths between supervisor ostracism and turnover intentions as well as between
24
25 coworker ostracism and physical strains significantly better fitted the data
26
27 ($\chi^2(1206)=2796.029$; RMSEA=.05; SRMR=.04; CFI=.91; TLI=.90) and was retained as the
28
29 final model (Figure 2). Results indicated that, when controlling for supervisor ostracism, the
30
31 interactive effect of coworker ostracism and coworkers' organizational embodiment on
32
33 organizational dehumanization was not significant ($\gamma=.07, p=.096$), failing to support H2b and
34
35 H3b.
36
37
38
39

40 41 Discussion

42
43 The objective of this research was to test a more integrated model of mistreatment that
44
45 examines the relationships between supervisor/coworker ostracism and employees' well-
46
47 being (i.e., increased physical strains), attitudes (i.e., decreased work engagement), and
48
49 behavior (i.e., increased turnover intentions) through organizational dehumanization. This
50
51 model also investigates whether these relationships are stronger when the source of the
52
53 ostracism (i.e., supervisor/coworkers) is perceived as highly representative of the
54
55 organization.
56
57
58
59
60

1
2
3
4 First, results showed that organizational dehumanization is an underlying mechanism
5 explaining the relationships between supervisor/coworker ostracism and outcomes.
6
7 Specifically, supervisor/coworker ostracism are associated with increased organizational
8
9 dehumanization perceptions, which subsequently relate to poorer employee well-being (i.e.,
10
11 increased physical strains), work attitudes (i.e., decreased work engagement), and behaviors
12
13 (i.e., increased turnover intentions). While prior investigations examining the interpersonal
14
15 predictors of organizational dehumanization put an emphasis on supervisor-subordinate
16
17 relationships (e.g., abusive supervision, leader-member exchange; Caesens *et al.*, 2019;
18
19 Stinglhamber *et al.*, 2021), these findings highlight that relationships with both supervisors
20
21 and coworkers might influence employees' organizational dehumanization perceptions. As
22
23 such, these findings allow to better understand how employees "form multiple relationships at
24
25 work with multiple parties (the organization as a whole, managers, coworkers, etc.)" (Lavelle
26
27 *et al.*, 2007, p.846) and how these relationships subsequently relate to employee outcomes
28
29 (Chang and Lyons, 2012). Importantly, this research contributes to the relational model of
30
31 workplace aggression (Hershcovis and Barling, 2007) by empirically testing the underlying
32
33 mechanisms accounting for the detrimental effects of mistreatment from different perpetrators
34
35 (i.e., supervisor, coworkers) on employee outcomes. Because ambiguity around the sources of
36
37 workplace ostracism has so far impeded theory development (Shore and Chung, 2023; Zhao
38
39 *et al.*, 2019; Zhou *et al.*, 2021), it is thus our hope that future research will continue to draw on
40
41 multi-foci perspectives (Chang and Lyons, 2012; Hershcovis and Barling, 2010) to
42
43 distinguish between ostracism perpetrated by supervisors and coworkers.
44
45
46
47
48
49
50
51

52 Second, this research indicated that supervisor's organizational embodiment is a
53
54 boundary condition of the influence of supervisor ostracism on organizational
55
56 dehumanization, and ultimately on outcomes. Results showed that the relationship between
57
58 supervisor ostracism and organizational dehumanization was stronger for the victims who
59
60

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

1
2
3
4 designs to provide evidence for causality and rule out potential bi-directional relationships
5
6 between variables.
7

8
9 Second, this study draws on a sample that is overwhelmingly composed of highly-
10
11 educated female employees working in public administration, healthcare, and education in
12
13 France and Belgium, thereby questioning the generalizability of our findings. For instance,
14
15 compared to men, women tend to report lower levels of workplace ostracism (Howard *et al.*,
16
17 2020). Further, because workers from the care sector are particularly mindful of interpersonal
18
19 dynamics (Barrick *et al.*, 2003), ostracism may be more harmful for these employees.
20
21 Additionally, consistent with scholars' claim that organizational dehumanization can also be
22
23 conceptualized as a higher-level climate variable (Brison *et al.*, 2022), some organizational
24
25 contexts might be characterized by higher levels of organizational dehumanization. Since the
26
27 detrimental consequences of organizational dehumanization are stronger among employees
28
29 from Western Europe (i.e., United Kingdom) than in other cultural contexts (i.e., Vietnam)
30
31 (Nguyen *et al.*, 2021), cultural differences may also have influenced participants' responses.
32
33 Future research should replicate our findings among different samples across various cultural
34
35 and organizational contexts, perhaps using multi-level analyses to explore potential nested
36
37 effects within organizations.
38
39
40
41
42

43
44 Third, this study relies on self-reported measures, which may possibly induce a
45
46 common method bias (Podsakoff *et al.*, 2003). Yet, scholars proposed that self-reported
47
48 measures are the most appropriate to assess employees' subjective perceptions, like in the
49
50 present study, because these "only exist in the minds of individuals" (Cruz, 2022, p.923).
51
52 Nonetheless, multiple precautions were taken based on scholars' recommendations to
53
54 minimize this bias. Specifically, validated scales, separated in the questionnaire, were used.
55
56 Prospective participants were also informed that there were no right or wrong answers to the
57
58 questions included in the survey, and that their responses would be kept anonymous and
59
60

