Erosion of Employees' well-being and satisfaction through Exploitative Leadership and Dehumanization. The moderating role of Resilience

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Abstract
Despite the attitudinal outcomes of organizational dehumanization that have been studied generally, leadership styles as antecedents are relatively ignored in research. Drawing from the conversion of resource (COR) theory, this paper investigates the exploitative leadership as a precursor of dehumanization and its direct and indirect impact on psychological well-being and job satisfaction in public sector organizations. The study also examined the moderating role of employee resilience on the relationship between dehumanization and work-related outcomes. Data were collected from 380 employees via self-administrated questionnaires at one point in time and examined hypothesized relationship with moderated mediation through SPSS 25 and the Process Macro Model 14. The result showed exploitative leadership decreases psychological well-being and job satisfaction through dehumanization. Moreover, resilience moderates the influence of dehumanization on psychological well-being and job satisfaction. Implications for research and practice in public sector organizations has been discussed.

Keywords: Erosion Of Employees' Well-Being, Exploitative Leadership, Dehumanization, Moderating Role Of Resilience

1. Introduction

Consistent with the conversion of resource theory (COR) continual resource losses accelerate the adverse effect of the loss spiral (Hobfoll, 2001), the employees facing dehumanization have thwarted emotional aspects, therefore dehumanization has drastic effects on job satisfaction (Caesens, Stinglhamber, Demoulin, & De Wilde, 2017), psychological capital (Muhammad & Sarwar, 2021), core self-evaluation (Nguyen & Stinglhamber, 2021), procedural justice (Bell & Khoury, 2016), and fostering employee lack of well-being. Employees in modern organizational settings have extremely negative perceptions of being used or replaced by machines (Christoff, 2014) therefore on one hand dehumanization is rooted in social-cognitive processes from blatant to subtle (Haslam & Loughnan, 2014) alternatively, perceived leadership styles could be the key contributing factor in triggering dehumanization.

Previously research has largely viewed the organization as an ethical ecosystem gradually, literature has shifted to abusive or negative behaviors and allied factors within the organization, mainstreams are dehumanization and counterproductive work behavior (Muhammad & Sarwar, 2021; Riaz, Mahmood, & Shabbir, 2020). Mechanical and animalistic dehumanization are acknowledged by treating employees as an instrument and denying personal subjectivity (Bell & Khoury, 2011), shifting a caring and rule-based organizational climate towards an instrumental climate challenging the integrity and trustworthiness of leader (Väyrynen & Laari-Salmela, 2018). Contemporary research explored the destructive leadership and many devastating consequences like abusive supervision is associated with job meaning (Matos, O'Neill, & Lei, 2018), however existing literature have focused on exploitative leadership allied with knowledge hiding (Guo,

Cheng, & Luo, 2020). Thus, this study is foremost to endeavor exploitative leadership which may trigger dehumanization among employees. This can be justified through the cause and effect mechanism. Exploitative leadership yields adverse outcomes like negative affectivity and psychological distress (Majeed & Fatima, 2020), imbalance social exchange (Pricher, Belschak, & Bobbio, 2019). Self-interest behaviors fallouts in violation of subordinates' rights, abuses of control, bullying, and exploitation. Exploitative leaders have the power to erode the compassion and emotional tone of employees, they use employees for personal gain by taking credit of others which puts pressure on employees, the employee feels objectified (Caesens, Nguyen, & Stinglhamber, 2019). Moreover, employees feel like machines involves emotional distancing, socially ostracized (Bastian & Haslam, 2010) effects subject well-being (job satisfaction) and psychological well-being of employees.

In the past three years, much research on exploitative leadership found deleterious effects on generic organizational outcomes like job satisfaction (Nguyen, Dao, Nhan, & Stinglhamber, 2021). Similarly, organizational dehumanization primes employees to indulge in more surface acting with injurious consequences for their self-evaluations, resultantly unsatisfied with their job (Nguyen & Stinglhamber, 2021). By Conversion of resource theory COR employees strive to retain valued resources (Hobfoll, 1989), dehumanization creates resource loss and through loss spiral, it deteriorates job satisfaction and psychological well-being (Hobfoll, 2011, p. 9).

