Exploring the impact of downsizing on survivor's cognition, emotion, and behaviour: A Malaysian context

NABILAH RAZALI, BPsy., MA.

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Abstract

Since the major economic turmoil in 1997 and 2008, organisational downsizing has been relatively common in Malaysia. The Human Resource Minister stated that 2015 recorded the highest number of corporate downsizings within a five-year span and the number is expected to rise due to the current economic uncertainty both globally and nationally (Mallow,2016). Given its popularity in Malaysia, surprisingly little attention has been given on downsizing, particularly on the remaining employees (the survivors). Downsizing often exacerbates survivor's mental and physical health while in reality, successful downsizing depends on them, as they are responsible for carrying forward the new organisation's objectives (Schaeffer, 2012). Predominantly, empirical studies and established frameworks on organisational change were derived from Western societies. Malaysian culture is blatantly different, and evidently, people's attitude, perception and receptive towards change vary by culture (Hofstede,2001). Guided by Colquitt et al. 's (2013) organisational justice framework, the primary aim of this study was to explore and understand Malaysian survivors cognitions, emotions and behavioural outcomes in relation to their personal organisational downsizing experiences. Whereby the secondary aim of the research was to identify personal factors that may influence survivor's responses to such experiences.

A sequential exploratory mixed-methods approach was adopted. The first study collected qualitative data from survivors through 20 sessions of in-depth semi-structured interviews. It aimed to examine the aims mentioned above.

Through a thematic analysis, the results of Study 1 yielded organisational justice theme (as expected from the interview guide questions), together with 8 other themes namely, psychological contract, perceived organisational support, negative and positive emotions, locus of control, optimism, task performance, organisational citizenship behaviour (OCB), and counterproductive work behaviour (CWB). In all, most participants recognised the extinction of cradle to grave employment. As the situation was perceived as something beyond the management's control, it eased them to get onboard with the downsizing efforts. However, what left the bad taste in their mouth was the way it was handled. Overall, the results showed (a) most participants disappointed with the lack of elimination criteria, the absence of participation and limited communication regarding the downsizing, (b) negative emotions were the most common reactions,(c) as a collectivist nation, participants inclined towards passive-aggressive destructive behaviour for instance, by withdrawing themselves from the situation through absenteeism, tardiness and focusing on non-work interests and activities, and d) one's personal resources serve as a beacon of light in an unpleasant downsizing situations.

Subsequently, preceded by qualitative findings in Study 1, eight hypotheses were formulated to clarify the relationship between survivors cognitions, emotions, behaviours and personal factors. By using an online survey, 244 self-reports and 125 co-worker-reports were completed by the remaining employees at a large oil and gas organisation in Malaysia. Overall, in both surveys, the findings showed that compared to the social exchange variables, emotions predominantly explained the relationship between one's justice perception on

one's work behaviours. Finally, in regards of moderated mediation model, only optimism was found to have significant impact on the mediation relationship between organisational justice and work behaviours either via social exchange variables or emotions.

In conclusion, results from Study 1 and Study 2 combined, show that survivors perceptions of justice are a crucial factor to consider when implementing downsizing. Consideration must also be given to survivors emotional needs as it showed to be powerful in explaining the impact of justice perceptions on work behaviours within a Malaysian context. This thesis is also hoped to pave the way and provides recommendations for a more culturally appropriate downsizing practice and also serve a guide for future scholars that is interested in this field.

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LIST OF ABBREVIATION

AVE	Average variance extracted
BCa	Bias-corrected and accelerated
BOS	Bristol Online Survey
CFA	Confirmatory factor analyses
CFI	Comparative fit index
CI	Confidence interval
CMIN/DF	Chi-square /degress of freedom
CR	Coworker report
CRT	Core relational themes
CWB	Counterproductive work behaviour
CWBI	Counterproductive work behaviour directed towards the individual
CWBO	Counterproductive work behaviour directed towards the organisation
df	Degree of freedom
DJ	Distributive justice
ELOC	External locus of control
FHT	Fairness heuristic theory
FT	Fairness theory
HP	Hewlett Packard
ILOC	Internal locus of control
IPANAS-SF	International Positive and Negative Affect Schedule, short-form
INJ	Interactional justice
IPJ	Interpersonal justice
M	Mediator
MNC	Multinational company
NE	Negative emotion
NPC	New psychological contract
OCB	Organisational citizenship behavior
OCBI-C	Courtesy
OCBI-H	Helping

OCBO	Organisational citizenship behavior directed towards the organisation
ORB	Organisational retaliatory behavior
PE	Positive emotion
PCQ	Positive psychological capital questionnaire
PJ	Procedural justice
POB	Positive organisational behaviour
Psycap	Psychological capital
RCT	Referent cognition theory
SPOS	Survey of perceived organisational support
SPSS	Statistical Package for the Social Sciences
SR	Self report
SRMR	Standardized root mean square residual
TA	Thematic analysis
TP	Task performance
UMT	Uncertainty management theory
US	United States of America
UK	United Kingdom
VWB	Voluntary work behaviour
WLOC	Work locus of control scale

CHAPTER 1: INTRODUCTION

1.1 Background of the research

I first heard the term 'Downsizing' back in 2013, when the CEO of Hewlet Packard, the place where I started my career after graduation announced the 5 years restructuring plan. The interest was then materialised via master disseration. Throughout that process my interest have become more intensified because I was exposed to more studies revolving this matter. The reality is, downsizing has become a norm as companies struggle to cut costs and adapt to changing market demands (Campbell, 1999). Since the 1980s, there have been a growing number of publications on the impact of organisational change, especially on the downsizing effect on survivors' psychological state, attitude and behaviour(e.g. Mishra & Spreitzer, 1998;Lavelle et al., 2009; Smollan, 2009; van Dierenonck & Jacobs, 2012). Pioneered by corporate America, downsizing practice most commonly refers to the state where an organisation reduces the staff in an effort to increase organisational efficiency (Budros, 1999).

Though we already passed 'The Great Recession' in 2008, many large organisations still engage in large-scale downsizing; for example, stretching from the 2008 layoffs, Hewlett Packard (HP) announced the downsizing plan in 2012 due primarily to revenues tanking. The initial plan was for the downsizing to end by the end of 2014 fiscal year. As of September 2015, before they split into two public listed companies (i.e. HP Inc and Hewlett Packard Enterprise (HPE)), HP have laid off more than 55,000 employees worldwide (Bort,

2016). In Malaysia, downsizing has been relatively common since the major economic turmoil in 1997 and 2008. The most controversial downsizing in the Malaysia history was by the national carrier, Malaysia Airlines Berhad (MAB) or formerly known as Malaysia Airlines System Berhad (MAS). In 2015, they initiated the biggest layoff in Malaysia's corporate history (Gabriel, 2015), which involved 30% of workforce reduction. The downsizing trend has made a comeback in Malaysia and the number of cases has been rising since the third quarter of 2014 (Suhaimi et al., 2015). Datuk Shamsuddin Bardan, the executive director of Malaysian Employers Federation (MEF) predicted the trend will be extended in 2018 and that automation will continue to be a prominent factor to job losses in 2018 (Rajvinder, 2018).

Today, we live and work in an age of rapid technological change, as a result, automation and digitalization further infuse the work environment. McKinsey Global Institute reported, by 2055, virtually half of all the work we do will be able to be automated (Manyika et al., 2017). This new industrial revolution age, termed Industry 4.0, (first coined by the German government in 2012) is expected to present tremendous opportunities for businesses, however it also poses a severe threats to the workforce. The trend has already affected the Malaysian workforce, when in 2015 and 2016 more banks increased use of IT resulted in 18,000 job losses in Malaysia (Ruban, 2017).

On a separate but related note, this time around, the Malaysia public service which would usually be considered immune from such purse tightening initiatives didn't manage to escape from downsizing. In 2013, the Public Service Department of

Malaysia (JPA) decided to cut thousands of public sector posts mainly to make for cost savings (JPA,n.d). Therefore, this research is pertinent to the on-going scenario in Malaysia.

In regards to what happened in HP, downsizing was not just a reaction towards economic strain. A 15 year long case study on HP found that their downfall was primarily due to employee distrust , in which HP management signaled through various below the belt practices and one of them is unfairness in employee treatment (Elsbach *et al*, 2012). Meanwhile for MAB, despite the disaster yang involved MH370 and MH17, they were also known for engaging in union busting (Izwan, 2014). The situation in MAB is not much different from what happened in HP. Given the unjust treatment, no empirical data needed to prove that employee trust had long been gone in MAB. Aforementioned from the HP case study, employee's perceived of justice is the main key if the organisation were serious to return to profitability as scheduled.

Studies have identified organisational justice as a key ingredient in the development and decline of trust in management (Chory & Hubbell, 2008; Colquitt & Rodell, 2011). Consistent with that, Elsbach et al. (2012) found that management's unfair practice was responsible in instilling distrust among HP employees. Organisational justice is a "dominating theme" in organisational life (De Cremer, 2005). It's fundamental in understanding organisational behaviour (Bos, 2002). Downsizing is often perceived by individuals as threatening (Sverke et al.,2002), and it's largely contributed to the lack of trust (Mishra & Spreitzer, 1998). This is when perception of fairness comes into play, studies found justice information help facilitates employees to determine whether

the organisation and its management can be trusted (Brockner & Greenberg,1990; Saunders & Thornhill ,2004).

Despite being a go-to practice especially in the corporate world, there is speculation about the success rate of downsizing, and research suggested half of organisations that had implemented downsizing reported dissatisfaction with the outcome (Kinnie et al., 1998). Additionally, a longitudinal study indicated that downsizing often results in psychological and physical damage to survivors (Moore et al.,2003). Downsizing survivors are the most important consideration when ensuring the future success of an organisation (Brockner et al., 1995). They are required to carry forward the new objectives, adapt to the new environment and manage the increased workloads and the new job function (Schaeffer, 2012). As aforementioned, studies have shown that employee's perception of fairness is a key ingredient in understanding organisational issues, it helps foster various sources competitive advantage, hence improve organisational performance and lead to a successful downsizing (Cascio & Wynn, 2004). In short, survivors must perceive downsizing as fair for the intended results to be achieved.

Downsizing survivors experience a wide variety of negative emotions such as stress, uncertainty, shock, confusion, insecurity and frustration (Campbell, 1999). Emotions help people make sense of their world (Antonacopolou &Gabriel, 2001; Lundberg & Young, 2001) and can affect their sense of loyalty to the organisation and encourage or discourage them to behave positively. In Equity theory, Adams (1965) suggested that inequity impacts affect and Homans (1961) stated that injustice leads to anger. Although both of them

didn’t provide an extensive discussion on emotions in their writings, they clearly believed that emotional states were the outcome of injustice perceptions. Consistent with that, Folger (1984) argued employees respond to unfair relationships by displaying certain negative emotions such as dissatisfaction, anger, resentment and disappointment. To restore psychological equity, employees engage in absenteeism, decreased productivity, resistance to change and turnover (Smollan, 2012). Unfortunately, downsizing normally happens very rapidly, which often drives survivors in an acutely anxious emotional state, such that increased counterproductive work behavior (CWB) and decreased organizational citizenship behavior (OCB) can be expected (Spector & Fox, 2002). On the other hand, there are cases where employees would otherwise behave positively even when job insecurity was high. For instance, Brockner et al. (1985) and Probst (2002) showed employees were more productive when feeling threatened by organisational changes. However, in both studies, the output quality was showed to be below expectations. In the context of this study, emotions are the product of how the downsizing event being perceived, therefore it’s important to pay attention to how survivors feel about downsizing since it will determines their attitudes and behaviour towards the organisation (Sahdev et al.,1999; Cascio, 1993; Noer, 1993).

Downsizing has occurred in most industries and is seen at all levels of the workplace (De Meuse et al., 2011) breaking the traditional employment relationship of a lifelong job with mutual loyalty between the employer and the employee. To better understand the new employment relationship, many researchers employed the social exchange theoretical

framework (SET) (e.g. Coyle-Shapiro & Conway, 2005). SET is based on a norm of reciprocity that dictates mutual obligations between employees and employers (Rousseau, 1989). It entails the notion of one person does another a favour and while there is an expectation of some future return, its exact nature is never specified in advance but must be left to the discretion of the one who makes it (Blau,1964). In an employment relationship SE may be started through an organisation's fair treatment to its employees and this instigates an obligation on the part of employees to reciprocate the good deeds of the organisation. Two main SE facets have been widely adopted to explore the employment relationship, namely psychological contracts (PCs; e.g., Millward & Hopkins, 1998; Stoner & Gallagher, 2010) and perceived organizational support (POS; e.g., Karatepe, 2012; Susskind et al., 2000). PC, entail beliefs about what employees believe they are entitled to receive, or should receive, because they perceive that their employer conveyed promises to provide those things (Robinson, 1996). These implied promises typically include the exchange of time, skills, and effort for pay, job security and respect (Kalimo et al, 2003). Employees today find themselves in a different organisational environment which means the expectation between the employer and employee has also changed. Historically, employers were expected to provide long term employment for good performance and offered training and career development for promotion purposes. However, in the new PC, employees are increasingly responsible for their own career development, and can no longer expect long-term employment for loyalty and good work (Stroh, Brett & Reilly, 1994; Kisller, 1994;O'Reilly, 1994; Parks and Kidder, 1990). As aforementioned, downsizing has many negative effects on

survivors, including non-commitment to long-term employment, so it might benefit both organisation and employee to adopt the new PC, as it may help decrease downsizing's negative effects, avoiding PC breaches and damaging deteriorations to employee's job performance (Robinson & Morrison, 1995).

Secondly, POS engenders an employee obligation to help the organisation; therefore, employees with higher levels of POS are more willing to engage in behaviour that contributes to the organisation (Eisenberger et al.,1986; Kurtessis et al.,2015). Employee's POS are based on global beliefs concerning the extent to which the organisation values their contributions and cares about their well-being (Eisenberg et al.,1986; Shanock & Eisenberger, 2006). The perceptions of being valued and cared about by the organisation would encourage employees' to help the organisation reach its objectives. Survivors are often neglected during downsizing (Amudson et al., 2004). As a consequence, this led to unfavorable reactions among the survivors such as reduction of work performance (Travaglione & Cross, 2006; Reinardy, 2010). Regardless how hectic and chaotic the act of downsizing may seem, it's very important for a downsized organisation to ensure remaining employees feel valued, as it helps foster positive organizational outcomes.

Malaysia has been a hub for international trades in the South East Asia and a home to hundreds of multinational companies (MNCs). Studies found that individuals from different cultural backgrounds react differently to new ideas (Coulson-Thomas, 1992), which in turn determines the extent to which they accept change (Hofstede, 1984). Malaysian culture is not only differ from the western culture but despite being a

neighbouring country, there is a huge difference in uncertainty avoidance score between Malaysia and Singapore (Hofstede,2001) where Singaporean are more acceptable of risk and change as opposed to Malaysian. Thus, strategic approach must consider the element of national culture for the downsizing or any sort of changes to be efficient.

The research literature has also claimed that fairness and justice definitions are culturally determined (Kidder & Muller, 1991; Lind et al, 1997; Zhang, 2006). Although, culture shapes the behaviour and perceptions of its members, people are not passive recipients of their culture, therefore the effects are varied and some individuals may deviate from their nation's cultural norms. Theorists suggested that individuals vary in the degree to which they internalise cultural influences (Trompenaars & Hampden-Turner, 1998) whereby individuals select cultural norms that best fit their lifestyle according to their underlying temperaments and personalities (Matsumoto, 2007). If there were differences within cultures and these differences were ignored, the organisation could be establishing practices that were detrimental in a long run. Therefore, it is important to understand individual variation within a cultural context, as it is absolutely useful to help managers to deal with downsizing efficiently. Fortunately, some of the positive personal resources like optimism be trained through learning, development, change and management in the workplace (Luthans, 2002), thus organisation should perhaps consider incorporating it into their training and development program.

In summary, this research aims to study how Malaysian employees perceive the fairness of overall downsizing event

and how it affects their responses by looking at the situation through two different lenses, namely SET and affect. The current study will also explore the role of cultural and individual differences in shaping survivors' responses.

1.2 Research purpose and objectives

1.2.1 Research purpose

The purpose of this research is to investigate employees' perceptions on organisational downsizing within a Malaysian context and the influence of individual differences on their responses to such perceptions.

1.2.2 Research objectives

In line with the research purpose described above, and prompted by the literature, the following research objectives were devised for investigation through the studies of this thesis:

1. To explore and understand Malaysian employees' perceptions, emotions and behaviours as a result of their personal organisational downsizing experiences.

2. To explore the possible personal or cultural factors in shaping survivor's perceptions, feelings and responses to organisational downsizing.

3. To identify the best practices an organisation can employ to promote positive downsizing experience among employees.

1.3 Rationale for the study

1.3.1 Theoretical significance

According to Colquitt et al (2013), the potential synergies between exchange-based justice research and affect-based justice research remain unknown because justice scholars tend to choose one lens or the other when planning and executing their work. The present study intends to fill the gap by integrating the two main perspectives within a justice model.

As aforementioned, cultures shapes one's fairness and justice perceptions. What is seen as a fair conduct in one culture might be against the norm in a different culture (refer to subsection 3.5.1). Furthermore, the knowledge and strategy of organisational downsizing were mostly based on the North American and European sample. As downsizing has become a common practice in every part of the world, strategy that works in America might give a different result in different cultures. For example, from the reward allocation perspective, Bond et al. (1982) found out that collectivists prefer the outcomes to be equally distributed among group members rather than based on individual performance. Therefore, this thesis intent to explore what is considered a fair conduct of downsizing in Malaysia.

Downsizing has many negative effects on employees, especially survivors. Nowadays, organisations can no longer promise long-term employment and it may be beneficial for both organisation and employee to adopt the content of the new PC. The adoption of the content of the new PC may help

diminish the negative downsizing effects experienced by employees. Despite being written in many management and HR articles, to date there has been little research applying new PCs in the workplace (Baker, 2008). This study intends to fill the gap by looking at the agreement level to the new PC in a downsized Malaysian organisation.

1.3.2 Methodological significance

A qualitative approach can help understand what constitutes fairness perceptions among survivors of the downsizing event within a Malaysian context, by giving participants the opportunity to describe the phenomenon in their words rather than forcing a closed answer. Subsequently, the results will be tested in large, representative samples, which also allows one to test theoretical hypotheses (Fassinger & Morrow, 2013). Literature on the costs of downsizing in Malaysia are indeed scarce (Junaidah & Anizah,2003), therefore by testing the justice model within a Malaysian context with a mixed-methodology approach will help to understand what constitutes fair downsizing practice in Malaysia from survivors' perspectives, which in turn will benefit future local researchers keen on exploring this issue.

1.3.3 Practical implications

Despite being practised among government (public sectors privatisation) and private agencies since the 80s, we still do not know the extent of organisational change, particularly downsizing impact on Malaysian workers. Most empirical studies and established frameworks on organisational change were derived from Western societies. Malaysian culture is

different, and people's attitude, perception and receptive towards change vary by culture. Therefore, this research will help in identifying organisational downsizing management approaches that congruent with Malaysian culture.

Downsizing often significantly increases voluntary turnover among survivors (Trevor & Nyberg, 2008). Given how crucial their role is in the post-downsizing phase, the propensity would be damaging for organisations. Not to mention, employee turnover is expensive because organizations not only lose valuable employees, but also have to spend time and money replacing those who leave (Mishra & Spreitzer, 1998). In "2017 Hays Asia Salary Guide" , talent retention was mentioned as one of the challenges faced by 97% Malaysian employers (Hays, 2017). With all the rapid changes and challenges happening globally, employee is the best asset to help carry forward organisation's effort. Thus, this study hopes to help the management to improve their employee retention strategy.

The Code of Industrial Harmony 1975 is a guide for employers considering workforce reduction. However, up until now it's still not legally binding , therefore there is no legal obligation on the part of employer to adhere to the contents. The weak employment practices were also 'recognised' internationally by receiving a 4rating in the International Trade Union Confederation Global Rights Index 2017. Countries in this rating are exposed to systematic violation in which the government and/or organisation engaged in serious efforts to go against the employees from voicing their opinions, as aforementioned,union busting in MAB. Hopefully, the outcome

of this study will act as an impetus towards the official enforcement of Malaysia retrenchment law.

Beyond financial considerations and chaos, the downsizing process also exacts a heavy emotional and mental toll on employees. By 2020, depression will be the second leading cause of world disability (WHO, 2001) and by 2030; it is expected to be the largest contributor to disease burden (WHO, 2008). On top of that The National Health and Morbidity Survey (NHMS) 2015 had revealed some staggering facts about the state of mental health in Malaysia in which the prevalence of mental health problems among adults increased from 10.7% in 1996, to 11.2% in 2006, to 29.2% in 2015. Mental health problems, if untreated, may hinder employees from realising their full potential and looking at the bigger picture, could lead to a more serious social issue. Evidence from Japan, Hong Kong, South Korea, Taiwan, Singapore and Thailand (Chang et al 2009) indicates that severe financial losses due to the economic crisis in Asia and especially unemployment have resulted in increases in suicide. For Malaysia to be a developed and high-income nation, the people must not lose sight of the importance of sound mental health development – and addressing the issue should be a priority.

1.4 Organisation of the thesis

This thesis consists of eight chapters including this Introduction. The remaining chapters are organised in the following manner.

Chapter 2 provides a critical review of relevant literatures. It begins by exploring the literature of organisational justice, followed by the two theoretical lenses used to explain the effect of employees justice perceptions namely 1) Cognitive approach via Social Exchange Theory and 2) Affective approach via Appraisal Theory.

Chapter 3 outlines the research context of this study, organisational downsizing. It begins by reviewing the downsizing literatures mainly on the psychological impact.

Chapter 4 elaborates on the methodological approach used in the study. It begins by explaining the rationale of the mixed methods approach, followed by the elaboration for each study, which consists of methods and data analysis techniques and finally the ethical considerations.

Chapter 5 discusses the findings of Study 1, a qualitative study. By using an organisational justice framework, the objective of this chapter is to provide insights into the downsizing experiences among Malaysian employees. In particular, the study is trying to find the emergent themes from the lived experiences, which encompasses perceptions, emotions and behavioural outcomes. In addition this study intent to identify possible influence of personal factors on responses to organisational downsizing.

Chapter 6 and 7 focuses on the findings from Study 2, the quantitative study. By using a survey, this chapter investigates the association of all the emergent themes resulted in Study 1.

The thesis concludes in Chapter 8 with the conclusions, implications and limitations of of this study.

CHAPTER 2: THE ORGANISATIONAL JUSTICE FRAMEWORK

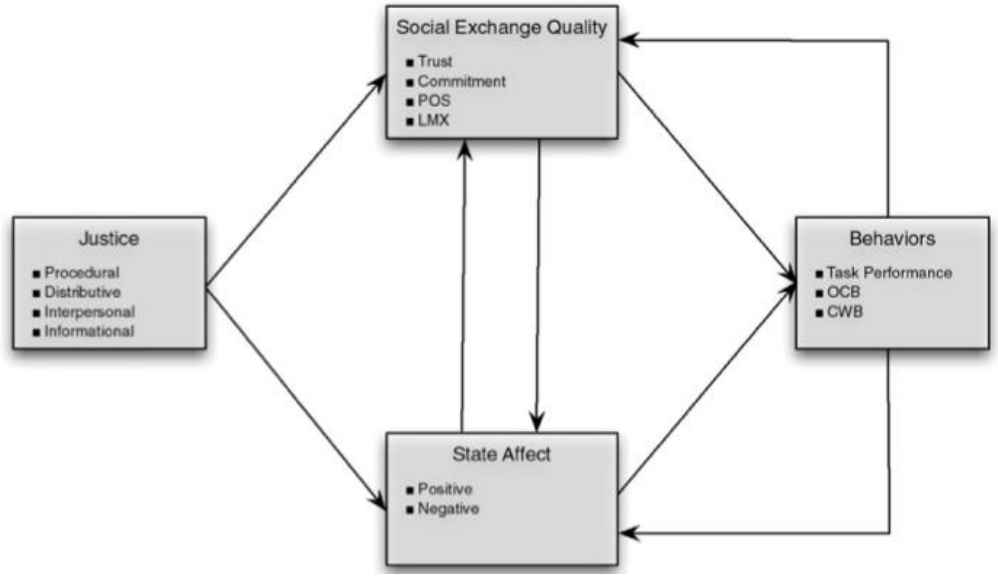
2.1 Introduction

The present study adopts an organisational justice model proposed by Colquitt and colleagues (2013) within the context of organisational downsizing in Malaysia. This model was derived from a meta-analytic review of 413 justice articles. As a result of their searches, they found that for the past decades, the organisational justice study has been largely dominated by the social exchange theory (SET) and then soon justice researchers started to view it from the affect perspectives. The purpose of their review was to use meta-analytic methods to examine the adequacy of both lenses to serve as a potential as theoretical guides for future research. From the SET perspective, the findings showed strong relationships between the justice dimensions with social exchange (SE) quality indicators, and moderate relationships between the justice dimensions with reciprocative behaviours (i.e. TP, OCB and CWB). Despite the fact that many researchers believe that organisation-focused justice would be more strongly related to organisation-targeted outcomes, with supervisor-focused justice being more strongly related to supervisor-targeted outcomes (Materson et al., 2000; Rupp & Cropanzano, 2002; Lavelle et al., 2007). However, the findings revealed that no such relationships were found. Therefore, the authors suggest that less attention should be paid to whether SE quality or reciprocative behaviours are operationalized by based on supervisor or organisation targeted. This study also supports the premise that SE quality is the central mechanism for the relationships between justice

and reciprocative behaviours. However, due to the weaker relationships between exchange facets and CWB, no such effects were observed for CWB. Such results echoed the view that OCB and CWB are not merely opposites on the same discretionary continuum (Dalal, 2005) and suggest that CWB may arise from an altogether different mediator type.

From the analysis, it appeared that the relationships between justice and CWB might be better understood by affect than SE quality. With respect to the affect-based perspective, results revealed that justice was moderately positively related to state positive affect and moderately negatively related to state negative affect. This study also supported the premise that organisational justice and behavioural outcomes would be mediated by state positive affect and state negative affect. At the end of the analysis, Colquitt et al. (2013) suggested numerous promising avenues for integrating justice with SE theory and affect. Figure 2.01 summarises many of those avenues.

Figure 2.01 Conceptual model of suggested integration of justice, social exchange and affect (Colquitt et al, 2013, p.221).



Accordingly, this chapter will begin by reviewing the relevant theories on organisational justice. Followed by further discussions by looking at how the impact of organisational justice can be explained further through two perspectives proposed by Colquit et al. (2013), namely, the SET and for the affect perspective, the Cognitive Appraisal Theory will represent it.

2.2 The organisational justice framework

The concept of justice has interested scholars, philosophers and psychologists for decades. Aristotle is one of the first ones that analysed justice from the perspective of resource distribution among individuals perspective (Ross, 1925). Later on, scholars from various field revisited the concept of justice in regards to their respective field (e.g. human rights, analysis of valid agreement). Despite all the different views and perspectives, they all considered justice as a normative ideal. While philosophers view justice as an objective truth about what is fair, scholars in the social sciences seek to understand what individuals perceive to be fair. Research on organisational justice has been in the psychological literature for almost 70 years, with the earliest theories of social justice applied to organisations were derived to test principles of justice in general social interaction.

Concerns about organisational justice are reflected in several distinct facets of employees working lives. The first concern is about the fairness of resource distributions among employees in organisations, this is known as distributive justice (Homans, 1961; Blau, 1964; Adams, 1963, 1965; Deutsch, 1975;

Leventhal, 1976). The second concern is related to the fairness of decision-making procedures that lead to those distributed outcomes, and this is referred to as procedural justice (Thibaut& Walker, 1975; Leventhal, 1980; Leventhal et al.,1980). The third concern is the interpersonal treatment that employees receive in their interactions with decision makers and whether this treatment is based on dignity and respect, this termed as interactional justice (Bies & Moag, 1986; Greenberg, 1993). All three combined formed the construct of organisational justice. The term organisational justice was only coined in 1987 when Jerald Greenberg introduced the conceptual justice models that are more sensitive to variables and issues directly relevant to organisational functioning.

The present study will examine the perception of justice within downsizing context. Specifically, focusing on the dimensions mentioned above; distributive, procedural, and interactional justice.

2.2.1 Distributive justice

In general, people are hardly getting the same treatment as the other person. The same principle applied in organisations, some people enjoy rapid promotion and higher pay than the others. It does not surprise the earliest attention had been given to the organisational justice is the distribution of rewards. Research on distributive justice dominated the study of organisational justice from the 1950s to 1970s. The initial work on distributive justice was focusing on relative deprivation or comparing one’s outcomes to the outcomes of a referent other. The next work concerned on economic and

social exchanges relationships and expectations of outcomes one should receive. Soon after that the most comprehensive and influential work on distributive justice, i.e. equity theory was introduced and provided calculus formula for determining fair distribution based on the output-input ratio. Finally, in the 1970s, other methods such as equality were introduced in determining distributive justice.

2.2.1.1 Relative deprivation

A study by Stouffer and colleagues (1949) pioneered the study of distributive justice in the psychology field and consequently responsible for the birth of relative deprivation theory. This study involved looking at the attitudes of U.S troops during World War II, and the analysis showed the most common occurring category under the theme of perceived injustice was the promotion system. From the study, they concluded that the army's attitudes to outcomes were not solely influenced by the outcomes received but rather by the relative level of their outcomes compared to their co-workers. The primary significance of this theory in the history of organisational justice is the establishment of the importance of social comparison processes in judging satisfaction with outcomes.

2.2.1.2 Economic and social exchanges theory

Homan's (1961) detailing his conceptualisation of distributive justice based on the idea of relative deprivation and his conceptualisation of SE (1958), i.e. the process by which an actor's behaviour influences the activities of at least one other individual. He then noted, over time individuals will develop exchange histories, and this will serve as a normative

expectation for future exchanges. Individuals in an exchange relationship also concern to the possibility that the other party may be getting more from the exchange than they are supposed to (Homan, 1961). The general rule to ensure fairness in exchange relationship is by ensuring that participants rewards and costs are proportionate, otherwise perceive of unfairness will trigger anger or guilt among participants, specifically when they perceive that the profits are short or exceed. In term of behavioural consequences, to reach justice, individuals may seek a way out of the exchange relationship or bargain until the expectation is met (Homan, 1961). He further noted that the fairness perception between both parties may or may not be in a similar state due to its subjective nature.

Later on, drawing on Homan's (1961), Blau (1964) expanded the idea by introducing several types of expectations of fair exchange;

1. General expectations: drive by one's role, occupation formed by social norms and standard of what person ought to receive,
2. Particular expectations: associated with rewards received from a particular person adhere to the beliefs that specific exchange partner will (a) conform to acceptable codes of conduct (b) provide rewards for the association that exceed what could be obtained from other exchange partners.
3. Comparative expectations: refer to the profits individual expect to earn from exchange relationship.

Unlike Homans (1961), these specifications of exchanges expectations, take into account the societal norms of fair behaviour. Another unique impact that distinguished Blau (1964) from Homans (1961) is the useful description of economic and social exchange. Economic exchange relationships involve more of a short-term with little emotional attachment between the two parties, quid pro quo exchange of concrete goods. Meanwhile, SE is described as subjective, relationship-oriented interactions between two parties characterised by an exchange of socio-emotional benefits such as support and loyalty, mutual trust and commitment, a long-term focus, and unspecified, open-ended commitments (Blau, 1964; Organ, 1988; Organ, 1990). Cropanzano and Rupp (2008) also stated that Blau's work strongly implied in an implicit way that SE is a sort of relationship characterised by trust and obligation. Blau's (1964) perspectives suggest that distributive injustice can occur whether economic or SE are violated, in addition, to compare the outcomes to other people in determining if an injustice occurred, an individual tends to consider societal norms with regard to how people should be treated. Basically, he suggested SE relationship is relevant in determining the fairness perception. This claim has had a lasting impact in the justice literature, given that the development of SE relationship has become one of the most prominent explanations for the effects of justice on work behaviour (e.g. Organ, 1990).

2.2.1.3 Equity theory

In the mid-1960s, the most detailed theory developed to explain how people determine whether the received outcomes are fair was introduced. Referred as equity theory (Adams,

1965), this theory became the dominant approach for analysing issues of justice in the workplace for almost two decades. Drawing on Homan's (1961) notions of profits and investments, this theory conceptualized distributive justice (referred as equity) by claiming that people determine fairness by first evaluating their perceived contributions or input relatives to the outcomes they have received, then they will compare this ratio to the corresponding ratios of their co-worker to determine the extent to which the outcomes received is fair. Inputs include education, intelligence, experience, training, skill, seniority, age, sex, ethnic background, social status and the expended work efforts, meanwhile outcomes include pay, rewards intrinsic to the job, satisfying supervision, seniority benefits, fringe benefits, job status and a variety of formally and informally sanctioned prerequisites (Adams, 1965). Individuals are theorised to achieve equity by modifying their inputs and outcomes, or by attempting to change the inputs or outcomes of the comparison others. These reactions may be classified as being either behavioural or psychological (Walster et al., 1978). Examples include decreasing productivity at work, finding a new job, asking for a wage increase, changing the comparative other, or attempting to distort or justify changes in their perceptions of inputs and/or outcomes (Adams, 1963). Not long after that, Adams (1965) introduced an equity equation to enable the explanation of equity to be done mathematically;

$$\frac{O_1}{I_1} = \frac{O_2}{I_2}$$

where O_1 and O_2 are the outcomes and I_1 and I_2 are the inputs for person 1 and 2 respectively. As in Homans's (1961) conceptualisation, Adams (1965) stated that an over reward

situation would result in a person experiencing guilt, shame or remorse. These negative emotions will also lead the individual to reduce the imbalance (Cropanzano, 1993). Traditionally, equity theory has been tested by monitoring the reaction of individuals in a laboratory setting where the inequity situation being induced intentionally by under or overpaying participants (Landy & Conte, 2010). They hypothesised that underpaid participants would lower the quality or quantity of their output, whereas people who were overpaid would raise the quality or quantity. The findings supported the underpayment predictions, but not the overpayment ones, which may be due to the fact that inequity due to overpayment is not as stressful as inequity from underpayment (Landy & Conte, 2010).

Although the support for Adam's theory appears impressive, several studies have criticized the experimental manipulation that had been used to induce perceive injustice, for example, the under and overpayment experiment could also alter subject's self-esteem, generating behavioural effects for reasons other than distributive injustice (Lawler, 1968; Pritchard, 1969). Meanwhile, Leventhal (1980) pointed out the mere utilisation of distributive outcomes and disregard of procedures that generate the distribution of the outcomes. Furthermore, equity theory did not dictate who would be chosen as a comparison other, how many others, what criteria would be used in this comparison (Colquitt et al., 2005).

Shortly after Adams (1965) equity theory became popular, Walster and her colleagues (Walster et al., 1973; Walster, et al., 1978) introduced a new version of equity theory. This new framework retained most of the basic features of Adam's

equity theory. This revised version extended equity theory (Adams, 1965) in two ways. First, Walster and colleagues (1973) noted that the formula established in Adam's (1965) equity theory adequate only as long as all participants have positive inputs. The formula is not applicable in social settings where inputs may be negative. Second, Walster et al. (1976) also claimed that the two form of inequity restoration were not developed thoroughly by Adams (1965). They argued that an individual could restore equity to an inequitable relationship by restoring actual or psychological equity. Restoring actual equity involves an actual modifications to one's or another's inputs and/or outcomes, for example underpaid employees would decrease their effort at work, whereas restoring psychological equity involves altering the perceptions of a person or others inputs and/or outcomes ,for example, an exploitative employer may convince himself that his inequitable relationship with his underpaid and overworked secretary is, in fact, equitable by undermining her skills (Colquit et al., 2005). Although, several issues it raises concerning the fair distribution of nonmonetary outcomes are essential in organisational settings (Greenberg, 1996), Walster et al. (1973) revised theory receives little attention by organisational justice researcher.

2.2.1.4 Multiple allocation norm

In the late 1960s and early 1970s, some scholars (Leventhal, 1976; Deutsch,1975) began to critique the prior work of distributive justice. They were disagreeing on the merely weighing output-input ratios method as the only way people could determine distributive justice. Research by Leventhal and his associates took a more proactive perspective by

shifting focus from how workers respond to fair and unfair outcome distributions to how workers attempt to create fair outcome (Colquit et al., 2013). The justice judgment model by Leventhal (1976) proposed that individuals attempt to make fair allocation decisions by applying several possible allocation rules to the situations they confront, namely (i) the equity rule, relates to promoting high productivity and work performances; (ii) the needs rule, relates to the welfare needs of individuals regardless of their inputs and lastly, (iii) the equality rule involves equal distribution of outcomes, a common practice for when the distributors intent to pursue social consensus (Leventhal,1976). He also argued that the equity rule was not always appropriate, because it differentiates the outcomes between the recipients, which in turn threatens to undermine interpersonal cooperation and will disrupt socio-emotional relations. The other scholar, Deutsch (1975) also noted that equity theory was inappropriate in non-economic social relations. In particular, both, Leventhal (1976) and Deutsch (1975) claimed that whenever the primary goal of an exchange is the promotion of group solidarity and harmony, equality is the appropriate allocation norm rather than equity.

By early 1980s, this conceptualisation had slowly waned due to the inability of equity theory and distributive justice models (Crosby, 1976; Deutsch, 1975; Folger, 1984) to fully predict and explain people reactions to perceived injustice. The focus of research shifted to procedural justice, which describes the fairness of the procedures used to determine the outcomes (Folger & Greenberg, 1985). This shift had expanded the study of distributive justice, especially when findings showed that

the distribution of rewards was not always as important as the process by which they were allocated (Lind & Tyler, 1988).

2.2.2 Procedural justice

During the distributive justice era, some scholars occasionally highlighted the importance of procedural justice, and one of them was Blau (1964). In particular, he emphasised that the specific exchange partner belief of the acceptable codes of conduct. Meanwhile, Leventhal (1976) and Deutsch (1975) noted that the attempt used by allocators to create fair outcomes was also crucial in determining fairness in non-economic social relations. Soon after that, Leventhal (1980) noted the need to add procedural justice to equity theory in explaining perceived fairness in social relationships. He conceptualised procedural justice as "individuals belief that allocative procedures which satisfy certain criteria are fair and appropriate".The wave of procedural justice dominated the justice research between the 1980s and early 1990s (Colquit et al., 2005). Leventhal (1980) developed his view on procedural justice based on Thibaut and Walker (1975) work of " Self-Interest Model". In the following sections, the main theories and models of procedural justice are presented, discussed and criticised.

2.2.2.1 The self-interest model

The development of procedural justice research can be credited to Thibaut and Walker (1975) study on fairness perceptions within legal dispute resolution contexts. According to them, people tend to perceive decisions as fair when they have a voice (control) in those decisions. Thibaut and Walker

compared people's satisfaction with two legal systems, the adversary system (as applied in the USA and UK), in which a judge controls the decision but not the presentation of evidence and the continental system (as applied in Europe), where a judge controls both the outcome and the procedure. The results revealed significant effects, regardless of the verdict (guilty or innocent), the adversary system was preferred. According to Thibaut and Walker (1975), one of the factors that might have contributed to this evaluation is that in the adversary system, the judge let both parties have control on the presentation of evidence. These findings were notable as it is showed that apart from outcomes, procedures also play a role that could drive individual attitudes, which then formally brings to the introduction of procedural justice;

> *"We suggest that the just procedure for resolving the types of conflict that result in litigation is a procedure that entrusts much control over the process to the disputants themselves and relatively little control to the decision maker. There are many correlated and subsidiary elements of procedural justice, but the key requirement for procedural justice is this optimal distribution of control* (Thibaut & Walker, 1975, p. 2).

As the model developed Thibaut & Walker (1978), contrasted two forms of controls, namely (a) the process control, in which disputants have control over the presentation of the evidence regarding their case and (b) the decision control, in which disputants have control over the actual decision made. They argued that for optimal results, process control must be placed in the hands of disputants but reserves decision control for a neutral third party as in the adversarial model (Thibaut &

Walker, 1978). In conclusion, the main contribution of Thibaut and Walker was that they highlighted the importance of procedures in evaluating the justice, regardless of the result of the outcomes (Lind & Tyler, 1988).

However, this model was also criticised, among them, Cohen (1985) said the role of the judge was different from the role of the manager in the organisation, which, given the nature of the personal relationship, compared with managers in the organisation, judges are not exposed to bias against disputants. Furthermore, as to the study conducted in the laboratory and involved students, Sears (1986) doubted that this finding would apply to the general population. Tyler (1989) said that this model is only suitable in dispute resolution settings and is not applicable to other settings.

2.2.2.2 The procedural preferences model

After their publication, Thibaut and Walker's (1975) work continued to inspire social psychologists such as Gerald S. Leventhal, one of the first distributive justice researchers that systematically highlighted the important roles of procedural justice. This model is an outgrowth from the multiple allocation norm mentioned above (refer subsection 2.2.1.4). He argued that "procedural rules constitute the second category of justice rules" (Leventhal, 1980), p.30), in which it referred as an individual's belief that allocative procedure is fair and appropriate when it meets certain criteria.

Specifically, he proposed that people believe that certain procedures have different impacts on the attainment of their respective goals or justice and that the procedure believed to

be most likely to help attain one's goal will be the most preferred one. Seven procedures that may help promote the attainment of justice were identified . These include procedures that (a) allow opportunities to select the decision-making agent, (b) follow consistent rules, (c) is based on reliable information, (d) outline the structure of decision-making, (e) ensure the agents who administer the allocative process are performing their responsibilities with honesty and integrity, without bias, (f) allow for appeals to be heard, and (g) provide opportunities for changes to be made in procedures.

Subsequently, Leventhal (1980) identified six procedural justice rules to judge each of the components above;

1. Consistency: Similar procedures must be applied to everyone without discrimination, and for every application, procedures must be stable and follow the same rules in the same way.

2. Bias suppression: To sustain a fair allocative process, the decision-making process must be separated from personal self-interest and blind allegiance to existing preconceptions.

3. Accuracy: This rule "dictates that it is necessary to base the allocative process on as much good information and informed opinion as possible. Information and opinion must be gathered and processed with a minimum of error" (Leventhal, 1980,p. 41)

4. Correctability: The fair procedure must contain some provision to modify and reverse bad decisions for instance by allowing for appeals and grievances. After all, according to Leventhal, "even the most well-intentioned and competent decision makers commit errors or oversights" (Leventhal, 1980, p.43).

5. Representativeness: This rule emphasised the importance of procedures to reflect the basic concerns, values and outlooks of individuals and subgroups impacted by the allocation. This rule is similar to the concept of process control by Thibaut and Walker (1975), in which individuals tend to perceive decisions as fair when they have control over or participate in, the allocation process (Cohen, 1985).

6. Ethicality: Procedures must be according to the basic moral and ethical values accepted by the individuals involved. There are several examples of how a procedure might go against the ethicality rule, this includes the use of deception, bribery, invasion of privacy and spying.

Leventhal claimed that each justice rule could be applied to each procedural component. However, he admits that some of the rules are especially important for certain components, for example, the accuracy of information is a particularly important feature for gathering reliable information component.

After all of these detailed works, Leventhal et al. (1980) still claimed that the issue of procedural rules was secondary to

the distributive justice. Interestingly, they also claimed that in general, fairness, whether distributive or procedural, often will only have a minor influence on attitudes and behaviours (Leventhal et al., 1980). In particular, they implied that, often, people are more likely give little thought about fairness. Lind and Tyler (1988) criticised the six rules mentioned above as too broad, especially the two aspects of consistency rules (consistency across person and time), as it might have a different effect on the overall judgements of procedural fairness. Lind and Tyler (1988) further criticised that Leventhal (1980) overestimated the role of outcomes and gave less attention to which procedural rules or components play an essential part in determining the fairness judgment. Despite all that, the Leventhal's rule of justice has been used as a basis of many studies in procedural justice (Folger & Konovsky, 1989).

2.2.3 Interactional justice

Concern on interactional justice only came by the mid of the 1980s through Bies and Moag (1986). They were responsible for introducing the interpersonal nature during the implementation of procedures and decisions. It started when Bies (1985) developed an interest in the issues of interactional justice among graduate students. It his peers who shared the stories of their feelings of being used, manipulated and disrespected as students in the graduate program. At some point, he realised that although students were complaining about the procedure, none of those was targeted at the formal procedures. Since the existing justice model at that time failed to accommodate the whole situation experienced by graduate students, Bies and Moag (1986) illustrated the following idea;

Procedure→Interaction→Outcome

They suggested that procedural justice and interactional justice are related to the fairness of outcome in a causal, sequential manner, with "each part of the sequence is subject to fairness considerations and thus every aspect of an organisational decision (procedure, interaction, outcome), may create a potential justice episode" (Bies & Moag, 1986, p.46). In other words, separate fairness judgments might be made regarding each part of the sequence, although an extreme judgement about any one segment might influence an individual's overall judgment to the entire sequence. Therefore, when the procedures and outcomes are considered as fair, but the interpersonal sensitivity element is absent, it is possible for the whole experience to be perceived as unfair.
Such effects showed the importance of recognising interactional justice as a distinct construct from distributive and procedural justice (Bies & Moag, 1986). Building on Bies (1985) unpublished work, Bies and Moag (1986) identified four rules governing the fairness of interpersonal treatment;

1. Truthfulness: When implementing decision-making procedures, an employer should be open, honest and avoid any deception in practising the communication with employees. Deceptions and candidness are the two principles shaping the concerns of truthfulness.
2. Justification: Employers should provide sufficient explanations for the decision-making process and its outcomes.
3. Respect: Employers should treat individuals with dignity, politeness and refrain from deliberately being rude to

others or attacking them during the communications and applying decisions.

4. Propriety: Prejudice statements or asking inappropriate questions may be perceived as unfairness of interactions. For instance, those related to race, religion, age or sex.

Although these criteria were drawn from the recruitment context, they appear to be relevant to the decision-making setting (Colquit et al., 2005). Of all the rules mentioned above, truthfulness was cited by approximately one-third of the job candidates, while the remaining rules were cited less frequently (Bies, 1985). Later he expanded the construct of interactional justice in three chapters together with Byrne and Cropanzano (2001). Inspired by Bies and Moag (1986), Folger and Bies (1989), Tyler and Bies (1990) and Greenberg and colleagues (1991) had expanded the four rules by identifying additional criteria for judging the procedures implementation. Folger and Bies (1989) introduced seven rules of management responsibilities namely; truthfulness, justification, respect, feedback, consideration of employee views, consistency and bias supervision. Meanwhile, Tyler and Bies (1990) added five additional rules namely; adequately considering employees viewpoints, bias suppression, consistency across employees, providing timely feedback to employees after a decision and providing an account of (or explanation for) the decision. Finally, Greenberg et al. (1991) identified three structural considerations (i.e. consideration of employees viewpoint, the appearance of neutrality and consistent application of rules) and three personal- oriented rules (i.e. the timely use of

feedback, the use of adequate explanations and treatment with dignity and respect).

With all the additional criteria added in these three studies (Folger & Bies, 1989; Tyler & Bies,1990; Greenberg et al., 1991) truthfulness, justification and respect were consistently mentioned in all of these studies (Colquitt et al., 2005). Meanwhile, some of the rules overlapped with the procedural criteria identified by Thibaut and Walker (1975), namely, considerations of employees viewpoints and two of Leventhal et al.' s(1980) namely bias suppression and consistency. Greenberg (1993) explained the overlapping happened because interactional justice was seen as the social aspect of procedural justice.

Interestingly in all three chapters that Bies co-authored with Byrne and Cropanzano (2001), he failed to use the term "interactional justice". Instead, the term of "enactment of procedures" (Folger & Bies, 1989), "interpersonal context of procedural justice" and "human side of procedural justice" (Tyler and Bies, 1990) were used to imply the dimension of interactional justice. This confusion led to the inconsistencies in interactional justice research. At the end of the 1990s, several researchers tried to resolve some of the confusion regarding, the independence of procedural and interactional justice. Bies (2001) and Bobocel and Holmvall (2001) suggested that interactional and procedural justice can be defined in conceptually distinct terms since they are based on different rules and have different consequences. In another study, Masterson et al. (2000) found that the perceived interactional justice improved the quality of a relationship between supervisors and employees, which then increase

employee's performance and satisfaction. Meanwhile, perceived of procedural fairness showed to improve employee's commitment and OCB. In summary, interactional justice is associated with supervisory referenced outcomes while procedural justice is associated with system-referenced outcomes.

The terminology of interactional justice was first employed by Greenberg (1993a). He claimed that interactional components were not the social part of procedural justice. In fact, he argued that interactional justice construct should be separated into two distinct dimensions, namely; interpersonal justice and informational justice. Drew from Bies and Moag (1986), interpersonal justice captured the respect and propriety rules whereas informational justice captured justification and truthfulness rules. Initially, interpersonal and informational justice were treated as one dimension, however, they were then treated separately when Greenberg (1993a) found that both dimensions had unique effects on behavioural outcomes such as theft. Another attempt to split interactional justice into interpersonal and informational components, was done by Colquitt (2001) in which he tried to validate a new organisational justice measure by running a confirmatory factor analysis and the best fit was obtained when informational justice (truthfulness and justification) and interpersonal justice (respect and propriety) was separated.

2.2.4 The Integrative Wave

The integrative justice theory embraces all the three (distributive, procedural and interactional) approaches. Folger's (1986), Referent Cognitions Theory was among the

first to examine the effects of multiple justice dimensions in combination (distributive, procedural and interactional justice), followed by others such as the Fairness Theory or the Fairness Heuristic Theory (Lind 2001, Cropanzano et al. 2001). This final phase of organisational justice research is termed as the integrative wave (Colquitt et al., 2005). Subsequently, they further identified three approaches to integrative justice, namely; counterfactual conceptualisations (i.e. referent cognitions theory, fairness theory), group-oriented conceptualisations (i.e. group value model, relational model, group engagement model) and heuristic conceptualisations (i.e. fairness heuristic theory, uncertainty management theory). Counterfactual conceptualisations are positing that injustice is a conceptualisation of "what might have been" (Folger, 1986, p.147). For instance, a situation might be perceived as unfair, if an individual can imagine the alternative, more favourable situation easily. Group-oriented conceptualisations of justice explain justice in regards of group acceptance and/or identification. For example, the group engagement model focuses on what makes individuals engaged in behaviours that help a group accomplish its goals. The third approach to conceptualising justice in an integrative manner is via heuristic models, in which it focused on the nature of the mental shortcuts used in forming individual's fairness judgments.

2.2.4.1 Referent cognition theory

In reflecting on the limitations of equity theory, Folger (1986b) suggested that there might be value in reconceptualising it by more explicitly detailing the cognitive and affective element that underlies the sense of injustice

Pioneered by Robert Folger (1986), Referent Cognition theory (RCT) involves psychology of "what might have been" by uniting procedural and distributive justice. Unlike Adams (1965), who focused on a sense of distress in the equity theory, RCT focuses on a deprivation framework. It elaborates on how employees compare an existing reality to a more desirable or favourable state and how feelings of anger and resentment can stem out of this relative deprivation.

Drew on the limitation of Adam's (1965) equity theory, where injustice and potential resentment were attributed to the comparison of an individual ratio to the corresponding ratios of a comparison other, Folger (1986) reconceptualised how injustice leads to dissatisfaction by focusing on the cognitive and affective aspects. To illustrate this theory, Folger (1986) wrote:

> "Suppose you do not get what you deserve. Regardless of whether the distributive rule being violated is equity, equality, or need, you are apt to feel resentful. Regardless of which rule was broken, the point is that what happened is not what ought to have happened. When you feel resentful, your thinking is inherently referential-your frame of reference for evaluating what happened consists of a mental comparison to what might have happened instead ... if only things were as they should have been. Such thoughts, then, are *referent cognitions,* involving the psychology of "what might have been" (p. 147)

RCT claimed that resentment about decision making would be maximized under the following conditions (Colquit et al., 2005, p.36):

1. Referent outcomes are high (when a better state of alternative affairs easily could be imagined);
2. The perceived likelihood of amelioration is low (i.e. there is little hope that future outcomes will be better);
3. Justification is low (i.e. the event ought to have occurred differently).

According to Colquitt and colleagues (2005), this theory reflects three components of perceived of justice in the workplace, with referent outcomes reflects distributive justice, justification reflects both procedural justice and interactional justice. Findings from a laboratory study by Folger and Martin (1986) showed that high levels of justification neutralised the effects of referent outcomes on anger and resentment.

Later on, this theory was criticized for omitting accountability and therefore had been further developed into fairness theory (FT) (Folger & Cropanzano, 2001). FT seeks to clarify when an agent or authority will be considered responsible for injustice, in particular, for agent or authority to be regarded as unfair, the theory purport is that blame will be assigned only when the following questions are answered affirmatively (Colquitt et al., 2005,p.38);

1. Would I have been better off if a different outcome or procedure had occurred? In other words, have I experienced some injury?
2. Could the authority have behaved differently? In other words, were there other feasible courses of action?
3. Should the authority have behaved differently? In other words, were moral and ethical standards violated?

This theory primarily attributes the unfair situation to the decision makers or authority. Thus, if an individual's well-being is threatened and those in power would, could, and should have acted differently, the situation will be considered as unfair (Cropanzano & Rupp, 2003). Supporting this theory, Lowry et al. (2015) confirmed the efficacy of applying FT in explaining why employees may blame organisations and retaliate against the organisational effort to enhance their information security policies. Explicitly, the findings indicate that, in an event where the organisation decided to restrict employees' access to external websites, employees would perceive the new policy as fair if it is preceded with adequate explanation, for instance by saying that the external site exposed the organisation to hackers. In the absence of adequate explanation, the event will more likely be judged as unfair and may even lead to reactive computer abuse such as attempting to circumvent the restrictions or firewall or worse.

2.2.4.2 The group-value model

Drew from the limitations in the self-interest model (Thibaut & Walker,1985), Lind and Tyler (1988) introduced the Group-Value model (GVM). Thibaut and Walker (1985) suggested that individuals in organisations want to control what happens to them. Fair procedures will result in long-term gain due to exchange relationships with others where unfair procedures indicate that long-term gain cannot be guaranteed. However, according to Lind and Tyler (1988), this view is not applicable to all justice literature. For instance, it cannot explain why process control enhances one's fairness perceptions irrespective of its ability to influence the outcome. They also criticised the inability of self-interest models in explaining why

interactional justice (respect and politeness) does not necessarily affect fairness perceptions on the outcome. Based on the shortcomings mentioned above, as an alternative, Lind and Tyler (1988) introduced the GVM, in which it suggests that individuals seek a positive social identity as a member of an in-group. In other words, they argued that people pay attention to their group membership and are particularly attuned to their status in the eyes of others and their treatment from fellow group members. This membership also provides them with a source of self-esteem and self-respect (Tyler, 1994). Thus, fair treatment signals that they are respected members of that community/ group.

Based on this model, fair or just treatment will be construed whenever procedures and interactions are congruent with the fundamental values of the group. Thus, the perceived of justice from process control, consistency, respect and justification are not simply driven by their ability to influence the outcome, but it also attributes to the practice that accommodates the group values. Tyler (1989) identified three specific justice criteria that he felt were particularly significant to the affirmation of group values, namely neutrality (bias suppression), trust in the motives of authorities and status recognition (treatment with dignity). Although the GVM brought another perspective on why people care about procedural justice, Gilland and Chan (2001) pointed out that, it does not offer much explanation on how justice judgments are made and how it affects attitudes and behaviours.

2.2.4.3 Fairness Heuristic Theory

Developed from the relational model which justice is considered as a vital determinant of the legitimacy of authority figures (Tyler & Linds, 1992), fairness heuristic theory (FHT) is a theory that explain how individuals make fairness judgment based on what information is available to them (Van de Bos et al., 2001). Due to the possibility of being exploited by the authority, individuals tend to feel anxious , therefore they will rely on "fairness heuristic" to make such judgment, with heuristic defined as a "psychological shortcut used to decide whether to accept or reject the directives of people in positions of authority" (Lind et al., 1993, p.225) . There are two concepts in this theory, the primacy effect (Van den Bos et al., 1997) and trust as a proxy (Van den Bos et al., 1998).

The primacy effect refers to the extent to which employees make use of information that is readily available or presented to them first (Van den Bos et al., 1997). They proposed that the first available information, whether it is related to outcomes or procedures have a more significant effect on justice judgment than information available later (Van den Bos et al.,1997). From the two laboratory studies, Van den Bos and others (1997) found that when outcome information was presented first, it had a more significant effect on satisfaction, fairness judgments and intentions to protest. In the case of procedural information was presented first, it had a more significant effect on attitudes and behavioural intentions.

In the following study, Van den Bos, Wilke and Lind (1998) tested the second core propositions which are fairness heuristics are used as a proxy for trust. Results from two lab

studies showed that when participants received either positive or negative information about authority trustworthiness, the effects of procedural justice on satisfaction and fairness ratings were neutralized. The basis of this theory is that individuals form fairness heuristics based on their latest or first few encounters with authority, then rely on them to serve as a base for trust in negotiating dilemma-related decisions (Colquit et al., 2005). Although FHT has been supported by many studies (Van der Bos et al., 2001; Van der Boset et al., 1998; Van der Bos et al., 1997), the focus is limited to trust in authority.

2.2.4.4 Uncertainty Management Theory

Another heuristic approach is uncertainty management theory (UMT). While heuristics theory focuses on uncertainty about trust, this theory considers other types of uncertainty and explains how fairness information can be used to remove such uncertainty and its discomfort, even when the fairness experiences are not related to uncertainty (Lind & Vanden Boss, 2002). Van den Bos and Miedema (2000) conducted studies involving participants as well as the unseen others to complete a computerised pattern recognition tasks. Rewards were given to the participants based on their performance, and procedural justice was manipulated by giving participants some process control in the distribution process. Meanwhile, uncertainty was manipulated by asking participants their feelings about death (arousing uncertainty) or to reflect emotions on dental pain (not arousing uncertainty). As predicted, the results showed that the procedural manipulations had stronger effects on affects when

uncertainty was aroused in the participants than when uncertainty was not aroused.

One year later, the same method was used to test the same effect , only this time, instead of death and pain, the uncertainty manipulation was less extreme, in which uncertainty was manipulated by asking participants on their thoughts and feelings about being uncertain , or to reflect on how it feels to not be in charge. Findings showed that perceptions of justice were more strongly affected participants reactions when uncertainty was salient (Van den Bos, 2001b). To corroborates these laboratory findings, Van den Bos (2006) conducted a study in the organisational settings by exploring how survivors use perceptions of outcome fairness to cope with job uncertainty following the organisational restructuring. In line with the UMT, the findings showed that experience of outcome fairness has an ameliorative effect on feelings of job-related uncertainty.

Similarly, Takeuchi and colleagues (2012), found that employees make sense of the uncertainties in their situation based on their perceptions of justice and use this to guide their engagement in voice behaviour. In particular, a superior's respectful treatment encouraged voice behaviour among employees. Employee voice behaviour is referred to as "making innovative suggestions for change and recommending modifications to standard procedures even when others disagree" (Van Dyne & LePine, 1998, p. 109). They also found that high procedural justice weakened the effect of interpersonal justice on voice behaviour. As such, when procedural justice is high, employees may experience low uncertainty, as they perceive themselves to be protected by

the organisation's policies, hence become less reliant on respectful treatment to provide them with cues to help evaluate the uncertain situation.

The UMT is not without limitation. This theory suggests that fairness judgments help to alleviate individual's feelings of uncertainty; however, Nadasic (2006) commented that it fails to recognise the role of uncertainty avoidance as a cultural dimension in influencing one's fairness perceptions. According to Hofstede (1980) people across cultures react differently in uncertain environment, with high level of uncertainty avoidance indicate the people in that particular culture often feel threatened by ambiguous situation and will try to avoid the situation, while people in low level of uncertainty avoidance cultures view uncertain situation as a challenge rather than a threat (refer subsection 3.4.1).

2.3 Relating social exchange theory and organisational justice

SET is an interdisciplinary perspective that has roots in anthropology (Sahlins, 1972), economics (Becker, 1981), sociology (Blau, 1964), and social psychology (Gouldner, 1960; Homans, 1958). As it derives from various disciplines, SET, likewise, has been applied to many different topics (Emerson 1976) such as between dating couples (Sprether, 2001), between suppliers and distributors (Griffith et al., 2006), between coaches and athletes (Weiss & Stevens, 1993) and also within the workplace (Organ, 1988). Although various views of SE have emerged, theorists concur that SE includes a series of interactions that generate obligations (Emerson,

1976). In this current study, the role of SET will be explored to gain a better understanding on the impact of justice.

Despite the existing compatibility between SET and organisational justice, the formal integration only started in the 1980s as the SET expanded their rigid belief of self-interested exchanges, to the emphasization of interpersonal relationship. Interestingly, prior to 1960s, almost the entire classical SE theorists acknowledged the interpersonal relationships element in the SET. For instance, Albert Chavannes (1936) suggested the importance of obligations and interpersonal relationship. He further added that without interpersonal relationships it would be difficult for an individual to have a genuine concern that encourages them to have some obligations to the other party. In the early 1960s, however, the interpersonal relationship was then entirely out of the picture. Despite recognising the classical SE theorists works, Homan's (1961, p.13) defined SE as "the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two parties" Instead of treating social interaction as a social relationship between two parties, Homan's view the SE relationship as a way of maximising one's outcome (both economic and social) with greater emphasis on individual's self interest, and less on relationships and moral obligations, more like a transactions (Cropanzano & Rupp, 2008). This dyadic exchange formed the basis for much of his theoretical consideration of other important sociological concepts such as distributive justice, the materialistic dimension of organisational justice (refer subsection 2.2.1.2).

Similarly, the concept of organisational justice also involves some sorts of transactions, specifically on the amounts of

outcomes received (distributive justice), how outcomes are assigned (procedural justice), how the organisation treats them (interactional justice), collectively all these dimensions cover economic and social perspectives. Therefore, due to its focus on economic rationality, and lack of social and moral considerations, the integration between SE theory and organisational justice was delayed (Cropanzano & Rupp, 2008). Peter Blau (1964) seminal work managed to overcome this issue, which subsequently led to the integration of SET and justice in the organisational research (Cropanzano & Rupp, 2008).

Built on the work done by George C. Homans, Blau (1964) greatly expanded on the importance of "social" context to which economic and exchange principles were being applied (Redmond, 2015). In fact, Blau (1964) is known for its distinguished and useful description on economic and social exchange (refer 2.2.1.2). Briefly, economic exchange relationships are, explicit, shorter-term without much emotional attachment between parties and monetizable (Blau, 2005) meanwhile, SE is the opposite, implicit and non-monetizable (Blau, 2005). Specifically, SE denotes subjective, relationship-oriented interactions between parties characterised by an exchange of socio-emotional benefits including support, loyalty, mutual trust, commitment, a longer-term focus, and unspecified, open-ended commitments (Blau, 1964; Organ, 1988; Organ, 1990). Due to the involvement of social interaction, unlike economic exchange, SE relationships tend to identify strongly with the person/entity being engaged with (Rupp & Cropanzano, 2002), therefore in the organisational settings it could be the co-workers, the supervisors or the organisation itself.

The notion of SET was first incorporated into the organisational behaviour field through an OCB research by Organ (1988b, 1990). He reconceptualised SET to accommodate the underlying reasons of OCB, henceforth lead to the official integration of SET within the organisational justice research (Organ,1988a, 1990). In particular, Blau's (1964) model of was employed as Organ (1988a, 1990) tried to make sense why employees would go for extra-mile for the organisation in the absence of reward. Two explanation was provided. Firstly, in SET, these relationships involve give and take, employees don't necessarily have to behave altruistically in reciprocating the favour. Secondly, people are motivated by the norm of reciprocity (Gouldner, 1960). The norm of reciprocity (Gouldner, 1960) is defined as the states that if one person does another a favour, this person can expect some future return, but what constitutes the return favour is not stipulated in advance. Basically, people seek to return good deeds with good deeds, same goes for bad deeds. Therefore, if the authority figure or organisation treated an individual in a good manner, he or she will reciprocate the good treatment by working above and beyond their formal duties (Lavelle et al.,2009), meanwhile people will return the ill treatment by engaging in CWB (Ambrose et al., 2002). These theoretical assumptions were first employed by Organ and Konovsky (1989), where they speculated their result through a justice lens, by suggesting that the significant prediction between pay and job cognitions with OCB was potentially due to employees perceptions of fairness on the pay and job cognitions. Consistent with the concept of reciprocity, a just treatment from the organisation, foster a trusting relationship with the organisation reduces

vulnerability feelings and subsequently encourages extra-role engagement. The speculation also implied that, if justice can initiate a SE relationship, then it also should be able to predict OCB. Not long after that Moorman (1991) turned the theoretical assumptions to an empirical evidence where he examined the relationship between justice and OCB based on SET. Since then, the results have been replicated through various SE indicators. In a meta-analysis study involving 493 justice-related research conducted by Colquitt and colleagues (2013), significant relationships between justice and job performance (task performance and OCB) was explained through SE quality (trust, organisational commitment, perceived organisational support, and leader-member exchange). However, such a mechanism was not observed for CWB, which indicates that, if the conditions were perceived as unfair, SET lens would not be able to explain employee engagement in CWB. Through the same study, Colquitt and colleagues (2013) suggested the impact of justice on CWB can be explained through affect based perspectives. This statement is consistent with Spector and Fox (1999) in which they claim that, CWB are an emotion-based response to stressful organizational conditions (Fox & Spector, 1999; Spector 1975, 1978). The next section will discuss this complementary view in details.

2.4 Understanding organisational justice through cognitive appraisal theory

Although SET offers a convincing explanation for justice effects, that explanation is mainly cognitive. After claiming for decades individuals rationally reason about justice issues, justice scholars finally recognised that individuals could also

feel justice (Cropanzano et al., 2011; De Cremer, 2007). After all, affect has always had a place in justice literature. Evidently, Homan (1961) and Adams (1965) were very explicit as to what would happen from injustice outcomes, where a disproportionate outcome will result in guilt and anger (refer subsection 2.2.1.2 and 2.2.1.3). Based on RCT, Folger and colleagues (1983) suggested that a high referent individual would express more discontent. Specifically, their research measured angry, upset and resentful (refer 2.1.4.1). A qualitative study by Bies and Moag (1986) showed that people usually react to injustice by expressing it as an emotional experience. Also, emotion was implicitly assumed to be the central mechanism which translates fairness perception into work behaviour, e.g. Skarlicki and Folger (1997) research on the relationship between organisational justice and organisational retaliatory behaviours (ORB) among disgruntled employees. Although they did not measure the role of anger in this relationship, they did, however, acknowledged that anger and resentment are associated with individuals perceive of procedural fairness, which may energise them to engage in ORB. Given all of these acknowledgements, surprisingly, little progress was made to incorporate affect perspective into organisational justice research (De Cremer, 2007a; Cropanzano et al., 2011).

Before we proceed further, a brief description about affect will be discussed. Affect can be conceptualised at the emotional state, trait or mood level (Weiss, 2002). At the emotional state level, affect is a temporary emotion that is usually attributed to a specific occasion (Frijda, 1986). Therefore, it is measured by assessing individuals feeling in relation to a specific event. Mood is defined as an affective state that lasts

for a longer period of time than state affect, whereas trait affect is conceptualised as a predisposition to experience certain feelings across situations (Ashkanasy & Ashton-James, 2005; Watson 2000). Emotion is a term that is still vaguely understood till this day (Callahan & McCollum, 2002). Some researchers classified emotions as positive (e.g., happiness, joy, love, pride, relief) and negative (e.g., fear, anxiety, embarrassment, anger) (Matheny& Smollan, 2005; Harmon-Jones et al., 2016) or by focusing on discrete emotions, such as anger, guilt and joy (Pekrun & Frese, 1992). Both approaches come with their own benefits and shortcomings. Dimensional approach is more general therefore it provides more of an overview and conceptual economy (Giæver, 2009). Meanwhile discrete emotional states create the most useful information for each emotion (Lazarus, 2001). Consequently, if we know that an individual is experiencing any of the distinct emotions, we would much be able to learn more about the appraisal and coping process. One reason for employing this approach is that , emotional experiences are perceived as internal, private and irrational psychological states by laypeople (Parkinson, 1995; Fineman, 2000). Therefore, participants are likely to feel unable or uncomfortable to share their emotional experiences openly (Giæver, 2009). Besides, downsizing is considered a taboo topic in Malaysia (Rujhan and Shazali, 2005). Therefore, participants may feel unwilling to express negative emotions in a very direct manner due to a fear of the consequences. In addition, as a way of maintaining harmony, people in collectivistic cultures are associated with indirect and passive styles of handling conflict (Holtgraves, 1997) as well as more moderation in emotional expression (Basabe et al.,1999, Wong, 2010). Therefore,

sharing negative emotions, particularly anger are normally shown in indirect form of reaction.

Drawing mainly on cognitive appraisal theory, Weis, Suckow and Cropanzano's study (1999) was one of the earliest to empirically combined organizational justice and affect. Cognitive appraisal theory provides an old, influential, and well-researched paradigm for understanding how events elicit emotional reactions (Ortony et al., 1988; Smith & Ellsworth, 1987). According to this paradigm, emotions result from a two-stage process (Lazarus, 1991). The first stage or primary appraisal concerns the question "Am I in trouble? which includes three components: goal relevance, goal congruence and ego involvement type (Lazarus, 1991). Goal relevance helps individuals decide if an event is personally relevant. If an event is relevant to an individual's personal goals, it generates emotion; if not, it does not. Goal congruence includes overall event judgment against individual well-being and goals (Lazarus, 1991). In the congruent case the consequent emotion will be positive, while if the goal is incongruent to individual well-being and/or personal goal, it will cause negative emotions. The third and final component for primary appraisal is labeled as, type of ego-involvement. Lazarus (1991) suggests that they are six types of goal to which an individual might be committed to, namely enhancement of self and/or social esteem, maintenance of moral values, ego-ideals, meaning and ideas, other persons and their well-being, and life goals. The type of goal an individual committed to will dictate their emotional experience. To illustrate, guilt requires a threat to one's moral values, and shame indicates that the ego-ideals are at stake. Ego-identity is involved in almost all emotions, but in different ways depending on the type of ego-

involvement that is focused in a given encounter. In short, at this stage, the individual assesses the extent to which the situation has positive or negative implications for their well-being based on the situation's importance to further or block their personal goals and values (Cropanzano et al., 1993; Weiss & Cropanzano, 1996).

The specific emotion experienced by the individual depends on the secondary appraisals linked to the primary appraisal (Bennet et al., 2003) as the individual assesses the situational context along such dimensions, i.e. responsibility attribution, coping possibility and outcome certainty. Responsibility attribution involves blaming or crediting those accountable (self versus others) for the harm, threat or benefit, and the extent to which they fully control their damaging or beneficial actions. Meanwhile, coping potential refers to how an individual can improve the person-environment relationship by emotion-focused coping or problem-focused coping strategies. Emotion-focused coping strategies involve regulating emotions without changing the context that gives rise to them, while problem-focused coping refers to solving the problem or changing the stressful situation (Lazarus, 1999). For instance, within a downsizing context, problem-focused coping might involve job search activities, trying to improve employability skills, or pursuing international relocation to better job markets; meanwhile, emotion-focused coping might include looking for emotional support from friends and family, engage in community activities and refrain themselves from thinking about downsizing. Theoretically, problem-focused coping seems to be better for psychological health as individuals will put their efforts to mitigate the issues, instead of only altering the negative effects of stress as in emotion-focused coping

(Leanna & Feldman, 1988; Lazarus & Folkman, 1984). However, in a situation like downsizing where control is often limited, problem-focused strategies may distress individuals more than emotion-focused strategies. In particular, Leana and Feldman (1994) have argued that individual who jumps to job search without addressing the negative emotions from downsizing may appear insecure and not confidence which in turn jeopardise their chance for a new employment opportunity. The final component for secondary appraisal is future expectations which involve anticipation, whether things will work out favourably or deteriorate.

The result of these six combined processes is termed as the core relational themes of the emotion or CRT (Lazarus, 1991). CRT offers a synthesis of the whole meaning underlying each emotion by providing a convenient summary of the relational harm or benefit for each emotion (Lazarus, 1999). Lazarus (1991) also proposed specific action tendencies for all CRTs and described action tendencies as non-observable impulses associated with emotions. For instance, an attack is assumed in reaction to the core relational theme of anger, helping to explain the relationship between state negative affect and CWB (Fox et al., 2001), while joy is outgoingness (Lazarus, 1991), which helps explain the relationship between state positive affect and spontaneous acts of helping, such as OCB (K. Lee & Allen, 2002).

As aforementioned, a study conducted by Weis and colleagues (1999) was one of the earliest to integrate affect into justice framework formally. According to this study, justice evaluation resembles the emotional appraisal process, in which the outcome indicates the effect that an event has on the well

being of an individual (primary appraisal), while the procedural fairness of that decision resembles secondary appraisal as it provides the information that is needed to evaluate the context of the event (e.g. who is responsible). Their findings showed that happiness was primarily dependent upon the outcome or the primary appraisal, with procedural fairness played little role. This is consistent with Weiner (1985) as happiness is considered as outcome dependent-attribution, since they are determined by the attainment or nonattainment of a desired goal, and not by the cause of the outcome. Meanwhile, anger was elicited due to the combination of unfavourable outcomes and biased procedures (against individuals). Despite their happiness, guilt was reported when the outcome was favourable through a biased procedure. However, pride was unexpectedly remained high despite at the times of biased procedures. Recently, in a study conducted in Pakistan, adopted the same approach, Khan et al., (2012) found that anger was a result of distributive injustice, which subsequently led to aggressive CWBs (abuse against others and production deviance). This finding is consistent with Colquitt et al. (2013), where the meta-analysis results suggested that the relationship between justice and CWB may be more explainable by affect.

2.5 Summary

This chapter formed the first part of the literature review and discussed the theoretical framework used to guide the current research. The discussion began by highlighting the development of organisational justice research. Historically, concerns about distributive justice were pioneering the first wave of justice research. Among all the theories that emerged

in this era, Equity theory by Adams (1965) was the most well-known. Next is the procedural justice wave, where researchers began to recognise the importance of the procedure used. This era was largely inspired by the self-interest model (Thibaut & Walker, 1975). The third wave acknowledged the importance of interpersonal treatment during the procedure enactment. And, finally, the most recent era involved the integration of all organisational justice dimensions and introduced a more comprehensive framework.

As mentioned at the introduction, this study also employed the SET to assist in explaining the impact of organisational justice from a purely cognitive lens. Despite the existing compatibility between SET and organisational justice, the integration between these two concepts was delayed due to the absence of interpersonal relationship element within the SET framework. Organ (1988) was responsible for changing this situation when he started adapting the SET framework by Blau (1964) in explaining the extra-role behaviour in the absence of reward. Briefly, through the concept of the norm of reciprocity, good deeds will be reciprocated with good deeds and bad deeds will be reciprocated with bad deeds. Therefore if employees feel they were treated fairly, with high-quality social exchange relationship they will feel obligated to reciprocate the treatment by engaging in positive behaviours.

Following the failure of SET in explaining the impact of justice on negative behaviours, the last section of this chapter was dedicated to presenting and discussing the integration of affect-based perspective into organisational justice framework. It was revealed that justice scholars finally recognised that individuals could also feel justice issues. To illustrate the

impact of organisational justice, this study employed the cognitive appraisal theory by Lazarus (1991). This theory explains how each emotion is generated by specific organisational justice dimension and will also generate different behavioural reactions. In the next chapter, the researcher will familiarise the reader with the context in which the empirical work will be conducted; the organisational downsizing.

CHAPTER 3: DOWNSIZING AS AN ORGANISATIONAL CHANGE STRATEGY

3.1 Introduction

Downsizing is the foundation of this thesis as it is the context in which the organisational justice framework will be investigated. This chapter will begin by clarifying the term downsizing. Next, the discussion will continue on the strategies involve in the downsizing implementation. Subsequently, the impact of downsizing on survivors will be discussed and criticised along the context and objectives of this thesis, namely perceptions (cognitive), emotional, behavioural and personal factor. Finally, the last part of this chapter will present coping strategies that survivors could employ in dealing with the stressful downsizing situation.

3.2 Defining downsizing

Invented by corporate America, downsizing phenomenon started in the 1980s and famously pioneered by Ford, Chrysler, and General Motors (Schiro& Baker, 2009). Since then, downsizing or euphemistically referred as "rightsizing" or "organisational restructuring" (Dhar, 2009) has survived for nearly 30 years conquering the globe, even to Japan and Sweden, which have historically displayed very stable employment practices (Mroczkowski & Hanaoka, 1997) . It has become a necessary evil of the modern industrialised market place where competition is fierce and organisations have to do what they have to do. Cascio (1993) described downsizing as planned jobs or positions elimination by reducing work (not exclusively, accomplished by shrinking the size of the

workforce), function elimination, hierarchical elimination and streamlining some of the operations such as transaction processing, information systems, or sign-off policies.

Meanwhile Cameron (1994) described downsizing more systematically. Since downsizing usually involves reduction in size, it is often associated with organisational decline. To differentiate downsizing from other related but non-synonymous concepts such as decline and layoffs , she identified four key attributes to differentiate downsizing from other similar concepts;

1. Intent: It is not an invasion of external factors but fully intentional activities by the organisation in which it can be implemented reactively to stop the organisational from declining or proactively enhance organizational performance. Therefore it is completely different from dealing with unexpected loss from maketshare, loss of revenues and loss of human resources. This response may involve mergers, acquisitions, sell-offs, or restructuring to enable the organization to meet its desired outcome (Kozlowski et al., 1991).

2. Personnel: There are various techniques of workforce reduction such as transfer, outplacement, retirement incentives, buyout packages, layoffs, attrition and in some instance it only involved one department/position for example it may only affect the production workers but not the engineers. It does not always involve workforce reduction, for instance in some occasion when new products are added, new avenues for revenues opened up, or additional work acquired without adding

extra workforces. Which means fewer number of employees are assigned in each unit as compared to previous level of employment.

3. Efficiency: Organisation is often driven to downsize to contain the growing cost, to increase the revenue and/or bolster competitiveness. In short it is targeted for organisational improvement. Therefore, downsizing is considered as a proactive step to protect the organisation from declining

4. Work processes: Work processes at either the individual or organisational level may be affected through restructuring and/or position elimination or redesign (e.g. abolishing hierarchical level, abolishing obsolete or functions, streamlining units), which often cause some of the workforce to experiences job loss (Freeman & Cameron, 1993).

It can be concluded that, whether downsizing was implemented as a proactive or reactive measure, it is absolutely driven by the organisation desire to optimize organizational efficiency, productivity, and/or competitiveness. In addition, ineffectiveness or impending failure is not prerequisites to downsizing. Given the universal usage of this definition within employee downsizing context (Spreitzer & Mishra, 2002 ;Malik et al., 2010; Hart et al., 2016) , this thesis relies on the latter definition as a contextual framework for the material that follows .

3.3 Implementing downsizing

Overall, downsizing can be implemented through three broad strategies, namely workforce reduction, work redesign and systematic (Cameron, 1994). As this thesis focuses on the downsizing at the individual-level, only workforce reduction strategy will be discussed.

Across literatures, it can be concluded that there are two prominent methods in implementing workforce reduction, namely involuntary termination and voluntary termination (Hollet, 2000; Budros, 2002; Cascio, 2010). Involuntary termination is the traditional form of workforce reduction. It occurs when positions are eliminated, giving employees no choice and forcing them to depart at the company's discretion. It is often practiced due to economic pressures (Budros, 2002). Layoffs, plant closures and the wholesale elimination of departments or business units are the examples of this approach (Cascio, 2010). With the limited control over their employment continuity, employees who underwent involuntary termination could perceive downsizing as less fair. In particular, employees may perceive the organisation’s decision of whom to be laid off could be based on unconscious stereotypes and biased performance evaluations (Iverson & Zatzick,2007).

Meanwhile, voluntary termination is a strategy where employees at any age or level are given a choice to stay or leave the organisation and often accompanied by monetary incentives. It is normally occur when organisations are trying to protect themselves from economic pressures which includes attrition, early retirement and so on (Budros, 2002). Many

studies suggest that employees prefer to be given options (Clarke, 2005; Iverson & Zatzick, 2007; Bergström & Arman,2017). Apart from having a choice, voluntary termination strategies also offer economic security, indicating relatively high employee protections compared to involuntary termination. The combination of incentives and options could be perceived as transparent in the decision-making process which increased the level of survivors commitment (Iverson & Zatzick ,2007). The same results was later echoed by Bergström and Arman (2017), in which they found that voluntary termination approach and the level of involvement by the workers representatives increased survivors post downsizing organisational commitment. Both of the aforementioned studies presumed that the approach may have contributed to the survivors' perception of fairness and regarded as less psychologically damaging (Clarke, 2005).
It seems like a good strategy, however one of the downsides of this strategy is that it could lead to a loss of good talent (Hitt et al.,1994).