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 (Siemsen *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,

1
2
3
4 on top of raising awareness regarding these phenomena, human resources professionals
5
6 should strive to lessen employees' perceptions to be dehumanized by their organization by
7
8 tackling ostracism from different sources (i.e., supervisors, coworkers).
9

10
11 To do so, supervisors should seek feedback about their own ability to be inclusive by
12
13 directly questioning their followers, or by observing (e.g., "do minority members voice their
14
15 opinions?"; Shore and Chung, 2022, p.744). Additionally, supervisors should encourage
16
17 employees to share ideas, fostering debates to emphasize divergent opinions while being
18
19 available for every group member (Shore and Chung, 2022).
20
21

22
23 When it comes to lessen employees' perceptions of coworker ostracism, organizations
24
25 should reinforce expectations of cooperative behaviors and constructive communication
26
27 (Scott *et al.*, 2015). For instance, practitioners should provide employees with conflict
28
29 management training to ensure they avoid dealing with conflicts by ostracizing a coworker.
30
31 Additionally, employees' exclusionary/inclusive tendencies should be considered during
32
33 recruitment processes and yearly evaluations. To avoid being left out (e.g., attending a
34
35 meeting without the necessary information, missing informal drinks), newcomers should also
36
37 have the opportunity to be mentored by a fellow employee to be briefed on task-relevant
38
39 information and informal social habits (Chong *et al.*, 2021).
40
41
42

43
44 Lastly, results showed the more/less subordinates felt ostracized by their supervisors,
45
46 the more/less they tended to develop organizational dehumanization perceptions, which was
47
48 all the more true when supervisors were perceived as embodying the organization's values
49
50 and identity. As such, supervisor's organizational embodiment should cautiously be
51
52 considered in organizations. Specifically, when supervisor ostracism is low, organizations
53
54 should contribute to enhancing subordinates' perceptions that their supervisor shares identity
55
56 with the organization (e.g., by encouraging supervisors to clearly state how they picture their
57
58 mission as leaders based on organizational values; Stinglhamber *et al.*, 2021).
59
60

References

- Ashforth, B.E., and Rogers, K.M.(2012),“Is the employee–organization relationship misspecified? The centrality of tribes in experiencing the organization”, Shore, L., Coyle-Shapiro, J., and Tetrick, L.(Eds), *The Employee-Organization Relationship*, Routledge,pp.65–96.
- Barrick, M.R., Mount, M.K., and Gupta, R.(2003),“Meta-analysis of the relationship between the five-factor model of personality and Holland's occupational types”.*Personnel Psychology*, Vol.56 No.1,pp.45-74.<https://doi.org/10.1111/j.1744-6570.2003.tb00143.x>
- Bastian, B., and Haslam, N.(2010),“Excluded from humanity: The dehumanizing effects of social ostracism”,*Journal of Experimental Social Psychology*, Vol.46 No.1,pp.107-113.<https://doi.org/10.1016/j.jesp.2009.06.022>
- Bastian, B., and Haslam, N.(2011),“Experiencing dehumanization: Cognitive and emotional effects of everyday dehumanization”,*Basic and Applied Social Psychology*, Vol.33 No.4,pp.295-303.<https://doi.org/10.1080/01973533.2011.614132>
- Becker, T.E.(2005),“Potential problems in the statistical control of variables in organizational research: A qualitative analysis with recommendations”,*Organizational Research Methods*, Vol.8 No.3,pp.274–289.<https://doi.org/10.1177/1094428105278021>
- Bell, C.M., and Khoury, C.(2011),“Organizational de/humanization, deindividuation, anomie, and in/justice”, Gilliland S., Steiner, D., and Skarlicki D. (Eds),*Emerging Perspectives on Organizational Justice and Ethics*, Information Age Publishing, Greenwich,pp.167-197.
- Blanchard, A.L., Caudill, L.E., and Walker, L.S.(2020),“Developing an entitativity measure and distinguishing it from antecedents and outcomes within online and face-to-face

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

groups”, *Group Processes & Intergroup Relations*, Vol.23 No.1, pp.91-

108. <https://doi.org/10.1177/1368430217743577>

Brison, N., and Caesens, G.(2023), “The relationship between workplace ostracism and organizational dehumanization: The role of need to belong and its outcomes”, *Psychologica Belgica*, Vol.63 No.1, pp.120-

137. <https://doi.org/10.5334/pb.1215>

Brison, N., Stinglhamber, F., and Caesens, G.(2022), “Organizational dehumanization”, *Oxford Research Encyclopedia of*

Psychology. <https://doi.org/10.1093/acrefore/9780190236557.013.902>

Caesens, G., Nguyen, N., and Stinglhamber, F.(2019), “Abusive supervision and organizational dehumanization”, *Journal of Business and Psychology*, Vol.34