Conversion of resource theory stated resilience as an individual's ability to endure the most negative consequences of traumatic challenges, related corollary put forward added resources are less susceptible to resource loss and more capable of composing resource gain. Moreover, COR theory supported that response to resource loss (job satisfaction, psychological well-being) is conditional to individual metamorphosis (Halbesleben, Neveu, & Mina, 2018; Hobfoll, 2011) explicitly resilience in this study. Resilience is referred to as a contextual factor and blend of resources to enhance ones' capacity in adapting to adversity (Fletcher & Sarkar, 2013). Conferring to (Selby et al., 2011) resilient individuals have good psychological health and less perception of dehumanization. Abdulmuhsin, Zaker, and Asad (2021) and Smith and Yang (2017) have found the potential role of resilience in psychological well-being and employee's level of job satisfaction. In crux this study offers important contribution to prevailing literature of dehumanization. First, to the best of our knowledge, empirical testing of a theoretical framework that explains the exploitative leadership as a predictor of dehumanization doesn't exist yet. Second, through the lens of the loss spiral from conservation of resource (COR) theory, this study proposed mediating role of dehumanization between exploitative leadership with psychological well-being and job satisfaction. Third, this study draws on the assumption of COR theory gain cycle resilience as a proactive and adaptive behavior in buffering the negativity of dehumanization and work-related outcomes. Fourth Pakistan is ranked highly collectivist and power distance, strong uncertainty avoidance, short term orientation, and masculine characteristic (Islam, 2004) in contrast to western countries where the majority of research was conducted on dehumanization perspective. Since the theories and research findings cannot be generalized to other settings with obvious cultural dissimilarities, the current study is conducted in Pakistan's public sector organization. This paper by theorizing leadership-dehumanization as stress-strain (psychological well-being and job satisfaction) discourse in Pakistani ethos.

2. Literature Review and Theory

Exploitative leadership and organizational dehumanization

Exploitative leadership gives deep insight into destructive leadership by demonstrating leaders' self-interest and exploiting followers (Schmid, Pircher, & Peus, 2018) and is much more detrimental than effective leadership. Exploitative leaders achieve personal goals at the cost of followers and Schmid, Pircher, and Peus (2019) have reflected exploitative leadership in five dimensions egoistic behavior, taking credit for followers' work, misappropriation of power, manipulation, abating development of followers. Such behaviors targeting employees directly have harmful effects on employees' effectiveness and self-worth would in turn endorse dehumanization. Rochford, Jack, Boyatzis, and French (2017) debated the inclination of leaders to treat employees as commodities, products to the feat of personal and organizational goals encourages dehumanization. Non-psychical abuse like exploitation, manipulation, and undermining of the development of followers from exploitative leaders lead to feeling treated like less than human, disrespected, heedlessness, humiliation is proposed forms of subtle dehumanization (Bastian & Haslam, 2011). Conversion of resource theory COR (Hobfoll, 2011) argues that exploitative leadership consumes employees' resources tends to the

proliferation of resource loss. Considering the corollary, resource loss begets future resource loss we can suppose:

H1: Exploitative leadership has a positive and significant effect on dehumanization.

Exploitative leadership with psychological well-being and job satisfaction

Psychological well-being comprises the efficacy of one's psychological functioning and feeling of contentment (Diener et al., 2010; Wright & Cropanzano, 2000). Leaders are a key determinant in easing psychological agony and coping with negative emotions (Yue, Wang, & Groth, 2017). Job satisfaction is conceptualized as a feeling of gratification, confidence, and stress-free approach towards the job and influential concerns (De Simone et al., 2014). Rad and Yarmohammadian (2006) established that more satisfaction of employees is attributed to supervision. Exploitative leaders pursue their exerting pressure, cumbersome workload, and taking credit from followers sources of psychological resources fatigue (Majeed & Fatima, 2020) additionally diminish employee satisfaction levels (Singhapakdi, Lee, Sirgy, & Senasu, 2015). Exploitative leadership beholds as resource loss according to the conversion of resource theory (Hobfoll, 1989). Foregoing help to hypothesize:

H2: Exploitative leadership has a negative and significant effect on (a) psychological well-being (b) job satisfaction.