3.4 The effects of downsizing

Downsizing has been shown to generate profound overall implications and consequences. From the financial perspectives, studies have shown that only small number of downsized organisations managed to successfully improve their financial situations, while majority have not been able to achieve the desired levels of efficiency, effectiveness, productivity, and profitability (Cascio, 1993 ; Sahdev, 2003 ; Gandolfi and Neck, 2008; Guthrie and Datta, 2008). Recently the results from 2014 McKinsey Global survey on the organisational transformation outcome, showed only 26

percent of organisations managed to improve their performance following the transformational efforts. Downsizing has always been seen by many organisations as an immediate solution to reduce costs and workforce reduction has always been their first choice (DeWitt, 1993; Freeman & Cameron, 1993). One of the issues with this practice is that, normally the organisation would continue the operation or practice in the same way as before, only with fewer employees. There would be no strategic attempt to improve the organization's operation. Evidently, Cascio (2003) argued, companies that simply implement downsizing, without making other changes, rarely achieve the desired long-term success. This explain why some downsizing endeavours fail.

Downsizing originates at the organisational level, but it impacts the organisation in a complex fashion, which involves multiple actors and units of analysis. At the individual level, there are three categories of people that are directly impacted by downsizing, i) individuals who lose their positions, known as “victims", ii) remaining employees, known as “survivors” and iii) managers who participate in the firing, known as “executioners” (Downs, 1995). Among the three, survivors are those who play an important role in the post-downsizing era. In fact, many studies claimed that one major reason for downsizing to fail is due to the neglection of survivors (Applebaum et al., 1997; Nair, 2008). Explaining the importance of survivors, Aalber and Phillippou (2017) claimed it lies in the responsibility they must bear to make the organisation operate effectively and to succeed following downsizing. In line with the context and objectives of this study, the discussion will only focus on the downsizing impact

on survivors along four dimensions, namely perceptions (cognitive), emotional, behavioural and personal factor.

3.4.1 Perceptions

Through the adoption of strategic human resource management (SHRM) perspective by Wright and McMahan (1992), Gary et al. (2012), emphasized the role of employee's overall performance in helping organisations to achieve the desired outcomes from downsizing. Employee's overall performance is a combination of individual in role and extra-role behaviors, in which are influenced by the technical aspect namely individual human capital (i.e. human potential of the firm, including the factors which create value that are embedded in individuals, e.g. skills, competencies, capabilities and ethics, and the interactions among them (Cappelletti,2009)), as well as psychological aspects consisting of employees perception of fairness and SE relationships. All of these three elements are critical in shaping employee's overall performance and subsequently affect the organisation's performance. This framework is consistent with earlier works on employee's downsizing (e.g. Brockner et al.,1985; Brockner et al.,1986; Mishra & Spreitzer, 1998, Baruch & Hind, 1999).

Yielded the same results, through systematic research of published studies on employee downsizing from 1983 until 2008, Datta et al. (2010) developed an integrative model of employee downsizing and concluded that at individual-level, downsizing have a profound impact on employees cognitions, attitudes, behaviours and personal factors which include job involvement, organizational commitment, loyalty, job satisfaction, self-esteem, trust, perceptions of justice, work

conflict, turnover intention, absenteeism and job performance. Subsequently, a meta-analysis study found that lowered commitment, which implies a low-quality SE relationship, is identified as an important reason why downsizing does not show the intended long-term effects and the collapse of survivors' commitment level is attributed to their perceptions of justice (van Dierandonck & Jacobs, 2012, Colquitt et al., 2013)

Across literatures, most of the studies on employee downsizing, be it cross sectional or longitudinal, regardless of cultural context, there's common cognitive themes found to influence survivor overall behavior in the post-downsizing era namely perception of justice and SE relationship. The next section will discuss each construct in detail.

3.4.1.1 Perceptions of justice

Downsizing has always been studied within the organisational justice perspective. To explain the power of justice-related phenomena, it is noteworthy to recognise that many people take their job personally (Ryan & Oestreich, 1991). Consequently, employees tend to continually examine the actions taking place within the organisation, in an attempt to determine whether an action was fair, or in other words whether justice exists within the organisation.

Greenberg (1987) asserted that organisational justice as a way employees judges the fairness of the organisational conduct and the outcomes that are generated from it. Their perceptions will then further influence their reactions positively or negatively. For instance, injustice perception has been

associated with many negative effects including negative health outcomes (Gluschkoff et al., 2017), turnover intention (Perreira et al., 2018) and CWB (Cochran, 2014). With regard to this thesis, it is therefore important to explore the survivor's fairness perception, as this may help to understand their behaviour. Following Colquitt (2001) and Moorman (1991), the implication of downsizing on survivor will be organised around three dimensions of justice, namely, distributive, procedural, and interactional justice.

Distributive justice

Survivor's reaction to the outcomes of downsizing have been commonly operationalised as the extent of the downsizing itself is accepted and considered legitimate (Lewis et al., 2003), fairness of compensation received by the victims (e.g. severance pay, extended life/ health insurance and outplacement service) (Konovsky & Folger, 1991; Spreitzer & Mishra, 2002), or in regards of their own outcomes such as newly assigned job tasks (O'Neal, 2015, January 23) and pay cut (Mishra & Spreitzer, 1998).

The research on justice and downsizing started in 1985 by Joel Brockner and colleagues focused on the outcomes comparison and survivors' identification with the victim. They experimented with 78 undergraduate psychology students about the effects of downsizing upon survivors and found that, although the output increased, the quality did not improve. Through the equity theory lens (Adams, 1965), they attributed the increase in employee productivity with positive inequity (i.e. the perception that one's outcome to input ratio is higher than that of relevant others) (refer subsection2.2.1.3).

Additionally, they emphasised the extent to which survivors are concerned about just treatment, in particular, their ratio of work outcomes to work inputs should be commensurate with those of relevant others which is their coworkers. Perceived of inequity encourage them to alter their behaviour and/ or belief in an attempt to restore fairness (Huseman et al., 1987). In this situation, survivors changed their behaviour to compensate for the positive inequity, which was guilty of not being made redundant by increasing their work output. This behaviour also could be due to job insecurity arising from the dismissal of the coworkers, so to avoid receiving the same fate, survivors tend to increase work productivity. However, since their study was carried out under laboratory conditions and was performed some years ago, it raises some doubts about the transferability of these findings.

Research on survivors' identification with victims received almost no research attention in the context of downsizing and real-life situation except for research by Brockner et al. (1987). Specifically, they examined the impact of survivors' identification with the victim in a U.S retail chain. The findings showed negative effects on employee performance when the identification with the victim was high and when they felt that the victims had not been well compensated. These assistances signal to survivors that despite the negative outcome for victims (e.g., job loss), the organisation still takes care of its employees by providing services that aimed at minimising the severity of the loss (Brockner & Greenberg, 1990; Bragger, 2015). These observations can affect their job attitudes and behaviours (van Dierenonck & Jacobs, 2012). "For many employees, the workplace is a kind of second family. Even those who hate their work often like their co-workers" (Novak

and Cooper, 1981, p.211). It is therefore imperative for the organisation to ensure that the victim receives adequate and fair assistance, to minimise the survivor's negative reaction.

With fewer employees left, downsizing was likely to cause an increased workload for the survivors (Modrek & Cullen, 2013). In some occasion, survivors must bear something that beyond their job scope, which also requires them to sacrifice their time to learn a new skill. With employees' elimination, downsizing breaks up many of the long-term relationships the remaining employees have established over the years (Roth & Shook, 2011). Consequently, when survivors were forced to take on the new roles or tasks, they may not possess the required competencies or training to complete the new tasks efficiently and effectively because the experts were gone (Schaeffer, 2012). While still in the mourning period, survivors must work harder, and they might get overwhelmed and prone to emotional exhaustion (Hochwater et al., 1993; Isabella, 1989) and worst, a decline in mental health (Hamad & Cullen, 2015). If the situation prolonged, it will influence an employee's productivity (Kozlowski et al., 1993). Employee productivity is crucial for successful downsizing. If its decline, downsizing will be a futile endeavour, as the outcome produces could potentially have low quality, which subsequently would hinder the organisation from reaching their goal. On the other hand, Brockner et al. (1992) argued that increased workloads resulted in greater work autonomy and more task variety, which make the survivor to intrinsically enjoyable of their job, and subsequently promote higher commitment (Knudsen et al., 2003) and innovative work behaviour (De Spiegelaere et al., 2014).

Reducing employee compensation and benefits during some stage of downsizing is often part of the strategy employed to improve financial performance (Kelly, 1996). In a study between survivors in two Korean banks with employees of bank A were survivors of a relatively mild downsizing (from 13 to 10 thousand employees) whereas employees of bank B were survivors of a severe program involving a reduction from 8 to about 4 thousand employees and an additional pay cut. Lee and Corbett (2006), found that employees of bank B reported much lower affective organisational commitment. Consistent with the concept of SET, committed survivors are the key for a downsized organisation to get back on their feet at this critical times (refer subsection 2.3). Indeed, the dysfunctional consequences of downsizing have been shown to be due to employee's low level of affective commitment to the organisation (Cascio, 1993; Cameron, 1994; van Dierenonck & Jacobs, 2012).

From the expectancy theory lens (Waldman & Spangler, 1989), it implies that individual will only perform and put their best efforts commensurate to the desired outcomes, and this also depends on the value of those outcomes to them. So if they perceive that performance will not guarantee any positive consequences such as reward, they will not perform. This conclusion is also supported by reinforcement theory (Waldman & Spangler, 1989). It suggests that people will perform well when positive effects are immediate. This behaviour means, when the outcome is negative, for instance, termination, demotion and/ or salary freeze, survivors will not be motivated to perform (Appelbaum et al. ,1998). Frustration regarding the outcomes is also likely to drive employees to engage in"equity restoration" such as sabotaging the

downsizing effort (Ambrose et al., 2002; Abubakar & Arasli, 2016).

Another antecedent of distributive justice, which scholars have given less attention, is the extent to which the burden of the downsizing is shared across levels of the organisational hierarchy. It means that resource allocations, necessary cuts, and additional work responsibilities must be allocated in a way that perceived as fair throughout the organisation (Brockner and Greenberg, 1990). When resource allocation perceived as favouring top management (e.g. substantial bonus compensation) at the expense of employees (e.g. being made laid-off), survivors will likely to perceive that resources allocation as unfair. On the other hand, survivors will be more likely to work constructively with management in implementing the downsizing, when they feel the burden is shared fairly across the board. This practice implies that everyone is "in this together," thus reducing defensiveness and increase survivors' constructive behaviour (Mishra & Spreitzer, 1998).

Procedural justice

Downsizing often requires workers to take on a new task or roles left by the victims. Therefore, an advance notice or early warning is not only required by the victims, but it is also required by the survivor. This transitional period is needed for them to acclimatise with the new role. Drawing from the theory of transition shock by Kramer (1985) on the work experience of newly graduated nurses, Fink et al. (2008) stress that the newly graduated nurses face are related to a lack of specific competence, and if these transitional stresses

are not resolved, they may leave their job. Similarly, within the downsizing context, survivors are often lack of confidence to carry out the newly assigned tasks while continuing to juggle their primary responsibilities. This stressful situation if prolonged may lead to voluntary turnover.

Furthermore, a prior warning will help people to cope with the negative emotions and create readiness (Cropanzano & Randall,1995). Insufficient transitional period can also lead to angry protests (Moris et al., 2001). In a cross-sectional survey conducted in France, Hungary, Sweden and the UK, advance notice on downsizing appears to decrease the probability of depressive symptoms among layoff survivors (Brenner et al., 2014). Providing advance notice or warning is a key in delivering bad news such as downsizing, as it increase a sense of predictability (Bies, 2013), help survivor to cope with negative emotions that may result from the forthcoming bad news (Cropanzano & Randall, 1995) and it also allows survivors to respond constructively (Lindt et al., 2000), because the probability of an unexpected downsizing has been minimised (Spreitzer & Mishra, 2002).

Downsizing can lead to increased job insecurity (Abildgaard et al.,2018). The psychosocial detrimental effects of job insecurity and its stress effects include anxiety, tension, job dissatisfaction, and lack of concentration (Khubchandani & Price, 2017). Studies also found that employees with high perceptions of job insecurity exhibit decreased safety motivation and compliance, which in turn related to higher levels of workplace injuries and accidents (Probst & Brubaker, 2001; Kim et al., 2016). A study conducted in Korea found that workplace injury from perceived of job insecurity is more likely to happen to a skilled worker (Lu et al.,2014; Soares et

al., 2018). Many studies have found that impaired concentration as an antecedent to an occupational hazard (Garbarino et al., 2017; Sadeghniiat-Haghighi & Yazdi, 2015), which implies that, lack of concentration among skilled workers whom daily task involves handling heavy machinery may lead to an accident. While in some instances, insufficient transitional period may lead to angry protests (Moris et al., 2001), it could be hypothesised that in some occupations, a prior warning to impending downsizing may cause more harm than good.

Witnessing their coworker being made redundant and not knowing their future in the organisation make survivors feel less in control (Devine et al. 2003). Consistent with Thibaut and Walker (1975) (refer subsection 2.2.2.1), according to Shapiro and Brett (1993), being granted a voice in the decision-making process heightens employees perceived of control on the outcome, even if it is not taken into consideration. Moreover, it helps the employee to vent frustrations and express disagreements (Bruce & Shapiro, 2000). In a study involved 31 interviews with employees in a downsized company, the results showed that the inability to voice comments resulted in frustration and hostility among employees (Winkler, 2003). Similarly, Morris et al. (2001) showed that the absence of opportunities for employee's voice was one of the critical factors causing angry labour protest. Being granted a voice may also be viewed as an indication of the personal worth of being a full-fledged member of the group or society (Sweeney &McFarlin, 2012). In the downsizing context, the offering of voluntary termination and the involvement of employee or union representatives is a form of giving employees the opportunity to engage in the

decision-making process (Bergström & Arman, 2017). The main advantage of voluntary termination is that it gives employees a choice (Cascio, 2009). Meanwhile, the involvement of union representative is another means in ensuring that employees' opinions are heard (Van Gramberg et al., 2017). Both opportunities could be seen as transparent, which may reduce survivor guilt, perceptions of injustice (Iverson & Zatzick, 2007) and may contribute to the increasing commitment (Bergström & Arman, 2017).

Employees especially the survivors are likely to doubt the legitimacy of the downsizing, which could potentially result in negative reactions (Campbell, 1999). One of the reasons for survivors to be doubtful rooted from the uncertain nature of downsizing. Brockner and Greenberg (1990) suggest that the method for deciding who leaves and who stays has to be seen as fair by the survivors. One study showed that, instead of job performance, seniority is the criteria favoured by unions and management, presumably due to respects for long-time employees who have given more of their time to the companies (McCune et al., 1988). Similarly, a study suggests that more negative reaction will be elicited if the organisations eliminate the employees based on their age or length of service, as it is seen as disregards of employees loyalty (Armstrong-Stassen, 1994), especially among those who still hold on to the old employment contract (Cascio & Wynn, 2004). Meanwhile, the downside of this practice is that the organisation will end up retaining retired workers and it also provides a limited opportunity for minorities and women (Engelstad, 1998), resulted in the shortage of new and diverse talents in the future. Nonetheless, the established criteria of whom to be laid off and a consistent application of the

established criteria dictate survivors' procedural justice (Morar, 2004, Sobieralski & Nordstrom, 2012) which is critical in obtaining cooperative behavior (Fuller & Hester, 2007) and to maintain job performance (James & Tang, 1996).

Interactional justice

Most of the time, employees considered downsizing as bad news (Brockner, Konovsky, Cooper-Schneider, Folger, Martin, & Bies, 1994). However, there's probably never a good time for an organisation to announce their downsizing plan. Hopkins and Hopkins (1999), suggest, announcing or implementing a downsizing near a major holiday is likely to be perceived as unethical by employees. Aforementioned, prior warning before the downsizing takes place will soften the blow. On the other hand, if its delayed, employees' morale suffers when they hear the news through the grapevine rather than from management (Guffey, 2006). Furthermore, as employees devote their energies seeking details from informal sources, which often contain inaccurate information, eventually their productivity declined (Kim, 2009). Work is an important part of people's lives, especially for the breadwinner and job insecurity among the breadwinner generate considerable anxiety (Lim & Sng, 2006). Therefore, in this case, delay to notify the employees will elicit negative reactions.

Dealing with bad news is difficult for both the change agent and the recipient (Bies, 2012). Weick (1995) emphasises that a face-to-face news delivery may reduce employees resistance to change. It is indeed the prevailing method to communicate a downsizing decision (Folger & Skarlicki 1998; Gilliland & Schepers 2003; Wood & Karau 2009) as it is not only ethical,

but it is also a sign of respect to the employees (Saruhan, 2014). Moreover, studies also found that the downsizing procedures were seen as fair when the news was delivered by the direct supervisor rather than the external consultants (Andrzejewski & Refisch 2015; Schwartz 1980). Learning about downsizing from a stranger might be perceived as a breach or violation of the psychological contract, not necessarily just because the job insecurity its caused, but it also due to the breach in the code of conduct (Rousseau 1989), in particular, this practice implies that the organisation try to flee from responsibility (Rousseau, 1995) and is likely to be perceived as disrespectful by employees (Lavelle et al., 2016). Consistent with the GVM (refer subsection 2.1.4.2), a respectful treatment from the organisation symbolises the quality of relationships within social groups, which are important sources of self-validation, belonging, support, or material resources (Tyler 1994). The sense of appreciation that comes with respectful treatment will make the employees feel a stronger attachment with the organisation and correspondingly are more likely to accept the process and remain committed to the organisation (Spreitzer & Mishra, 2002; van Dierendonck & Jacobs, 2012). In line with that, Greenberg's (1993) suggests that delivering bad news with interpersonal sensitivity and considerate manner can reduce negative employee reactions such as theft and turnover, which is crucial as interpersonal justice can also influence employees to reevaluate their outcomes (Salwa, 2014).

Given the critical role played by the survivor, it almost goes without saying that adequate information should be adequately shared for them to perform their jobs (Susskind et al., 2018). With the uncertainty that comes from downsizing,

clear and adequate information help employees to understand why downsizing occurred and it helps them to be on board with the new organisational structure (Greenberg,2002; Georgalis et al.,2015). Such conduct illustrates to employees that they are significant, cared about and worthy of respect. Thus with sufficient information, downsizing survivors reported more committed (Brockner et al. 1990), increased levels of job performances (e.g., task and OCB; Konovsky & Cropanzano, 1991) decreased in CWB such as theft (Greenberg, 1993) and tempered their resistance of change (Georgalis et al., 2015).

Following a downsizing, an organisation has the challenge in rebuilding survivors' trust. Evidently, honest communication promotes trusts (Komodromos, 2014; Mishra et al., 2014). Chang (2003,p.10) also claimed, "honesty is the best policy when it comes to managing in a post-layoff environment". Without such honest communication, employees are led to speculate negatively among themselves about the organisation's downsizing motives and practices (Saunders, 2011). Aforementioned, speculation compromised employees' productivity. Participant reaction to organisation's dishonesty is in line with van den Heuvel et al. (2017), in which it led employees to have the intention to leave. For a downsized organisation that badly needed to turn the performance around, this will disrupt their objective as capital losses from employee turnover affect firm performance (Shaw et al., 2005).

3.4.1.2 Social exchange quality

As discussed in the previous chapter (refer to subsection 2.3), the norm of reciprocity is the root of SE relationships

(Gouldner, 1960). The SE relationship begins with one party giving favourable treatment to another party, if the recipients reciprocate, feelings of mutual obligation between two parties are created (Coyle-Shapiro & Shore, 2007). Downsizing has been one of the prominent practices that disrupt the traditional employment relationship (Johnson & O'Leary-Kelly, 2003; DiPietro & Condly, 2007). Therefore, it is essential for an organisation to minimise the harm to the SE relationship while implementing downsizing. In particular, highly SE relationships tend to motivate employees to engage in behaviours that have favourable consequences for the organisation over time, in part because they feel obligated to support the organisation (Rhoades et al., 2001). Two main SE facets that have been widely adopted to explore the employee-employer relationship are psychological contracts (PCs; e.g., Millward & Hopkins, 1998; Stoner & Gallagher, 2010) and perceived organisational support (POS; e.g., Karatepe, 2012; Susskind et al.,2000). The next section will discuss each construct in detail.

Psychological contract

In general, employees perceive downsizing as a violation of their psychological contract due to the threat it imposed on their job security (De Meuse & Tornow, 1990; Morrison & Robinson, 1997; Rousseau, 1995). However, when the downsizing is attributed to external and uncontrollable factors such as technological change or economic necessity, it is seen as more fair (Rousseau & Anton, 1988). In this situation, although the contract is breached, employees are more likely to accept the organisation decision to downsize (Morrison & Robinson, 1997).

The traditional PC believes in a concept of " cradle-to-grave" employment, where hard work and loyalty would be rewarded with job security and steady rewards. The time has changed, the new PC rules today's world, and under the new contract, loyalty and good performance will not guarantee job security (Noer, 1993). Instead, job insecurity is inevitable, rather than being committed to the organisation, individuals will be committed to their work and employees are responsible for their own career development (Cavanaugh & Noe, 1999). If the employees do not agree with the new PC, it will make them feel that promises have been broken, or, as it is generally termed, the PC has been violated (Lane, 2012). A longitudinal study among survivors in Malaysia found that employees' perceptions of fairness significantly predicted psychological contract violation (PCV) (Arshad & Sparrow, 2010). In particular, survivors expected a fair procedure and a fair treatment from the organisation, and when this expectation was not met, they felt violated, as they perceived the organisation failed to fulfil the obligation (Rousseau 1995). Consequently, PCV contributed to turnover intention, low organisational commitment, and low willingness to participate in OCB (Arshad & Sparrow, 2010). Similarly, Wang and Hsieh (2014) found that PCV resulted in a variety of negative attitudes and behaviours, such as reduced job satisfaction, organisational commitment, OCB and CWB.

Given the negative implications of PCV, the breaches must be resolved so that the new PC can be reestablished. Trompou and colleagues (2015), developed a post-violation model to explain how employees respond and cope with the violation. The model describes how personal resources could potentially

result in the reactivation of the original pre-violation contract or employees acceptance that could lead to the formation of PC, or a complete breakdown of a functional PC with the employer, which means they may stay employed with the organisation but their commitment and work efforts will be reduced. As long as PCV is not resolved, employees will continue to respond negatively, which will be a complete disaster for a downsized organisation. Personal resources such as perceived control and optimism are described as important elements in resolving psychological breach. For example, someone who's convinced that they can control their own outcomes will be more proactive in dealing with stressful situations. In the situations where the violation occurred, they will either try to negotiate with the organisation until both parties reach an agreement or simply just try to learn to accept the new reality (Judge et al., 1996; Ng et al., 2006; Trompou et al., 2015). After all, the new psychological contract is the reality for today's workforces.

As job insecurity is expected under the new contract (Cavanaugh & Noe, 1999). When downsizing happened, this beliefs may help to reduce negative reactions from perceived job insecurity and subsequently employees can be expected to be more accepting of downsizing. Additionally, today's employees are also responsible for their personal career growth. One way to ensure their employability is to equip themselves with the skills according to market demands, and this can be done through continuous learning (Van der Heijde & Van der Heijden, 2006). As employees become too consumed with their career growth, they may develop a careerist-oriented behaviour or becoming a careerist. A careerist is an individual who will try to achieve their career

goals at the expense of their team or employing organisation (Feldman & Weits, 1991; Aryee &Chen, 2004), which is 'born' as a result of distrust in organisations (Crawshaw, 2011). Despite being a key player during the post-downsizing era, the information received by survivors is astonishingly limited. Indeed they are often neglected during downsizing (Applebaum et al., 1997). Without such open communication, employees are led to speculate negatively among themselves about organisation's downsizing motives and practices (Chipunza, 2009), which ultimately engender distrust in the organisation (Chipunza & Samuel,2011). To prevent such behaviour from occurring, trust in the organisation must be restored, and it can be done through consistent communication between the employers and employees (Robin, 2007).

Perceived organizational support

Travaglione and Cross (2004) considered POS as "a critical component of survivor reactions after downsizing" (p.4); however, it is often neglected or not done properly by the people in charge (Reinardy, 2010). While exploring the experiences of downsizing survivors from the UK, Germany and Switzerland, Berberich (2016) showed that survivors were mainly looking for mental support to deal with the emotional pains from downsizing. However, a vast majority of participants reported that any type of managerial or organisational support was not available. The lack of support from the management should not happen especially for an organisation that has just undergone downsizing, as management support contributes to intention to stay (Deery & Jago, 2015) and increased performance (Cameron &

McNaughtan, 2014). Also, employees stress appraisal such as emotional exhaustion, reduced affective commitment to change and reduced extra-role behaviours has also been proven to be minimised through POS (Neves et al., 2018).

Consideration of employees' welfare is one of the characteristics of POS (Eisenberger and Stinglhamber, 2011). In the downsizing context, this conduct, can reduce productivity losses from downsizing (Iverson & Zatzick, 2011) and result in improved financial performance (Chadwick et al., 2004). Apart from care about the organisational welfare, their willingness to help the organisation to achieve its downsizing objectives is mainly attributed to the feelings of obligation to reciprocate the received support (Eisenberger et al., 2001). Employees' welfare was also observed as one of the best predictors for positive recovery after downsizing, which then translated into increased employee performance (Bozeman, 2010). As they are now responsible for all the surplus tasks, recognition from the organisation symbolises support from the organisation (Shore and Shore, 1995). The need of being recognised is indeed more significant than an increase in pay (Sahdev et al., 1999). Being appreciated will trigger positive emotions, which will further motivate employees to perform in accordance with organisation needs (Stajkovic & Luthans 2001).

3.4.2 Emotion

The affect experienced by survivors due to downsizing is an important factor for the organisation to achieve what it aimed from downsizing (Sahdev et al., 1999). In particular, the way survivors feel about downsizing and the organisation that

implemented it determine their attitudes and behaviour toward the organisation (Cascio, 1993; Noer, 1993). Thus, the likelihood that survivors would behave in ways that are conducive to the goals of the organisation and engage in individual behaviour that is discretionary (e.g., OCB) and promotes the effective functioning of the organisation is to some extent dependent on the emotions that survivors experience following their survival. Downsizing survivors experience a wide range of emotions, and it does not necessarily comprise only negative emotions. Under certain circumstances, positive emotions are demonstrated (Hareli & Tzafrir, 2006). Among the common emotional reactions experienced by survivors are including, grief and shock at the loss of their colleagues, guilt from feeling responsible for everyone's suffering (Ambrose, 1997; Brockner et al., 1985) , uncertainty about their job or role, relief for not being made redundant, fear that at the next round of downsizing will be their turn to go, anger (Stevenson, 1998), pride for knowing that they deserved to stay (Hodson, 1998), grateful and happy for still having a job (Clark and Koonce, 1997).

Negative events are often remembered with a greater sense of vividness than positive ones, consequently, individuals most likely to remember accurately the things that cause the negative emotional reaction (Kensinger, 2009). It stems from the fact that, negative emotions are found to be limited and narrow thinking, making people focus on the threat, thus making it significantly prominent and easy to recall. Meanwhile, positive emotions are more disperse, the opposite of narrow thinking, causing relaxation and induce creativity around problem solving, coping, sensemaking and relating to others (Fredrickson, 2013). Given how easy it is for an

individual to recall the negative experiences and how it can reinforce future evaluations, emotions and behaviours, it is crucial for the organisation to minimise survivors' negative experiences. The next discussion will focus on the positive and negative emotional reactions from downsizing in details.

3.4.2.1 Negative emotion

Perceived of job insecurity from downsizing is inevitable, in fact it is a common syndrome among survivors (Noer, 1993). Living with constant job insecurity can be stressful. Some studies suggest fear of job loss can be more harmful to individual health than actually losing it (Dekker & Schaufeli (1995; DeWitt et al., 2015). Derived from the assumption that downsizing would harm them has caused a fearful response and those who react this way are also referred to as the "walking wounded" (Mishra&Spreitzer, 1998). When prolonged, the dread of being unemployed causes anxiety among employees (Astrachan, 1995), and it is especially prevalent among the breadwinner (Lim & Sng, 2006). Also, Warr and Jackson (1984) found that those in the age group of 30 to 50 will be more overwhelmed as they have a family to support and substantial financial commitments. Stress from fear of downsizing has been found to increase workplace incivility (Roscigno et al. 2009). Therefore, employees whose job insecurity has left them fearful and anxious about their ability to provide for their families tend to engage in CWBs (Ugwumgbor, 2016; Rehman, 2011; Cheng & Chan, 2008).

On the other hand, some even suggest fear of job loss may increase individual effort among employees who wish to retain their jobs (Brockner et al., 1985, Cappelli et al., 1997;

Reinardy, 2010). The motivation was attributed to their socio economic needs, as unemployment is seen as a threat to their survival in the society (Javed et al., 2013). Justice has been found to be related to fear of job loss (Loi et al., 201; Hellgren & Naswall, 2002). Recently, a longitudinal study conducted at the Danish postal services found that employees' positive appraisal of the way their line managers managed the process reduced employees' fear of job loss (Nielson, 2018). In a different study, López Bohle et al. (2016) suggest that positive emotional reactions from job insecurity caused by downsizing entirely depended on survivors' perceptions of procedural justice. These indicate that if employees feel they have had a say over the change processes, which imply a sense of control, then their fear of losing a job would be reduced.

Empirical evidence also showed that the stressful environment from downsizing trigger anger in which associated with survivor's acceptance of change (Castillo & Sallan, 2018), the process used to implement the downsizing program and the surplus workloads that they were forced to takeover (Greenhalgh, 1983; Armstrong-Stassen, 1993). Same as fear, the feelings of anger come from a place of which the employees think they are exposed to the harmful environment, precisely due to obstructed personal goals, norm violation on individual and group or perceived of injustice (Weber, 2004).

Amundson et al. (2004) also found unfair or insensitive treatment generated resentment and anger. Besides, anger will arise, if employees find out the organisation not being transparent in sharing information with them (Bies, 2013). All of the above claims show how important the perception of

justice is. In a series of interviews conducted by Smollan (2012), the findings showed that employees' anger was attributed to long working hours, being excluded from the decision-making process and hearing the bad news via the mass media instead of the management. Anger can be a crippling emotion. If it goes unvented, it gnaws at a person's psyche, making him or her resentful (Pelehach, 1996). Angry survivors or as Mishra and Spreitzer (1998) called,' carping critics' tend to respond proactively and destructively. In particular, they have a voice and tend to use it to go against the downsizing process rather than support it. They may protest or "badmouth" management amid the downsizing (Cameron et al., 1993) and, worst, may participate in vandalism, retaliation, or sabotage (Kets de Vries & Balazs, 1997; Robinson, 1992) and resistance to change (Bönigk & Steffgen, 2013). When the anger is directed at co-workers, coercion and coalition happened as an attempt to gain some control (Amundson et al., 2004).

Employees are very concerned about being treated fairly. Therefore they anticipate their ratio of work outcomes to work inputs commensurate with those of relevant others which is their co-workers (Adams, 1965). As stated in subsection 3.3.1.1, adhere to the importance of survivor perception of outcomes from the downsizing, when coworkers are dismissed, survivor considered their survival as a positive inequity, which in turn causes guilt (Brockner et al., 1985). In other words, guilt evokes when survivors' feel they are responsible for the coworker's misfortune. The feeling becomes more intense if they have a close-knit relationship with the victims (Brockner et al., 1997; Tice & Baumeister, 2001). This emotional reaction is indeed common, it is also

termed as ‘survivor guilt’ (Brockner et al., 1985), a concept that originates from studies of survivors of the Holocaust, in which it was observed that people felt guilty for having lived when so many others died (Baruch & Hind, 2000). The feelings of guilt, however, were non-existence when the organisation offered a voluntary termination (Girak, 2016). Brockner and colleagues (1985, 1986), further added that to restore justice, survivors would redress the feelings of guilt by altering their behaviour through the increased of work outputs (low quality) and/or belief by thinking that they deserved to stay due to their good performance. Although, guilt seems to be beneficial for the organisation, working too hard will jeopardise, employees mental health as it can cause burnout (Kets de Vries & Balazs, 1997) or worse, depression (Vinten & Lane, 2002). On the other hand, Izard (1991) found that guilt leads employees to abandon their tasks. In a more recent study, guilt resulted in the dilution of organisational commitment (Cummings, 2015; Furney, 2015), loyalty and motivation (Greenwood & Reinardy, 2011; Hildesheim & Winkelmann, 2010; Malik et al., 2010), which is counterproductive to the organisations’ goal of downsizing.

As the organisation focuses on increasing revenues and profits, survivors are often neglected during downsizing (Applebaum et al., 1997; Gandolfi, 2009). Even the institutional of downsizing itself signify as if the organisation does not value their contributions (Mabena, 2016). Consequently, they might feel unappreciated (Appelbaum, et al.,1999; Ambrose, 2010), as they perceive the management views them as a disposable commodity. The lack of voice was also found to contribute to the feelings of unappreciated among survivors (Taylor, 2015). Being granted a voice implies

a person's position within a society or group, besides it also improves perceived control on the outcome (refer subsection 3.3.1.1). Feelings of unappreciated have been found to cause absenteeism, apathy (Morar, 2004) and sabotage (Schaeffer, 2012). Feelings of unappreciated are one of the important elements of cynicism (Anderson, 1996). Cynics express apathy and turnover behaviour (Kanter & Mirvis, 1989; Stivers, 1994). Generally, downsizing is a sign that an organisation is in trouble. To revive the troubled business, survivors must keep their nose to the grindstone, and a cynic survivor with lack of enthusiasm will compromise the downsizing objective.

The feeling of sympathy often comes along with guilt and just like guilt, it is directed to unfortunate co-workers, depends on the degree of their personal relationship with them. (Brockner et al., 1997). When survivors feel that the victims have no control over the outcome, sympathy arises. (Hareli & Tzafrir, 2006; Weiner, 1995). On the other hand, Girak (2016) found that the feelings of sympathy still arose despite the process being seen as fair (i.e.voluntary termination), which may be linked to a close relationship between survivors and victims. In terms of cultural aspect, sympathy is likely to arise within collectivistic cultures, as they operate interdependently, regardless of how close the relationship is. Therefore, they are more likely to feel sympathy for others than those in individualistic culture (Markus& Kitayama, 1991). Sympathetic feelings derived from the violation of employees' dignity can reduce the two elements that are crucial for a downsized organisation to move forward, their commitment to the organisation and their productivity (Kim, 2003; Oluoch, 2011).

3.4.2.2 Positive emotion

Although survivors' emotions are predominantly of a negative nature within a downsizing context, many studies found survivors also exhibit positive emotions (Brockner et al., 1986; Hareli & Tzafrir, 2006; Smollan, 2009; Berberich, 2016). One of the reasons that generated positive emotions is high procedural justice, where employees credited their survival to their work-related skillset or the work-effort they have contributed, therefore downsizing is seen as harmless for their well-being (Lazarus,1991). To support this assertion, the earlier research by Brockner et al. (1986) showed that survivors' respond to downsizing more constructively when the organisation used merit-based rules to determine whom to made redundant. It is also a reflection of one's accomplishment, which then evokes pride (Zaph & Holtz, 2006; Hareli & Tzafrir, 2006; Westermann-Winter, 2007). In a different study, Smollan (2009) found that despite the unfair procedure, employees felt pride and happy as the obtained outcome was considered favourable, which signify the importance of distributive justice (Weiss et al., 1999; CohenCharash & Spector, 2001). Also, pride will be generated, if survivors feel downsizing was necessary, fair, well planned and humane on the victims, which consequently lead them to be able to handle the changing environment (Fowke, 1998). Among executioners, pride was triggered when they perceived the situation was handled with interpersonal sensitivity, even when they had to face hostility from the subordinates (Smollan, 2012). Positive emotions are an indication of one's positive experience, which has a positive impact on cognition and performance (Dyck, Caron, & Aron, 2006). Thus, pride employees is more likely to engage in OCB (Hareli &Tzafrir, 2006; Al-Hammali et al., 2017), enhance job satisfaction,

decrease in turnover intention (Hel, 2013; Kraemer et al., 2016) and help the organisational change to run accordingly (Oreg, 2003).

Although pride is perceived as a favourable state, it is also considered as one of the cardinal sins (Schimmel,1992). Gooty (2007) proposed that intense positive emotions, however, could produce a narcissist employee. According to the CRT, pride is associated with confidence, higher self-esteem and self-satisfaction (Izard, 1991), however too much of pride could easily make the employees become condescending, and since they are feeling secure, it is likely that they are going to put less work effort. Ortony et al. (1998) termed this condition as "smugness" and "suffering from swollen head". Maitlis and Sonenshein (2010) echoed this views by arguing that excessive positive emotions may cause confusion, where the important signals from the environment might be overlooked.

Similar to pride, happiness evokes through favourable outcomes such as when getting a permanent position and salary increase (Smollan, 2009). The way the downsizing process was handled would also generate happiness as it indicates that the organisation followed the laws (Karjalainen & Tyynelä, 2016). In some occasions, individual feel glad about the dismissal of their coworkers. Every organisation has it is 'bad apple' employees. They can be a distraction and has a crippling effect on employees performance (Andrews,2004). The dismissal is justified when they felt that victims were low performers or did not have what they perceived as the right attitude to stay, which is perilous within a downsizing context. One study also found that even the inclusion of one underperforming employee could be enough to bring down a

team's overall productivity by 30 or 40 per cent (Felps et al., 2006). For that reason, the dismissal of a low performer is not only significant in ensuring organisation to achieve the desired goal from downsizing, but it also plays a vital role in creating a conducive atmosphere for committed employees to perform.

3.4.3 Behaviours

The future of a downsized organisation's is contingent on the survivors. Accordingly, their behaviours and productivity play a significant role in the post-downsizing era (Gary et al., 2012; Amundson et al., 2004; Noer, 2009). In some cases, survivors reportedly took it in the form of reduced job performance (Brockner et al., 1987; Lopez et al., 2016). Additionally, survivors performance has been found to be adversely affected by unfair treatment towards the victims (Brockner et al., 1990) or themselves (van Dierenonck & Jacobs, 2012) and if the downsizing considered as a breach of the psychological contract (Wang& Hsieh, 2014).

Survivor reaction also depends on the extent of how downsizing threatens their situation (Brockner et al., 1987). While downsizing can be very traumatic, some employees deal with it better than others. The results of laboratory studies by Brockner et al. (1985) and Probst (2002) found that survivors were more productive when downsizing caused a threat to their jobs. However, the quality of work was low. Feather and Rauter (2004) found that employees engaged in OCB despite the presence of job insecurity. According to Brockner et al. (1992), moderate level of job insecurity can cause employees to put extra effort as a strategy to cope with the lack of control and feelings of helplessness, which is very common

during downsizing. Meanwhile, high job insecurity left the survivors fearful and anxious which in turn led them to engage in CWB (Ugwumgbor, 2016; Rehman, 2011). Consistent with Rotundo and Sackett's (2002) multidimensional model of job performance, the impact of downsizing on survivors' behaviours will be presented based on three specific facets: task performance, OCB, and CWB.

3.4.3.1 Task performance

Task performance (in role behavior) is traditionally referred to as employee capability to fulfill his/her tasks and responsibilities as formally stated in the role description (Griffin et al., 2007). As stated by many scholars, downsizing has a negative on employee's performance (e.g. James & Tang, 1996; De Spiegelaere et al., 2014). Survivors reaction to downsizing depend on the amount of autonomy or power they have within the organisation particularly on the job security and labour market (Cappelli et al., 1997; Reinardy, 2010). Most past studies have shown perceived job insecurity is directly related to the work efforts exerted hence lower job performance (Armstrong-Stassen, 1994; Brockner et al., 2004; Chirumbolo & Areni, 2005; De Cuyper & De Witte, 2006). Due to the detrimental work stressor (e.g. job insecurity) following downsizing, one of the areas that have been proven to be affected is creativity (Amabile & Conti, 1999, Probst et al., 2007). Creative thinking is fundamental for employees to cope with changes in their daily lives such as in the case of organisational downsizing (Runco, 2004). It also allows employees to be effective in problem solving (Mumford & Gutafson, 1988) and remain flexible (Flanch, 1990). Indeed, all 1500 CEOs from 60 nations and 33 industries that were

interviewed reached a common ground that creativity is the single most important attribute to future business success (IBM, 2010). To corroborate these findings, a decline in innovative behaviour has been found to positively related to firm performance (Weinzimmer et al., 2011). The presence of job insecurity is related to risk-averse thinking (Cascio, 1993), behavioural rigidity (Cameron et al., 1988) as well as reduced cognitive flexibility (Alexander et al., 2007; Carnevale & Probst, 1998). Therefore, if one's creativity stunts, the impact will be more significant to an organisational that primarily depending on the novel idea.

As mentioned above, some employees deal with downsizing better than others, where they demonstrate increased in work effort when their job security is in danger (Brockner et al., 1985, Cappelli et al., 1997; Reinardy, 2010). In particular, an increase in effort is a coping strategy used for employees to be in charge of the uncertain situation. They further added that this type of behaviour is prominent among low-level employees, as they usually have limited opportunities in the external job market compared to the upper-level counterparts (Grunberg et al., 2000). Besides, they are more likely to be supervised and monitored closely by the management. Consequently, regardless of their perception towards the organisation, they are less likely to engage in risky behaviours, such as absences or reduced work effort)(Bowles et al., 1983). However, a constant scrutinise cause employees to feel disempowered (Bertelsmann, 2015). According to Mishra and Spreitzer (1998), disempowered survivors tend to respond passively to downsizing, for instance, instead of looking for a solution, they would simply wait for the organisations to fix the issue, or in other words, they would

just do work for the sake of working, they wouldn't go that extra mile. With the increased workloads to be borned, disempowered survivors will cope with it by prioritising on fulfilling the required tasks and not bother about the quality. For a downsizing undertaken to improve financial performance, financial outcomes are the main priority. A low-quality output that does not meet established standards or customer expectations would decrease the organisation's financial performance (Gilliand, 1997), hence defeat the purpose of downsizing.

Uncertainty is an aversive state that inevitably arises during downsizing. The fear of being the next victim cause anxiety hence reduces the job performance (James & Tang, 1996), which is in correspondence with section 3.3.2.1, where a clearly established set of criteria of whom to be laid off, would minimize uncertainty and the perceived of procedural justice would be increased which then motivate employees to perform. Security and employees performance will be further enhanced if the clearly defined criteria coupled with an open communication being practised (Brockner et al., 1997; Susskind et al., 2018).

Normally downsizing means, survivors need to do more with fewer resources and must learn new strategies to perform their new tasks (Mishra & Spreitzer, 1998). As previously mentioned in subsection 3.3.1.1, based on motivation theories, people will only perform if they favoured the received outcome. Therefore, job performance is expected to decline if the outcomes such as increased workloads, newly assigned roles or benefits cut resulted from downsizing, is considered as unfair (De Spiegelaere et al., 2014).

Survivor's support during downsizing is particularly salient for the organisation to achieve its desired outcomes (Naumann et al., 1998). Derived from the norm of reciprocity, if support is what the organisations want from the survivors, they must return the favour commensurate to survivors' contributions. A supportive organisation can lessen some of the negative effects of downsizings; for instance, Brockner et al. (1987) found that organisational support plays a vital role in preserving the morale of layoff survivors. In this situation, what the survivor needs is not monetary incentives (Sahdev et al., 1999), but mental support to deal with pains from downsizing (Berberich, 2016; Sahdev et al., 1999). Despite being the key people in ensuring an organisation's success, studies have found that survivors are often neglected. This situation should not happen especially for an organisation that has just undergone downsizing, as management support contributes to survivors' intention to stay (Deery & Jago, 2015) and increased performance (Cameron & McNaughtan, 2014). Organisational support is a reflection of a sign of appreciation. Being appreciated will trigger positive emotions, and consequently further motivate employees to perform according to organisation needs (Stajkovic & Luthans, 2001).

3.4.3.2 Organisational citizenship behaviour

OCB is defined as, "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organisation" (Organ et al., 2006, p.3). Besides task performance, OCB is also very important for the success of any organisation. Meanwhile, the combination

of OCB and task performance results in a robust organisation (Purcell & Hutchinson, 2007; Cary et al., 2012). Studies have found that OCB is related to organisational effectiveness (Podsakoff & MacKenzie, 1997), in particular, organisations that have employees who do more than what they are required to, are more efficient and will out-perform those organisations whose employees do not (Robbins et al., 2004). The willingness to go for extra miles also signifies employees' commitment towards the organisation (Omoruyi, 2010), which is extremely critical for an organisation that is in a dire financial situation. Numerous studies have reported that employees' morals are often severely affected by downsizing experiences (De Meuse & Dai,2012). Therefore, to recover from downsizing, an organisation should go out of their way to instil OCB on their employees so that they can reap the benefits that come from it.

Increased workloads are quite inevitable in the case of downsizing. Consequently, employees' dedication to go above and beyond their required duties such as working long hours, and volunteer to perform off task jobs are needed more than ever. This behaviour is termed as conscientiousness (Organ, 1988). Anahita (2010) argues that the level of organisational communication has been found to encourage individuals to perform tasks exceeding their minimum role requirements. Moreover, it helps employees to adapt to changes (Susskind et al., 2018). In line with this, to ensure that organisational operations will not be disrupted, it is imperative for the organisation to practice open and transparent communication following the downsizing.

Justice, in general, is basic human needs just like food, warmth, water and other bodily needs (Taylor, 2006). From the SE theory perspective, organisational justice is a two-way street. Specifically, it involves a series of sequential transactions between two or more parties through a process of reciprocity (Blau, 1964). Therefore, in the downsizing setting, organisations should fulfill the employees' basic needs such as fair treatments if they want the employees to be fully committed to them. Moreover, fair treatment signifies how valuable they are to the organisation (Tyler, 1989; Brockner & Greenberg, 1990; Bragger, 2015). A highly engaged employee is especially valuable in the midst of downsizing, as they are more reliable, aware and understand organisation's needs and goals which in turn lead them to work with others cooperatively for the benefit of the organisation (Sinha & Trivedi, 2014). Additionally, insufficient advanced notice Chadwick et al., 2004), clear and open communication (Jenkins, 2012) and justification (Shaw et al., 2003) reduce the potential of employees' citizenship behaviour.

Following the SE theory, when survivors' perceived the received treatment or outcome as fair, it evokes a good employment relationship, which is critical to promote a long-term organisational success regardless of the situation (Organ, 1988). Lavelle et al. (2009) find evidence in the relationships between justice, SE and extra-role behaviours in a study of 106 survivors of a layoff medical clinic. As employees behaviour is one of the antecedents of a firm's performance, it is very important for the organisation to ensure the employment relationships such as trust, psychological contract, POS and commitment to be at optimum level, so that at the end of the day, survivor would be willing to go for an

extra mile to ensure the organisation's to stay competitive for longer time.

Employees in downsizing conditions often experience considerable stress, frustration, and anxiety (Brockner et al., 1994). To endure this condition, organisations require individual with high level of sportsmanship, a behaviour in which an employee is willing to accept minor frustrations and go along with the organisation efforts (Organ, 1988). Survivors are often neglected during downsizing (Applebaum et al., 1997). Due to the threat it is imposed on job security, downsizing may increase interpersonal conflicts at work (Suzy, 2001; Anderson, 2006). In particular, the uncertain nature of downsizing may send employees to compete for jobs, resources, power, recognition and security (Schieman, 2008; Henry, 2009). Interpersonal conflicts interfere with organisational harmony and reduce employees' focus in achieving the desired organisational outcomes (Baker, 2005). To make things worst, downsizing survivors are often overlooked, for instance, the lack of managerial and organisational support for survivors to deal with the emotional pain caused by downsizing (Berberich, 2016). Fortunately, to mitigate the interpersonal discords, employees can also obtain the support from co-workers, through a citizenship behaviour termed as a courtesy, which includes encouraging the other members when they are demoralised and feel discouraged about their professional development (Organ, 1988). Interestingly, in collectivistic cultures, sportsmanship and courtesy dimensions of OCB is considered as part of the jobs (Hanif, 2015). Thus, if the survivors doubt their employability, apart from increasing their work efforts, an organisation can expect these two behaviours to come into place.

3.4.3.3 Counterproductive work behaviour

The CWBs phenomenon has been found to cost billions of dollars each year in America (Penny, 2002; Cochran, 2012). Sometimes, downsizing occurs to increase financial performance, hence given the potential financial adversity CWB could cause, this would exacerbate the downsized organisation that is in a dire financial situation. CWB is defined as "any intentional behaviour on the part of an organisational member viewed by the organisation as contrary to its legitimate interests" (Sackett & De Vore, 2001, p.145). It is very dangerous for the organisation as the behaviour is intentional, which means, for employees to purposely behave against organisational wishes, it is apparent, this indicates a deeply rooted issues lies between employees and the organisation. As previously mentioned in subsection 3.3.2, compared to positive emotions, negative emotions are easy to remember (Kensinger, 2013). Many studies proved negative emotions encourage CWB (refer subsection 3.3.2). Downsizing is always experienced as a highly negative event. Hence, CWB is something that the organisation can anticipate during downsizing.

Organisational injustice is one of the common explanations of CWBs (Furnham & Siegel, 2012) specifically, distributive and procedural justice (Fox et al., 2001). Studies found that deviant behaviours such as misuse of sick leave (Sigursteinsdóttir & Rafnsdóttir, 2015), absenteeism and tardiness (Jick & Greenhalgh, 1989) occur as a result of mental and physical exhaustion from the stress that comes from the fear of losing a job coupled with the increased workloads. One of the forms of CWB is time banditry, which

can also refer to as cyberloafing (Lowe-Calverley & Grieve, 2017). Online social network sites have become immensely popular during the last decade (Pelling &White, 2009) and have an essential role in cyberloafing (Andreassen et al., 2014). Cyberloafing is a term used to describe employees' non-work-related online activities during office hours (Lim, 2002). Some researchers argue that it is not a CWB because it is not intended to harm the organisation (Lim & Chen, 2012). It is, however, become a CWB when a cyber loaf is manifested as an attempt to retaliate against perceived injustice. Such malicious behaviour may be channelled through applying for a new job during office hours. Time banditry is a significant drain on organisations' monetary resources (Martin et al., 2010). For example, it is estimated that the cyberloafing at workplace costs 85 billion dollars a year for American business (Latto, 2007). This issue is attributed to the perceived of organisational justice (Mastrangelo et al. 2006) mainly on the uncertainty and conflict about their roles but not due to increased workload (Blanchard & Henle, 2008).

An organisation is often preoccupied with managing the downsizing victims and therefore left the survivors unsupported (Applebaum et al., 1997). The lack of support for survivors will lead the bottled up frustration to get out of hand (Van der Poel, 2016). Frustrated employees were found to sabotage the organisation's effort (Ambrose et al., 2002), which may result in declined productivity (Schaeffer,2012). Emotion can also sense by others (Cooper & Sawaf, 1997). Hence, for a job that requires interaction with the customers on a daily basis, employees' emotions could be sensed by the customers. Therefore in a situation where negative emotions are experienced by the employees', this might compromise

customer satisfaction. Customer satisfaction is an important source of competitive edge (Rust et al., 2000), as it often leads to customer loyalty (Lam et al., 2004). More importantly, customer perceptions of one type of product or service are enough to shape their global perceptions of an organisation (Bolton et al., 2003).

As a result of dissatisfaction towards the management, some of the participants would take their outrage by badmouthing the organisation. Badmouthing is a manifestation of cynicism (Dean et al., 1998, Mishra & Spreitzer, 1998). Survivors may respond cynically to downsizing due to the perceived violation of their PC (Rousseau, 1995) and lack of social and task support from the management (Davis & Gardner, 2004). Sharing negative viewpoints about the organisation is detrimental for both employees and the organisation. A study found that organisational badmouthing, resulted in bad publicity for the organisation and those involved were reassigned to a lesser position (Kidwell & Martin, 2005). Evidently, bad publicity may keep the organisation from attracting quality talent. A survey conducted by Indeed shows that 83 per cent of job seekers are likely to base their decision on where to apply on company reviews, and 46 per cent will weigh a company's reputation heavily before accepting a job offer (Indeed Surpasses 4 Million Employer Reviews, 2014).

The other form of CWB is withholding work. Evidently, withholding behaviour at work disrupts organisational operations (Birati, Tziner, 1996). Generally, employees waste 5 per cent of their time at work by withholding work effort (Sagie et al., 2002). This behaviour will cause losses to the organisation, as the salary will be paid for a job ineffectively

done. Withholding behaviour affects the effectiveness of the organisation not only directly but also indirectly. According to Kidwell and Bennett (1993), the withholding behaviour and mentally absent employee have the potential to spread their negative attitude to other employees in the organisation or, even worse, may cause some moral issue, weaken motivation or commitment. This is in line with Felps et al. (2006) where they claimed that a bad apple employee is enough to bring down team overall performance (refer subsection 3.3.2.2). Looking at all the empirical evidence, an organisation should try to minimise the CWB from happening, especially if financial performance is their primary concern.

3.5 Coping strategies

The process of coping helps individuals to adapt to the psychosocial changes during stressful events (Holahan, & Moos, 1987) such as downsizing. Specifically, it moderates the impact of downsizing on an individual's physical, and social functions (Billings, & Moos, 1981). Downsizing survivors cannot escape from experiencing stressful career transition, and for them to adapt to the new organisational directions effectively, environmental and personal coping resources are required (Latack, 1990). Evidently, in the present study, the environmental resources are represented by the cultural context of Malaysia. Culture has been shown to influence employees behaviours (Hanif, 2015), reactions towards uncertainty (Konig et al., 2011), receptive to change (Hofstede, 1984), conflict management (Holtgraves, 1997) and the intensity of individual emotional reactions (Markus & Kitayama, 1991). At the individual level, personal resources such as, optimism and perceptions of control support the

employee's to adjust to stressful situations which leads to employees' resiliency (Tomprou et al., 2015; Neves, 2014).

3.5.1 National culture

Malaysia is a multicultural society consisted of three major ethnic groups, namely Malays, Chinese and Indians. In Malaysia, ethnicity is also exclusive to the religion. The federal constitution defines Malay as an individual who professes Islam, speaking Malay and practice Malay customs. Similarly. Chinese is associated with Buddhist, Taoist or Christian and Indian always been identified as Hindu or Christian. Culture also reflect heritage. Malay is considered as indigenous while Chinese and Indian were initially migrated from Mainland China and southern India during the British colonisation (Hatin et al., 2011). As noted by Matsumoto (2007), the variance within cultures may be larger than the variance between cultures. Although Malaysia is a collectivist country, there is so much more cultural diversity within one nation. For instance, Chinese has been associated with materialism (Marcus and Kitayama, 1991, 1994; Richins, 1994), similarly, in Malaysia, Chinese is considered more materialistic compared to Malay and Indian (Joseph, 2006).

The intellectual capital concept and strategy for organisational downsizing were pioneered by the American. Nowadays, it has become a cruel, inevitable reality for organisation across the globe. Generally, studies found that individuals from different cultural backgrounds react differently to new ideas (Coulson-Thomas, 1992), which in turn determines the extent to which they accept change (Hofstede, 1984). Accordingly, organisation's practice and policy must be adapted to a

country's cultural, political and social environment (Hofstede 1993), because what's right in the west may not be applicable in Malaysia.

Of the various cultural frameworks to choose from, Hofstede's (1980, 2001, 2007) and Kluckhohn and Strodtbeck's (1961) cultural value models offer the most influential framework in understanding survivors' reactions to downsizing. In particular, there are three consistent dimensions from both of the models that are often emerged in the context of downsizing, namely individualism versus collectivism, power distance, and environmental orientations (Fisher & Mansell, 2009). Individualism versus collectivism is considered the most crucial one in the downsizing context (van Dierendonck& Jacobs, 2012). This dimension focused on the degree to which people in a country prefer to act as individuals or as members of a group (Hofstede, 2001). Specifically, in individualistic societies, personal accomplishments and freedom are valued over those of their group (Hofstede et al., 1990), and individual objectives may not necessarily be aligned with in-group goals (Triandis, 1994). Meanwhile in collectivist cultures individuals belong to a group that looks after them in return for loyalty (Soares, Farhangmehr, & Shoham, 2007), operates in an interdependent manner (Markus & Kitayama, 1991; Erez et al., 2015) and focus on group-oriented achievements (Hofstede et al., 1990). Additionally, they are more concerned about group interests or harmony (Kim et al., 1990; Leung & Bond, 1984).

Malaysia is classified as collectivists in culture (Hofstede, 1983). Thus, loyalty and priority go to in-group members and organisational needs and interest. Collectivists are the

equality rule advocate (refer subsection 2.2.1.4), where they prefer everyone to receive similar rewards or outcomes regardless of needs or contributions. It is especially vital when harmony and solidarity is the main group agenda (Baker, 2006). Bond et al. (1982) corroborates this claim and found out Hong Kong Chinese preferred the equality rule as compared to Americans. Besides collectivists also less concerned of equity rule. The rule that predominantly oriented within the western society (Baker, 2006), where rewards are distributed according to an individual's performance (Adams, 1965). Evidently, studies found that Korean are less concerned for pay equity compared to their American counterparts (Kim et al. 1990; Hundley & Kim, 1997). Also, Giacobbe-Miller et al. (2003) found that in term of bonus allocation, managers attributed to the employees' productivity in the individualistic culture (USA), and equality was practised within a collectivistic culture (China).

Similar effects were also shown for procedural justice. In term of dismissal criteria across European banks, Segalla and colleagues (2001) reported that English human resource managers (individualistic) opted for performance-oriented criteria while German human resource managers (more collectivistic oriented) are strongly driven by the employees nationality and also the potential impact the person would have on their co-workers, if they were dismissed. As group loyalty is significantly important in the collectivist societies, this can lead to preferential treatment of a certain team member (Abdel-Rahman 1994). A study conducted at a Brunei company that had just undergone a merger, found nepotism and favouritism triggered negative emotions, which possibly undermine the unification of organisational culture (Clarke &

Noor Maya, 2011). For a downsized organisation to carry forward its new objectives, committed employees are required, and studies have found that justice perceptions were of importance in dictating one's commitment within an individualistic culture compared to collectivistic culture (van Dierendonck& Jacobs, 2012). In support of this findings, from a cross-cultural study conducted by Fischer, Ferreira et al. (2011) on the organisational justice scale developed by Colquitt (2001) in thirteen countries (i.e. Argentina, Brazil, Egypt, Indonesia, Lebanon, Malaysia, New Zealand, Philippines, Saudi Arabia, Taiwan, Turkey, the UK, and the US), they found that score reliabilities were lower in collectivistic countries, which led them to propose that the effect of justice perceptions may sometimes be weaker in Non-Western countries. Studies have found that individualism and collectivism influence perceptions of fairness and one's inclination to perform extra-role behaviours (Yamaguchi, 2005).

Interestingly, in some cultures, some extra role behaviours are considered as part of the formal job. A study found that employees from collectivist cultures (i.e. Hong Kong and Japan) were more likely to perceive the sportsmanship and courtesy dimensions of OCB to be a part of their jobs (Hanif, 2015). In support of this findings, Farh et al. (2004), did not find several of the major dimensions of OCB significant in their Chinese sample that are usually determined to be important in western samples, namely, sportsmanship, courtesy and advocacy participation. Collectivists work as a group, and therefore, despite the frustration towards the organisation, employees consider it is their job to support organisational efforts regardless of circumstances.

In term of conflict management, Japanese (collectivist) place a good deal in maintaining a positive relationship compared to American (Ohbuchi et al.,1999). To maintain the harmony, instead of confronting and resolving the issue as individualist would do, a collectivist would handle the conflict in a more indirect and passive style (Bazerman, & Curhan 2000) by either hoping for conditions to get better (Farrell, 1983; Hirschman, 1970) or by reducing effort and interest at work (Vigoda, 2001). Additionally, the emotional expression shown must be moderate (Basabe et al.,1999, Wong, 2010). Since individuals in collectivist culture have a close-knit relationship, they tend to be emotionally dependent on each other (Hofstede, 1980). Therefore, they are more likely to feel sympathy for others than those in individualistic culture (Markus & Kitayama, 1991).

The second dimensions from Hofstede that are frequently associated with downsizing are power distance. High score for this dimension emphasised the degree to which the less powerful members of a society accept and expect that power is distributed unequally, meanwhile in low power distance societies, people strive to equalize the distribution of power and they believe fairness is a basic right for each individual (Hofstede et al., 1990; Chow et al., 2001). Generally, Asian countries maintain greater power distance than Europeans and American, and in this case, Malaysia scored at the highest end, with an index of 104 (Hofstede, 1980; 2001).

Although injustice is expected in a country with high power distance, it will not curb individuals from experiencing negative emotions if they were to be mistreated. The findings from a

merged organisation in Brunei showed that, employees experienced negative emotions from the obtained outcomes and treatments, however, they refused to confront the management as in such societies, they emphasise on the hierarchical relationships to the extent that junior members or subordinates rarely confront their superiors (Al-Romaihi, 1977; Barakat 1991). As previously mentioned in subsection 3.3.2, compared to positive emotions, negative emotion is easier to recall (Kensinger, 2013). Evidently, negative emotions encourage CWB (refer to subsection 3.3.2). Given how easy it is for an individual to recall the negative experiences and how it can reinforce one's future evaluations, emotions and behaviours, it is crucial for the organisation to minimise survivors' negative experience.

As individuals in high power distance societies 'used' to injustice, it can be inferred that employees would be more receptive to mistreatment resulted from organisational change. To support this assertion, Huang and van de Vliert, (2003) found that people in low social security, high power distance and high collectivism countr, are less concerned about respectful treatment, recognition and personal achievement. However they are sensitized to distributive justice. In particular, they are motivated by extrinsic rewards, because the lower needs (e.g., food, money) are still more salient than the higher needs (e.g., self-esteem, self-actualization) (Huang and van de Vliert, 2003). The same effect also found in low modernity countries (Farh et al.,1997). Therefore, it could be expected that in the event of limited job opportunities, employees within these cultural orientation will increase their work effort as an attempt to secure themselves

from being the next victim (Brockner et al.,1992; Grunber et al.,2000).

High power distance cultures also have been found to soften the blow from the lack of voice in a decision-making process (Brockner et al., 2001). They further added that the negative reaction was not just due the lack of voice, but it is when the lack of voice is perceived as norm violation. Malaysia is a high power distance country, in fact prior to the 2018 general election, freedom of speech was restricted, in which the former prime minister made it an imprisonable offence if speech is considered misleading. Therefore, the lack of voice in a decision-making process may not be seen as a violation and injustice in Malaysia. Meanwhile in the case of breached of psychological contract, Zagenczyk et al. (2014) found that employees with a higher power distance orientation reacted more passively than their lower power distance counterparts by either maintaining their loyalty, hoping that conditions will improve (Farrell, 1983; Hirschman, 1970) or neglect by reducing effort and interest in work (Vigoda, 2001). Notably, neglect behaviours have also been described as retaliatory behaviours directed at the organisation (Bennett & Robinson, 2000).

Another cultural dimension from Hofstede (1980) that is worth mentioning is uncertainty avoidance. This dimension reflects the level of comfort people feel and how they tolerate within an unstructured situation, where high uncertainty avoidance societies require a strong need for rules and regulations and the counterparts are more relaxed within the uncertain situation (Hofstede et al., 1990). Malaysia has a low preference for avoiding uncertainty, which means people are

more likely to take risks and are more comfortable with uncertain situations (Hofstede et al., 1990), like downsizing. Therefore, the lack of standardised procedure although might seem like an unfair practice, it is still considered tolerable as it is part of the norm, which in turn would encourage employees to support the change effort regardless. However, Konig et al. (2011) showed that a country with low uncertainty avoidance (Unitec States of America) responded more negatively towards job insecurity compared to a country with a high score of uncertainty avoidance (Switzerland). They explained further that such reaction was strongly influenced by the difference in social safety net between these two countries, which reflects the legal environment protecting individuals from decreases in income (Debus et al., 2012). Fortunately, in 2017, the Parliament of Malaysia just approved a bill on Employees Insurance Scheme (EIS), a financial scheme aims at helping employees who have lost their job (Employee Insurance Bill, 2017). This scheme is meant to enable retrenched workers to gain monetary funds that would help them get back on their feet within six months. With that, the negative reaction over the lack of standardised procedure is hoped to be minimised.

As mentioned above, high uncertainty avoidance cultures like Belgium, Greece and many Latin American countries would mitigate an uncertain situation by creating clear rules, laws and institution (Primeaux et al., 2003). Clearly defined procedural rules instilled trust in high uncertainty avoidance cultures (Domicone et al., 1998; Whetten & Cameron, 2007). Trust helps employees in high uncertainty avoidance cultures to be more receptive to change. On the other hand, the effects of high uncertainty avoidance are somehow similar to collectivists, where both share a similar view on the

interpersonal conflict. Specifically, high uncertainty avoidance cultures avoid conflict with another member through clearly defined rules (Tosi & Greckhamer, 2004).

Apart from Hofstede (1980) cultural model, one particular cultural value orientation that is common within downsizing literature is by Kluckhohn and Strodtbeck (1961) where it is focus on the relationship between humanity and its natural environment. According to Kluckhohn and Strodtbeck (1961), societies can relate to the environment by dominating it (mastery), living in harmony with it, or becoming subjugated by it (subjugation). This dimension is significant in the context of downsizing, because, a theme that is often mentioned by employees who experience downsizing is about the control they have over their environment (Mohan, 1993). In mastery-oriented cultures, people tend to believe that they can control and master their environment (Maznevski & DiStefano, 2000). Therefore, naturally, they prefer to be in control and have a mindset that everything is possible. The description is similar to high uncertainty avoidance. In high uncertainty avoidance cultures, control is manifested through a clearly defined procedure. Meanwhile, in mastery-oriented cultures, control is manifested through an organisation's justification on why downsizing need to be implemented (Rasidah & Sparrow, 2009).

Individuals in a high level of mastery-oriented societies believe that everything is possible, they believe that they can control and master their environment (Maznevski & DiStefano, 2000). Following this belief, it can be expected that employees may feel that organisations need to act proactively if there are issues with the organisation even if it causes downsizing. In

this case, even if there is a violation of the psychological contract, the negative implications can be mitigated due to the justification of downsizing that is considered fair (Rasidah& Sparrow, 2009). Mastery-oriented societies value individual success, daring and competence. Therefore to get ahead in mastering the fast-paced changing environment, they emphasise the importance of self-assertion and hard work (Schwartz, 2006). Similar to individualistic cultures, Fisher et al. (2007) found that higher mastery values (Schwartz, 1994) at the country level were associated with greater use of equity, i.e. individuals prefer reward allocations based on one's merit. In the case of injustice, instead of just accepting the outcome or decision and react negatively, mastery-oriented individuals would be proactive by attempting to minimise the unjust situation through negotiation or appeal (Finch et al.,1991).

Meanwhile, in subjugation-oriented cultures, people believe that God or supernatural forces dominate the environment. Therefore people choose to submit to the environment and its forces (Pavett, 2011; Maznevski et al., 2002). This concept is similar to the external locus of control, where individual perceive greater control over outcomes, to external sources, such as powerful others, fate, or luck (Rotter, 1966). Contrary to mastery, people in this culture are not as competitive. To strive in a fast changing world, organisations must be able to compete with each other. However, if competition among employees does not exist, it is difficult for organisations to sustain in the industry (Maznevski et al., 2002). Life is also considered as predetermined in subjugation-oriented cultures, which is similar to Islam and this also a reflection that they can tolerate an uncertain environment. A lower need for

uncertainty avoidance may indicate employees are more receptive to change and that employment security is not much of a concern (Wu, 1999).

Given the economic situation, downsizing can be a life-shattering experience. British Psychological Society (2014, January 9) found that, deep spirituality and faith act as a resource to help workers to cope with challenges at work. Similar findings were found in a study conducted at a merged organisation in Brunei, which is also a Muslim dominated country (Clarke & Salleh, 2011). Despite a strong feeling of injustice and dissatisfaction, employees rely on faith to deal with emotions, which according to Islam, everything that happens is predestined or predetermined and is regarded as a life test. This set of beliefs help people to be acceptable to the situation. In addition, Islam considered work as *Ibadah* (religious duty) and is also seen as a sincere pursuit that aimed at acquiring benefits for themselves, for others and for society as a whole (Gibbs et al., 2007; Khalil & Abu Saad, 2009). Therefore, in the downsizing context, despite the negativity,an individual that hold strongly to this notion would feel obligated to fullfill their religious duty and therefore would be expected to go above and beyond for the betterment of the organisation (Kamil et al.,2010). Islam is the dominant religion in Malaysia with Muslims make up 61.3 % of the total population (Department of Statistics Malaysia, 2010). Therefore, the same coping mechanism might be adopted by Malaysian especially among Muslim.

However, another study has proven that Malaysia is not a subjugation-oriented society. Instead, Malaysia is a harmony-oriented society where people would do anything to maintain a

harmonious environment (Wafa et al.,2003). In harmony-oriented societies, people are concerned about the balance of forces among the environmental elements, including ourselves (Maznevski et al.,2002). Consistent with the concept of collectivism, where group harmony is every member priority (Baker, 2006). Aforementioned (refer subsection 3.3.1.1), in general justice helps promotes high interpersonal relationship within an organisation. For this reason, justice is likely to play a vital role to preserve a harmonious environment (Jiang et al., 2015). Based on the norm of reciprocity, they will return the favour of fair treatment by increasing their trust in the management (Colquitt et al.,2013). In contrast to mastery-orientation, when perceiving injustice, instead of trying to mitigate the situation, they would completely avoid conflict because they do not believe that they can control the situation, and subsequently, they will just accept the outcome. Similar with collectivist, to maintain the harmony, employees would react in a more indirect and passive style (Bazerman, & Curhan 2000) by either hoping for conditions to get better (Farrell, 1983; Hirschman, 1970) or by reducing effort and interest at work (Vigoda, 2001).

Despite the possibility that survivor's experience of downsizing might be subjectively different across cultures, some studies found out that there is a similar pattern in term of outcomes irrespective of country of origin (Rasidah & Sparrow, 2009; Datta et al., 2010; Gandolfi & Hansson, 2010). Therefore the next section will discuss personal factors that are salient in the downsizing context.

3.5.2 Locus of control

Locus of control is a concept that was pioneered by Julian Rotter (1966). He defined it as a generalised expectancy of the degree to which the individual perceives that the rewards or outcomes in life as being contingent upon his or her own behaviour (internality) or controlled by external forces and may occur independently of his own actions (externality) (Rotter, 1966). In organisational settings, rewards or outcomes include promotion, favourable circumstances, salary increases and general career advancement (Spector, 1988). Many studies (Rotter, 1966; Rasidah &Sparrow, 2009; Yeghaneh & Su, 2011) claimed that the concept of locus of control is comparable to the mastery, subjugation and harmony dimension by Kluckhohn and Strodtbeck (1961). Individuals with high internal locus of control believe that they can influence the results of their actions, which is similar with mastery orientation, whereas individuals with high external locus of control believe that the results of their actions are controlled by the external forces, a similar concept with subjugation and harmony orientation (Rasidah & Sparrow, 2009). According to Bohannan (1963,1971) personality is created through the process of enculturation or in other words culture is constitutive of personality (Bohannan, 1971; Benet-Martínez & Oishi, 2008). Culture is collective programming of the mind that distinguishes the members of one group from another (Hofstede, 1980), while personality is the characteristics or blend of characteristics that make an individual unique (Weinberg & Gould, 1999). Since this research only focus on the Malaysian employees, it is much more significant for researchers to focus on the individual differences.

There are robust evidence of a relationship between internal locus of control and individual acceptance of the organisational change (Judge et al., 1996; Stark, 2000). Within an uncertain situation like downsizing, when one's belief that they can exert some influence over the situation, it can dramatically influence their ability to cope and surmount ambiguity (Stark, 2000; Chen & Wang, 2006). When individuals believe that they have the power to control their situation, it helps to minimise their fear of job loss, but when they feel that external forces are stronger than themselves the levels of job insecurity increased (Bosman et al., 2005).

Locus of control is driven by social learning theory, in which it stressed the fact that the social environment is of primary importance in shaping our behaviour (Rotter, 1966). Specifically, he suggested that the orientation of locus of control could be learned and shifted as a result of changes in the environment. In some studies, downsizing situation has been found to shift survivors' locus of control (Brockner et al., 1993; Noer, 1998; Rotter, 1966; Shah, 2000). Bradac (1982) claim that information is essential to gain control. In particular, if employees do not have sufficient information on how the downsizing would impact their job or status or with the loose job market, it is possible for a locus of control from within the individual to change to outside the individual (Bastien, 1987).

Reliance on external forces is more likely to occur in cultures characterised by believes that is subjugated to nature (Triandis, 1984). In regards of organisational justice, the concept of predestination in Islam (refer subsection 3.4.1) lead people in a Muslim country to accept injustice, which

signifies that justice is not their concern compared to people from other culture (Clarke & Salleh, 2011). Similar effects were found in Mainland and Hong Kong Chinese samples where they rely on a metaphysical retributive justice called "pao". Specifically, they believe that one's blessings or curses depend on the amount of good or bad deeds one has done. Since the penalty or reward is considered automatic, they are less concerned about procedural justice (Pillai et al., 2001). However, when injustice occurs, they are likely to exhibit higher negative emotions and prone to experience more anxiety, stress and depression (Ashby et al., 2002; Solmuş, 2004), resulting in destructive behaviour (Allen & Greenberger,1980; Stark et al.,2000).

As a collectivist society, Malaysian prefers to operate in an interdependent manner. Therefore, when the downsizing happened, the 'work' family has torn apart. Employees who feel like these are those who see their co-workers as a source of emotional and moral support, which indicates that they rely on the external power to dictate their happiness. When individuals believe they are more motivated to work with their dismissed colleagues around, this means their desire to work are not from within themselves, which explains why they were less motivated about their work (Spector, 1982). On a different note, these 'significant others', put normative pressures on the employee to act in line with the organisation's expectations (van den Berg, 2011). Therefore, reducing headcounts may have a negative impact on the Malaysian organisations.

In contrast, an individual with a high internal locus of control reacts to perceived organisational injustice differently. As they

believe that the outcomes come from their personal efforts, they are likely to redress the situation by proactively attempting to minimise the unjust situation (Judge et al., 1996; Ng et al., 2006). This proactive behaviour serves as a buffer against the increase of unjust situations (Zitny & Halama, 2011). Such individuals are vital for a downsized organisation as they are more receptive to changes. With their ability to cope with uncertainty coupled, with high internal locus of control, this will then lead them to increase their efforts (Spector, 1988; Brockner et al., 2004). Their motivations to make an effort and carry out duties come from within themselves; specifically, their commitment is on the job instead of on the organisation (Kamdron, 2015). Psychological empowerment is a form of control that resides within oneself (Melhem, 2004). Therefore it encourages individuals with high internal locus of control to be more enthusiastic to do more than just task-oriented job such as helping co-workers and contributing to new ideas (Li et al., 2015). On the other hand, externals are not as proactive and prefer to have everything to be laid out for them. Consistent with the self-interest model (Thibaut and Walker, 1975), Campbell-Jamison and colleagues, (2001) further added that the level of involvement one has in the decision-making process influence employees' positive evaluation about downsizing. As internals are particular about fair treatment, they tend to react more strongly after perception of PC breach than externals (Phuong, 2016).

3.5.3 Optimism

A "glass-half-empty or glass-half-full" is a common metaphor for optimism. Optimism refers to the belief that good things

will happen even in the time of adversity (Carver & Scheier, 1999; Scheier & Carver, 1987). Optimism is also one of the psychological capital (Psycap) elements. Rooted in the Positive Psychology movement, Psycap is a core concept in positive organisational behaviour (POB) literature, that consists of unique positive, state-like constructs that help employees cope with and surmount ambiguity and organisational challenges (Luthans, 2002; Luthans et al., 2004). From a Psycap perspective, optimism involves a strong lesson in self-discipline, analysis of past events, contingency planning and preventive care where individuals are realistic and flexible as well as being able to enjoy and learn from various events in life and workplace, whether positive or negative (Avolio & Luthans, 2006). Specifically, high optimistic individuals will be able to take credit for their success without causing others to feel disdain, being able to show appreciation to those who help and fully utilise their experience for their future such as develop skills and abilities. Meanwhile, in bad times, they will look for facts, learn from their mistakes, accept what they cannot change and move on. Therefore, optimism has important implications for how people cope with potentially stressful situations (Carver & Scheier, 1999) and, more specifically, how they cope with organisational downsizing (ArmstrongStassen, 1994).

It is important to note that optimistic expectations are an individual-level attribution. Thus, in the context of downsizing, optimists will have positive expectations about what will happen to them personally throughout the downsizing process instead of expecting downsizing efforts to be successful due to their optimism (Avey et al., 2008). Positive prospects survivors' have about their future in the organisation, foster

them to engage in positive coping strategies (ArmstrongStassen &Schlosser, 2008; Reuter & Schwarzer, 2009; Lewis, 2016). Their mindset about downsizing also positive. An individual with high optimism is more likely to view downsizing as a challenge rather than a threat to their job security (Brockner, 1988), which then alleviate the perceive of PC violation (Armstrong-Stassen & Schlosser, 2008; McDevitt et al., 2013,; Tomprou et al., 2015) and pursue to reestablish the new PC (Lewis, 2016). Survivor' who convinced that they are in a more advantageous position in term of employability, also are more optimist as they see downsizing as less threatening (Krasz, 2005). Additionally, a prior encounter with downsizings (Campbell et al.,2001) and length of the employment relationship (Ng & Feldman, 2010) also play a role in increasing the level of optimism among employees.

The positive expectations alleviate perceptions of stress and increase one's ability to cope with the stressful situation (Scheier & Carver, 1985; Scheier & Carver, 1992). In line with that, high levels of optimism help alleviate the negative impacts following the unjust event. Instead of reacting negatively, an optimist individual will see the glass as half full by shifting unproductive reactions and practice rational thinking. According to Mishra and Spreitzer (1998), survivors who are optimistic with regards to their future would respond to the downsizing by actively engage in improving the organisation's performance so that they can achieve their targets. Consistent with that, optimism is positively related to commitment to change (Kool & van Dierendonck, 2012), a higher level of job performances (Youssef & Luthans, 2007; Ramlall, 2008), happiness and job satisfaction (Youssef &

Luthans, 2007, Reinardy, 2010). Having something positive to look forward to will encourage survivors to be more supportive of the downsizing effort (Wernsing and Luthans, 2008). On the other hand, the lack of optimism regarding their personal future would cause the employee to engage in a different manner. Studies showed that low level of optimism increased employees' voluntary turnover (Spreitzer and Mishra, 2002; Lewis, 2016). Fortunately, just like locus of control, optimism can be learned. Initially, optimism regarded as a relatively stable disposition (Scheier &Carver, 1985). However, given the state-like nature of the Psycap construct, optimism could be trained through learning, development, change and management in the workplace (Luthans, 2002). After first providing the meaning of Psycap, Luthans and his colleagues have developed and tested training interventions for developing Psycap capacities. They suggested stress management programs could develop employee's optimism (Luthans & Youssef, 2004). Therefore organisation should perhaps consider incorporating training interventions to develop employees' optimism as it helps survivors to foster positive prospects of their future with the organisation and engage in positive coping strategies.

3.6 Summary

Downsizing has become a necessary evil of the modern industrialised marketplace where competition is fierce, and organisations have to do what they have to do. To weather these challenges, survivors are the key player during the post-downsizing era. However, the majority of literature on downsizing highlighted that 'people factor' is often neglected. From the literature review, it is evident a employees

downsizing experience influence their perceptions, emotions and behaviours unfavourably. In particular, the perception of organisational justice is the key in this process, as employee response is a reflection of the treatment they received from the organisation.

In addition, section 3.5 reviewed the literature on coping strategies. The discussion focused on two factors that are prominent in assisting employees in the face of a stressful downsizing, namely the cultural and personal factors. Most of the previous research on downsizing conducted in North America or Europe. Studies found that survivor's experience of downsizing might be subjectively different across cultures. It is therefore imperative for an organisation to take a second to understand how cultural values shape and influence individuals reaction. Accordingly, it can be inferred that an organisation's practice and policy must be adapted to a country's cultural, political and social environment because what's right in the west may not be applicable in Malaysia. On the contrary, some studies found out that there is a similar pattern in term of outcomes irrespective of country of origin. Therefore this chapter was also focused on the personal resources that are salient in the downsizing context. Interestingly, many studies claimed that personal resources could be developed and taught. Since downsizing practice will not disappear any time soon (Mishra & Spreitzer, 1998), an organisation should perhaps consider institutionalising training interventions to develop all these positive coping strategies to instil employee resiliency for the next challenge. The next chapter addresses the research design and methodology employed to gain an insight into the impact of downsizing on employees from an organisational justice framework.