No.5, pp.709-728. <https://doi.org/10.1007/s10869-018-9592-3>

Caesens, G., Stinglhamber, F., Demoulin, S., and De Wilde, M.(2017), “Perceived organizational support and employees’ well-being: The mediating role of organizational dehumanization”, *European Journal of Work and Organizational Psychology*, Vol.26 No.4, pp.527-540. <https://doi.org/10.1080/1359432X.2017.1319817>

Chang, C.H.D., and Lyons, B.J.(2012), “Not all aggressions are created equal: A multifoci approach to workplace aggression”, *Journal of Occupational Health Psychology*,

Vol.17 No.1, pp.79-92. <https://doi.org/10.1037/a0026073>

Chang, K., Kuo, C.C., Quinton, S., Lee, I., Cheng, T.C., and Huang,

S.K.(2021), “Subordinates’ competence: a potential trigger for workplace ostracism”, *The International Journal of Human Resource Management*, Vol.32

No.8, pp.1801-1827. <https://doi.org/10.1080/09585192.2019.1579246>

- 1
2
3
4 Chong, J.X., Beenen, G., Gagné, M., and Dunlop, P.D.(2021),“Satisfying newcomers’ needs:
5
6 The role of socialization tactics and supervisor autonomy support”,*Journal of Business*
7
8 *and Psychology*, Vol.36, pp.315-331.<https://doi.org/10.1007/s10869-019-09678-z>
9
10
11 Cruz, K.S.(2022),“Are you asking the correct person (Hint: Oftentimes You are Not!)? Stop
12
13 worrying about unfounded common method bias arguments and start using my guide
14
15 to make better decisions of when to use self-and other-reports”,*Group & Organization*
16
17 *Management*, Vol.47 No.5,pp.920-927.<https://doi.org/10.1177/10596011221103068>
18
19
20 Cruz, K.S., Zagenczyk, T.J., and Kessler, S.R.(2022),“You, Me, and the organization makes
21
22 three: The organization’s (adverse) effect on relationships among coworkers”,*Human*
23
24 *Performance*, Vol.35 No.3,pp.139-
25
26 155.<https://doi.org/10.1080/08959285.2022.2047686>
27
28
29 Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T.E., Gonzalez-
30
31 Morales, M.G., and Steiger-Mueller, M.(2010),“Leader–member exchange and
32
33 affective organizational commitment: The contribution of supervisor's organizational
34
35 embodiment”,*Journal of Applied Psychology*, Vol.95 No.6,pp.1085-
36
37 1103.<https://doi.org/10.1037/a0020858>
38
39
40 Eisenberger, R., Shoss, M.K., Karagonlar, G., Gonzalez-Morales, M.G., Wickham, R.E., and
41
42 Buffardi, L.C.(2014),“The supervisor POS-LMX-subordinate POS chain: Moderation
43
44 by reciprocation wariness and supervisor’s organizational embodiment”,*Journal of*
45
46 *Organizational Behavior*, Vol.35, No.5,pp.635-656.<https://doi.org/10.1002/job.1877>
47
48
49 Ferris, D.L., Brown, D.J., Berry, J.W., and Lian, H.(2008),“The development and validation
50
51 of the Workplace Ostracism Scale”,*Journal of Applied Psychology*, Vol.93
52
53 No.6,pp.1348-1366.<https://doi.org/10.1037/a0012743>
54
55
56
57
58
59
60

- 1
2
3
4 Fiset, J., Al Hajj, R., and Vongas, J.G.(2017),“Workplace ostracism seen through the lens of
5
6 power”,*Frontiers in Psychology*, Vol.8,pp.1-
7
8 19.<https://doi.org/10.3389/fpsyg.2017.01528>
9
10
11 Fuller, C.M., Simmering, M.J., Atinc, G., Atinc, Y., and Babin, B.J.(2016),“Common
12
13 methods variance detection in business research”,*Journal of Business Research*,
14
15 Vol.69 No.8,pp.3192-3198.<https://doi.org/10.1016/j.jbusres.2015.12.008>
16
17
18 Haslam, N.(2006),“Dehumanization: An integrative review”,*Personality and Social*
19
20 *Psychology Review*, Vol.10 No.3,pp.252-
21
22 264.https://doi.org/10.1207/s15327957pspr1003_4
23
24
25 He, Y., Zimmerman, C.A., Carter-Sowell, A.R., and Payne, S.C.(2020).“It’s the reoccurring
26
27 thoughts that matter: Rumination over workplace ostracism”,*Occupational Health*
28
29 *Science*, Vol.4 No.4,pp.519-540.<https://doi.org/10.1007/s41542-020-00076-z>
30
31
32 Hershcovis, M.S., and Barling, J.(2010),“Towards a multi-foci approach to workplace
33
34 aggression: A meta-analytic review of outcomes from different perpetrators”,*Journal*
35
36 *of Organizational Behavior*, Vol.31 No.1,pp.24-44.<https://doi.org/10.1002/job.621>
37
38
39 Hershcovis, M.S., and Barling, J.(2007),“Towards a relational model of workplace
40
41 aggression”, Langan-Fox J., Cooper, C.L. and Klimoski V. (Eds.), *Dysfunctional*
42
43 *workplace: Management challenges and symptoms*, Edward Elgar Publishing, pp.268–
44
45 284.
46
47
48 Hitlan, R.T., and Noel, J.(2009),“The influence of workplace exclusion and personality on
49
50 counterproductive work behaviours: An interactionist perspective”,*European Journal*
51
52 *of Work and Organizational Psychology*, Vol.18 No.4,pp.477-
53
54 502.<https://doi.org/10.1080/13594320903025028>
55
56
57
58
59
60