Organizational dehumanization as mediator

Although animalistic dehumanization perceives humanness at different psychological perspective (Haslam, 2006) and has been frequently studied in the context of immigration and war. Mechanistic dehumanization defined as the experience of an employee feeling objectified, deprived subjectivity, tool, or instrument for the organization (Bell & Khoury, 2011). Contemporary studies have provided dehumanization predictors of reduced moral worth (Haslam & Loughnan, 2014). Indeed empirically dehumanizing maltreatment springs emotional exhaustion and psychosomatic strains (Nguyen et al., 2021). Mistreated employees feel more dissatisfied with their job because of the psychological dissension it implies. Schmid et al. (2019) had suggested unfolding the underlying mechanism that exists between exploitative leadership and outcomes. A prominent study by Tepper (2000) has shown employees feel dehumanized by abusive supervisors consequently swaying job satisfaction, and psychosomatic attitudes. Results of Sainz and Baldissarri (2021) established that destructive leadership worsens organizational dehumanization, employee feel more like a tool, and less satisfied. Conversion of resource theory defined resources are one' centrally valued entity, resources can be used to avert resource loss leads to a rapid loss spiral in stressful conditions (Hobfoll, 2011). By elaborating COR theory we can establish exploitative leader contributes to organization dehumanization creates stress among employees and by spiral loss hurts the satisfaction and well-being related to the job. Let us propose on previous findings:

H3 (a): Dehumanization has a negative and significant effect on (a) psychological well-being (b) job satisfaction.

H4: Dehumanization mediates the association between exploitative leadership and (a) psychological well-being (b) job satisfaction.

Employee resilience as moderator

Shin, Taylor, and Seo (2012) distinct resilience as the aptitude to rapidly recover from distraction, whereas in organization resilience is considered as the psychological capability of adaption and improvisation conflicting situations (Näswall, Kuntz, Hodliffe, & Malinen, 2015). Job satisfaction is optimistic and associated with a higher level of resilience (Hou et al., 2020; Hudgins, 2016). Important to the present study is the lack of investigation on the association between resilience and job satisfaction in public sector organizations (Brown, Wey, & Foland, 2018; Meneghel, Borgogni, Miraglia, Salanova, & Martínez, 2016). Personality trait resilience is a proactive behavioral skill that sums resource utilization and rapid bounce back from negative events (J. R. Kuntz, Näswall, & Malinen, 2016), comfort employees to nurture their satisfaction and psychological well-being in negative environments (Castro & Zautra, 2016; Tonkin, Malinen, Näswall, & Kuntz, 2018). By the axiom of COR theory, resilient employees can secure and maintain their resources and can be exploited for personal development (Hobfoll, 2011). We can assume that:

H5 (a): Employee resilience has a positive and significant effect on (a) psychological well-being (b) job satisfaction.

H6: Resilience moderates the relationship between dehumanization and (a) psychological well-being (b) job satisfaction.

The integrated moderated mediation model

Conferring from Haslam, Bain, Douge, Lee, and Bastian (2005), mechanistic dehumanization denies fundamental human nature traits and compares them to inanimate objects like robots, together with the role of exploitative leadership adversely affects the psychological well-being and job satisfaction differing across people, moreover toxic leadership has indirect effects on resilience (Salehzadeh, 2019). Resilience has insightful implications in shaping employees' responses to a negative environment. This study filled the gap of boundary condition for mitigating the derailing outcomes of dehumanization (J. Kuntz, Connell, & Näswall, 2017; Sarwar, Khan, Muhammad, Mubarak, & Jaafar, 2021) and proposing a moderated-mediated effect. Through conversion of resource theory (COR) resilience acts as gain cycle (Hobfoll, 2011) we can suggest with for the indirect relationship of exploitative leadership and work-related outcomes through dehumanization.

H7: The indirect effect of exploitative leadership and (a) psychological well-being and (b) job satisfaction through organizational dehumanization is moderated by resilience, such that this relationship is weaker at higher levels of resilience.