CHAPTER 4: METHODOLOGY

4.1 Introduction

This chapter discusses the research strategies and outlines the techniques used in this thesis. The scarcity of downsizing research in Malaysia is one reason for this exploratory sequential mixed method approach, in that it aims to explore and understand Malaysian employees' perceptions, emotions and behaviours as a result of their personal organisational downsizing experiences. This chapter is organised in the following manner. It begins with a consideration of the research paradigm, the mixed method paradigm, and the rationale for using the mixed method approach. This is followed by the sampling strategy and methods used to control for common method bias.

4.2 The philosophical orientation of the study

Prior to conducting any research study, one of the first tasks a researcher needs to undertake is to position themselves paradigmatically (Creswell & Plano Clark, 2007). Paradigm is a way of describing a world view that is informed by philosophical assumptions about the nature of social reality (known as ontology – that is, what do we believe about the nature of reality?), ways of knowing (known as epistemology – that is, how do we know what we know?), ethics and value systems (known as axiology – that is, what do we believe is true?) (Patton,2002). The researcher should recognise the philosophical assumptions about what constitutes 'valid' research and which research method(s) is/are appropriate for the development of knowledge in a given study.

According to Creswell and Plano Clark (2011), overall there are four types of paradigm used in research a) post-positivism, as a worldview, is normally associated with a quantitative approach where it typically begins with a theory and a set of hypotheses and the intent is to test ideas (Bloomberg & Volpe, 2012); b) constructivism, typically associated with qualitative approaches, where the investigator works "from the bottom up" using the participants' views to build broader themes and generate a theory interconnecting the themes; c) advocacy and participatory, which is influenced by political concerns, is more often associated with qualitative approaches and d) pragmatism, which is typically associated with mixed methods research, relying on abductive reasoning that moves back and forth between induction and deduction (Morgan 2007).

The debates over paradigms or 'Paradigm Wars' have evolved throughout history (Tashakkori & Teddlie, 2013). Starting with positivism, that emphasizes the need for observable facts, the idea was then expanded to post-positivism. It still adheres to hypothetico-deductive scientific principles of positivism but also acknowledging a single reality can only be approximated, thus espousing theory falsification over theory verification. Post-positivism is open to qualitative methods (Guba and Lincoln,1994) and noting that for topics in psychology (e.g., emotions, thoughts), quasi experimental designs are more realistic than true experimental designs (Ponterotto et al., 2013) . Supporting this, Hirschheim (1992) called post-positivism, an approach that advocates methodological combination. Although, it may seem that this approach is appropriate for the current research, post-positivists do believe that researcher should absolutely try their best to

uncover the reality. In particular, rather than finding the truth, post positivists will attempt to represent the reality to the extent of letting their own subjectivity derived from their own experiences shape the reality.

Next, headed to the beginning of the ‘mono method era’ where these theories were gradually superseded by constructivism (Tashakkori & Teddlie, 2013). During this period researchers began to confine their studies to either a quantitative or qualitative approach, associated with their post-positivist or constructivist beliefs respectively. Constructivist eschew numbers and quantification as the only valid source of data, relying instead on the experiences of participants accessed through words, stories, and images (Ponterotto etal., 2013). In short, constructivism is concerned with understanding the meaning of a person‘s actions from their point of view (Sanders 1982). Therefore ,this paradigm is typically associated with research problems of exploratory nature, when the field of research is not yet developed or familiar, and is therefore suitable for theory development, rather than theory testing (Bryman 2012). Despite its appeal to the research of human subjects, this paradigm‘s respect for differences between people, and its attention to individual differences, mean that tools within it are not suitable for predicting human behaviour. This paradigm does not offer systematic investigations of cause-and-effect, does not produce measurable prediction results, and thus, this paradigm alone, is insufficient for advancing knowledge with respect to the prediction of the impact of downsizing experiences within a Malaysian context.

Later in the 1980s the mono-method approach was challenged which led to the emergence of mixed methods approach also termed as the 'third methodological movement' (Tashakkori and Teddlie, 2010). This approach espoused research designs mixing both quantitative or qualitative approaches during the data collection phase of a study - a hybrid of postpositivism and constructivism. During this period some theorists didn't support the use of mixed methods and mixed models approaches as the two traditional paradigms of post-positivism and constructivism was perceived as incompatible, these people were labelled as the "incompatibility theorists".Those that saw the differences being the two paradigms and the exclusivity of their methods as overplayed were called the "compatibility theorists" (Cherryholmes 1992). According to Johnson and Onwuegbuzie (2004), these philosophical debates are likely "interminable" and they suggest that pursuing these debates is not likely to make any meaningful difference to the practical problems that researchers face. Instead, they claim that in order to avoid these apparently irresolvable conflicts from the purist positions, mixed methods must put forth a "third" alternative paradigm which can better accommodate both schools of methods without the conflicts, that's when pragmatism came into play.

Pragmatism in its simplest sense is a practical approach to a problem (Johnson & Onwuegbuzie,2004). Rather than focussing on epistemology or paradigms, a pragmatist approach places the research problem at the centre and uses a 'what works' tactic to resolve the problems by combining both quantitative and qualitative approaches in a single study (Patton, 1990; Creswell, 2003). This tactic is particularly useful to address research questions in a single study that

cannot be handled via mono-method approach. Supporting this, Darlington and Scott (2002) asserted that many decisions that are made while designing a research study are not based on decisions that are philosophical in nature, but on practical concerns related to the type of methodology that will be best suited to the study.

The pragmatist paradigm offers greater flexibility in the selection of perspective and methods employed for addressing the research questions. It enables the researcher to draw on methods which support the need to gain measurable and objectively-comparable predictive results from the post-positivism paradigm, but also permits broad view of the studied phenomena and the flexibility of enquiry of its issues, as commonly done within constructivism. Therefore the combination of both traditional paradigms can be claimed to be suitable for social and management research as well as for scientific research, as it offers a harmonious combination of quantitative and qualitative approaches suitable for 'practitioner-based' research.

The research problem addressed in this study is to explore and understand survivors personal downsizing experiences, based on the organisational justice framework. This phenomenon has been studied extensively (as described in Chapter 2 and Chapter 3), and therefore an extensive body of knowledge regarding this phenomenon exists. However, there is little prior research which examines this phenomenon within a Malaysian context. With these conditions, each of the paradigm have advantages and disadvantages . Constructivism offers several benefits to this study. It is suitable for its exploratory nature, as it allows for a broad view

of the phenomenon and for flexible enquiry of issues involved in it. Indeed, in a few recent cases of exploration, this paradigm was employed, for example, when Guo and Miller (2015) examined the meaning and dimensionality of the organisational justice construct in the People's Republic of China in relation to employees layoffs experiences. However, the disadvantage of this paradigm is, it's not fully oriented towards providing measurable and objectively-comparable predictive results. Therefore, this paradigm alone is insufficient for this research. Meanwhile, positivism/post-positivism's strength is to provide measurable outcomes, which can be objectively compared. Although this study could benefit from subscribing to this paradigm, positivism requires strict reductionism of constructs, which is not suitable when striving to explore phenomena in a new environment. Positivism/post-positivism also does not support the socially-constructed nature of relationships, the value of perceptions, and the need for the researcher's interpretation of these aspects. Thus, despite the benefits of this paradigm for this research, it cannot be fully adopted.

In comparison with both paradigms, the pragmatist paradigm offers greater flexibility in the selection of perspective and methods employed for addressing the research questions. It enables the researcher to draw on methods which support the need to gain measurable and objectively-comparable predictive results ,but also permits a more extenseive view and understanding of the studied phenomena. In short, this paradigm deepen researchers understanding of a studied phenomena and potentially open new paths for exploration resulting in dialectical discovery of "enhanced, reframed, or new understandings" (Greene, 2007,p.69). Given the fact

that the current study used an exploratory sequential mixed methods design, the adoption of pragmatism as the philosophical foundation is appropriate. Specifically, the downsizing phenomena was abductively explored in the qualitative phase through constructivism , where participants' perspectives were highly valued. Meanwhile, in the survey phase, deductive approach through post-positivism paradigm was employed , by focusing on the relationships between variables.

4.3 Mixed method approach

As described above, opinions are divided amongst researchers as to what constitutes legitimate inquiry and warrantable knowledge in specific situations. There is the positivist and the constructivist. One starts from the need to test theory and the other to develop theory. This creates a dilemma for the researcher faced with a research question where theory exists but may not be appropriate in their particular circumstances - as is the case in this thesis. In consideration of the research purpose, guided by pragmatism, the phenomenological qualitative approach was first adopted (Study 1) as it permits the exploration and understanding the downsizing phenomenon within a Malaysian context from the survivors' perspectives. Phenomenology aims to focus on people's lived experiences, specifically on their perceptions of the world in which they live in and what it means to them (Langdridge, 2007). However, the pure phenomenology must be perspective free from hypotheses or preconceptions (Husserl 1970), which is inductive in nature. This is difficult as there are extensive literatures on organisational downsizing and justice, which could easily allow the formulation of a deductive

research design. Meanwhile, the deductive approach is only possible to test whether or not, or to what extent, the hypothesised relationships exist. Therefore, this would not help to identify what other unanticipated factors may exist, such as cultural related or individual differences variables. Moreover the researcher can lose the richness of data which respondents can provide as the conversation develops. Most empirical studies and established frameworks on organisational downsizing and justice were derived from Western societies. Malaysian culture is different, and people's attitude, perception and receptive towards change vary by culture (see subsection). Given this circumstances, although organisational justice framework (Colquitt et al., 2013) was used in exploring and understanding the personal experience of survivors following the downsizing, this thesis also keen to identify other underlying factors that played a role in influencing survivors responses.. Therefore it was found that a hermeneutic phenomenological approach fits with the situation of Study 1. A hermeneutic phenomenology is an approach where it allows researchers to interpret the social phenomenon based on the existing theoretical and personal knowledge, as it is based on the abductive approach (i.e. incorporation both deductive and inductive approach) (Junge and van der Linde, 2015).

Starting with a completely clean slate has been argued to be very rare (Plummer 1983, Stanley & Wise 1993) . Haider and Birley (1998) argue that the qualitative researcher can use theories to guide their investigations but that they should be composed of constructs rather than variables, as constructs can be more fluid and adaptive to the needs of the respondent. This enables the researcher to 'discover' issues or

effects, which they may not have had in mind when the investigation began. So, for example, asking a respondent about their general thoughts (construct) of their personal downsizing experiences would open up a discussion of more variables to emerge (e.g. fairness of the treatment received, how supportive the organisation were). Indeed, taking this approach assumes that the respondent would identify and focus on the variables most important to them. In contrast, if the researcher specifically asks about 'how fair they were treated by the organisation during the downsizing?' this would close off some potential areas of enquiry.

Quantitative methods have dominated empirical research in psychology (Povee and Roberts, 2014; Tomeela, 2010; Braun and Clarke, 2013) primarily due to its generalisability. It has been used widely to provide solid evidence to guide management decisions (Powell & Buede, 2009; Cvetkoska, 2016). Therefore, to increase the value of this thesis, findings from the qualitative phase will be tested in the second phase with a quantitative approach. On this basis of the aforementioned information, a mixed method approach is considered appropriate for this study.

Mixed methods research has been defined as a philosophically underpinned model of inquiry combining qualitative and quantitative models of research so that evidence may be mixed and knowledge is increased in a more meaningful manner than either model could achieve alone (Creswell & Plano Clark, 2007). Researchers have increasingly used mixed methods techniques to expand the scope of and deepen insights from their studies (Sandelowski, 2000) and gain a better insight into the constructs that are being explored

(Greene, 2008). There are five justifications for conducting a mixed methods research as noted by Greene et al. (1989):

a) triangulation-seeking convergence and corroboration of results from different methods and designs studying the same phenomenon;
b) complementarity -confirming the validity of the results from one study by employing a different research method;
c) initiation -discovering paradoxes and contradictions that lead to a reframing of the research question;
d) development -using the findings from one method to help inform the other method;
e) expansion -seeking to expand the breadth and range of research by using different methods for different inquiry components.

The rationale for utilising a mixed methods approach within this study is that of triangulation, complementarity and development purpose. By triangulating, this research looks for convergence of research findings from both qualitative and quantitative phase to enhance the study credibility. In terms of complementarity and development, this study seeks understanding from the qualitative interviews of the way the participants perceive and view their personal organisational downsizing experience and subsequently use the findings to inform the next phase which is the development of survey questionnaire.

With respect to the current thesis, given the scarcity of the psychological impact of organisational downsizing research within a Malaysian context, and as perceptions of justice and being receptive towards change vary by culture (Kidder &

Muller, 1991; Lind, Tyler, & Huo, 1997; Zhang, 2006) the use of qualitative methods in which it enables researcher to explore individuals lived experiences in a new cultural contexts is supported (Voldnes et al., 2014; Kelle, 2006). Also, the need to examine the association of all emerged themes from the qualitative study supported the use of quantitative data collection. Following up qualitative research with quantitative research is also beneficial as it ultimately allows for greater generalisability of the qualitative findings (Kelle, 2006). In this way the strengths of each approach (flexibility and intimacy for qualitative, generalisability for quantitative) make up for the other's weaknesses (low generalizability for qualitative and rigidity and objectivity for quantitative). Additionally, Jones (1997) advises that research which aims to examine the cognitive, affective and behavioural components of a study can benefit from using a mixed methods approach, using quantitative methods to assess the behavioural components alongside qualitative methods to measure the cognitive and affective elements. Therefore, a more accurate understanding for the present study is likely from a mixed methods approach.

4.3.1 Designs of mixed methods research

Creswell and Plano Clark (2007) stated that there are four major types of mixed methods designs: a) The Triangulation Design, whose purpose is "to obtain different but complementary data on the same topic" (Morse, 1991), to best understand the research problem; b) The Embedded Design, a design that researchers use based on the premises that a single data set is not sufficient, that different questions need to be answered, and that each type of questions requires

different types of data, e.g. include qualitative data to answer a research question within a largely quantitative study; c) The Explanatory Design, whose overall purpose is to use a qualitative data to explain or build upon the initial quantitative results (Creswell, Plano Clark et al. 2003); and d) The Exploratory Design, useful when a researcher wants to identify important variables to study quantitatively when the variables are unknown.

In this study, a sequential exploratory design is employed in order to broadly explore and understand survivors cognitions, emotions and behaviours over their personal organisational downsizing experiences. In line with the research objectives stated in Chapter 1 , this thesis was guided by three research questions:

1. What did the survivors think and feel about their personal downsizing experiences and how it influenced their behaviour? (qualitative and quantitative)

2. Do personal or cultural factors shape employees perceptions, feelings and responses to organisational downsizing? (qualitative and quantitative)

3. What are the best practices an organisation can employ to promote positive downsizing experience among employees? (qualitative)

As graphically presented in Figure 4.01, the sequential exploratory strategy "involves a first phase of qualitative data collection and analysis, followed by a second phase of quantitative data collection and analysis that builds on the

results of the first qualitative phase" (Creswell, 2009,p.211). It embeds the characteristics of exploratory research within the sequential technique so that unknown variables are both defined (exploratory) and then tested by a hypothesis and predicted outcomes (confirmed) (Stebbins, 2001).

As described by Creswell and Plano Clark (2007), a sequential exploratory design is straight forward to describe, implement and report and with the inclusion of a quantitative element, it makes the qualitative approach more palatable to quantitative biased audiences. Tashakkori and Teddlie (2003) suggest that this design is ideal for a researcher who wants to explore a phenomena but also wants to expand on the qualitative findings. Weaknesses of sequential exploratory design are that it requires a substantial length of time to implement, and the researcher may find it difficult to build from the qualitative analysis to the subsequent quantitative data collection (Creswell & Plano Calrak, 2007).

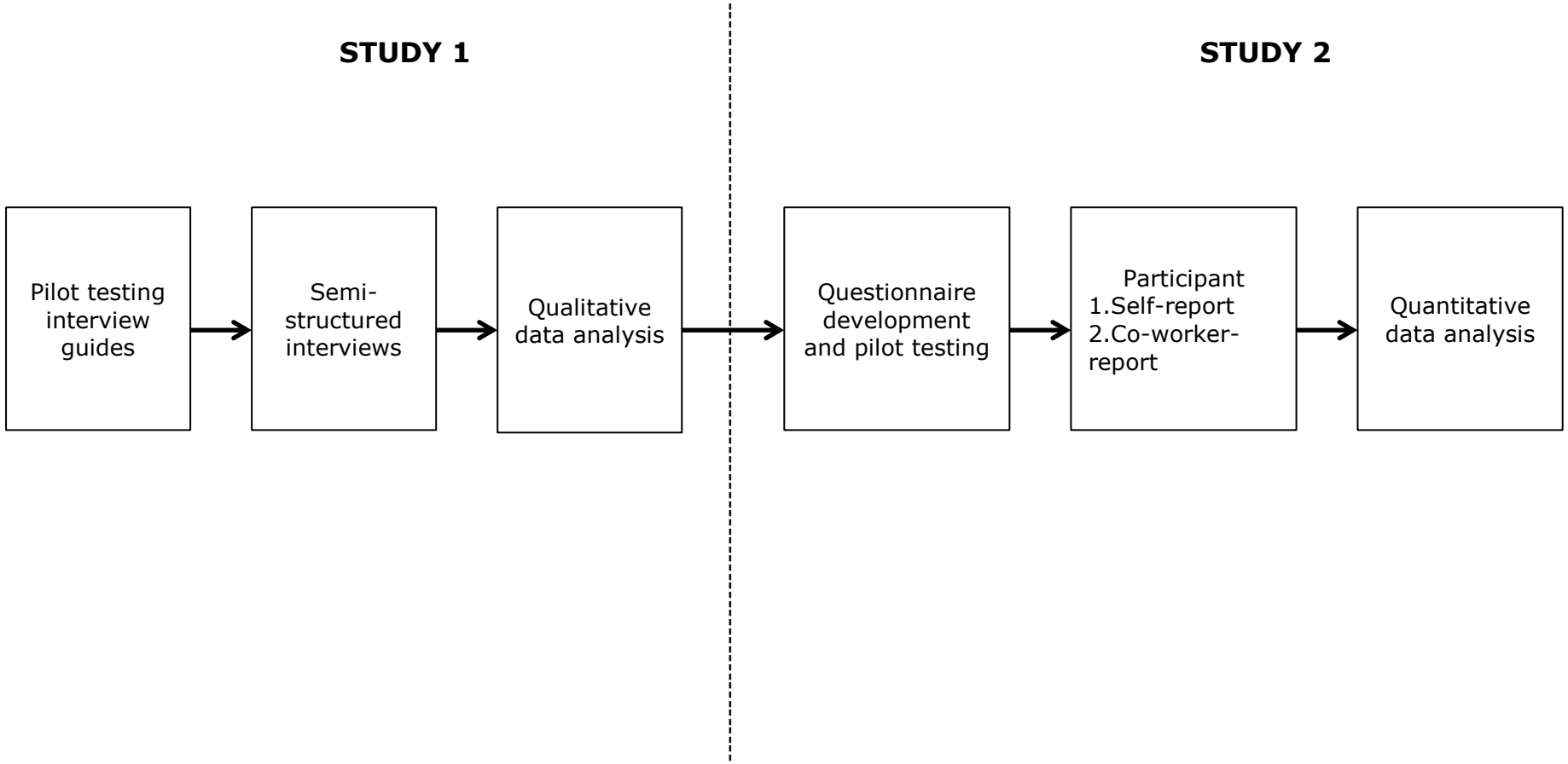
This thesis begins with a qualitative phase, where data are collected via semi-structured interviews as they permit further exploration of emergent themes and ideas rather than solely relying on the initial concepts and questions that were defined before the interview. Fundamentally, interviews allow the researcher and participants to form an 'informal bonding' in which sensitive and potentially complex topics such as downsizing experience can be openly discussed (Morris, 2015). The interviews performed as part of this research are semi-structured, in-depth, and open-ended questions. Semi-structured interviews have been chosen over unstructured and structured interviews as the main data collection method in this phase for a number of reasons. As the aim of this thesis is

to explore survivors perspectives on the organisational downsizing, with semi-structured interview, although it allows participants to speak openly about their experiences and perceptions, the structure (i.e. set of predetermined open-ended questions) helps the interviewer to keep control over the interview environment and thus can avoid the participants from deviating too much of the original topic (Mason, 2004). The interviewer can also ask questions that have emerged during the interview even though they are not in the interview guide (Mojtahed et al., 2014). Hence, although the interviews were relatively structured in that there were a designated series of main questions that every interviewee was asked to respond to, the questions were not necessarily asked in a same order and individuals were also encouraged to talk about, and elaborate on, other connected areas if they felt inclined to do so. Saunders et al. (2009) assert that the use of further questions allows the participants to build on or explain their responses in more detail. This implies that participants may use words or expressions in a particular way in order to describe their experience from their point of view. Thus a semi-structured interview may provide an opportunity for the survivors to hear themselves 'thinking aloud', about particular events or incidents, which they had initially not thought about or pushed to the back of their mind for some reason (Saunders et al., 2009). In addition, a loose guide enables the researcher to comprehend participants view better (Patton, 2002). With the flexibility and focus it offers, a semi-structured interview is also efficient when time is the main concern (O'Keeffe et al., 2016).

The second, quantitative phase involves questionnaire development to test the hypotheses constructed at the end of

Study 1. Established instruments will be carefully picked to represent each of the emergent themes in Study 1. This phase is also used to counter the problem from the qualitative phase. Specifically, interviews are known to give way to bias, a common limitation that has been well acknowledged though this can be checked if techniques are properly used and monitored (Bryman, 2008; Burke & Miller, 2001; Yin, 1993). Therefore, the quantitative method is useful at adding rigour and substance to the data collected from the interview as well as to eliminate any bias that the interview technique might bring about. In addition, unlike qualitative methods, quantitative methods can gather data on a large scale. This data can then be examined using statistical analyses to test hypotheses generated at the end of qualitative study. Such analyses allow us to make sense of facts, events and observations, by using statistical methods to quantify the strength and probability of relationships (Thorne & Giesen, 2000).

Figure 4.01: Graphical representation of mixed methods research processes (Adapted from Creswell and Plano Clark, 2007)



4.4 Sampling strategy

The context for this thesis is the exploration of survivors cognitions, emotions and behaviours in relations to their personal organisational downsizing experiences within a Malaysian context. Therefore, the sample for the interviews and the survey comprised of employees working in downsized organisations in Malaysia. Based on the organisational downsizing literature, downsizing must be occurred not more than two years to be considered as recent (Brenner et al., 2014). Thus the selection of participants for qualitative interviews and organisations for field survey were strictly based on these criteria.

For the qualitative interview, a purposive sampling technique is the preferred method of recruitment. Purposive sampling focus on participants with specific characteristics that will yield the most information about the studied phenomenon, yielding a greater depth of information from the carefully selected cases (Patton 2002; Guarte and Barrios, 2006; Hair et al., 2010). While purposive sampling was initially used to recruit potential participants, snowball sampling was then used to recruit further participants through the initial respondents' networks (Mack et al., 2005). Purposive sampling is "a method of sampling where the researcher deliberately chooses who to be included in the study based on their ability to provide necessary data" (Parahoo, 1997,p.232). Therefore, the rationale for choosing this approach is that the researcher intention in seeking knowledge about the effects of downsizing on survivors perceptions, emotions and behaviours which the respondents would provide by virtue of their first hands downsizing experiences. Snowball sampling is a convenient

sampling procedure, which depends on referrals from initial respondents to generate additional respondents (Lewis-Beck, Bryman & Liao, 2004). Therefore, the selection of participants would also be based on the connections and networks that the researcher made previously, through the experience of working in the industry. According to Biernacki and Waldorf (1981), this technique is well suited for a number of research purposes and is particularly applicable when the focus of the study is on a sensitive issue. Indeed, downsizing is considered a taboo topic in Malaysia (Rujhan and Shazali, 2005).

For the quantitative phase given that I had known the organisation had recently experienced downsizing, it was decided that the most appropriate approach for this study would be through convenience sampling techniques. Convenience sampling involves collecting information from members of the populations who are the easiest to access and are conveniently available to assist with providing the desired and relevant information (Sekaran, 2003). It is also non-probablistic, hence does not allow for results to be generalisable to the broader population (Lucas & Szatrowski, 2014). This concern will be addressed by providing a clear description and enough detailed information on the participants so that future researchers would be in a better position to make their own transferable judgments.

4.5 Controlling for common method bias

Common method bias (CMB) is known to threaten the validity of the conclusion of a relationship between measures in behavioural research. CMB is a biasing of results that is attributable to the measurement method rather than to the

constructs the measure represent (Podsakoff et al., 2003). This issue often happens due to the data for independent and dependent variables are being collected using a single instrument and at the same time resulted in contaminated empirical findings, yielding potentially misleading conclusions (Campbell & Fiske, 1959; Podsakoff et al., 2003).

To overcome the shortcomings of CMB, the study adopted several techniques proposed by Podsakoff et al. (2003). First, by getting another rater to evaluate the dependent variables, namely task performance, OCB and CWB. For this study, co-worker survey will be employed. Socially desirable bias is widely known to affect these three variables. Socially desirable bias is a self-enhancement bias (Leary, 2007) in which participants may wish to present themselves in a favourable light by inflating their level of OCB and task performance and deflating their level of CWB (Dalal & Carpenter, 2018). Participants also incline to respond according to their social and cultural norm due to the concerns that the management might learn the results and respond negatively, therefore, participants anonymity were ensured. In particular, instead of using personal information, which can cause them to be identified (e.g. email address), this thesis would use a unique code created by the main participant to match the response with coworker reports. Next, to encourage honest responses, participants would be informed that there is no right or wrong answer. Also, to increase participants' comprehension, some survey items were accompanied by examples that are in line with the context of the thesis. Finally, one factor that may affect the validity of the relationship between the independent and dependent variables in this thesis is the medium used to obtain the responses. This thesis begins with face-to-face

interviews, and some of the known drawbacks of this technique are social desirability on the part of the participants. Participants might feel vulnerable or exposed in an interview setting, especially when the interviewer tries to probe into areas that the interviewee is hesitant about discussing. It is especially true in situations where the interviewer is probing for confidential or sensitive information (Saunders et al., 2009). To overcome this issue, in addition to anonymity protection, the venue for the interview would be according to participants' comforts. Apart from following the right techniques, the bias brought by the face-to-face interview would be countered by using an online survey, as it is empirically proven to minimise the social desirability bias (Podsakoff et al.,2003). Via the online platform, each item in the survey was made mandatory to answer before participants can continue. However, this practice comes with a few downsides such as break-offs or satisficing responses, namely social desirability bias (Tourangeau et al., 2013). In this case, the potential downsides would be mitigated by providing an option for the participant to withdraw at any time without giving a reason and through the employment of co-worker evaluation.

4.6 Summary

In this chapter, the research methodology has been thoroughly discussed. By demonstrating a clear understanding of the qualitative and quantitative research paradigms, the chapter has shown why the mixed method was preferred for this study. In summary, the combination of qualitative approach and a quantitative approach aim to explore and understand Malaysian employees' perceptions as a result of

their personal organisational downsizing experiences. Justification for the adopted methods, techniques and instruments were discussed in details. The next chapter presents the specific procedures involved and results from the qualitative study (Chapter 5) and quantitative study (Chapter 6).

CHAPTER 5: STUDY 1-THE INTERVIEWS: EXPLORING AND UNDERSTANDING SURVIVORS EXPERIENCES TO DOWNSIZING

5.1 Introduction

This chapter reports Study 1 of the research, aimed at exploring the Malaysian survivors' experiences following the organisational downsizing and understanding why they responded and behaved as they did. 20 in-depth semi-structured interviews were conducted on a sample of Malaysian survivors from various industries while remaining agnostic to the roles within the organisations. This study was designed to investigate survivor's downsizing experiences through which management practices, personal and cultural factors that attribute to their responses. Individuals were asked to reflect on the downsizing experiences, the extent to which they felt and how it shaped their behaviour.

This chapter begins by briefly discussing the process that went into the construction of the interview guide, followed by addressing the sampling strategy, the utilised instrument, the pilot study, the data collection procedures, the evaluation of validity and reliability of the interviews, data analysis procedures, followed by the analysis of the demographic data of the interviewees, common messages among interviewees and the key themes that emerged from the interviews, which provide the answers to the research questions. Conclusions and recommendations for further research will be discussed in the final section.

5.2 Interview guide

As mentioned in Chapter 1, the analysis of the interview data was designed to answer the following research questions;

1. What did the Malaysian survivors think and feel about their personal downsizing experiences and how it influenced their behaviour within the justice framework?
2. Do personal or cultural factors shape employees perceptions, feelings and responses to organisational downsizing?
3. What are the best practices an organisation can employ to promote positive downsizing experience among employees?

Therefore, the interview guide was constructed along the research questions through the guidance of Colquit et al.'s (2013) organisational justice framework. The first interview question was created as open as possible to encourage participant's openness to share their personal views on the recent downsizing experiences. Subsequently, the next questions subtly focused on participants perceptions on the downsizing event according to organisational justice dimension (e.g. Procedural justice: "How involved were you in the downsizing process?"). In an attempt to encourage participants to elaborate more on the stated perceptions, participants will be asked to describe their feelings (e.g. "How did it make you feel?) and perhaps followed by a question that mapped the behavioural part (e.g. "Please describe how have you responded?")

The rationale for the questions used in the interview guide is shown in table 5.01 below, detailing how they were designed to help meet the research objectives.

Table 5.01 Interview guide questions

Component	Questions	Prompts	Data likely to be obtained	Research objectives
Introduction	How would you describe your experience of the rightsizing event?		Participant's overall perceptions on the recent rightsizing and possible emerging themes	1. What did the Malaysian survivors think and feel about their personal downsizing experiences and how it influenced their behaviour within the justice framework? 2. Do personal or cultural factors shape employees perceptions, feelings and responses to organisational downsizing?
Procedural Justice (Survivor)	How involved were you in the rightsizing process?	*How did it make you feel? *Please describe how have you responded?	Participant's views on the process and their involvement in it.	
Distributive Justice (Survivor)	Do you think your working environment has changed following the rightsizing?	*If so, could you specify, what are these changes? (e.g. more work same pay) *How did you feel about these changes? *How are you coping with these changes ?	Participant's view on their outcomes.	
Interactional Justice (Survivor)	How did you feel about the way you were personally treated and communicated with during the rightsizing process?	*Please explain why you felt so? *How are you coping with this situation?	Participant's view on how they were treated interpersonally.	

Distributive Justice (Survivor's view on victim's)	What happened to those who being let go?	*How did that make you feel? *How are you dealing with it?	Participant's view on victim's outcomes.	3. What are the best practices an organisation can employ to promote positive downsizing experience among employees?
Procedural Justice (Survivor's view on victim's)	Did they (laid off employees) have any saying in the rightsizing process?	*How did it make you feel? *How are you dealing with it?	Participant's view on victim's involvement opportunity during the process.	
Interactional Justice (Survivor's view on victim's)	How did you feel about the way they (laid off employees) got treated and communicated during rightsizing process?	*Please explain why you felt so? *To what extent does it affects you?	Participant's view on how victim's being treated interpersonally.	
Psychological contract	How have this event reflect on the employment relationship?	*Please explain why you felt so? *How are you dealing with this change?	Participant's overall perceptions on the employment relationship following the rightsizing event	
Closing	Overall, how do you feel about rightsizing in general?	*Were there any positive outcomes?		

5.3 Sampling strategies

Aligned with the research context, this study only focus on the remaining employees who were directly impacted and survived from the organisational downsizing in Malaysia. By adopting a purposive sampling (see section 4.4), the following criteria were established; a) aged 18 and above; b) should have served in the downsized organisation prior to, during, and after the downsizing; c) downsizing event must happened recently, up to 2 years period ; d) Malaysian.

As the eligible participants were identified, each of them was invited to take part in the study by face to face, by telephone or by email, with explanation of the overall context of this particular research, how their input would contribute, and the type of questions they could expect in the interview. A statement indicating that their anonymity is protected also accompanied the invitation.

An appropriate sample size should generate enough data for a qualitative study (Auerbach & Silverstein 2003) and in a qualitative phenomenological study, the required number of interviewees can range from 15-25 (Braun & Clarke, 2013). For this study, a total of 20 face-to-face interviews (FtF) were conducted in which data saturation was reached after sixteen interviews. Specifically at this stage, no new themes have emerged. Prior to the main interviews, 2 pilot interviews were carried out to review the suitability of the questions for the interviews and the researcher questioning style. Participants were from different genders, races, backgrounds, and experiences. Koch et al.(2013) noted that participants are

selected for their personal experiences, not for representation of a larger population. Therefore, regardless of industry, the sample for study 1 consisted of managers and working level employees across types of work and business corporations.

5.4 Data collection procedure

Based on my personal relationship and access, potential participants were first contacted prior to coming back to Malaysia. Particularly, I contacted close friends who worked at downsized organisations such as MAB and also through referral coming from former colleagues in one of the big four consulting firms. As soon as confirmation was obtained, time and date for interview was arranged according to their schedule. Subsequently, a personal invitation accompanied with explanation of the overall context of this study, how their input would contribute, and the type of questions they could expect in the interview (see Appendix A). Many subjects might feel vulnerable or exposed in an interview setting, especially when the interviewer tries to probe into areas that the interviewee is hesitant about discussing. This is especially true in situations where the interviewer is probing for confidential or sensitive information (Saunders et al., 2009). Therefore, interviews were held according to participant's comfort, some of them were comfortable enough to speak at their work-site. However due to the topic itself, some felt more comfortable to speak freely outside of their workplace such as at a coffee shop. At the outset, interviewees were assured that their answers would be treated with complete confidentiality and would be anonymous in all written forms. This is necessary to allow peace of mind as it help to build trust and to create a comfortable environment in which the interviewees can readily

answer the questions posed to them and volunteer their honest opinions (Singer et al. 1992). As a multi-ethnic, multicultural country, Malaysians are multilingual with the principal languages spoken are Malay as the country's national language, English, Mandarin ,Tamil and local dialect (David et al., 2016). Although there is never any official status, English has always been considered as the second most important language in Malaysia, as it is considered as the lingua franca in business, international trade and diplomacy (David et al., 2016; Yunus et al., 2013). Given the current study involved within organisational context, , participants were expected to have sufficiently good English language skills to engage in an interview. Each interview took between thirty minutes to one hour. With participant's consent (see Appendix D), interviews were digitally recorded to ensure the accuracy of interview data. Notes were also added in describing the researcher observations of the atmosphere during interviews and of the participants attitude, behaviour and body language. Following the interview, respondents were thanked for their participation. To avoid participants withdrawal or any data distortion, such as alteration of information, participants were not offered the opportunity to check the accuracy (or acceptability) of the transcripts.

5.5 Data analysis procedures

Interviews were transcribed verbatim and thematic analysis (TA) was utilised to examine key themes from responses of 20 survivors to 11 semi-structured open-ended questions on cognitive perceptions, emotions, and behaviours in relation to their personal downsizing experiences. TA identifies re-occurring themes within data which, through their frequency,

suggest importance to the topic under investigation (Daly, Kellehear, & Gliksman, 1997). Braun and Clarke (2006) argue that TA provides a great deal of flexibility and can be applied across different philosophical paradigms meaning that it can range from a positivism (a top-down, deductive, theoretical process) to constructivism (a bottom-up, inductive, data-driven process) approach, or can be located somewhere in between. One of the criticisms of TA by Braun and Clarke (2006) is that it can be "poorly demarcated"(p.97), therefore like all forms of analysis, TA needs to be rigorous, and it is important to make the process as visible, or transparent, as possible so that the reader can follow and appraise how it was carried out.

To identify these themes, a six steps of thematic qualitative method of enquiry inspired by Braun and Clarke (2006) was adopted (see Table 5.02). As metioned above, the qualitative phase of this study was specifically driven by the organisational justice framework (Colquitt et al., 2013) as well as justice-downsizing literatures (e.g. Brockner et al., 1994; Mishra and Spreitzer, 1998). Therefore the data analysis attempted to present the significance of themes in accordance to the past literatures that guided this research. Braun and Clarke (2006) also claimed that although this form of TA tends to provide less rich description of the overall data , and a more detailed analysis of some aspect of the data, its strength lies in its potential for building on previous research particularly related to new cultural context. Hence, this analysis also contains the inductive element, in which the identified themes or issues that was not part of the used conceptual framework and literatures was brought to light and discussed.

Table 5.02: Phases of thematic analysis

Phase	Description of process
1. Familiarizing yourself with your data	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes	Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes	On-going analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

Adapted from "Using Thematic Analysis in Psychology," by Braun and Clarke (2006), Qualitative Research in Psychology, 3(2), p. 87.

Phase 1: Familiarizing yourself with your data

As soon as the first two interviews that were also served as pilots were finished, the interviews were transcribed immediately. This experience is important as it offers an opportunity to be immersed in the data and experience emergent insights (Patton, 2002). In addition, by listening to recorded conversations repeatedly helped to identify things that need improvement to ensure the efficiency of the main interview (such as questioning style and interview flow). The

interviews were transcribed verbatim and the emotions were recorded as well. Any actions or emotions during the interviewees were also noted down in a notebook. Due to time constraints the subsequent interview sessions weren't transcribed immediately. The transcribing process resumed once the data collection was completed. After the transcribing was done, the data interpretation began by reading each transcript multiple times to understand the initial meaning of the rich data (Pratt-Eriksson et al., 2014).

Phase 2: Generating initial codes

The initial codes begin to generate after the researcher became familiar with the data through transcribing and reading. During this early familiarisation process, the data are read and re-read, notes were taken and the reflexive process (see section 5.7) was carried out simultaneously.

Coding is a process of reflection and a way of interacting with and thinking about data (Savage, 2000). It allows researchers to move the unstructured data to the development of ideas about what is going on in the data (Morse & Richards, 2002). Therefore, to code is to organise and group similarly coded data into categories because they share similar characteristics or meaning. During the initial cycle of data coding, the provisional coding method was used. Provisional coding is a method of using previous research findings to generate a predetermined 'start list' of codes, it is used when qualitative studies are building on or corroborating previous research (Saldana, 2009). For this study, the provisional coding were according to Colquitt et al's (2013) organisational justice framework. For instance, accuracy, consistency and process

control had been identified as rules for fair processes (Leventhal, 1980; Colquitt et al., 2005), therefore, this phase checked if these three criteria appeared in the responses. Data was coded by writing notes on the right hand margin of the transcripts, and after coding all of the transcripts an excel file that contained tables for each code was created. In these tables the data extracts that accompanied each code across the entire data set were recorded.

Phase 3: Searching for themes

This step begins when all data have been coded and collated (Braun and Clarke, 2006). They further added that the interpretive analysis of the data starts in this phase where broader themes are developed. Similar pattern codes were collated into one broader theme. This culminated in the production of an initial thematic map (Appendix B) that included a collection of themes and sub-themes.

In the meantime, all excerpts under the identified preliminary themes that were expressed in Malay were sent to a qualified translator.

Phase 4: Reviewing themes

This step involves two levels of reviewing and refining the themes. The first is reviewing if the themes work in relation to the coded extracts, which means reading all the collated extracts for each theme, and ensure they appear to form a coherent pattern. The second is reviewing at the level of the entire data set. The first level of this step was complied by reading all of the collated extracts for each theme and checked

whether they formed a coherent pattern. When it appeared to form a coherent pattern, the second level of analysis began. However, when the extracts didn't fit with the theme, the researcher went over those themes by either creating a new theme that better incorporated the data or remove some extracts from the theme to better capture the essence of the theme (Braun & Clarke, 2006). In the second level of analysis, the entire data set was re-read once again to ensure the themes fit and told the story of the data accurately. At this phase additional themes were also added. Before the thematic map was finalised, two other researchers reviewed the content validity of all the themes.

Phase 5: Defining and naming themes

As soon as the thematic map was finalised, all the themes were defined and further refined. By define and refine, Braun and Clarke (2006) imply identification of the essence of what each theme is about, as well as the themes overall, and determination of those aspects of the data that each theme captures. Therefore, the researcher went back to collated data extracts for each theme and organised them into a coherent and internally consistent account, with an accompanying narrative. For each individual theme, the specific story that each theme tells was identified , and checked if it fitted into the overall story of the data, in relation to the research questions. Finally, the title given for each theme was revisited and finalised. As this study was guided by Colquitt et al's. (2013) organisational justice framework, most of the theme titles were in accordance to the framework.

5.6 Pilot study

The pilot study for this qualitative phase served two purposes; a) to assess the validity, language and relevance of the questions included in the interview guide and b) to review my questioning style. Two pilot interviews were conducted. Apart from learning on how to improve the questioning style and to control the interview flow, no amendments to the guide took place, and since the data obtained was very rich, the results from both pilots were incorporated into the study.

5.7 Participant description

Table 5.03 presents the sample distribution of the participants. The numbers of male participants (55%) were slightly more than female participants (45%). In terms of ethnicity, interviewees consisted of 75% Malay employees, 20% Chinese employees and 5% Indian employees.

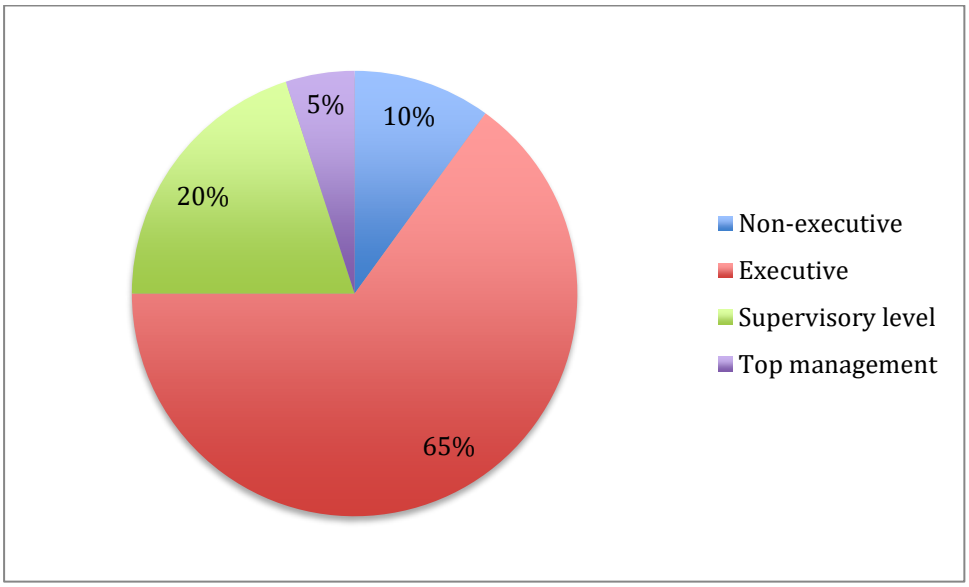
In Table 5.03, the interviewees were grouped into three age groups. The majority of participants were from the 'young' group and consisted of those up to the age of 30 (70% of the sample). The middle group, were those from age 31 to 40, comprised of 25% of the interviewees. The 'older' group made up 5% of the sample, which comprises those age between 41 to 50. Given the interviewees were recruited based on researcher's personal relationships and access, hence it's affected the age group of the majority of the interviewees.

Table 5.03: Interviewees attributes

	Categories	**Number of employees**	**Percentage (%)**
Gender	Female	9	45
	Male	11	55
Ethnicity	Malay	15	75
	Chinese	4	20
	Indian	1	5
Age	30 and under	14	70
	Between 31 and 40	5	25
	Between 41 and 50	1	5
Job position	Non-executive	2	10
	Executive	13	65
	Supervisory level	4	20
	Top management	1	5
Tenure	6 years and under	18	90
	Between 6 and 10 years	1	5
	Over 10 years	1	5
Industry	Banking and Finance	6	30
	Consultancy	1	5
	Entertainment and media	3	15
	Oil & Gas	8	50
	Technology	1	5
	Transportation and logistics	1	5
Downsizing strategies	Voluntary termination	12	60
	Involuntary termination	8	40

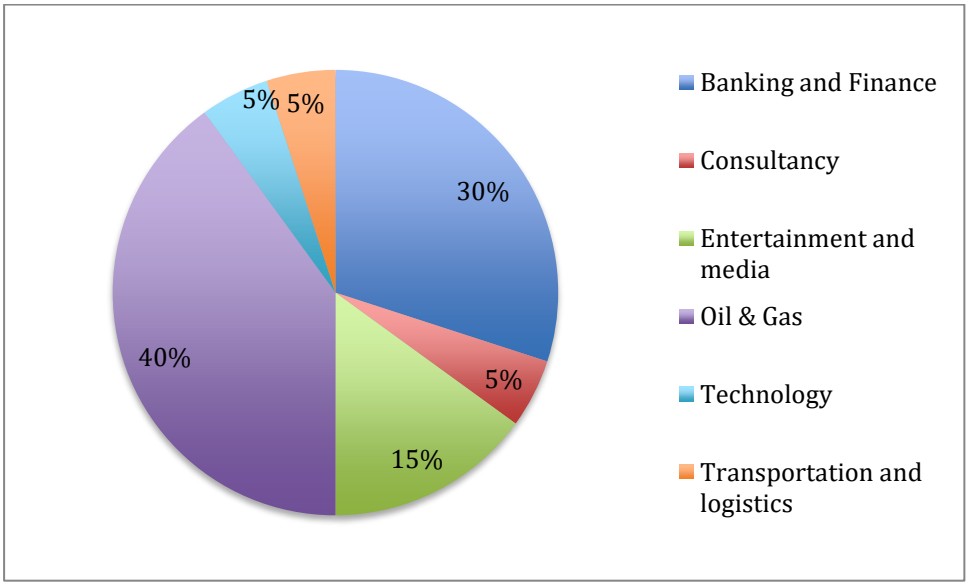
As Figure 5.01 shows, a majority of the interviewees were holding an executive position (65%). The remaining samples were at the non-executive level (10%), supervisory level (20%) and top management level (5%).

Figure 5.01: Sample distribution by job position



In terms of years of services in the current organisation which also a downsized organisation, the vast majority have been with their respective organisations for less than six years (90%). The remaining interviewees have been working in their current organisations for 6 to 10 years (5%) and for over 10 years (5%).

Figure 5.02: Sample distribution by industry



The roller coaster ride of the global crude oil prices since 2014 has affected the Malaysian oil & gas industry significantly. The volatility in energy prices has created a fluctuating need for human capital and heavy cost pressures - oil and gas sector represent 40% of participants. Plunges in oil prices caused a significant spillover effects on the banking and finance sectors. Thus 30% of the samples were in banking. 15% of employees were from the entertainment and media sector and the same numbers of employees (5% in each group) were from the technology, transportation and logistic and consultancy sector.

Regarding the downsizing strategy, 60% of the participants were from organisations that have offered Voluntary Separation Scheme (VSS) while the other 40% were from organisations that practice involuntary termination.

5.8 Results and emergence of the themes

This section highlights participants subjective experiences of the organisational downsizing. The results will be presented by first addressing the common messages among participants followed by a detailed explanation for each theme.

The thematic analysis from the interviews using the coding scheme described above (see section 5.4) yielded a focus on organisational justice as a theme (as expected from the interview guide questions), together with some other themes that emerged during the interviews. All of the identified themes in the study can be divided into four broad categories. Therefore, each theme will be discussed in the following manner;

1. Perceptions and interpretations of downsizing (Organisational justice, new psychological contract and perceived organisational support)
2. Emotions and Feelings (negative and positive emotions)
3. Personal Factors (locus of control and optimism)
4. Behavioural Changes (task performance, OCB, CWB)

Note: Although the nature of this study is purely qualitative, strength for a particular issue is quantified based on the number of survivors who mentioned it in the interviews. Thus, as shown in Table 5.04, a simple quantification policy was applied.

Table 5.04: Strength of discussion depending on the number of sources

No of sources	Term
16-20	Almost everyone
11-15	Majority
6-10	Group
1-5	Some

5.6.1 The common message

All interview sessions were held separately, but there are similarities regarding views on downsizing that occurred in their respective organisations. Given the current unstable economic situation, participants agreed that organisational downsizing is relevant. The cradle to grave mentality about employment has changed, most participants have accepted the new reality, and they even thought that the changes instigated were in the right direction. What appears to have

aggravated the participants is not so much the destination, but the journey as demonstrated with the following statements;

> *As I said before, it's actually the right thing to do because we keep on losing money before this, but they should have a better way of doing it.*
> *(#1,male, 26-30,non-executive, transportation, 4-5 years tenure)*

> *I do understand why they did it. It makes sense. It is a logic thing to do and I don't hold it against them. They obviously could have done it slightly better.*
> *(#16,female,26-30,executive,media,4-5 years tenure)*

> *It is good exercise, because we are talking about our organisation, still a government type of organization, so the people there are those that..still corrupt ways. You know the mentality of government, so as for us, we are moving towards commercialization of the bank, we really want to push to be better. So, those people that were let go, are those that are underperform, giving problem-it's like a virus kind of thing. So, I do support the exercise. It is just that the process of doing it.*
> *(#3,male, 36-40, top management,banking,4-5 years tenure)*

As the participants started to discuss in depth about their experiences transparency in the process and decision-making was frequently highlighted across interviews. Some noted key pieces of information were received informally and they would have preferred to have received the news directly from management. With the widespread usage of social media, a fact can be quickly twisted and turn into a wild gossip; it could confuse employees to tell the difference between facts that are true and 'facts' that are not. As one participant claimed;

> *I prefer being told directly by the management because if this comes directly from them, then we know 'Okay. So this has been confirmed'. You don't know the truth*

> *about the things people fuss about. Sometimes they are true, other times they are not.*
> *(#5,female,36-40,executive,oil and gas,4-5 years tenure)*

Naturally, the workload of employees who left will be borne by the survivors. It's bad enough they have to deal with the extra-unwanted tasks but an improper handover further exacerbated concerns. A statement below typifies the reaction.;

> *I think they should have considered for those who's staying with the company, they are the ones who had to pick up the jobs for those applicants and I would think that I'd be happy if they have been given a week's time for them to pack and for them to do the official hand over because they've made the ones who stayed with the bank work very difficult. Like what I have experienced for-after this lady left-because just within two days time, she might have something that didn't come to her mind yet, she already have to find whatever she can hand over and she did that. Then, after the day she left, only I found out that there are a couple things I didn't know, that we didn't know at all. (#10,female,26-30,supervisory level,banking,4-5 years tenure)*

Participants from this study were in the organisation that practised two types of downsizing strategies, half of them were in the organisation that implemented involuntary termination and the other half were from the organisations that offered VSS. They overtly prefer to have an option. As one participant claimed:

> *Because of..at first they didn't gave us a choice. Because some of us, they tend to leave. They tend to leave for like…flying mothers, they've been flying for 20 years… They have kids at home, they want to raise them. Actually they wanted to resign, but they won't be given a choice. When they gave out the letters in June, "Ok, you got 1) "Your contract until December"; 2) "Your contract until June"; 3) "You are permanent"… They didn't give you the choice. I think if you want to do the retrenchment, you want to let go some of your staff, you should ask first "Who's going to leave voluntarily? (#1,male, 26-30,non-executive, transportation, 4-5 years tenure)*

Initiating the process of downsizing, senior management would often sell the idea with explanations of cost cutting to survive market conditions and the process essentially being the lesser of necessary evils (compared to insolvency). However participants even if initially on-board would become disillusioned when they started to get specific data on who would be terminated. One participant stated;

> *So in this organisation, we are one of the lowest income groups compared to managers, so sometimes it feels like why not some expats and managers that not really doing well got released first, because they are the one who cost the most. This is what brings us unhappiness. So we start questioning. Why from the bottom? Why not from the top?*
> *(#8,male,26-30,executive,oil and gas,2-3 years tenure)*

> *I don't think they should terminate the new ones. They do not earn as much as the seniors. They should terminate the high-earning ones. If the purpose is to cut cost, why dismiss those who are earning low income? It's not worth it.*
> *(#7,male,21-25,executive,oil and gas,2-3 years tenure)*

5.8.2 Perceptions and interpretations of downsizing

As the interview guide was built to understand downsizing experience based on the organisational justice framework, justice theme is expected. Participant's perceptions of justice regarding the downsizing can be categorised into the same established organisational justice model (e.g Moorman, 1991; Colquitt, 2001), namely distributive justice, procedural justice and interactional justice.

View on distributive justice is concerned with the question whether the outcome of a decision or an action is perceived as fair. In the context of the present study, participants make judgments about distributive justice based on their perspectives in regards to their outcomes as well as their laid-off co-worker. Additionally, they also judge the outcome fairness based on the extent of their acceptance of organisational decisions to downsize.

Corporate downsizing has a very negative connotation, yet surprisingly almost every participant strongly agreed with their respective organisation's decisions. Their acceptance of the downsizing exercise was primarily attributed to the unpredictable economic situation. Due to a heavy reliance on oil exports for central government revenue, the 2014 global oil plunge warranted the downsizing practice among Malaysian employees. This is consistent with Rousseau and Anton (1988), in which employees perceived downsizing as a fair practice when it takes place due to technological change or economic necessity. As expressed by one participant;

> *I mean if you're running a business, your supply has to meet your demand. As your company is not making profit-you don't run a business that has more supply than demand, right? Since we don't have project now, the company has to let go some people. I mean company has to retrench people, they cannot afford to have too many people, it's fair for the company.* (#15,female,26-30,executive,oil and gas,2-3 years tenure)

Participants often empathised with their organisation by applying their own concept of living within their means to their organisations situation. This is consistent with the Equity Theory (Adams, 1965), except, in the current study context, input is referring to surplus workforces and output is referring to the organisation profit.

In the context of downsizing, survivors' personal outcomes typically include, salary or benefit cuts, hiring freeze, new role and increase workloads. The latter outcome has emerged in all 20 interviews in this study. While some employees were let go, the same amount of work remains and left survivors to take on the extra workloads. As typified by the following statement;

> *When work increases and there's little people, the work does not have much quality. There is delay, supposedly it the job could be completed early. Well, humans. You can't really push them. If a person works until night, if before this it's five people … they can't do it with only three people. So, there are many delayed jobs and eventually would affect the organisation's objectives* (#7,male,21-25,executive,oil and gas,2-3 years tenure)

While still in the mourning period, survivors must work harder and they might get overwhelmed and prone to emotional exhaustion (Hochwater et al, 1993; Isabella, 1989) and worst, decline in mental health (Hamad & Cullen, 2015).

Consequently, if the situation prolonged it will influence employee's productivity (Kozlowski et al, 1993). Employee productivity is crucial for a successful downsizing. If this happened, it will be a futile endeavour. Some participants further added a pessimistic view by claiming that the current workloads situation would hinder the organisation from achieving its downsizing objective. This finding is consistent with a recent study reporting that pessimism among employees has been found to heighten the emotional exhaustion within a stressful job condition (Marchand & Vandenberghe, 2016).

Reducing employee compensation and benefits during some stage of downsizing is sometimes part of the strategy employed to improve financial performance (Kelly, 1996). As one participant described below;

> *So, each flight they minus one crew. So, instead of 11 persons work, now 10 persons have to do all the jobs. So they minus one crew, but the job scope are maintained. So, we have to do more jobs with less pay and less benefit.*
>
> *Yeah, that's the problem. So, we feel very bad- If we go to work, do you think we can still perform? We spend more than we gain at work.*
> (#1,male, 26-30,non-executive, transportation, 4-5 years tenure)

The combination of losing co-workers, increased workloads and having to suffer from pay cuts have been proven to adversely affect survivor's affective organisatonal commitment (Lee & Corbett, 2006). With the increased workloads and new organisational structure, committed survivors are crucial to help the organisation to survive and succeed (Meyer and Allen, 1997), after all survivors affective commitment is believed to

be one of the important antecedents for a successful downsizing (Cascio, 1993; Cameron, 1994). Meanwhile, Appelbaum et al. (1998) implied that survivors were demotivated because of the combination of higher job load with a salary freeze. Survivor is the asset of an organisation, therefore, when the extra effort not being recognised appropriately, this will leave them frustrated. In some occasion, survivors must bear something that beyond their job scope, which also require them to sacrifice their time to learn a new skill. While employees feel a drop in job security, they at the same time are asked to work extra hours with less salary - it never rains but it pours. Frustration in distribution is likely to drive employees to engage in"equity restoration" such as sabotaging the downsizing effort (Ambrose et al., 2002). Given the critical organisation condition, optimum level of workforce productivity is demanded more than ever. For this reason, it is imperative to gain insight into the way survivors work recognition, as this aid in understanding why they suffer from demotivation and counterproductive behavior.

The downsizing effect also contingent on how survivors perceived the victims were treated. Solidarity will be triggered to those who identified with victims (Brockner et al.,1985; 1987). From a sensemaking perspective, the reason why survivors care about the justice involved in the treatment of their colleagues is because, despite the negative outcome for victims (e.g., job loss), it reflects that the organisation still respects and values victim's contributions. In a way it also shows what would happen to them if they were to be the victim in the future. Therefore, the treatment and outcome received by victims can help to soften the blow. As expressed by one participant;

> *One thing I applaud the management was on the CDC (outplacement service). One of my friends got a job with Emirates through their assistance. Don't get me wrong, I still hate the way how things was done but this one small thing showed that the management still have humanity (#1,male, 26-30,non-executive, transportation, 4-5 years tenure)*

Procedural justice deals with the justness of the procedures according to which resource distribution takes place (Sabbagh &Schmitt, 2016). In the current study, procedural justice was reflected in whether the organisation used a systematic procedure to determine whom to be laid off, the extent of employees voice in influencing the decision-making process and the degree of advanced notice given.Advanced notification help minimise the probability of an unexpected downsizing. It allows survivors to have enough time to better prepare for the transition, hence softening their defense and allows individuals to respond constructively (Lindt et al., 2000). In the current study context, when someone's left, the job will be assigned to the remaining employees. New skills might need to be learned, therefore to avoid operational disruption, a proper handover before the victim's bid adieu is paramount. As one participant revealed;

> *Get very frustrated because, always happened to me. When we want to call someone then someone tells you , "Oh he left", "Ok, so who is the replacement?" and they say "I don't know maybe-just wait". And it actually caused time delay and it's actually doubling up our work because we have to handle-we all work together in a big circle, so we have to handle the thing that people chasing us and we are here to chase but the chased one normally-because people already left. So, get very frustrated.*
> (#10,female,26-30,supervisory level,banking,4-5 years tenure)

The participant was frustrated that she had to go through a lot of hassle which was the result of an informal handover. This response is in accordance with Lindt et al. (2000) in which he indicates that survivors who received advanced notice had more positive reactions to downsizing. Insufficient transitional period can lead to angry protests (Moris et al, 2001). Interestingly, despite research suggesting that survivors given advance notification react less negatively to the downsizing (Brockner & Greenberg, 1990; Brockner, 1990), the results from this study, especifically from two participants in oil and gas industry showed an absolute contradict responses. As shared in the following response;

> *As I told you it's a good thing compared to giving one month notice and still sending them to work. Because we work offshore and we are handling very heavy tasks, machinery, instruments .So if you don't concentrate you might kill yourself, so it's better to just go off without any notice.*
> (#8,male,26-30,executive,oil and gas,2-3 years tenure)

Participants perceived early notification in this line of job resulting in occupational hazard. For some people, their job is their livelihood, therefore losing a job is like death. Considering the individual is likely to be the breadwinner, knowing the main source of income will disappear, would put alot of strain on any family. Fear of the financial impact to loved ones is likely to be highly stressful and therefore it could be said that extending the notice period involving dangerous work may increase the probability of a serious accident (Lu et al.,2014; Soares et al., 2018).

In the context of the current study voice was elicited in a form of offering Voluntrary Separation Scheme (VSS), unionisation and open-door policies with management. Levels of uncertainty in relation to downsizing, often leave survivors feeling powerless. Having a part in the decision making process and to be given an option to choose from would promote sense of control over the situation (Shapio & Brett, 1983). In a study involved 31 interviews with employees in a downsized company, it showed that the inability to voice comments resulted in frustration and hostility among employees (Winkler, 2003). When no platform to vent are given, all the intense emotions will be bottling up and lead to destructive behavior. Being granted the opportunity to voice opinion is viewed as an indication of personal worth of being a full-fledged member of the group, that their opinion's matter and it also reflect an appreciation gesture from the organisation, as shared by one participant below;

> *I think it's good to give an option. You don't force people to leave. It's a good approach to do it, because some people might-it will be good to people that already have a job so this will be a good bonus for them they won't lose their bonus so they can get earlier. They also can feel appreciated because they have contributed for the past few years so I think it's a fair thing to do.*
> (#11,male,26-30,supervisory level,banking,2-3 years tenure)

Unfortunately, in certain settings,employees ran great risk for speaking out. Moris et al (2001) showed that the absence opportunities for employee's voice was one of the key factors causing angry labor protest. Trade unions had long been viewed as the primary mechanism for employee voice. Therefore when such opportunity was denied, a large group of employees protest would protest which would be a nightmare

for an organisation, especially when the situation lead to governmental intervention. Recently, in the 2017 ITUC Global Rights index, Malaysia was rated in category 4. Employees in category 4 countries, have reported that the organisations in their country are engaged in serious efforts to crush the collective voice of workers.The following statement validates this view;

> *They did not recognized any union anymore. So, no more unions now. No one is speaking on behalf of us. And these people, who are dare to fight with them, for our rights-those are the ones who's going out first. That's the problem.*
> *(#1,male, 26-30,non-executive, transportation, 4-5 years tenure)*

Legal framework regarding employee retrenchment in Malaysia is rudimentary, given it only covers a certain group of workers, hence it's manifested the lack of selection criteria for downsizing in almost all of the organisations that participants belong to in this study. Across all interviews, only two participants mentioned the existance of predefined criteria in the downsizing selection and their organisation offered VSS, however it was as basic as it could get;

> *Now, they only give those who are eligible. Those who joined in 2013.(and longer)*
> (17,male,26-30,executive,banking,2-3 years tenure)
>
> *it's 3 or 4, I mean below 5 years are welcome to do so. 3 or 4 years of being an executive, you can apply.*
> (#18,female,26-30,executive,media,4-5 years tenure)

A standardised and consistent application must be shared and perceived as fair, otherwise employees especially the survivors are likely to doubt the legitimacy of the downsizing, which could potentially result in negative reactions (Campbell, 1999).

From an organisational perspective, it is a good practice to establish the criteria to minimise inherent risks of potential discriminatory charges. While from the individual perspective, it gives the victims closure as it evidently would help them to move forward and for the survivors, it promotes cooperative behaviour (Fuller & Hester, 2007; Tyler, 1999). This is consistent with the following statement;

> *This is, for some people this is life and death, it's your work. So, it is completely unfair when you don't fully list the criteria of why a person is chosen. Perhaps they did it in a meeting because if they listed the whole thing and then emailed it might be a bit too extensive. But I think they should at least have a basic criteria of why and what's going on, perhaps to give some people a general idea that "ok, you might be selected for this scheme." So, I think in some way that would definitely be necessary.*
>
> *Definitely injustice perhaps. Because in some way that would really tell you that… you know like the closure thingy. So, if let's say, I'm selected, I would know why definitely, rather than taking legal actions with the company or anything like that. So, I think it's definitely injustice.*
> (#12,male,26-30,executive,technology,2-3 years tenure)

Although the lack of standardised procedure is deemed to be illegitimate and will affect survivors perception of justice, the normalisation of the practice might be attributed to the cultural context, particularly in a high uncertainty avoidance culture. According to Hofstede (1984), a country with low score of uncertainty avoidance has more relaxed attitude and more tolerable towards uncertainty, therefore are more receptive of change. However, in contrary, Konig et al (2011) showed that a country with low uncertainty avoidance (Unitec States of America) responded more strongly towards job insecurity compared to a country with high score of

uncertainty avoidance (Switzerland). They explained further, that such reaction was strongly influenced by the difference in social safety net between these two countries, which reflects the legal environment protecting individuals from decreases in income (Debus et al., 2012). Fortunately, in 2017, the Parliament of Malaysia just approved a bill on Employees Insurance Scheme (EIS), a financial scheme aims at helping employees who have lost their job (Employee Insurance Bill, 2017). This scheme is meant to enable retrenched workers to gain monetary funds that would help them get back on their feet within six months. With that, the negative reactions over the lack of standardised procedure is hope to be minimised.

Employees' perceptions of fairness also extend to how they are personally treated and communicated to, and this is termed as interactional justice (Bies and Shapiro, 1987). In the context of current study it encompassed by how the downsizing news were delivered, adequecy of information and transparency. Indeed organisational downsizing is considered bad news particularly by the employees. Dealing with bad news is difficult for both the change agent and the recipient. Indeed the prevailing method to communicate a downsizing decision is through a face-to-face meeting (Folger & Skarlicki 1998; Gilliland & Schepers 2003; Wood & Karau 2009). It's not only ethical, but it's also a sign of respect to the employees. Studies found that the downsizing procedures were seen as fair , when the news were delivered by the direct supervisor rather than the external consultants (Andrzejewski & Refisch 2015; Schwartz 1980). However, the presence of valued authority isn't always appreciated. As typified by the statement below;

> *I didn't like the fact that they had to get the biggest boss to come and convey this message, I thought maybe my operations manager would have been a better person to do it. Why do we need to get a white man all the way down here to tell us? Why can't you just tell us? I mean you are our boss, just tell us, so I didn't quite like that but it is what it is and it is a white man's company. When a white man comes here and sit right in front, standing and all of us is sitting down Asians, I feel like it's really, yeah I don't know, like one of you Malaysians can go stand up there and tell us. Why must you get a white man, forty hours plane ride away to come and tell us that? Yes, he is the boss of the boss. He is the head of them, yeah, so maybe it made sense but you know just to deliver one piece of news or one piece of incomplete news, we don't need you, just get a local boss to do it. I don't know, I just feel there's no empowerment, no empowerment like I don't know, maybe it's the culture of Malaysians, that I'm not used to. People don't empower people, power is kept on top and it's very heavy at the bottom. It's like it's clear, I want to make it clear that I'm the boss and you're the worker…. So, in that sense I don't know what's going on in their minds, I can't comprehend that and it annoys me a little bit that they had to do it instead of the local boss.*
> (#13,female,26-30,supervisory level,oil and gas, 1 year tenure)

Participant who worked at a multinational organisation in Malaysia, perceived the effort of organisation's CEO to deliver a piece of incomplete news himself as degrading to the local top management. Her perception is equivalent to the framework of the '*White Man's Burden'*. *The White Man's Burden*,is a poem wrote in 1898 by Rudyard Kipling to convince the United States government to take over the Phillipines from the Spanish by echoing the doctrine that it was the destiny of the white, to conquer and civilise the uncivilised world (Lorenzo-Molo & Udani,2013). The doctrine implied that anyone who wasn't white was a second class citizen. Therefore, the lack of empowerment was seen as

disrespectful. Previous researchs found that disrespecful treatment resulting in negative feelings like frustration, stress, or anger (Cropanzano, Stein, & Nadisic, 2011), low in commitment (Colquitt et al., 2001) and resistance to go along with the downsizing effort (Armenakis & Harris, 2002; Kickul et al., 2002) which eventually will hinder the survivors to perform in the way they did prior to downsizing. Subsequently, failing the downsizing effort. Participant further questioned the traveling decision;

> *I mean yeah ok fine you are cutting costs, right? Why fly? How much is your plane ticket? Just you know, get a local person. It just doesn't justify a lot of things. You're saving money but yet you're spending so much. So, which one do you prioritise? People or management?* (#13,female,26-30,supervisory level,oil and gas, 1 year tenure)

The travelling effort made her reevaluate the legitimacy of the reason of downsizing,which was cost optimisation. When resource allocation is seen to favour the top management at the expense of employees, they will be under the impression that the burden is not equally shared. Interactional justice, particularly interpersonal justice can alter reactions to the unfavourable outcome (Salwa, 2014). Consistent with that , the feeling of being belittled by the organisation has prompted the participant to reevaluate the distributive fairness negatively.

As survivors normally experience a variety of negative emotions following a downsizing, the most basic ,effective and proven means in meeting survivor needs and minimizing adverse effects is communication (Appelbaum & Donia, (2000). As one participant expressed;

> *If there are any changes, they will e-mail us immediately. Even our CEO will drop an e-mail telling the staff the reasons behind this; why we are offered this; why they are offering this. Sometimes they will tell you earlier not to listen to outside rumours because … they will tell us "Please read our blog.". Don't listen to rumours. So, I am satisfied with the communication because they will usually update. They will update every week. They will e-mail the staff. "Please read the blog" and all that. So, mostly, we will know the reason why they are doing these first.*
>
> *I am satisfied with where I am; with the way they make the offer. They have informed from A to Z how it's like. They informed earlier on.*
> (#14,female,26-30,executive,banking, 2-3 years tenure)

Information about change is necessary so employees can understand the change and adequate information protect the employees from misunderstandings (Susskind et al., 2018; Greenberg,2002;Georgalis et al.,2015). We live in a world that thrives on leaks and information, thanks to Twitter, Facebook and blogosphere. To avoid distortion or misrepresentation of the downsizing's ramification, the hard truth must be shared within the shortest time frame possible as this can lead to counterproductive activities by employees, who may be anxious about possible job losses. Correspondingly, as employees devoting their energies seeking details from informal sources, which often contain inaccurate information, eventually their productivity declined (Kim, 2009). Therefore, it is crucial for the employees to hear the news first from the organisation.

However, if the news deemed as deceitful, it will elicits anger and rage (Bies, 2001). As one participant shared below;

> *Obviously they have other solid reasons that they're doing it and obviously we HAVE the money. Mainly they're saying "We don't have the money"-we're not flopping in the business, in the industry but as I said, my title is a producer, so I have the call to the ratings, I got the sources, so I know that we are doing WELL actually. So, where does the money go? So, that's what everyone is talking about. So, we know that they are not being transparent, they are trying to make it like a Bollywood drama scene. You know, like this is not going to happen because of this. Actually we know there is money but where has the money been to? Seriously, no one knows ,so we just go with the flow, just play along. I feel I should have not stayed with the company because I feel like I've done a lot*
> (#18,female,26-30,executive,media,4-5 years tenure)

Following a downsizing, organisation has the challenge in rebuilding survivors' trust. Evidently, honest communication promote trusts (Komodromos,2014; Mishra et al., 2014). Chang (2003) also claimed, "Honesty is the best policy when it comes to managing in a post- layoff environment". Without such honest communication, employees are led to speculate negatively among themselves about organisation's downsizing motives and practices (Chipunza, 2009). Aforementioned, speculation compromised employees productivity. Participant reaction to organisation's dishonesty is in line with van den Heuvel et al (2017), in which it led her to have the intention to leave. For a downsized organisation that badly needed to turn the performance around, this will disrupt their objective as capital losses from employee turnover affect firm performance (Shaw et al., 2005). Although her reaction wasn't as intense as expected, the anger and rage was substituted with a passive-aggressive reaction, turnover intention. There are differences in the way certain emotions are expressed across cultures. Specifically, as a way of maintaining harmony,

people in collectivistic cultures are associated with indirect and passive styles of handling conflict (Holtgraves, 1997) as well as more moderation in emotional expression (Basabe et al.,1999, Wong, 2010). Therefore, that explains why Malaysians prefer not to show their negative emotions, particularly anger and prefer to channel it in indirect form of reaction.

Today, loyalty and good performance wont guarantee a cradle to grave employment and employees are responsible for their own career development (Noer, 1993). This paradigm shift is referred as the new psychological contract. Consistent with Noer (1993), the fear of being rendered unemployed is found to be a major concern to the majority of the participants in the present study. They were worried about their future, how long they were going to keep their jobs within their organisation and they were also worried that they were not prepared to find employment elsewhere given the economic situation. In spite of that, participants are still considered downsizing practice as a relevant mean at that time. This positive view on distributive and informational justice have alleviated the negative feelings of job insecurity and encouraged a group of participants to accept the potential job loss more openly and engage in professional developmental activities. As one employee revealed;

> *With the economy anything can happen, so to me, what I belief is as long as you have equipped yourself and you belief you have things to offer, then you should not worry. I always belief changes are good so if that happen, then what I can do now, at this point of time is just to equip myself with more experience, more knowledge. So, when change happen I know I have things to offer. Not only from operation perspective, but also from soft skills perspective.*

> (#2,female,31-35,executive,oil and gas,6-10 years tenure)

Continuous learning is not only good for their career growth (Van der Heijde & Van der Heijden, 2006), but it also beneficial in increasing the overall performance of a struggling organisation (Lonial & Carter, 2015). On a different note, as individual is responsible in developing their own career, it could turn them into a careerist orientated employee. A careerist orientated employee or a careerist is known to pursue their intent career goals at the expense of their team or employing organisation (Feldman & Weits, 1991; Aryee &Chen, 2004). Lack of trust in employer produced a careerist (Crawshaw, 2011). Two-way open communication is one of the best ways to develop trust between employer and employee (Robin,2007). It implies that the organisation can be trusted, hence a careerist-liked behavior can be avoided and at the same time employees would still be able to fullfill their professional milestone by behaving constructively towards the organisation, i.e. have a candid conversation with their manager. As typified by a participant below;

> *You communicate with your HOD , in a way. You can knock on his door, and update your condition… And you expect to do this or that. "Would you please assign me to do this and that?" You communicate more with him.*
> (#15,female,26-30,executive,oil and gas,2-3 years tenure)

The downsized survivors are the most important element ensuring the future success of the organisation (Brockner, Wiesenfeld & Martin, 1995). They are required to carry forward the new objectives, adapt to the new environment and manage the increased workloads and the new job function (Schaeffer, 2012). However, a majority of participants

reported that they did not receive any kind of managerial or organisational support during and in the aftermath of downsizing. As one participant commented;

> *Over here, you depend on yourself. Maybe just let it out to your friends.*
> (#7,male,21-25,executive,oil and gas,2-3 years tenure)

A group of participants were also complaining about the disorganised handover that they had to deal with which have caused them distress in addition of the increased workloads,

> *I feel down, basically. I don't even have the mood, looking at work because when we wish to deal with people, they are not there. Okay. What about our work. Right? Maybe others are not there. Those under the VSS have gone elsewhere, leaving no one else around. When we try to contact them, they are not available. People might think that we are not doing our job , just because we have no one to refer to.*
> (#4,female,26-30,non-executive,oil and gas,2-3 years tenure)

Studies found that a majority of downsized organisations tend to focus on providing support for the victims such as outplacement services and ignore the transitional and coping needs for those who are left behind (Noer, 1995; Gandolfi, 2009). Chadwick, et al (2004) found that, showing concerns for survivors welfare, improved the downsized organisation's financial performance. Therefore perceived of organisational support is considered as a critical component in managing post-downsizing. The received support caused the employees to feel obligated to care about the organisational welfare (Eisenberger et al., 2001), which is crucial in helping the organisation to achieve its downsizing objectives.

A group of participants further shared that the amount of effort they have invested in picking up the slacks left by the victims went unrecognised by their respective organisation. They reported feeling unappreciated. As one participant expressed;

> *I'm juggling alone now, I'm juggling the whole annual report of the group alone from last year until this year and it doesn't go recognised. People, I mean even, my boss knows that's it's not easy to do it but even that I'm not getting any reward on it, which I think I truly deserve. Because I remembered last year 1 lady from HR was rewarded that little reward that she got was for the reason being that she had to carry another person's job because that person resigned so she carried that job. So, we were thinking here, because from 5 people you went to down to just 2, me and the designer, we have to carry everyone's job, yet we are still just there, nothing.* (#12,male,26-30,executive,technology,2-3 years tenure)

As the organisation heading in a new direction in this dire economic state, it is crucial for the survivors to feel appreciated either in the form of monetary or non-monetary. Although, Sahdev et al. (1999) reported that survivors valued recognition, rather than an increase in pay. Once an employee feels appreciated, they will have positive emotions, which will further motivate them to perform in accordance to organisation needs (Stajkovic & Luthans 2001).

5.8.3 Emotions and Feelings

When the participants first heard the news, almost everyone said that that they spend more time worrying about their job security. Derived from the assumption that downsizing would harm them has caused a fearful response and those who react this way are also referred as the "walking wounded"

(Mishra&Spreitzer, 1998). Job insecurity is a common syndrome among survivors (Noer, 1993). When prolonged, the dread of being unemployed causes anxiety among employees (Astrachan, 1995). As described below;

> *Well, I felt insecure. People tend to think that oil and gas is a secured field and that it's a money making job. Looking at the current economy, I feel insecure.*
> *(#4,female,26-30,non-executive ,oil and gas,2-3 years tenure)*
>
> *It's worrying for those whose names come up. I have three little children. If possible, I do not want MSS.*
> *(#6,female,36-40,executive,oil and gas,4-5 years tenure)*

In the context of the present study, participants' fears were exacerbated due to the potential disruption of their source of income in the instable economic situation. This is in line with Warr & Jackson (1984) where they found that in the face of unemployment, those in the age group of 30 to 50 are more miserable than those who are younger and older, because financial stability is considered vital as people in this age group typically are breadwinner with bank loans to pay. On top of that unemployment is seen as oblique within the social perspective (Javed et al., 2013). Consequently, employees may attempt to behave in a destructive and passive way by withdrawing from the situation through absenteeism and lateness (Ugwumgbor, 2016), focusing on non-work interests and activities such as actively looking for new employment (Cheng & Chan, 2008). As one participant described;

> *I think about it every day. I did look for other jobs. It's scary. So, I need a back up*
> *(#14,female,26-30,executive,banking, 2-3 years tenure)*

Next, following a similar curve of the Kübler-Ross Grief cycle (1969), anger was experienced by a majority of the participants specifically over managerial incompetence. In particular they were angry, because they felt that the management wasn't being transparent in communicating matters concerning downsizing;

> *I was angry when I heard the rumours. There are other people out there who do not do a proper job but are not affected and then there are people like me. (#5,female,36-40,executive,oil and gas,4-5 years tenure)*

Participant reaction is in line with bad news delivery literatures, where anger will arise, if workers find out the organisation not being transparent in sharing information with them (Bies, 2013). Anger motivate employees to speak up, unfortunately the voice tends to be destructive, in which instead of supporting the downsizing effort, employees will use their voice to go against the organisation (Mishra& Spreitzer, 1998). This behaviour will stand in the way of the organisastion from achieving what is expected from downsizing.

Traditionally, survivors are often assumed to be grateful that they still have a job (Clark & Koonce,1997). That's the case for a majority of the participants in the current study, but due to their close-knit relationship with the victims, the feelings of guilt is more prominent. As expressed below;

> *Yes, I do. I mean I do think both of us deserve to stay but I think if anything she deserved to stay more. The only reason is because it's easier for me to find something else outside. But, I'm very grateful that she actually picked my name.*

(#16,female,26-30,executive,media,4-5 years tenure)

Guilt drives survivors to apply emotion-focused coping (Herrald & Tomaka, 2002), causing them to abandon their tasks. Past studies claimed, to deal with guilt ,survivors disregard their well-being and instead focus on being more compliance to the organisation's demand despite insufficient resources (Izard, 1991; Cascio, 1993; Sahdev & Vinnicombe,1998). On the other hand, Brockner et al (1985, 1987) explains, survivors may work harder as an attempt to redress positive inequity. Although, the impact of guilt seems to be beneficial for the organisation, working too hard will jeopardise, employees mental health as it can cause burnout (Kets de Vries & Balazs, 1997) or worse, depression (Vinten & Lane, 2002).

The detrimental effects of downsizing would make you think that victims' self-esteem will be slightly affected. Surprisingly, a group of participants responded in a more arrogant tone;

> *I didn't have a doubt, I mean not to sound arrogant or anything, I knew I would get something it's whether it is what I want or not.*
> *(#13,female,26-30,supervisory level,oil and gas, 1 year tenure)*
>
> *For me? I think, all I know is that the chance of me being terminated is very unlikely, because I not only handle the Malaysia office only, I handle the region.*
> *(#20,male,31-35,executive,consultancy,2-3 years tenure)*

Pride is a positive emotion that emerges when one perceives he/she has done something praiseworthy (Ortony et al., 1988) which means an individual thought their accomplishment is coming from him/herself. Therefore it is associated with

confidence, high self-esteem and self-satisfaction (Izard, 1991). In the context of downsizing, employees credited their survival to their work-related skillset or the work-effort they've contributed. Downsizing is perceived as harmless for their well-being (Lazarus,1991), therefore the feelings of pride is predicted to increase job satisfaction and OCB (Hodson, 1991). Although pride is perceived as a favourable state, it is also considered as one of the cardinal sins (Schimmel,1992). It can create a sense of superiority over others, which may cause them to be distant and condescending towards their co-workers, as well as reduced work-effort (Gooty, 2009).