- 1
2
3
4 Howard, M.C., Cogswell, J.E., and Smith, M.B.(2020),“The antecedents and outcomes of
5
6 workplace ostracism: A meta-analysis” ,*Journal of Applied Psychology*, Vol.105
7
8 No.6,pp.577-596.<https://doi.org/10.1037/apl0000453>
9
10
11 Jahanzeb, S., Fatima, T., and Malik, M.(2018),“Supervisor ostracism and defensive silence: a
12
13 differential needs approach” ,*European Journal of Work and Organizational*
14
15 *Psychology*, Vol.27 No.4,pp.430-440.<https://doi.org/10.1080/1359432X.2018.1465411>
16
17
18 Jahanzeb, S., and Newell, W.(2022),“Coworker ostracism and promotive voice: a self-
19
20 consistency motivation analysis” ,*Journal of Management & Organization*, Vol.28
21
22 No.2,pp.244-260.<https://doi.org/10.1017/jmo.2020.22>
23
24
25 Jaros, S.J.(1997),“An assessment of Meyer and Allen's (1991) three component model of
26
27 organizational commitment and turnover intentions” ,*Journal of Vocational Behavior*,
28
29 Vol.51 No.3,pp.319–337.<https://doi.org/10.1006/jvbe.1995.1553>.
30
31
32 Kim, K.Y., Clark, K.D., and Messersmith, J.G.(2022),“High performance work systems and
33
34 perceived organizational support: The contribution of human resource department's
35
36 organizational embodiment” ,*Human Resource Management*, Vol.62 No.2,pp.181-
37
38 196.<https://doi.org/10.1002/hrm.22142>
39
40
41 Lagios, C., Caesens, G., Nguyen, N., and Stinglhamber, F.(2022),“Explaining the negative
42
43 consequences of organizational dehumanization: The mediating role of psychological
44
45 need thwarting” ,*Journal of Personnel Psychology*, Vol.21 No.2,pp.86-
46
47 93.<https://doi.org/10.1027/1866-5888/a000286>
48
49
50 Lavelle, J.J., Rupp, D.E., and Brockner, J.(2007),“Taking a multifoci approach to the study of
51
52 justice, social exchange, and citizenship behavior: The target similarity
53
54 model” ,*Journal of Management*, Vol.33 No.6,pp.841-
55
56 866.<https://doi.org/10.1177/0149206307307635>
57
58
59
60

OSTRACIM AND ORGANIZATIONAL DEHUMANIZATION

- 1
2
3
4 Levinson, H.(1965),“Reciprocation: The relationship between man and
5 organization”,*Administrative Science Quarterly*, Vol.9,pp.370–
6
7 390.<https://doi.org/10.2307/2391032>
8
9
10
11 Masterson, S.S., Lewis, K., Goldman, B.M., and Taylor, M.S.(2000),“Integrating justice and
12 social exchange: The differing effects of fair procedures and treatment on work
13 relationships.”,*Academy of Management Journal*, Vol.43 No.4, pp.738-
14
15 748.<https://doi.org/10.5465/1556364>
16
17
18
19
20
21 Nguyen, N., Dao, Q.A., Nhan, T.L.A., and Stinglhamber, F.(2021),“Organizational
22 dehumanization and emotional labor: A cross-cultural comparison between Vietnam
23 and the United Kingdom”,*Journal of Cross-Cultural Psychology*, Vol.52 No.1,pp.43-
24
25 60.<https://doi.org/10.1177/0022022120972183>
26
27
28
29
30 Paşamehmetoğlu, A., Guzzo, R.F., and Guchait, P.(2022),“Workplace ostracism: Impact on
31 social capital, organizational trust, and service recovery performance”,*Journal of*
32
33
34
35
36
37
38
39 Peng, A.C., and Zeng, W.(2017),“Workplace ostracism and deviant and helping behaviors:
40 The moderating role of 360 degree feedback.”, *Journal of Organizational Behavior*,
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y., and Podsakoff, N.P.(2003),“Common method
biases in behavioral research: a critical review of the literature and recommended
remedies”,*Journal of Applied Psychology*, Vol.88 No.5,pp.879-
903.<http://dx.doi.org/10.1037/0021-9010.88.5.879>
Robinson, S.L., O’Reilly, J., and Wang, W.(2013),“Invisible at work: An integrated model of
workplace ostracism”,*Journal of Management*, Vol.39 No.1,pp.203–
231.<http://dx.doi.org/10.1177/0149206312466141>