Fig. 1 Theoretical Framework
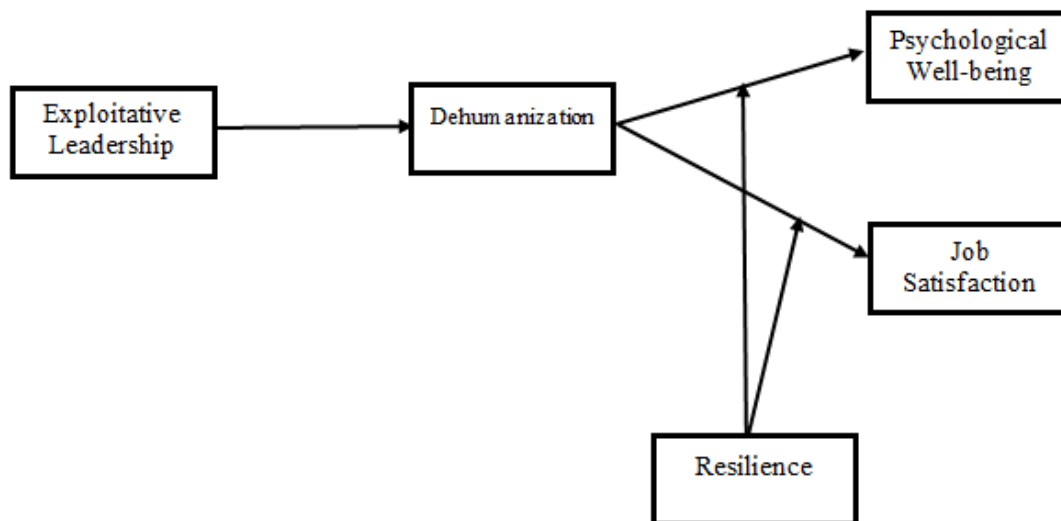
3.   **Methodology**

Sample design and participants

The present study investigated the harmful effects of organizational dehumanization with antecedents and work-related explanatory variables in public sector organizations. The researcher covered maximum public sector organizations in the region of Rawalpindi & Islamabad with the application of convenience sampling when randomization is difficult, scarce resources, time, and hitches in data collection (Etikan, Musa, & Alkassim, 2016). In the public sector, middle and low-level management (individual employees with immediate supervisor/ manager) in public sector organizations have been contacted for accumulating reactions against these constructs. A sum of 500 self-reported questionnaires (formulated on existing measurement scales on latent variables) was distributed and shared with respondents to minimize bias and get consistent and reliable estimates. Of these 412 were returned, after discarding incomplete responses and

missing values 380 respondents remained for further analysis with a response rate of 76 % for the self-reporting survey. In those responses 69 % were male and 31% were female. In terms of age, 3% were between 21-25 years, 15% were 26-30 years, 35 % were between 31-35 years and 47% were 36 and above years. 61% had obtained a master's and above degree and 39% obtained a bachelor's degree. Moreover, the majority of respondents are permanent employees and 69% of respondents had 6-10 years of experience. The adequacy of the sample size was established through G*power analysis (Faul, Erdfelder, Buchner, & Lang, 2009), assuming the number of predictors and setting the α parameter at 0.05 the G*power indicated 103 could be the minimum suitable sample size.

Measures

Exploitative leadership. 15-items measurement scale validated by Schmid et al. (2019) was considered, it consists of 5 factors i.e. genuine egoistic behaviors, exerting pressure, under challenging followers, taking credit, manipulating followers. The responses were marked on a 5-point Likert scale ranging from (1= never to 5= almost all the time). Principal component analysis evaluated the Eigenvalue for the extracted single factor was 10.94, explaining 72.94% of variance in the data and (α = .95) for exploitative leadership.

Dehumanization. Caesens et al. (2017) has advanced the measurement scale of organizational dehumanization based on an original pool of 22 items (Bastian & Haslam, 2011; Bell & Khoury, 2011; Haslam, 2006), the responses recorded 11 statements on 1= "strongly disagree" to 5= "strongly agree". Principal component analysis evaluated, the Eigenvalue for the extracted single factor was 8.03, explaining 72.98% of variance in the data and reliability analysis showed strong internal consistency (α = .95) for dehumanization.

Psychological well-being. The study measured Psychological well-being through an 8-item measurement scale adapted from a study conducted by (Diener et al., 2010). All items were assessed by a 5-point Likert scale ranging from 1= "strongly disagree" to 5= "strongly agree". Principal component analysis evaluated, the Eigenvalue for the extracted single factor was 8.03, explaining 72.98% of variance in the data and (α = .92) for well-being.