As the interview progressing, another emotion described by a group of participants was disappointment. As one participant disclosed;

> *You know it's like being in a relationship loving one person and the other person doesn't love you back. That's exactly how it feels here.*
> *(#16,female,26-30,executive,media,4-5 years tenure)*

The disappointment was compared with the 'unrequited love, particularly on the treatment they received, which is considered incommensurate as compared to the effort they have devoted to the organisation over the years. As the organisation focuses on increasing revenues and profits, survivors are often neglected during downsizing (Applebaum et al., 1997). Consequently, they might feel worthless, as they perceive the management views them as mere numbers, resources or statistics. Feelings of disappointment are found to cause absenteeism and apathy (Morar, 2004). It is also proposed as one of the reasons of the IBM's failed retrenchment (Quinn Mills,1996). This could be further

described through cynicism. Disappointment is one of the important elements in cynicism (Anderson, 1996). Cynics express apathy and turnover behaviour (Kanter & Mirvis, 1989; Stivers, 1994). Generally, downsizing is a sign that an organisation is in trouble. To revive the troubled business, survivors must keep their nose to the grindstone and a cynic survivor with lack of enthusiasm will compromise the downsizing objective.

The findings further showed that a majority of participants expressed sympathy for their leaving colleagues and felt sad that they had gone.;

> *I feel very bad and very sad because of… it's the best colleague you have, those are the ones who leaving. Some of them been flying for 20 years, they've done nothing except flying in their lives. They have commitment, they have kids at home to raise and support. 20 years they've been flying, they've been very good colleagues, they've been very good teammates but you know, sometimes they fight for the rights of our crews, and then those are the ones who are leaving. (#1,male, 26-30,non-executive, transportation, 4-5 years tenure)*

Within the framework of distributive justice, survivors' sympathetic feelings towards the victims were attributed to the degree of their personal relationship with them (Brockner et al., 1997). In particular, they were sympathetic towards the breadwinner. Often sympathy is accompanied by guilt, and as a result, the survivor's commitment will be diluted and they will be counterproductive in supporting organisation's downsizing efforts (Kim, 2003). Contrary to the earlier view, some of the participants did show sympathy although they weren't very close with the victims. As one participant expressed;

> *I pity them because they are given short notice (#5,female,36-40,executive,oil and gas,4-5 years tenure)*

From a cultural point of view, this reaction is expected from individuals within collectivistic cultures, as they operate as interdependent individuals, therefore they are more likely to feel sympathy for others than those in individualistic culture (Markus & Kitayama, 1991). In contrast, there are some survivors who felt glad with the dismissal of some of their coworkers. The dismissal was justified as they felt that victims were low performers or did not have what they perceived as the right attitude to stay. As one participant disclosed;

> *Because these people they just come and do a very light job and they don't finish everything completely but they survived in the company for the past 2-3 years. But when the event start, they are the ones who go 1st. It was quite a happy thing because you see..ahh finally someone saw that. (#8,male,26-30,executive,oil and gas,2-3 years tenure)*

Every organisation has it's 'bad apple' employees. They can be a distraction and has a crippling effect on employees performance (Andrews ,2004), which is perilous within a downsizing context. In addition, a study also found that even the inclusion of one underperforming employee could be enough to bring down a team's overall productivity by 30 or 40 percent (Felps et al, 2006). For that reason, the dismissal of low performer is not only significant in ensuring organisation to achieve it's desired goal from downsizing, but it also plays an important role in creating a conducive atmosphere for employees to perform.

5.8.4 Personal Resources

Individuals by virtue of having different desires and expectations, therefore each individual experience and respond to a downsizing differently. This theme will discuss the personal factors involved in helping the participants to cope with downsizing. It includes the characteristics a person brings to the situation, such as personality traits, attitudes and genetic predispositions (Anderson et al., 2001).

The findings showed that some participants considered downsizing as a platform for them to enhance their career prospect;

> *I've spent being in a team manager role, I make a conclusion that I don't really like that role. So, to me- that's why I said to me I find it, I see it as an opportunity.*
> *(#2,female,31-35,executive,oil and gas,6-10 years tenure*
>
> *The only good thing about this whole situation is for me, personally, the ball is in my court. I can leave at any time. I just have to give my letter, service my 2 months or whatever and I can leave. So, it's good for me and I'm trying to milk this situation. I thought the fact that I'm running two stations, that's going to only enhance my CV. So, this is me trying to find the good out of this for my own personal gain.*
> *(#16,female,26-30,executive,media,4-5 years tenure)*

These are the reflection of optimism. Optimism refers to the belief that good things will happen even in the time of adversity (Carver & Scheier, 1999; Scheier & Carver, 1987). In the context of downsizing, optimists tend to maintain positive expectations about what they will personally acquire from the downsizing event. The positive expectations alleviate

perceptions of stress and increase one's ability to cope within the stressful situation (Scheier & Carver, 1985; Scheier & Carver, 1992). In line with that, optimism was credited, as one of the personal factors that help survivors to brave the downsizing positively (Morar, 2004). Instead of being concerned about the increased workloads and the new assigned role, participants see the glass as half full by shifting unproductive reactions and practice rational thinking. In this case, the rational thinking is the expectation of the professional career growth. By having something positive to look forward to will encourage them to be more supportive with the downsizing effort (Wernsing and Luthans,2008).

Some other participants deemed downsizing as a learning experience that taught them to be better prepared to deal with the potential future downsizing;

> *It's good. I learn from this. Meaning, you always have to be prepared. You must always have a back up plan. But the best part is by doing this, you work harder. Since you know this is happening, you have to perform. So there is a positive side to it.*
> *(#7,male,21-25,executive,oil and gas,2-3 years tenure)*

Optimism can also shape individual to be resilience of change (Scheier and Carver, 1987). The positive emotion caused them to be rational and take in charge of their future job security by stepping up their effort at work as well as encouraged them to improve their skillset according to industry demand. Such proactive stance can directly influence organisation's productivity as a whole (Lonial & Carter, 2015).

Organisational downsizing involves going from the known to the unknown. Amidst the uncertainty, employees are expected

to continue their jobs. One participant revealed that her spirituality helped her to get through the aftermath of downsizing;

> *Whatever it is, work is ibadah, so that's what keeps me going. (#14,female,26-30,executive,banking, 2-3 years tenure)*

In Malaysia, employees' behaviour, particularly Muslim Malays, were found to be centred on their religious belief (Raida, 2003). Fundamentally, Islam considered work as part of religious duty, which involves a sincere and dedicated efforts from an individual aimed at acquiring benefits for themselves, for others and for society as a whole (Gibbs et al., 2007; Khalil & Abu Saad, 2009). This belief is associated with the tendency of OCB (Kamil et al.,2010). This concept is equal to external locus of control. Individuals with high external locus of control believe that forces outside of themselves have control over their actions (Pretorius & Rothmann, 2001). Although this belief seems to enforce task-oriented behaviour, a polar opposite studies found that individuals with external locus of control is likely to exhibit higher negative emotions and prone to experience more anxiety, stress and depression (Ashby et al., 2002; Solmuş, 2004), resulting in a destructive behavior (Allen & Greenberger,1980).

A group of participants also showed that their motivations were influenced by the dismissal of their co-workers. As one participant disclosed;

> *Those affected were our best friends. When we go to the office, there was suddenly no one to have breakfast with us. So at times, there's an impact even though you might say "Ahh. That's just a colleague." Yes but*

> *sometimes it's that friend who motivates you to work. (#5,female,36-40,executive,oil and gas,4-5 years tenure)*

With the amount of time we spend at work, co-worker often become a second family. Therefore, when the downsizing happened, the 'work' family is torn apart. Employees who feel like these are those who see their co-workers as a source of emotional and moral support, which indicates that they rely on the external power to dictate their happiness. Work motivation is a capital in moving and directing employees to carry out their respective duties (Sundjoto, 2017) or in other words "an inner desire to make an effort" (Dowling & Sayles, 1978), therefore it is more connected to the internal locus of control (Kamdron, 2015). This is also related to the fact that Malaysia as a collectivist society, operates interdependent manner (Markus & Kitayama, 1991). When participants believe they are more motivated to work with their dismissed colleagues around, this means their desire to work are not from within themselves, which explains why they were less motivated about their work (Spector, 1982). On a different note, these 'significant others',put normative pressures on the employee to act in line with the organisation's expectations (van den Berg, 2011). Therefore, instead of reducing headcounts, maybe Malaysian employer should consider other alternatives such as salary cut or hiring freeze.

Considering the instable economic situation, a group of participants seemed doubtful of their employability, which means they didn't convince in their ability to secure a job opportunity elsewhere, if they were to be made redundant. As one participant expressed;

> *If the economy is good, there is a chance for us. We could get extra money. So, the chance for us to start a business, get a second job or something like that. But to look for another job ...now is not the right time. So, I choose not to accept it (downsizing)*
> *(#6,female,36-40,executive,oil and gas,4-5 years tenure)*

People with an external locus of control believe that external factor, which in this case, the economic situation, have control over their capabilities to successfully face specific events and circumstances within work context (Bandura, 1997), this is also a reflection of low self-efficacy. Self-efficacy in other words, self-confidence, refers to employees' perceptions of their own abilities to execute their job tasks (Bandura, 1997). Thus, regardless of context, the higher your self-efficacy, the more confidence you have in your ability to succeed in a task. So, in difficult situations, like downsizing, people with low self efficacy are more likely to lessen their effort or give up altogether while those with high self efficacy will try hard to complete a task. Herold et al. (2007) found that self-efficacy affect one's commitment to change. Therefore individuals with high self-efficacy are also more supportive toward change. In the context of downsizing, most organisations are in a dire state. To improve the overall organisation's performance, a supportive and competent employee is needed more than ever.

On the polar opposite, despite the instable economic situation, a small group of participants attributed their survival to the skillset they have. As one participant revealed;

> *I guess, as I mentioned before I see it as a good/positive thing because if… like you mentioned – with the economy anything can happen, so to me, what*

> *I belief is as long as you have equipped yourself and you belief you have things to offer, then you should not worry*
> *(#2,female,31-35,executive,oil and gas,6-10 years tenure)*

This shows individual has high internal locus of control. Individuals with an internal locus of control believe that outcomes in their lives are due to their personal efforts, ability, and initiative (O'Brien, 1984), and it proved to trigger positive reactions to organisational change (Holt et al., 2007; Naswall et al., 2005). Again, this is related to one's self-efficacy. These individuals can be expected to be in the same boat with the organisation's effort. On a different note, it may also act as a buffer in dealing with injustice (Vincent et al., 2010) ,which is common in a downsizing practice. Injustice perceptions may trigger positive and negative reactions. So, positive reactions may involve being proactive in problematic situations, which is common among individuals with an internal locus of control (Ng et al., 2006), while negative reactions, may involve negative emotions such as anger, anxiety, hostility, and negative self or other-directed behavior.

5.8.5 Survivor Behaviour

This theme is concerned with the survivors behaviour following their personal experience of the organisational downsizing. The analysis pointed out despite the lack of resources, a majority of participants worked hard to accomplish their tasks. As one participant described;

> *I try to do my work at the best of my ability. As long as nothing happens such as application of VSS, termination*

> *of contract…Until then, I get on with my job. If you are involved with anyone who is applying for VSS, you have to do your work before he/she leaves (laughs). You have to complete the work involving them before he/she leaves.*
> *(#4,female,26-30,non-executive,oil and gas,2-3 years tenure)*

Indeed, downsizing hurt employees morale, however surprisingly, many studies found increased in employee productivity (Brockner et al., 1985, Cappelli et al., 1997; Reinardy, 2010). At the time of the interviews, the global oil prices were fallen sharply, so those in the oil and gas industry were most severely affected. Given the loose job market situation, employees often choose to reduce the risk of becoming the next victims by fulfilling their job duties as usual (Cappelli et al., 1997; Reinardy, 2010). As one participant shared;

> *We cannot give them a point to dismiss us. For example, if we have been late, a minute or two, we come early now. For example, lunch time , we used to enjoy free lunch time. Leave at 12 and come back at 2. Now, lunch time is an hour. We do not leave early. We leave- Everything we do, we do it on time. We deliver every job properly.*
> *(#20,male,31-35,executive,consultancy,2-3 years tenure)*

Additionally, those at the lower organisational hierarchy are more likely to be supervised and monitored. Hence, regardless of their perception towards the organisation, they usually choose to minimize the management's focus on them by avoiding non-productive work behaviours (Bowles et al., 1983). Such employees usually have limited opportunities in the external job market compared to upper level employees as they are more likely uncredentialed and have job-specific skills

(Grunberg et al., 2000). In uncertain situation such as downsizing, usually survivors operate on the basis of fear, particularly of job loss. While fear tactics have proved to get survivors to work harder, in situations of fear, they have also been found to produce low quality work (Probst,2002). This is parallel with the following statement;

> *Yes, there is. It's undeniable that there is. When work increases and there's little people, the work does not have much quality.*
> *(#7,male,21-25,executive,oil and gas,2-3 years tenure)*

Being under the management microscope cause employees to feel disempowered (Bertelsmann, 2015). According to Mishra and Spreitzer (1998), disempowered survivors are more likely to respond passively to downsizing, for instance, instead of looking for a solution, they would simply wait for the organisation's to fix the issue, or in other words, they would just do work for the sake of working , they wouldn't go that extra mile. Downsizing often leaves the survivors with additional workloads. Disempowered survivors will cope with it by prioritising on fulfilling the required tasks and not bother about the quality. For a downsizing undertaken to improve financial performance, financial outcomes are the main priority. A low quality output that does not meet established standards or customer expectations would decrease the organisation's financial performance (Gilliand, 1997), these defeated the purpose of downsizing.

Organisation is often preoccupied with managing the downsizing victims and therefore left the survivors unsupported (Applebaum et al., 1997; Gandolfi ,2009). The

lack of support for survivors will lead the bottled up frustration to get out of hand, as one participant shared;

> *Sometime it gets really really bad because of we are the ones who is facing our customers. Sometimes you get emotional. You know that your customers, your passengers doesn't have anything bad to you but it affects the way you talk to them, it affects the way you respond to them*
> *(#1,male, 26-30,non-executive, transportation, 4-5 years tenure)*

Frustrated employees were found to sabotage organisation's effort (Ambrose et al., 2002) ,which may result in declined productivity or bad customer service (Schaeffer,2012). In addition, referring to emotional contagion, people can also sense one's emotion (Cooper & Sawaf, 1997). Hence, the customers could potentially feel negative emotions, particularly from the front-liners. This might compromise customer satisfaction. Customer satisfaction is an important source of competitive edge (Rust et al., 2000), as it often leads to customer loyalty (Lam et al., 2004). More importantly, customer perceptions of one type of product or service is enough to shape their global perceptions of an organisation (Bolton et al., 2003). Therefore positive interactions between the front-liners and customers is an important source of customer satisfaction. In the downsizing context, front-liners usually would take the first hit (Bednarzik, 1983, Gandolfi, 2006) , therefore surviving front-liners is in closer proximity to the downsizing experience. Without a proper support during the transitional phase, customer is predisposed to bad service (Bendapudi and Leone, 2002), which ultimately compromise organisational financial performance.

Aforementioned, while fear tactics are proven to get survivors to work harder, it has also been found that the work produced is low quality. Some recent findings (Probst et al., 2007), further added, threat of job loss, compromised the quality of work especially for the task that involves creative thinking. As clearly demonstrated by the following statement;

> *So, what we are going to do now is that I am going to work. Yes, I'm going to get my money but I'm not going to be creative. I'm not going to be doing much for the company, I'm not going to do anything.*
> *(#18,female,26-30,executive,media,4-5 years tenure)*

In details, Probst et al. (2007) found that despite increased work performance, workers who feared downsizing had difficulty completing creative problem-solving task. The ability to think outside of the box to produce novel solutions is vital for organisation economic sustainability. Creative thinking involves gathering information from multiple sources (Oldham & Cummings, 1996), which means it requires one to go above and beyond of their normal duty. In this case, employee intentionally withheld their effort from being creative at work. Evidently, withholding behavior at work disrupt organisational operations (Birati, Tziner, 1996). Additionally, Sagie and others (2002) further shared that generally employees waste 5 per cent of their time at work by withholding work effort. This will cause losses to the organisation as the salary will be paid for a job ineffectively done. Withholding behavior affects the effectiveness of organization not only directly but also indirectly. According to Kidwell and Bennett (1993), the withholding behavior and mentally absent employee have the potential to spread their negative attitude to other employees in the organisation or, even worse, may cause some moral issue, weaken motivation or commitment.

Some of the participants reported to have misused the time at work by doing things that were irrelevant to their task. As one participant described;

> *I'm taking my time in doing my CV and sending it out and going for interviews because no one is here what, as long as they don't mind us tagging they don't care what happens in between. I can go in, go out, so I go for interviews and come back.*
> *(#16,female,26-30,executive,media,4-5 years tenure)*

In this case, while being paid for a full-time employment, participant was stealing time from her employer by planning a plot to leave the organisation. Researchers have termed this non-productive behavior as time banditry (Ketchen, Craighead, & Buckley, 2008; Martin, Brock, Buckley, & Ketchen, 2010). Time banditry comes in various form such as taking unapproved breaks, making personal phone calls, leaving work early and utilizing internet and social media (Brock et al.,2013). Time banditry is a significant drain on organisations' monetary resources (Martin et al., 2010). For example, it is estimated that the cyber loafing at workplace costs 85 billions dollars a year for American business (Latto 2007). Employees desire to leave the organisation is clearly a reflection of lack of commitment, particularly affective commitment. Affective commitment involves an individual's long- term feelings toward his or her work (Meyer et al., 2002). Employees with strong affective commitment will remain in the organisation because they want to. Therefore, a committed survivor is a VIP that all downsized organisations need to support their change efforts (Spreitzer and Mishra, 1998; Datta et al., 2010).

As a result of dissatisfaction towards the management, some of the participants have taken their outrage to an extreme level by bad mouthing the organisation. As typified by the following statements;

> *Obviously they do. They even have a Whatsapp group. It's called the MSS something something. So, they're not-obviously after the meeting itself with our boss. Everyone is not satisfied with the figure because it's just too low.*
> *(#19,female,26-30,executive,media,4-5 years tenure)*

Badmouthing is a manifestation of cynicism (Dean et al., 1998, Mishra & Spreitzer, 1998). Survivors may respond cynically to downsizing because they perceive a blatant violation of their psychological contract (Rousseau, 1995) and lack of social and task support from the management (Davis & Gardner, 2004), which is common during downsizing. Expression of critical and disparaging viewpoints about the organisation is detrimental for the organisational performance. A study found that, organisational bad mouthing, harmed both parties in which it resulted in bad publicity for the organisation and the avenger was reassigned to a lesser position (Kidwell & Martin, 2005). Evidently, bad publicity may keep the organisation from attracting a quality talent. An Indeed survey shows that 83 percent of job seekers are likely to base their decision on where to apply on company reviews, and 46 percent will weigh a company's reputation heavily before accepting a job offer (Indeed Surpasses 4 Million Employer Reviews, 2014).

Interestingly, despite the increasing workload, some participants willing to go for an extra mile in completing their tasks;

> *Well more people means more work, more work means more late nights, more late nights mean less sleep. Timelines are still there, deadlines are still there, work still needs to be delivered. I think the hardest part for me was that all these people come with their own baggages that I didn't have to deal with last time but they're here now, their problems are my problem, their performance is my performance. I'm inherit that people, I'm also doing that. Things that the previous manager didn't deal with then, I have to deal with it now.*
> *(#13,female,26-30,supervisory level,oil and gas, 1 year tenure)*

The dedication to go above and beyond the required duties such as working long hours, and volunteer to perform off task jobs is defined as conscientiousness (Organ, 1988). Downsizing often forced the survivors to take on the workloads left by the victims. Survivor extra efforts play such an important role to avoid any operational disruption that may cost the organisation financially. Employee satisfaction over organisational level of communication has been found to encourage individuals to perform task exceeding their minimum role requirements (Anahita, 2010). In addition, Self et al. (2007) claimed that employees in a downsized organisation found it easier to adapt when there was good communication, good relationships with leaders and a supportive environment. Therefore, it is clear that the key to encouraging employees to raise their effort is effective communication. In a different study McCrae and Costa (1987) claimed that individual conscientious behaviour is related to organisational politic, which means it has something to do with what they want to achieve or protect within the organisation. In the context of this study, employees are presumably working hard to protect their future within the organisation.

Despite their personal feelings towards the management, some participants demonstrated courtesy particularly towards their co-workers. As one participant disclosed;

> *Now when I come to work, I'm doing it for my co-workers, I'm not doing it for the company. I just don't want to cause any problem for them to do work. (#16,female,26-30,executive,media,4-5 years tenure)*

Consistent with Rugyema (2008), the common reason for participant's courteous behaviour is attributed to the close relationship with coworkers. Instead of feeling relieved that their jobs were secured, sometimes survivors feeling demoralized and this is usually apparent in the withdrawal behaviour such as absenteeism (Appelbaum et al., 1999). Rather than being selfish, a courteous individual are thoughtful and respectful of other's needs (Organ, 1988). In the context of present study, participant decided not to skip work because she didn't want to be an inconvenience for the coworkers with her workloads. This behaviour helped reduce intergroup conflict and thereby diminishes the time spent on conflict management activities (Podsakoff et al., 2000), allowing the organisation to coordinate work and planning effectively, which are essential in achieving organisational goals.

The findings further showed that a group of participants eventually caved in, accepted their outcome resulted from downsizing, although it was not in their favours. As one participant shared;

> *So, that's why they asked for me and because of the terms in the notice at risk, I have no choice but to accept. So, at that point of time ,to be frank, I was very*

> *frustrated. But after talking to a few people "Okla". I get to calm down and I was like "Ok, fine. If this is something that I have to do, I need to make things work (#2,female,31-35,executive,oil and gas,6-10 years tenure)*

Their willingness to accept minor frustrations and go along with the organisation efforts is called sportsmanship (Organ, 1988). Apart from the limited job opportunities, this behaviour could also be attributed to Malaysian's culture. A study found that employees from collectivist cultures were more likely to perceive the sportsmanship and courtesy dimensions of OCB to be more a part of their jobs (Hanif, 2015). Downsizing is commonly associated with increased workloads, role ambiguity and being assigned to new unfamiliar roles. Survivors require sportsmanship behaviour to endure these conditions. High self-confidence (Wat and Shaffer, 2005) and perceived of organisational justice (Omoruyi et al.,2011) have been found to encourage employees to let go the non-ideal outcome and support the organisation's effort. With all the changes and pressure to turn the organisational performance around, extra efforts from survivors are needed more than ever. Podsakoff and MacKenzie (1997) revealed that good sportsmanship would reduce employee turnover. It is therefore logical to conclude that, sportsmanship is one the key goals that organisation must try to instil within the organisation, so that, any changes that's going to happen in the future wouldn't be so tough for the employees.

5.8 Reflexivity

As qualitative research is interpretive research, researcher involvements are more personal and intimate than in quantitative studies. In turn this approach is exposed to the

ethical and validity issue. To overcome these biases it is necessary to stay reflexive and be aware of personal pre-understandings and assumptions (Alvesson & Sköldberg, 2009). Reflexivity can be defined as the degree of influence the researcher exerts, either intentionally or unintentionally on the findings (Jootun, McGhee & Marland, 2009) including the ways in which the researcher and the research process have shaped the data collected, including the role of prior assumptions and experiences (Mays& Pope, 2006). Aforementioned, the qualitative phase of this study was driven by a conceptual framework and past literatures. Therefore, I acknowledged that my pre-understanding on the research subjects influenced my view on the researched phenomena. This step is crucial to ensure the validity of research findings (Creswell, 2009).

From the literature, I believe that participants reactions stem from how fairly they perceived they had been treated (in terms of personal outcome, and/or the process, and/or personal treatment).

As the first few participants were actually my close friends and my ex colleagues, I realised this was an advantage where I did not have to work hard in building trust. Participants were transparent in sharing their personal information and opinions about their downsizing experiences and were quite often blunt and sincere in discussing their responses to these experiences. Had it been another researcher, such information would probably be filtered or withhold.

Most Malaysians are multilingual speaker for at least two languages which are Malay, the national language and English,

the second most widely-used for daily communication (Lee *et al*, 2010). However I realised, Malay participants in particular, felt more at ease when I introduced myself in Malay. Furthermore as this study adopted snowballing technique, the majority of the participants were referred to me by earlier participants who were either my close friends or my ex colleagues, therefore mutual friends or acquintances. For this reason it was relatively easy to 'break the ice'.

Despite my knowledge of the research subject, a conscious effort was applied by not forcing the data into any given theoretical categories, in fact as part of the research objective, I was also interested to discover new themes from the data. This was proven in numerous interview sessions where, without being asked, due to our identical ethnicity and religious belief, some of the participants felt comfortable enough to share their view of downsizing from religion perspectives.

5.10 Ethical consideration

The qualitative phase of this thesis was conducted in accordance with the University of Nottingham Code of Research Conduct and Research Ethics and The British Psychological Society Code of Human Research Ethics. Ethics clearance was sought from the University of Nottingham, Division of Psychiatry and Applied Psychology (DPAP) Research Ethics Committee before the data were collected (see Appendices H). The major ethical considerations for this phase was to protect the identity and confidentiality of the participants (including in the publication of any results) . Therefore to ensure that participation in the interviews was

completely voluntary, participants were given an opportunity to withdraw at any time without giving a reason. In addition, the purpose and topics of discussion were also clearly communicated- verbally and writing via e-mail, and participants were also informed early on that the interviews would be audio-recorded.

5.11 Summary

This chapter has presented 9 themes that emerged from 20 interview sessions. The discussions of the above findings are in line with a large extent of past literatures, which mainly involved Western context. Overall, participants interpretations of their personal downsizing experience were diversed, based on the technical, personal and also the situational factors, with affects ranging from negative (e.g. anger) to positive (e.g.pride) and eventually accountable to various attitudes and behaviors.

There were many factors contributed to the economic crisis in Malaysia. However, one of the apparent reasons, which also happened to take place during the interviews, was the slumping of global oil price. Bloomberg even claimed the situation as a replica of the 1998 Asian Financial Crisis. As the world's second-largest exporter of Liquefied natural gas (LNG) and the second-largest producer of oil and natural gas in Southeast Asia (fourth-largest reserves in Asia), Malaysia's economy is, to a great extent, dependent on oil and gas industry (Deloite, 2015). Therefore, the impact was infectious, and felt by other industries as well. As reported by the Labour Department, in 2016, almost 40,000 Malaysian employees were retrenched from their jobs, (Aruna, 2017). Combined

together, these matters led to job insecurity among Malaysian employees.

The interviews revealed the loose job market wasn't the only trigger to their insecurity. The majority of participants recognised the extinction of cradle to grave employment. As they perceived the situation as something beyond the management's control, it helped them to be absolutely onboard with the downsizing efforts. However, what left the bad taste in their mouth was the way it was handled. Particularly the lack of elimination criteria, the absence of participation and limited communication regarding the downsizing, which as stated in many studies, contribute to negative reactions. Malaysia Labor law pertinent to downsizing or retrenchment is not uniform, rudimentary and only protects certain groups of employees, which easily exposed the other employees to poor treatment from the organisation. When the law is not strict, it’s like giving a free pass for the employer to treat their employees poorly. For instance, Malaysia has been ‘recognised’ as one of the countries that condone systematic union bashing. Clearly, this indicates employees’ welfare is not a top priority in Malaysia.

As Malaysia has become the choice of more MNC’s due to the low cost, they need to take note of the cultural sensitivity. As mentioned in subsection 5.6.2, from the aspect of communication involving news delivery, many last studies claimed that the face-to-face technique is preferred by many employees (Buckman, 2005). Surprisingly, the findings found it otherwise. Malaysia is a country that had been colonised by many western countries, for example, Portuguese, Dutch and British. Thus, when a white man in the midst of cost

optimisation effort, flew thousands of miles just to deliver a piece of news that they considered can be announced by a country manager, they took it as a colonial overtones. This led employees to reshape the initial favorable outlook of downsizing.

The above discussion also pointed out that unsystematic handover was a common practice. It's almost seems like downsizing is a last-minute decision. Increased workload is inevitable in the downsizing aftermath. The issue arose when survivors acquired unfamiliar tasks. When the handover is not systematic, it adds extra burden for them to spend the remaining energy to do self-study to avoid operational disruption. If this issue is prolonged, it will cause losses for both parties in which it compromises employees' mental and physical health and eventually organisations' objectives will be off the trail.

The findings also revealed that survivors emotional needs were not in their organisation's radar. Given the lack of a formal channel to confide their overwhelming feelings, combined with Malaysian employer's reputation of union bashing, participants prefer to keep their feelings to themselves (see subsection 5.6.3). However, one can only hold up for so long. After spending so much time biting their tongue, one of the participants took his frustration to the customer. Customer perceptions of one type of product or service is enough to shape their global perceptions of an organisation (Bolton et al., 2003). With the widespread usage of social media, today's customers often share their sentiment of a brand, product or service publicly. They also will read online reviews from other customers prior to purchasing

something. Therefore when the customer had one bad experience, the organisation should be ready to endure bad publicity that could potentially put the downsizing efforts at risk. On the other hand , Malaysian as a collectivist, prefer to maintain the harmony. Therefore conflict is handled in a more indirect and passive style (Holtgraves, 1997) or in other words, passive-aggressive. The interviews revealed, majority of participants, at some point, have silently plotted a plan to leave the organisation. This is far more dangerous as they could just drop the bomb abruptly which is detrimental especially for a financial troubled organisation.

In coping with the uncertainty, the vast majority of participants seek comfort through external factors. As individuals largely operate interdependently in Malaysia, the dynamic with co-workers played a big impact in helping participants to cope with stress. Over the years, with the amount of time a normal full-time working adult spend at work, co-workers become like a second family. Therefore, it's not surprising that a group of participants attributed their work motivation to the existence of their co-workers (see subsection 5.6.4). This indicates that, workforce reductions are probably not the best strategy in Malaysia, and maybe instead organisations should look for other alternatives such as salary cut. The loose job market also caused participants to doubt their employability ability, this is especially apparent among those in oil and gas industry. However, this could be temporary as it has been confirmed that individual locus of control can also vary depending on the situational context (Lopez & Snyder, 2003). Next is spirituality. As work is considered as religious duty, it has helped to shape participants positive attitude and behaviour. The interviews

also revealed that, since the majority of participants were from the age of 30 and below, most of them had no prior experience to downsizing. Therefore,some participants tried to be optimistic by looking at downsizing as a learning experience and considered it as a wake up call to always keep their skillset relevant with the market demands and to pay attention on financial planning.

From a behavioural aspect, as expected, all participants at some point, though not aggressive, were behaving counterproductively. Although, interestingly, a large group of participants shared, despite the unfavorable experiences, they finally caved in and support the organisational change efforts. This can be attributed to the limited market conditions as well as, the norm of collectivist cultures where employees were found to perceive the sportsmanship and courtesy dimensions of OCB to be part of their jobs (Hanif, 2015).

The analysis enabled a rich understanding of how Malaysian employees perceived their personal downsizing experience. Overall, the findings suggest that there is a complex interplay between survivors cognitions, emotions, behaviours and personal resources. Therefore, the following hypotheses are proposed;

1. Organisational justice is related positively to task performance and OCB, and negatively to CWB.
2. Organisational justice is positively related to POS and negatively related to NPC.
3. Organisational justice is positively related to Positive emotion and negatively related to negative emotion.
4. SE quality (POS and new PC) is related positively to TP

and OCB, and negatively to CWB.

5. Positive and negative emotion is significantly related to job performance.
6. The relationship between organizational justice and job performance is mediated by SE quality.
7. The relationship between organizational justice and job performance is mediated by emotion.
8. Optimism and Locus on Control moderate the strength of the mediation relationship between organizational justice and job performance through SE quality and emotion.

To strengthen the findings from Study 1 (qualitative study), all the emerged themes will be tested in Study 2 (quantitative study). The next chapter will focus on the survey data (Study 2) and provides the quantitative analysis in testing the hypotheses derived above.

CHAPTER 6: STUDY 2- VALIDATING CONCEPTUAL FRAMEWORK

6.1 Introduction

This study is the final phase of the whole PhD project, where the findings of the interview were tested using a quantitative approach through the adoption of self-report (SR) and co-worker report (CR) survey. Earlier in chapter 4 it has been indicated that the quantitative study has a complementary purpose of triangulation. With the interview findings, it is intended that the questionnaires will help to improve the validity of the research.

The data for this quantitative phase has been drawn from a downsized oil and gas organisation in Malaysia. Divided into two sections , i.e. methods and results. The methods section consisted of six parts, begins by describing the sampling strategy, pre-power analysis, data collection procedure, the utilised instrument and data analysis techniques.

The second sections of this chapter will be discussing the findings from both SR and CR. Begins by reporting the demographic data of the respondents. Second, the preliminary examination involving data cleaning procedures assessed for missing data, outliers, and normality for each variable. This is followed by a discussion of the goodness of fit measures, where the dimensionality and factor structure of all the scales used were explored using confirmatory factor analysis. Next reliability analyses and bivariate correlations are demonstrated. Finally, the results of the hypotheses testing

are presented followed by a conclusion. Tables and figures related to CR are compiled together in Appendix E

The nature of the study participants and the materials utilised in this study have previously been described in section 4.8 of this thesis. All data were analysed using IBM SPSS 24, Amos 24 with PROCESS v3.0.

6.2 Sampling strategy

Given the difficulty in gaining approval to conduct research and that the researcher had known the organisation had recently experienced downsizing, it was decided that the most appropriate approach for this study would be through convenience sampling techniques. Study 2 was conducted at a local oil and gas organisation that underwent downsizing in 2016. After receiving an approval from the CEO, an outline of the study and the anticipated data collection process was shared with the organisation. The company agreed to participate with the data collection via an online survey. To ensure a smooth conduct, researcher worked closely with the appointed liaison officers from the human resource department. Due to the highly sensitive nature of the research topic, the organisation felt that it was more appropriate to control who would get the invitation to participate in this study. Of 50,000 employees, approximately 2000 employees deemed to meet the criteria established for the purpose of this study, namely;

- Current employee in the downsized organisation who is agreed to take part in this study.
- Should have at least served the organisation for one year prior to the downsizing event.

- Must have served the organisation during the downsizing event
- Malaysian

Convenience sampling involves collecting information from members of the populations who are the easiest to access and are conveniently available to assist with providing the desired and relevant information (Sekaran, 2003). It is also non-probablistic, hence does not allow for results to be generalisable to the broader population (Lucas & Szatrowski, 2014). This concern was addressed by providing a clear description and enough detailed information on the participants so that future researchers would be in a better position to make their own transferable judgments.

An invitation with the online survey link was sent to 2000 eligible employees through the organisation's internal email system. At the end of the self-report survey, participants were also asked to share a co-worker report survey link (via email) to their coworkers (Appendix C). From that request, 244 or 12.2% of the employees completed the self-report surveys and 128 (6.4%) coworkers had responded. A total of 125 complete sets of matched data were received, yielding a response rate at 6.3%. This number is sufficient considering the sample size consideration in pre-analysis (see Section 4.8.2).

6.3 Pre-analysis (power analysis in determining sample size)

In order to determine the sample size required for a study, a prior power analysis was conducted (Cohen,1992). A sufficient

sample size is imperative in determining the adequacy of research statistical power. In other words, a power analysis will assist on how large a sample must be for statistical judgments to be considered accurate and reliable, and how likely the statistical test would be to detect the effects of a given size in a particular situation. Statistical power is central to regression analysis as it can affect the robustness and generalisability of the research results, which means, a low statistical power threatens statistical conclusion validity and lessens the probability that a statistically significant effect will be found (Cook & Campbell, 1979).

There are three parameters required to conduct a priori power analysis. Those parameters are the alpha value, the power, and the effect size. The alpha value is the level at which you determine to reject the null hypothesis. Alpha is nearly always set at 0.05 (Kupzyk, 2011). Power is the probability that the null hypothesis will be correctly rejected. In most social science research projects, a probability of 0.80 is the desired level of power (Kupzyk, 2011; Howell, 2010). Regarding effect size, often times it is acceptable to use a medium effect in the sample size calculation (Kupzyk, 2011). The sample size was then calculated by using GPower3.1 (Faul et al., 2009), a free statistical power analysis program.

Resulted from the Study 1 findings, there were four independent variables, four mediator variables, two moderator variables and six control variables:

- Organisational justice – treated as four independent variables.
- POS as mediator – treated as one independent variable.

- New PC as mediator - treated as one independent variables
- Emotion as mediator – treated as two independent variables.
- Optimism as moderator and as control variable- treated as one independent variable.
- Work locus of control as moderator and as control variable – treated as two independent variables.
- Control variables (age, gender, educational qualification, tenure, job position, type of contract) – 6 control variables.

Therefore, with an alpha level of .05, eleven predictor variables (procedural justice, distributive justice, informational justice, interpersonal justice, perceived organizational support, new psychological contract, positive emotion, negative emotion, optimism, internal locus of control and external locus of control) and a medium effect size (i.e., .15), 123 cases or participants were required in order to have power above .80.

6.4 Data collection procedure

In this study, the self-administered online survey method was used. Prior to the data collection, numerous conference calls and email conversations with the appointed liaison officers had taken place to discuss the content of the survey (see Section 4.7.8). As soon as both parties reached a mutual agreement, the survey link using the Bristol Online Survey (BOS) was shared in August 2017 through the organisation's internal email system. Initially, respondents were given 1 month to respond. An e-mail reminder was sent to the appointed liaison officers and they were expected to use the company's internal

e-mail during the third week to encourage employees to participate. However, after one month, the number of employees responding to the study was still low. This might due to the organisation just had finished another survey shortly before this survey was administered. It is important to note that the low response rate may lead to sample bias, low power, and inaccurate effect size (Sivo et al., 2006).

To overcome this problem, various strategies were implemented. First, respondents were assured that their answers and personal identifications were treated in a confidential manner. Notably, the more respondents feel assured of the anonymity of the reporting situation, the more honest their responses tend to be (Paulhus, 1984). Second, given the sensitive research topic and since the study was approved and authorised by the top management, an e-mail from the management supporting this research was sent to employees. This can be extremely helpful since return rates can be increased by support from top-level management (Schmidt et al. 1991). The significance of the research was also addressed in the covering letter. Respondent anonymity was assured. Past literatures found that the support from a legitimate authority promote high response rate (Mellahi et al., 2010; Anand et al., 2010). It is understood that the participants also have work commitment, therefore, an extension for data collection period was asked, which resulted in the extension from 1 month to 6 months.

Participants were asked to review and indicate understanding of a consent form before gaining access to the actual study. Subsequently, their qualifications to participate were screened through four eligibility questions ("Are you currently employed in this organisation?", "Did you work in this organisation for at least a year before the 2016 organisational restructuring occurred?" , "Did you work in this organisation during the 2016 organisational restructuring occurred?" and "Are you Malaysian?"). The online survey was separated into two distinct phases, with phases one and two lasting 30 and 5 minutes, respectively. Phase one included self-report measures for organisational justice, new psychological contract, perceived organisational support, emotions, work locus of control, optimism, task performance, OCB and CWB.

In phase two, participants were given the option of contacting a co-worker to have them complete a co-worker evaluation survey which involved the nominated co-worker to assess the main participants work behaviour, namely task performance, OCB and CWB. In order to link the two surveys, participants were asked to enter a unique code word. They then provided this code word for their co-worker to enter at the beginning of the survey for phase two. Participants and the nominated co-workers remained anonymous throughout the study. As stated in section 4.5 the primary reason for getting co-worker response is to combat the common method bias.

6.5 Measurement scales

Organisational justice scale

Organisational justice perceptions were measured using the four-dimensional scale with 20 items created and validated by Colquitt (2001). Particularly, two validation studies were conducted, the first in a university setting, and the second in a field setting. Both studies found that the 4-factor model consisted of procedural (PJ) , distributive (DJ), interpersonal (IPJ) and informational justice (INJ) as separate dimensions is significantly better fitting model INJ justice, respectively, in the university and in the field samples were .78, .92, .79,.79, and .93, .93, .92, and .90 (Colquitt, 2001). In addition, the reliability indices of a study conducted in Malaysia using this scale was; DJ = 0.89, PJ = 0.85, and interactional justice = 0.91 (Saiful Azizi& Zulkiflee, 2016).

As these scales can be customised according to research context, all items were tailored to reflect procedures, outcomes and interactions involved within a downsizing context (see Appendix C). The first subscale measures participants perceptions of the legitimacy of the downsizing and the inclusion of laid-off members in the organisational decision-making process (for example; Were you able to express your views and feelings during the restructuring procedures?, Were you able to appeal against the decision arrived at by the restructuring procedures?). The second subscale assesses whether the allocation of rewards or outcomes during and after the downsizing process were fairly distributed to both survivors and victims (for example; Was the outcome from the restructuring procedures appropriate for

the work you completed?, Did the outcome from the restructuring procedures reflect what you contributed to the organisation?). The third subscale measures interpersonal justice, (for example: Did your organisation treat you with dignity?, Did your organisation treat you with respect?) . The final subscale intent to measure informational justice (for example; Did your organisation explain the procedure thoroughly?, Did your organisation communicate details in a timely manner?).

Prior to the data collection, some items in this scale underwent minor modification as per the participated organisation requested. In particular, the modification involved adding example for each of the item that they felt needed to enhance participants' understanding (see Table 6.1).

Table 6.01: Item modification

Original item	**Modified item**
Did you have influence over the decisions arrived at by the restructuring procedures?	Did you have influence over the decisions arrived at by the restructuring procedures? (e.g. I personally requested the management for this newly assigned role)
Were the restructuring procedures applied consistently?	Were the restructuring procedures applied consistently? (e.g. As a result of restructuring, all employees including top management did not receive an annual bonus)
Were the restructuring procedures free from bias?	Were the restructuring procedures free from bias? (e.g. I was transferred to another department due to bad relationship with the previous supervisor)
Were the restructuring procedures based on accurate information?	Were the restructuring procedures based on accurate information? (e.g my new role fit my experience, skills and qualifications perfectly)

Respondents expressed their level of agreement on a 5 point Likert-type scale ranging from 1= not at all to 5= completely agree to each statement. Higher scores on this subscale represent higher levels of perceived organisational justice.

Survey of perceived organisational support (SPOS)

POS was measured with the shortened version of the 36-item Survey of Perceived Organisational Support (SPOS) (Eisenberger et al.,1997). 8 higher factor loadings items out of 36 were used in the short form version. As the original scale is unidimensional and has high internal reliability (α=0.90), the use of a shorter version is not an issue (Rhoades & Eisenberger,2002). In addition, the reliability index of a study conducted in Malaysia using this scale was 0.86 (Abdul Rahim & Boyle, 2015). Examples of items include " help is available from my organisation when I have a problem." and " if given the opportunity, my organisation would take advantage of me." As per the organisation's request, one item was further clarified by adding example for the following statement "My organisation is willing to help me if I need a special favour. (e.g. Apart from reimbursement for your relocation, employees can also request for temporary accommodation)". Participants were asked to rate their level of agreement with the statements on a 5 point Likert-type scale ranging from "strongly disagree" (1) to "strongly agree" (5) based on their view on how supportive the organisation has been throughout the downsizing process.

New psychological contract

Cavanaugh and Roe (1999) developed the New Psychological Contract Scale to assess the degree to which participant's agreement with the reality of the new employment relationship which involve three components; 2 items of responsibility for career development (for example; it is my employer responsibility to help me develop my career), 2 items of commitment to type of work (for example; I am more committed to the type of work rather than to my company) and 5 items of expectations of job insecurity (for example; I expect job security in return for good work performance).

According to Cavanaugh and Roe (1999), both single and 3 factor model was a good model fit. Therefore, a single factor model was adopted in the present study. To facilitate participant's understanding, one item was requested to be modified by the participated organisation, from "If my current position was eliminated, the company owes it to me to find a new job" to "If my current position was eliminated, the company is responsible to find a new job". Participants were asked to rate their level of agreement with the statements on five-point scales ranging from "strongly disagree" (1) to "strongly agree" (5) on how they perceived the employment relationship with the organisation in relations to the recent downsizing.

The International Positive and Negative Affect Schedule Short Form (I-PANAS-SF)

The I-PANAS-SF developed by Thompson (2007) is the short form of the Positive and Negative Affect Scale (PANAS), which

aims to measure positive and negative affect. It consists of two subscales, which measure positive (e.g,; alert and inspired) and negative affect (e.g.; hostile and ashamed). Each subscale contains 5 items. Therefore, the I-PANAS-SF contains 10 items in total. The reliability indices obtained for positive affect and negative affect respectively, 0.80 and 0.74 (Thompson, 2007). In addition, the reliability indices of a study conducted in Malaysia using this scale was; positive affect = 0.83, and negative affect = 0.72 (Gang & Stukas, 2015) .Participants were asked to indicate the extent to which the downsizing event made them felt each emotion on five-point scales ranging from "very slightly or not at all" (1) to "extremely" (5). In the present study, the Cronbach's α was 0.80 for the positive affect scale, and α= 0.78 for the negative affect scale, which indicates an acceptable internal reliability.

Optimism

Optimism was measured using the PsyCap Questionnaire or PCQ (Luthans, Avolio, et al., 2007; Luthans, Youssef & Avolio, 2007a). Psycap is a short form for positive psychological capital. The PCQ consists of 4 dimensions (hope, optimism, resilience and self-efficacy) was created and validated by Luthans, Avolio, Avey and Norman (2007). Each of the four subscales of PsyCap was drawn from established scales that had been published previously and had been tested and used in recent workplace (Luthans et al., 2007). Optimism made up of 6 items of the PCQ. The reliability index obtained by Luthans et al (2007) was greater than 0.70 and the same cronbach alpha was achieved by a local study (Aqeel et al., 2011). An example of an optimism item of the PCQ is "when things are uncertain for me at work, I usually expect the best

". Participants were asked to rate their level of agreement with each statement on five-point scales ranging from "strongly disagree" (1) to "strongly agree" (5).

Work Locus of Control Scale (WLOC)

To assess locus of control, the short version of WLOC (Spector, 1988) with 8-item was used. WLOC is more suitable to be used within the work domain. The reliability index obtained was 0.81 (Spector, 1988). In addition, the reliability index of a local study using this scale was 0.87 (Ng et al., 2013). Essentially, this scale intent to measure individual's belief that work outcomes are controlled either by their own actions (internal locus of control) or by factors beyond the individual's control (external locus of control). According to Spector (1988) low scoring on this scale indicates an internal locus of control and high scoring indicates external work locus of control. Examples of items include "getting the job you want is mostly a matter of luck" and "people who perform their jobs well generally get rewarded". Participants were asked to rate their level of agreement with each statement on five-point scales ranging from "strongly disagree" (1) to "strongly agree".

Voluntary work behaviour scale (VWB Scale)

OCB and CWB were operationalised as both self-rated and co-worker rated. The 25- item version of the VWB scale was used (Coyne, 2010). High median alpha $\alpha = .84$ (range = .61-.88) was obtained across factors and countries in extant research (Coyne et al., 2013). Confirmatory factor analysis (CFA) goodness-of-fit test statistics provided evidence that a

five-factor model (namely interpersonal courtesy, interpersonal helping, OCB towards the organisation, CWB towards the organisation and CWB towards the individual), a two-dimensional model of productive and counterproductive behaviour and a four-dimensional model of organisational and individual-focused productive/counterproductive behaviour showed a reasonable good fit (Coyne, 2010). A slightly modified VWB scale was also administered to coworkers in order to gather both self-reported data and coworker data. Participants and coworkers were asked to rate the extent that themselves or their coworkers engaged in OCB and CWB after the organisational downsizing took place on a five- point scales from 1 = never' to 5 = 6 or more.

Task performance scale

The 5-item scale from Podsakoff and MacKenzie (1989) was used to measure task performance. Sample items were "I meet all the formal performance requirements of the job" and "I often fail to perform essential duties". This scale was operationalised as both self-rated and coworkers rating. Task performance scale is based on a 5-point Likert scale consisting of (1) never, (2) once, (3) 2-3 times, (4) 4-5 times, (5) 6 or more.

Demographics

Self reports (SR)

Demographic information (Appendix C) included the respondent's gender, age, educational qualification, tenure, current position and employment contractual status.

Co-worker reports (CR)

Demographic information (Appendix D) included the respondent's gender, tenure, number of years they worked with the co-worker and the frequency of them working together.

6.6 Pre-test

A pre-test was first conducted with two other researchers. The goal of the pretesting is to make sure that the questions are understood, they are placed in the best order, whether additional information is needed or some questions should be eliminated (Crawford, 1997). On the first week of June 2017 until the first week of August 2017, discussions had taken place with the appointed liaison officers from the participated organisation. With the agreement of both of the supervisors, the requested changes from the participated organisation were made accordingly (see section 4.8.6). As the term 'restructuring' were used throughout the event took place at the participated organisation, it replaced the word 'downsizing' for the present study.

6.7 Data analysis technique

All responses obtained from the self-reports and co-worker-reports online survey were downloaded from BOS software into SPSS format and were presented into two separate chapters; chapter 6 (SR, n=244) and chapter 7 (CR, n=125). Prior to completing primary data analyses, data cleaning procedures were carried out. Frequencies of all items were conducted to detect any data errors and missing values. Missing data is one of the most prevalent problems in data

analysis (Tabachnick & Fidell 2007). As this research were conducted via online platform each item were made mandatory to answer before participant can continue. However this practice comes with a few downsides such as breakoffs or satisficing responses, namely social desirability bias (Tourangeau et al.,2013). In this case, the potential downsides was mitigated by providing an option for participant to withdraw at any time without giving a reason and through the employment of co-worker evaluation.

Each variable was also checked for normality. For this purpose, this study applied the statistical method of Skewness and Kurtosis (Hair Jr et al., 2010; Tabachnick & Fidell, 2013), with values for skewness and kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010). However, the deviation from normality of Skewness and Kurtosis often do not make a substantive difference in the analysis when the samples is more than 200 (Tabachnick & Fidell ,2013). As SRs consisted of 244 samples and since these two tests are too sensitive for a large sample, the graphical method, namely histogram was used to examine the shape of the distribution. To detect the outliers, box plots were used. Once detected, each outlier was examined on a case by case basis. Although deleting the outliers could have improved the statistical power to detect stronger effects, those marked as extreme were not deleted if it found to be within the plausible range, which means they were considered as true values.

Next, mean, standard deviation and correlation analyses between the variables were demonstrated. Internal consistency reliabilities for all study variables/measures were

also computed and presented in this section. The Cronbach's alpha reliability coefficient for each revised measure was calculated using SPSS. The rule of thumb suggested by George and Mallery (2010) are as follow;, > 0.9- Excellent, > 0.8 - Good, > 0.7-Acceptable, > 0.6-Questionable, > 0.5-Poor, and < 0.5-Unacceptable. However, generally the agreed limit for Cronbach's alpha is 0.70 (Hair Jr et al., 2010).

Subsequently, through SPSS AMOS version 24,CFA analyses were conducted to examine the general measurement model depicting all relations among all observed study variables and their respective latent factors. These analyses were intended to ensure the overall fit or the overall usefulness of the measurement model prior to primary analyses. Considering the number of indicators and a relatively small sample size, instead of using individual items as indicators of dimensions, this study has implemented parceling in order to improve fit indices (Marsh & Hocevar, 1988). Parceling is referred to as a procedure for computing sums or average scores across multiple items (Orcan, 2013). Among the issues that arise as a result of item-leveled data, especially when item: sample ratio is lower are, lower reliability, lower communality, instability of the factor solution and higher tendency of distributional distortions and violations (Bandalos & Finney, 2001). By utilising parceiling method, model parameters are lesser, result in the increase of item: sample ratio, less possibility for residuals or dual loadings (as the number of indicators are lesser and unique variances are smaller), and consequently lead to the reduction of sources of sampling error (Little et al., 2002; McCallum et al., 1999). With the small variances, it means, the data are also high in internal reliabilities (Thompson & Melancon, 1996). Furthermore parceling may

alleviate some problems in nonnormal data (Orcan, 2013). Based on parceiling technique by Little and colleagues (2002), the highest loading item was used to anchor each parcel, followed by lower loading items. This technique is however only suitable if a construct have six or more items, where one parcel must contain at least two items (Graves, Ruderman, Ohlott, & Weber, 2012; Kuhnel, Sonnentag, & Westman, 2009).

To assess the model fit, in addition to the chi-square value (X^2) and degrees of freedom (df), several others goodness-of-fit indices were used to assess the overall model fit for each scale namely the comparative fit index (CFI) and the root-mean-square error of approximation (RMSEA) (Hu & Bentler, 1999). X^2 is the most fundamental goodness of fit measure, however it is not applicable for larger sample sizes i.e >200 (Zainuddin, 2015), specifically the value tend to inflate and statistically significant in large sample sizes (Byrne, 2010). Since the CFA for both self-report and co-worker report will be done together, the sample size will cause a bias in X^2 value. Therefore, the chi square/degrees of freedom ratio (CMID/DF) was used instead. For CMID/DF, the value is less than 2 indicate a good model fit and values up to a 5 are considered acceptable (Jackson, Wall, Martin, & Davids, 1993 . With regards to RMSEA, values less than 0.05 indicate good fit and values as high as 0.08 indicate reasonable fit (Byrne, 2006). Meanwhile, the value of CFI resulting from the comparison between the hypothesised model and the null model ranges from 0 to 1, with values >0.80 is recommended (Abedi et al., 2015; Bentler, 1990) and >0.9 being indicative of a good-fitting model (Hair et al., 2010). With regard to factor

loadings, the loading should be 0.40 or greater to be able to practically serve the interpretation purpose (Hair et al. ,2010; Steven, 2002) . Additionally, according to Costello and Osborne (2005), especially in social sciences, only when an item has loading of below 0.40, a decision to drop the item needs to be made.

Table 6.02:Criteria for a model fit

Name of index	**Acceptable values of a good fit**
Chi square (χ^2)	p-value>0.05
CMID/DF	<2 :good <5 :acceptable
CFI	0.90 and above
RMSEA	0.08 or less

Next, convergent validity and discriminant validity were performed. Convergent validity examines the extent to which the items underlying a dimension presume to measure a construct. Meanwhile, discriminant validity is the opposite, as it assess the extent to which an independent variable is different from the other variable variables In addition to standardised factor loadings from the CFA, the convergent validity of this study was also assessed by observing Average Variance Extracted (AVE) and Composite Reliability (CR) (Fornell & Larcker, 1981). AVE refers to the amount of variance that a construct captures from its items (Chin 1998) meanwhile CR is an index reflecting the impact of error upon the measurement scale (Raykov & Grayson 2003). The satisfactory value of AVE should be close to or higher than 0.50 (Chin 1998; Hu et al. 2004) and for CR, the value should be greater than 0.6 (Hair et al., 2006). As for discriminant validity, the evidence is substantiated when the AVEs of a

dimension are larger than their squared correlations (Hair et al., 2010).

Finally, all of the hypotheses will be tested in three steps. Firstly, the direct effect hypotheses (hypothesis 1 to hypothesis 5), were tested using a linear regression framework in IBM SPSS version 24.

The second and third step, involved the assessment of mediation (or indirect effects) and moderated mediation hypotheses were conducted using SPSS PROCESS version 3.0 (installed directly into SPSS). PROCESS is a conditional process modeling program developed by Preacher and Hayes that utilizes an ordinary least squares-based path analytical framework to test for both direct and indirect effects (Hayes, 2013). As recommended by Hayes (2013), 10,000 bootstrap samples and a 95-percentile confidence interval estimate were created to determine the statistical significance of the mediation and moderated mediation effect. Bootstrap analysis is a nonparametric approach, which means that it makes no assumptions about the sampling distribution of the variables or of the indirect effects. Moreover, it is not based on large sample theory, which means that it can be applied to small and moderate samples with more confidence (Preacher & Hayes, 2004; Shrout & Bolger, 2002). Bootstrapping methods are re-sampling techniques "establishing an empirical sampling distribution associated with a statistic of interest by repeatedly sampling from the original 'parent' sample data" (Nevitt & Hancock, 2001, p.355). From this distribution, upper and lower estimates of the effect can be identified, and a confidence interval (CI) can be computed. If the CI does not contain zero, it can be concluded that the effect is statistically

significant (Hayes, 2013). PROCESS bootstrapping is appropriate to use in the present study for several reasons. First, no assumptions are necessary regarding the shape of the sampling distribution of the indirect effects, which allows to draw better conclusions about the indirect effect of the variables (Hayes, 2013). Second, it is considered to be more powerful and valid then some approaches for instance the Sobel tests of mediation (Deane, 2014). Third, as PROCESS approach allows for the use of a smaller sample size ,Type I error rate will be minimised (Preacher & Hayes, 2004). Fourth, the inclusion of multiple mediators into a single, tested model reduces the chances that findings will be biased by missing variables or factors (Preacher and Hayes (2008). Fifth, in the case of X and Y are not related, it is possible to test whether an entire set of potential mediators plays a role (from an overall effect perspective) (Preacher & Hayes, 2008; Shrout & Bolger, 2002). Sixth, for the moderated mediation test, evidence of statistically significant interaction between any variable in the model and a moderator variable is not a requirement (Hayes, 2015; Fairchild &MacKinnon, 2009). Finally, PROCESS bootstrapping has the ability to estimate the conditional effects in complex moderated mediation models (Hayes, 2013).

As hypotheses 6 and 7 focus on assessing evidence for mediation, Model 4 in the SPSS PROCESS version 3.0 was used. Preacher and Hayes (2008) have recommended that testing a multiple mediation model should involve (1) an analysis of the total indirect effect, that is, the overall mediating effect of the set of mediators, and (2) an analysis of the specific indirect effect, that is, the mediating effect of each proposed mediator. Thus, the total and specific indirect effects

of organisational justice to work behaviour via each mediator namely perceived organisational support, new psychological contract, positive emotions and negative emotions were tested in this study. Finally, moderated mediation were analysed through Model 7 in the SPSS PROCESS version 3.0. Moderated mediation is thought to be present when "the strength of an indirect effect depends on the level of some variable, or in other words, when mediation relations are contingent on the level of the moderator" (Preacher et al., 2007, p.193). For the final step, all variables were firstly mean centered to ensure all results will be interpretable in terms of variation around the mean (Hayes, 2012; Hayes, 2015). Hypotheses 8 predicted that optimism and WLOC (internal locus of control and external locus of control) would moderate the paths between organisational justice and work behaviours (OCB, task performance and CWB) through POS, new PC, positive emotion and negative emotion.

6.8 Self vs co-worker ratings of task performance, OCB and CWB

Means, standard deviation, and correlations between two raters are provided in table 6.03. Specifically, it shows the self ratings of task performance (M=4.24, SD= .83), was higher than coworker ratings of task performance (TP) (M=4.18, SD=.83). There was no correlation between self and coworker ratings (r=0.0, ns). Meanwhile for Courtesy (OCBI-C), the average confidence in coworker (M=4.20, SD= .83) was also lower than self ratings (M=4.15, SD= .75). No significant correlation was found (r=.02, ns). Similarly, the self ratings of helping (OCBI-H) (M=3.68, SD= .81), was higher than coworker ratings (M=3.65, SD=.84). No significant correlation

was found between self and coworker ratings (r=-.16, ns). On the other hand, for OCB directed towards the organisation (OCBO), the average confidence of coworker (M=3.33, SD=.82) was higher than self ratings (M=3.49, SD=.82). No significant correlation was found between self and coworker ratings (r=0.00, ns). As for CWB directed towards the individual (CWBI), the average confidence in coworker (M=1.31, SD=.58) was higher than self ratings (M=1.45, SD=.77). However, the correlation between the two ratings, self and coworker was not significant (r=.06, n.s). As for the CWB directed towards the organisation (CWBO), the effect was similar, whereby the coworker ratings (M=1.70, SD=.73) was higher than self ratings (M=1.73, SD=.76) . Though, no significant correlations was found between the two raters (r=.06, ns). Due to this low correlation, the study hypotheses were tested using both sources of data, as it seems that the main participants and their coworkers may have unique perspectives about main participants behaviours at work.

Table 6.03: Multitrait-multirater matrix for ratings of task performance, OCB and CWB

	TP (SR)	TP (CR)	OCBIC (SR)	OCBIC (CR)	OCBIH (SR)	OCBIH (CR)	OCBO (SR)	OCBO (CR)	CWBI (SR)	CWBI (CR)	CWBO (SR)	CWBO (CR)
TP(SR)	1											
TP(CR)	.00	1										
OCBIC(SR)	.64**	-.01	1									
OCBIC(CR)	-.03	.73**	.02	1								
OCBIH(SR)	.52**	-.06	.60**	-.10	1							
OCBIH(CR)	-.13	.63**	-.06	.66**	-.16	1						
OCBO(SR)	.44**	.04	.52**	-.05	.58**	-.06	1					
OCBO(CR)	-.15	.50**	.00	.61**	-.09	.73**	.00	1				
CWBI(SR)	-.30**	.03	-.27**	-.03	-.11	.07	.01	.13	1			
CWBI(CR)	.06	-.47**	.07	-.60**	.03	-.30**	.01	-.26**	.06	1		
CWBO(SR)	-.26**	-.01	-.08	.00	-.07	-.04	-.02	.10	.60**	.04	1	
CWBO(CR)	-.04	-.46**	-.03	-.43**	-.06	-.28**	-.11	-.24**	-.02	.68**	.06	1
Mean	4.24	4.18	4.20	4.15	3.68	3.65	3.33	3.49	1.31	1.45	1.70	1.73
Standard deviation	.83	.83	.83	.75	.81	.84	.82	.82	.58	.77	.73	.76

6.9 Sample characteristics

This section presents an overview of the demographic characteristic of the respondents who participated in the survey questionnaire. As showed in Table 6.04, for SR, majority of participants are male. In terms of age, the majority of participants were between 30 and 40 years old

Education levels are high in this organisation. The vast majority of the respondents have a higher education qualification with 84.4% having a Bachelor's degree and 13.1 % a Master's or Doctorate degree. Overall this shows a profile of well-qualified employees, which further explains the highest number of respondents were from the executive level, followed by managerial level respondents .

The distribution of the sample based on tenure demonstrates that most respondents have been with the organisation for less than 10 years and less. Meanwhile, in terms of type of employment, respondents were largely under permanent and full time contract.

Table 6.04: Demographic data of the sample respondents

	Categories	Frequency	Percentage (%)
Gender	Male	153	62.7
	Female	91	37.3
Age	30 years and below	69	28.3
	31-40	134	54.9
	41-50	29	11.9
	Above 50	12	4.9
Educational qualification	Secondary school and below	1	0.4
	Certificate/Diploma	4	2.0
	Degree/ Professional	206	84.4
	Master/Doctorate or higher	32	13.1
Current position	Non-executive	7	2.9
	Executive	161	66
	Managerial	76	31.1
Tenure	10 years and below	144	59
	11-20	85	34.8
	21-30	13	5.3
	Above 30 years	2	0.8
Type of employment	Permanent full-time employee	238	97.5
	Permanent part-time employee	1	0.4
	Full-time on a limited or fixed term contract	5	2.0

Meanwhile, for CR, table 6.05, presents an overview of demographic characteristics for co-workers who have successfully completed the behavioural assessment of the target participants. A total of 125 co-workers have participated: 63.2% were male and 36.8% were female.

The distribution of the sample based on the length of the organisational tenure demonstrates that most respondents have been with the organisation for less than 5 years (47 respondents, 37.6%). Second largest group of respondents have been with the organisation between 5 to 10 years (44

respondents; 35.2%). The remainder have been with the organisation for over 10 years (34 respondents, 27.2%).

In term of number of years working together, majority of participants have been a teammate with the target participants for less than 5 years (98 respondents, 78.4%). Followed by 22 respondents (17.6%) with 5 to 10 years of working along side the target participant and the remainder (4 respondents, 4%) with more than 10 years of working together.

Overall, participants and target participants working together quite frequent. With the majority working together as much as twice per day (50 respondents, 40%) and followed by once per day (28 respondents, 22.4%). The remainder work with the target participants for 2 to 3 times per week (21 respondents, 16.8%), once a week (13 respondents, 10.4%), 2 to 3 times a month (8 respondents, 6.4%) and once a month (5 respondents, 4%).

6.10 Preliminary analyses

6.10.1 Missing data and cleaning up

As mentioned in section 6.7 missing data issue was successfully avoided in both SR and CR by making each item as mandatory to be answered. Therefore, there is no further action needed. Subsequently for SR, each case was checked whether participants met the four mandatory predetermined criteria. One participant responded "no" to the second preliminary question of , "Did you work in this organisation for at least a year before the 2016 organisational restructuring

occurred?" .Another one participant was disqualified by answering "no" to the third preliminary question of "Did you work in this organisation during the 2016 organisational restructuring occurred?". From the 249 cases, 3 cases were duplicated. These were identified based on the similarity of the provided code word that they supposed to share with the nominated co-worker (to answer co-worker-reports). Once the sample size of 244 was established, all reverse-coded items were then properly recoded for the analysis by using the Transform and Recode function in SPSS.

Meanwhile for CR, I also went through each case to ensure that the data were authentic and not simply filled by the target participant. Two methods were used to check the data authenticity and these included examination of: date and timestamp of survey completion for both target participant and co-worker, and the contact information provided by both target participant and coworker. After performing this screening for authentic coworker responses, of the 128 cases, 3 cases seemed to be answered by the target participants, which makes 125 participants in total (N=125).

6.10.2 Normality and outliers

The assumption of normality was met for all variables except for CWB. Given the negative nature of CWB, this skewness is not atypical and common in the literature (Spector et al. ,2006, Yang et al.,2012). In addition, for sample sizes of 200 or more, significant departures from normality may not have a substantial impact on the results (Tabachnick & Fidell ,2013). Thus, it was deemed not appropriate to transform the data.

The skewness and kurtosis statistics are presented in table 6.06.

There was no evidence of outlying cases. This research used a 5 point Likert-type scale ranging from 1 to 5. Therefore, it is impossible to consider a participant's responses as an outlier as their responses were based on their personal values, perceptions and beliefs. After careful scrutiny, these extreme values were retained. All cases fall approximately within the range of values of a 5- point Likert scale, hence they represent valid observations.

Table 6.06: Skewness statistics

	Constructs	Skewness	Kurtosis
1.	PJ	.28	-.13
2.	DJ	-.15	-.36
3.	IPJ	-.30	-.34
4.	INJ	.24	-.37
5.	New PC	.35	.05
6.	POS	-.58	.63
7.	PE	-.36	-.27
8.	NE	.46	-.49
9.	Optimism	-.27	-.01
10.	ILOC	.76	.70
11.	ELOC	-.17	-.28
12.	TP	-.85	-.06
13.	OCBI-C	-1.20	1.53
14.	OCBI-H	-.20	-.20
15	OCBO	-.04	-.23
16.	CWBI	2.38	5.79
17	CWBO	1.35	1.43

Same as SR, the assumption of normality was met for all variables except for CWB. However data transformation is not required, considering the negative nature of CWB (Spector et al. ,2006, Yang et al.,2012). The skewness and kurtosis statistics are presented in table 6.07. All cases also fall approximately within the range of values of a 5- point Likert scale, hence there was no evidence of outlying cases.

6.11 Descriptive statistics and correlations

Table 6.08 present, intercorrelations, and internal reliabilities of the SR. In relation to task performance and OCBI-H, there were no significant correlation found with the other variables. OCBIC were negatively correlated with NE (r=-.16) and New PC (r=-.15) and was positively correlated with IPJ (r=.15). OCBO was positively associated with IPJ (r=.15), POS (r=.16), and PE (r=.14). A significant positive correlation was found between CWBI and NE (r=.18) .and negative correlation was between CWBI with IPJ (r=-.14). Among all of the job performance behaviours, CWBO is the only variable that correlated with all of the independent variables with DJ (r=-.19), IPJ (r=.19), INJ (r=-.13), POS (r=-.27), PE (r=-.13) and NE (r=-.19). The negative correlation between CWBO and NE was in the unexpected direction. This relationship corroborates where negative feelings as fear, will hinder an individual from deviant behaviours.

Significant correlations were found between POS and all of organisational justice dimensions ranging from r=.46, to r=.54. In addition POS was also positively correlated with optimism (r=.29), and negatively correlated with ILOC (r=.47) and ELOC (r=.47). As expected New Pc was associated

negatively with DJ (r=-.18) and IPJ (r=-.15) and positively associated with ILOC (r=.26). Interestingly NPC was correlated negatively with optimism (r=-.26).

Both PE and NE were associated with all of the organisational justice dimensions ranging from r=-.31 to r=.47. Apart from that, PE was also correlated positively with optimism (r=.37) and negatively with ILOC(r=.30). Meanwhile, NE was found to be positively correlated with IL (r=.13), and negatively with optimism (r=-.16) and ELOC (r=-.37).

Meanwhile, all Cronbach's alphas were above 0.70, except for procedural justice (α=.69). Although the generally agreed limit for Cronbach's alpha is 0.70 (Hair Jr et al., 2010), this value is almost acceptable. Furthermore, some researchers do accept cronbach alpha at 0.60 (Norman, 1994; Hajjar 2014).

Table 6.08: Descriptives, correlations, and reliabilities of study variables for self-report survey

	M	SD	PJ	DJ	IPJ	INJ	PC	POS	PA	NA	TP	OCBIC	OCBIH	OCBO	CWBI	CWBO	OPT	ILOC	ELOC
PJ	2.60	.72	1{.75}																
DJ	2.88	.91	.61**	1{.88}															
IPJ	3.54	.96	.53**	.48**	1{.92}														
INJ	2.65	.90	.59**	.45**	.55**	1{.91}													
PC	2.11	.60	-.04	-.18**	-.15*	-0.1	1{.73}												
POS	3.16	.62	.52**	.46**	.50**	.54**	-.08	1{.85}											
PA	3.22	.92	.35**	.47**	.40**	.327**	-.12	.38**	1{.88}										
NA	2.37	.94	-.32**	-.30**	-.42**	-.31**	-.07	-.45**	-.25**	1{.80}									
TP	4.24	.83	0	.02	0.11	-.02	-.12	-.01	.03	-.12	1{.93}								
OCBIC	4.20	.83	-.03	.03	.15*	-.06	-.15*	-.01	.07	-.16*	.64**	1{.84}							
OCBIH	3.68	.81	-.01	.03	.03	0	-.07	.01	.06	-.05	.52**	.59**	1{.77}						
OCBO	3.32	.82	.12	.12	.15*	.06	-.09	.16*	.14*	-.11	.44**	.52**	.58**	1{.76}					
CWBI	1.31	.58	.12	-.01	-.14*	.04	.12	0	.01	.18**	-.30**	-.27**	-.11	.01	1{.83}				
CWBO	1.70	.73	-.07	-.19**	-.19**	-.13*	.04	-.27**	-.13*	.19**	-.26**	-.08	-.07	-.02	.60**	1{.69}			
OPT	3.89	.64	.22**	.30**	.37**	0.1	-.26**	.29**	.37**	-.16*	.34**	.29**	.24**	.31**	-.28**	-.31**	1{.73}		
ILOC	2.43	.87	-.33**	-.32**	-.36**	-.31**	.22**	-.47**	-.30**	.13*	-.09	-.13*	-.15*	-.14*	.15*	.19**	-.46**	1{.78}	
ELOC	3.07	.81	-.14*	-0.1	-.16*	-.15*	-.11	-.25**	-.06	.37**	-.11	-.04	-.02	-.03	.14*	.19**	-.05	0.1	1{.80

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

For CR, overall, the correlations among study variables were in the expected direction. As presented at table 6.09, OCBO, CWBI and CWBO did not correlate significantly with any variables. Task performance(r=.22) and OCBI-C(r=.21) were positively correlated with the new PC. OCBI-H was negatively correlated with NE (r=-.19).

A significant positive correlation was found between new PC and optimism (r=.20). Significant correlations were found between POS and all of organisational justice dimensions ranging from r=.35 to r=.55. POS was also positively correlated with optimism (r=.19), ILOC (r=.31) and ELOC (r=.20).

Both PE and NE were correlated in an expected direction with all of organizational justice dimensions, ranging from r=-43 to r=.62. PE was also significantly associated with optimism (r=.30) and ILOC (r=.23). Meanwhile NE was positively related to ELOC (r=.34).

In regards of internal reliability, all variables have a Cronbach alpha value above 0.70, except for POS (α=.56). This issue may have been due to the low number of respondenta. No items were removed from the survey as the mean inter-item correlations did fit in the acceptable range of 0.10 to 0.50 (Nunnally,1978).

6.12 CFA Analyses

As previously stated in section 6.7, parcelling technique was used to improve the overall model fit. Guided by Graves et al ‘s(2012), in this research only PJ (6 items) , NPC (9 items)

and POS (8 items) were parcelled. The overall fit of the item-leveled measurement model revealed a good fit only after the deletion of 26 items (CMIN/DF=1.552,CFI=.902, RMSEA=.048 [C.I.:.044 to.051]), which indicate of 24% of item deletion . According to Zainuddin (2012)"the items deletion should not exceed 20% of total items in a model, otherwise the particular construct itself is deemed to be invalid since it failed the "confirmatory" itself"(p.54). Meanwhile, the model fit for measurement model with the parcelled indicators achieved a relatively good fit with only 15 items deletion (CMIN/DF=2.05, CFI=.87, RMSEA = .05 [C.I: .05 to .06], corroborating the significance of parceling method for CFA analysis.

Further analysis were conducted to examine convergent validity. In terms of factor loadings, all standardised loadings were ranged from 0.48 to 0.98. For AVE, all constructs were above the .50 cut-off mark except for OCBI-C(.49), OCBI-H (.42) and CWBI (.40) . Although the value from these three factors were below the reccommendation value, Fornell and Larcker (1981) claimed that, this pitfalls can be compensated by CR. In particular they suggested that AVE is more conservative than CR, which means, it is tend underestimate convergent validity estimates. They also added that CR alone can substiante the evidence of convergent validity.

With regards of CR, all construct were above the 0.60 cut-off mark (see Table 6.08)

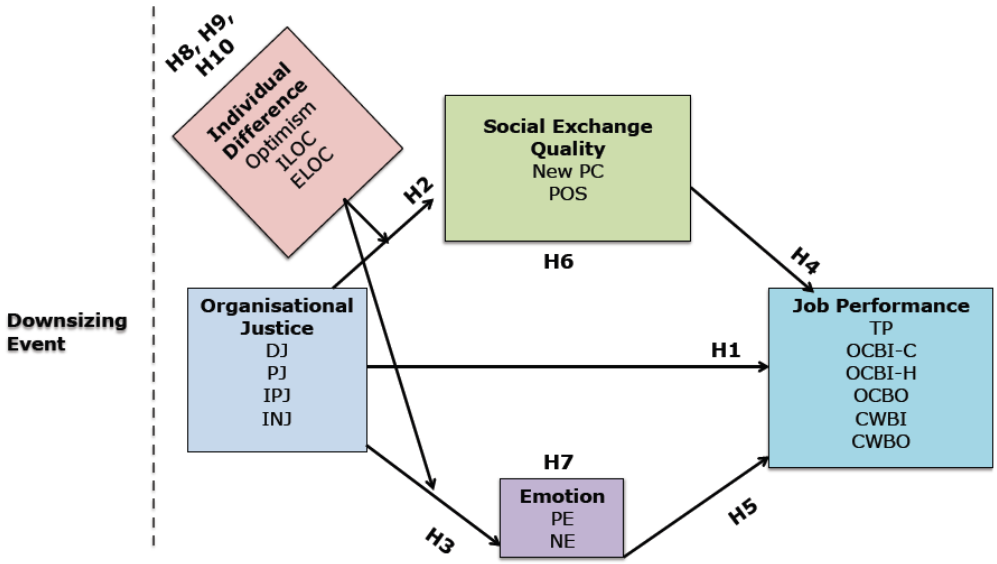
Table 6.10: AVEs and CRs for convergent validity assessment of constructs

	Constructs	AVE	CR
1.	PJ	0.52	0.76
2.	DJ	0.69	0.89
3.	IPJ	0.78	0.93
4.	INJ	0.69	0.92
5.	New PC	0.5	0.75
6.	POS	0.61	0.83
7.	PE	0.7	0.90
8.	NE	0.62	0.83
9.	Optimism	0.51	0.75
10.	ILOC	0.65	0.79
11.	ELOC	0.51	0.80
12.	TP	0.59	0.85
13.	OCBI-C	0.49	0.79
14.	OCBI-H	0.42	0.78
15	OCBO	0.56	0.86
16.	CWBI	0.4	0.72
17	CWBO	0.76	0.93

6.13 Hypotheses testing

At the conclusion of the qualitative research, the following hypotheses were formulated and tested (see Figure 6.01). The findings will be presented and arranged based on the hypothesis.

Figure 6.01: Conceptual framework for Study 2



6.13.1 Hypothesis 1: Organisational justice is positively related to task performance and OCB, and negatively to CWB.

a. Procedural justice (PJ) is positively related to task performance (TP).

For the self-report (SR), figure 6.02a and b showed the total effect between PJ and TP was not significant, (c= 0.00, p=0.98) indicating that PJ did not predict TP. Hypothesis 1a is rejected.

Meanwhile for the co-worker report (CR), figure 6.26a and b, indicated that the total effect between PJ and TP was also not significant, (c=0.03, p=0.78). Therefore, hypothesis 1a is rejected.

b. PJ is positively related to interpersonal courtesy (OCBI-C)

As presented in figure 6.06a and b, the total effect between PJ and OCBI-C for SR was not significant (c=-0.04, p=0.61), indicating that PJ did not predict OCBI-C. Hypothesis 1b is rejected.

Similarly, for CR, figure 6.30 a and b showed an insignificant total effect between PJ and OCBI-C (c=-0.07, p=0.45). Hypothesis 1b is rejected.

c. PJ is positively related to interpersonal helping (OCBI-H).

Figure 6.10a and b indicated the total effect between PJ and OCBI-H for SR was not significant (c=-0.01, s.e= 0.07, p=0.86). Hypothesis 1c is rejected.

Meanwhile for CR, results showed in figure 6.34 (a and b) that the total effect between PJ and OCBI-H was also not significant. Hence, hypothesis 1c is rejected.

d. PJ is positively related to organisational citizenship behaviour directed towards the organisation (OCBO).

For both SR (figure 6.14a and b) and CR (figure 6.38a and b), the total effect between PJ and OCBO was not significant

(c=0.14, p=0.06 and c=-0.06, p=0.57, respectively). Therefore, hypothesis 1d is rejected.

e. PJ is negatively related to counterproductive work behaviour directed towards the individual (CWBI).

In the SR, figure 6.18a and b showed that the total effect between PJ and CWBI was significant (c=0.10, p<0.05). Hypothesis 1e is accepted.

Contrarily, for CR, figure 6.42 (a and b), indicated that the total effect between PJ and CWBI was insignificant (c=-0.03, p=0.76). Hypothesis 1e is rejected.

f. PJ is negatively related to counterproductive work behaviour directed towards the organisation (CWBO).

For both SR (figure 6.22a and b) and CR (figure 6.46a and b), the total effect between PJ and CWBO was not significant (c=-0.07, p=0.28 and c=-0.06, p=0.52, respectively). Therefore, hypothesis 1f is rejected.

g. Distributive justice (DJ) is positively related to TP.

For the SR, figure 6.03(aand b) showed the total effect between DJ and TP was not significant, (c= 0.02, p=0.74) indicating that DJ did not predict TP. Hypothesis 1g is rejected.

Meanwhile for the CR, figure 6.27 (a and b), indicated that the total effect between DJ and TP was also not significant, (c=0.01, p=0.87). Therefore, hypothesis 1g is rejected.

h. DJ is positively related to OCBI-C.

For both SR (figure 6.07 a and b) and CR (figure 6.31a and b), the total effect between DJ and OCBI-C was not significant (c=0.03, p=0.65 and c=-0.07, p=0.31, respectively). Therefore, hypothesis 1h is rejected.

i. DJ is positively related to OCBI-H.

The total effect between DJ and OCBI-H for SR (figure 6.15 a and b) and CR (figure 6.35a and b), was not significant (SR: c=0.02, p=0.67; CR: c=-0.01, p=0.86). Therefore hypothesis 1i is rejected.

j. DJ is positively related to OCBO.

As presented in figure 6.15a and b, the total effect between DJ and OCBO for SR was not significant (c=0.11, p=0.07), indicating that DJ did not predict OCBO. Hypothesis 1j is rejected.

Similarly, for CR, figure 6.39 a and b showed an insignificant total effect between DJ and OCBO (c=0.00, p=0.99). Hypothesis 1j is rejected.

k. DJ is negatively related to CWBI.

For both SR (figure 6.19a and b) and CR (figure 6.43a and b), the total effect between DJ and CWBI was not significant (c=0.00, p=0.91 and c=0.07, p=0.35, respectively). Therefore, hypothesis 1k is rejected.

l. DJ is negatively related to CWBO.