- Schaufeli, W.B., Shimazu, A., Hakanen, J., Salanova, M., and De Witte, H.(2017),“An ultra-short measure for work engagement”,*European Journal of Psychological Assessment*. Vol.35 No.4,pp.577-591.<https://doi.org/10.1027/1015-5759/a000430>.
- Scott, K.L., Tams, S., Schippers, M.C., and Lee, K.(2015),“Opening the black box: Why and when workplace exclusion affects social reconnection behaviour, health, and attitudes”,*European Journal of Work and Organizational Psychology*, Vol.24 No.2,pp.239-255.<https://doi.org/10.1080/1359432X.2014.894978>
- Shore, L.M., and Chung, B.G.(2023),“Enhancing leader inclusion while preventing social exclusion in the work group”,*Human Resource Management Review*, Vol.33 No.1,pp.1-16.<https://doi.org/10.1016/j.hrmr.2022.100902>
- Shore, L.M., and Chung, B.G.(2022),“Inclusive leadership: How leaders sustain or discourage work group inclusion”,*Group & Organization Management*, Vol.47 No.4,pp.723-754.<https://doi.org/10.1177/1059601121999580>
- Shoss, M.K., Eisenberger, R., Restubog, S.L.D., and Zagenczyk, T.J.(2013),“Blaming the organization for abusive supervision: the roles of perceived organizational support and supervisor's organizational embodiment”,*Journal of Applied psychology*, Vol.98 No.1,pp.158-168.<https://doi.org/10.1037/a0030687>
- Siemens, E., Roth, A., and Oliveira, P.(2010),“Common method bias in regression models with linear, quadratic, and interaction effects”,*Organizational Research Methods*, Vol.13 No.3,pp.456-476.<https://doi.org/10.1177/1094428109351241>
- Spector, P.E., and Jex, S.M.(1998),“Development of four self-report measures of job stressors and strain: interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory”,*Journal of Occupational Health Psychology*, Vol.3 No.4,pp.356-367.<https://doi.org/10.1037//1076-8998.3.4.356>

- 1
2
3
4 Stinglhamber, F., Caesens, G., Chalmagne, B., Demoulin, S., and Maurage,
5
6 P.(2021),“Leader–member exchange and organizational dehumanization: The role of
7
8 supervisor’s organizational embodiment”,*European Management Journal*. Vol.39
9
10
11 No.6,pp.745-754.<https://doi.org/10.1016/j.emj.2021.01.006>
12
13
14 Wang, Z., Du, J., Yu, M., Meng, H., and Wu, J.(2021),“Abusive supervision and newcomers’
15
16 turnover intention: A perceived workplace ostracism perspective”,*The Journal of*
17
18 *General Psychology*, Vol.148 No.4,pp.398-
19
20 413.<https://doi.org/10.1080/00221309.2020.1751043>
21
22
23 Wu, L.Z., Ferris, D.L., Kwan, H.K., Chiang, F., Snape, E., and Liang, L.H.(2015),“Breaking
24
25 (or making) the silence: How goal interdependence and social skill predict being
26
27 ostracized”,*Organizational Behavior and Human Decision Processes*, Vol.131,pp.51–
28
29 66.<https://doi.org/10.1016/j.obhdp.2015.08.001>
30
31
32 Zhao, M., Chen, Z., Glambek, M., and Einarsen, S.V.(2019),“Leadership ostracism behaviors
33
34 from the target’s perspective: A content and behavioral typology model derived from
35
36 interviews with Chinese employees”,*Frontiers in Psychology*, Vol.10, pp.1-
37
38 16.<https://doi.org/10.3389/fpsyg.2019.01197>
39
40
41 Zhou, Z., Che, X., and Rainone, N.(2021),“Workplace ostracism and employee prosocial and
42
43 antisocial organizational behaviors”, *Workplace Ostracism*, Palgrave
44
45 Macmillan,pp.133-157.https://doi.org/10.1007/978-3-030-54379-2_5
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