Job satisfaction. Job satisfaction was gauged by a scale modified by (De Simone et al., 2014) on originally developed measurement items of (Judge, Locke, Durham, & Kluger, 1998). All responses were appraised on 1= "very dissatisfied" to 5= "very satisfied". Principal component analysis evaluated through factor analysis, the Eigenvalue for the extracted single factor was 5.52, explaining 69.09% of variance in the data and reliability analysis showed strong internal consistency (α = .93) for job satisfaction.

Resilience. Established employees' resilience (EmpRes) measuring gauge in context of organizational environment effects on resilience (Näswall et al., 2015), anchors have marked according to 1= "never" to 5= "always". Principal component analysis evaluated the Eigenvalue for the extracted single factor was 6.93, explaining 77.07% of variance in the data and consistency (α = .95) for resilience.

Data analysis & Result

Estimation of convergent and discriminant validity specifies the validation of measurement model. Conferring from (Fornell & Larcker, 1981) convergent validity comprises the following:

- All factor loading should exceed than 0.65

- Composite reliability (CR) should be greater than 0.80

- AVE for each construct should surpass 0.50

Thus, measurement model hold convergent validity. The off-diagonal components in Table 1 are assessed correlations between all constructs, and their values are significantly less than 0.90, which holds all the condition for discriminant validity (Fornell & Larcker, 1981).

The mean standard deviation and correlation among variables are presented in Table. The current study used a 5-point Likert scale for responses hence, the mean values ranged between 1 and 5. We conducted

confirmatory factor analysis (CFA) in AMOS 23 to test the construct validity of the variables (Hu & Bentler, 1999) exploitative leadership, dehumanization, job satisfaction, psychological well-being, and resilience. The Cronbach alpha value for all variables is greater than its threshold value of 0.70.

Table 1. Reliability Analysis and descriptive statistics (N=380)

	Constructs	CR	AVE	Mean (SD)	1	2	3	4	5
1	Exploitative Leadership	0.91	0.72	2.29 (1.13)	0.81				
2	Dehumanization	0.91	0.70	2.76 (1.21)	0.39**	0.83			
3	Psychological well-being	0.92	0.73	3.64 (0.96)	-0.48**	-0.53**	0.84		
4	Job satisfaction	0.89	0.74	3.54 (1.07)	-0.42**	-0.47**	0.63	0.85	
5	Resilience	0.90	0.72	3.63 (1.06)	-0.26**	-0.56**	0.48**	0.41**	0.79

The diagonal elements (in bold) in the correlation matrix are the square roots of the AVE of the five constructs, Off-diagonal elements are Pearson Correlation Measure between constructs, AVE= Average Variance Extracted, CR= Composite Reliability, ** p<0.01.

Descriptive statistics and correlation

Table 2. Measurement Model Fit Indices

Model		χ^2/ df	CFI	SRMR	RSMEA	TLI
Dehumanization ⟶	P. Well-being	2.27	0.93	0.07	0.06	0.94
Dehumanization ⟶	Job Satisfaction	2.34	0.94	0.06	0.06	0.94

N = 380.

Results of direct and indirect effects

We implemented multiple regression analysis to compare the predictive capacity of exploitative leadership and dehumanization and computed direct and indirect effects of Process Macro by Hayes model 4 for both explanatory variables. Table 3 displays the results of multiple regression and Table 4 shows results of mediation analysis. After confirming validity and reliability, Model 14 from (Hayes, 2017) was performed to test the moderated mediation model. H1 & H2 were about exploitative leadership is negatively related to psychological well-being and job satisfaction. The results in Table 3 supported these relationships, as indicated by the regression coefficients and associated significance level (β = -0.48, p < .01) and (β = -0.42 p < .01). Furthermore, organizational dehumanization was negatively associated with employees' psychological well-being (β = -0.53, p < .01), and job satisfaction (β = -0.47, p < .01), therefore H3 (a) and H3 (b) were proved.