For the SR, figure 6.23a and b showed that the total effect between DJ and CWBO was significant (c=0.15, p<0.001). Hypothesis 1l is accepted.

Contrarily, for CR, figure 6.47 (a and b), indicated that the total effect between DJ and CWBO was insignificant (c=-0.07, p=0.31). Hypothesis 1l is rejected.

m. Interpersonal justice (IPJ) is positively related to TP.

For the SR, figure 6.04(a and b) showed the total effect between IPJ and TP was not significant, (c= 0.10, p=0.08) indicating that IPJ did not predict TP. Hypothesis 1m is rejected.

Meanwhile for the CR, figure 6.28 (a and b), indicated that the total effect between IPJ and TP was also not significant, (c=0.09, p=0.25). Therefore, hypothesis Im is rejected.

n. IPJ is positively related to OCBI-C.

For the SR, figure 6.08a and b showed that the total effect between IPJ and OCBI-C was significant (c=0.13, p<0.05). Hypothesis 1n is accepted.

Contrarily, for CR, figure 6.32 (a and b), indicated that the total effect between IPJ and OCBI-C was insignificant (c=0.03, p=0.68). Hypothesis 1n is rejected.

o. IPJ is positively related to OCBI-H.

As presented in figure 6.12a and b, the total effect between IPJ and OCBI-H for SR was not significant (c=0.03, p=0.60), indicating that IPJ did not predict OCBI-H. Hypothesis 1o is rejected.

Similarly, for CR, figure 6.36 a and b showed an insignificant total effect between IPJ and OCBI-H (c=-0.10, p=0.21). Hypothesis 1o is rejected.

p. IPJ is positively related to OCBO.

For the SR, figure 6.16 a and b showed that the total effect between IPJ and OCBO was significant (c=0.13, p<0.05). Hypothesis 1p is accepted.

However, for CR, figure 6.40 (a and b), indicated that the total effect between IPJ and OCBO was insignificant (c=-0.03, p=0.71). Hypothesis 1p is rejected.

q. IPJ is negatively related to CWBI.

For the SR, figure 6.20 a and b showed that the total effect between IPJ and CWBI was significant (c=-0.09, p<0.05). Hypothesis 1q is accepted.

Contrarily, for CR, figure 6.44 (a and b), indicated that the total effect between IPJ and CWBI was insignificant (c=-0.09, p=0.19). Hypothesis 1q is rejected.

r. IPJ is negatively related to CWBO.

For the SR, figure 6.24 a and b showed that the total effect between IPJ and OCBO was significant (c=-0.15, p<0.001). Hypothesis 1r is accepted.

However, for CR, figure 6.48 (a and b), indicated that the total effect between IPJ and CWBO was insignificant (c=-0.08, p=0.26). Hypothesis 1r is rejected.

s. Interactional justice (INJ) is positively related to TP.

The total effect between INJ and TP for SR (figure 6.05 a and b) and CR (figure 6.29 a and b), was not significant (SR: c=-0.02, p=0.73; CR: c=0.00, p=0.97). Therefore hypothesis 1s is rejected.

t. INJ is positively related to OCBI-C.

For both SR (figure 6.09 a and b) and CR (figure 6.33a and b), the total effect between INJ and OCBI-C was not significant (c=-0.05, p=0.37 and c=0.01, p=0.86, respectively). Therefore, hypothesis 1t is rejected.

u. INJ is positively related to OCBI-H.

For the SR, figure 6.13(a and b) showed the total effect between INJ and OCBI-H was not significant, (c= 0.00, p=0.98) indicating that INJ did not predict OCBI-H. Hypothesis 1u is rejected.

Meanwhile for the CR, figure 6.37 (a and b), indicated that the total effect between INJ and OCBI-H was also not significant, (c=-0.04, p=0.61). Therefore, hypothesis 1u is rejected.

v. INJ is positively related to OCBO.

The total effect between INJ and OCBO for SR (figure 6.17 a and b) and CR (figure 6.41a and b), was not significant (SR: c=0.06, p=0.34; CR: c=0.03, p=0.75). Therefore hypothesis 1v is rejected.

w. INJ is negatively related to CWBI.

For both SR (figure 6.21 a and b) and CR (figure 6.45 a and b), the total effect between INJ and CWBI was not significant (c=0.03, p=0.51 and c=-0.03, p=0.74, respectively). Therefore, hypothesis 1w is rejected.

x. INJ is negatively related to CWBO.

For the SR, figure 6.25a and b showed that the total effect between INJ and CWBO was significant (c=-0.11, $p<0.05$). Hypothesis 1x is accepted.

Contrarily, for CR, figure 6.49 (a and b), indicated that the total effect between INJ and CWBO was insignificant (c=-0.10, p=0.19). Hypothesis 1x is rejected.

6.13.2 Hypothesis 2: Organisational justice is positively related to perceived organizational support (POS) and negatively related to new PC (NPC)

a.

b. PJ is positively related to POS.

As predicted for both SR (figure 6.02a, 6.06a, 6.10a, 6.14a, 6.18a, 6.22a) and CR (figure 6.26a, 6.30a, 6.34a, 6.38a, 6.42a, 6.46a), PJ is positively related to POS (a= 0.45,p<0.001; a= 0.56, p<0.001, respectively). Hypothesis 2a is accepted.

c. DJ is positively related to POS.

Results for SR (figure 6.03a, 6.07a, 6.11a, 6.15a, 6.19a, 6.23a) and CR (figure 6.27a, 6.31a, 6.35a, 6.39a, 6.43a, 6.47a) showed that DJ is positively related to POS (a=0.31, p<0.001; a= 0.38, p<0.001, respectively). Hypothesis 2b is accepted.

d. IPJ is positively related to POS.

For both SR (figure 6.04a, 6.08a, 6.12a, 6.16a, 6.20a, 6.24a) and CR (figure 6.28a, 6.32a, 6.36a, 6.40a, 6.44a, 6.48a), the figures indicated that IPJ is positively related to POS (a=0.31, p<0.001; a= 0.41, p<0.001, respectively). Hypothesis 2C is accepted.

e. INJ is positively related to POS.

As predicted for both SR (figure 6.05a, 6.09a, 6.13a, 6.17a, 6.21a, 6.25a) and CR (figure 6.29a, 6.33a, 6.37a, 6.41a,

6.45a, 6.49a), INJ is significantly related to POS (a= 0.37,p<0.01; a= 0.45, p<0.001, respectively). Hypothesis 2d is accepted.

f. PJ is negatively related to NPC.

For both SR (figure 6.02b, 6.06b, 6.10b, 6.14b, 6.18b,6.22b) and CR (figure 6.26b, 6.30b, 6.34b, 6.38b, 6.42b, 6.46b), the relationship between PJ and NPC was not significant (c=-0.03, p=0.59 and c=0.11, p=0.13, respectively). Therefore, hypothesis 2e is rejected.

g. DJ is negatively related to NPC.

In the SR, figure 6.03b, 6.07b, 6.11b, 6.15b, 6.19b and 6.23b showed that DJ is significantly related to NPC (a =-0.12, p<0.01). Hypothesis 2f is accepted.

Contrarily, for CR, figure 6.27b, 6.31b, 6.35b, 6.39b, 6.43b and 6.47b indicated that the relationship between DJ and NPC was insignificant (c=-0.04, p=0.45). Hypothesis 2f is rejected.

h. IPJ is negatively related to NPC.

As predicted for both SR (figure 6.04b, 6.08b, 6.12b, 6.16b, 6.20b, 6.24b) and CR (figure 6.28b, 6.32b, 6.36b, 6.40b, 6.44b, 6.48b), IPJ is significantly negatively related to NPC (a=-0.09,p<0.05; a= 0.03, p<0.05, respectively). Hypothesis 2g is accepted.

i. INJ is negatively related to NPC.

The relationship between INJ and NPC for SR (figure 6.05b, 6.09b, 6.13b, 6.17b, 6.21b, 6.25b) and CR (figure 6.41a and b), was not significant (SR: c=0.06, p=0.34; CR: c=0.03, p=0.75). Therefore hypothesis 2h is rejected.

6.13.3 Hypothesis 3: Organisational justice is positively related to positive emotion (PE) and negatively related to negative emotion (NE).

a. PJ is positively related to PE.

Results for SR (figure 6.50a, 6.54a, 6.58a, 65.62a, 6.66a, 6.70a) and CR (figure 6.74a, 6.78a, 6.82a, 6.86a, 6.90a, 6.94a) showed that PJ is significantly positively related to PE (a=0.45, p<0.001; a= 0.61, p<0.001, respectively). Hypothesis 3a is accepted.

b. DJ is positively related to PE.

Results for SR (figure 6.51a, 6.55a, 6.59a, 6.63a, 6.67a, 6.71a) and CR (figure 6.75a, 6.79a, 6.83a, 6.87a, 6.91a, 6.95a) showed that DJ is significantly positively related to PE (a=0.45, p<0.001; a= 0.64, p<0.001, respectively). Hypothesis 3b is accepted.

c. IPJ is positively related to PE.

For both SR (figure 6.52a, 6.56a, 6.60a, 6.64a, 6.68a, 6.72a) and CR (figure 6.76a, 6.80a, 6.84a, 6.88a, 6.92a, 6.96a), the figures indicated that IPJ is significantly positively related to

PE (a=0.39, p<0.001; a= 0.46, p<0.001, respectively). Hypothesis 3C is accepted.

d. INJ is positively related to PE.

As predicted for both SR (figure 6.53a, 6.57a, 6.61a, 6.65a, 6.69a, 6.73a) and CR (figure 6.77a, 6.81a, 6.85a, 6.89a, 6.93a, 6.97a), INJ is significantly positively related to PE (a= 0.33,p<0.001; a= 0.38, p<0.001, respectively). Hypothesis 3d is accepted.

e. PJ is negatively related to NE.

For both SR (figure 6.50b, 6.54b, 6.58b, 6.62b, 6.66b, 6.70b) and CR (figure 6.74b, 6.78b, 6.82b, 6.86b, 6.90b, 6.94b), the figures indicated that PJ is significantly negatively related to NE (a=-0.42, p<0.001; a=-0.49, p<0.001, respectively). Hypothesis 3e is accepted.

f. DJ is negatively related to NE.

As predicted for both SR (figure 6.51b, 6.55b, 6.59b, 6.63b, 6.67b, 6.71b) and CR (figure 6.75b, 6.79b, 6.83b, 6.87b, 6.91b, 6.95b), DJ is significantly negatively related to NE (a= -0.31 ,p<0.001; a=-0.38, p<0.001, respectively). Hypothesis 3f is accepted.

g. IPJ is negatively related to NE.

Results for SR (figure 6.52b, 6.56b, 6.60b, 6.64b, 6.68b, 6.72b) and CR (figure 6.76b, 6.80b, 6.84b, 6.88b, 6.92b, 6.96b) showed that IPJ is significantly negatively related to NE

(a=-0.41, p<0.001; a=-0.43, p<0.001, respectively). Hypothesis 3g is accepted.

h. INJ is negatively related to NE.

As predicted for both SR (figure 6.53b, 6.57b, 6.61b, 6.65b, 6.69b, 6.73b) and CR (figure 6.77b, 6.81b, 6.85b, 6.89b, 6.93b, 6.97b), INJ is significantly negatively related to NE (a=-0.33,p<0.001; a= -0.46, p<0.001, respectively). Hypothesis 3h is accepted.

6.13.4 Hypothesis 4: SE quality (POS and new PC) is related positively to TP and OCB, and negatively to CWB.

a. POS is positively related to TP.

Consistent with Baron and Kenny (1986), path b value will not be consistent because it depends on X-Y pairs. For this hypothesis, the relationship between POS and TP has been viewed through 4 mediation analysis with 4 different independent variables, i.e. PJ (6.02a), DJ (6.03a), IPJ (6.04a) and INJ (6.05a).All independent variable showed that there were no significant relationships between POS and TP (b=-0.03, p=0.74; b=-0.04, p=0.71;b=-0.12,p=0.22; b=0.00, p=0.96, respectively).

Similarly for CR, as presented in figure 6.26a (PJ), 6.27a (DJ), 6.28a (IPJ) and 6.29a (INJ), the findings were also insignificant (b=0.10, p=0.51; b=0.18, p=0.21; b=0.02, p=0.89; b=0.18,p=0.24, respectively). Therefore, hypothesis 4a is rejected in both SR and CR.

b. POS is positively related to OCBI-C.

For SR, as indicated in figure 6.06a (PJ), 6.07a (DJ), 6.08a (IPJ) and 6.09a (INJ), POS is not significantly positively related to OCBI-C (b=-0.01, p=0.92;b=-0.04, p=0.65; b=-0.15, p=0.12; b=0.03, p=0.80, respectively). Hypothesis 4b is rejected.

Similarly, for CR, as showed in figure 6.30a (PJ), 6.32a (IPJ), 6.33a(INJ), the relationship between POS and OCBI-C was also not significant (b=0.20, p=0.14;b=0.09, p=0.49;b=0.14, p=0.32, respectively). However with DJ as the independent variable, as showed in figure 6.31a, POS is significantly positively related to OCBI-C (b=0.27, p<0.05). Therefore, hypothesis 4b for CR is half accepted.

c. POS is positively related to OCBI-H.

As indicated in figure 6.10a (PJ), 6.11a (DJ), 6.12a (IPJ) and 6.13a (INJ), for SR, POS is not significantly positively related to OCBI-H (b=0.01, p=0.89;b=-0.01, p=0.91; b=-0.02, p=0.84; b=0.01, p=0.93, respectively).

Meanwhile, for CR, as showed in figure 6.34a (PJ), 6.35a (DJ), 6.36a(IPJ) and 6.37a (INJ) the relationship between POS and OCBI-H was also not significant (b=0.04, p=0.77;b=-0.03, p=0.84;b=0.06, p=0.66; b=-0.01, p=0.93, respectively). Therefore, hypothesis 4c for both SR and CR are rejected.

d. POS is positively related to OCBO.

For SR, as indicated in figure 6.14a (PJ), 6.15a (DJ) and 6.16a

(IPJ), POS is not significantly positively related to OCBO (b=0.16, p=0.11;b=0.17, p=0.07; b=0.14, p=0.32, respectively). However with INJ as an independent variable, as showed in figure 6.17a, POS is significantly positively related to OCBO (b=0.22, p<0.05). Therefore, hypothesis 4d for SR is half accepted.

For CR, as showed in figure 6.38a (PJ), 6.39 (DJ), 6.40a (IPJ) and 6.41a(INJ), the relationship between POS and OCBO was completely not significant (b=0.04, p=0.77;b=-0.03, p=0.84;b=0.06, p=0.66,b=-0.01, p=0.93, respectively). Hence, hypothesis 4d for CR is rejected.

e. POS is negatively related to CWBI.

As indicated in figure 6.18a (PJ), 6.19a (DJ), 6.20a (IPJ) and 6.21a (INJ), for SR, POS is not significantly negatively related to CWBI (b=-0.08, p=0.27;b=0.00, p=0.99; b=0.08, p=0.22; b=-0.03, p=0.68, respectively). Thus, hypothesis 4e is rejected.

Similarly, for CR, as showed in figure 6.42a (PJ), 6.44a (IPJ), 6.45a(INJ), the relationship between POS and CWBI was also not significant (b=-0.12, p=0.39;b=-0.02, p=0.88;b=-0.14, p=0.32, respectively). However with DJ as an independent variable, as showed in figure 6.43a, POS is significantly negatively related to CWBI (b=-0.28, p<0.05). Therefore, hypothesis 4e for CR is half accepted.

f. POS is negatively related to CWBO.

As indicated in figure 6.22a (PJ), 6.23a (DJ), 6.24a (IPJ) and

6.25a (INJ), for SR, POS is significantly negatively related to CWBO (b=0.38, p<0.01;b=-0.28, p<0.01; b=-0.27, p<0.001; b=-0.33, p<0.001, respectively). Hypothesis 4f for SR is accepted.

Contrarily, for CR, as showed in figure 6.46a (PJ), 6.47 (DJ), 6.48a (IPJ) and 6.49a (INJ), the relationship between POS and CWBO were completely insignificant (b=-0.21, p=0.14;b=-0.18, p=0.18;b=-0.16, p=0.25,b=-0.14, p=0.31, respectively). Hence, hypothesis 4f for CR is rejected.

g. NPC is positively related to TP.

As indicated in figure 6.02b (PJ), 6.03b (DJ), 6.04b (IPJ) and 6.05b (INJ), for SR, NPC is not significantly positively related to TP (b=-0.16, p=0.07; b=-0.16, p=0.08; b=-0.14, p=0.11; b=-0.17, p=0.06, respectively). Hypothesis 4g for SR is rejected.

For CR, the findings showed otherwise. Figure 6.26b (PJ), 6.27b (DJ) , 6.28b (IPJ) and 6.29b (INJ) indicated that NPC is significantly positively associated to TP (b=-0.42, p<0.001; b=-0.44, p<0.001; b=-0.40, p<0.001; b=-0.43, p<0.001). Hence, hypothesis 4g for CR is accepted.

h. NPC is positively related to OCBI-C.

For SR, as indicated in figure 6.06b (PJ), 6.07b (DJ), 6.08b (IPJ) and 6.09b (INJ), POS is significantly positively related to OCBI-C (b=-0.21, p<0.05;b=-0.20, p<0.05; b=-0.18, p<0.05; b=-0.21, p<0.05, respectively).

Similarly, for CR, as showed in figure 6.30b (PJ), 6.31b (DJ), 6.32b (IPJ), 6.33b (INJ), the relationship between NPC and OCBI-C was also significant , but in a complete opposite direction(b=-0.37, p<0.001;b=-0.44, p<0.001; b=-0.37, p<0.001; b=-0.38, p<0.001, respectively). Therefore, hypothesis 4h for SR is accepted and rejected for CR.

i. NPC is positively related to OCBI-H.

As indicated in figure 6.10b (PJ), 6.11b (DJ), 6.12b (IPJ) and 6.13b (INJ), for SR, NPC is not significantly positively related to OCBI-H (b=-0.10, p=0.27; b=-0.09, p=0.29; b=-0.09, p=0.29; b=-0.10, p=0.26, respectively). Hypothesis 4i for SR is rejected.

For CR, the findings showed otherwise. Figure 6.34b (PJ), 6.35b (DJ), 6.36b (IPJ) and 6.37b (INJ) indicated that NPC is significantly positively associated to OCBI-H (b=-0.33, p<0.01; b=-0.33, p<0.05; b=-0.34, p<0.01; b=-0.33, p<0.01). Hence, hypothesis 4i for CR is accepted.

j. NPC is positively related to OCBO.

As indicated in figure 6.14b (PJ), 6.15b (DJ), 6.16b (IPJ) and 6.17b (INJ), for SR, NPC is not significantly positively related to OCBO (b=-0.10, p=0.24; b=-0.09, p=0.30; b=-0.09, p=0.32; b=-0.11, p=0.23, respectively). Hypothesis 4j for SR is rejected.

Contrarily, for CR, figure 6.38b (PJ), 6.39b (DJ), 6.40b (IPJ) and 6.41b (INJ) indicated that NPC is significantly positively associated to OCBO (b=-0.32, p<0.05; b=-0.33, p<0.01; b=-

0.32, p<0.01; b=-0.31, p<0.05). Hence, hypothesis 4j for CR is accepted.

k. NPC is negatively related to CWBI.

For SR, as indicated in figure 6.18b (PJ), 6.19b (DJ), 6.20b (IPJ) and 6.21b (INJ), NPC is not significantly negatively related to CWBI (b=0.11, p=0.06;b=0.12, p=0.06; b=0.10, p=0.12; b=0.12, p=0.06, respectively). Hypothesis 4k is rejected.

Similarly, for CR, as showed in figure 6.42b (PJ), 6.44b (IPJ) and 6.45b (INJ), the relationship between NPC and CWBI was also not significant (b=0.20, p=0.09;b=0.19, p=0.12;b=0.21, p=0.09, respectively). However with DJ as an independent variable, as showed in figure 6.43b, NPC is significantly positively related to CWBI (b=0.27, p<0.05). Therefore, hypothesis 4k for CR is half accepted.

l. NPC is negatively related to CWBO.

For SR, as indicated in figure 6.22b (PJ), 6.23b (DJ), 6.24b (IPJ) and 6.25b (INJ), POS is not significantly negatively related to CWBO (b=0.02, p=0.77;b=0.01, p<0.89; b=0.01, p=0.86; b=0.03, p=0.74, respectively).

Similarly, for CR, as showed in figure 6.46b (PJ), 6.47b (DJ), 6.48b (IPJ), 6.49b (INJ), the relationship between NPC and CWBO was also insignificant (b=0.16, p=0.19;b=0.16, p=0.20; b=0.15, p=0.20; b=0.15, p=0.22, respectively). Therefore, hypothesis 4l for both SR and CR are rejected.

6.13.5 Hypothesis 5: Positive and negative emotion is significantly related to job performance.

a. PE is positively related to TP.

For SR, as indicated in figure 6.50a (PJ), 6.51a (DJ), 6.52a (IPJ) and 6.53a (INJ), PE is not significantly positively related to TP (b=0.01, p=0.85;b=0.01, p=0.93; b=-0.03, p=0.68; b=0.02, p=0.79, respectively). Hypothesis 5a is rejected.

Similarly, for CR, as showed in figure 6.74a (PJ), 6.75a (DJ) and 6.77a (INJ), the relationship between PE and TP was also not significant (b=-0.14, p=0.009;b=-0.17, p=0.07;b=-0.12, p=0.12, respectively). However with IPJ as an independent variable, as showed in figure 6.76a, PE is significantly positively related to TP (b=0.17, p<0.05). Therefore, hypothesis 5a for CR is half accepted.

b. PE is positively related to OCBI-C.

As indicated in figure 6.54a (PJ), 6.55a (DJ), 6.56a (IPJ) and 6.57a (INJ), for SR, PE is not significantly positively related to OCBI-C (b=0.06, p=0.36;b=0.04, p=0.52; b=0.00, p=0.98; b=0.06, p=0.33, respectively). Hence, hypothesis 5b for SR is rejected.

Similarly, for CR, figure 6.78a (PJ) and 6.79a (DJ) also showed that , PE is not significantly positively related to OCBI-C (b=-0.14, p=0.06; b= 0.14, p=0.10, respectively). However with IPJ and INJ as an independent variable, as showed in figure 6.80a and 6.81a, PE is significantly positively related to TP (b=0.18, p<0.05;b=-0.16, p<0.05, respectively). Therefore,

hypothesis 5b for CR is half accepted.

c. PE is positively related to OCBI-H.

As indicated in figure 6.58a (PJ), 6.59a (DJ), 6.60a (IPJ) and 6.61a (INJ), for SR, PE is not significantly positively related to OCBI-H (b=0.06, p=0.32; b=0.05, p=0.43; b=0.05, p=0.44; b=0.06, p=0.36, respectively). Hypothesis 5c for SR is rejected.

Contrarily, for CR, figure 6.82a (PJ), 6.83a (DJ), 6.84a (IPJ) and 6.85a (INJ) indicated that PE is significantly positively associated to OCBI-H (b=-0.17, $p<0.05$; b=-0.25, $p<0.01$; b=-0.16, $p<0.05$; b=-0.19, $p<0.05$). Hence, hypothesis 5c for CR is accepted.

d. PE is positively related to OCBO.

As indicated in figure 6.62a (PJ), 6.63a (DJ), 6.64a (IPJ) and 6.65a (INJ), for SR, PE is not significantly positively related to OCBO (b=0.09, p=0.15;b=0.09, p=0.18; b=0.08, p=0.21; b=0.11, p=0.08, respectively). Hence, hypothesis 5d for SR is rejected.

Similarly, for CR, figure 6.86a (PJ) ,6.88a (IPJ) and 6.89a (INJ) also showed that , PE is not significantly positively related to OCBO (b=-0.13, p=0.10; b=-0.14, p=0.09; b=-0.15, p=0.06 respectively). However with DJ as an independent variable, figure 6.87a indicated that, PE is significantly related to OCBO, but not in a positive direction (b=-0.19, $p<0.05$). Therefore, hypothesis 5b for CR is also rejected.

e. PE is negatively related to CWBI.

As indicated in figure 6.66a (PJ), 6.67a (DJ), 6.68a (IPJ) and 6.69a (INJ), PE is not significantly negatively related to CWBI (b=0.00, p=0.97;b=0.03, p=0.51; b=0.06, p=0.15; b=0.02, p=0.62, respectively). Hypothesis 5e is rejected.

Similarly, for CR, as showed in figure 6.91a (DJ), the relationship between PE and CWBI is insignificant (b=0.12, p=0.15). However, with PJ (6.90a), IPJ (6.92a) and INJ (6.93a) as an independent variable, the relationship between PE and CWBI was significant but not in the expected direction (b=0.17, p<0.05;b=0.20, p<0.01;b=0.15, p<0.01, respectively). Therefore, hypothesis 5e for CR is also rejected.

f. PE is negatively related to CWBO.

For SR, as indicated in figure 6.70a (PJ), 6.71a (DJ), 6.72a (IPJ) and 6.73a (INJ), PE is not significantly negatively related to CWBO (b=-0.08, p=0.15;b=-0.03, p=0.57; b=-0.04, p=0.43; b=-0.06, p=0.25, respectively). Hypothesis 5f is rejected.

Similarly, for CR, figure 6.94a (PJ) showed a similar insignificant result (b=0.14, p=0.06). In addition, although figure 6.95a (DJ), 6.96a (IPJ) and 6.97a (INJ) indicated that PE is significantly associated to CWBO, however the direction were not in the expected direction (b=0.21, p<0.01; b=0.16, p<0.05; b=0.14, p<0.05, respectively). Therefore, hypothesis 5f for CR is also rejected.

g. NE is negatively related to TP.

As indicated in figure 6.50b (PJ) and 6.53b (INJ), NE is significantly negatively related to TP (b=-0.12,p<0.05; b=-0.12, p<0.05, respectively). On the contrary in figure 6.51b (DJ) and 6.52b, it showed that NE is not significantly negatively related to TP (b=-0.11, p=0.07;b=-0.08, p=0.19, respectively). Therefore, hypothesis 5g for SR is half accepted.

Meanwhile, for CR, as showed in figure 6.74b (PJ), 6.75b (DJ), 6.76b(IPJ) and 6.77b (INJ) the relationship between NE and TP was completely not significant (b=-0.11, p=0.20;b=-0.10, p=0.24;b=-0.07, p=0.41; b=-0.12, p=0.17, respectively). Therefore, hypothesis 5g for CR is rejected.

h. NE is negatively related to OCBI-C.

For SR, as indicated in figure 6.54b (PJ), 6.55b (DJ) and 6.57b (INJ), NE is significantly negatively related to OCBI-C (b=-0.16,p<0.01; b=-0.14, p<0.05; b=-0.16, p<0.01, respectively). On the contrary in figure 6.56b (IPJ) showed otherwise (b=-0.11, p=0.09). Therefore, hypothesis 5h for SR is half accepted.

In regards of CR, as indicated in figure 6.78b (PJ), 6.79b (DJ), 6.80b (IPJ) and 6.81b (INJ), NE is not significantly negatively related to OCBI-C (b=-0.11, p=0.13;b=-0.11, p=0.15; b=-0.07, p=0.32; b=-0.09, p=0.23, respectively). Hypothesis 5h for CR is rejected.

i. NE is negatively related to OCBI-H.

For SR, as indicated in figure 6.58b (PJ), 6.59b (DJ), 6.60b (IPJ) and 6.61b (INJ), NE is not significantly negatively related to OCBI-H (b=-0.04, p=0.52;b=-0.03, p=0.62; b=-0.03, p=0.64; b=-0.04, p=0.55, respectively). Hypothesis 5i is rejected.

Similarly, for CR, figure 6.83b (DJ) showed a similar insignificant result (b=-0.13, p=0.11). However, with PJ (6.82b), IPJ (6.84b) and INJ (6.85b) as an independent variable, the relationship between NE and OCBI-H is predicted (b=-0.18, p<0.05;b=-0.19, p<0.05;b=-0.17, p<0.05, respectively). Therefore, hypothesis 5i for CR is half accepted.

j. NE is negatively related to OCBO.

For SR, as indicated in figure 6.62b (PJ), 6.63b (DJ), 6.64b (IPJ) and 6.65b (INJ), NE is not significantly negatively related to OCBO (b=-0.06, p=0.33;b=-0.06, p=0.27; b=-0.04, p=0.47; b=-0.07, p=0.22, respectively).

Similarly, for CR, as showed in figure 6.86b (PJ), 6.87b (DJ), 6.88b (IPJ), 6.89b (INJ), the relationship between NE and OCBO was also insignificant (b=-0.09, p=0.27;b=-0.06, p=0.46; b=0.09, p=0.31; b=-0.07, p=0.43, respectively). Therefore, hypothesis 5j for both SR and CR are rejected.

k. NE is positively related to CWBI.

In regards of SR, figure 6.66b (PJ), 6.67b (DJ), 6.68b (IPJ) and 6.69b (INJ) showed that NE is significantly positively related to CWBI (b=0.15,p<0.001; b=12, p<0.001;b=0.10,

p<0.05; b=0.14, p<0.001). Hence hypothesis 5k for SR is accepted.

Similar findings were also showed for CR. As indicated by figure 6.90b (PJ), 6.91b (DJ) and 6.93 (INJ), NE is significantly positively related to CWBI (b=0.16, p<0.05;b=0.19,p<0.001; b=0.17,p<0.05, respectively). However, with IPJ (6.92b), as an independent variable, the relationship between NE and CWBI is not significant (b=0.13, p=0.10). Therefore, for CR, hypothesis 5k is half accepted.

l. NE is positively related to CWBO.

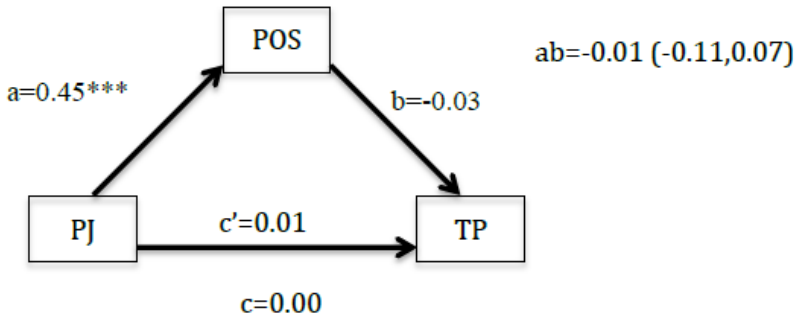
The findings indicated in figure 6.70b (PJ), 6.71b (DJ) and 6.73 (INJ), showed that NE is significantly positively related to CWBO for SR (b=0.13, p<0.01;b=0.11,p<0.05; b=0.12,p<0.05, respectively). However, with IPJ (6.72b), as an independent variable, the relationship between NE and CWBO, showed otherwise (b=0.10, p=0.07). Therefore, for SR, hypothesis 5l is half accepted.

For CR, as indicated in figure 6.94b (PJ), 6.95b (DJ), 696b (IPJ) and 6.97b (INJ), NE is not significantly positively related to CWBO (b=0.11, p=0.14;b=0.09, p=0.24; b=0.09, p=0.24; b=0.09, p=0.24, respectively). Hypothesis 5l for CR is rejected.

6.13.6 Hypothesis 6: The relationship between organizational justice and job performance is mediated by SE quality.

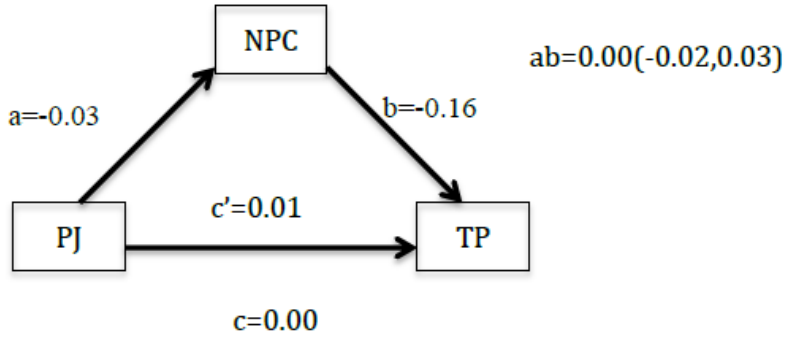
a. POS and NPC mediate the relationship between PJ and TP.

Figure 6.02a: The mediating effect of POS in the relationship between PJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that PJ is not indirectly related to TP through its relationship with POS and NPC. First, for POS, as seen in figure 6.02a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not positively related to TP (6.13.4a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.01 straddled zero (-0.11 to 0.07). Rejected for mediation.

Figure 6.02b: The mediating effect of NPC in the relationship between PJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, as indicated in figure 6.02b (NPC), the examinations revealed no significant individual paths (6.13.2e and 6.13.4g are rejected). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00 straddled zero [-0.02to 0.03], rejected for mediation.

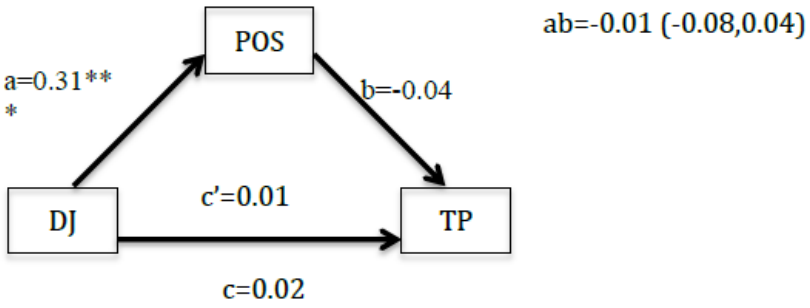
Similarly for CR, the mediation analyses indicated the same results. First, for POS, as seen in figure 6.26a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not positively related to TP (6.13.4a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =0.06 straddled zero (-0.10 to 0.23). Rejected for mediation.

Secondly, as indicated in figure 6.26b (NPC), the examinations revealed PJ is not significantly negatively related to NPC (6.13.2e) but NPC is significantly positively associated to TP (6.13.4g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.05 straddled zero (-0.13 to 0.02), rejected for

mediation. Therefore, hypothesis 6a for both SR and CR are rejected.

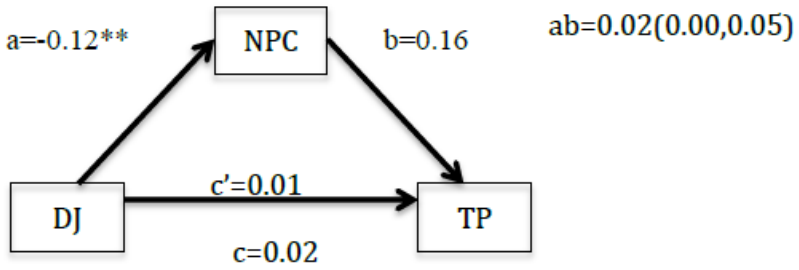
b. POS and NPC mediate the relationship between DJ and TP.

Figure 6.03a: The mediating effect of POS in the relationship between DJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that DJ is not indirectly related to TP through its relationship with POS and NPC. First, for POS, as seen in figure 6.03a, individual paths examinations revealed that DJ is significantly positively related to POS (6.13.2b) meanwhile POS is not positively related to TP (6.13.4a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =-0.01, straddled zero (-0.08 to 0.04). Rejected for mediation.

Figure 6.03b: The mediating effect of NPC in the relationship between DJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, as indicated in figure 6.03b (NPC individual paths examinations revealed that DJ is significantly negatively related to NPC (6.13.2f) meanwhile NPC is not positively related to TP (6.13.4g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02, straddled zero (-0.02 to 0.03), Rejected for mediation.

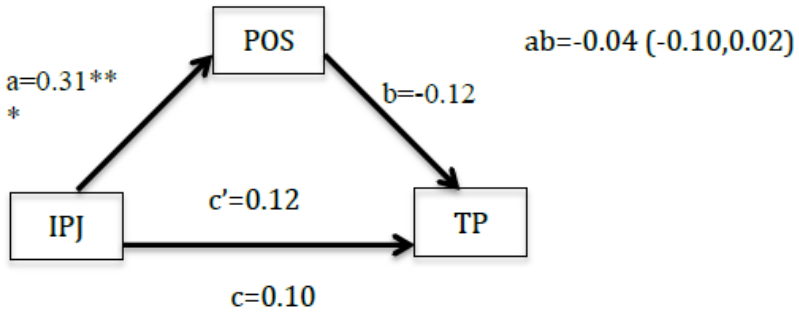
Similarly for CR, the mediation analyses indicated the same results. First, for POS, as seen in figure 6.27a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2b) meanwhile POS is not positively related to TP (6.13.4a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =0.07 straddled zero (-0.04 to 0.19). Rejected for mediation.

Secondly, as indicated in figure 6.27b (NPC), the examinations revealed DJ is not significantly negatively related to NPC (6.13.2f) but NPC is significantly positively associated to TP (6.13.4g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02 straddled zero (-0.03 to 0.07), rejected for

mediation. Therefore, hypothesis 6b for both SR and CR are rejected.

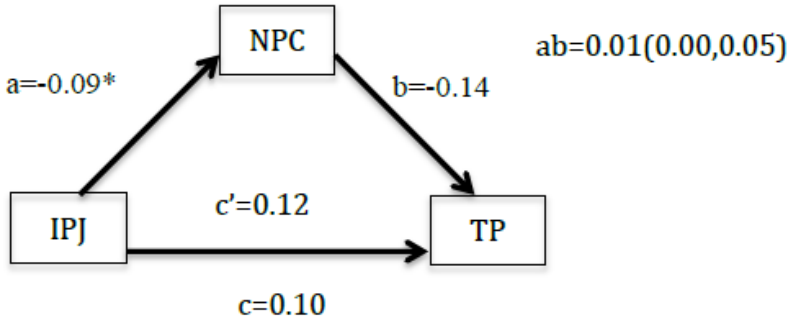
c. POS and NPC mediate the relationship between IPJ and TP.

Figure 6.04a: The mediating effect of POS in the relationship between IPJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that IPJ is not indirectly related to TP through its relationship with POS and NPC. First, for POS, as seen in figure 6.04a, individual paths examinations revealed that IPJ is significantly positively related to POS (6.13.2c) meanwhile POS is not positively related to TP (6.13.4a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.04, straddled zero (-0.10 to 0.02). Rejected for mediation.

Figure 6.04b: The mediating effect of NPC in the relationship between IPJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly for NPC (figure 6.04b), individual paths examinations revealed that IPJ is significantly negatively related to NPC (6.13.2g) meanwhile NPC is not positively related to TP (6.13.4g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero [0.00 to 0.05], Rejected for mediation.

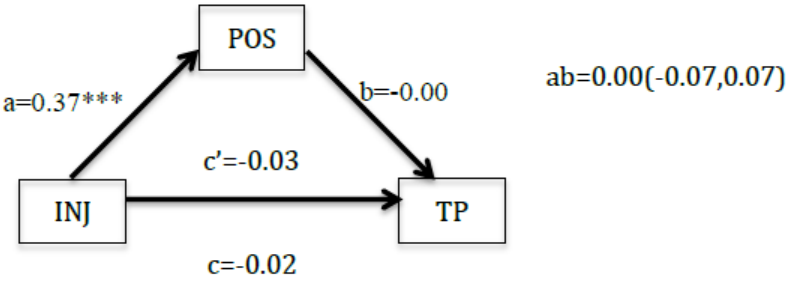
Similarly for CR, the mediation analyses indicated the same results. First, for POS, as seen in figure 6.28a, individual paths examinations revealed that IPJ is significantly positively related to POS (6.13.2c) meanwhile POS is not positively related to TP (6.13.4a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =0.01 straddled zero (-0.10 to 0.12). Rejected for mediation.

Secondly, as indicated in figure 6.278 (NPC), the examinations revealed IPJ is significantly positively related to NPC (6.13.2g) but NPC is significantly positively associated to TP (6.13.4g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01, straddled zero (-0.06 to 0.03), rejected for mediation.

Therefore, hypothesis 6c for both SR and CR are rejected.

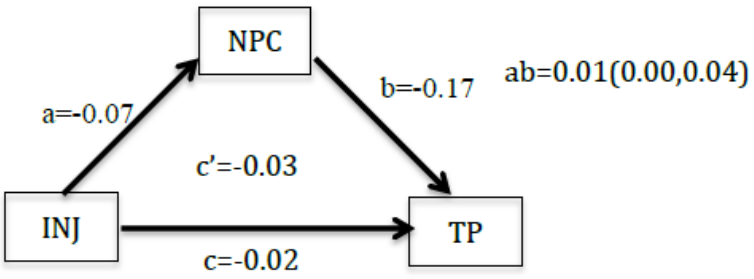
d. POS and NPC mediate the relationship between INJ and TP.

Figure 6.05a: The mediating effect of POS in the relationship between INJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that INJ is not indirectly related to TP through its relationship with POS and NPC. First, for POS, as seen in figure 6.05a, individual paths examinations revealed that INJ is significantly positively related to POS (6.13.2d) meanwhile POS is not positively related to TP (6.13.4a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.00, crossed zero (-0.07 to 0.07). Rejected for mediation.

Figure 6.05b: The mediating effect of NPC in the relationship between INJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



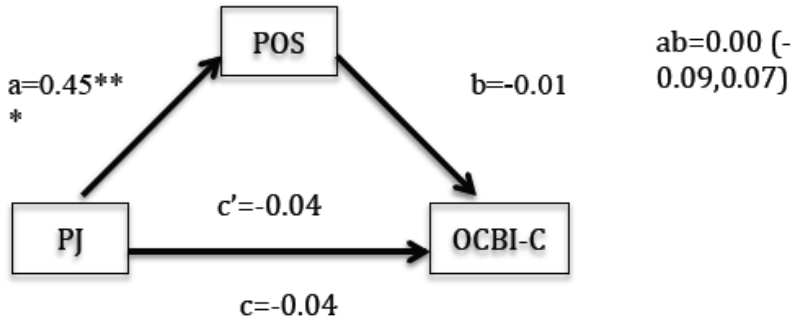
Secondly, for NPC (figure 6.05b) NPC individual paths examinations revealed that no significant relationship between INJ and NPC (6.13.2h) and between NPC and TP (6.13.4g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero [0.00 to 0.04], Rejected for mediation.

Whereas for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.29a, individual paths examinations revealed that INJ is significantly positively related to POS (6.13.2d) meanwhile POS is not positively related to TP (6.13.4a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =0.08 straddled zero (-0.04 to 0.20). Rejected for mediation.

Secondly, as indicated in figure 6.29b (NPC), the examinations revealed INJ is not significantly related to NPC (6.13.2h) but NPC is significantly negatively associated to TP (6.13.4g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero (-0.06 to 0.05), rejected for mediation. Therefore, hypothesis 6d for both SR and CR are rejected.

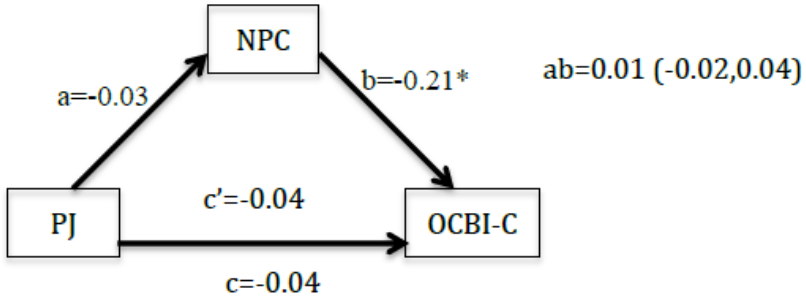
e. POS and NPC mediate the relationship between PJ and OCBI-C.

Figure 6.06a: The mediating effect of POS in the relationship between PJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that PJ is not indirectly related to OCBI-C through its relationship with POS and NPC. As seen in figure 6.06a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not positively related to TP (6.13.4b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.00, straddled zero (-0.09 to 0.07). Rejected for mediation.

Figure 6.06b: The mediating effect of NPC in the relationship between PJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.06b) ,individual paths examinations revealed that no significant relationship between

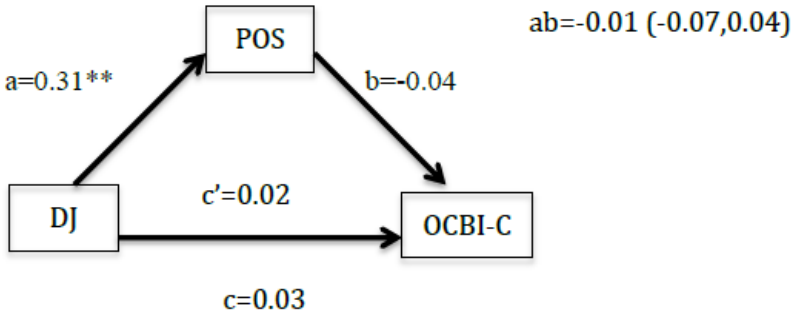
PJ and NPC (6.13.2e), but yielded a significant negative relationship between NPC and OCBI-C (6.13.4h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01, straddled zero [-0.02 to 0.04], Rejected for mediation.

Whereas for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.30a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not positively related to TP (6.13.4d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.12 straddled zero (-0.02 to 0.26). Rejected for mediation.

Secondly, as indicated in figure 6.30b (NPC), the examinations revealed PJ is not significantly related to NPC (6.13.2e) but NPC is significantly negatively associated to OCBI-C (6.13.4h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, straddled zero (-0.12 to 0.02), rejected for mediation. Therefore, hypothesis 6e for both SR and CR are rejected.

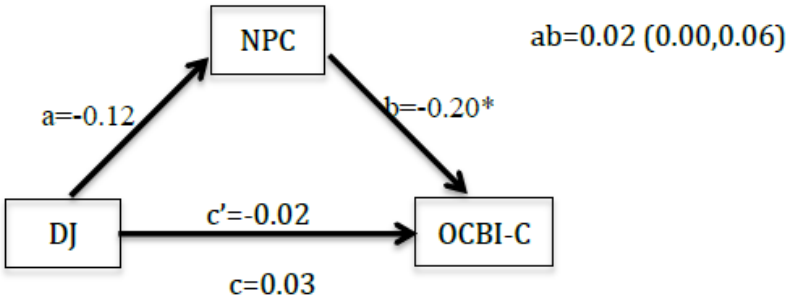
f. POS and NPC mediate the relationship between DJ and OCBI-C.

Figure 6.07a: The mediating effect of POS in the relationship between DJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that DJ is not indirectly related to OCBI-C through its relationship with POS and NPC. As seen in figure 6.07a, individual paths examinations revealed that DJ is significantly positively related to POS (6.13.2b) meanwhile POS is not positively related to OCBI-C (6.13.4b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.01, straddled zero (-0.07 to 0.04). Rejected for mediation.

Figure 6.07b: The mediating effect of NPC in the relationship between DJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.07b) ,individual paths examinations revealed that no significant relationship between DJ and NPC (6.13.2f), but yielded a significant negative

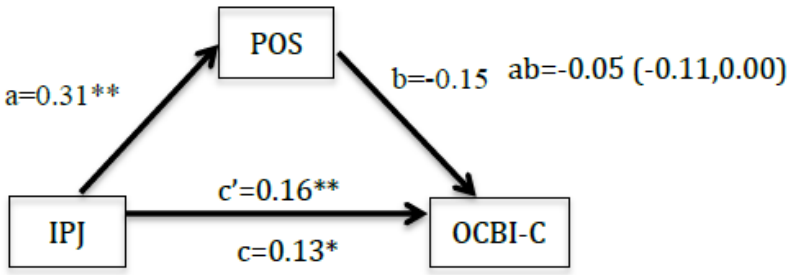
relationship between NPC and OCBI-C (6.13.4h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02, straddled zero [0.00 to 0.06], Rejected for mediation. Hypothesis 6f for SR is rejected.

Meanwhile for CR, as seen in figure 6.31a (POS), all individual paths revealed (6.13.2b and 6.13.4b) significant relationships. Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.11 was entirely above zero (0.02 to 0.20). The direct effect between DJ on OCBI-C was significant ($c'=-0.19, p<0.05$) indicated that DJ did predict OCBI-C. Hence, supports for partial mediation model via POS.

Secondly, as indicated in figure 6.31b (NPC), the examinations revealed DJ is not significantly related to NPC (6.13.2f) but NPC is significantly negatively associated to OCBI-C (6.13.4h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02, straddled zero (-0.03 to 0.07), rejected for mediation. Therefore, hypothesis 6f for CR is partially accepted.

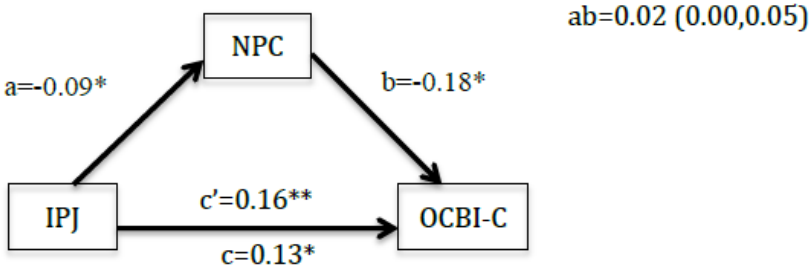
g. POS and NPC mediate the relationship between IPJ and OCBI-C.

Figure 6.08a: The mediating effect of POS in the relationship between IPJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that IPJ is not indirectly related to OCBI-C through its relationship with POS and NPC. As seen in figure 6.08a, individual paths examinations revealed that IPJ is significantly positively related to POS (6.13.2c) meanwhile POS is not significantly related to OCBI-C (6.13.4b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.05, straddled zero (-0.11 to 0.00). Rejected for mediation.

Figure 6.08b: The mediating effect of NPC in the relationship between IPJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.08b),individual paths examinations revealed significant relationships between IPJ and NPC (6.13.2g) and between NPC and OCBI-C (6.13.4h). Next, a 95% bias corrected confidence interval based on 10,000

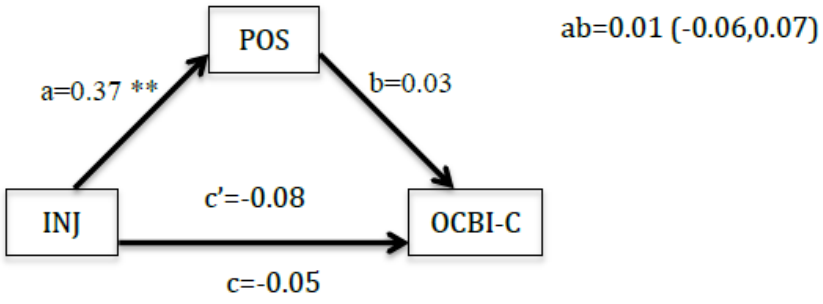
bootstrap samples indicated that the indirect effect, ab =0.02, straddled zero [0.00 to 0.05]. Rejected for mediation. Hypothesis 6g for SR is rejected.

Whereas for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.32a, individual paths examinations revealed that IPJ is significantly positively related to POS (6.13.2c) meanwhile POS is not positively related to OCBI-C (6.13.4b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.04 ,crossed zero,(-0.06 to 0.14). Rejected for mediation.

Secondly, as indicated in figure 6.32b (NPC), all individual paths revealed (6.13.2g and 6.13.4h) significant relationships. Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01, straddled zero (-0.06 to 0.03), rejected for mediation. Therefore, hypothesis 6g for CR is rejected.

h. POS and NPC mediate the relationship between INJ and OCBI-C.

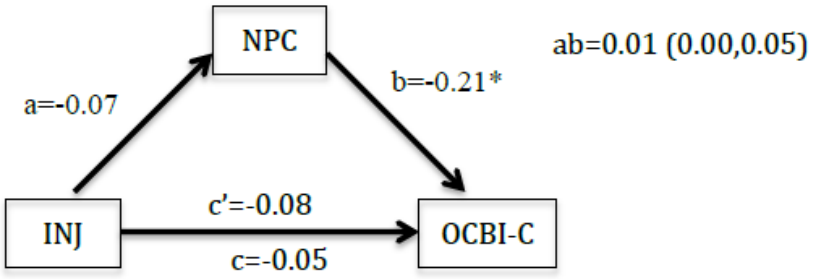
Figure 6.09a: The mediating effect of POS in the relationship between INJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that INJ is

not indirectly related to OCBI-C through its relationship with POS and NPC. As seen in figure 6.09a, individual paths examinations revealed that INJ is significantly positively related to POS (6.13.2d) meanwhile POS is not significantly related to OCBI-C (6.13.4b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.01, straddled zero (-0.06 to 0.07). Rejected for mediation.

Figure 6.09b: The mediating effect of NPC in the relationship between INJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



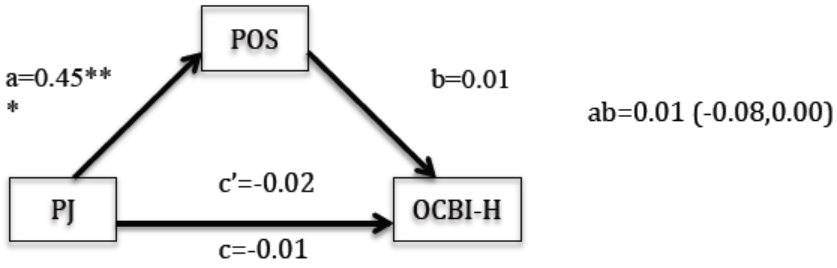
Secondly, for NPC (figure 6.09b),individual paths examinations revealed significant relationships between INJ and NPC (6.13.2h) but not between NPC and OCBI-C (6.13.4h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero [0.00 to 0.05]. Rejected for mediation. Hypothesis 6h for SR is rejected.

Whereas for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.33a, individual paths examinations revealed that INJ is significantly positively related to POS (6.13.2d) meanwhile POS is not positively related to OCBI-C (6.13.4b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.06 ,crossed zero,(-0.15 to 0.17). Rejected for mediation.

Secondly, as indicated in figure 6.33b (NPC), the examinations revealed INJ is not significantly related to NPC (6.13.2h) but NPC is significantly negatively associated to OCBI-C (6.13.4h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero (-0.06 to 0.04), rejected for mediation. Therefore, hypothesis 6h for CR is rejected.

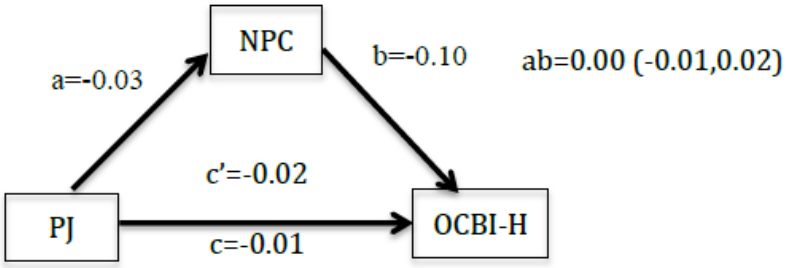
i. POS and NPC mediate the relationship between PJ and OCBI-H.

Figure 6.10a: The mediating effect of POS in the relationship between PJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that PJ is not indirectly related to OCBI-H through its relationship with POS and NPC. As seen in figure 6.10a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not significantly related to OCBI-H (6.13.4c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.01, straddled zero (-0.08 to 0.00). Rejected for mediation.

Figure 6.10b: The mediating effect of NPC in the relationship between PJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



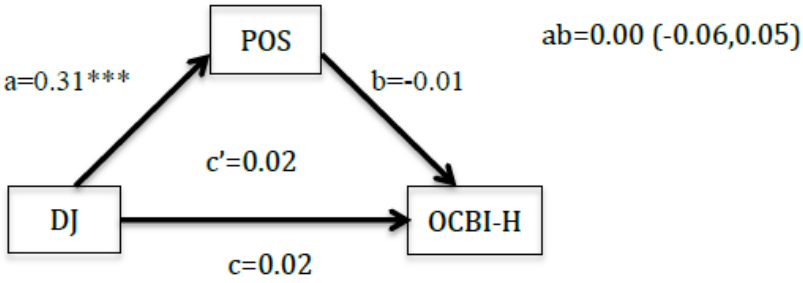
Secondly, for NPC (figure 6.10b),individual paths examinations revealed no significant relationships between PJ and NPC (6.13.2e) as well as between NPC and OCBI-H (6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero [-0.01 to 0.02]. Rejected for mediation. Hypothesis 6i for SR is rejected.

Meanwhile for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.34a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not positively related to OCBI-H (6.13.4c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.03,crossed zero,(-0.14 to 0.18). Rejected for mediation.

Secondly, as indicated in figure 6.34b (NPC), the examinations revealed PJ is not significantly related to NPC (6.13.2e) but NPC is significantly negatively associated to OCBI-H (6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, straddled zero (-0.11 to 0.01), rejected for mediation. Therefore, hypothesis 6i for CR is rejected.

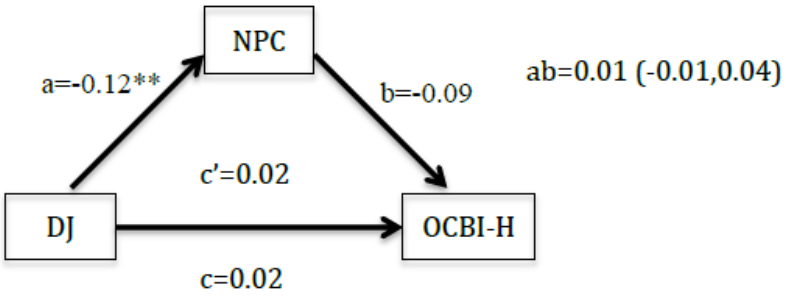
j. POS and NPC mediate the relationship between DJ and OCBI-H.

Figure 6.11a: The mediating effect of POS in the relationship between DJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that DJ is not indirectly related to OCBI-H through its relationship with POS and NPC. As seen in figure 6.11a, individual paths examinations revealed that DJ is significantly positively related to POS (6.13.2b) meanwhile POS is not significantly related to OCBI-H (6.13.4c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.00, straddled zero (-0.06 to 0.05). Rejected for mediation.

Figure 6.11b: The mediating effect of NPC in the relationship between DJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.11b),individual paths examinations revealed a significant relationships between DJ and NPC (6.13.2f) but not between NPC and OCBI-H (6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000

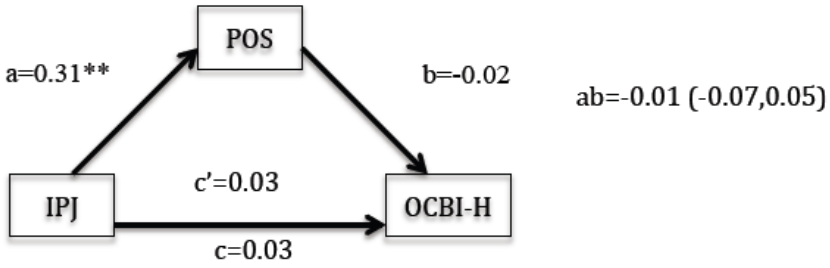
bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero [-0.01 to 0.04]. Rejected for mediation. Hypothesis 6j for SR is rejected.

Meanwhile for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.35a, individual paths examinations revealed that DJ is significantly positively related to POS (6.13.2b) meanwhile POS is not positively related to OCBI-H (6.13.4c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01,crossed zero,(-0.12 to 0.09). Rejected for mediation.

Secondly, as indicated in figure 6.35b (NPC), the examinations revealed DJ is not significantly related to NPC (6.13.2f) but NPC is significantly negatively associated to OCBI-H (6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero (-0.03 to 0.06), rejected for mediation. Therefore, hypothesis 6j for CR is rejected.

k. POS and NPC mediate the relationship between IPJ and OCBI-H.

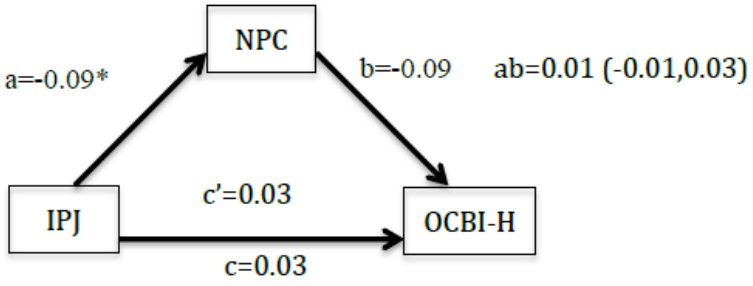
Figure 6.12a: The mediating effect of POS in the relationship between IPJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that IPJ is

not indirectly related to OCBI-H through its relationship with POS and NPC. As seen in figure 6.12a, individual paths examinations revealed that IPJ is significantly positively related to POS (6.13.2c) meanwhile POS is not significantly related to OCBI-H (6.13.4c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.01, straddled zero (-0.07 to 0.05). Rejected for mediation.

Figure 6.12b: The mediating effect of NPC in the relationship between IPJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.12b),individual paths examinations revealed a significant relationships between IPJ and NPC (6.13.2g) but not between NPC and OCBI-H (6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero [-0.01 to 0.03]. Rejected for mediation. Hypothesis 6k for SR is rejected.

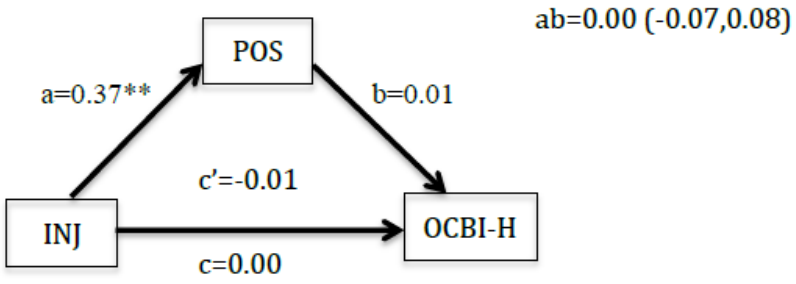
Meanwhile for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.36a, individual paths examinations revealed that IPJ is significantly positively related to POS (6.13.2c) meanwhile POS is not positively related to OCBI-H (6.13.4c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.03,crossed zero,(-0.10

to 0.15). Rejected for mediation.

Secondly, as indicated in figure 6.36b (NPC), the examinations revealed DJ is not significantly related to NPC (6.13.2g) but NPC is significantly negatively associated to OCBI-H (6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01, straddled zero (-0.05 to 0.03), rejected for mediation. Therefore, hypothesis 6k for CR is rejected.

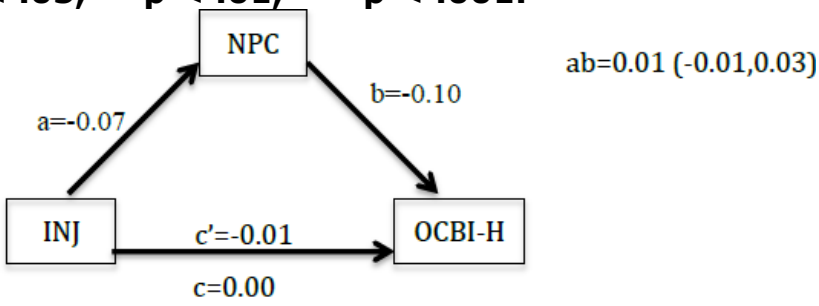
l. POS and NPC mediate the relationship between INJ and OCBI-H.

Figure 6.13a: The mediating effect of POS in the relationship between INJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that INJ is not indirectly related to OCBI-H through its relationship with POS and NPC. As seen in figure 6.13a, individual paths examinations revealed that INJ is significantly positively related to POS (6.13.2d) meanwhile POS is not significantly related to OCBI-H (6.13.4c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.00, straddled zero (-0.07 to 0.08). Rejected for mediation.

Figure 6.13b: The mediating effect of POS in the relationship between INJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



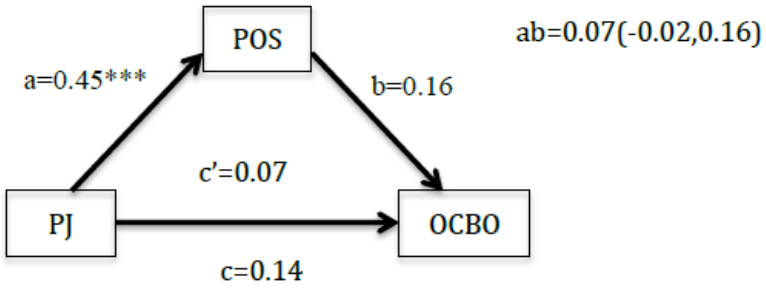
Secondly, for NPC (figure 6.13b),individual paths examinations revealed no significant relationships (6.13.2h and 6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero [-0.01 to 0.03]. Rejected for mediation. Hypothesis 6l for SR is rejected.

Meanwhile for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.37a, individual paths examinations revealed that INJ is significantly positively related to POS (6.13.2d) meanwhile POS is not positively related to OCBI-H (6.13.4c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01,crossed zero,(-0.14 to 0.14). Rejected for mediation.

Secondly, as indicated in figure 6.37b (NPC), the examinations revealed INJ is not significantly related to NPC (6.13.2h) but NPC is significantly negatively associated to OCBI-H (6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero (-0.05 to 0.04), rejected for mediation. Therefore, hypothesis 6l for CR is rejected.

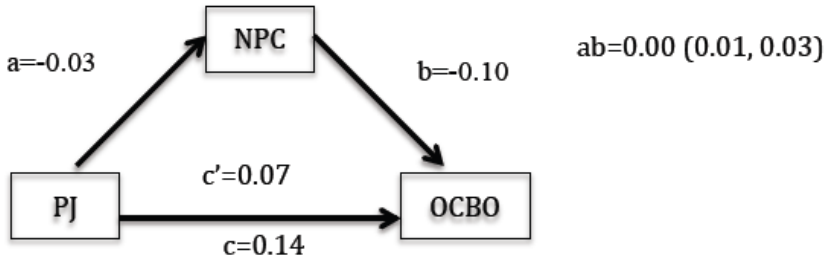
m. POS and NPC mediate the relationship between PJ and OCBO.

Figure 6.14a: The mediating effect of POS in the relationship between PJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that PJ is not indirectly related to OCBO through POS. As seen in figure 6.14a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not significantly related to OCBO (6.13.4d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.07, straddled zero (-0.02 to 0.16). Rejected for mediation.

Figure 6.14b: The mediating effect of NPC in the relationship between PJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



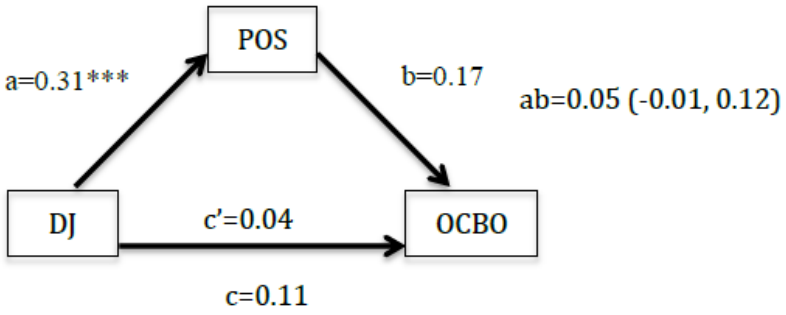
Secondly, for NPC (figure 6.14b),individual paths examinations revealed no significant relationships (6.13.2e and 6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero [-0.01 to 0.03]. Rejected for mediation. Hypothesis 6m for SR is rejected.

Meanwhile for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.38a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not positively related to OCBO (6.13.4d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.07,crossed zero,(-0.09 to 0.24). Rejected for mediation.

Secondly, as indicated in figure 6.38b (NPC), the examinations revealed PJ is not significantly related to NPC (6.13.2e) but NPC is significantly negatively associated to OCBO (6.13.4i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.03, straddled zero (-0.10 to 0.02), rejected for mediation. Therefore, hypothesis 6m for CR is rejected.

n. POS and NPC mediate the relationship between DJ and OCBO.

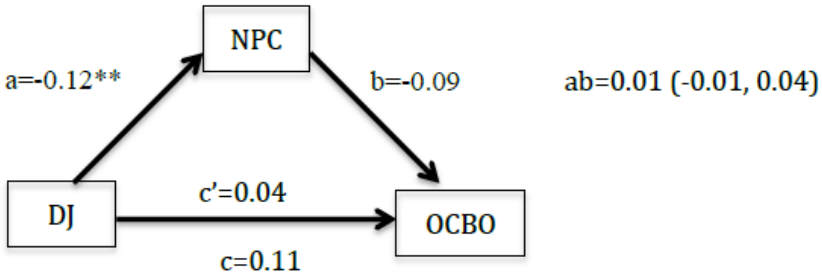
Figure 6.15a: The mediating effect of POS in the relationship between DJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that DJ is not indirectly related to OCBO through POS and NPC. As seen in figure 6.15a, individual paths examinations revealed that DJ

is significantly positively related to POS (6.13.2b) meanwhile POS is not significantly related to OCBO (6.13.4d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.05, straddled zero (-0.01 to 0.12). Rejected for mediation.

Figure 6.15b: The mediating effect of NPC in the relationship between DJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.15b),individual paths examinations revealed a significant relationship between DJ and NPC (6.13.2f) but not between NPC and OCBO (6.13.4j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero [-0.01 to 0.04]. Rejected for mediation. Hypothesis 6n for SR is rejected.

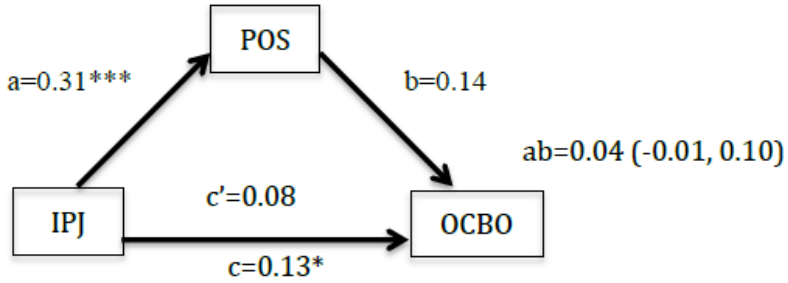
Meanwhile for CR, the mediation analyses yielded the same results. First, for POS, as seen in figure 6.39a, individual paths examinations revealed that DJ is significantly positively related to POS (6.13.2b) meanwhile POS is not positively related to OCBO (6.13.4d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.04,crossed zero,(-0.06 to 0.13). Rejected for mediation.

Secondly, as indicated in figure 6.39b (NPC), the examinations revealed DJ is not significantly related to NPC (6.13.2f) but

NPC is significantly negatively associated to OCBO (6.13.4j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero (-0.02 to 0.06), rejected for mediation. Therefore, hypothesis 6n for CR is rejected.

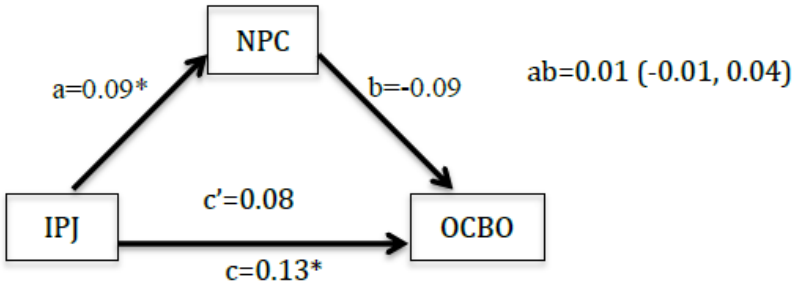
o. POS and NPC mediate the relationship between IPJ and OCBO.

Figure 6.16a: The mediating effect of POS in the relationship between IPJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that IPJ is not indirectly related to OCBO through POS and NPC. As seen in figure 6.16a, individual paths examinations revealed that IPJ is significantly positively related to POS (6.13.2c) meanwhile POS is not significantly related to OCBO (6.13.4d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.04, straddled zero (-0.01 to 0.10). Rejected for mediation.

Figure 6.16b: The mediating effect of NPC in the relationship between IPJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



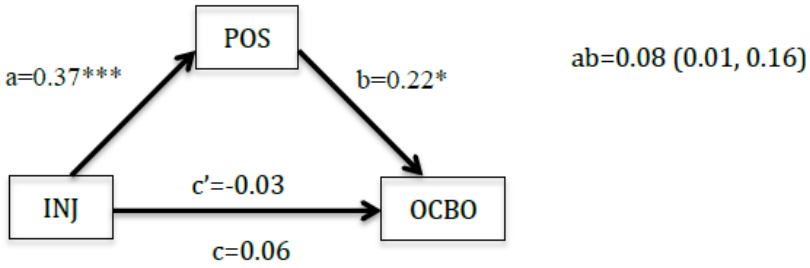
Secondly, for NPC (figure 6.16b),individual paths examinations revealed a significant relationship between IPJ and NPC (6.13.2g) but not between NPC and OCBO (6.13.4j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero [-0.01 to 0.04]. Rejected for mediation. Hypothesis 6o for SR is rejected.

Similarly for CR, the mediation analyses for POS, as seen in figure 6.40a, individual paths examinations revealed that IPJ is significantly positively related to POS (6.13.2c) meanwhile POS is not positively related to OCBO (6.13.4d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.05,crossed zero,(-0.08 to 0.16). Rejected for mediation.

Secondly, as indicated in figure 6.40b (NPC), the examinations revealed IPJ is not significantly related to NPC (6.13.2g) but NPC is significantly negatively associated to OCBI-H (6.13.4j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01, straddled zero (-0.05 to 0.02), rejected for mediation. Therefore, hypothesis 6o for CR is rejected.

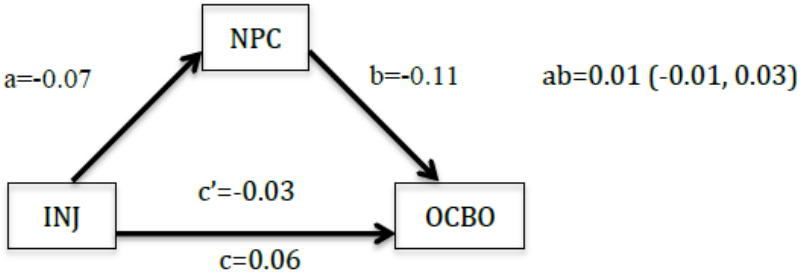
p. POS and NPC mediate the relationship between INJ and OCBO.

Figure 6.17a: The mediating effect of POS in the relationship between INJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that INJ is not indirectly related to OCBO through POS. As seen in figure 6.17a, individual paths examinations revealed significant relationships that INJ is significantly positively related to POS (6.13.2d) meanwhile POS is not significantly related to OCBO (6.13.4d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.08, with the exclusion of zero (0.01 to 0.16), which supports for full mediation model via POS.

Figure 6.17b: The mediating effect of NPC in the relationship between INJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.17b),individual paths examinations revealed a significant relationship between INJ and NPC (6.13.2h) but not between NPC and OCBO (6.13.4j). Next, a

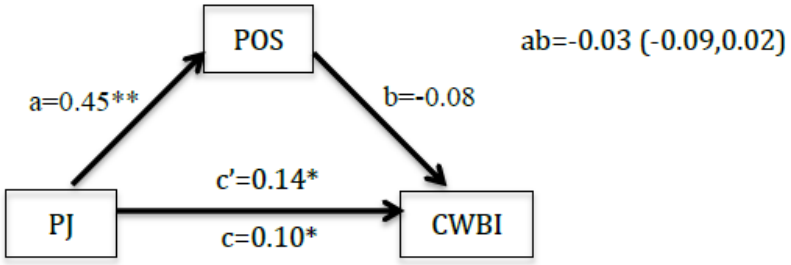
95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero [-0.01 to 0.03]. Rejected for mediation. Hypothesis 6p for SR is rejected.

Similarly for CR, the mediation analyses for POS, as seen in figure 6.41a, individual paths examinations revealed that INJ is significantly positively related to POS (6.13.2d) meanwhile POS is not positively related to OCBO (6.13.4d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02,crossed zero,(-0.11 to 0.17). Rejected for mediation.

Secondly, as indicated in figure 6.41b (NPC), the examinations revealed INJ is not significantly related to NPC (6.13.2h) but NPC is significantly negatively associated to OCBI-H (6.13.4j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero (-0.05 to 0.04), rejected for mediation. Therefore, hypothesis 6p for CR is rejected.

q. POS and NPC mediate the relationship between PJ and CWBI.

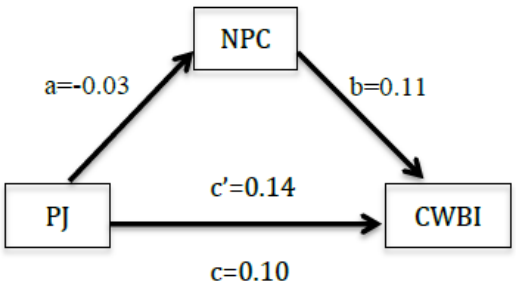
Figure 6.18a: The mediating effect of POS in the relationship between PJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that PJ is

not indirectly related to CWBI through POS and NPC. As seen in figure 6.18a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not significantly related to CWBI (6.13.4e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =-0.03, straddled zero (-0.09 to 0.02). Rejected for mediation.

Figure 6.18b: The mediating effect of NPC in the relationship between PJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.18b),individual paths examinations revealed a significant relationship between PJ and NPC (6.13.2e) but not between NPC and CWBI (6.13.4k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero [-0.02 to 0.01]. Rejected for mediation.

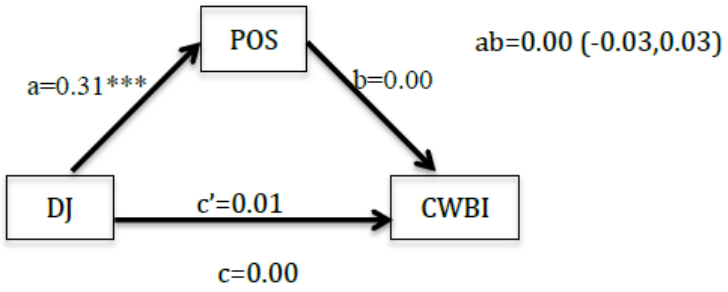
Similarly for CR, the mediation analyses for POS, as seen in figure 6.42a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.2a) meanwhile POS is not significantly negatively related to CWBI (6.13.4e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.09,crossed zero,(-0.32 to 0.11). Rejected for mediation.

Secondly, as indicated in figure 6.42b (NPC), the examinations revealed PJ is not significantly related to NPC (6.13.2e) but

NPC is significantly negatively associated to OCBI-H (6.13.4k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.03, straddled zero (-0.02 to 0.13), rejected for mediation. Therefore, hypothesis 6q for SR and CR are rejected.

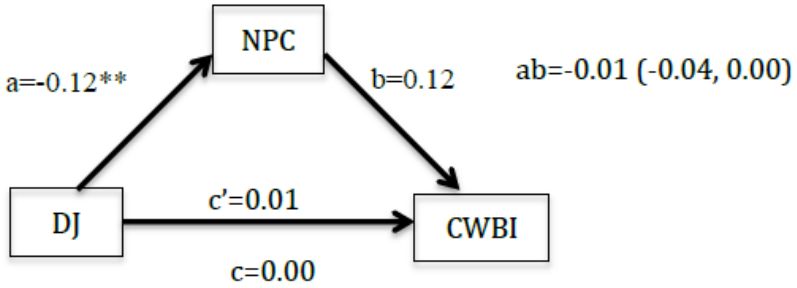
r. POS and NPC mediate the relationship between DJ and CWBI.

Figure 6.19a: The mediating effect of POS in the relationship between DJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that DJ is not indirectly related to CWBI through POS and NPC. As seen in figure 6.19a, individual paths examinations revealed that DJ is significantly positively related to POS (6.13.2b) meanwhile POS is not significantly related to CWBI (6.13.4e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =0.00, with the exclusion of zero (-0.03 to 0.03). Rejected for mediation.

Figure 6.19b: The mediating effect of NPC in the relationship between DJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



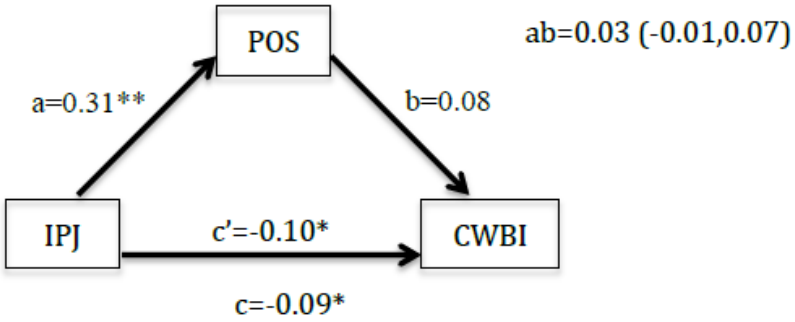
Secondly, for NPC (figure 6.19b),individual paths examinations revealed a significant relationship between DJ and NPC (6.13.2f) but not between NPC and CWBI (6.13.4k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01, straddled zero [-0.04 to 0.00]. Rejected for mediation. Hypothesis 6r for SR is rejected.