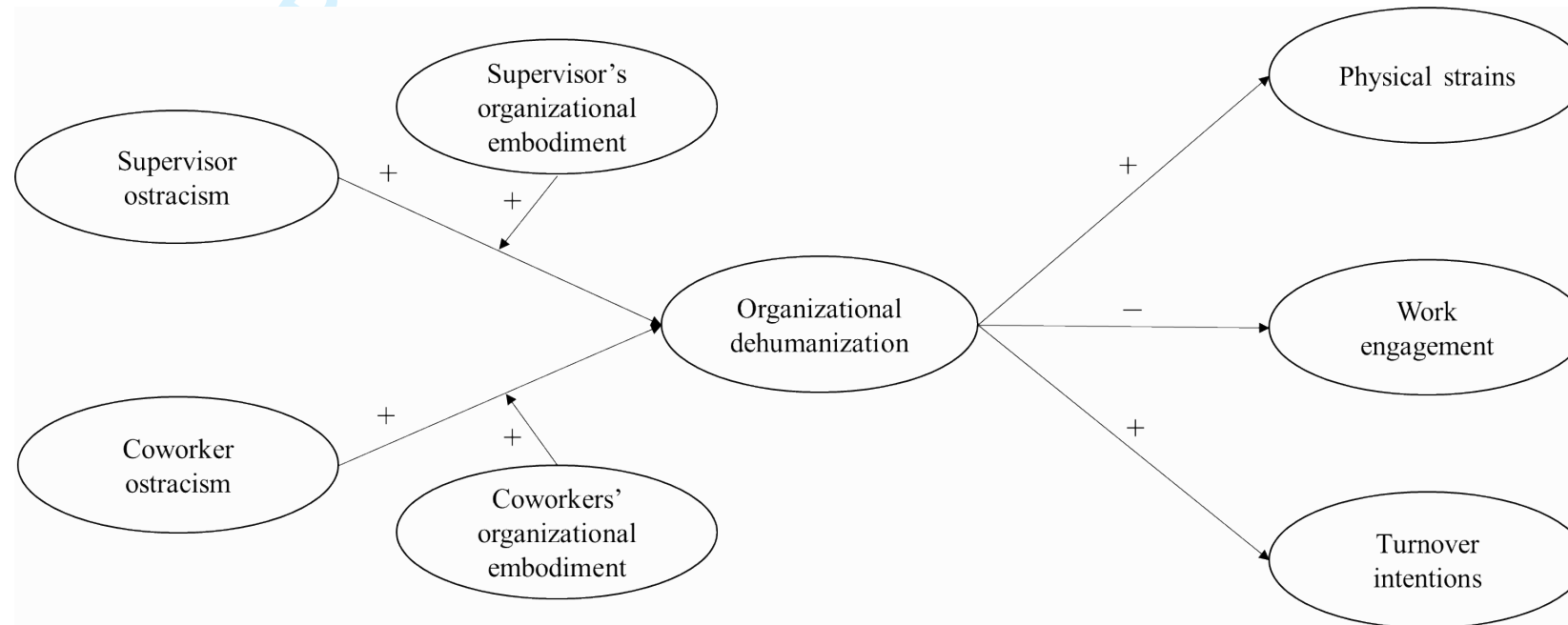
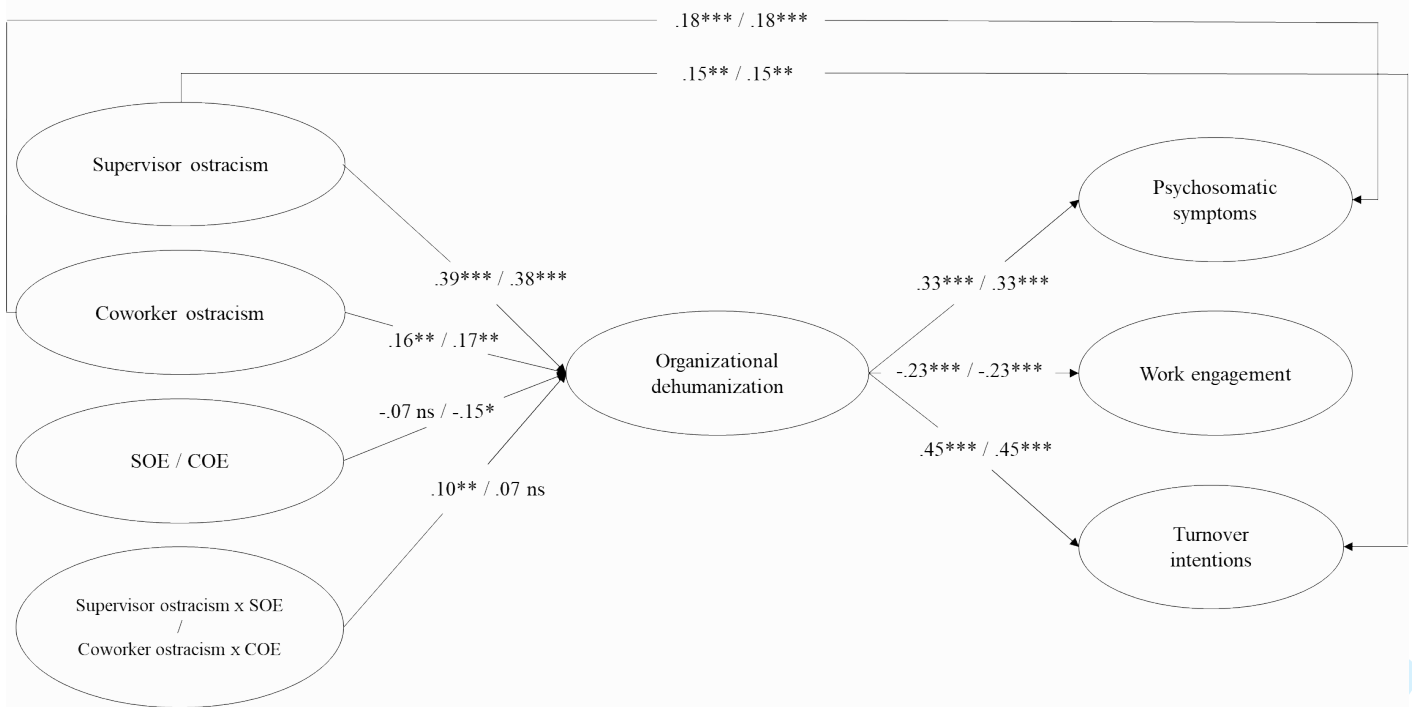
Figure 1*Theoretical Model*