Table 3. Direct Effects

Direct Effects		β	SE	t	p
Exploitative Leadership	Dehumanization	0.39	0.05	8.13	0.00
Exploitative Leadership	Psy. Well-being	-0.48	0.04	-10.82	0.00
Exploitative Leadership	Job Satisfaction	-0.42	0.03	-8.92	0.00
Dehumanization	Psy. Well-being	-0.53	0.04	-12.26	0.00
Dehumanization	Job Satisfaction	-0.47	0.04	-10.25	0.00
Resilience	Psy. Well-being	0.49	0.04	10.75	0.00
Resilience	Job Satisfaction	0.42	0.05	8.94	0.00

Note: N = 380.
Abbreviations: CI, confidence interval; LL, lower limit; SE, standard error; UL, upper limit.

Exploitative leadership directly related to dehumanization, (β = 0.39, p < .01) verified H4. Moreover, the results for the indirect effects confirm the significant partial mediating role of organizational dehumanization in the relationship between exploitative leadership and psychological well-being (Indirect effect = -0.14, 95% CI with LL = -0.18 and UL = -0.09). Moreover organizational dehumanization partial mediates the relationship between exploitative leadership and job satisfaction. Therefore H5 (a) and H5 (b) were sustained.

Table 4. Mediation Analysis

Direct Effects (Psy. Well-Being)	β	SE	T	p
Exploitative Leadership	-0.28	0.04	-7.47	0.00
Dehumanization	-0.33	0.04	-9.21	0.00
Bootstrap results of indirect effects	Effects	Boot SE	LLCI (95%)	ULCI (95%)
Exploitative Leadership → Psy. Well-Being	-0.14	0.02	-0.18	-0.09
Direct Effects (Job Satisfaction)	β	SE	t	p
Exploitative Leadership	-0.26	0.04	-5.88	0.00
Dehumanization	-0.32	0.04	-7.59	0.00
Bootstrap results of indirect effects	Effects	Boot SE	LLCI (95%)	ULCI (95%)
Exploitative Leadership → Job Satisfaction	-0.13	0.02	-0.19	-0.09

Note: N = 380.
Abbreviations: CI, confidence interval; LL, lower limit; SE, standard error; UL, upper limit.

Fig 2 and Fig 3. also presents the results for the moderating role of employee resilience for the relationship between organizational dehumanization and psychological well-being, job satisfaction.
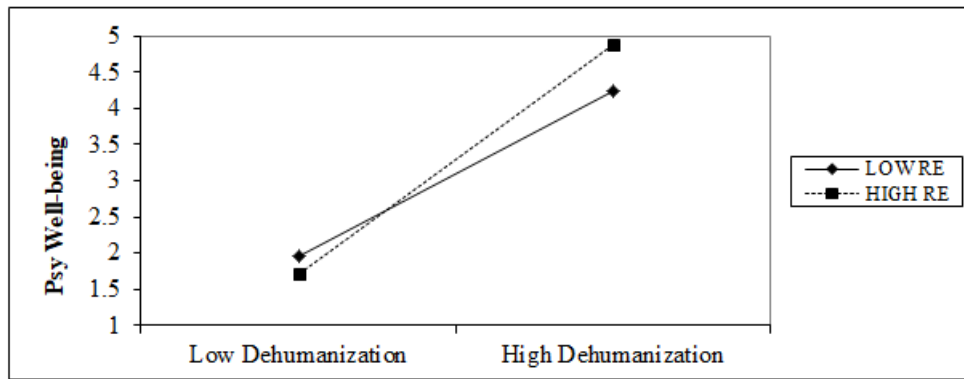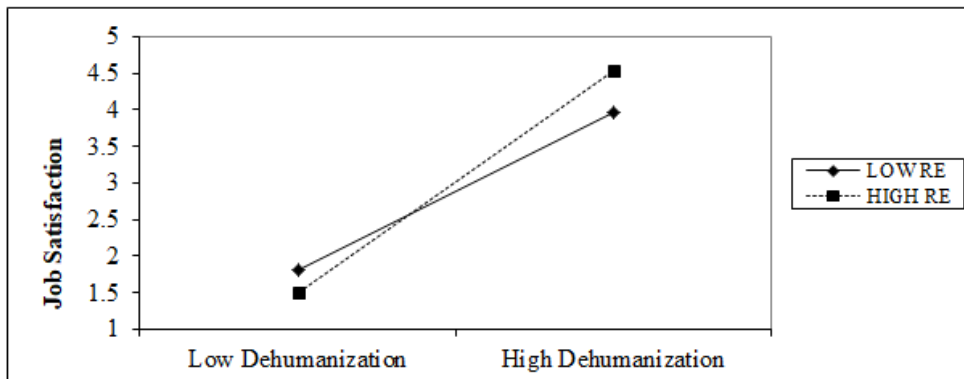
Fig 2. Moderation effect of Resilience