Contrarily for CR, the mediation analyses for POS, as seen in figure 6.43a, revealed significant relationships for all individual paths (6.13.2b and 6.13.4e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.11,crossed zero,(-0.22 to -0.02). The direct effect between DJ on CWBI was also significant (c'=-0.18,p<0.05) indicated for partial mediation between DJ and CWBI via POS.

Secondly, as indicated in figure 6.43b (NPC), the examinations revealed DJ is not significantly related to NPC (6.13.2f) but NPC is significantly negatively associated to OCBI-H (6.13.4k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero (-0.05 to 0.02), rejected for mediation. Therefore, hypothesis 6r for CR is partially accepted.

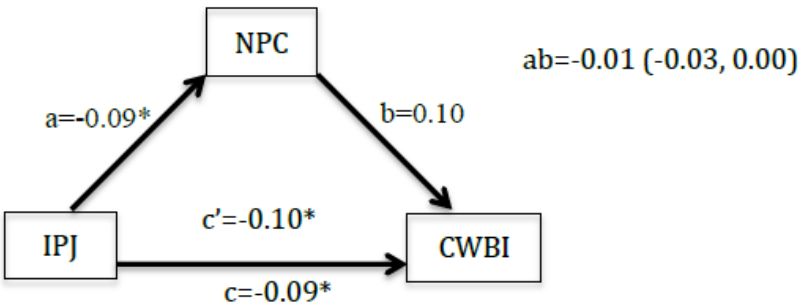
s. POS and NPC mediate the relationship between IPJ and CWBI.

Figure 6.20a: The mediating effect of POS in the relationship between IPJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that IPJ is not indirectly related to CWBI through POS and NPC. As seen in figure 6.20a, individual paths examinations revealed that IPJ is significantly positively related to POS (6.13.2c) meanwhile POS is not significantly related to CWBI (6.13.4e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =0.03, with the exclusion of zero (-0.01 to 0.07). Rejected for mediation.

Figure 6.20b: The mediating effect of NPC in the relationship between IPJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.20b),individual paths examinations

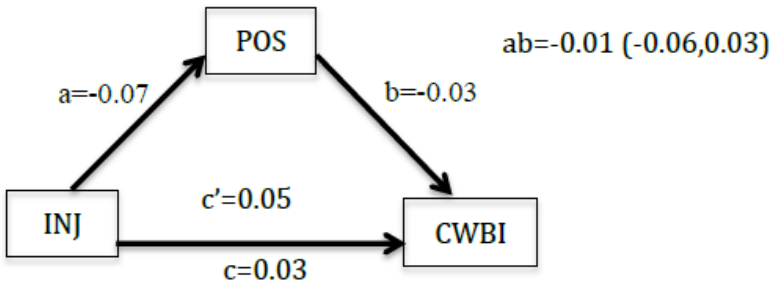
revealed a significant relationship between IPJ and NPC (6.13.2g) but not between NPC and CWBI (6.13.4k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01, straddled zero [-0.03 to 0.00]. Rejected for mediation.

Similarly for CR, the mediation analyses for POS, as seen in figure 6.44a, revealed a significant relationship between IPJ and NPC (6.13.2c) but not between POS and CWBI (6.13.4e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01,crossed zero,(-0.09 to 0.10). Rejected for mediation.

Secondly, as indicated in figure 6.44b (NPC), the examinations revealed no significant relationships for individual paths (6.13.2g and 6.13.4k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero (-0.02 to 0.04), rejected for mediation. Therefore, hypothesis 6s for SR and CR are rejected.

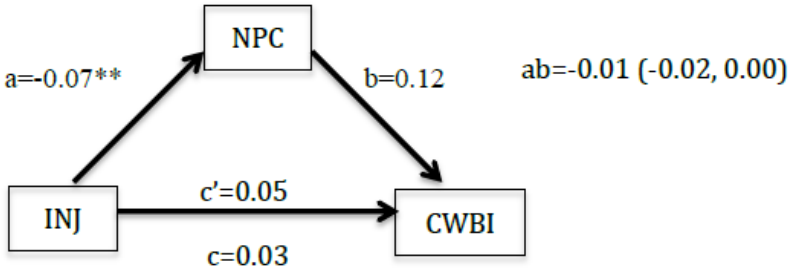
t. POS and NPC mediate the relationship between INJ and CWBI.

Figure 6.21a: The mediating effect of POS in the relationship between INJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that INJ is not indirectly related to CWBI through POS and NPC. As seen in figure 6.21a, individual paths examinations revealed that no significant relationships (6.13.2d and 6.13.4e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =-0.01, straddled zero (-0.06 to 0.03). Rejected for mediation.

Figure 6.21b: The mediating effect of NPC in the relationship between INJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.21b),individual paths examinations revealed a significant relationship between INJ and NPC (6.13.2h) but not between NPC and CWBI (6.13.4k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01, straddled zero [-0.02 to 0.00]. Rejected for mediation.

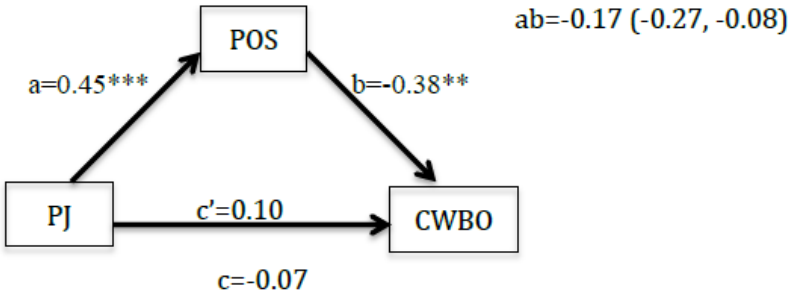
Similarly for CR, the mediation analyses for POS, as seen in figure 6.45a, revealed a significant relationship between INJ and NPC (6.13.2d) but not between POS and CWBI (6.13.4e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00,crossed zero,(-0.03 to 0.05). Rejected for mediation.

Secondly, as indicated in figure 6.45b (NPC), the examinations revealed no significant relationships for individual paths (6.13.2h and 6.13.4k). Next, a 95% bias corrected confidence

interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero (-0.03 to 0.05), rejected for mediation. Therefore, hypothesis 6t for SR and CR are rejected.

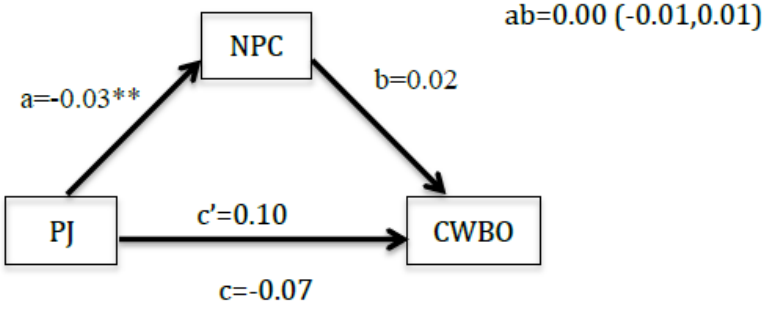
u. POS and NPC mediate the relationship between PJ and CWBO.

Figure 6.22a: The mediating effect of POS in the relationship between PJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that PJ is indirectly related to CWBI through POS. As seen in figure 6.22a, individual paths examinations revealed significant relationships (6.13.2a and 6.13.4f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =-0.17, with the exclusion of zero (-0.27 to 0.08). Indicate a full mediation.

Figure 6.22b: The mediating effect of NPC in the relationship between PJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



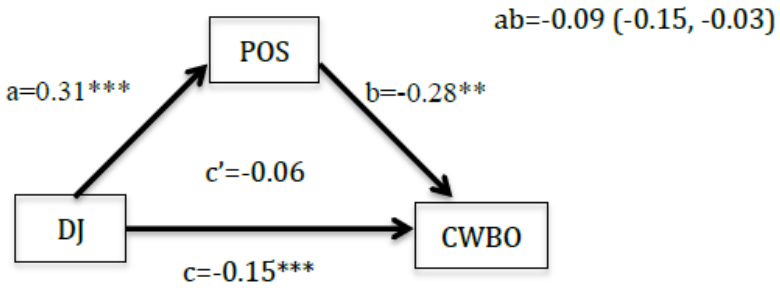
Secondly, for NPC (figure 6.22b), individual paths examinations revealed a significant relationship between PJ and NPC (6.13.2e) but not between NPC and CWBO (6.13.4l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero [-0.01 to 0.01]. Rejected for mediation. Hypothesis 6u for SR is partially accepted.

Subsequently for CR, the mediation analyses for POS, as seen in figure 6.46a, revealed a significant relationship between PJ and POS (6.13.2a) but not between POS and CWBO (6.13.4f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.12,crossed zero,(-0.28 to 0.03). Rejected for mediation.

Secondly, as indicated in figure 6.46b (NPC), the examinations revealed no significant relationships for individual paths (6.13.2e and 6.13.4l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.03, straddled zero (-0.02 to 0.08), rejected for mediation. Therefore, hypothesis 6u for CR is rejected.

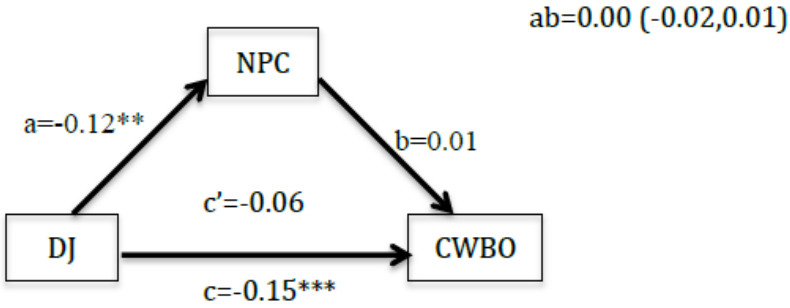
v. POS and NPC mediate the relationship between DJ and CWBO.

Figure 6.23a: The mediating effect of POS in the relationship between DJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that DJ is indirectly related to CWBO through POS. As seen in figure 6.23a, individual paths examinations revealed significant relationships (6.13.2b and 6.13.4f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =-0.09, with the exclusion of zero (-0.15 to -0.03). Indicate a full mediation.

Figure 6.23b: The mediating effect of NPC in the relationship between DJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



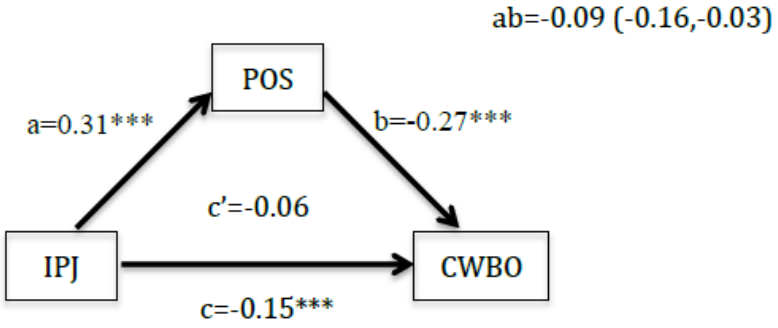
Secondly, for NPC (figure 6.23b), individual paths examinations revealed a significant relationship between DJ and NPC (6.13.2f) but not between NPC and CWBO (6.13.4l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero [-0.02 to 0.01]. Rejected for mediation. Hypothesis 6v for SR is partially accepted.

Subsequently for CR, the mediation analyses for POS, as seen in figure 6.47a, revealed a significant relationship between DJ and POS (6.13.2b) but not between POS and CWBO (6.13.4f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.07,crossed zero,(-0.18 to 0.03). Rejected for mediation.

Secondly, as indicated in figure 6.47b (NPC), the examinations revealed no significant relationships for individual paths (6.13.2f and 6.13.4l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.01, straddled zero (-0.03 to 0.02), rejected for mediation. Therefore, hypothesis 6v for CR is rejected.

w. POS and NPC mediate the relationship between IPJ and CWBO.

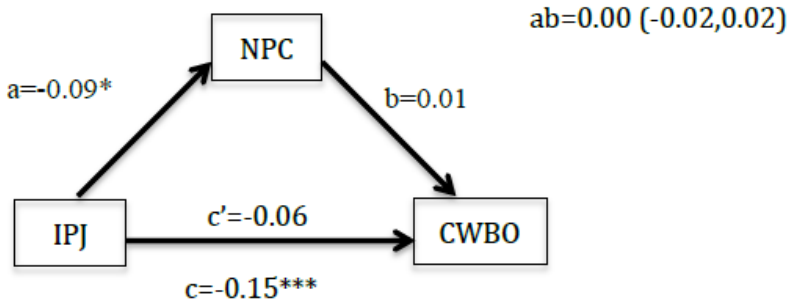
Figure 6.24a: The mediating effect of POS in the relationship between IPJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that IPJ is indirectly related to CWBO through POS. As seen in figure 6.24a, individual paths examinations revealed significant relationships (6.13.2c and 6.13.4f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap

samples indicated that the indirect effect,ab =-0.09, with the exclusion of zero (-0.16 to -0.03). Indicate a full mediation.

Figure 6.24b: The mediating effect of NPC in the relationship between IPJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.24b), individual paths examinations revealed a significant relationship between IPJ and NPC (6.13.2g) but not between NPC and CWBO (6.13.4l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero [-0.02 to 0.02]. Rejected for mediation. Hypothesis 6w for SR is partially accepted.

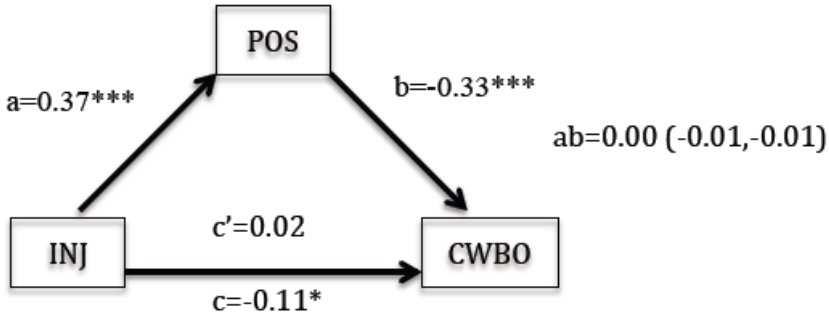
Subsequently for CR, the mediation analysis for POS, as seen in figure 6.48a, revealed a significant relationship between IPJ and POS (6.13.2c) but not between POS and CWBO (6.13.4f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.06,crossed zero,(-0.16 to 0.04). Rejected for mediation.

Secondly, as indicated in figure 6.48b (NPC), the examinations revealed no significant relationships for individual paths (6.13.2g and 6.13.4l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero (-0.01 to 0.04), rejected for mediation. Therefore, hypothesis 6w for CR is

rejected.

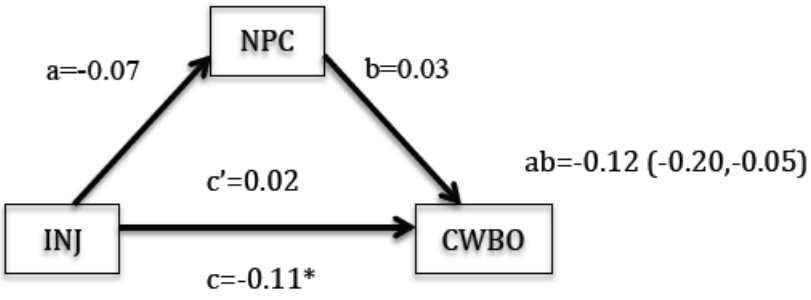
x. POS and NPC mediate the relationship between INJ and CWBO.

Figure 6.25a: The mediating effect of POS in the relationship between PJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that INJ is indirectly related to CWBO through POS. As seen in figure 6.25a, individual paths examinations revealed significant relationships (6.13.2d and 6.13.4f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect,ab =-0.12, with the exclusion of zero (-0.20 to -0.05). Indicate a full mediation.

Figure 6.25b: The mediating effect of NPC in the relationship between INJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NPC (figure 6.25b), individual paths examinations revealed no significant relationships (6.13.2h and 6.13.4l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect

effect, ab =0.00, straddled zero [-0.01 to 0.01]. Rejected for mediation. Hypothesis 6x for SR is partially accepted.

Subsequently for CR, the mediation analysis for POS, as seen in figure 6.48a, revealed a significant relationship between IPJ and POS (6.13.2c) but not between POS and CWBO (6.13.4f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.06,crossed zero,(-0.16 to 0.04). Rejected for mediation.

Secondly, as indicated in figure 6.47b (NPC), the examinations revealed no significant relationships for individual paths (6.13.2g and 6.13.4l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, straddled zero (-0.01 to 0.04), rejected for mediation. Therefore, hypothesis 6w for CR is rejected.

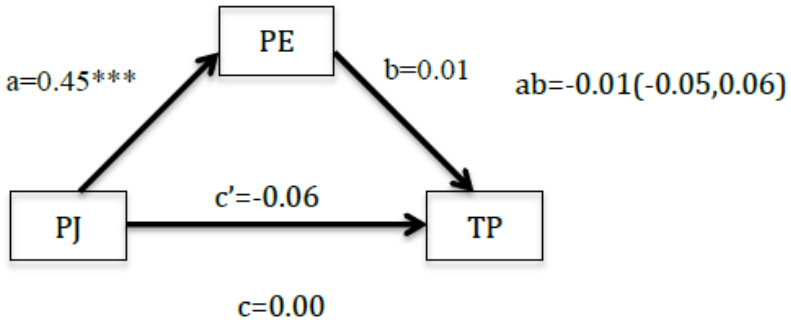
Subsequently for CR, the mediation analysis for POS, as seen in figure 6.49a, revealed a significant relationship between INJ and POS (6.13.2d) but not between POS and CWBO (6.13.4f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.06,crossed zero,(-0.18 to 0.03). Rejected for mediation.

Secondly, as indicated in figure 6.49b (NPC), the examinations revealed no significant relationships for individual paths (6.13.2h and 6.13.4l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.00, straddled zero (-0.02 to 0.04), rejected for mediation. Therefore, hypothesis 6x for CR is rejected.

6.13.7 Hypothesis 7: The relationship between organizational justice and job performance is mediated by emotion.

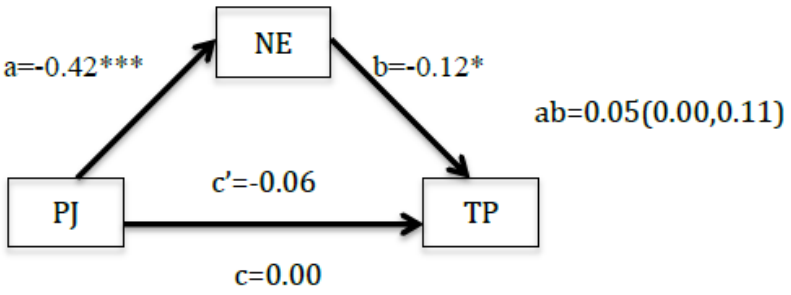
a. PE and NE mediate the relationship between PJ and TP.

Figure 6.50a: The mediating effect of PE in the relationship between PJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that PJ is not indirectly related to TP through PE and NE. As seen in figure 6.50a, individual paths examinations revealed that PJ is significantly positively related to POS (6.13.3a) meanwhile PE is not significantly related to TP (6.13.5a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.01, straddled zero (-0.05 to 0.06). Rejected for mediation.

Figure 6.50b: The mediating effect of NE in the relationship between PJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



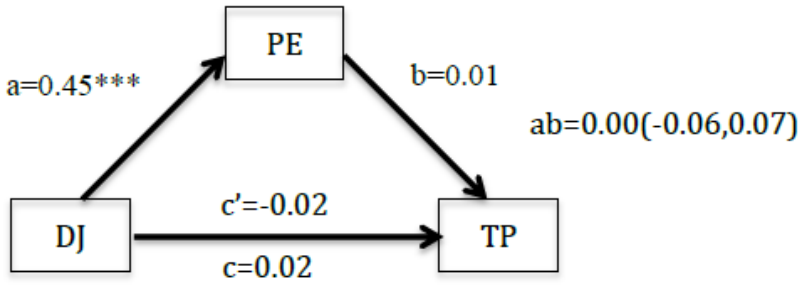
Secondly, for NE (figure 6.50b),individual paths examinations revealed significant relationships (6.13.3e and 6.13.5g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.05, straddled zero [0.00 to 0.11]. Rejected for mediation.

Similarly for CR, the mediation analysis for PE, as seen in figure 6.74a, individual paths examinations revealed that PJ is significantly positively related to PE (6.13.3a) meanwhile PE is not positively related to TP (6.13.5a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.09,crossed zero,(-0.20 to 0.02). Rejected for mediation.

Secondly, as indicated in figure 6.74b (NPC), the individual path examinations revealed that PJ significantly negatively related to NE (6.13.e3) but NE is not significantly associated to TP (6.13.5g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.05, straddled zero (-0.03 to 0.16), rejected for mediation. Therefore, hypothesis 7a for SR and CR are rejected.

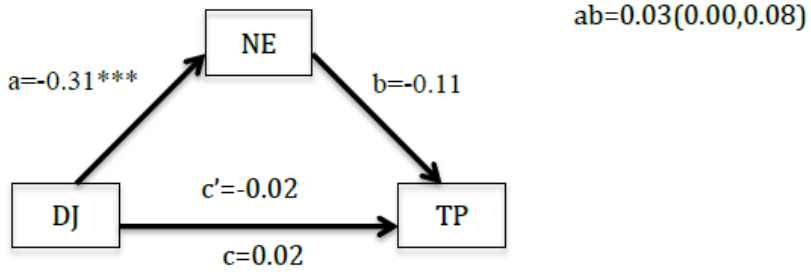
b. PE and NE mediate the relationship between DJ and TP.

Figure 6.51a: The mediating effect of PE in the relationship between DJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that DJ is not indirectly related to TP through PE and NE. As seen in figure 6.51a, individual paths examinations revealed that DJ is significantly positively related to PE (6.13.3b) meanwhile PE is not significantly related to TP (6.13.5a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.00, straddled zero (-0.06 to 0.07). Rejected for mediation.

Figure 6.51b: The mediating effect of NE in the relationship between DJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.51b),individual paths examinations revealed significant relationship for DJ and NE (6.13.3f), meanwhile NE is not significantly associated with TP (6.13.5g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.03, straddled zero [0.00 to 0.08]. Rejected for mediation.

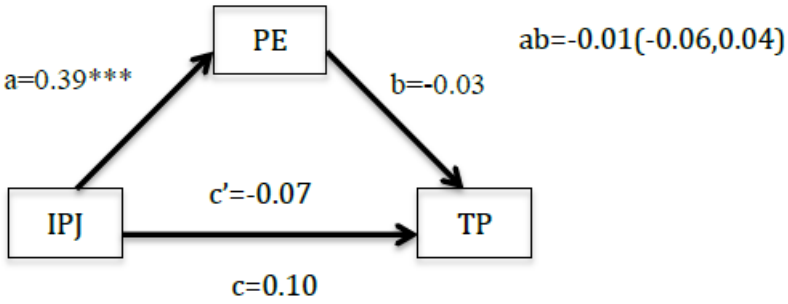
Similarly for CR, the mediation analysis for PE, as seen in figure 6.75a, individual paths examinations revealed that DJ is significantly positively related to PE (6.13.3b) meanwhile PE is not positively related to TP (6.13.5a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.11,crossed zero,(-0.24 to 0.01). Rejected for mediation.

Secondly, as indicated in figure 6.75b (NE), the individual

paths examinations revealed that DJ is significantly negatively related to NE (6.13.3f) but NE is not significantly associated to TP (6.13.5g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.04, straddled zero (-0.02 to 0.162), rejected for mediation. Therefore, hypothesis 7b for SR and CR are rejected.

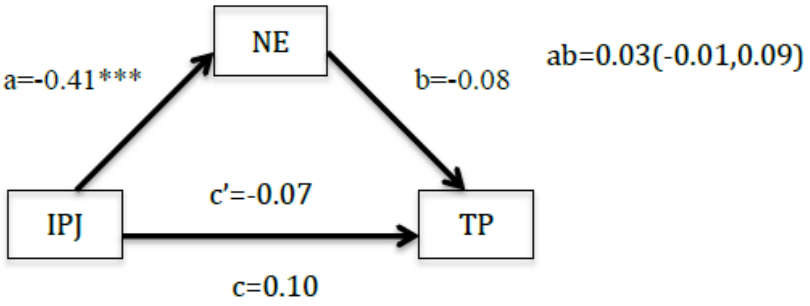
c. PE and NE mediate the relationship between IPJ and TP.

Figure 6.52a: The mediating effect of PE in the relationship between IPJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that IPJ is not indirectly related to TP through PE and NE. As seen in figure 6.52a, individual paths examinations revealed that IPJ is significantly positively related to PE (6.13.3c) meanwhile PE is not significantly related to TP (6.13.5a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.01, straddled zero (-0.06 to 0.04). Rejected for mediation.

Figure 6.52b: The mediating effect of NE in the relationship between IPJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



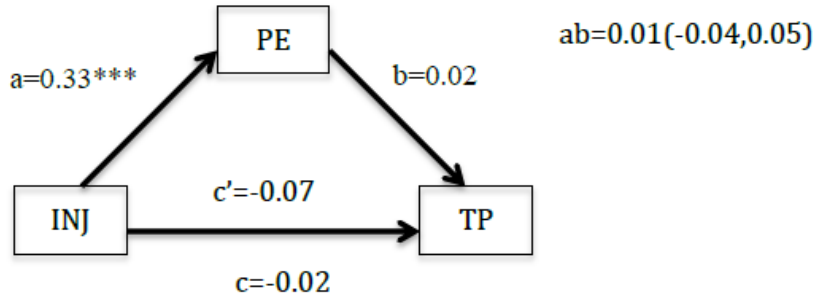
Secondly, for NE (figure 6.52b),individual paths examinations revealed a significant relationship for IPJ and NE (6.13.3g), meanwhile NE is not significantly associated with TP (6.13.5g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.03, straddled zero [-0.01 to 0.09]. Rejected for mediation.

Similarly for CR, the mediation analysis for PE, as seen in figure 6.76a, individual paths examinations revealed significant relationships (6.13.3c and 6.13.5a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.08,crossed zero,(-0.17 to 0.00). Rejected for mediation.

Secondly, as indicated in figure 6.76b (NE), the individual paths examinations revealed that IPJ is significantly negatively related to NE (6.13.3g) but NE is not significantly associated to TP (6.13.5g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.03, straddled zero (-0.05 to 0.10), rejected for mediation. Therefore, hypothesis 7c for SR and CR are rejected.

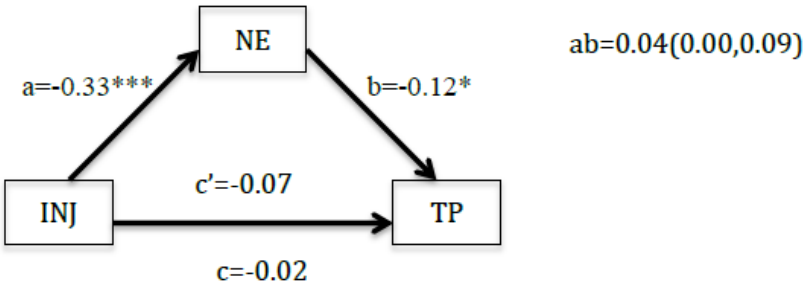
d. PE and NE mediate the relationship between INJ and TP.

Figure 6.53a: The mediating effect of PE in the relationship between INJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that INJ is not indirectly related to TP through PE and NE. As seen in figure 6.53a, individual paths examinations revealed that INJ is significantly positively related to PE (6.13.3d) meanwhile PE is not significantly related to TP (6.13.5a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.01, straddled zero (-0.04 to 0.05). Rejected for mediation.

Figure 6.53b: The mediating effect of NE in the relationship between INJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.53b),individual paths examinations revealed significant relationships (6.13.3h and 6.13.5g) .Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.04,

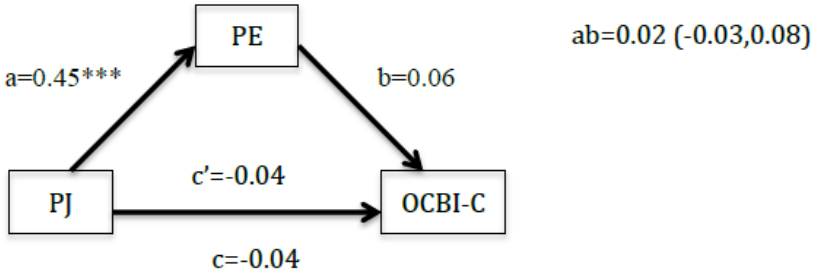
straddled zero [0.00 to 0.09]. Rejected for mediation.

Similarly for CR, the mediation analysis for PE, as seen in figure 6.77a, individual paths examinations revealed a significant relationship between INJ and PE (6.13.3d), and an insignificant relationship between PE and TP (6.13.5a). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.05,crossed zero,(-0.12 to 0.03). Rejected for mediation.

Secondly, as indicated in figure 6.77b (NE), the individual paths examinations revealed that INJ is significantly negatively related to NE (6.13.3h) but NE is not significantly associated to TP (6.13.5g). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.05, straddled zero (-0.02 to 0.14), rejected for mediation. Therefore, hypothesis 7d for SR and CR are rejected.

e. PE and NE mediate the relationship between PJ and OCBI-C.

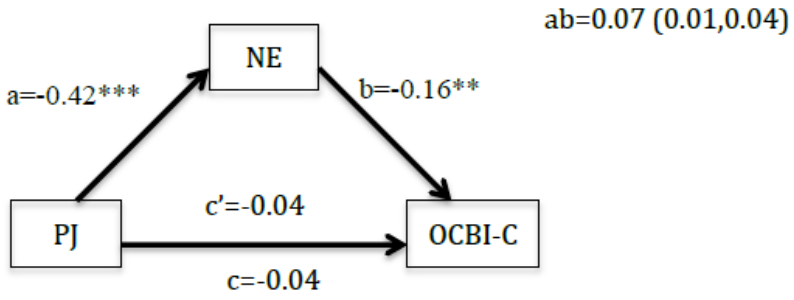
Figure 6.54a: The mediating effect of PE in the relationship between PJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that PJ is not indirectly related to OCBI-C through PE. As seen in figure

6.54a, individual paths examinations revealed that PJ is significantly positively related to PE (6.13.3a) meanwhile PE is not significantly related to OCBI-C (6.13.5b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.02, straddled zero (-0.03 to 0.08). Rejected for mediation.

Figure 6.54b: The mediating effect of NE in the relationship between PJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.54b),individual paths examinations revealed significant relationships (6.13.3e and 6.13.5h) .Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.07, with the exclusion of zero [0.01 to 0.09], indicated a full mediation. Therefore hypothesis 7e for SR is partially accepted.

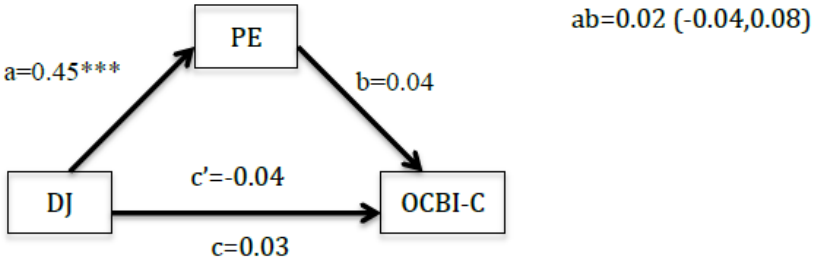
Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.78a, individual paths examinations revealed a significant relationship between PJ and PE (6.13.3a), and an insignificant relationship between PE and OCBI-C (6.13.5b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.08,crossed zero,(-0.18 to 0.01). Rejected for mediation.

Secondly, as indicated in figure 6.78b (NE), the individual

paths examinations revealed that PJ is significantly negatively related to NE (6.13.3e) but NE is not significantly associated to OCBI-C (6.13.5h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.05, straddled zero (-0.01 to 0.14), rejected for mediation. Therefore, hypothesis 7d for CR is rejected.

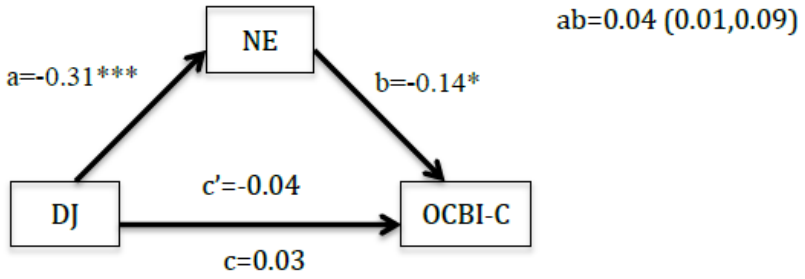
f. PE and NE mediate the relationship between DJ and OCBI-C.

Figure 6.55a: The mediating effect of PE in the relationship between DJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that DJ is not indirectly related to OCBI-C through PE. As seen in figure 6.55a, individual paths examinations revealed that DJ is significantly positively related to PE (6.13.3b) meanwhile PE is not significantly related to OCBI-C (6.13.5b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.02, straddled zero (-0.04 to 0.08). Rejected for mediation.

Figure 6.55b: The mediating effect of NE in the relationship between DJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



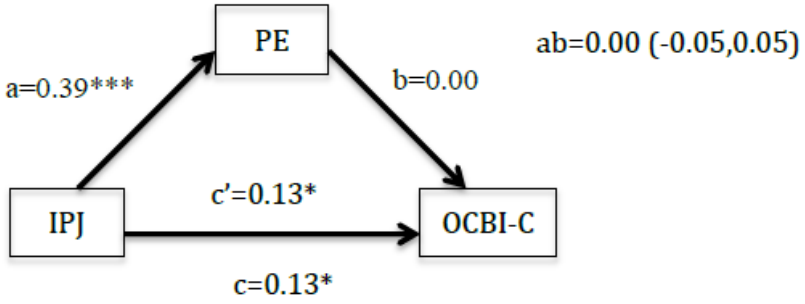
Secondly, for NE (figure 6.55b), individual paths examinations revealed significant relationships (6.13.3f and 6.13.5h) .Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.04, with the exclusion of zero [0.01 to 0.09], indicated a full mediation. Therefore hypothesis 7f for SR is partially accepted.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.79a, individual paths examinations revealed a significant relationship between DJ and PE (6.13.3b), and an insignificant relationship between PE and OCBI-C (6.13.5b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.09,crossed zero,(-0.19 to 0.02). Rejected for mediation.

Secondly, as indicated in figure 6.79b (NE), the individual paths examinations revealed that DJ is significantly negatively related to NE (6.13.3f) but NE is not significantly associated to OCBI-C (6.13.5h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, straddled zero (-0.01 to 0.11), rejected for mediation. Therefore, hypothesis 7f for CR is rejected.

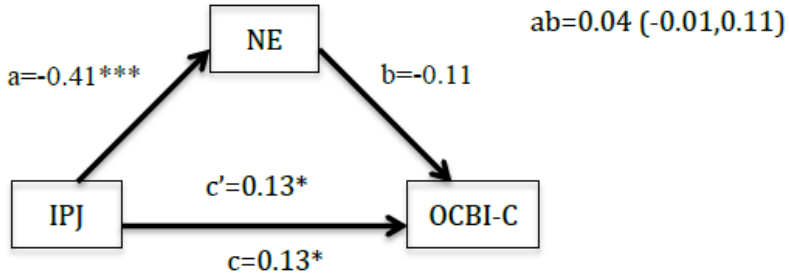
g. PE and NE mediate the relationship between IPJ and OCBI-C.

Figure 6.56a: The mediating effect of PE in the relationship between IPJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that IPJ is not indirectly related to OCBI-C through PE. As seen in figure 6.56a, individual paths examinations revealed that IPJ is significantly positively related to PE (6.13.3c) meanwhile PE is not significantly related to OCBI-C (6.13.5b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.00, straddled zero (-0.05 to 0.05). Rejected for mediation.

Figure 6.56b: The mediating effect of NE in the relationship between IPJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.56b), an individual paths examination revealed a significant relationship between IPJ and NE (6.13.3g) but NE is not significantly associated with OCBI-C (6.13.5h). Next, a 95% bias corrected confidence

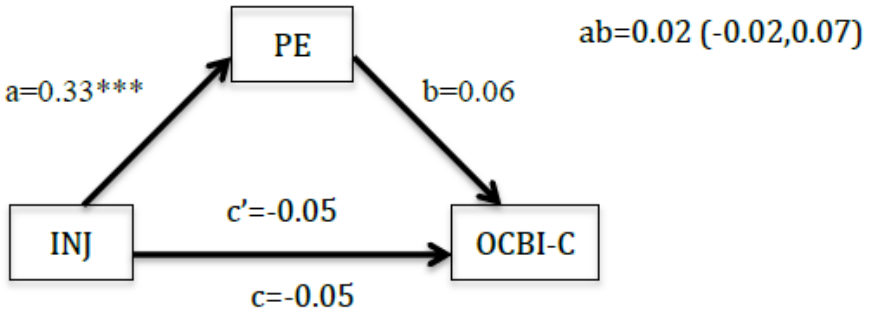
interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.04, with the exclusion of zero [-0.01 to 0.11], rejected for mediation. Therefore hypothesis 7g for SR is rejected.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.80a, individual paths examinations revealed significant relationships (6.13.3c and 6.13.5b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.08,with the exclusion of zero (-0.16 to -0.01, indicated a full mediation.

Secondly, as indicated in figure 6.80b (NE), the individual paths examinations revealed that IPJ is significantly negatively related to NE (6.13.3g) but NE is not significantly associated to OCBI-C (6.13.5h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.03, straddled zero (-0.03 to 0.10), rejected for mediation. Therefore, hypothesis 7g for CR is partially accepted.

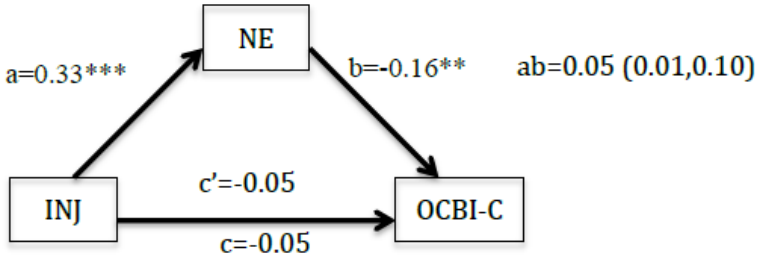
h. PE and NE mediate the relationship between INJ and OCBI-C.

Figure 6.57a: The mediating effect of PE in the relationship between INJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that INJ is not indirectly related to OCBI-C through PE. As seen in figure 6.57a, individual paths examinations revealed that INJ is significantly positively related to PE (6.13.3d) meanwhile PE is not significantly related to OCBI-C (6.13.5b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.02, straddled zero (-0.02 to 0.07). Rejected for mediation.

Figure 6.57b: The mediating effect of NE in the relationship between INJ and OCBI-C (self-report). Notes: *p < .05, **p < .01, ***p < .001.



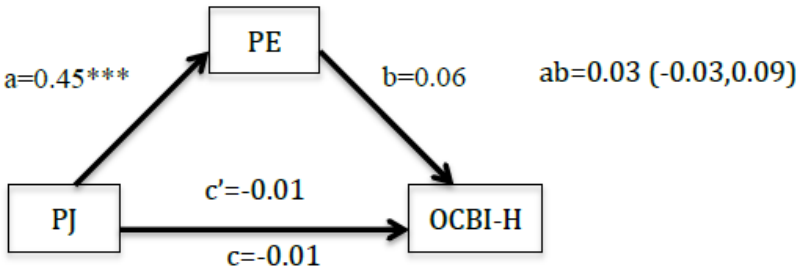
Secondly, for NE (figure 6.57b), individual paths examination revealed significant relationships (6.13.3h and 6.13.5h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.05, with the exclusion of zero [0.01 to 0.10], indicated a full mediation. Therefore hypothesis 7h for SR is partially accepted.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.81a, individual paths examinations revealed significant relationships (6.13.3d and 6.13.5b). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.06, straddled zero, (-0.12 to 0.00), rejected for mediation.

Secondly, as indicated in figure 6.81b (NE), the individual paths examinations revealed that INJ is significantly negatively related to NE (6.13.3h) but NE is not significantly associated to OCBI-C (6.13.5h). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.04, straddled zero (-0.02 to 0.11), rejected for mediation. Therefore, hypothesis 7h for CR is partially accepted.

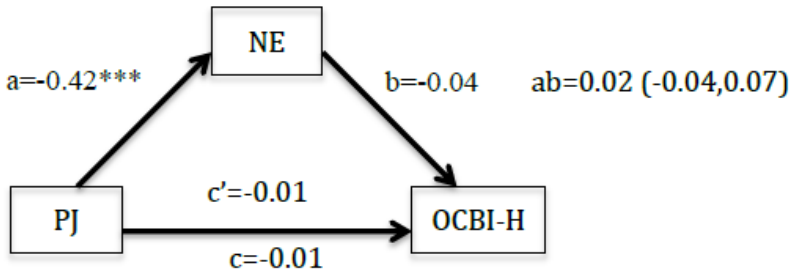
i. PE and NE mediate the relationship between PJ and OCBI-H.

Figure 6.58a: The mediating effect of PE in the relationship between PJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that PJ is not indirectly related to OCBI-H through PE and NE. As seen in figure 6.58a, individual paths examinations revealed that PJ is significantly positively related to PE (6.13.3a) meanwhile PE is not significantly related to OCBI-C (6.13.5c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.03, straddled zero (-0.03 to 0.09). Rejected for mediation.

Figure 6.58b: The mediating effect of NE in the relationship between PJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



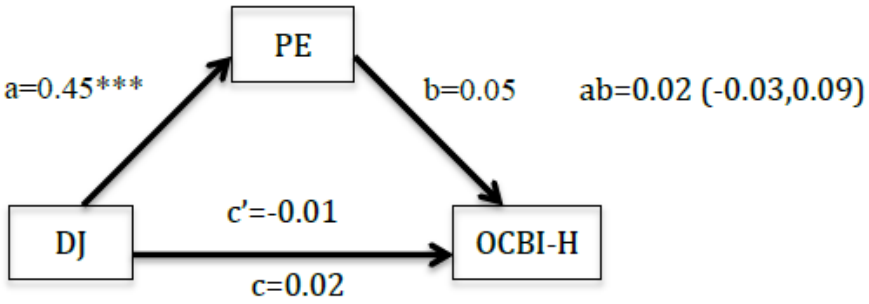
Secondly, for NE (figure 6.58b), individual paths examination revealed significant relationships (6.13.3e and 6.13.5i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02, with the exclusion of zero [-0.04 to 0.07], rejected for mediation. Therefore hypothesis 7i for SR is rejected.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.82a, individual paths examinations revealed significant relationships (6.13.3a and 6.13.5c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.10, straddled zero, (-0.22 to 0.01), rejected for mediation.

Secondly, as indicated in figure 6.82b (NE), individual paths examinations revealed significant relationships (6.13.3e and 6.13.5i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.09, with the exclusion of zero (0.01 to 0.09), indicated for full mediation. Therefore, hypothesis 7i for CR is partially accepted.

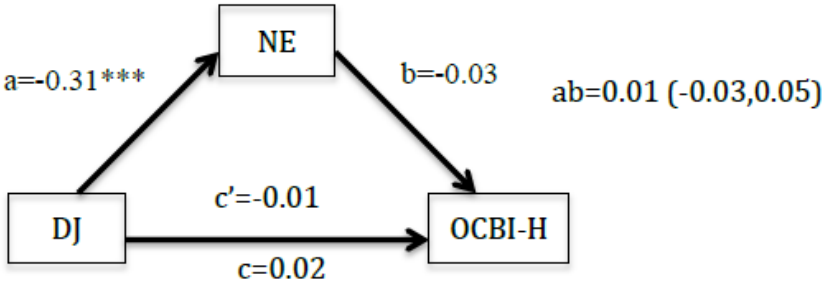
j. PE and NE mediate the relationship between DJ and OCBI-H.

Figure 6.59a: The mediating effect of PE in the relationship between DJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that DJ is not indirectly related to OCBI-H through PE and NE. As seen in figure 6.59a, individual paths examinations revealed that DJ is significantly positively related to PE (6.13.3b) meanwhile PE is not significantly related to OCBI-H (6.13.5c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.02, straddled zero (-0.03 to 0.09). Rejected for mediation.

Figure 6.59b: The mediating effect of NE in the relationship between DJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.59b), individual paths examination revealed a significant relationship between DJ and NE (6.13.3f) but not between NE and OCBI-H (6.13.5i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01,

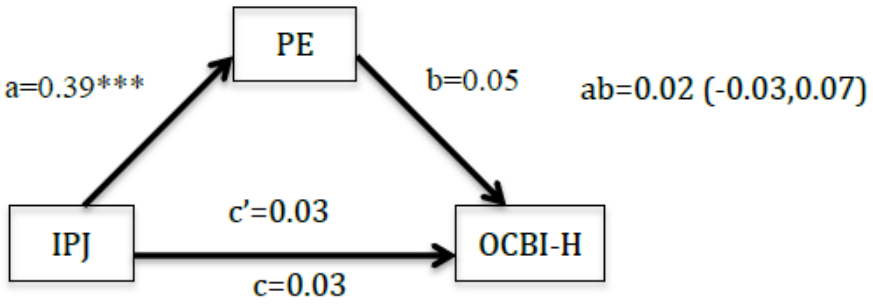
with the exclusion of zero [-0.03 to 0.05], rejected for mediation. Therefore hypothesis 7j for SR is rejected.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.83a, individual paths examinations revealed significant relationships (6.13.3b and 6.13.5c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.16, with the exclusion of zero, (-0.29 to -0.04),indicated a full mediation.

Secondly, as indicated in figure 6.83b (NE), individual paths examinations revealed a significant relationship between DJ and NE (6.13.3f) but not between NE and OCBI-H (6.13.5i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.05, straddled zero (0.00 to 0.12), rejected for mediation. Therefore, hypothesis 7j for CR is partially accepted.

k. PE and NE mediate the relationship between IPJ and OCBI-H.

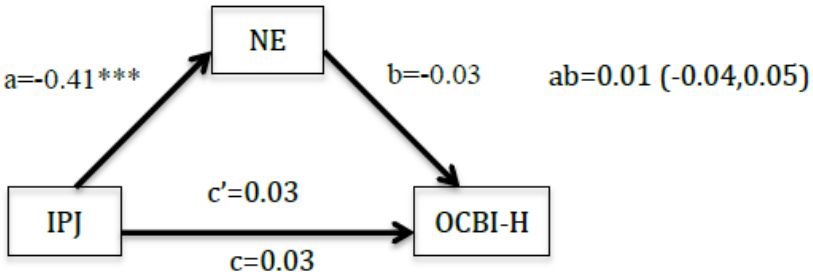
Figure 6.60a: The mediating effect of PE in the relationship between IPJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that IPJ is not indirectly related to OCBI-H through PE and NE. As seen in figure 6.60a, individual paths examinations revealed that IPJ is

significantly positively related to PE (6.13.3c) meanwhile PE is not significantly related to OCBI-H (6.13.5c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.02, straddled zero (-0.03 to 0.07). Rejected for mediation.

Figure 6.60b: The mediating effect of NE in the relationship between IPJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.60b), individual paths examination revealed a significant relationship between IPJ and NE (6.13.3g) but not between NE and OCBI-H (6.13.5i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, crossed zero [-0.04 to 0.05], rejected for mediation. Therefore hypothesis 7k for SR is rejected.

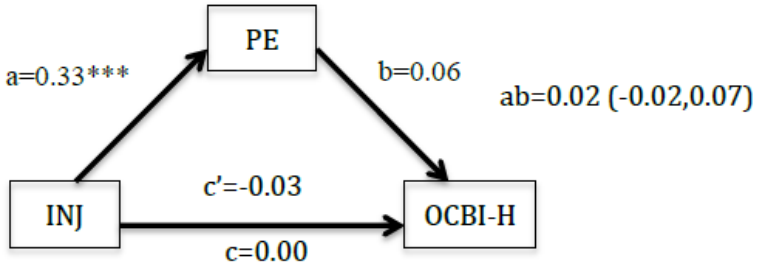
Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.84a, individual paths examinations revealed significant relationships (6.13.3c and 6.13.5c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.07, straddled zero, (-0.16 to 0.00), rejected for mediation.

Secondly, as indicated in figure 6.84b (NE), individual paths examinations revealed significant relationships (6.13.3g and

6.13.5i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.08, with the exclusion of zero (0.01 to 0.16), indicated for a full mediation. Therefore, hypothesis 7k for CR is partially accepted.

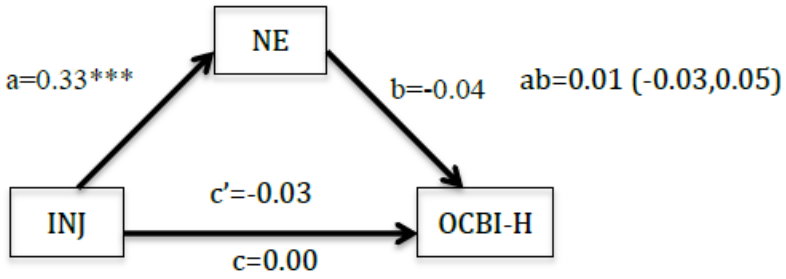
l. PE and NE mediate the relationship between INJ and OCBI-H.

Figure 6.61a: The mediating effect of PE in the relationship between INJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that INJ is not indirectly related to OCBI-H through PE and NE. As seen in figure 6.61a, individual paths examinations revealed that INJ is significantly positively related to PE (6.13.3d) meanwhile PE is not significantly related to OCBI-H (6.13.5c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.02, straddled zero (-0.02 to 0.07). Rejected for mediation.

Figure 6.61b: The mediating effect of NE in the relationship between INJ and OCBI-H (self-report). Notes: *p < .05, **p < .01, ***p < .001.



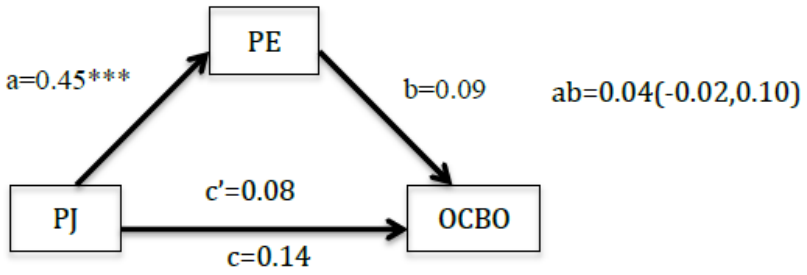
Secondly, for NE (figure 6.61b), individual paths examination revealed a significant relationship between INJ and NE (6.13.3h) but not between NE and OCBI-H (6.13.5i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.01, crossed zero [-0.03 to 0.05], rejected for mediation. Therefore hypothesis 7l for SR is rejected.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.85a, individual paths examinations revealed significant relationships (6.13.3d and 6.13.5c). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.07, with the exclusion of zero, (-0.14 to -0.01), indicated for a full mediation.

Similarly for NE, as indicated in figure 6.84b , individual paths examinations revealed significant relationships (6.13.3h and 6.13.5i). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.08, with the exclusion of zero (0.01 to 0.17), indicated for a full mediation. Therefore, hypothesis 7l for CR is accepted.

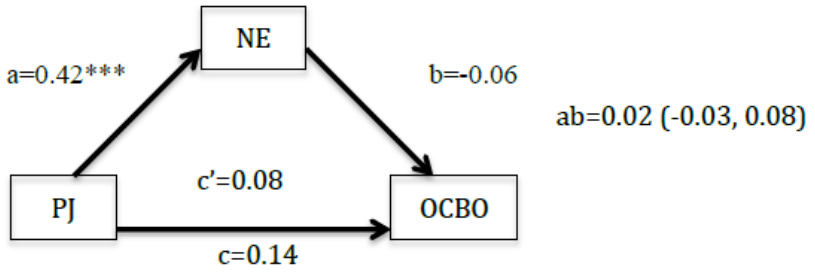
m. PE and NE mediate the relationship between PJ and OCBO.

Figure 6.62a: The mediating effect of PE in the relationship between PJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that PJ is not indirectly related to OCBO through PE and NE. As seen in figure 6.62a, individual paths examinations revealed that PJ is significantly positively related to PE (6.13.3a) meanwhile PE is not significantly related to OCBO (6.13.5d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.04, straddled zero (-0.02 to 0.10). Rejected for mediation.

Figure 6.62b: The mediating effect of NE in the relationship between PJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.62b), individual paths examination revealed a significant relationship between PJ and NE (6.13.3e) but not between NE and OCBO (6.13.5j). Next, a 95% bias corrected confidence interval based on 10,000

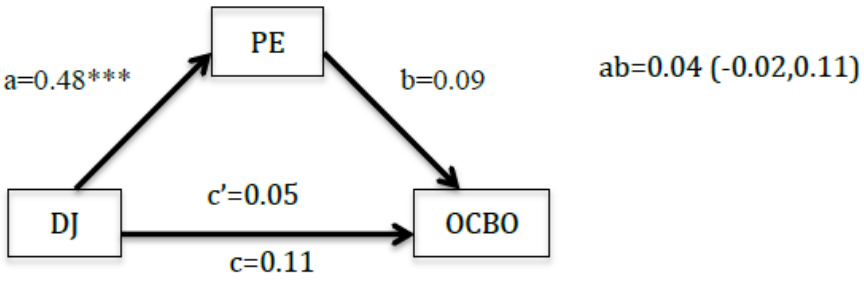
bootstrap samples indicated that the indirect effect, ab =0.02, crossed zero [-0.03 to 0.08], rejected for mediation. Therefore hypothesis 7m for SR is rejected.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.86a, individual paths examinations revealed a significant relationship between PJ and PE (6.13.3a) but not between PE and OCBO (6.13.5d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.08, straddled zero, (-0.18 to 0.02), rejected for mediation.

Contrarily for NE, as indicated in figure 6.86b , individual paths examinations revealed a significant relationships between PJ and NE (6.13.3e) but not between NE and OCBO (6.13.5j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.04, with the exclusion of zero (0.03 to 0.12), indicated for a full mediation. Therefore, hypothesis 7m for CR is partially accepted.

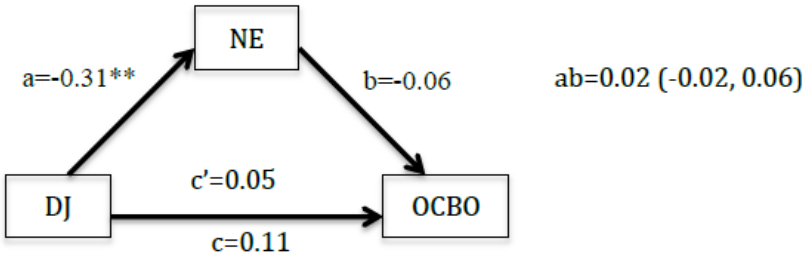
n. PE and NE mediate the relationship between DJ and OCBO.

Figure 6.63a: The mediating effect of PE in the relationship between DJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that DJ is not indirectly related to OCBO through PE and NE. As seen in figure 6.63a, individual paths examinations revealed that DJ is significantly positively related to PE (6.13.3b) meanwhile PE is not significantly related to OCBO (6.13.5d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.04, straddled zero (-0.02 to 0.11). Rejected for mediation.

Figure 6.63b: The mediating effect of NE in the relationship between DJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.63b), individual paths examination revealed a significant relationship between DJ and NE (6.13.3f) but not between NE and OCBO (6.13.5j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02, crossed zero [-0.02 to 0.06], rejected for mediation. Therefore hypothesis 7n for SR is rejected.

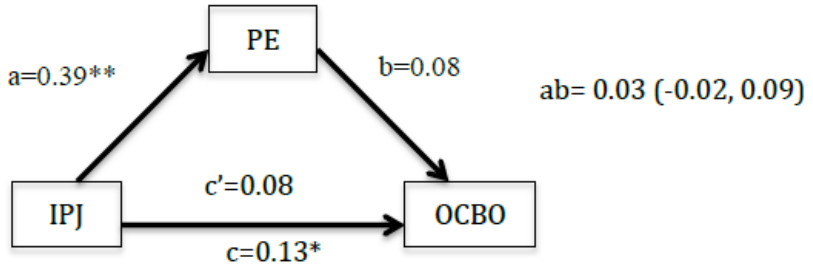
Contrarily for CR, the mediation analysis for PE, as seen in figure 6.87a, individual paths examinations revealed significant relationships (6.13.3b and 6.13.5d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.12, straddled zero, (-0.23 to -0.02), indicated for a full mediation.

Meanwhile for NE, as indicated in figure 6.87b , individual

paths examinations revealed a significant relationships between DJ and NE (6.13.3f) but not between NE and OCBO (6.13.5j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02, straddled zero (-0.03 to 0.07), rejected for mediation. Therefore, hypothesis 7n for CR is rejected.

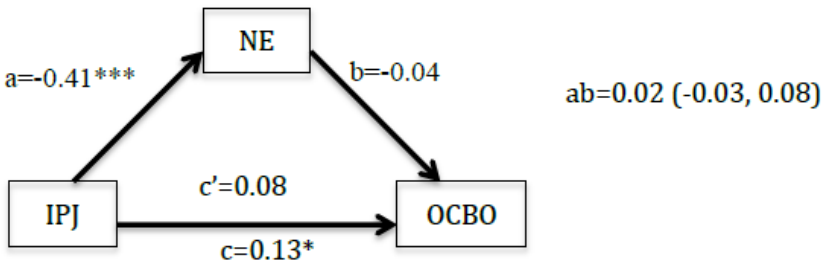
o. PE and NE mediate the relationship between IPJ and OCBO.

Figure 6.64a: The mediating effect of PE in the relationship between IPJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that IPJ is not indirectly related to OCBO through PE and NE. As seen in figure 6.64a, individual paths examinations revealed that IPJ is significantly positively related to PE (6.13.3c) meanwhile PE is not significantly related to OCBO (6.13.5d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.03, straddled zero (-0.02 to 0.09). Rejected for mediation.

Figure 6.64b: The mediating effect of NE in the relationship between IPJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



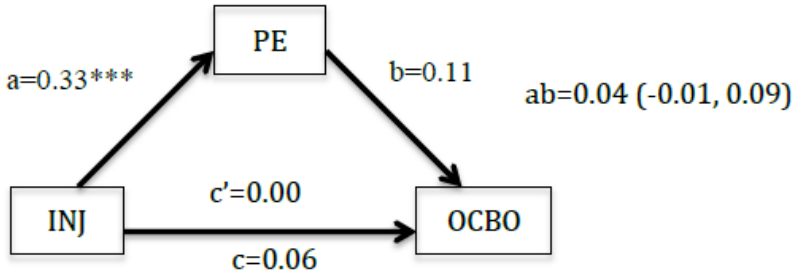
Secondly, for NE (figure 6.64b), individual paths examination revealed a significant relationship between IPJ and NE (6.13.3g) but not between NE and OCBO (6.13.5j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02, crossed zero [-0.03 to 0.08], rejected for mediation. Therefore hypothesis 7o for SR is rejected.

Similarly for CR, the mediation analysis for PE, as seen in figure 6.88a, individual paths examinations revealed a significant relationship between IPJ and PE (6.13.3c) but not between PE and OCBO (6.13.5d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.06, straddled zero, (-0.14 to 0.00), rejected for a full mediation.

Meanwhile for NE, as indicated in figure 6.88b , individual paths examinations revealed a significant relationships between DJ and NE (6.13.3g) but not between NE and OCBO (6.13.5j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.04, straddled zero (-0.03 to 0.10), rejected for mediation. Therefore, hypothesis 7o for CR is rejected.

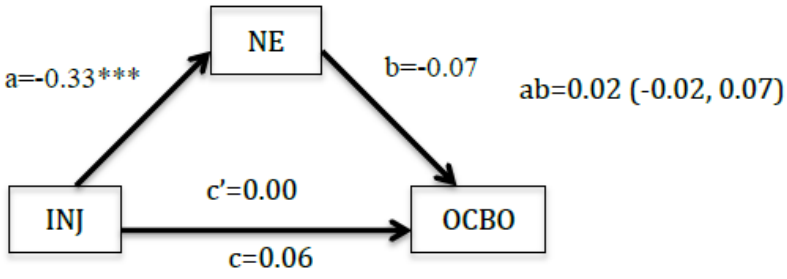
p. PE and NE mediate the relationship between INJ and OCBO.

Figure 6.65a: The mediating effect of PE in the relationship between INJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that INJ is not indirectly related to OCBO through PE and NE. As seen in figure 6.65a, individual paths examinations revealed that INJ is significantly positively related to PE (6.13.3d) meanwhile PE is not significantly related to OCBO (6.13.5d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.04, straddled zero (-0.01 to 0.09). Rejected for mediation.

Figure 6.65b: The mediating effect of NE in the relationship between INJ and OCBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.65b), individual paths examination revealed a significant relationship between INJ and NE (6.13.3h) but not between NE and OCBO (6.13.5j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.02,

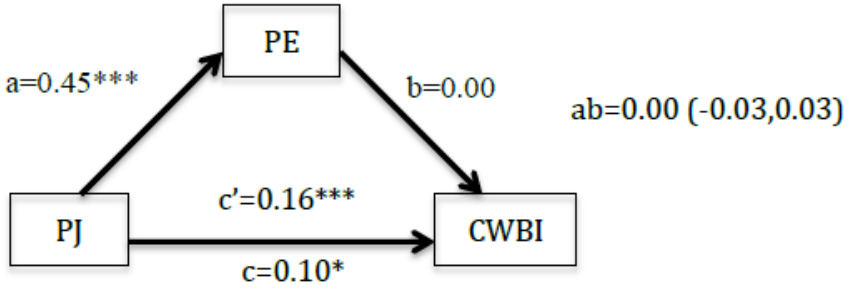
crossed zero [-0.02 to 0.07], rejected for mediation. Therefore hypothesis 7p for SR is rejected.

Contrarily for CR, the mediation analysis for PE, as seen in figure 6.89a, individual paths examinations revealed a significant relationship between INJ and PE (6.13.3d) but not between PE and OCBO (6.13.5d). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.06, with the exclusion of zero, (-0.12 to -0.01), indicated for a full mediation.

Meanwhile for NE, as indicated in figure 6.89b , individual paths examinations revealed a significant relationships between INJ and NE (6.13.3h) but not between NE and OCBO (6.13.5j). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.03, straddled zero (-0.04 to 0.10), rejected for mediation. Therefore, hypothesis 7p for CR is partially accepted.

q. PE and NE mediate the relationship between PJ and CWBI.

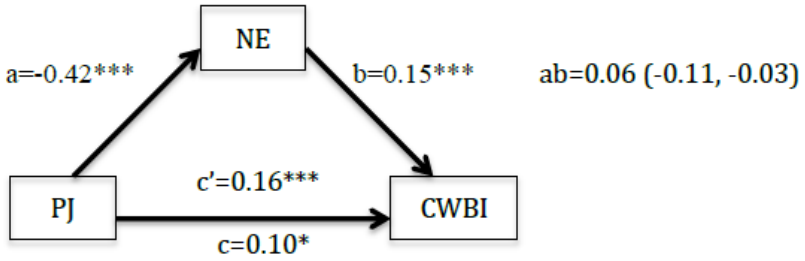
Figure 6.66a: The mediating effect of PE in the relationship between PJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that PJ is not

indirectly related to CWBI through PE. As seen in figure 6.66a, individual paths examinations revealed that PJ is significantly positively related to PE (6.13.3a) meanwhile PE is not significantly related to CWBI (6.13.5e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.00, straddled zero (-0.03 to 0.03). Rejected for mediation.

Figure 6.66b: The mediating effect of NE in the relationship between PJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.66b), individual paths examination revealed significant relationships (6.13.3e and 6.13.5k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.06, with the exclusion of zero [-0.11 to -0.03], indicated for a full mediation. Therefore hypothesis 7q for SR is partially accepted.

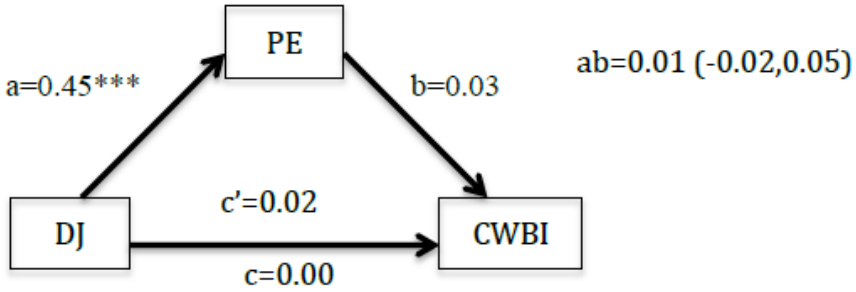
Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.90a, individual paths examinations revealed significant relationships (6.13.3a and 6.13.5e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.10, with the exclusion of zero, (0.01 to 0.22), indicated for a full mediation.

Similarly for NE, as indicated in figure 6.90b , individual paths

examinations revealed significant relationships (6.13.3b and 6.13.5k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.08, with the exclusion of zero (-0.17 to -0.02), indicated for a full mediation. Therefore, hypothesis 7q for CR is accepted.

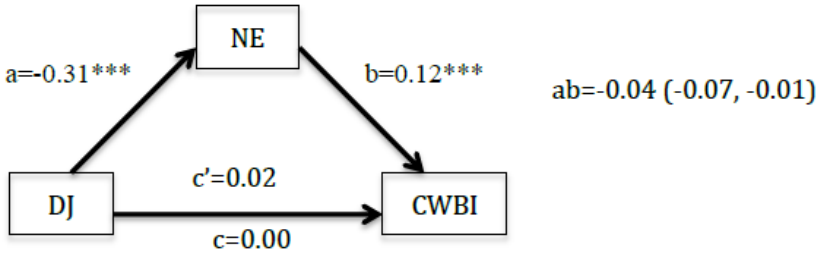
r. PE and NE mediate the relationship between DJ and CWBI.

Figure 6.67a: The mediating effect of PE in the relationship between DJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that DJ is not indirectly related to CWBI through PE. As seen in figure 6.67a, individual paths examinations revealed that DJ is significantly positively related to PE (6.13.3b) meanwhile PE is not significantly related to CWBI (6.13.5e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.01, straddled zero (-0.02 to 0.05). Rejected for mediation.

Figure 6.67b: The mediating effect of NE in the relationship between DJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.67b), individual paths examination revealed significant relationships (6.13.3f and 6.13.5k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, with the exclusion of zero [-0.07 to -0.01], indicated for a full mediation. Therefore hypothesis 7r for SR is partially accepted.

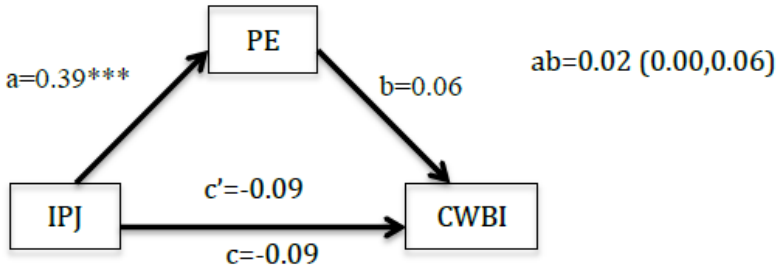
Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.91a, individual paths examinations revealed a significant relationship between DJ and PE but not between PE and CWBI (6.13.3b and 6.13.5e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.08, straddled zero, (-0.02 to 0.18), rejected for a mediation.

For NE, as indicated in figure 6.91b, individual paths examinations revealed significant relationships (6.13.3f and 6.13.5k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.07, with the exclusion of zero (-0.15 to -0.02), indicated for a full mediation. Therefore, hypothesis 7r for CR is partially accepted.

s. PE and NE mediate the relationship between IPJ and

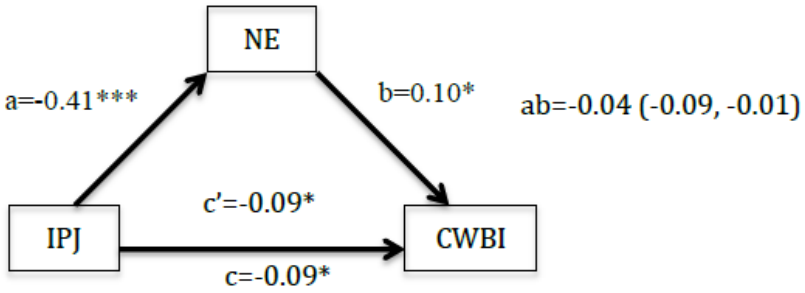
CWBI.

Figure 6.68a: The mediating effect of PE in the relationship between IPJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that IPJ is not indirectly related to CWBI through PE. As seen in figure 6.68a, individual paths examinations revealed that IPJ is significantly positively related to PE (6.13.3c) meanwhile PE is not significantly related to CWBI (6.13.5e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.02, straddled zero (0.00 to 0.06). Rejected for mediation.

Figure 6.68b: The mediating effect of NE in the relationship between IPJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.68b), individual paths examination revealed significant relationships (6.13.3g and 6.13.5k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, with the exclusion of zero [-0.09 to -0.01], indicated for

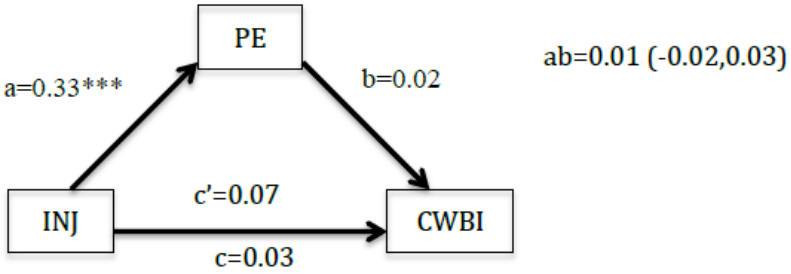
a full mediation. Therefore hypothesis 7s for SR is partially accepted.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.92a, individual paths examinations revealed significant relationships (6.13.3c and 6.13.5e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.09, with the exclusion of zero, (0.02 to 0.18), indicated for a full mediation.

For NE, as indicated in figure 6.92b, individual paths examinations revealed a significant relationship between IPJ and NE (6.13.3g) but not between NE and CWBI (6.13.5k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.05, with the exclusion of zero (-0.12 to 0.00), rejected for a mediation. Therefore, hypothesis 7s for CR is partially accepted.

t. PE and NE mediate the relationship between INJ and CWBI.

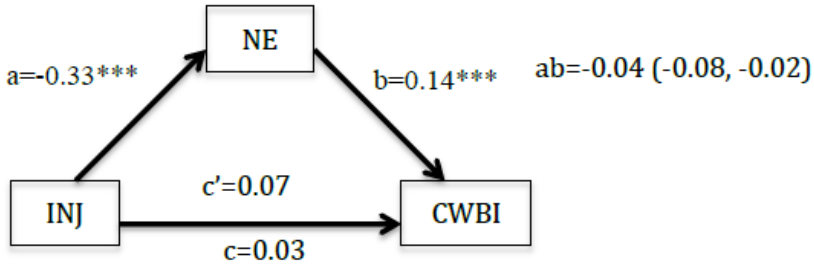
Figure 6.69a: The mediating effect of PE in the relationship between INJ and CWBI (self-report).
Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that INJ is

not indirectly related to CWBI through PE. As seen in figure 6.69a, individual paths examinations revealed that INJ is significantly positively related to PE (6.13.3d) meanwhile PE is not significantly related to CWBI (6.13.5e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.01, straddled zero (-0.02 to 0.03). Rejected for mediation.

Figure 6.69b: The mediating effect of NE in the relationship between INJ and CWBI (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.69b), individual paths examination revealed significant relationships (6.13.3h and 6.13.5k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, with the exclusion of zero [-0.08 to -0.02], indicated for a full mediation. Therefore hypothesis 7t for SR is partially accepted.

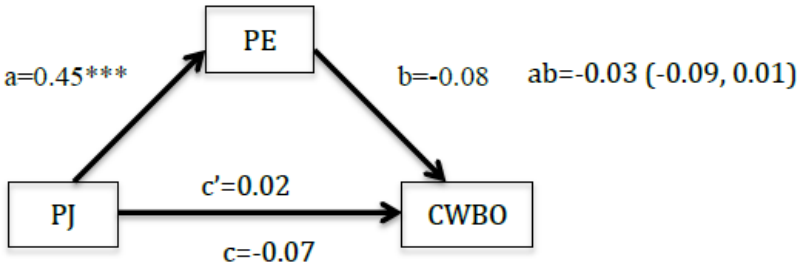
Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.93a, individual paths examinations revealed significant relationships (6.13.3d and 6.13.5e). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.06, straddled of zero, (0.00 to 0.12), rejected for mediation.

For NE, as indicated in figure 6.93b, individual paths

examinations revealed significant relationships (6.13.3h and 6.13.5k). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, with the exclusion of zero (-0.08 to -0.02), indicated for a full mediation. Therefore, hypothesis 7t for CR is partially accepted.

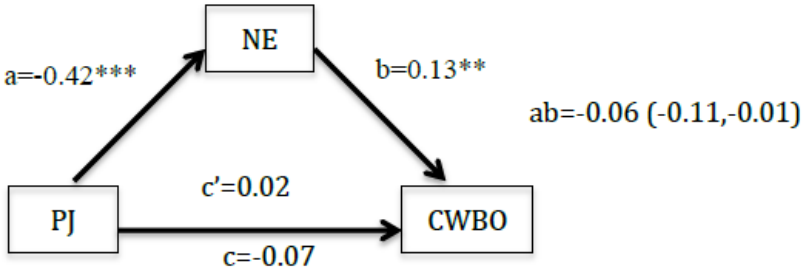
u. PE and NE mediate the relationship between PJ and CWBO.

Figure 6.70a: The mediating effect of PE in the relationship between PJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analysis indicated that PJ is not indirectly related to CWBO through PE. As seen in figure 6.70a, individual paths examinations revealed that PJ is significantly positively related to PE (6.13.3a) meanwhile PE is not significantly related to CWBO (6.13.5f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.03, straddled zero (-0.09 to 0.01). Rejected for mediation.

Figure 6.70b: The mediating effect of NE in the relationship between PJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.70b), individual paths examination revealed significant relationships (6.13.3e and 6.13.5l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.06, with the exclusion of zero [-0.11 to -0.01], indicated for a full mediation. Therefore hypothesis 7u for SR is partially accepted.

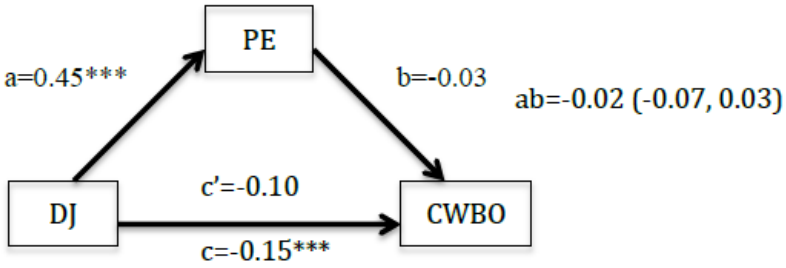
Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.94a, individual paths examinations revealed a significant relationship between PJ and PE (6.13.3a) but not between PE and CWBO (6.13.5f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.09, straddled of zero, (0.00 to 0.20), rejected for mediation.

For NE, as indicated in figure 6.94b, individual paths examinations revealed a significant relationship between PJ and NE (6.13.3e) but not between NE and CWBO (6.13.5l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.06, with the exclusion of zero (-0.15 to 0.02), rejected for mediation. Therefore, hypothesis 7u for CR is rejected.

v. PE and NE mediate the relationship between DJ and

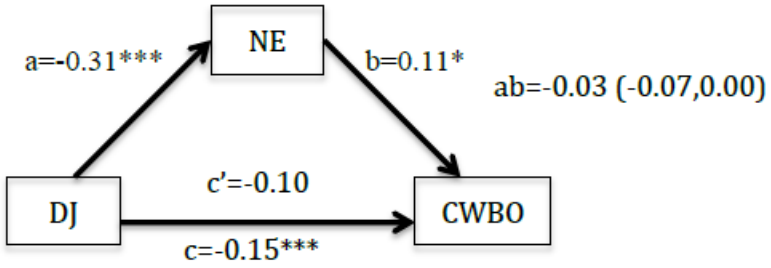
CWBO.

Figure 6.71a: The mediating effect of PE in the relationship between DJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that DJ is not indirectly related to CWBO through PE and NE. As seen in figure 6.71a, individual paths examinations revealed that DJ is significantly positively related to PE (6.13.3b) meanwhile PE is not significantly related to CWBO (6.13.5f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.02, straddled zero (-0.07 to 0.03). Rejected for mediation.

Figure 6.71b: The mediating effect of NE in the relationship between DJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



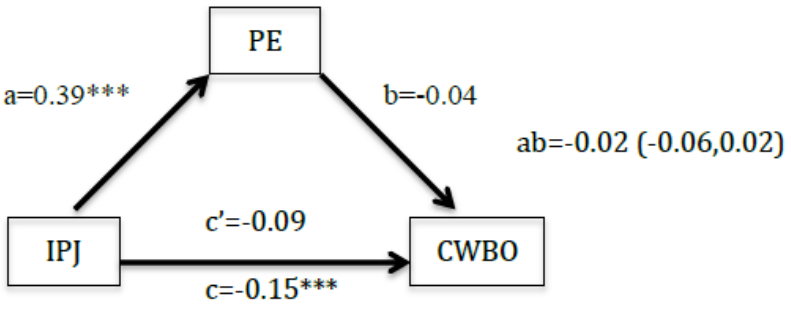
Secondly, for NE (figure 6.71b), individual paths examination revealed significant relationships (6.13.3f and 6.13.5l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.03, straddled zero [-0.07 to 0.00], rejected for a mediation. Therefore hypothesis 7v for SR is rejected.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.95a, individual paths examinations revealed significant relationships (6.13.3b and 6.13.5f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.14, with the exclusion of zero, (0.04 to 0.25), indicated for a full mediation.

For NE, as indicated in figure 6.95b, individual paths examinations revealed a significant relationship between DJ and NE (6.13.3f) but not between NE and CWBO (6.13.5l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.03, straddled zero (-0.10 to 0.02), rejected for mediation. Therefore, hypothesis 7u for CR is partially accepted.

w. PE and NE mediate the relationship between IPJ and CWBO.

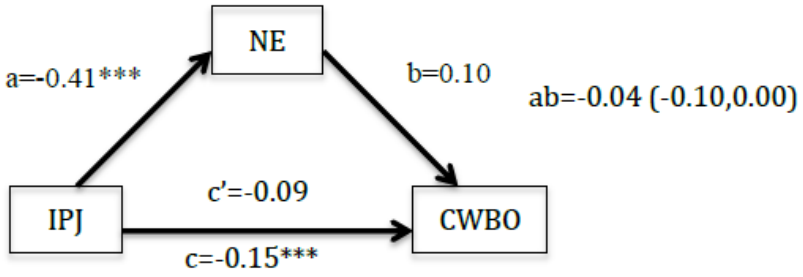
Figure 6.72a: The mediating effect of PE in the relationship between IPJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that IPJ is not indirectly related to CWBO through PE and NE. As seen in figure 6.72a, individual paths examinations revealed that IPJ is significantly positively related to PE (6.13.3c) meanwhile PE is

not significantly related to CWBO (6.13.5f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =-0.02, straddled zero (-0.06 to 0.02). Rejected for mediation.

Figure 6.72b: The mediating effect of NE in the relationship between IPJ and CWBO (self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.72b), individual paths examination revealed a significant relationship between IPJ and NE (6.13.3g) but not between NE and CWBO (6.13.5l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, straddled zero [-0.10 to 0.00], rejected for a mediation. Therefore hypothesis 7w for SR is rejected.

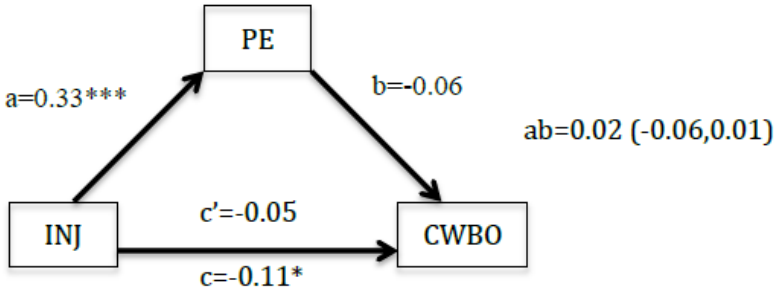
Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.96a, individual paths examinations revealed significant relationships (6.13.3c and 6.13.5f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.07, with the exclusion of zero, (0.01 to 0.16), indicated for a full mediation.