Figure 2

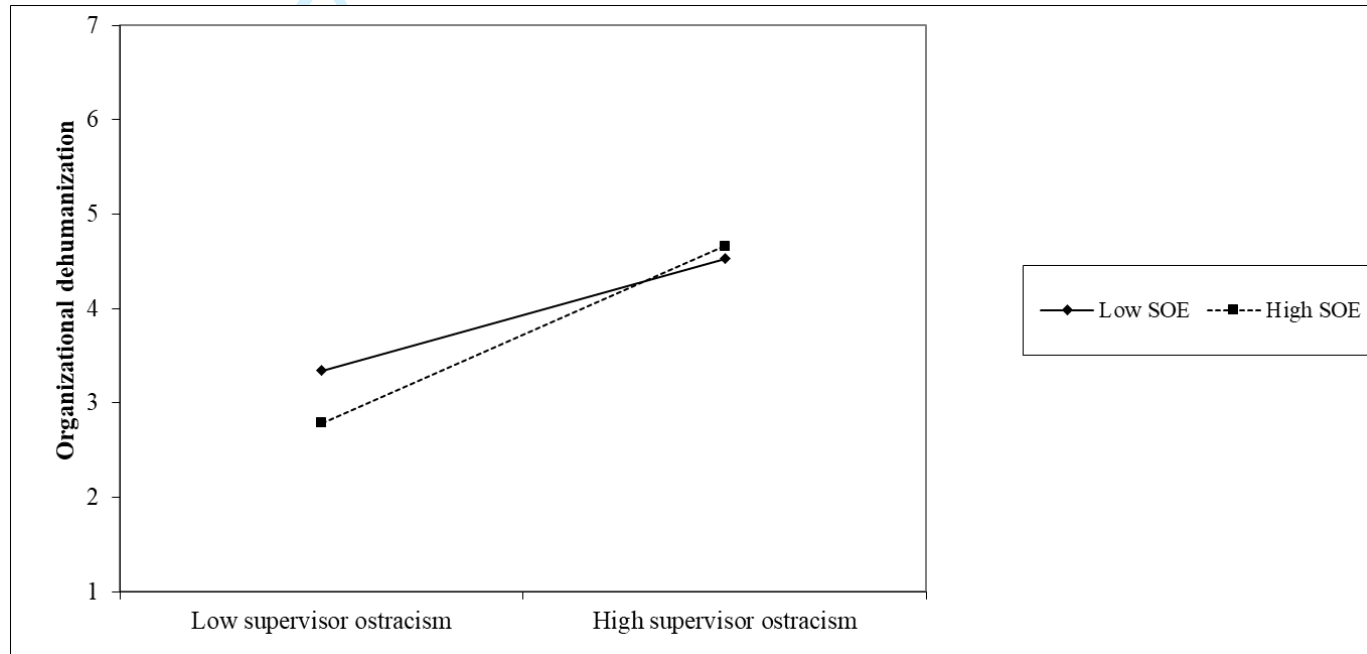
Standardized Coefficients for the Retained Structural Equation Models testing the Interactive Effects between Supervisor/Coworker Ostracism and Organizational Embodiment on Organizational Dehumanization and Subsequent Outcomes