Fig 3. Moderation effect of Resilience

Before testing moderated mediation, moderation analysis was conducted. The interaction terms of dehumanization and resilience were found to be positive and significant ($\beta = 0.17$, $p < .01$) for organizational dehumanization and job satisfaction, whereas ($\beta = 0.16$, $p < .01$) for organizational dehumanization and psychological well-being. The moderation graph also represent the buffering effects of resilience as the relationship between dehumanization and psychological well-being, weaken at higher level of resilience. These results provide evidence to accept H6 (a) and H6 (b).

Table 5. Conditional Process Analysis

Model 1	β	SE	t	p
Constant	6.39	0.70	9.11	0.00
Exploitative leadership	-0.27	0.04	-7.78	0.00
Dehumanization	0.84	0.18	4.72	0.00
Resilience	-0.36	0.17	-2.12	0.03
DEH x RE	0.16	0.04	3.57	0.00
Conditional effects at M ±1 SD	Effect	SE	LLCI (95%)	ULCI (95%)
Resilience Low (2.56)	0.18	0.03	0.25	0.11
Resilience Medium (3.63)	0.11	0.02	0.15	0.07
Resilience High (4.69)	0.04	0.02	-0.08	0.00
Index of moderated mediation	0.07	0.02	0.03	0.11
Model 2	β	SE	t	p
Constant	7.42	0.85	7.54	0.00
Exploitative leadership	-0.25	0.04	-5.69	0.00
Dehumanization	-0.86	0.21	4.00	0.00
Resilience	-0.39	0.21	-3.77	0.04
DEH x RE	0.17	0.05	3.05	0.00
Conditional effects at M ±1 SD	Effect	SE	LLCI (95%)	ULCI (95%)
Resilience Low (2.56)	0.47	0.09	0.57	0.29
Resilience Medium (3.63)	0.26	0.05	0.34	-0.18
Resilience High (4.69)	0.08	0.06	-0.19	0.02
Index of moderated mediation	0.07	0.02	0.03	0.10

N = 380.
Abbreviations: CI, confidence interval; LL, lower limit; SE, standard error; UL, upper limit. EL, Exploitative Leadership; DEH, Dehumanization; PW, Psychological well-being; JS, Job Satisfaction; RE, Resilience.

Finally Table 5, present the indirect impact of exploitative leadership on psychological well-being and job satisfaction through dehumanization at higher and low (±SD from Mean) of resilience. The indirect effect of exploitative leadership on psychological well-being and job satisfaction through dehumanization grew stronger at low level of resilience. We tested the bootstrap confidence interval of index of moderated mediation doesn't contain zero for both psychological well-being and job satisfaction. The index of moderated mediation was positive and hence, we draw inference that resilience moderates these indirect effects and back H8 (a) and H8 (b).

4.   Discussion

Modern researchers have suggested when employees are treated as tools benevolence of the leader can't be trusted (Sainz & Baldissarri, 2021; Väyrynen & Laari-Salmela, 2018). In this research, we have proposed a foremost theoretical framework to address this gap about the role of exploitative leadership's adverse contribution in employee's dehumanization and its influences on employees' subjective well-being and attitudes toward the organization with the mitigating role of employees' resilience into account. To the best of our knowledge, empirical testing of a theoretical framework that explains the exploitative leadership as a predictor of dehumanization doesn't exist yet. Fallouts about dehumanization have shown unfavorable effects for both organizations and employees. Our research, therefore, subsidizes the void of knowledge by inferring the role of exploitative leadership on mounting dehumanization and resultantly reducing psychological well-