For NE, as indicated in figure 6.96b, individual paths examinations revealed a significant relationship between IPJ and NE (6.13.3g) but not between NE and CWBO (6.13.5l). Next, a 95% bias corrected confidence interval based on

10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, straddled zero (-0.10 to 0.00), rejected for mediation. Therefore, hypothesis 7w for CR is partially accepted.

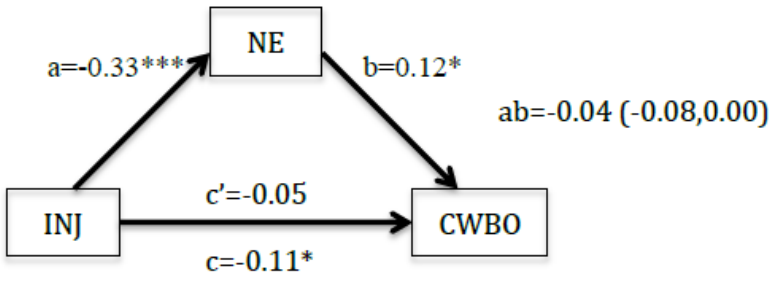
x. PE and NE mediate the relationship between INJ and CWBO.

Figure 6.73a: The mediating effect of PE in the relationship between PJ and TP (self-report). Notes: *p < .05, **p < .01, ***p < .001.



For SR, results from mediation analyses indicated that INJ is not indirectly related to CWBO through PE and NE. As seen in figure 6.73a, individual paths examinations revealed that INJ is significantly positively related to PE (6.13.3d) meanwhile PE is not significantly related to CWBO (6.13.5f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect ,ab =0.02, straddled zero (-0.06 to 0.01). Rejected for mediation.

Figure 6.73b: The mediating effect of NE in the relationship between INJ and CWBO(self-report). Notes: *p < .05, **p < .01, ***p < .001.



Secondly, for NE (figure 6.72b), individual paths examination revealed a significant relationship between IPJ and NE (6.13.3g) but not between NE and CWBO (6.13.5l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, straddled zero [-0.10 to 0.00], rejected for a mediation. Therefore hypothesis 7w for SR is rejected.

Meanwhile for CR, the mediation analysis for PE, as seen in figure 6.97a, individual paths examinations revealed significant relationships (6.13.3d and 6.13.5f). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =0.05, straddled zero, (0.00 to 0.12), rejected for a mediation.

For NE, as indicated in figure 6.97b, individual paths examinations revealed a significant relationship between INJ and NE (6.13.3h) but not between NE and CWBO (6.13.5l). Next, a 95% bias corrected confidence interval based on 10,000 bootstrap samples indicated that the indirect effect, ab =-0.04, straddled zero (-0.12 to 0.02), rejected for mediation. Therefore, hypothesis 7x for CR is rejected.

6.13.8 Optimism (hypothesis 8)/ ILOC (hypothesis 9)/ ELOC (hypothesis 10) moderates the strength of the mediation relationship between organizational justice and job performance through SE quality and emotion.

a. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between PJ and TP through SE qualities (POS and NPC) and emotions (PE and NE).

For the SR, the conditional indirect effect of optimism, ILOC and ELOC on the relationship between PJ and TP via SE quality and emotions are presented in table 6.11. First, the results showed that the interactive effects of PJ and optimism on POS and PE are significant (β =-.19 , p <.01 ;β = -.30, p <.01). These results suggest that the relationship between PJ and POS, and PJ and PE were moderated by optimism. While, there were no statistically significant interactive effects between PJ and both locus of control (i.e. ILOC and ELOC) on all mediator variables. Next, at low, medium and high levels, bootstrap CIs include zero, rejected all moderated mediation models.

Meanwhile for CR, the conditional indirect effect of optimism, ILOC and ELOC on the relationship between PJ and TP via SE quality and emotions is presented in table 6.35. First, the results showed that the interactive effects of PJ and optimism on PE is significant (β =-.50, p <.001). This result suggests that the relationship between PJ and PE was moderated by optimism. Meanwhile, there were no statistically significant interactive effects between PJ and both locus of control (i.e. ILOC and ELOC) on all mediator variables.

Finally, at low, medium and high levels, bootstrap CIs include zero, rejected all moderated mediation models. Therefore hypothesis 8a, 9a and 10a for SR and CR are rejected.

Table 6.11 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on TP via SE quality and emotion

	New PC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	t	b	S.E	t	b	S.E	t	b	S.E	t
PJ*Optimism	-.04	.08	-.46	-.19	.07	-2.64**	-.30	.11	-2.60**	.07	.13	.53
PJ*ILOC	-.01	.06	-.23	.05	.05	.89	.07	.09	.76	.00	.10	.02
PJ*ELOC	-.09	.06	-1.51	-.05	.05	-.97	.00	.09	.05	.11	.09	1.27
Conditional indirect effect												
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	-.01	.01	(-.04,.03)	-.02	.05	(-.13,.08)	.01	.04	(-.07,.07)	.05	.03	(.00,.12)
M(0)	.00	.01	(-.03,.02)	-.01	.04	(-.10,.06)	.00	.02	(-.04,.05)	.05	.02	(.00,.10)
+1SD(.64)	.00	.02	(-.04,.04)	-.01	.03	(-.07,.04)	.00	.01	(-.02,.04)	.04	.02	(.00,.10)
ILOC												
-1SD(-.87)	-.01	.02	(-.05,.02)	-.01	.03	(-.08,.05)	.00	.02	(-.04,.04)	.05	.03	(.00,.11)
M(0)	-.01	.01	(-.03,.02)	-.01	.03	(-.09,.05)	.00	.02	(-.04,.05)	.05	.03	(.00,.10)
+1SD(.87)	.00	.02	(-.04,.03)	-.01	0.4	(-.10,.06)	.00	.03	(-.05,.07)	.05	.03	(.00,.11)
ELOC												
-1SD(-.81)	.00	.01	(-.03,.03)	-.02	.05	(-.11,.07)	.01	.03	(-.05,.07)	.05	.03	(.00,.12)
M(0)	.01	.01	(-.01,.04)	-.01	.04	(-.10,.06)	.01	.03	(-.05,.06)	.04	.02	(.00,.09)
+1SD(.81)	.02	.02	(-.01,.07)	-.01	.04	(-.09,.06)	.01	.03	(-.05,.07)	.03	.02	(.00,.08)
Index of Moderated mediation												
	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI
Optimism	.01	.02	(-.04,.04)	.01	.02	(-.03,.05)	.00	.02	(-.04,.04)	-.01	.02	(-.05,.02)
ILOC	.00	.01	(-.02,.03)	.00	.01	(-.02,.01)	.00	.01	(-.01,.02)	.00	.01	(-.03,.03)
ELOC	.02	.01	(-.01,.05)	.00	.01	(-.01,.02)	.00	.01	(-.01,.01)	-.01	.01	(-.05,.01)

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

b. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between DJ and TP through SE qualities (POS and NPC) and emotions (PE and NE).

For SR, the conditional indirect effect of optimism, ILOC and ELOC on the relationship between DJ and TP via SE qualities and emotions is presented in table 6.12. First, the results suggests that the interactive effects of DJ and optimism on POS and PE are significant (β =-.19 , $p < .01$;β = -.16, $p < .01$). These results suggest that the relationship between DJ and POS, and DJ and PE are moderated by optimism. There were no statistically significant interactive effects between DJ and both locus of control (i.e. ILOC and ELOC) on all mediator variables. In addition, at low, medium and high levels, bootstrap CIs crossed zero, rejected all moderated mediation models.

Similarly for CR, the conditional indirect effect of optimism, ILOC and ELOC on the relationship between DJ and TP via SE quality and emotion is presented in table 6.36. First, the results suggests that the interactive effects of DJ and ELOC on PE was significant (β =.18 , $p < .05$). These results suggested that the relationship between PJ and PE was moderated by ELOC. There were no statistically significant interactive effects between DJ and optimism and ILOC on all mediator variables.
Finally, as shown in table 6.36, at low, medium and high levels, bootstrap CIs crossed zero, rejected all moderated mediation models. Therefore hypothesis 8b, 9b and 10b for SR and CR are rejected.

Table 6.12 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on TP via SE quality and emotion

	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**
DJ*Optimism	-.11	.06	-3.18	-.19	.06	-3.26**	-.16	.08	-1.94*	.17	.10	1.81
DJ*ILOC	-.02	.05	-.39	.04	.04	.90	.02	.06	.25	-.01	.07	-.12
DJ*ELOC	-.10	.05	-1.93	-.03	.05	.63	.02	.07	.27	.06	.07	.80
Conditional indirect effect												
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.64)	.00	.01	(-.02,.03)	-.01	.04	(-.10,.05)	.01	.03	(-.07,.07)	.04	.02	(.00,.10)
M(0)	.01	.01	(-.01,.04)	-.01	.03	(-.07,.04)	.00	.03	(-.05,.05)	.03	.02	(.00,.07)
+1SD(.64)	.02	.02	(-.01,.06)	-.01	.02	(-.05,.02)	.00	.02	(-.04,.04)	.02	.01	(-.00,.05)
ILOC												
-1SD(-.87)	.01	.01	(-.01,.04)	-.01	.02	(-.06,.03)	.00	.03	(-.06,.06)	.03	.02	(.00,.08)
M(0)	.01	.01	(-.01,.04)	-.01	.02	(-.06,.03)	.00	.03	(-.05,.06)	.03	.02	(.00,.07)
+1SD(.87)	.02	.02	(-.01,.06)	-.01	.03	(-.07,.04)	.00	.03	(-.05,.06)	.03	.02	(.00,.08)
ELOC												
-1SD(-.81)	.01	.01	(-.01,.04)	-.01	.03	(-.07,.04)	.00	.03	(-.06,.06)	.03	.02	(.00,.09)
M(0)	.02	.02	(-.01,.09)	-.01	.03	(-.07,.04)	.00	.03	(-.06,.06)	.03	.02	(.00,.07)
+1SD(.81)	.03	.02	(-.01,.09)	-.01	.03	(-.08,.05)	.00	.03	(-.06,.07)	.02	.02	(.00,.06)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.02	.02	(-.01,.04)	.01	.02	(-.03,.05)	.00	.01	(-.03,.02)	-.02	.02	(-.06,.01)
ILOC	.00	.01	(-.01,.03)	.00	.01	(-.02,.01)	.00	.01	(-.01,.01)	.00	.01	(-.02,.03)
ELOC	.02	.01	(-.01,.05)	.00	.01	(-.02,.02)	.00	.00	(-.01,.01)	-.01	.01	(-.04,.01)

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

c. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between IPJ and TP through SE qualities (POS and NPC) and emotions (PE and NE).

The results for conditional indirect effect of optimism, ILOC and ELOC on the relationship between IPJ and TP via SE quality and emotion for SR are presented in table 6.13. First, the results suggests that the interactive effects of IPJ and optimism on POS and PE are significant (β =-.17, p <.001 ;β = -.23, p <.01). These results suggest that the relationship between IPJ and POS, and PJ and PE were moderated by optimism. Meanwhile, there were no statistically significant interactive effects found between IPJ and locus of control on all mediator variables. Next, all moderated mediation models were rejected, as bootstrap CIs crossed zero at low, medium and high levels of all the moderator variables.

For CR, The results for conditional indirect effect of optimism, ILOC and ELOC on the relationship between IPJ and TP via SE quality and emotion are presented in table 637. First, the results suggests that the interactive effects of IPJ and ELOC on POS was significant (β =-.11, p <.05). These results suggest that the relationship between IPJ and POS was moderated by ELOC. Meanwhile, there were no statistically significant interactive effects found between IPJ and ILOC and optimism on all mediator variables. Next, all moderated mediation models were rejected, as bootstrap CIs crossed zero at low, medium and high levels of all the moderator variables. Therefore hypothesis 8c, 9c and 10c for SR and CR are rejected.

Table 6.13 PROCESS results of conditional indirect effects of Optimism, ILOC and ELOC on the relationship between IPJ on TP via SE quality and emotion

	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**
IPJ*Optimism	-.03	.06	-.46	-.17	.05	-3.16***	-.23	.08	-2.79**	.18	.09	2.01*
IPJ*ILOC	-.05	.04	-1.27	.04	.04	1.15	-.02	.06	-.35	-.09	.06	-1.42
IPJ*ELOC	-.14	.05	-3.00***	-.06	.04	-1.43	-.05	.07	-.73	.04	.07	.59
Conditional indirect effect												
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.64)	.00	.01	(-.02,.04)	-.05	.04	(-.13,.02)	-.01	.03	(-.08,.04)	.04	.03	(-.02,.11)
M(0)	.01	.01	(-.01,.03)	-.03	.03	(-.09,.02)	-.01	.02	(-.05,.03)	.03	.02	(-.01,.08)
+1SD(.64)	.01	.01	(-.02,.04)	-.02	.02	(-.07,.01)	.00	.01	(-.03,.02)	.02	.02	(-.01,.07)
ILOC												
-1SD(-.87)	.00	.01	(-.02,.03)	-.02	.02	(-.08,.01)	-.01	.02	(-.06,.04)	.03	.02	(-.01,.08)
M(0)	.01	.01	(-.01,.03)	-.03	.02	(-.08,.01)	-.01	.02	(-.05,.03)	.03	.03	(-.01,.09)
+1SD(.87)	.01	.01	(-.01,.05)	-.03	.03	(-.09,.02)	-.01	.02	(-.05,.03)	.04	.03	(-.02,.10)
ELOC												
-1SD(-.81)	.00	.01	(-.02,.02)	-.04	.04	(-.12,.02)	-.01	.03	(-.07,.05)	.03	.03	(-.01,.10)
M(0)	.01	.01	(-.01,.05)	-.04	.03	(-.10,.02)	-.01	.03	(-.06,.04)	.03	.02	(-.01,.08)
+1SD(.81)	.03	.02	(-.01,.09)	-.03	.02	(-.08,.01)	-.01	.02	(-.06,.04)	.03	.02	(-.01,.08)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.03,.03)	.02	.02	(-.01,.07)	.01	.02	(-.02,.04)	-.01	.01	(-.05,.01)
ILOC	.01	.01	(-.01,.03)	-.01	.01	(-.02,.01)	.00	.00	(-.01,.01)	.01	.01	(-.01,.03)
ELOC	.02	.02	(-.01,.06)	.01	.01	(-.01,.04)	.00	.01	(-.01,.02)	.00	.01	(-.03,.01)

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

d. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between INJ and TP through SE qualities (POS and NPC) and emotions (PE and NE).

The proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between INJ and TP via SE quality and emotion for SR is presented in table 6.14. The results suggests that the interactive effects of INJ and optimism on POS and PE are significant (β =-.19 , p <.01 ;β = -.30, p <.01), indicating that the relationship between PJ and POS, and PJ and PE were moderated by optimism. Consistent with the previous model, there was no statistically significant interactive effects between PJ and both locus of control (i.e. ILOC and ELOC) on all mediator variables. Finally, at low, medium and high levels, bootstrap CIs include zero, rejected all moderated mediation models.

The proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between INJ and TP via SE quality and emotion is presented in table 6.38. The results suggests that the interactive effects of INJ and optimism as well as INJ and ELOC on POS was significant (β =-.42 , p <.001 ;β = .21, p <.05), indicating that the relationship between PJ and POS, were moderated by optimism and ELOC. Finally, at low, medium and high levels, bootstrap CIs include zero, rejected all moderated mediation models. Therefore hypothesis 8d, 9d and 10d for SR and CR are rejected.

Table 6.14 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on TP via SE quality and emotion

	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**
INJ*Optimism	.04	.07	.59	-.14	.06	-2.32**	-.28	.10	-2.93***	.04	.11	.34
INJ *ILOC	-.00	.05	.07	.04	.04	1.00	-.02	.07	-.27	.04	.07	.58
INJ *ELOC	-.09	.05	-1.70	-.01	.04	-.30	.02	.08	.33	.00	.07	.04
Conditional indirect effect												
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.64)	.01	.02	(-.01,.05)	.00	.04	(-.09,.08)	.01	.03	(-.06,.07)	.04	.02	(.00,.10)
M(0)	.01	.01	(-.01,.04)	.00	.04	(-.07,.07)	.01	.02	(-.04,.05)	.04	.02	(.00,.08)
+1SD(.64)	.01	.01	(-.02,.03)	.00	.03	(-.05,.06)	.00	.01	(-.02,.03)	.04	.02	(.00,.09)
ILOC												
-1SD(-.87)	.00	.01	(-.02,.04)	.00	.03	(-.05,.05)	.00	.02	(-.03,.04)	.04	.02	(.00,.10)
M(0)	.00	.01	(-.01,.03)	.00	.03	(-.06,.06)	.00	.02	(-.03,.04)	.04	.02	(.00,.08)
+1SD(.87)	.00	.01	(-.03,.03)	.00	.03	(-.07,.07)	.00	.02	(-.03,.04)	.03	.02	(.00,.08)
ELOC												
-1SD(-.81)	.00	.01	(-.02,.03)	.00	.03	(-.07,.06)	.01	.02	(-.04,.05)	.03	.02	(.00,.08)
M(0)	.02	.01	(.00,.05)	.00	.03	(-.07,.07)	.01	.02	(-.04,.05)	.03	.02	(.00,.08)
+1SD(.81)	.03	.02	(-.01,.07)	.00	.03	(-.06,.07)	.01	.02	(-.04,.05)	.03	.02	(.00,.08)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.01	.02	(-.05,.02)	.00	.01	(-.03,.03)	.00	.02	(-.04,.03)	.00	.02	(-.04,.03)
ILOC	.00	.01	(-.03,.02)	.00	.01	(-.01,.01)	.00	.01	(-.01,.01)	-.01	.01	(-.03,.01)
ELOC	.01	.01	(.00,.04)	.00	.00	(-.01,.01)	.00	.01	(-.01,.01)	.00	.01	(-.03,.02)

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

e. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between PJ and OCBI-C through SE qualities (POS and NPC) and emotions (PE and NE).

The examination (see table 6.15) of conditional indirect effects for SR indicated PJ had a significant effect on OCBI-C (through NE), with the effect being stronger when the level of optimism is low (β = 0.07, SE = 0.03, [.02 ,.15]). On the other hand, the effect was similar when the level of optimism was moderate (β = 0.06, SE = 0.03, [-.02 ,.12]) and high (β = 0.06, SE = 0.03, [.01 ,.12]). As the effect for all levels were similar, this indicated that mediation is present, but the moderation effect of optimism was not present. Finally, the index of moderated mediation did straddle zero (β = -0.01, SE = 0.02, [-.06 ,.03]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on OCBI-C ,via NE depends on optimism.

Table 6.15 also showed significant conditional indirect effect of ILOC on the relationship between PJ and OCBI-C through NE. Same as above, there was no difference between slopes, suggested no moderation effect. Consistent with this, the index of moderated mediation straddled zero (β = 0.00, SE = 0.02, [-.04 ,.04]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on OCBI-C,via NE depends on ILOC. In regards of ELOC, it effect on the relationship between PJ and OCBI-C via NE was stronger when the level of ELOC was low (β = 0.07, SE = 0.03, [.01 ,.15]) compared to when its at the moderate level (β = 0.05, SE = 0.03, [.01 ,.11]). However, the index of moderated mediation straddled zero (β = -0.02, SE = 0.02, [-.06 ,.01]). Therefore it

cannot be said with 95% confidence that the indirect effect of PJ on OCBI-C ,via NE depends on ELOC.

Meanwhile for CR, as showed at table 6.39 the conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ and OCBI-C through NPC, POS, PE and NE were examined. At low, medium and high levels, bootstrap CIs include zero, rejected all moderated mediation models. Therefore hypothesis 8e, 9e and 10e for SR and CR are rejected.

Table 6.15 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	-.01	.02	(-.04,.03)	-.01	.05	(-.11,.08)	.03	.03	(-.04,.09)	.07	.03	(.02,.15)
M(0)	.00	.01	(-.03,.03)	.00	.04	(-.08,.06)	.02	.02	(-.02,.06)	.06	.03	(.02,.12)
+1SD(.64)	.00	.02	(-.04,.04)	.00	.03	(-.06,.05)	.01	.01	(-.01,.05)	.06	.03	(.01,.12)
ILOC												
-1SD(-.87)	-.01	.02	(-.05,.03)	.00	.03	(-.07,.05)	.02	.02	(-.02,.06)	.06	.03	(.01,.14)
M(0)	-.01	.01	(-.04,.02)	.00	.03	(-.07,.05)	.02	.02	(-.02,.07)	.06	.03	(.01,.13)
+1SD(.87)	.00	.02	(-.04,.04)	.00	.04	(-.08,.06)	.02	.03	(-.03,.09)	.06	.03	(.01,.14)
ELOC												
-1SD(-.81)	.00	.02	(-.03,.03)	.00	.04	(-.10,.07)	.02	.03	(-.03,.09)	.07	.03	(.01,.15)
M(0)	.01	.02	(-.01,.05)	.00	.04	(-.09,.06)	.02	.03	(-.03,.09)	.05	.03	(.01,.11)
+1SD(.81)	.03	.02	(-.01,.08)	.00	.03	(-.08,.06)	.03	.03	(-.03,.09)	.04	.02	(.00,.10)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.01	.02	(-.04,.05)	.00	.02	(-.03,.04)	-.02	.02	(-.06,.02)	-.01	.02	(-.06,.03)
ILOC	.00	.01	(-.03,.04)	.00	.01	(-.02,.01)	.00	.01	(-.01,.03)	.00	.02	(-.04,.04)
ELOC	.02	.02	(-.01,.05)	.00	.01	(-.01,.02)	.00	.01	(-.02,.02)	-.02	.02	(-.06,.01)

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

f. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between DJ and OCBI-C through SE qualities (POS and NPC) and emotions (PE and NE).

The proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between DJ and OCBI-C via SE quality and emotion for SR are presented in table 6.16. It showed that, low level of optimism (β = 0.06, SE = 0.03, [.01 ,.12] had a stronger significant effect on the relationship between DJ and OCBI-C via NE compared to when the optimism was at the moderate level (β = 0.4, SE = 0.02, [.01 ,.08]. However, the index moderated mediation included zero (β = -0.02, SE = 0.02, [-.07 ,.01]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on OCBI-C,via NE depends on optimism. As for the rests, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

For CR, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between DJ and OCBI-C via SE quality and emotion is presented in table 6.40. It showed that, at low level of ILOC (β = 0.11, SE = 0.05, [.02 ,.22] had a stronger significant effect on the relationship between DJ and OCBI-C via POS compared to when the optimism was at the moderate (β = 0.10, SE = 0.04, [.01 ,.19]) and high level (β = 0.8, SE = 0.04, [.01 ,.18]). However, the index moderated mediation included zero (β = -0.02, SE = 0.02, [-.07 ,.01]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on OCBI-C,via POS depends on ILOC. Meanwhile ELOC, had a significant effect on the

relationship between DJ and OCBI-C via NE only when it is at low level. (β = 0.11, SE = 0.05, [.02 ,.21]). But as the index moderated mediation crossed zero, indicated that the indirect effect of DJ on OCBI-C,via POS did not depends on ELOC (β =-0.01, SE = 0.02, [-.05 ,.05]). Therefore hypothesis 8f, 9f and 10f for SR and CR are rejected.

Table 6.16 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.02	(-.02,.04)	-.02	.03	(-.09,.05)	.02	.03	(-.04,.08)	.06	.03	(.01,.12)
M(0)	.02	.01	(-.00,.05)	-.01	.02	(-.06,.03)	.02	.02	(-.03,.06)	.04	.02	(.01,.08)
+1SD(.64)	.03	.02	(-.00,.07)	-.01	.02	(-.04,.02)	.01	.02	(-.03,.05)	.02	.02	(.00,.06)
ILOC												
-1SD(-.87)	.01	.02	(-.01,.05)	-.01	.02	(-.06,.02)	.02	.03	(-.03,.07)	.04	.02	(.00,.09)
M(0)	.02	.01	(.00,.05)	-.01	.02	(-.06,.03)	.02	.03	(-.03,.07)	.04	.02	(.01,.09)
+1SD(.87)	.02	.02	(-.01,.07)	-.01	.02	(-.06,.03)	.02	.03	(-.03,.08)	.04	.03	(.00,.10)
ELOC												
-1SD(-.81)	.01	.02	(-.01,.05)	-.01	.02	(-.07,.03)	.02	.03	(-.04,.08)	.04	.03	(.00,.11)
M(0)	.03	.02	(.00,.07)	-.01	.03	(-.07,.04)	.02	.03	(-.04,.08)	.04	.02	(.00,.08)
+1SD(.81)	.04	.03	(.00,.10)	-.01	.03	(-.07,.04)	.02	.03	(-.04,.08)	.03	.02	(.00,.08)
Index of Moderated mediation												
	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI
Optimism	.02	.02	(-.01,.05)	.01	.02	(-.03,.04)	-.01	.01	(-.04,.01)	-.02	.02	(-.07,.01)
ILOC	.00	.01	(-.02,.03)	.00	.01	(-.01,.01)	.00	.01	(-.01,.01)	.00	.01	(-.02,.03)
ELOC	.02	.01	(.00,.05)	.00	.01	(-.01,.01)	.00	.01	(-.01,.01)	-.01	.01	(-.04,.01)

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

g. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between IPJ and OCBI-C through SE qualities (POS and NPC) and emotions (PE and NE).

The conditional indirect effect of optimism, ILOC and ELOC on the relationship between IPJ with OCBI-C through New PC, POS, PE and NE for SR were examined. As shown in table 6.17, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Meanwhile for CR, as shown in table 6.41 at moderate level of optimism (β = -0.07, SE = 0.03, [-.14 ,-.01] had a stronger significant effect on the relationship between IPJ and OCBI-C via PE compared to when the optimism was at low level (β = -0.10, SE = 0.05, [-.19 ,-.02]). However, the index moderated mediation included zero (β = -0.04, SE = 0.04, [-.07,.12]). Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on OCBI-C, via PE depends on optimism. On the other hand, ILOC, had a significant effect on the relationship between IPJ and OCBI-C via PE only when it is at moderate level (β = -0.07, SE = 0.04, [-.15 ,-.01]). But as the index moderated mediation crossed zero, indicated that the indirect effect of IPJ on OCBI-C,via PE did not depends on ILOC (β =0.00, SE = 0.03, [-.04 ,.07]). As for the rests, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models. Therefore hypothesis 8g, 9g and 10g for SR and CR are rejected.

Table 6.17 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.01	.02	(-.02,.05)	-.06	.04	(-.14,.01)	.00	.03	(-.06,.05)	.06	.04	(-.01,.13)
M(0)	.01	.01	(-.01,.03)	-.04	.03	(-.10,.00)	.00	.02	(-.04,.04)	.04	.03	(-.01,.10)
+1SD(.64)	.01	.01	(-.02,.04)	-.03	.02	(-.08,.00)	.00	.01	(-.02,.02)	.03	.02	(.00,.08)
ILOC												
-1SD(-.87)	.00	.01	(-.03,.03)	-.03	.02	(-.08,.00)	.00	.02	(-.05,.05)	.04	.03	(.00,.10)
M(0)	.01	.01	(-.01,.04)	-.04	.02	(-.09,.00)	.00	.02	(-.04,.04)	.04	.03	(-.01,.11)
+1SD(.87)	.02	.02	(.00,.06)	-.04	.03	(-.10,.00)	.00	.02	(-.04,.04)	.05	.03	(-.01,.13)
ELOC												
-1SD(-.81)	.00	.01	(-.03,.03)	-.05	.03	(-.13,.00)	.00	.03	(-.06,.06)	.04	.03	(.00,.11)
M(0)	.02	.01	(.00,.05)	-.04	.03	(-.10,.00)	.00	.03	(-.05,.05)	.04	.03	(.00,.10)
+1SD(.81)	.04	.02	(.00,.09)	-.04	.02	(-.09,.00)	.00	.02	(-.05,.05)	.04	.02	(.00,.09)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.01	.02	(-.04,.03)	.03	.02	(.00,.07)	.00	.02	(-.03,.04)	-.02	.02	(-.06,.00)
ILOC	.01	.01	(-.01,.04)	-.01	.01	(-.03,.01)	.00	.00	(-.01,.01)	.01	.01	(-.01,.04)
ELOC	.03	.02	(.00,.06)	.01	.01	(-.01,.04)	.00	.01	(-.01,.01)	.00	.01	(-.03,.01)

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

h. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between INJ and OCBI-C through SE qualities (POS and NPC) and emotions (PE and NE).

The proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between INJ and OCBI-C via SE quality and emotion for SR are presented in table 6.18. It showed that, low level of optimism (β = 0.06, SE = 0.03, [.01 ,.12] and low level of ILOC (β = 0.06, SE = 0.03, [.01 ,.12] had a significant effect on the relationship between INJ and OCBI-C via NE compared. However, the index moderated mediation included zero. Therefore it cannot be said with 95% confidence that the indirect effect of INJ on OCBI-C,via NE depends on optimism or ILOC. As for ELOC, at low, medium and high levels, bootstrap CIs included zero, rejected moderated mediation models.

Meanwhile for CR, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between INJ and OCBI-C via SE quality and emotion is presented in table 6.42. It showed that, only at high level, ILOC (β = -0.04, SE = 0.03, [-.10 ,-.02] had a significant effect on the relationship between INJ and OCBI-C via PE. However, the index moderated mediation included zero. Therefore it cannot be said with 95% confidence that the indirect effect of INJ on OCBI-C,via PE depends on ILOC. As for the rests, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models. Therefore, hypothesis 8h, 9h and 10h for SR and CR are rejected.

Table 6.18 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.02	.02	(-.01,.07)	.01	.04	(-.07,.09)	.03	.03	(-.03,.10)	.06	.03	(.01,.12)
M(0)	.01	.01	(.00,.04)	.01	.03	(-.06,.07)	.02	.02	(-.02,.06)	.05	.02	(.01,.10)
+1SD(.64)	.01	.02	(-.02,.04)	.01	.03	(-.04,.06)	.01	.01	(-.01,.04)	.05	.02	(.01,.10)
ILOC												
-1SD(-.87)	.01	.02	(-.02,.04)	.01	.02	(-.05,.05)	.02	.02	(-.02,.06)	.06	.03	(.01,.12)
M(0)	.01	.01	(-.02,.03)	.01	.03	(-.05,.06)	.02	.02	(-.02,.05)	.05	.02	(.01,.10)
+1SD(.87)	.00	.02	(-.03,.04)	.01	.03	(-.06,.07)	.01	.02	(-.02,.06)	.05	.02	(.01,.10)
ELOC												
-1SD(-.81)	.00	.01	(-.02,.04)	.01	.03	(-.06,.07)	.02	.02	(-.02,.07)	.05	.02	(.01,.10)
M(0)	.02	.02	(.00,.06)	.01	.03	(-.06,.07)	.02	.02	(-.02,.07)	.05	.02	(.01,.09)
+1SD(.81)	.04	.02	(.00,.08)	.01	.03	(-.05,.07)	.02	.02	(-.02,.07)	.05	.02	(.01,.10)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.01	.02	(-.05,.02)	.00	.01	(-.03,.03)	-.02	.02	(-.06,.02)	-.01	.02	(-.05,.03)
ILOC	.00	.01	(-.03,.02)	.00	.01	(-.01,.01)	.00	.01	(-.02,.01)	-.01	.01	(-.04,.02)
ELOC	.02	.01	(.00,.05)	.00	.00	(-.01,.01)	.00	.01	(-.01,.02)	.00	.01	(-.03,.03)

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

i. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between PJ and OCBI-H through SE qualities (POS and NPC) and emotions (PE and NE).

The conditional indirect effect of optimism, ILOC and ELOC moderating PJ on OCBI-H through NPC, POS, PE and NE for SR were first examined. As shown in table 6.19, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, the conditional indirect effect of optimism, ILOC and ELOC moderating PJ on OCBI-H through NPC, POS, PE and NE for CR were examined. As shown in table 6.42 at moderate level (β = -0.09, SE = 0.05, [-.20 ,-.01]), optimism had a stronger significant effect on the relationship between PJ and OCBI-H via PE compared to when the optimism was at low level (β = -.15, SE = 0.07, [-.30 ,-.01]). However, the index moderated mediation included zero (β = .09, SE = .05, [-.00,.20]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on OCBI-H, via PE depends on optimism.

Similarly, with NE as a mediator, at moderate level, (β = 0.10, SE = 0.05, [.01,.22])optimism had a stronger significant effect on the relationship between PJ and OCBI-H via NE compared to when the optimism was at low level (β = .09, SE = 0.05, [.01 ,.19]). However, the index moderated mediation included zero (β = -.02, SE = .04, [-.09,.06]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on OCBI-H, via NE depends on optimism.

In regards of ILOC, at moderate level (β = -0.10, SE = 0.05, [-.21 ,-.01]), ILOC had a stronger significant effect on the relationship between PJ and OCBI-H via PE compared to when the ILOC was at high level (β = -.12, SE = 0.06, [-25 ,-.01]). However, the index moderated mediation included zero (β =-.02, SE = .03, [-.09,.04]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on OCBI-H, via PE depends on ILOC.

Table 6.43 also showed a significant conditional indirect effect of ILOC on the relationship between PJ and OCBI-H through NE. However, there was no difference between slopes, suggested no moderation effect.

Meanwhile for ELOC, at a moderate level (β = -0.11, SE = 0.06, [-.25 ,-.01]) had a stronger significant effect on the relationship between PJ and OCBI-H via PE compared to when the ELOC was at high level (β = -.14, SE = 0.09, [-.37 ,-.01]). However, the index moderated mediation included zero (β =-.03, SE = .04, [-.15,.02]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on OCBI-H, via PE depends on ELOC.

Next, with NE as a mediator, at a low level (β = 0.07, SE = 0.04, [.01 ,.17]) had a stronger significant effect on the relationship between PJ and OCBI-H via NE compared to when the ELOC was at high level (β = 0.07, SE = 0.04, [.01 ,.17]). However, the index moderated mediation included zero (β =-.03, SE = .04, [-.15,.02]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on OCBI-H, via PE depends on ELOC. Hypothesis 8i, 9i and 10i for SR and CR are rejected.

Table 6.19 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on OCBI-H via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.03,.02)	.01	.05	(-.10,.10)	.03	.03	(-.04,.10)	.02	.03	(-.04,.08)
M(0)	.00	.01	(-.02,.01)	.01	.04	(-.08,.08)	.02	.02	(-.02,.07)	.02	.03	(-.03,.07)
+1SD(.64)	.00	.01	(-.03,.03)	.00	.03	(-.05,.06)	.01	.02	(-.01,.05)	.01	.02	(-.03,.06)
ILOC												
-1SD(-.87)	.00	.01	(-.03,.02)	.00	.03	(-.06,.07)	.02	.02	(-.02,.07)	.02	.03	(-.03,.08)
M(0)	.00	.01	(-.03,.01)	.00	.03	(-.07,.07)	.02	.02	(-.02,.08)	.02	.03	(-.04,.07)
+1SD(.87)	.00	.01	(-.03,.02)	.01	.04	(-.07,.08)	.03	.03	(-.03,.09)	.02	.03	(-.04,.07)
ELOC												
-1SD(-.81)	.00	.01	(-.02,.01)	.01	.04	(-.09,.09)	.03	.03	(-.02,.10)	.02	.03	(-.04,.08)
M(0)	.01	.01	(-.01,.03)	.01	.04	(-.08,.08)	.03	.03	(-.03,.09)	.01	.02	(-.03,.06)
+1SD(.81)	.01	.02	(-.01,.05)	.01	.04	(-.07,.08)	.03	.03	(-.03,.09)	.01	.02	(-.02,.05)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.03,.03)	.00	.02	(-.04,.04)	-.02	.02	(-.06,.02)	.00	.01	(-.03,.02)
ILOC	.00	.01	(-.02,.02)	.00	.01	(-.02,.02)	.00	.01	(-.01,.03)	.00	.01	(-.02,.01)
ELOC	.01	.01	(-.01,.04)	.00	.01	(-.01,.02)	.00	.01	(-.02,.02)	.00	.01	(-.03,.01)

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

j. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between DJ and OCBI-H through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, the conditional indirect effect of optimism, ILOC and ELOC moderating DJ on OCBI-H through NPC, POS, PE and NE for SR were examined. As shown in table 6.20, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between DJ and OCBI-H via SE quality and emotion for CR is presented in table 6.44. It showed that, high level of optimism (β = -.12, SE = .05, [-.23,-.03] had a stronger significant effect on the relationship between DJ and OCBI-H via PE compared to when the optimism was at the moderate (β = -.15, SE = .06, [-.26 ,-.04]) and low (β = -.18, SE = .07, [-.31 ,-.05]) level. However, the index moderated mediation included zero (β = .05, SE = .03, [-.01 ,.11]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on OCBI-H,via PE depends on optimism.

Meanwhile low level of ILOC (β = -.13, SE = .06, [-.25,-.03] had a stronger significant effect on the relationship between DJ and OCBI-H via PE compared to when the ILOC was at the moderate (β = -.16, SE = .06, [-.28 ,-.04]) and high (β = -.18, SE = .07, [-.33 ,-.05]) level. But as the index moderated mediation crossed zero, it indicates that the indirect effect of DJ on OCBI-H,via PE did not depends on ILOC (β =- 0.01, SE = 0.01, [-.04 ,.01].

Similar with ILOC, low level of ELOC (β = -.13, SE = .05, [-.24,-.03] had a stronger significant effect on the relationship between DJ and OCBI-H via PE compared to when the ELOC was at a moderate (β = -.17, SE = .06, [-.29 ,-.04]) and high (β = -.20, SE = .08, [-.36 ,-.05]) level. But as the index moderated mediation crossed zero, it indicates that the indirect effect of DJ on OCBI-H, via PE did not depends on ELOC (β =- .05, SE = .03, [-.10 ,.00].

As for ELOC, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models. Therefore hypothesis 8j, 9j and 10j for SR and CR are rejected

Table 6.20 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on OCBI-H via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.04	(-.08,.07)	.00	.04	(-.08,.07)	.01	.03	(-.03,.07)	.01	.03	(-.03,.07)
M(0)	.00	.03	(-.06,.04)	.00	.03	(-.06,.04)	.01	.02	(-.03,.04)	.01	.02	(-.03,.04)
+1SD(.64)	.00	.02	(-.04,.03)	.00	.02	(-.04,.03)	.00	.01	(-.02,.03)	.01	.01	(-.02,.03)
ILOC												
-1SD(-.87)	.01	.01	(-.01,.03)	.00	.02	(-.05,.03)	.02	.03	(-.03,.07)	.01	.02	(-.03,.05)
M(0)	.01	.01	(-.01,.03)	.00	.02	(-.05,.04)	.02	.03	(-.03,.07)	.01	.02	(-.03,.05)
+1SD(.87)	.01	.01	(-.01,.04)	.00	.03	(-.05,.05)	.02	.03	(-.03,.08)	.01	.02	(-.03,.05)
ELOC												
-1SD(-.81)	.00	.01	(-.01,.03)	.00	.03	(-.06,.04)	.02	.03	(-.03,.08)	.01	.02	(-.03,.05)
M(0)	.01	.01	(-.01,.04)	.00	.03	(-.06,.05)	.02	.03	(-.04,.08)	.01	.02	(-.03,.04)
+1SD(.81)	.02	.02	(-.02,.07)	.00	.03	(-.06,.06)	.03	.03	(-.04,.09)	.01	.02	(-.02,.04)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.01	.01	(-.02,.03)	.00	.02	(-.04,.04)	-.01	.01	(-.04,.01)	-.01	.01	(-.04,.01)
ILOC	.00	.01	(-.01,.02)	.00	.01	(-.01,.01)	.00	.01	(-.01,.02)	.00	.01	(-.01,.01)
ELOC	.01	.01	(-.01,.04)	.00	.01	(-.01,.02)	.00	.01	(-.01,.01)	.00	.01	(-.02,.01)

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

k. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between IPJ and OCBI-H through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, the conditional indirect effect of optimism, ILOC and LOC moderating IPJ on OCBI-H through NPC, POS, PE and NE for SR were examined. As shown in Table 6.29, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, for CR, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between IPJ and OCBI-H via SE quality and emotion is presented in table 6.45. It showed that, only low level of optimism (β = .09, SE = .05, [-.18,-.01] had a significant effect on the relationship between IPJ and OCBI-H via PE. However, the index moderated mediation included zero (β = .04, SE = .03, [-.02 ,.11]). Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on OCBI-H,via PE depends on optimism.

Similarly, with NE as a mediator, at moderate level, (β = 0.09, SE = 0.04, [.01,.17]) optimism had a stronger significant effect on the relationship between IPJ and OCBI-H via NE compared to when the optimism was at low level (β = .10, SE = 0.05, [.02 ,.22]). However, the index moderated mediation included zero (β = -.02, SE = .04, [-.11,.03]). Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on OCBI-H, via NE depends on optimism.

In regards of ILOC, only at low level, it has a significant effect

(β = -.08, SE = 0.04, [.01,.17]), on the relationship between IPJ and OCBI-H via NE . But, the index moderated mediation included zero (β =.01, SE = .03, [-.03,.07]). Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on OCBI-H, via NE depends on ILOC.

Meanwhile for ELOC, the significant effect was only shown on the relationship between IPJ and OCBI-H via PE when the ELOC was at a low level (β = -.08, SE = 0.04, [-.16 ,-.01]). However, the index moderated mediation included zero (β =.00, SE = .02, [-.05,.05]). Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on OCBI-H, via PE depends on ELOC.

Next, with NE as a mediator, at a low level (β = 0.09, SE = 0.05, [.01 ,.19]) had a stronger significant effect on the relationship between IPJ and OCBI-H via NE compared to when the ELOC was at a moderate level (β = 0.08, SE = 0.03, [.01 ,.15]). However, the index moderated mediation included zero (β =- .02, SE = .03, [-.08,.03]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on OCBI-H, via NE depends on ELOC. Hypothesis 8k, 9k and 10k for SR and CR are rejected.

Table 6.21 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on OCBI-H via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.01,.03)	-.01	.04	(-.08,.06)	.02	.03	(-.04,.08)	.02	.03	(-.05,.09)
M(0)	.00	.01	(-.01,.02)	-.01	.03	(-.06,.04)	.01	.02	(-.02,.06)	.01	.03	(-.04,.07)
+1SD(.64)	.01	.01	(-.02,.03)	.00	.02	(-.04,.03)	.01	.01	(-.01,.04)	.01	.02	(-.03,.06)
ILOC												
-1SD(-.87)	.00	.01	(-.02,.02)	.00	.02	(-.05,.03)	.02	.02	(-.03,.07)	.01	.02	(-.03,.06)
M(0)	.00	.01	(-.01,.02)	.00	.02	(-.05,.04)	.02	.02	(-.03,.06)	.01	.03	(-.04,.07)
+1SD(.87)	.01	.01	(-.01,.04)	-.01	.03	(-.06,.05)	.02	.02	(-.03,.06)	.01	.03	(-.05,.08)
ELOC												
-1SD(-.81)	.00	.01	(-.02,.02)	.00	.03	(-.07,.06)	.02	.03	(-.03,.08)	.01	.03	(-.04,.07)
M(0)	.01	.01	(-.01,.04)	.00	.03	(-.07,.07)	.02	.03	(-.03,.08)	.01	.02	(-.03,.06)
+1SD(.81)	.02	.02	(-.02,.07)	.00	.03	(-.06,.07)	.02	.02	(-.03,.07)	.01	.02	(-.03,.06)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.03,.02)	.00	.02	(-.03,.04)	-.01	.02	(-.05,.02)	-.01	.01	(-.04,.02)
ILOC	.01	.01	(-.01,.03)	.00	.01	(-.01,.01)	.00	.01	(-.01,.01)	.00	.01	(-.01,.02)
ELOC	.01	.02	(-.01,.05)	.00	.00	(-.01,.01)	.00	.01	(-.02,.01)	.00	.01	(-.02,.01)

*p<.05,**p<.01,***p<.00

l. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between INJ and OCBI-H through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, the conditional indirect effect of optimism, ILOC and ELOC moderating INJ on OCBI-H through NPC, POS, PE and NE for SR were examined. As shown in table 6.22, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models. Therefore hypothesis 8l, 9l and 10l for SR are rejected.

Next, the conditional indirect effect of optimism, ILOC and ELOC moderating PJ on OCBI-H through NPC, POS, PE and NE for CR were examined. As shown in table 6.46 at moderate level (β = -0.08, SE = 0.04, [-.16 ,-.01]), optimism had a stronger significant effect on the relationship between INJ and OCBI-H via PE compared to when the optimism was at low level (β = -.14, SE = 0.06, [-.26 ,-.02]). The index moderated mediation excluded zero (β = .08, SE = .05, [.01,.18]). Therefore it can be said with 95% confidence that the indirect effect of INJ on OCBI-H, via PE depends on optimism. Hypothesis 8l for CR is partially accepted.

In regards of ILOC, at high level (β =.07, SE = .04, [.01,.16]), it has a stronger significant effect on the relationship between INJ and OCBI-H via NE compared to when it's at a moderate (β =.08, SE = .04, [.01,.17]) and low (β =.09, SE = .05, [.01,.20]) level. However, the index moderated mediation included zero (β =-.01, SE = .02, [-.06,.03]). Therefore it cannot be said with 95% confidence that the indirect effect of

INJ on OCBI-H, via NE depends on ILOC. Hypothesis 9l for CR is rejected.

Meanwhile for ELOC, the significant effect was stronger on the relationship between IPJ and OCBI-H via PE when the ELOC was at a moderate level (β = -.08, SE = 0.04, [-.15 ,-.01]), compared to at a high level of ELOC (β = -.11, SE = 0.05, [-.23 ,-.02]) . However, the index moderated mediation included zero (β =-.04, SE = .03, [-.10,.00]). Therefore it cannot be said with 95% confidence that the indirect effect of INJ on OCBI-H, via PE depends on ELOC.

Next, with NE as a mediator, at a low level (β = 0.08, SE = 0.04, [.01 ,.18]) had a stronger significant effect on the relationship between INJ and OCBI-H via NE compared to when the ELOC was at a moderate level (β = 0.07, SE = 0.04, [.01 ,.17]). However, the index moderated mediation included zero (β =- .01, SE = .02, [-.06,.03]). Therefore it cannot be said with 95% confidence that the indirect effect of INJ on OCBI-H, via NE depends on ELOC. Hypothesis 10k for SR and CR are rejected.

Table 6.22 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on OCBI-H via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.01	.01	(-.01,.04)	.00	.05	(-.09,.09)	.03	.03	(-.04,.09)	.01	.02	(-.03,.06)
M(0)	.01	.01	(-.01,.03)	.00	.04	(-.07,.07)	.02	.02	(-.02,.06)	.01	.02	(-.03,.05)
+1SD(.64)	.00	.01	(-.02,.03)	.00	.03	(-.06,.06)	.01	.01	(-.01,.04)	.01	.02	(-.03,.05)
ILOC												
-1SD(-.87)	.00	.01	(-.01,.03)	.00	.03	(-.06,.06)	.02	.02	(-.02,.06)	.01	.02	(-.03,.06)
M(0)	.00	.01	(-.01,.02)	.00	.03	(-.06,.06)	.01	.02	(-.02,.05)	.01	.02	(-.03,.05)
+1SD(.87)	.00	.01	(-.02,.02)	.00	.04	(-.07,.07)	.01	.02	(-.02,.06)	.01	.02	(-.03,.05)
ELOC												
-1SD(-.81)	.00	.01	(-.01,.02)	.00	.04	(-.07,.07)	.02	.02	(-.02,.07)	.01	.02	(-.02,.05)
M(0)	.01	.01	(-.01,.03)	.00	.04	(-.07,.07)	.02	.02	(-.02,.07)	.01	.02	(-.02,.05)
+1SD(.81)	.02	.02	(-.02,.05)	.00	.04	(-.07,.07)	.02	.02	(-.03,.07)	.01	.02	(-.03,.05)
Index of Moderated mediation												
	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI
Optimism	.00	.01	(-.03,.01)	.00	.02	(-.03,.03)	-.02	.02	(-.06,.02)	.00	.01	(-.02,.01)
ILOC	.00	.01	(-.02,.01)	.00	.01	(-.02,.01)	.00	.01	(-.02,.01)	.00	.01	(-.02,.01)
ELOC	.01	.01	(-.01,.03)	.00	.01	(-.01,.01)	.00	.01	(-.02,.01)	.00	.01	(-.01,.01)

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

m. Optimism/ILOC/ELOC moderates the strength of the mediation relationship between PJ and OCBO through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, the conditional indirect effect of optimism, ILOC and ELOC in moderating PJ on OCBI-H through NPC, POS, PE and NE for SR were examined. As shown in table 6.23, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Similar for CR, as shown in table 6.47, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models. Therefore hypothesis 8m, 9m, and 10m for SR and CR are rejected.

Table 6.23 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on OCBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.03,.02)	.08	.05	(-.02,.18)	.05	.04	(-.02,.12)	.03	.03	(-.03,.09)
M(0)	.00	.01	(-.02,.02)	.06	.04	(-.02,.14)	.03	.02	(-.01,.09)	.02	.03	(-.03,.08)
+1SD(.64)	.00	.01	(-.03,.03)	.05	.03	(-.01,.12)	.01	.02	(-.01,.06)	.02	.02	(-.02,.07)
ILOC												
-1SD(-.87)	.00	.01	(-.03,.02)	.05	.04	(-.01,.13)	.03	.02	(-.01,.08)	.02	.03	(-.03,.09)
M(0)	.00	.01	(-.02,.01)	.06	.04	(-.02,.13)	.03	.03	(-.01,.09)	.02	.03	(-.03,.08)
+1SD(.87)	.00	.01	(-.03,.02)	.06	.04	(-.02,.14)	.04	.03	(-.01,.11)	.02	.03	(-.03,.09)
ELOC												
-1SD(-.81)	.00	.01	(-.02,.02)	.07	.04	(-.02,.16)	.04	.03	(-.01,.11)	.03	.03	(-.03,.09)
M(0)	.01	.01	(-.01,.03)	.07	.04	(-.02,.15)	.04	.03	(-.01,.11)	.02	.02	(-.02,.07)
+1SD(.81)	.01	.02	(-.01,.05)	.06	.04	(-.01,.15)	.04	.03	(-.01,.11)	.01	.02	(-.02,.06)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.03,.03)	-.03	.02	(-.08,.01)	-.03	.02	(-.07,.01)	.00	.01	(-.03,.02)
ILOC	.00	.01	(-.02,.02)	.01	.01	(-.02,.03)	.01	.01	(-.02,.04)	.00	.01	(-.02,.02)
ELOC	.01	.01	(-.01,.04)	-.01	.01	(-.03,.02)	.00	.01	(-.02,.02)	-.01	.01	(-.03,.01)

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

n. Optimism/ILOC/ELOC moderates the strength of the mediation relationship between DJ and OCBO through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, the conditional indirect effect of optimism, ILOC and ELOC in moderating PJ on OCBO through NPC, POS, PE and NE for SR were examined. As shown in table 6.24, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

For CR, the conditional indirect effect of optimism, ILOC and ELOC moderating PJ on OCBO through NPC, POS, PE and NE were examined. As shown in table 6.48 at a high level (β = -0.09, SE = 0.05, [-.20 ,-.01]), optimism had a stronger significant effect on the relationship between DJ and OCBO via PE compared to when the optimism was at moderate (β = -.11, SE = 0.05, [-.21 ,-.01]) and low level (β = -.14, SE = 0.06, [-.24 ,-.02]). The index moderated mediation included zero (β = .03, SE = .02, [-.01,.08]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on OCBO, via PE depends on optimism.

Meanwhile for ILOC, the significant effect was stronger when it's at low level (β = -0.09, SE = 0.05, [-.20 ,-.01]), compared to when its at moderate (β = -0.12, SE = 0.05, [-.23 ,-.02]) and high level (β = -0.14, SE = 0.06, [-.26 ,-.02]).However, the index moderated mediation included zero (β =-.02, SE = .02, [-.07,.02]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on OCBO, via PE depends on ILOC.

Similar with ILOC, the significant effect was stronger when ELOC was at low level (β = -0.10, SE = 0.05, [-.20 ,-.01]), compared to when its at moderate (β = -0.13, SE = 0.06, [-.23 ,-.01]) and high level (β = -0.16, SE = 0.07, [-.28 ,-.02]).However, the index moderated mediation included zero (β =-.03, SE = .02, [-.07,.00]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on OCBO, via PE depends on ELOC. As for ELOC, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models. Hypothesis 8n, 9n, and 10n for SR and CR are rejected.

Table 6.24 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on OCBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.01,.03)	.07	.04	(-.01,.15)	.04	.03	(-.02,.11)	.03	.03	(-.02,.08)
M(0)	.01	.01	(-.01,.03)	.05	.03	(-.01,.10)	.03	.03	(-.02,.09)	.02	.02	(-.02,.06)
+1SD(.64)	.01	.02	(-.02,.05)	.03	.02	(.00,.07)	.03	.02	(-.01,.07)	.01	.01	(-.01,.04)
ILOC												
-1SD(-.87)	.01	.01	(-.01,.03)	.03	.02	(.00,.09)	.04	.03	(-.02,.09)	.02	.02	(-.02,.06)
M(0)	.01	.01	(-.01,.03)	.04	.02	(.00,.09)	.04	.03	(-.02,.10)	.02	.02	(-.02,.06)
+1SD(.87)	.01	.01	(-.01,.04)	.05	.03	(.00,.10)	.04	.03	(-.02,.10)	.02	.02	(-.02,.07)
ELOC												
-1SD(-.81)	.00	.01	(-.01,.03)	.05	.03	(-.01,.10)	.04	.03	(-.02,.11)	.02	.02	(-.02,.07)
M(0)	.01	.01	(-.01,.04)	.05	.03	(-.01,.11)	.04	.03	(-.02,.11)	.02	.02	(-.02,.06)
+1SD(.81)	.02	.02	(-.02,.06)	.05	.04	(-.01,.14)	.04	.03	(-.02,.11)	.01	.02	(-.01,.05)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.01	.01	(-.02,.04)	-.03	.02	(-.08,.00)	-.01	.01	(-.05,.01)	-.01	.01	(-.05,.01)
ILOC	.00	.01	(-.01,.02)	.01	.01	(-.01,.03)	.00	.01	(-.01,.02)	.00	.01	(-.01,.02)
ELOC	.01	.01	(-.01,.03)	.01	.01	(-.01,.04)	.00	.01	(-.02,.02)	.00	.01	(-.03,.01)

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

o. Optimism/ILOC/ELOC moderates the strength of the mediation relationship between IPJ and OCBO through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, the conditional indirect effect of optimism, ILOC and ELOC in moderating IPJ on OCBO through NPC, POS, PE and NE for SR were examined. As shown in table 6.25, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, the conditional indirect effect of optimism, ILOC and ELOC moderating IPJ on OCBO through NPC, POS, PE and NE for CR were examined. As shown in table 6.49, at low, medium and high levels, bootstrap CIs include zero, rejected all moderated mediation models. Therefore hypothesis 8o, 9o, and 10o for SR and CR are rejected.

Table 6.25 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on OCBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.01,.03)	.06	.04	(-.02,.13)	.04	.03	(-.02,.10)	.02	.03	(-.04,.10)
M(0)	.00	.01	(-.01,.02)	.04	.03	(-.01,.09)	.02	.02	(-.01,.07)	.02	.03	(-.03,.08)
+1SD(.64)	.01	.01	(-.02,.03)	.02	.02	(-.01,.07)	.01	.01	(-.01,.05)	.01	.02	(-.02,.06)
ILOC												
-1SD(-.87)	.00	.01	(-.02,.02)	.03	.02	(-.01,.08)	.03	.03	(-.02,.09)	.02	.02	(-.03,.07)
M(0)	.00	.01	(-.01,.03)	.03	.02	(-.01,.08)	.03	.02	(-.02,.08)	.02	.03	(-.03,.08)
+1SD(.87)	.01	.01	(-.01,.04)	.04	.03	(-.01,.09)	.02	.02	(-.01,.08)	.02	.03	(-.04,.09)
ELOC												
-1SD(-.81)	.00	.01	(-.02,.02)	.05	.03	(-.02,.12)	.03	.03	(-.02,.10)	.02	.03	(-.03,.08)
M(0)	.01	.01	(-.01,.04)	.04	.03	(-.01,.10)	.03	.03	(-.02,.09)	.02	.02	(-.03,.07)
+1SD(.81)	.02	.02	(-.02,.07)	.03	.03	(-.01,.09)	.03	.03	(-.02,.09)	.01	.02	(-.02,.07)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.03,.02)	-.02	.02	(-.06,.01)	-.02	.02	(-.05,.01)	-.01	.01	(-.04,.02)
ILOC	.00	.01	(-.01,.02)	.01	.01	(-.01,.03)	.00	.01	(-.02,.01)	.00	.01	(-.01,.02)
ELOC	.01	.02	(-.02,.05)	-.01	.01	(-.03,.01)	.00	.01	(-.02,.01)	.00	.01	(-.02,.01)

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

p. Optimism/ ILOC/ ELOC moderates the strength of the mediation relationship between INJ and OCBO through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between INJ and OCBO via SE quality and emotion is presented in table 6.26. It showed that, low level of optimism (β = 0.10, SE = 0.04, [.02 ,.18] had a stronger significant effect on the relationship between INJ and OCBO via POS compared to when the optimism was moderate (β = 0.8, SE = 0.04, [.01 ,.15]) and at a high level (β = 0.6, SE = 0.03, [.01 ,.13]). However, the index moderated mediation included zero (β = -0.03, SE = 0.02, [-.07 ,.00]). Therefore it cannot be said with 95% confidence that the indirect effect of INJ on OCBO,via POS depends on optimism.

Meanwhile higher level of ILOC had a greater influence on the strength of the relationship between INJ and OCBO via POS (β = 0.8, SE = 0.04, [.01 ,.04]). However, the index moderated mediation included zero (β = -0.01, SE = 0.01, [-.01 ,.03]). Therefore it cannot be said with 95% confidence that the indirect effect of INJ on OCBO, via POS depends on ILOC. As for ELOC, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, the conditional indirect effect of optimism, ILOC and ELOC moderating INJ on OCBO through NPC, POS, PE and NE for CR were examined. As shown in table 6.50, at low, medium and high levels, bootstrap CIs include zero, rejected

all moderated mediation models. Therefore hypothesis 8p, 9p, and 10p for SR and CR are rejected.

Table 6.26 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on OCBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.01	.01	(-.01,.04)	.10	.04	(.02,.18)	.05	.03	(-.01,.12)	.03	.02	(-.02,.08)
M(0)	.01	.01	(-.01,.03)	.08	.04	(.01,.15)	.03	.02	(-.01,.08)	.02	.02	(-.02,.07)
+1SD(.64)	.00	.01	(-.01,.03)	.06	.03	(.01,.13)	.02	.02	(-.01,.06)	.02	.02	(-.02,.07)
ILOC												
-1SD(-.87)	.00	.01	(-.01,.03)	.06	.03	(.01,.02)	.03	.02	(.00,.08)	.03	.02	(-.02,.08)
M(0)	.00	.01	(-.01,.02)	.07	.03	(.01,.13)	.03	.02	(.00,.07)	.02	.02	(-.02,.07)
+1SD(.87)	.00	.01	(-.02,.02)	.08	.03	(.01,.04)	.03	.02	(.00,.07)	.02	.02	(-.01,.07)
ELOC												
-1SD(-.81)	.00	.01	(-.01,.03)	.08	.04	(.01,.15)	.03	.03	(.00,.09)	.02	.02	(-.01,.07)
M(0)	.01	.01	(-.01,.04)	.08	.03	(.01,.15)	.04	.02	(-.01,.09)	.02	.02	(-.01,.06)
+1SD(.81)	.02	.02	(-.02,.06)	.08	.04	(.01,.15)	.04	.02	(-.01,.09)	.02	.02	(-.01,.06)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.03,.02)	-.03	.02	(-.07,.00)	-.03	.02	(-.08,.01)	.00	.01	(-.03,.02)
ILOC	.00	.01	(-.02,.01)	.01	.01	(-.01,.03)	.00	.01	(-.02,.02)	.00	.01	(-.02,.01)
ELOC	.01	.01	(-.01,.03)	.00	.00	(-.03,.01)	.00	.01	(-.02,.02)	.00	.01	(-.02,.01)

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

q. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between PJ and CWBI through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between PJ and CWBI via SE quality and emotion for SR is presented in table 6.27. It showed that, low level of optimism (β = 0.07, SE = 0.03, [-.12 ,-.02] and low level of ELOC (β = -0.07, SE = 0.03, [-.13 ,-.02] had a significant effect on the relationship between PJ and CWBI via NE. However, for both moderator, the index moderated mediation included zero. Therefore it cannot be said with 95% confidence that the indirect effect of PJ on CWBI,via NE depends on optimism or ELOC. As for ILOC, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between PJ and CWBI via SE quality and emotion for CR are presented in table 6.51. It showed that, the significant effect was stronger on the relationship between PJ and CWBI via PE at low level of optimism (β = 0.14, SE = 0.07, [.02,.30]) compared to at moderate level of optimism (β = 0.09, SE = 0.05, [.01 ,.19]. However, the index moderated mediation included zero. Therefore it cannot be said with 95% confidence that the indirect effect of PJ on CWBI,via PE depends on optimism.

Contrarily, with NE as a mediator, the effect was stronger when optimism was at a moderate level (β = -0.08, SE = 0.04, [-.17,-.02]) compared to when its at low level (β = -

0.09, SE = 0.04, [-.19,-.02]). But the index moderated mediation included zero (β = 0.02, SE = 0.03, [-.05,.08]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on CWBI,via NE depends on optimism.

Meanwhile for ILOC, the significant effect was stronger on the relationship between PJ and CWBI via PE when the ILOC was at a high level (β = .11, SE = 0.06, [.01,.25]), compared to at a moderate level of ILOC (β = .10, SE = 0.05, [.01 ,.21]) . However, the index moderated mediation included zero (β =-.02, SE = .03, [-.04,.09]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on CWBI, via PE depends on ILOC.

Next, with ELOC as a moderator, the effect was stronger on the relationship between PJ and CWBI via PE when its at a high level (β = 0.14, SE = 0.09, [.02 ,.35]) compared to when the ELOC was at a moderate (β = 0.11, SE = 0.06, [.02 ,.24]) and low (β = 0.08, SE = 0.04, [.01 ,.17]) level. However, the index moderated mediation included zero (β =.03, SE = .04, [-.02,.14]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on CWBI, via PE depends on ELOC.

In the indirect effect between PJ and CWBI via NE, moderate level of ELOC had a stronger significant effect (β =-.06, SE = .04, [-.15,-.01]) compared to when it's at low level (β =.10, SE = .05, [-.21,-.02]). But, the index moderated mediation included zero (β =.04, SE = .03, [-.01,.11]). Therefore it cannot be said with 95% confidence that the indirect effect of PJ on CWBI, via NE depends on ELOC. Hypothesis 8q, 9q and 10q for SR and CR are rejected.

Table 6.27 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on CWBI via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.02,.03)	-.04	.03	(-.10,.02)	.00	.02	(-.04,.04)	-.07	.03	(-.12,-.02)
M(0)	.00	.01	(-.01,.02)	-.03	.02	(-.08,.02)	.00	.01	(-.03,.02)	-.06	.02	(-.10,-.02)
+1SD(.64)	.00	.01	(-.02,.02)	-.02	.02	(-.05,.01)	.00	.01	(-.02,.01)	-.05	.02	(-.11,-.01)
ILOC												
-1SD(-.87)	.01	.01	(-.02,.03)	-.02	.02	(-.07,.01)	.00	.01	(-.02,.02)	-.06	.03	(-.12,-.02)
M(0)	.00	.01	(-.01,.02)	-.03	.02	(-.07,.01)	.00	.01	(-.03,.03)	-.06	.02	(-.11,-.02)
+1SD(.87)	.00	.01	(-.02,.03)	-.03	.02	(-.08,.02)	.00	.02	(-.03,.03)	-.06	.03	(-.12,-.02)
ELOC												
-1SD(-.81)	.00	.01	(-.02,.02)	-.04	.03	(-.10,.02)	.00	.02	(-.03,.03)	-.07	.03	(-.13,-.02)
M(0)	-.01	.01	(-.02,.01)	-.03	.03	(-.08,.02)	.00	.02	(-.03,.03)	-.05	.02	(-.10,-.02)
+1SD(.81)	-.01	.01	(-.04,.00)	-.03	.02	(-.08,.01)	.00	.02	(-.03,.03)	-.04	.02	(-.08,.00)
Index of Moderated mediation												
	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI
Optimism	.00	.01	(-.03,.02)	.01	.01	(-.01,.05)	.00	.01	(-.02,.02)	.01	.02	(-.03,.05)
ILOC	.00	.01	(-.02,.02)	.00	.01	(-.02,.01)	.00	.00	(-.01,.01)	.00	.02	(-.03,.04)
ELOC	-.01	.01	(-.03,.00)	.00	.01	(-.01,.02)	.00	.00	(-.01,.01)	.02	.02	(-.01,.06)

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

r. Optimism/ ILOC/ELOC moderates the strength of the mediation relationship between DJ and CWBI through SE qualities (POS and NPC) and emotions (PE and NE).

First, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between DJ and CWBI via SE quality and emotion for SR is presented in table 6.28. It showed that, low level of optimism (β = -0.05, SE = 0.02, [-.10 ,-.01] and low level of ELOC (β = -0.04, SE = 0.02, [-.09 ,-.01] had a significant effect on the relationship between DJ and CWBI via NE.

However, for both moderator, the index moderated mediation included zero. Therefore it cannot be said with 95% confidence that the indirect effect of DJ on CWBI,via NE depends on optimism or ELOC. As for ILOC, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between DJ and CWBI via SE quality and emotion for CR is presented in table 6.52. It showed that, the significant effect on the relationship between DJ and CWBI via POS was stronger when optimism level was high (β = -0.08, SE = 0.05, [-.19 ,-.01]), followed by moderate level (β = -0.11, SE = 0.05, [-.21 ,-.02]) and low level (β = -0.13, SE = 0.06, [-.26 ,-.03]) of optimism. However the index moderated mediation included zero (β = 0.04, SE = 0.03, [-.01 ,.10]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on CWBI, via POS depends on optimism.

Meanwhile, the effect of optimism on the relationship between DJ and CWBI via NE was significantly stronger when it's at high level (β = -0.06, SE = 0.04, [-.15 ,-.01]), followed by moderate (β = -0.07, SE = 0.03, [-.15 ,-.02]) and high level of optimism (β = -0.08, SE = 0.04, [-.17 ,-.02]). But, the index moderated mediation included zero (β = 0.01, SE = 0.03, [-.05,.07]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on CWBI, via NE depends on optimism.

In regard of ILOC, the effect was stronger on the relationship between DJ and CWBI via POS when it's at high level (β = -0.06, SE = 0.04, [-.15 ,-.01]), followed by moderate (β = -0.10, SE = 0.05, [-.20 ,-.02]) and low level(β = -0.12, SE = 0.05, [-.23 ,-.02]). However, the index moderated mediation included zero (β = 0.02, SE = 0.02, [-.03,.07]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on CWBI, via POS depends on ILOC.

On the relationship between DJ and CWBI via NE, the significant effect of ILOC was stronger at a moderate level (β = -0.07, SE = 0.03, [-.14 ,-.02]) compared to at low level (β = -0.08, SE = 0.04, [-.17 ,-.01]). However, the index moderated mediation included zero (β = 0.01, SE = 0.03, [-.04,.07]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on CWBI, via NE depends on ILOC.

With regard of ELOC, the effect was only significant on the relationship between DJ and CWBI via POS when its at low level (β = -0.11, SE = 0.05, [-.20 ,-.02]). Meanwhile on the

indirect effect of DJ and CWBI via NE, the significant effect was stronger when ELOC was at moderate level (β = -0.06, SE = 0.03, [-.14 ,-.02]), followed by low level (β = -0.08, SE = 0.04, [-.17 ,-.02]). However for both model , the index moderated mediation crossed zero, indicated that the indirect effect for POS and NE on the relationship between DJ and CWBI did not depend on ELOC. Therefore, hypothesis 8r, 9r and 10r are rejected.

Table 6.28 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on CWBI via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.02,.01)	.00	.02	(-.04,.04)	.02	.02	(-.02,.05)	-.05	.02	(-.10,-.01)
M(0)	-.01	.01	(-.03,.00)	.00	.02	(-.03,.03)	.01	.02	(-.02,.04)	-.04	.01	(-.07,-.01)
+1SD(.64)	-.02	.01	(-.04,.00)	.00	.01	(-.02,.02)	.01	.01	(-.01,.04)	-.02	.01	(-.05,.00)
ILOC												
-1SD(-.87)	-.01	.01	(-.03,.01)	.00	.01	(-.02,.02)	.01	.02	(-.02,.04)	-.04	.02	(-.07,-.01)
M(0)	-.01	.01	(-.03,.00)	.00	.01	(-.03,.03)	.01	.02	(-.02,.05)	-.04	.02	(-.07,-.01)
+1SD(.87)	-.01	.01	(-.04,.01)	.00	.02	(-.03,.03)	.01	.02	(-.02,.05)	-.04	.02	(-.08,-.01)
ELOC												
-1SD(-.81)	-.01	.01	(-.03,.01)	.00	.02	(-.03,.03)	.01	.02	(-.02,.05)	-.04	.02	(-.09,-.01)
M(0)	-.02	.01	(-.04,.00)	.00	.02	(-.03,.03)	.01	.02	(-.02,.05)	-.03	.01	(-.07,-.01)
+1SD(.81)	-.02	.01	(-.06,.00)	.00	.02	(-.04,.04)	.01	.02	(-.02,.05)	-.03	.01	(-.06,.00)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.01	.01	(-.04,.01)	.00	.01	(-.02,.02)	.00	.01	(-.02,.01)	.02	.02	(.00,.06)
ILOC	.00	.01	(-.02,.01)	.00	.00	(-.01,.01)	.00	.00	(-.01,.01)	.00	.01	(-.02,.02)
ELOC	-.01	.01	(-.03,.00)	.00	.00	(-.01,.01)	.00	.00	(-.01,.01)	.00	.01	(-.01,.04)

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

s. Optimism moderates the strength of the mediation relationship between IPJ and CWBI through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, at table 6.29, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between IPJ and CWBI via SE quality and emotion for SR is presented. It showed that, low level of optimism (β = -0.05, SE = 0.02, [-.10 ,-.01] and moderate level of ILOC (β = -0.04, SE = 0.02, [-.09 ,-.01] had a significant effect on the relationship between IPJ and CWBI via NE. However,for both moderator, the index moderated mediation included zero. Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on CWBI,via NE depends on optimism or ILOC. As for ELOC, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, the conditional indirect effect of optimism, ILOC and ELOC moderating IPJ on CWBI through NPC, POS, PE and NE for CR were examined. As shown in table 6.53 at a moderate level (β = 0.08, SE = 0.03, [.02 ,.15]), optimism had a stronger significant effect on the relationship between IPJ and CWBI via PE compared to when the optimism was at low level (β = .11, SE = 0.05, [.02 ,.22]). However, the index moderated mediation included zero (β = -.05, SE = .04, [-.14,.02]). Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on CWBI, via PE depends on optimism.

Meanwhile for ILOC, the significant effect was stronger when it's at low level (β = 0.09, SE = 0.05, [.01 ,.20]), compared to

when its at moderate level (β = 0.08, SE = 0.04, [.02 ,.17]).However, the index moderated mediation included zero (β =.00, SE = .03, [-.08,.05]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on OCBO, via PE depends on ILOC.

With regard to ELOC, the significant effect was significant only when ELOC was at a high level (β = 0.08, SE = 0.05, [.01 ,.22]). However, the index moderated mediation included zero (β =-.01, SE = .03, [-.06,.06]). Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on CWBI, via PE depends on ELOC. Hypothesis 8s, 9s and 10s are rejected.

Table 6.29 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on CWBI via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.02,.01)	.03	.02	(-.01,.09)	.03	.02	(.00,.07)	-.05	.02	(-.10,-.01)
M(0)	.00	.01	(-.02,.01)	.02	.02	(-.01,.06)	.02	.01	(.00,.05)	-.04	.02	(-.08,-.01)
+1SD(.64)	-.01	.01	(-.03,.01)	.01	.01	(-.01,.05)	.01	.01	(.00,.03)	-.03	.02	(-.07,.00)
ILOC												
-1SD(-.87)	.00	.01	(-.02,.02)	.02	.01	(-.01,.05)	.02	.01	(.00,.05)	-.03	.02	(-.08,.00)
M(0)	.00	.01	(-.01,.01)	.02	.02	(-.01,.05)	.02	.01	(.00,.05)	-.04	.02	(-.09,-.01)
+1SD(.87)	-.01	.01	(-.03,.00)	.02	.02	(-.01,.06)	.02	.01	(.00,.05)	-.05	.02	(-.10,-.01)
ELOC												
-1SD(-.81)	.00	.01	(-.01,.02)	.03	.02	(-.01,.08)	.03	.02	(.00,.06)	-.04	.02	(-.09,.00)
M(0)	-.01	.01	(-.03,.00)	.02	.02	(-.01,.06)	.02	.02	(.00,.06)	-.04	.02	(-.08,.00)
+1SD(.81)	-.02	.01	(-.05,.00)	.02	.02	(-.01,.06)	.02	.02	(.00,.06)	-.03	.02	(-.07,.00)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.02,.02)	-.01	.01	(-.05,.01)	-.01	.01	(-.04,.00)	.02	.01	(.00,.05)
ILOC	-.01	.01	(-.02,.01)	.00	.01	(-.01,.02)	.00	.00	(-.01,.01)	-.01	.01	(-.03,.01)
ELOC	-.01	.01	(-.03,.00)	-.01	.01	(-.02,.01)	.00	.01	(-.02,.01)	.00	.01	(-.01,.03)

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

t. Optimism moderates the strength of the mediation relationship between INJ and CWBI through SE qualities (POS and NPC) and emotions (PE and NE).

Firstly, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between INJ and CWBI via SE quality and emotion are presented in table 6.30. It showed that, low level of optimism (β = -0.05, SE = 0.02, [-.09 ,-.01] and low level of ILOC (β = -0.05, SE = 0.02, [-.09 ,-.01] had a significant effect on the relationship between INJ and CWBI via NE. However, for both moderators, the index-moderated mediation included zero. Therefore it cannot be said with 95% confidence that the indirect effect of INJ on CWBI,via NE depends on optimism or ILOC. As for ELOC, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between PJ and CWBI via SE quality and emotion for CR are presented in table 6.54. It showed that, the significant effect was stronger on the relationship between INJ and CWBI via NE at a high level of optimism (β = -0.08, SE = 0.04, [-.18,-.02]). However, the index moderated mediation included zero (β = -0.01, SE = 0.03, [-.08,.03]) . Therefore it cannot be said with 95% confidence that the indirect effect of INJ on CWBI, via NE depends on optimism.

Meanwhile for ILOC, the significant effect was stronger on the relationship between INJ and CWBI via NE when the ILOC was at a high level (β = -.07, SE = 0.03, [-.14,-.02]). However,

the index moderated mediation included zero (β =.01, SE = .02, [-.03,.05]). Therefore it cannot be said with 95% confidence that the indirect effect of INJ on CWBI, via NE depends on ILOC.

Next, with ELOC as a moderator, the effect was stronger on the relationship between INJ and CWBI via NE when it's at a moderate level (β = -0.07, SE = 0.03, [-.15 ,-.02]) compared to when the ELOC was at a low level (β = -0.08, SE = 0.04, [-.16 ,-.02]). However, the index moderated mediation included zero (β =.01, SE = .02, [-.03,.05]). Therefore it cannot be said with 95% confidence that the indirect effect of INJ on CWBI, via NE depends on ELOC. Hypothesis 8t, 9t and 10t for SR and CR are rejected.

Table 6.30 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on CWBI via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	-.01	.01	(-.03,.01)	-.01	.03	(-.07,.04)	.01	.02	(-.02,.05)	-.05	.02	(-.09,-.01)
M(0)	-.01	.01	(-.02,.00)	-.01	.02	(-.06,.03)	.01	.01	(-.01,.03)	-.04	.02	(-.08,-.02)
+1SD(.64)	.00	.01	(-.02,.01)	-.01	.02	(-.04,.02)	.00	.01	(-.01,.02)	-.04	.02	(-.08,-.01)
ILOC												
-1SD(-.87)	.00	.01	(-.02,.01)	-.01	.02	(-.04,.02)	.01	.01	(-.01,.03)	-.05	.02	(-.09,-.01)
M(0)	.00	.01	(-.02,.01)	-.01	.02	(-.05,.03)	.01	.01	(-.01,.03)	-.04	.02	(-.08,-.01)
+1SD(.87)	.00	.01	(-.02,.02)	-.01	.02	(-.05,.03)	.01	.01	(-.01,.03)	-.04	.02	(-.08,-.01)
ELOC												
-1SD(-.81)	.00	.01	(-.02,.01)	-.01	.02	(-.05,.03)	.01	.01	(-.02,.03)	-.04	.02	(-.08,-.01)
M(0)	-.01	.01	(-.03,.00)	-.01	.02	(-.05,.03)	.01	.01	(-.02,.03)	-.04	.01	(-.07,-.01)
+1SD(.81)	-.02	.01	(-.04,.00)	-.01	.02	(-.05,.03)	.01	.01	(-.02,.04)	-.04	.02	(-.07,-.01)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.02,.03)	.00	.01	(-.01,.02)	-.01	.01	(-.03,.01)	.00	.02	(-.03,.04)
ILOC	.00	.01	(-.01,.02)	.00	.00	(-.01,.01)	.00	.00	(-.01,.01)	.01	.01	(-.02,.03)
ELOC	-.01	.01	(-.03,.00)	.00	.00	(-.01,.01)	.00	.00	(-.01,.01)	.00	.01	(-.02,.03)

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

u. Optimism moderates the strength of the mediation relationship between PJ and CWBO through SE qualities (POS and NPC) and emotions (PE and NE).

First, the examination of conditional indirect effects for SR (table 6.31) indicated PJ had a significant effect on CWBO (through POS), with the effect being stronger when the level of optimism is moderate (β = -0.08, SE = 0.03, [-0.13 to -0.03]), .The index of moderated mediation was positive with 95% confidence (0.01 to 0.16). As this confidence interval does not include zero, it can concluded that the indirect effects (via POS) of PJ on CWBI is positively moderated by optimism. As for the rests, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.
Hypothesis 8u for SR is partially accepted.

As for the rests, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models. Hypothesis 9u and 10u for SR are rejected.

Next, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between PJ and CWBO via SE quality and emotion are presented in table 6.55. The findings revealed that the conditional indirect effect via all three moderators were not significant, rejected for moderated mediation model. Therefore hypothesis 8u, 9u and 10u for CR are rejected.

Table 6.31 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on CWBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.01,.02)	-.20	.06	(-.32,.10)	-.04	.03	(-.10,.01)	-.06	.03	(-.12,-.01)
M(0)	.00	.00	(-.01,.01)	-.15	.04	(-.24,.08)	-.03	.02	(-.07,.01)	-.05	.02	(-.10,-.01)
+1SD(.64)	.00	.01	(-.02,.02)	-.11	.04	(-.19,.04)	-.01	.01	(-.05,.01)	-.05	.02	(-.10,-.01)
ILOC												
-1SD(-.87)	.00	.01	(-.01,.02)	-.12	.04	(-.22,-.05)	-.02	.02	(-.07,.01)	-.05	.03	(-.12,-.01)
M(0)	.00	.01	(-.01,.02)	-.14	.04	(-.21.-06)	-.03	.02	(-.07,.01)	-.05	.03	(-.11,-.01)
+1SD(.87)	.00	.01	(-.01,.02)	-.15	.04	(-.23,-.07)	-.03	.03	(-.09,.01)	-.05	.03	(-.12,-.01)
ELOC												
-1SD(-.81)	.00	.01	(-.01,.02)	-.17	.05	(-.28,-.08)	-.03	.03	(-.09,.01)	-.06	.03	(-.13,-.01)
M(0)	.00	.01	(-.01,.01)	-.16	.04	(-.25,-.08)	-.03	.02	(-.09,.01)	-.05	.02	(-.09,-.01)
+1SD(.81)	.00	.01	(-.03,.02)	-.14	.05	(-.24,-.06)	-.04	.03	(-.09,.01)	-.03	.02	(-.08,.00)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.02,.02)	.07	.04	(.01,.16)	.02	.02	(-.01,.07)	.01	.02	(-.03,.05)
ILOC	.00	.01	(-.01,.01)	-.02	.02	(-.06,.04)	-.01	.01	(-.03,.01)	.00	.02	(-.03,.03)
ELOC	.00	.01	(-.02,.04)	.02	.02	(-.03,.07)	.00	.01	(-.02,.02)	.01	.02	(-.01,.05)

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

v. Optimism moderates the strength of the mediation relationship between DJ and CWBO through SE qualities (POS and NPC) and emotions (PE and NE).