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 = 3/4 time, 3 =

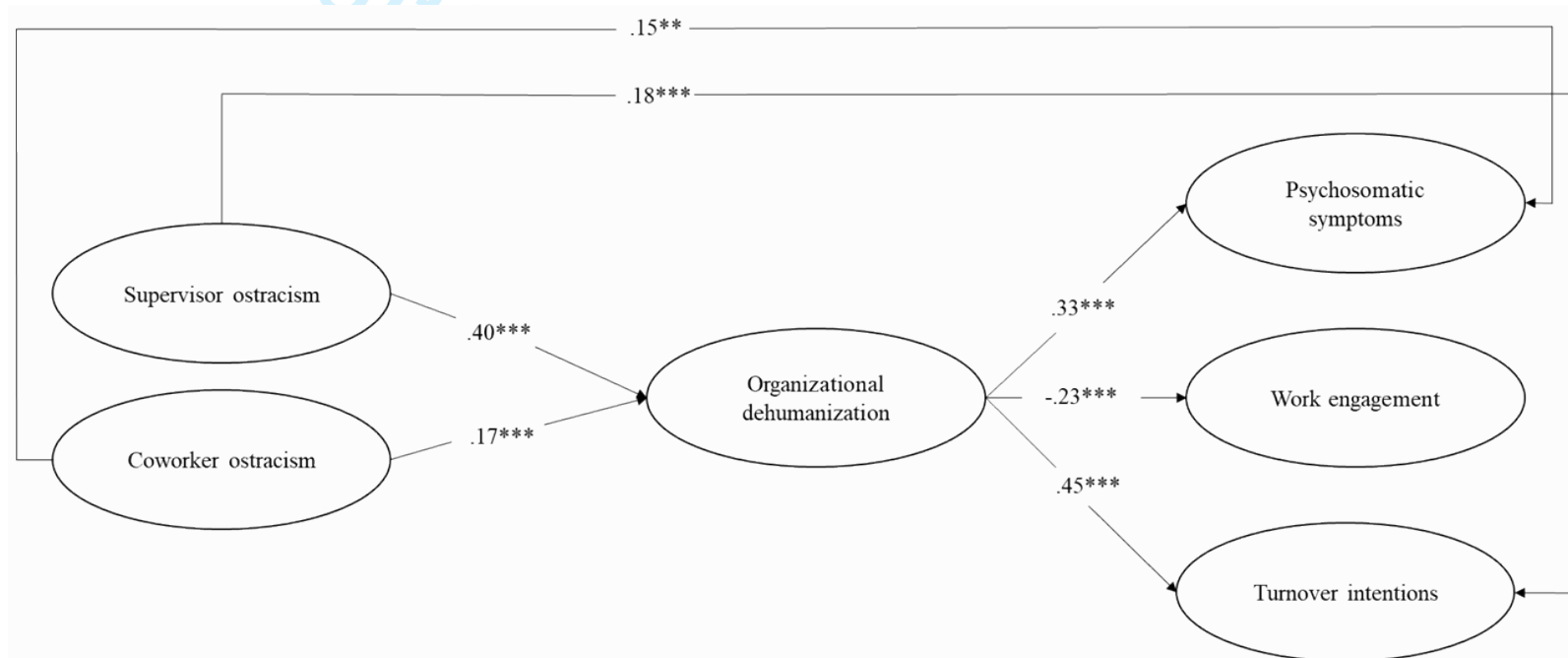
half-time.

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

1
2
3
4
5
6
7
8
9

Figure SI

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



31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46

Note. $N = 625$.

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

Table SI

Fit Indices of Measurement Models

Model	χ^2	<i>df</i>	RMSEA	SRMR	CFI	TLI	SCF	$\Delta\chi^2_{SB}$	Δ_{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

1
2
3 **Full description of the parceling procedure used to test the interactive effects between**
4 **supervisor/coworker ostracism and supervisor's/coworkers' organizational embodiment**
5 **(SOE/COE) on organizational dehumanization and subsequent outcomes**
6
7
8
9

10
11 Because the supervisor ostracism and coworker ostracism scales were composed of 10
12 items whereas the SOE and COE measures only comprised 5 items, supervisor and coworker
13 ostracism were parceled to have an equal number of indicators for the independent (i.e.,
14 supervisor/coworker ostracism) and moderating (i.e., SOE/COE) variables. This is indeed
15 required to create the interaction terms with latent variables (Marsh et al., 2004). To create the
16 parcels, we used the item-to-construct balance technique because it preserves the common
17 construct variance while minimizing unrelated specific variance (Little et al., 2013).
18 Concretely, all items of the independent (i.e., supervisor/coworker ostracism) and the
19 moderating (i.e., SOE/COE) variables were first mean-centered. Then, the five
20 supervisor/coworker ostracism items with the highest loadings were selected to anchor the
21 five parcels (see Tables SII and SIII). Next, among the remaining five supervisor/coworker
22 ostracism items, the lowest loaded item was selected and matched with the highest loaded
23 anchor item. Then, again, among the remaining four supervisor/coworker ostracism items, the
24 lowest loaded item was selected and matched with the highest loaded anchor item still
25 available, that is that had not been matched yet. We applied this procedure until all remaining
26 items were matched with one anchor item. Lastly, indicators of the interaction terms were
27 created by multiplying the highest loaded parcels with the highest loaded items of the
28 moderating variable (i.e., SOE/COE) (Marsh et al., 2004) (see Tables SII and SIII).
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 Little, T. D., Rhemtulla, M., Gibson, K., and Schoemann, A. M. (2013). "Why the items
56 versus parcels controversy needn't be one", *Psychological Methods*, Vol .18 No. 3, pp.
57 285-300. <https://doi.org/10.1037/a0033266>
58
59
60

Table SII*Factor Loadings of the Supervisor Ostracism Items, Parcels, and Supervisor's Organizational Embodiment Items*

Items	EFA	CFA
Supervisor Ostracism		
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
Supervisor Ostracism Parcels		
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
Supervisor's Organizational Embodiment		
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
Coworker Ostracism		
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
Coworker Ostracism Parcels		
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
Coworkers' Organizational Embodiment		
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>