being and job dissatisfaction. These results are consistent with previous literature that exploitative leadership spectacle negative behavior disrupt the emotional state of employees, cause dissatisfaction and distress (Syed, Naseer, Akhtar, Husnain, & Kashif, 2021; Wang, Ren, Chadee, & Sun, 2021) by triggering a feeling of dehumanization (Sainz & Baldissarri, 2021). Further, the current study aimed to evaluate the impact of resilience on dehumanization and work-related outcomes, existing literature showed resilience as a predictor of psychological well-being and job satisfaction (Brown et al., 2018; Tonkin et al., 2018). This research proposed the moderated mediation mechanism that psychological capability of adaption and coping strategy for positive and negative occasions can buffer negative and derailed work-related outcomes caused by the self-interest of exploitative leadership through dehumanization, the data also supported this proposition.

5. Limitations and future directions

Future research should be carried out to overcome the limitations of this study by considering the following hitches. Self-reported data and cross-sectional studies may arise common method bias, future studies can replicate with longitudinal research design or qualitative research design to increase the validity of data. Given the cultural heterogeneity, further research can be replicated in different cultural contexts to ensure greater generalizability. This study considers exploitative leaders as a single construct, future research can explore emotional intelligence, impression management, and mindfulness of exploitative leaders to evaluate their effects on employees and the organization. Our research focused on the specific antecedent of dehumanization, future studies could use other positive or dark leadership styles. This research has put forward resilience as a boundary condition, imminent research should develop findings by analyzing other conditions related to organizational spheres like job-crafting or psychological capital to reduce psychological and emotional strain.

6. Implication for research

Our research offers a threefold theoretical contribution that extends the dehumanization literature. First, this research contributes by identifying exploitative leaders as predictors of dehumanization. Centralized structures are eminent for exploiting employees by leaders, therefore studying exploitative leaders is paramount to understanding the perception of objectification in organization. However to our knowledge dehumanization is mostly studied in the context of abusive supervision, and our study broadens the growing body of literature investigating precursors of dehumanization (Caesens et al., 2019; Sainz & Baldissarri, 2021). Second, this study proposed exploitative leader (resource depletion) contributes to organization dehumanization creates stress among employees and by spiral loss (Hobfoll, 2011) hurts satisfaction and well-being and exclusive as prior studies used outcome variables as resource protection or coping strategies (Guo et al., 2020). Third, by verifying employee resilience as moderator, this study uniquely contributed resilience as boundary condition has never been tested empirically on the association between dehumanization and work-related outcomes. Resilience has been an important salience of COR theory to sustain resources pool can diminish stressful feelings of exploitative leadership and deflating humanness by positive adaptation of situations (Meneghel et al., 2016).

7. Implications for practice

These findings offer practical implications for employees and the organization. A supportive leadership performance enables the organization's communication and development initiatives to increase professionals' well-being and satisfaction. Organizational mistreatment harm the organization morally and financially (Michalak, Kiffin-Petersen, & Ashkanasy, 2019). Pakistani culture is categorized as high power distance where subordinates are inclined to avoid risk and integrated into groups (Hofstede, 1983), therefore, in public sector organizations these cultural dimensions nurture dehumanization. Human resource professionals should allow voice behavior to report exploitative leaders and their objectifying attitudes. Behavioral interview techniques for hiring and training personnel projected on dispositional, situational, relational, and philosophical patterns to experience a higher degree of self-confidence and resilience (Hudgins, 2016) should

be taken into consideration. Organizations need to carefully examine the exploitative nature while selecting and training managers, enterprises should encourage subordinates' open communication and pen down their grievances rather than exerting pressures and ignoring their needs of belonging and achievement. Psychological unwell-being and job dissatisfaction incur direct cost to the organization like absence, leaves and indirect cost like deviant behavior and emotional exhaustion. Thus, organization could design HRD intervention like training workshops to bolster employee overall well-being.

8. Conclusion

Despite several decades of research on the antecedents of dehumanization in employees, there is little known about the role of destructive leadership. The current study has highlighted the role of exploitative leadership in enhancing psychological ache and job discontent through dehumanization among employees of public sector organizations. The results revealed that exploitative leaders cause dehumanization among employees which further leads to psychological unwell-being and reduced job satisfaction. Resilience has been evidenced in employees as the aptitude to rapidly recover from denied subjective well-being.

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