First, the conditional indirect effects for SR (table 6.56) indicated that DJ had a significant effect on CWBO (through POS), with the effect being stronger when the level of optimism is moderate (β = -0.08, SE = 0.03, [-0.13 to -0.03]) than moderate (β = -0.11, SE = 0.04, 95%) and low optimism (β = -0.20, SE = 0.06, [-0.20 to -0.04]) . However, the index of moderated mediation included zero ,therefore it cannot be said with 95% confidence that the indirect effect of DJ on CWBI,via POS depends on optimism. As for the rests, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models.

Next, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between DJ and CWBO via SE quality and emotion are presented in table 6.56. It showed that, the significant effect was stronger on the relationship between DJ and CWBO via PE at a low level of optimism (β = 0.15, SE = 0.06, [.04,.28]), followed by moderate (β = 0.13, SE = 0.05, [.04,.23]) and high level of optimism (β = 0.10, SE = 0.05, [.02,.20]). However, the index moderated mediation included zero (β = -0.04, SE = 0.03, [-.10,.01]) . Therefore it cannot be said with 95% confidence that the indirect effect of DJ on CWBO, via PE depends on optimism.

Meanwhile for ILOC, the significant effect was stronger on the relationship between DJ and CWBO via PE when the ILOC was at a high level (β =.15, SE = 0.06, [.04,.28]), compared to

when it's at moderate (β =.13, SE = 0.05, [.04,.24]) and low level (β =.11, SE = 0.05, [.02,.22]) . But, the index moderated mediation included zero (β =.02, SE = .02, [-.01,.07]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on CWBO, via PE depends on ILOC.

Next, with ELOC as a moderator, the effect was stronger on the relationship between DJ and CWBO via PE when it's at a high level (β = 0.17, SE = 0.07, [.05 ,.32]) compared to when the ELOC was at a moderate (β =0.14, SE = 0.06, [.04 ,.26]) and low level (β =0.11, SE = 0.04, [.03 ,.20]) . However, the index moderated mediation included zero (β =.04, SE = .02, [.00,.09]). Therefore it cannot be said with 95% confidence that the indirect effect of DJ on CWBO, via PE depends on ELOC. Hypothesis 8v, 9v and 10v for SR and CR are rejected.

Table 6.32 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on CWBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.01,.01)	-.11	.04	(-.20,-.04)	-.02	.03	(-.07,.04)	-.04	.02	(-.10,.00)
M(0)	.00	.01	(-.01,.02)	-.08	.03	(-.13,-.03)	-.01	.02	(-.05,.03)	-.03	.02	(-.07,.00)
+1SD(.64)	.00	.01	(-.02,.03)	-.04	.02	(-.10,.00)	-.01	.02	(-.04,.02)	-.02	.01	(-.05,.00)
ILOC												
-1SD(-.87)	.00	.01	(-.01,.02)	-.06	.03	(-.12,-.01)	-.01	.02	(-.06,.03)	-.03	.02	(-.07,.00)
M(0)	.00	.01	(-.02,.02)	-.07	.02	(-.12,-.02)	-.01	.02	(-.05,.03)	-.03	.02	(-.07,.00)
+1SD(.87)	.00	.01	(-.02,.02)	-.07	.03	(-.14,-.02)	-.01	.02	(-.06,.03)	-.03	.02	(-.08,.00)
ELOC												
-1SD(-.81)	.00	.01	(-.01,.02)	-.08	.03	(-.14,-.02)	-.01	.02	(-.06,.03)	-.04	.02	(-.08,.00)
M(0)	.00	.01	(-.02,.02)	-.08	.03	(-.14,-.03)	-.02	.02	(-.07,.03)	-.03	.02	(-.07,.00)
+1SD(.81)	.00	.02	(-.04,.03)	-.09	.04	(-.17,-.03)	-.02	.03	(-.07,.03)	-.02	.02	(-.06,.00)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.02,.02)	.05	.03	(-.01,.12)	.01	.01	(-.01,.03)	.02	.02	(.00,.06)
ILOC	.00	.00	(-.01,.01)	-.01	.02	(-.05,.02)	.00	.00	(-.01,.01)	.00	.01	(-.03,.02)
ELOC	.00	.01	(-.02,.02)	-.01	.02	(-.06,.03)	.00	.00	(-.01,.01)	.01	.01	(-.01,.03)

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

w. Optimism moderates the strength of the mediation relationship between IPJ and CWBO through SE qualities (POS and NPC) and emotions (PE and NE).

First, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between IPJ and CWBO via SE quality and emotion for SR is presented in table 6.33. It showed that, high level of optimism (β = -0.05, SE = 0.02, [-.10 ,-.01], low level of ILOC (β = -0.06, SE = 0.03, [-.12 ,-.01] and high level of ELOC (β = -0.07, SE = 0.03, [-.14 ,-.02]) had a significant effect on the relationship between IPJ and CWBO via POS. However,for all three moderators, the index moderated mediation included zero. Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on CWBO,via POS depends on optimism, ILOC and ELOC.

Next, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between IPJ and CWBO via SE quality and emotion for CR are presented in table 6.57. It showed that, the significant effect of optimism was stronger on the relationship between IPJ and CWBO via PE at a low level (β = 0.09, SE = 0.05, [.01,.19]), followed by moderate level of optimism (β = 0.06, SE = 0.03, [.01,.14]). However, the index moderated mediation included zero (β = -0.04, SE = 0.03, [-.12,.02]) . Therefore it cannot be said with 95% confidence that the indirect effect of IPJ on CWBO, via PE depends on optimism. As for the rests, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models. Hypothesis 8w, 9w and 10w are rejected for both SR and CR.

Table 6.33 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on CWBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.02,.01)	-.11	.04	(-.20,-.03)	-.02	.02	(-.07,.03)	-.05	.03	(-.12,.00)
M(0)	.00	.01	(-.01,.01)	-.08	.03	(-.14,-.02)	-.01	.02	(-.05,.02)	-.04	.02	(-.09,.00)
+1SD(.64)	.00	.01	(-.01,.02)	-.05	.02	(-.10,-.01)	-.01	.01	(-.03,.01)	-.03	.02	(-.08,.00)
ILOC												
-1SD(-.87)	.00	.01	(-.01,.01)	-.06	.03	(-.12,-.01)	-.02	.02	(-.06,.02)	-.03	.02	(-.09,.00)
M(0)	.00	.01	(-.01,.01)	-.07	.03	(-.12,-.02)	-.01	.02	(-.05,.02)	-.04	.02	(-.09,.00)
+1SD(.87)	.00	.01	(-.02,.02)	-.08	.03	(-.14,-.02)	-.01	.02	(-.05,.02)	-.05	.03	(-.11,.00)
ELOC												
-1SD(-.81)	.00	.01	(-.01,.01)	-.10	.04	(-.17,-.03)	-.02	.02	(-.07,.02)	-.04	.03	(-.10,.00)
M(0)	.00	.01	(-.02,.02)	-.08	.03	(-.15,-.02)	-.02	.02	(-.06,.02)	-.04	.02	(-.09,.00)
+1SD(.81)	.00	.02	(-.04,.03)	-.07	.03	(-.14,-.02)	-.02	.02	(-.06,.02)	-.03	.02	(-.08,.00)
Index of Moderated mediation												
	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI	Index	S.E	95% CI
Optimism	.00	.01	(-.01,.02)	.05	.03	(.00,.12)	.01	.01	(-.01,.04)	.02	.02	(.00,.05)
ILOC	.00	.01	(-.01,.01)	-.01	.01	(-.04,.02)	.00	.00	(-.01,.01)	-.01	.01	(-.03,.00)
ELOC	.00	.01	(-.03,.02)	.02	.02	(-.02,.05)	.00	.01	(-.01,.02)	.00	.01	(-.01,.03)

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

x. Optimism moderates the strength of the mediation relationship between INJ and CWBO through SE qualities (POS and NPC) and emotions (PE and NE).

First, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between INJ and CWBO via SE quality and emotion for SR is presented in table 6.34. It showed that, high level of optimism (β = -0.09, SE = 0.03, [-.16 ,-.03], low level of ILOC (β = -0.09, SE = 0.03, [-.16 ,.03] and high level of ELOC (β = -0.11, SE = 0.04, [-.121 ,-.04]) had a significant effect on the relationship between INJ and CWBO via POS. However,for all three moderators, the index moderated mediation included zero. Therefore it cannot be said with 95% confidence that the indirect effect of INJ on CWBO,via POS depends on optimism, ILOC and ELOC.

Next, the proposed conditional indirect effect of optimism, ILOC and ELOC on the relationship between INJ and CWBO via SE quality and emotion for CR are presented in table 6.58. It showed that, the significant effect was stronger on the relationship between INJ and CWBO via PE at a low level of optimism (β = 0.10, SE = 0.05, [.01,.22]) and at a high level of ELOC (β = 0.09, SE = 0.05, [.01,.19]). However, the index moderated mediation for both moderators included zero. Therefore it cannot be said with 95% confidence that the indirect effect of INJ on CWBO, via PE depends on optimism and ELOC. As for ILOC, at low, medium and high levels, bootstrap CIs included zero, rejected all moderated mediation models. Hypothesis 8x, 9x and 10x for both SR and CR are rejected.

Table 6.34 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on CWBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI	b	S.E	95% CI
Optimism												
-1SD(-.64)	.00	.01	(-.02,.02)	-.15	.05	(-.26,-.06)	-.03	.03	(-.09,.02)	-.04	.02	(-.09,.00)
M(0)	.00	.01	(-.01,.01)	-.12	.04	(-.21,-.05)	-.02	.02	(-.05,.01)	-.04	.02	(-.08,.00)
+1SD(.64)	.00	.01	(-.01,.01)	-.09	.03	(-.16,.-03)	-.01	.01	(-.04,.01)	-.04	.02	(-.08,.00)
ILOC												
-1SD(-.87)	.00	.01	(-.01,.01)	-.09	.03	(-.16,-.03)	-.02	.01	(-.05,.01)	-.04	.02	(-.09,.00)
M(0)	.00	.00	(-.01,.01)	-.10	.03	(-.17,-.04)	-.02	.01	(-.05,.01)	-.04	.02	(-.07,.00)
+1SD(.87)	.00	.01	(-.01,.01)	-.11	.04	(-.19,-.04)	-.02	.01	(-.05,.01)	-.03	.02	(-.07,.00)
ELOC												
-1SD(-.81)	.00	.01	(-.01,.01)	-.12	.04	(-.20,-.05)	-.02	.02	(-.06,.01)	-.03	.02	(-.08,.00)
M(0)	.00	.00	(-.02,.02)	-.12	.04	(-.20,-.05)	-.02	.02	(-.06,.01)	-.03	.02	(-.07,.00)
+1SD(.81)	.00	.01	(-.03,.03)	-.11	.04	(-.21,-.04)	-.02	.02	(-.07,.01)	-.03	.02	(-.07,.00)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.01	(-.01,.02)	.05	.03	(.00,.11)	.02	.02	(-.01,.06)	.00	.02	(-.02,.04)
ILOC	.00	.00	(-.01,.01)	-.01	.02	(-.05,.02)	.00	.01	(-.01,.01)	.00	.01	(-.02,.03)
ELOC	.00	.01	(-.02,.01)	.00	.02	(-.04,.04)	.00	.01	(-.01,.01)	.00	.01	(-.02,.03)

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

6.14 Summary

Derived from the findings in SR and CR, the purpose of this chapter was to test the hypotheses formulated from the findings in Study 1. While it is has been widely acknowledged that organisational justice predict work behaviour, it is noteworthy that of all four organisational justice dimensions, only IPJ appears to significantly predict job performance, namely OCBI-C and CWBI. These result indicate that the lack of IPJ such as respectful treatment promotes destructive behaviour directed towards the coworkers or direct supervisor and when they were treated with respect and dignity, they tend to perform courtesy behaviour such as encouraging discouraged coworkers to stay motivated at work.

Slightly different from the SR outcomes, findings revealed that the only significant relationship found in CR was between DJ and OCBI-C. This indicates that, as the received outcome is perceived as fair, employees will demonstrate a courteous behaviour to the people around him/ her, for example by encouraging their demotivated co-worker to put their best efforts.

Meanwhile the second hypothesis tested whether organisational justice predict SE quality namely NPC and POS. The findings for SR showed that, only DJ and IPJ predicted one's agreement on the NPC. These indicate that the more one perceives the received outcome and treatment as fair, the more likely they are to stick with the old belief of PC. In other words, perceived of justice led them to believe that old employment relationships such as job security over good performance is still relevant. Contrarily for CR, perceived of

fairness was absolutely unhelpful in raising the employee's agreement on the new employment contract that has been practiced by majority of today's organisation. In regards of POS, both SR and CR findings are consistent with past literatures. All types of organisational justice predicted POS, suggesting that employee’s feel supported when they view the organisation as fair.

In line with the evidences from previous studies, the findings for SR found that employee’s perception of organisational justice influenced employees emotional reaction. In particular, IPJ and INJ were significantly predicted PE and PJ, DJ and INJ were significantly predicted NE. These indicate that as the interpersonal treatment received from the organisation are seen as fair, the higher the likelihood of an employee to experience PE. On the other hand, if they feel the downsizing implementation, the outcome and the adequacy of the information shared by the organization as unfair, they will tend to experience NE.

Meanwhile, as expected, the findings for CR showed that the whole aspect of justice were significantly predicted PE and NE. This indicates that, employees perceptions on the received outcome, the procedures being used and the interpersonal treatment influence their emotional reaction.

With regard to the impact of SE variables on work behaviour, results for SR revealed that POS only significantly predicted employee’s tendency to behave in a destructive way aimed at the organisation (CWBO). This could be deciphered, as the employees does not feel supported, they will show their frustration by intentionally withholding their work efforts or

being tardy. Meanwhile, the NPC only significantly predicted OCBI-C, however at the opposite direction. As employees become too consumed with their career growth, they may develop a careerist-oriented behaviour (Aryee &Chen, 2004), as a result, they prefer to focus their energy on themselves rather than being courteous to the people around him/her.

For CR, it is worth mentioning that, there are some significant relationships but the directions contradicted to what have been hypothesised. The results revealed one's agreement on the NPC predicted employees to perform their task efficiently and participate in OCB. However, instead of predicting a positive relationship, the results indicate that when the level of agreement on the NPC is low, employees tend to increase their work efforts . The adoption of NPC was also expected to soften the negative effects of downsizing that many employees experiences (Cavanaugh & Roe, 1999). However, as downsizing situation often engenders fear and insecurity, employees who disagree with the PC are often uncertain of their employability, therefore, in some instances fear could also encourage employees to work hard as an attempt to secure their current position at work. The negative relationship, could also due to employee's careerist-oriented behavior. As they become too focused on their career development, a careerist would do anything to ensure they are on track, even if it means that they have to neglect their official duty (Aryee &Chen, 2004). The only significant relationship that were predicted in the expected direction were between the NPC and CWBI and between POS and CWBI. This indicates that, as employees feeling supported by the organisation and as they accept the NPC, their desire to harm the people around them would be decreased.

In term of the relationship between emotion and work behaviour, surprisingly, the findings showed that only NE significantly predicted task performance, OCBI-C, CWBI ,and CWBO in the expected direction. These suggest that low quality of work, minimal level of courtesy towards others, and the tendency of intentional harmful behaviour aimed at coworkers and the organisation can be attributed to the higher level of employee's NE.

Meanwhile for CR, the results showed that the impact of employee's emotion on work behaviour were completely different from previous literatures. PE is supposed to drive employees to behave positively, produced a complete different results, where instead it's lowered down employees OCB, and increased their tendency for CWB. Another surprised findings was that, employees who experienced NE were more likely to behave in a positive manner. The only significant relationship that were predicted in the expected direction were between the NE and OCBI-H and between NE and CWBI. These indicate that, as employees experienced NE, their desire to help the people around them would be decreased and it would also increased their tendency to intentionally harm the people around them.

The mediation analyses were divided into two sub-models (hypotheses 6 and 7) to assess the mechanisms linking justice perceptions and work behaviour, specifically the mediating effects of SE variables and emotion. In regards of SE variables, for SR only POS was found to mediate the relationship between organisational justice and work behaviour. Specifically, adequate shared of information

regarding downsizing made the employees feel supported by the organisation, which then lead them to be a good citizen and decrease the potential of destructive behaviour directed at the organisation such as tardiness and withholding work efforts. In addition, when employees view the received outcome, procedures used and the treatment received as fair and respectful, it will encourage them to feel as if the organisation have their back, thereby suppress them from engaging in a destructive behaviour.

Similarly for CR, only POS was found to partially mediated the relationship between DJ and CWBI and between DJ and OCBI-C, suggesting that if the employees felt the received outcome is worthy of their efforts, they would feel as if the organisation care about them, hence prevent them from performing deviant behavior towards people around them and instead encourage a courteous behaviour towards others. The NPC didn't explain the impact of organisational justice on employees work behaviours in both SR and CR.

With regards of the role of emotion in explaining the relationship between organisational justice and work behaviour, for SR only NE mediates the relationship between employees perceived of fairness and work behaviours. In particular, perceived of unfairness on the downsizing event as a whole would trigger NE which as expectedly would encourage them to purposely harm the organisation and the people around them.

Meanwhile, in regards of the function of emotion, PE was dominating in determining the relationship between organisational justice and work behavior. Yet once again the

direction contradicted from the established literatures (Colquitt et al., 2013). The findings showed that as employee's perceived the downsizing as fair, they will be positive, however it decreases employee's OCB and instead, encourage them to perform CWB. The only significant relationships that were predicted in the expected direction were revolved around NE. In particular NE seems to only mediate the relationship between organisational justice (PJ, DJ and IPJ) and CWBI. This indicates that, as employees perceived the outcome, procedures and treatment as unfair, they will experience NE, which then led them to intentionally harm people around them such as by blaming coworkers.

Finally, the results from SR revealed that low level of optimism, strengthen the relationship between PJ and CWBO via POS . When employees have already felt that organisation have their back, employees only need a small dose of optimism to refrain them from destructive behaviors. Meanwhile for CR, low level of optimism moderated the mediation effect between INJ and OCBI-H via PE. This once again showed that that too much positivity may further harm the organisation. Support was not found for the function ILOC and ELOC as a moderator in influencing the mediation relationship. In the following chapter (Chapter 7), the results from both SR and CR will be discussed further.

CHAPTER 7: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

This concluding chapter provides an overview of the findings according to the research questions set out to achieve the research aim, and then see the extent how best it has been achieved. This is followed by a discussion of the theoretical and methodological contributions of the research and the practical implications. The chapter concludes by highlights the limitations of the research and finally suggests areas for further research.

7.2 Discussion of findings

The interpretation of the research findings and conclusions for each research question will be presented in the same order as the research questions were introduced. The research questions for this study were as follows:

2. What did the survivors think and feel about their personal downsizing experiences and how it influenced their behaviour?

3. Do personal or cultural factors shape employees perceptions, feelings and responses to organisational downsizing?

4. What are the best practices an organisation can employ to promote positive downsizing experience among employees?

Question 1: What did the survivors think and feel about their personal downsizing experiences and how it influenced their behaviour?

Employee's job performance has proven to play an important role in enhancing organisational financial performance. It has been observed that employees performance are strongly predicted by their perceptions of justice. Indeed, organisational justice is a "dominating theme" in organisational life (Cremer, 2005) and is fundamental in understanding organisational behaviour (Bos, 2002).

The results from the main participants and coworker ratings were almost similar. Indeed perceived of fairness was the antecedent for predicting OCB and CWB, however, it was revealed that from the main participant point of view, IPJ weigh more heavily in the formation of overall fairness. Meanwhile the findings from coworker ratings suggest, DJ as the sole most important element in shaping individuals overall fairness perception. The main participant perspective could be explained via social desirability. As a country with largest community of Muslim, the teaching of Islam drives certain aspect in Malaysia. For instance, Islam frowned upon materialism and mandated social responsibility (Chak, 2017). DJ is a concept that revolves around material equality, which means, it prioritise material elements (Hardin, 1999). This could be the reason why the finding for self-reports was completely different from the coworker ratings.

From coworker's perspectives, the overall fairness perception was driven by outcome distribution. One of the elements of DJ

is workload. Increased workloads are quite inevitable in the case of downsizing. Consequently, employees' dedication to go above and beyond their required duties such as working long hours, and volunteer to perform off task jobs are needed more than ever. If employees see the increased in workloads as an increased in job autonomy instead of burden, they are more likely to perform OCB (De Spiegelaere et al., 2014). The assessment of DJ were also depends on the treatment and compensation received by the victims. These assistances signaled to survivors that despite the negative outcome for victims (e.g., job loss), the organisation still takes care of its employees by providing services that aimed at minimising the severity of the loss (Brockner & Greenberg, 1990; Bragger, 2015). Afterall, based on UMT, perceived of fairness of any kind, help employees to make sense of the uncertain situation e.g. downsizing, and encourage them to engage in OCB (Takeuchi et al.,2012).

Interestingly, this study also found that PJ (self-reports) and DJ (coworker ratings) were positively predicted CWBI, which completely against past literature. This matter can be explained through affect lens. Although survivors' emotions are predominantly of a negative nature, when the treatment and outcome are fair, it is possible for the PAs to emerge in the context of downsizing (Hareli & Tzafrir, 2006; Westermann-Winter, 2007). In this case, PE such as pride will emerge due to employees perceptions of fairness, for example, when individual feels like they deserved to not being made laid-off (Weiss et al., 1999; CohenCharash & Spector, 2001). PAs are an indication of one's positive experience, which has a positive impact on performance (Dyck, Caron, & Aron, 2006). However, too much of pride caused employees to

suffer from "swollen head" (Ortony et al., 1988). It makes the employees become condescending, which could lead to interpersonal conflict within group (Verbeke & Belschak, 2004) and since they are feeling too secure, it is likely that they are going to put less effort at work (Maitlis & Sonenshein,2010). Similarly, from an economic perspective, the agency theory indicate that, employees who feel secure with their job situation, tend to be complacent which drive out their motivation to do extra at work (Eisenhardt, 1989). These creeping complacency is a recipe for disaster as it evidently cause for organisational stagnation .As change is inevitable, and has become more and more rapid by day, it goes without saying that a stagnant company and workforce can be a bad recipe for the organisation to stay relevant in the market. To keep the PE at a healthy level, employee must practice self-regulation. Salovey et al. (2000) proposed that meta-emotions help people to self-regulate their emotions , in a way where the original emotion is transformed into other emotions, which serve to regulate the original emotion. In the case of excessive pride it is often followed by meta-emotions such as anxiety, shame, regret and anger. Such negative meta-emotions keep them from reaching excessive levels of pride. A finding from a study conducted among salesperson corroborated this claims, in which they found that NEs such as fear have a positive effect on salespeople's behavior in that these emotions push them to self-control their pride (Verbeke et al., 2004). The right amount of PEs is more likely to encourage OCB (Hareli &Tzafrir, 2006; Al-Hammali et al., 2017), enhance job satisfaction, decrease in turnover intention (Hel, 2013; Kraemer et al., 2016) and help the organisational change to run smoothly (Oreg, 2003).

In regards of the relationship between emotion and work behaviour, only NE showed significant relationship in an expected direction. Specifically, findings, from both surveys revealed that NE predicted CWBI. This indicate that, when anger is directed at co-workers, coercion and coalition happened as a result of individual's attempt to gain some control (Amundson et al. ,2004).

It has been observed almost all types of justice predict both PE and NE at the expected direction, where high perceived of fairness predicted PE and low perceived of fairness predicted NE. Compared with PE, NE is often remembered with a greater sense of vividness than positive ones, consequently, individuals most likely to remember accurately the things that cause the NEal reaction (Kensinger, 2009).

Consistent with past literature and given how easy it is for an individual to recall the negative experiences and how it can reinforce future evaluations, emotions and behaviours, PE was expected to increase TP and OCB, and lower the tendency of CWB. Shockingly, as mentioned above, the direction obtained from this study is totally the opposite.

The findings from coworker ratings found PE to mediate the impact of justice on CWB positively and the impact of justice on OCB negatively. These situations can be explained through the excessive PE and the agency theory (Eisenhardt, 1989). The only significant relationships that were predicted in the expected direction were revolved around NE. In particular the NE seems to mediate the relationship between organisational justice and OCB and also CWB. This indicates that, as employees perceived the outcome, procedures and treatment

as unfair, they will experience NE ,which then lead them to intentionally harm people around them such as by blaming coworkers

In regards of the role of SE relationship, organisational justice facilitates the formation of SE relationships, where people seek to return good deeds with good deeds, and bad deeds with bad deeds. Therefore, if the organisation treats employees fairly, they will feel obligated to reciprocate the favour. Both self-ratings and coworker ratings found that all dimensions of organizational justice predicted POS significantly. As a key person in ensuring the organization to achieve their desired outcome from downsizing, survivors are often overlooked. The lack of support should not happen especially for an organisation that has just undergone downsizing, as employees with higher levels of POS are more likely to reciprocate the good treatment by working above and beyond their formal duties and avoid deviant behaviours (Bozeman, 2010; Kurtessis et al.,2015; Neves et al., 2018). Both findings in self ratings and coworker ratings revealed that POS was significantly mediated the relationship between organizational justice and OCB and CWB.

Contrary to meta-analysis findings by Colquitt et al (2013), the findings also revealed that, organizational justice had no significant impact on task performance. It is possible that employees may become less sensitised to the concept of organisational justice. Due to the limited opportunities in the job market, some employees may choose to reduce the risk of becoming the next victims by fulfilling their job duties as usual (Cappelli et al., 1997; Reinardy, 2010).

Desensitization towards justice may also explain why justice had no significant effect on the level of aggreement of the new PC from the coworker ratings. In particular, when employees do not expect justice, they have no reasons to evaluate whether their expectation was met or not. Or simply, instead of OJ, another variable acting as antecedent to the PC, for example like trust on the management (Crawshaw, 2011). On the other hand, the findings from both self ratings and coworker ratings found that the level of agreement on the new PC had a significant effect on OCBI-C at the opposite expected direction. Based on the results, it seems like participants have developed a careerist-oriented behavior, i.e. individuals who are too consumed in fulfilling their career goals at the expense of their team or employing organization (Feldman & Weits, 1991; Aryee &Chen, 2004), which is 'born' as a result of distrust in organisations (Crawshaw, 2011). As Trompou et al (2015), claimed, when the breached psychological contract are not resolved, employees may stay employed with the organization but their commitment and work efforts will be reduced, which will be a complete disaster for a downsized organization.

In a nutshell, this thesis find affect to be a powerful lens compared to SET in understanding survivor reactions within a Malaysian context.

Question 2: Do personal or cultural factors shape employees perceptions, feelings and responses to organisational downsizing?

Given the high levels of stress experienced by survivors, many studies acknowledged that surviving a downsizing is difficult

compared to being made redundant. The argument, partly rests on the disparity of support received, where the spotlight is normally on the victims while survivors are often neglected during the whole process (Applebaum et al., 1997). To adapt with the new organisational directions effectively, environmental and personal coping resources are required (Latack, 1990).

Through the moderated mediation model, low level of optimism was found to moderate the POS in mediating the relationship between PJ and CWBO (self ratings). Meanwhile, based on the findings from coworker ratings, low level of optimism was found to moderate the PE in mediating the relationship between IPJ and OCBIH. In the context of downsizing, optimism serves as a positive expectation of what will happen to them personally throughout the downsizing process (Avey et al., 2008). With all the negative impact comes from downsizing, having a little bit of optimism is like seeing the light at the end of the tunnel. Their positive mindset serves as a catalyst in helping the survivor to look at downsizing from a positive lens. For instance, instead of looking at downsizing as a threat, an optimist will view the downsizing event as a positive challenge (Brockner, 1988). This view subsequently help to soften the NE and PCV (Tomprou et al., 2015), encourage them to focus their energy into constructive activities such as by being actively involved in improving organizational performance in the hope they can achieve the expectations they set for themselves (Mishra & Spreitzer, 1988). Just like PE, they are such thing as excessive optimism. In particular, individuals with high level of optimism, always have a positive prospect, which drives them towards the desired outcomes. The determination helps to

build their confidence. Meanwhile, individuals with low level of optimism or a pessimist would normally doubt their ability to achieve their goals, which may not be so categorically bad, as it might pushes them to work harder to reach the goal. While it may be comforting to see the negative events in a positive way, being too consumed with optimism would confused people to recognize facts, subsequently would hinder them from dealing with the matter in a more constructive way.

As described above, PE was expected to positively mediate the relationship between organisational justice and OCB, however the findings of this thesis showed otherwise. This was explained earlier by linking it with the implications from excessive PE, resulting in employees that are too comfortable and prone to CWB. Using the same concept, the findings revealed that low level of optimism help to decrease the excessive positive feelings and subsequently help to modify the hypotheses to be in the expected direction. Specifically, with low level of optimism, PE mediated the relationship INJ and OCBI-H.

This thesis also found that participants weigh more heavily on DJ in the formation of overall fairness. With the rapid growth of the Malaysia economic situation, the society is increasingly becoming more materialistic. Besides, easy access to various media, fosters the formation of a materialistic environment (Ahasanul et al., 2009; Ahuvia & Wong, 2002). The finding from a survey conducted by Sunday Star, YouthSays and University Tunku Abdul Rahman found that most youth in Malaysia are aspire to become Millionaires, in fact it becomes their life-goal (Rashvinjeet & Sumisha, 2014). The findings also revealed that those who lives at the capital are more

inclined to have the aspiration to be a Millionaire (Siang & Talib, 2011).

Secondly, from the socio-economic perspective, in countries with low social security, high power distance and high collectivism, people are motivated more by extrinsic rewards, because the lower needs (eg, food, money) are still more salient than the higher needs (e.g. self-esteem, self-actualization) (Huang and van de Vliert, 2003). Therefore in situations where job security is threatened and materialism has become a norm, distributive justice would be an important element in encouraging employees performance.

Thirdly, the perception of justice regarding allocation also depends on the outcomes obtained by the victims. As a collectivist society, Malaysian operates in an interdependent manner (Markus & Kitayama, 1991; Erez et al., 2015). Given the time we spend at work, co-worker is like a second family. Therefore, the solidarity nature of a collectivistic cultural value, would affect individuals who have witnessed their coworkers misfortunes.

As described earlier, the findings showed that NE explained the relationship between organisational justice and OCB positively. Apart from loose job market, this could also be explained through the spirituality and faith lenses. Specifically, based on the Islam teaching, work is considered as part of religious duty, which involves an individual undivided and sincere efforts to work on the betterment of themselves, the group and the society as a whole (Gibbs et al., 2007; Khalil & Abu Saad, 2009). Therefore, despite the negative downsizing experience, individuals who are strongly committed to this

belief will be responsible for fulfilling their duties. It is also noteworthy mention that Islam, is a belief that is associated with OCB (Kamil et al.,2010).

Overall, this study shows how personal resources and cultural value orientation affect individuals evaluations of an experience. As Malaysia has become the choice of more MNC's due to the low cost, they need to take pay attention to cultural sensitivity.

Question 3: What are the best practices an organisation can employ to promote positive downsizing experience among employees?

Based on the answered for the two research questions presented above, the following are the practice that can be integrated into a downsized organisation in Malaysia;

1. As the results suggest that Malaysian workers weigh on DJ more heavily in the formation of overall fairness, organisations in Malaysia are recommended to allign their downsizing practice with the elements that may affect the assessments of DJ. In particular, survivor's reaction to the outcomes of downsizing have been commonly operationalised as the extent of the downsizing itself is accepted and considered legitimate (Lewis et al., 2003), fairness of compensation received by the victims (e.g. severance pay, extended life/ health insurance and outplacement service) (Konovsky & Folger, 1991; Spreitzer & Mishra, 2002), or in regards of their own outcomes such as newly assigned job tasks (O'Neal, 2015, January 23) and pay cut (Mishra & Spreitzer, 1998).

From the reward allocation perspective, Malaysia as a collectivistic society prefer the equality rule (Leventhal, 1976) where it prefer everyone to receive similar rewards or outcomes regardless of needs or contributions. Therefore, if the pay cut were to be implemented, all parties from top management to low-level employees must be involved. The difference in outcome within this cultural orientation has an adverse effect on the group solidarity.

Given the solidarity nature of a collectivistic cultural value, the treatment received by the victims is of survivors concern. These assistances signal to survivors that despite the negative outcome for victims (e.g., job loss), the organisation still takes care of its employees by providing services that aimed at soften the loss (Brockner & Greenberg, 1990; Bragger, 2015). It is also a reflection of how they were going to be treated as a victims. These observations can affect their job attitudes and behaviours (van Dierenonck & Jacobs, 2012).

2. Affect is a powerful tool in this thesis. Therefore HR in Malaysia should pay more attention to this aspect as it works in explaining the impact of organizational justice to OCB and CWB. However, organisations need to make sure that the employees are not overly comfortable, asexcessive positivity could make the employees become condescending, which may interfere in the harmony of interpersonal relationships (Verbeke & Belschak, 2004) and since they are feeling secure, it is likely that they are going to put less work effort (Izard, 1991). Therefore, while making sure that the practice is according to the law, the organisation must also be careful so that employees do not view the situation as threat free.

As described above, meta-emotions could be the answer for

regulating individual's excessive PE. Therefore the organization could incorporate emotional awareness training that emphasizes both attending to and understanding one’s emotions as it could potentially increase the individual and consequently organizational effectiveness.

3. Studies found that, majority of downsized organisations tend to focus on providing support for the victims such as outplacement services and ignore the transitional and coping needs for those who are left behind (Noer, 1995). Consistent with that, the findings of this thesis revealed that POS was an important element in mediating the impact of organisational justice on OCB and CWB. This indicate that, organisation should not neglect the survivors. Past literature, claimed that survivor required emotional support (Berberich, 2016) and from the interview in Study 1, a number of participants mentioned about a proper guidance for unfamiliar tasks that they had to take over. HR can therefore consider establishing a support program that includes counseling service and coaching for work-related skills. Alternatively, managers and supervisors, can spend some time to comfort the survivors. However it is very important for managers to not to take any of the comment and criticism as personal attacks. Secondly, it is probably better for managers to enroll in a training that help them understand what appropriate non-verbal behaviour/body language they should use to ensure they appear open and non-defensive.

4. Although it was not tested, spirituality is likely to help alleviate negative perceptions and feelings about downsizing and foster constructive and productive behaviors.

7.3 Implications for theory and future research

7.3.1 Theoretical implications

From a theoretical standpoint, this study would be one of the earliest to combine both SE and affect perspective in understanding the impact of organisational justice on work behavior. According to Colquitt et al. (2013), the lack of merger between these two lenses, is because exchange-based work tends to focus on relationships with entities. However, based on the meta-analysis study conducted by Colquitt and his colleagues (2013), they clamed that less attention should be paid to whether operationalizations of SE quality and work behaviors are supervisors versus organization versus individuals targeted, which means that a given study should not be limited just because it pairs supervisor-focused justice with POS or supervisor-focused justice with OCBO. They further added that relationships with OCBI and CWBI were similar in magnitude to their authority-targeted counterparts. Overall, the findings of this thesis showed that affect is a powerful lens as compared to SET in explaining the impact of organisational justice on work behaviours within a Malaysian context.

Secondly, this study would also add to the global knowledge of organisational justice and proves what is considered fair conduct differs across cultures. The results suggest that DJ weigh more heavily in the formation of overall fairness for Malaysian employees. This finding is consistent with previous studies, where collectivist and high power distance cultures are more concerned with the outcome from downsizing instead of procedural justice.

Third, as this thesis found that within a Malaysian context, it seems that affect is a rather powerful lens compared to SET in explaining the impact of justice on work behaviors, it also revealed that excessive PE predicted negative behavioral outcome. Although it was not tested, to overcome this matter, this study theorized on the use of meta-emotions. In addition, the findings also showed that low optimism level helped to reduce excessive PE. Overall, this thesis revealed that positive thinking and feelings is not necessary link to positive behaviour.

7.3.2 Practical implications

Refers to discussion under the third research question, this study has identified downsizing practices that are likely to be compatible with the Malaysia culture. The findings are expected to serve as a guideline for HR in local organisations as well as MNCs in Malaysia, so that the downsizing practice will be more effective and at the same time cater to employee's welfare and value.

Downsizing is an inevitable evil reality practiced by many organisations worldwide. As it becomes the 'new normal', it would be difficult for survivors to escape from experiencing stressful career transition that often cause by downsizing. A longitudinal study indicated that downsizing often results in psychological and physical damage to survivors (Moore, Anderson-Connolly, Greenberg, 2003). Additionally, as stated in section 1.3.3, in 2020 depression will be the second leading cause of world disability. With this guideline it is hoped that employees downsizing experience will improve and thereby have a positive impact on physical and mental health.

7.4 Limitations and recommendations for further research

Firstly, the shortcoming for this thesis is on the use of cross-sectional design. Although the use of multiple sources for data is the strength for this study, this study cannot make causal assumptions. Therefore for future research, a longitudinal design could be employed

Another limitation of this thesis is that supervisor rated job performances were not assessed. Although coworkers are those who spend much time with employees and know more about specific aspects of job performances such as OCB and CWB, supervisors may be more familiar with task performance, as they are the one who is responsible for assessing the performance of employee's official duties.

Thirdly, the use of convenience sampling design in study 1 and study 2 does not allow for results to be generalized to the broader population in Malaysia.

Lastly, this thesis examined emotional responses through a broad dimensional approach. Dimensional approach do not have a clear and focused object, instead it involves generalised situational feelings (Frijda, 1986). Employing discrete emotional states will create the most useful information source about the fate of an adaptational process (Lazarus, 2001). If we know that an individual is experiencing any of the distinct emotions, we would much be able to learn more about the appraisal and coping process than by employing broad emotions, such as degrees of stress, positive and negative affectivity. Therefore, future researcher that is

interested in examining downsizing survivor emotional reactions should employ more specific discrete emotions. Since the current research is based on a specific phenomenon, i.e. downsizing, adopting discrete emotional state into the research framework is most appropriate. Discrete emotions provide more in-depth insight into employees' emotional change-experiences, and their contextual circumstances, than dimensional approach.

7.5 Conclusion

This thesis would be among the earliest in integrating SE theory lenses and affect based perspective in explaining the relationship between perceived of fairness and work behaviors. Despite the slight differences between self ratings and co-worker ratings, both findings have shown that affect-based perspective is prominent in explaining the impact of justice on work behaviors within a Malaysian context. The findings also showed that excessive positivity if not properly regulated will lead to conflicts especially against the individual around them i.e. co-workers and supervisors. Therefore future researchers may explore meta-emotions, in assisting employees to ensure PEs are at a healthy level. This study also shows that the level of optimism plays an important role in determining the strength of relationships between justice and work behaviors whether through SET or affect based perspectives. Cultural and spirituality factors even though were not tested, have been found to explain part of the findings. In particular, the importance of materialistic elements as well as the teaching of Islam in the formation of individual's perceptions of fairness and how it shapes their responses towards the downsizing experiences.

Overall, this thesis found some findings that are different from the past literature. However, these results cannot be generalized to the entire population of employees in Malaysia because of the sampling methods that have been used, but these findings could still serve as a guide for future researchers and HR practitioners in Malaysia.

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Appendix A: Interview guide

Introduction:

- Introduce Interviewer
- Explain briefly the aims and purpose of the study and give a brief description of the interview structure.
- Thanking interviewee for volunteering to take part in the interview.
- Discuss about audio recording and ensure interviewee about confidentiality and that they will remain completely anonymous and no records of the interview will be kept with their name on it. Offer alternative of taking written notes if interviewee is not keen to be recorded.
- Remind that they can stop the interview and recording at any time without giving any reason. The recording can be deleted straightaway if they decide to withdraw.
- Oppportunity for interviewee to ask any question.
- Recording will now begin: Start with verbal consent.

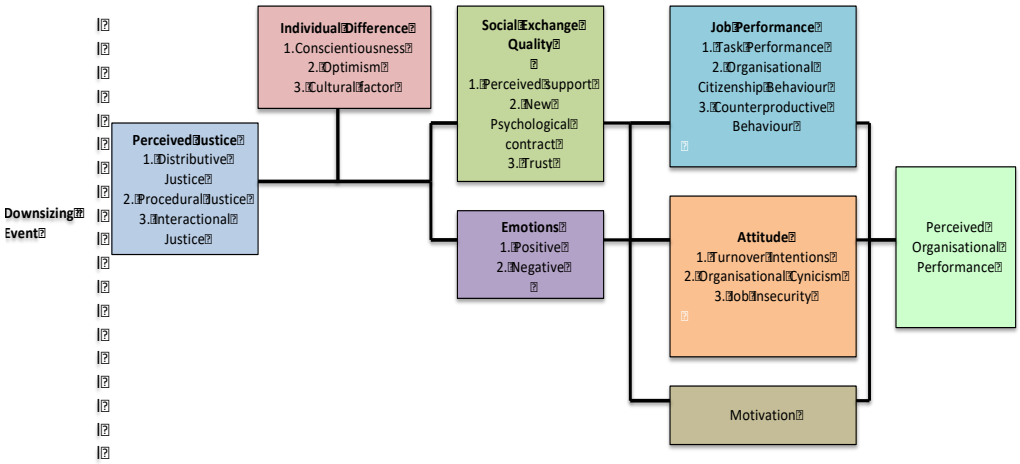
Questions:

1. How would you describe your experience of the rightsizing event from the start?
2. Could you please share how was the process goes?
3. Could you please describe how you were personally treated and communicated with?
4. Do you think you deserve for not being laid off?
5. Please describe how the rightsizing event was organised for those who left the organisation?
6. Did the company give the laid-off employees severance benefits? If so, do you know the specific severance benefit/outplacement service provided to laid-off employees?
7. How was the process communicated to them (laid-off employees)?
8. How you felt about the way they (laid-off employees) got treated?
9. How has this event impacted on your relationship with managers/the organisation?
10. Overall, how do you feel about rightsizing in general?
11. Is there anything else you would like share?

Short Debrief:

The interviewer will now explain the interview is now officially over and there are no more questions. Interviewer will state when the study is expected to end and that they will get informed if this study gets published. The participants will be thanked for their participation and giving up their valuable time.

Appendix B: Initial thematic map



Appendix C : Self-report



Information sheet

Division/School: Division of Psychiatry & Applied Psychology, School of Medicine, Faculty of Medicine & Health Sciences

Address: Institute of Mental Health, The University of Nottingham Jubilee Campus, Nottingham NG7 2TU

Project Title: Examining the impact of organisational restructuring in Malaysia : An Organisational Survey

Lead Researcher: Nabilah Razali (nabilah.razali@nottingham.ac.uk)
Supervisor (s): Dr Fiona Gavin (fiona.gavin@nottingham.ac.uk) and Dr Iain Coyne (I.J.Coyne@lboro.ac.uk)

DPAP Research Ethics Committee, Approval No: 239

Dear Participant,
You are being invited to participate in a research study titled 'Examining the impact of organisational restructuring in Malaysia: An Organisational Survey' as you and your current organisation just experienced restructuring in April 2016.

Before you decide if you want to participate, we would like you to understand why the research is being done and what it would involve for you. Please read this sheet carefully and be confident that you understand its contents before deciding to participate. Thank you for reading this.

What is the project about?
Since the major economic turmoil in 1997 and 2008, organisational restructuring has been quite popular in Malaysia. Due to the instability of the national and global market economy in recent years, Malaysia was once again hit by the economic crisis, and according to the Malaysian Employers Federation (MEF), the number of retrenched workers is expected to rise till at least 2019. Surprisingly little attention has been given to the impact of organisational restructuring, particularly downsizing within a Malaysian context, especially to the remaining employees who are the ones that will help the organisation in achieving their goal. Therefore, the primary purpose of this study is to examine the association between employees' perceptions, feelings and behaviours in relation to organisational restructuring within a Malaysian context.

Who is being asked to take part, and why?
This study is interested in the psychological aspects of the current employees who were directly impacted from the organisational restructuring occurred in April 2016. You should have at least served the organisation for one year prior to the 2016 restructuring event. This research will also need your co-worker participation.

What choice do I have?
Your participation in this study is entirely voluntary. Should you become distressed by the nature of the study you can withdraw at any time by clicking the browser exit button or you can book an appointment with an in house counsellor in your organisation. If you are feeling uncomfortable to talk to an in house counselor, there are a number of free services and resources provided by the Malaysian government;

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1. Department of Labour Peninsular Malaysia. They can provide information about participant right as an employee and also the official national body in handling employees complaints against their employers-603-80008000 @ jtksm@mohr.gov.my.
2. Counselling services at all government hospitals in Malaysia. They provide confidential and non-judgemental emotional support for people (citizen/non citizen) who are experiencing feelings of despair or distress. Appointments can be made by contacting the nearest hospital. Contact details are available at http://www.moh.gov.my/index.php/database_stores/store_view/3
3. Counselling services at the Department of Social Welfare (JKM) all over Malaysia . Appointments can be made by contacting your nearest JKM. Contact details are available at http://www.jkm.gov.my/jkm/index.php

The data will only be uploaded on completion of the questionnaire by clicking the **'SUBMIT'** button.

What will I be asked to do?
To ensure your eligibility, you will be required to answer the screening questions. Eligible participants must possess all the following criteria; 1) current employees in the organisation who is agreed to take part in this study;2) should have at least served the organisation for one year prior to the downsizing event; 3)must served the organisation during the downsizing event; 4) Malaysian.

You will be invited to continue to answer the survey if you are eligible. Please read instructions carefully and follow them closely. This online survey consists of **99 questions** and is separated into two distinct phases, with phases one and two lasting approximately **30 minutes** and **5 minutes** respectively.

In **phase one**, you will be asked about your experiences in relation to organisational downsizing event that took place in your organisation, which includes, 1) your perceptions; 2) your feelings; 3) your behaviour within work contexts, and 4) your view about work in general.

Subsequently, in **phase two** you will be asked to **select one of your co-workers** to complete an online survey about your behaviour in relation to the downsizing event. Both of you and your co-workers will remain anonymous throughout the study.

What will happen to the information I provide?
We believe there are no known risks associated with this research study; however, as with any online related activity the risk of a breach is always possible. All the provided information will be kept **strictly confidential**, stored on a password-protected database within a secure computer. Any information about you which leaves the institution (e.g. in reports and publications arising from this study) will be anonymised, and a unique code will be used so that you cannot be recognised from it. Your data will be collected via the University of Nottingham software, i.e Bristol Online survey (BOS). The data you provide will only be accessed by the lead researcher and authorised persons at the University of Nottingham. The information will be securely stored in compliance with the UK Data Protection Act for a seven year period. After this time, your data will be disposed of securely. All precautions will be taken by all those involved to maintain your confidentiality.
The final results will be reported in a thesis to be submitted for Nabilah Razali's PhD degree, and as appropriate, in papers for presentation at conferences or for publication in scientific journals. The **data will be reported anonymously**, with any identifying information removed.

What are the benefits associated with participation?
Your input will provide vital information regarding the organisational restructuring ,particularly downsizing impact within a Malaysian context.

Who should I contact if I have any questions?

If you have any questions about this project, you may contact the **Lead Researcher, Nabilah Razali** or if you have any concerns about any aspect of this study please contact the **Research Supervisor, Dr Fiona Gavin**. If this does not achieve a satisfactory outcome please contact: ms-dpap@nottingham.ac.uk.

Who is organising and funding the research?
This research is being organised by the University of Nottingham and is being funded by the Ministry of Higher Education, Malaysia.

Who has reviewed the study?
This study has been reviewed and approved by the University of Nottingham, Division of Psychiatry and Applied Psychology (DPAP) Research Ethics Committee, Approval No. 239

I have read and understood the above information and consent form, I confirm that I am 18 years old or older and by clicking the **'NEXT'** button to begin the online questionnaire, I indicate my willingness to take part in the study voluntarily.

NEXT – I consent to take part EXIT - I do not give consent

Consent form (separate page)

Division/School: Division of Psychiatry & Applied Psychology, School of Medicine, Faculty of Medicine & Health Sciences

Address: Institute of Mental Health, The University of Nottingham Jubilee Campus, Nottingham NG7 2TU

Project Title: Examining the impact of organisational restructuring in Malaysia : An Organisational Survey

Lead Researcher: Nabilah Razali (nabilah.razali@nottingham.ac.uk)
Supervisor (s): Dr Fiona Gavin (fiona.gavin@nottingham.ac.uk) and Dr Iain Coyne (I.J.Coyne@lboro.ac.uk)

DPAP Research Ethics Committee, Approval No.: 239

Thank you for participating!

Please, tick each box to continue:
- ○ I confirm that I have read and understood the information on the previous page
- ○ I understand that my participation is voluntary and I can end the study at any time and withdraw my data by clicking the EXIT button .
- ○ I understand that my answers will be anonymous.
- ○ I understand the overall anonymised data from this study may be used in the future for research and teaching purposes.

NEXT – to be taken to the survey.

Eligibility check (on a separate page)

To ensure your eligibility, please answer the following question;

Are you currently employed in this organisation??

Yes ☐

No ☐

Did you work in this organisation for **at least** a year before the 2016 organisational restructuring occurred?

Yes ☐

No ☐

Did you work in this organisation during the 2016 organisational restructuring occurred?

Yes ☐

No ☐

Are you Malaysian?

Yes ☐

No ☐

If you have answered **'YES'** to all of the questions above, please click **'NEXT'**.

If you **didn't answer 'Yes' to all of the questions above**, it means you are not eligible to participate. You may exit by closing the browser window. Thank you for your interest.



Phase I-Survey (on a separate page)

Please select the appropriate response to the questions that best represents your view. The questions refer to your experiences from the **organisational restructuring occurred in April 2016.**

The first sets of questions are about your thoughts on the restructuring procedures (by which we mean the procedures used to arrive at decisions about restructuring) in this organisation. Please rate to what extent:

		Not at all	To a small extent	To some extent	To a large extent	Completely
1.	Were you able to express your views and feelings during the restructuring procedures?	☐	☐	☐	☐	☐
2.	Did you have influence over the decisions arrived at by the restructuring procedures? (e.g. I personally requested the management for this newly assigned role)	☐	☐	☐	☐	☐
3.	Were the restructuring procedures applied consistently? (e.g. Policy and procedure was applied consistently across departments)	☐	☐	☐	☐	☐
4.	Were the restructuring procedures free from bias? (e.g. I was transferred to another department due to bad relationship with the previous supervisor)	☐	☐	☐	☐	☐
5.	Were the restructuring procedures based on accurate information? (e.g my new role fit my experience, skills and qualifications perfectly)	☐	☐	☐	☐	☐
6.	Were you able to appeal against the decision arrived at by the restructuring procedures?	☐	☐	☐	☐	☐
7.	Did the restructuring procedures uphold ethical and moral standards?	☐	☐	☐	☐	☐

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The next sets of questions are about your thoughts of your individual outcome resulted from the restructuring procedures (e.g. pay, bonus, workloads, current position).Please rate to what extent:

		Not at all	To a small extent	To some extent	To a large extent	Completely
8.	Did your outcome from the restructuring procedures reflect your skills	☐	☐	☐	☐	☐
9.	Was your outcome from the restructuring procedures relevant for the work you completed?	☐	☐	☐	☐	☐
10.	Did your outcome from the restructuring procedures reflect your skills?	☐	☐	☐	☐	☐
11.	Was your outcome of the restructuring procedures justified, given your skills?	☐	☐	☐	☐	☐

The next sets of questions are about your thoughts on how you were treated by the organisation during the restructuring procedures. Please rate to what extent:

		Not at all	To a small extent	To some extent	To a large extent	Completely
12.	Did your organisation treat you in a professional manner?	☐	☐	☐	☐	☐
13.	Did your organisation treat you with dignity?	☐	☐	☐	☐	☐
14.	Did your organisation treat you with respect?	☐	☐	☐	☐	☐
15.	Did your organisation refrain from improper remarks or comments?	☐	☐	☐	☐	☐

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The next sets of questions are about your thoughts on the restructuring information provided by the organisation. Please rate to what extent:

		Not at all	To a small extent	To some extent	To a large extent	Completely
16.	Was your organisation open in their communication with you?	☐	☐	☐	☐	☐
17.	Did your organisation explain the procedure thoroughly?	☐	☐	☐	☐	☐
18.	Was your organisation's explanation regarding the procedures reasonable?	☐	☐	☐	☐	☐
19.	Did your organisation communicate details in a timely manner?	☐	☐	☐	☐	☐
20.	Did your organisation seem to tailor their communications to individuals' specific needs?	☐	☐	☐	☐	☐

The next sets of questions are about your employment relationship with the organisation in relations to the organisational restructuring. Indicate to what extent you agree or disagree:

		strongly disagree	disagree	neutral	agree	strongly agree
21.	I am more committed to the type of work rather than to my company	☐	☐	☐	☐	☐
22.	Having a job with my current employer is one of the most important things in my life.	☐	☐	☐	☐	☐
23.	It is my employer responsibility to help me develop my career	☐	☐	☐	☐	☐
24.	I expect my employer to help me set developments and career goal	☐	☐	☐	☐	☐
25.	If my job performance meets or exceeds my employer's standards, I am entitled to a job until I choose to leave	☐	☐	☐	☐	☐
26.	I expect job security in return for good work performance	☐	☐	☐	☐	☐

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		strong disagree	disagree	neutral	agree	strongly agree
27.	If my current position was eliminated, the company is responsible to find a new position.	☐	☐	☐	☐	☐
28.	I am aware of other potential employment opportunities for myself	☐	☐	☐	☐	☐
29.	Organisational restructuring is a way for companies to do the same amount of work with few people	☐	☐	☐	☐	☐

The next sets of questions are about your views on how supportive the organisation has been throughout the restructuring process. Indicate to what extent you agree or disagree:

		strong disagree	disagree	neutral	agree	strongly agree
30.	My organisation cares about my opinions.	☐	☐	☐	☐	☐
31.	My organisation really cares about my well-being.	☐	☐	☐	☐	☐
32.	My organisation strongly considers my goals and values.	☐	☐	☐	☐	☐
33.	Help is available from my organisation when I have a problem.	☐	☐	☐	☐	☐
34.	My organisation would forgive a minor mistake as part of learning or development.	☐	☐	☐	☐	☐
35.	If given the opportunity, my organisation would take advantage of me.	☐	☐	☐	☐	☐
36.	My organisation shows very little concern for me.	☐	☐	☐	☐	☐
37.	My organisation is willing to help me if I need a special favour.	☐	☐	☐	☐	☐

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The next sets of questions consists of a number of words that describe different feelings and emotions. Please indicate the extent to which the restructuring event has made you feel each emotion.

		Very slightly Or not at all	a little	moderately	quite a bit	extremely
38.	Upset	☐	☐	☐	☐	☐
39.	Hostile	☐	☐	☐	☐	☐
40.	Alert	☐	☐	☐	☐	☐
41.	Ashamed	☐	☐	☐	☐	☐
42.	Inspired	☐	☐	☐	☐	☐
43.	Nervous	☐	☐	☐	☐	☐
44.	Determined	☐	☐	☐	☐	☐
45.	Attentive	☐	☐	☐	☐	☐
46.	Active	☐	☐	☐	☐	☐
47.	Afraid	☐	☐	☐	☐	☐

The next sets of questions are about how often have you engaged in work behaviours after the organisational restructuring took place. Please rate the extent of your enagagement in each behaviour:

		Never	Once	2-3 times	4-5 times	6 or more
48.	Performed your work quickly rather than in the correct manner	☐	☐	☐	☐	☐
49.	Been sensitive to the feelings of other co-workers	☐	☐	☐	☐	☐
50.	Taken longer on a break (e.g. lunch) than allowed	☐	☐	☐	☐	☐

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51.	Volunteered for activities which go beyond your regular tasks	☐	☐	☐	☐	☐
52.	Insulted or said something hurtful to someone	☐	☐	☐	☐	☐
53.	Taken property, materials and company supplies from the organisation without permission	☐	☐	☐	☐	☐
54.	Taken time to learn about organisational policies, rules, regulations and procedures without being prompted	☐	☐	☐	☐	☐
55.	Identified a variety of alternative solutions to organisational issues and problems	☐	☐	☐	☐	☐
56.	Acted in a manner to make a fellow employee look bad in his/her job	☐	☐	☐	☐	☐
57.	Interacted with fellow employees in a considerate manner	☐	☐	☐	☐	☐
58.	Introduced new ideas to correct faulty procedures to ensure a task is carried out correctly	☐	☐	☐	☐	☐
59.	Been rude and offensive to another employee	☐	☐	☐	☐	☐
60.	Helped a co-worker complete his/her work on time	☐	☐	☐	☐	☐
61.	Supported a colleague with a personal problem	☐	☐	☐	☐	☐
62.	Tried to avoid tasks at work by looking busy	☐	☐	☐	☐	☐
63.	Carried out a personal favour for a co-worker to help them with their work	☐	☐	☐	☐	☐
64.	Made the organisation’s interests a priority	☐	☐	☐	☐	☐
65.	Treated other employees in the organisation with respect	☐	☐	☐	☐	☐
66.	Expressed your opinions/ideas in a polite and civil manner	☐	☐	☐	☐	☐
67.	Tried to publicly embarrass, ridicule or humiliate another co-worker	☐	☐	☐	☐	☐
68.	Worked cooperatively with other employees	☐	☐	☐	☐	☐
69.	Played a joke on employees to embarrass them in front of others	☐	☐	☐	☐	☐

70.	Supported a co-worker to express a new idea	☐	☐	☐	☐	☐
71.	Made private phone calls at work without permission	☐	☐	☐	☐	☐
72.	Motivated other employees to help them do their job	☐	☐	☐	☐	☐
73.	Performed your work quickly rather than in the correct manner	☐	☐	☐	☐	☐
74.	I always complete the duties specified in my job description	☐	☐	☐	☐	☐
75.	I meet all the formal performance requirements of the job	☐	☐	☐	☐	☐
76.	I fulfil all responsibilities required by my job	☐	☐	☐	☐	☐
77.	I never neglect aspects of the job that I am obligated to perform	☐	☐	☐	☐	☐
78.	I often fail to perform essential duties	☐	☐	☐	☐	☐

The next sets of questions are about how you perceive your job in general. Indicate to what extent you agree or disagree:

		strong disagree	disagree	neutral	agree	strongly agree
79.	When things are uncertain for me at work, I usually expect the best.	☐	☐	☐	☐	☐
80.	If something can go wrong for me work-wise, it will.	☐	☐	☐	☐	☐
81.	I always look on the bright side of things regarding my job.	☐	☐	☐	☐	☐
82.	I'm optimistic about what will happen to me in the future as it pertains to work.	☐	☐	☐	☐	☐
83.	In this job, things never work out the way I want them to.	☐	☐	☐	☐	☐
84.	I approach this job as if, "every cloud has a silver lining.	☐	☐	☐	☐	☐

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85.	On most jobs, people can pretty much accomplish whatever they set out to accomplish	☐	☐	☐	☐	☐
86.	If you know what you want out of a job, you can find a job that gives it to you	☐	☐	☐	☐	☐
87.	Getting the job you want is mostly a matter of luck	☐	☐	☐	☐	☐
88.	Promotions are usually a matter of good fortune	☐	☐	☐	☐	☐
89.	Promotions are given to employees who perform well on the job	☐	☐	☐	☐	☐
90.	It takes a lot of luck to be an outstanding employee on most jobs	☐	☐	☐	☐	☐
91	People who perform their jobs well generally get rewarded	☐	☐	☐	☐	☐
92.	The main difference between people who make a lot of money and people who make a little money is luck	☐	☐	☐	☐	☐

The next sets of questions are about your demographic information. This info is ONLY used to make sure we have given this survey to a broad range of people. The information will not be linked to your information and cannot be used to identify you.

93. Gender

☐ Male
☐ Female
☐ Other

94. Age

……..years old

95. Educational qualification

☐ Secondary school & below
☐ Certificate/ Diploma
☐ Degree/ Professional
☐ Master/ Doctorate or Higher

96. Number of years in the present organisation

……..year/years

97. Current position

- ☐ Non-executive level
- ☐ Executive level
- ☐ Mangerial level

98. Which of the following best describes your current employment situation?

- ☐ Permanent full time employee
- ☐ Permanent part time employee
- ☐ Full time on a limited or fixed term contract
- ☐ Part time on a limited or fixed term contract

Phase II-Survey (on a separate page)

Thank you for completing part one of the study. For part two, you will need to ask one of your current coworkers to complete a brief online survey.
The coworker must have all the following criteria;

- Current employee in your current organisation.
- Have worked together with you prior to, during and after the 2016 organisational restructuring.
- Malaysian.

To ensure your responses to be linked to the selected coworker evaluation, you are required to create a code word. Please refer to the instructions below on how to create a code word;
If the selected coworker's name is **N**abilah **R**azali and her contact number is 017-831**2345**. The code word is as follows;

NR	**2345**
the first character of their first name and family name	last 4 digits of their contact number

You will then give this code word to your coworker to enter before beginning their portion of the survey. Be sure they know they must use this code word in order to be able to access the survey.

Please enter your code word here: _____

Now, please take a moment to ask your coworker (email suggested) to logon and complete the second survey. Remember to provide them with:

1) Survey address (peer-survey): https://nottingham.onlinesurveys.ac.uk/examining-the-impact-of-organisational-restructuring-in-ma-4

2) Code word you entered in the previous page

THANK YOU FOR YOUR PARTICIPATION

If you have any complaints about the study please contact researcher's supervisors named above or the Chair of DPAP Research Ethics Committee.

Appendix D: Co-worker report

Information sheet



INFORMATION SHEET
Division of Psychiatry & Applied Psychology
School of Medicine
Faculty of Medicine & Health Sciences

Project Title: Examining the impact of organisational downsizing in Malaysia:
A Peer Survey
Researcher: Nabilah Razali (nabilah.razali@nottingham.ac.uk)

Supervisor (s): Dr Fiona Gavin (fiona.gavin@nottingham.ac.uk) and Dr Iain Coyne (I.J.Coyne@lboro.ac.uk)

Dear Participant,
You are being asked to participate in a PhD research project for your coworker. Your participation will require about 15 minutes of your time. This information sheet describes the project in straightforward language, or 'plain language'. Please read this sheet carefully and be confident that you understand its contents before deciding to participate. Your participation is voluntary, and you may change your mind about being involved, or decline to answer a particular question at any time without giving any reason. Thank you for reading this.

What is the project about?
Since the major economic turmoil in 1997 and 2008, organisational downsizing or also known as downsizing, has been quite popular in Malaysia. Due to instability of the national and global market economy in recent years, Malaysia was once again hit by the economic crisis and according to the Malaysian Employers Federation (MEF), the number of workers being retrenched is expected to rise till at least 2019. Yet, surprisingly little attention has been given to the impact of organisational downsizing within a Malaysian context, especially to the remaining employees (survivors) who are also the ones that will help the organisation in achieving their goal. Therefore, the purpose of this study is to examine the association among employees' perceptions, feelings and behaviours in relation to the organisational downsizing.

Who is being asked to take part, and why?
This online peer survey needs your help in evaluating your co-worker's behaviour within work context in relation to downsizing event that took place in the organisation recently. Some behaviours are socially desirable class of behaviors, which means the respondents tend to create a more favourable impression of themselves by over-reporting admirable behaviours, and under-report behaviours that they feel are not socially acceptable or respected. Therefore your input will help to strip away any biases and attributions for social desirability.

What choice do I have?
Just because you have been nominated by your co worker to take part in this research, participation in this research is entirely voluntary. We do not expect any harm to you by being in the study. Your survey will be identified by a random number not your name. All of your answers are private and will not be shared

with anyone unless required by law. If you choose not to participate no one will be upset with you. You may choose to stop your participation before your finish the survey.

What will I be asked to do?
If you decide to be a part of the study you will be asked to complete this survey online. You will be provided instructions on how to complete the survey. Please read instructions carefully and follow them closely. You will be asked to evaluate your coworker's work behaviour in relation to the downsizing event that took place in the organisation recently. You will receive a code word from the co-worker who nominated you to evaluate them. This code is necessary for you to proceed to answer the survey.

What will happen to the information I provide?
All the provided information will be kept on a password protected database and will be treated as confidential. The data you provide will only be accessed by the primary researcher and authorised persons at the University of Nottingham. The information will be securely stored in compliance with the UK Data Protection Act. At the conclusion of the project, a summary of the results and associated reports will be made available should you request for it (only a summary of your company). The final results will also be reported in a thesis to be submitted for Ms.Nabilah's PhD degree, and as appropriate, in papers for presentation at conferences or for publication in scientific journals.

What are the benefits associated with participation?
Your input will provide vital information regarding the downsizing impact within a Malaysian context.

Who should I contact if I have any questions?
If there is anything you do not understand, or you have questions, please contact the researcher at nabilah.razali@nottingham.ac.uk. If you choose to participate in this project, please print and keep a copy of this Information Statement, then click on the "Yes" button in the survey. This will take you to the questionnaires, and you will have the option to start completing them now or at a later time.

Who is organising and funding the research?
This study is funded by the Ministry of Higher Education, Malaysia.

Who has reviewed the study?
This study has been reviewed and approved by the University of Nottingham Medical School Ethics Committee, Approval No. 239

Consent form (on a separate page)

If you would like to participate, please select "Yes, I agree to participate" and continue to the next page to complete the survey. If you would not like to participate, please select "No, I do not agree to participate" and close the browser window.
Please select one:

Yes, I agree to participate	☐
No, I do not agree to participate	☐

Peer Survey (on a separate page)

Thank you for helping your coworker participates in this study. In order to proceed, please enter the code word given to you by your coworker so that we are able to link the responses.
Please enter your code word here: _____

Please respond to the questions by ticking the box which best represents your view on your co-worker's .Only tick one box for each question.

How often has he/she engaged in these behaviours since the organisational downsizing took place;

		Never	Once	2-3 times	4-5 times	6 or more
1.	Performed his/her work quickly rather than in the correct manner	☐	☐	☐	☐	☐
2.	Been sensitive to the feelings of other co-workers	☐	☐	☐	☐	☐
3.	Taken longer on a break (e.g. lunch) than allowed	☐	☐	☐	☐	☐
4.	Volunteered for activities which go beyond your regular tasks	☐	☐	☐	☐	☐
5.	Insulted or said something hurtful to someone	☐	☐	☐	☐	☐
6.	Taken property, materials and company supplies from the organisation without permission	☐	☐	☐	☐	☐
7.	Taken time to learn about organisational policies, rules, regulations and procedures without being prompted.	☐	☐	☐	☐	☐
8.	Identified a variety of alternative solutions to organisational issues and problems .	☐	☐	☐	☐	☐
9.	Acted in a manner to make a fellow employee look bad in his/her job.	☐	☐	☐	☐	☐
10.	Interacted with fellow employees in a considerate manner	☐	☐	☐	☐	☐
11.	Introduced new ideas to correct faulty procedures to ensure a task is carried out correctly	☐	☐	☐	☐	☐
12.	Been rude and offensive to another employee	☐	☐	☐	☐	☐

13.	Helped a co-worker complete his/her work on time	☐	☐	☐	☐	☐
14.	Supported a colleague with a personal problem	☐	☐	☐	☐	☐
15.	Tried to avoid tasks at work by looking busy	☐	☐	☐	☐	☐
16.	Carried out a personal favour for a co-worker to help them with their work	☐	☐	☐	☐	☐
17.	Made the organisation's interests a priority	☐	☐	☐	☐	☐
18.	Treated other employees in the organisation with respect	☐	☐	☐	☐	☐
19.	Expressed his/her opinions/ideas in a polite and civil manner	☐	☐	☐	☐	☐
20.	Tried to publicly embarrass, ridicule or humiliate another co-worker	☐	☐	☐	☐	☐
21.	Worked cooperatively with other employees	☐	☐	☐	☐	☐
22.	Played a joke on employees to embarrass them in front of others	☐	☐	☐	☐	☐
23.	Supported a co-worker to express a new idea	☐	☐	☐	☐	☐
24.	Made private phone calls at work without permission	☐	☐	☐	☐	☐
25.	Motivated other employees to help them do their job	☐	☐	☐	☐	☐
26.	Always complete the duties specified in his/her job description.	☐	☐	☐	☐	☐
27.	Meet all the formal performance requirements of the job.	☐	☐	☐	☐	☐
28.	Fulfil all responsibilities required by his/her job.	☐	☐	☐	☐	☐
29.	Never neglect aspects of the job that he/she obligated to perform	☐	☐	☐	☐	☐
30.	Often fail to perform essential duties.	☐	☐	☐	☐	☐

The next sets of questions are about your demographic information. This info is ONLY use to make sure we have given this survey to a broad range of people. The information will not be linked to your information and cannot be used to identify you.
Please complete the following

26. Gender
- ☐ Male
- ☐ Female
- ☐ Other

27. Number of years in the present organisation
…….years

28. Number of years you worked with this co-worker?

…… years

29. Frequencies of you work with this co-worker and observe his/her behaviour?
- ☐ 2-3 times per day
- ☐ at least once per day
- ☐ 2 - 3 times per week
- ☐ at least once per week
- ☐ 2 - 3 times per month
- ☐ at least once a month

THANK YOU FOR YOUR PARTICIPATION

If you have any complaints about the study please contact researcher's supervisors named above or the Chair of Division of Psychiatry & Applied Psychology Ethics Committee.

Appendix E: Co-worker report's results

Table 6.05: Demographic data of the sample respondents

	Categories	Frequency	Percentage (%)
Gender	Male	79	63.2
	Female	46	36.8
Number of years in the present company	Below 5 years	47	37.6
	5-9.9 years	44	35.2
	10 years and above	34	27.2
Number of years working together	Below 5 years	98	78.4
	5-9.9 years	22	17.6
	10 years and above	5	4.0
Frequency of working together	2- times per day	50	40
	At least once per day	28	22.4
	2-3 times per week	21	16.8
	At least once per week	13	10.4
	2-3 times per month	8	6.4
	At least once a month	5	4.0

Table 6.07: Skewness and kurtosis statistics

	Constructs	Skewness	Kurtosis
1.	PJ	.38	.13
2.	DJ	-.13	-.23
3.	IPJ	-.31	-.33
4.	INJ	.22	-.49
5.	New PC	-.19	-.05
6.	POS	-.08	.08
7.	PE	-.34	-.37
8.	NE	.74	-.07
9.	Optimism	-.27	-.01
10.	ILOC	.76	.70
11.	ELOC	-.17	-.28
12.	TP	-.70	-.53
13.	OCBI-C	-.55	-.79
14.	OCBI-H	.06	-.67
15	OCBO	.14	-.10
16.	CWBI	2.28	4.90
17	CWBO	1.06	.42

Table 6.09: Descriptive, correlations, and reliabilities of study variables for CR report

	M	SD	PJ	DJ	IPJ	INJ	PC	POS	PA	NA	TP	OCBIC	OCBIH	OCBO	CWBI	CWBO	OPT	ILOC	ELOC
PJ	2.58	.73	1(.75)																
DJ	2.89	.97	.66**	1(.92)															
IPJ	3.59	1.00	.60**	.52**	1(.93)														
INJ	2.61	.93	.67**	.52**	.57**	1(.93)													
PC	3.86	.60	-.14	.05	-.08	-.05	1(.73)												
POS	3.10	.45	.55**	.45**	.35**	.54**	-.17	1(.56)											
PA	3.15	1.00	.44**	.62**	.45**	.37**	.04	.46**	1(.91)										
NA	2.23	.93	-.38**	-.36**	-.43**	-.43**	.11	-.43**	-.28**	1(.80)									
TP	4.19	.81	.01	.06	.15	-.01	.22*	.06	-.04	-.18	1(.88)								
OCBIC	4.16	.73	-.06	-.04	.11	.01	.21*	.06	-.09	-.13	.72**	1(.84)							
OCBIH	3.64	.81	-.10	.07	-.04	-.04	.18	.08	-.10	-.19*	.61**	.62**	1(.83)						
OCBO	3.49	.80	-.02	.07	.05	.05	.15	.06	-.06	-.10	.48**	.57**	.72**	1(.82)					
CWBI	1.43	.76	-.01	.08	-.13	.02	-.06	.02	.10	.18	-.42**	-.56**	-.26**	-.24*	1(.90)				
CWBO	1.72	.76	-.04	-.06	-.05	-.07	-.03	-.08	.13	.15	-.42**	-.40**	-.24**	-.22*	.66**	1(.74)			
OPT	3.84	.67	.23*	.21*	.31**	.05	.20*	.19*	.30**	-.10	-.04	-.03	-.06	-.01	-.11	-.09	1(.73)		
ILOC	3.68	.87	.24*	.17	.27**	.22*	.15	.31**	.23*	-.07	.17*	.20	.12	.11	-.21*	-.14	.49**	1(.80)	
ELOC	2.90	.82	-.18	-.06	-.11	-.12	.11	-.20*	-.13	.34*	-.05	.01	-.03	-.02	.02	.05	-.11	-.21*	1(.80

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Figure 6.26a: The mediating effect of POS in the relationship between PJ and TP. Notes: *p < .05, **p < .01, ***p < .001.

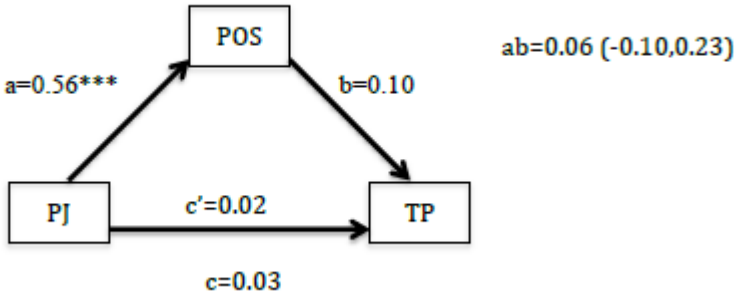


Figure 6.26b: The mediating effect of NPC in the relationship between PJ and TP. Notes: *p < .05, **p < .01, ***p < .001.

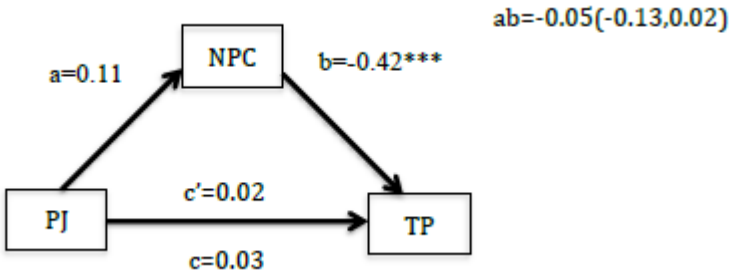


Figure 6.27a: The mediating effect of POS in the relationship between DJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

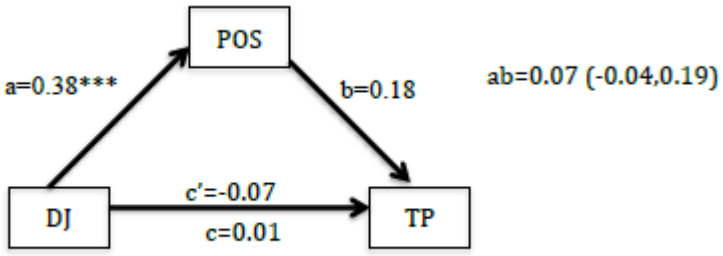


Figure 6.27b: The mediating effect of NPC in the relationship between DJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

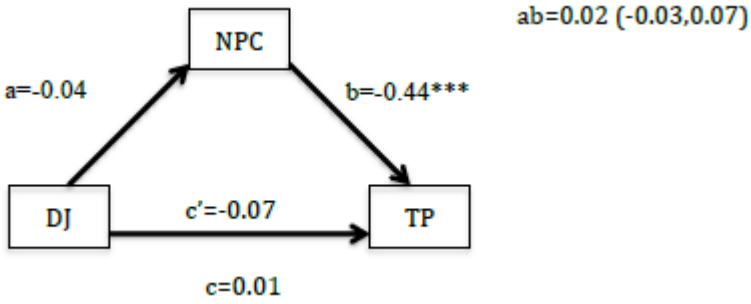


Figure 6.28a: The mediating effect of POS in the relationship between IPJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

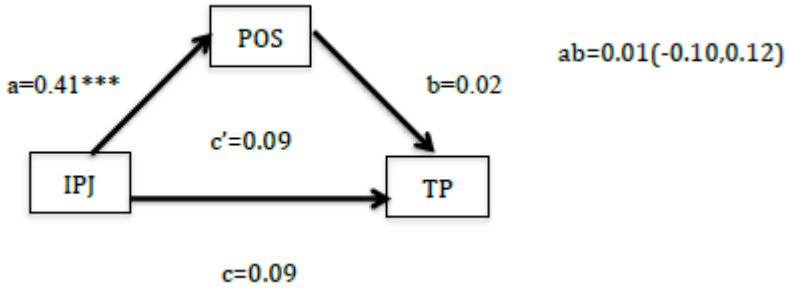


Figure 6.28b: The mediating effect of NPC in the relationship between IPJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

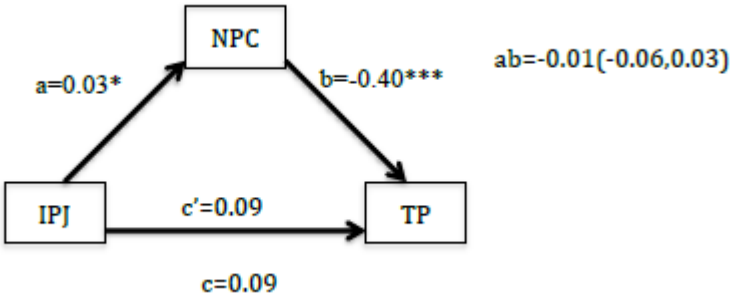


Figure 6.29a: The mediating effect of POS in the relationship between INJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

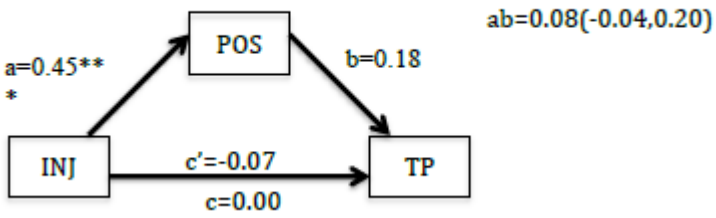


Figure 6.29b: The mediating effect of NPC in the relationship between INJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

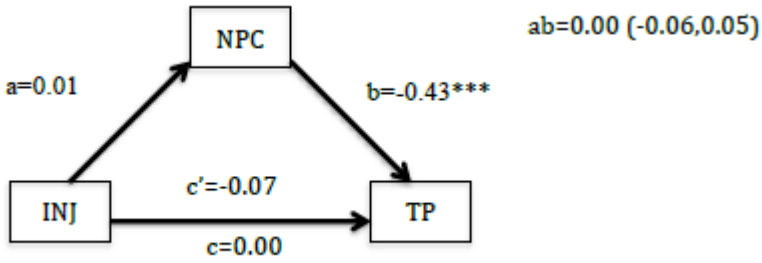


Figure 6.30a: The mediating effect of POS in the relationship between PJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

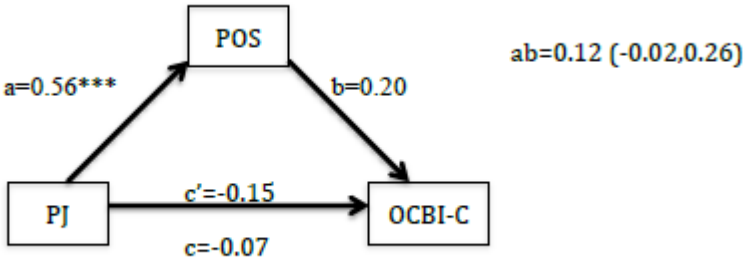


Figure 6.30b: The mediating effect of NPC in the relationship between PJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

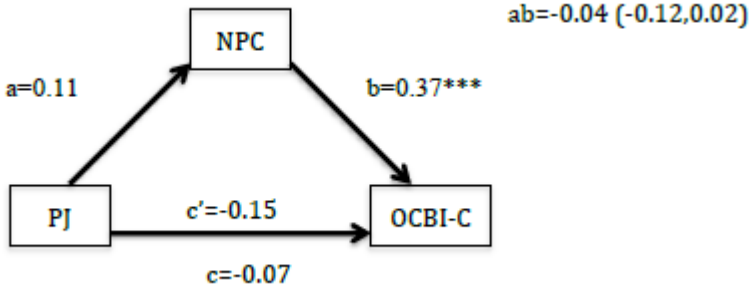


Figure 6.31a: The mediating effect of POS in the relationship between DJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

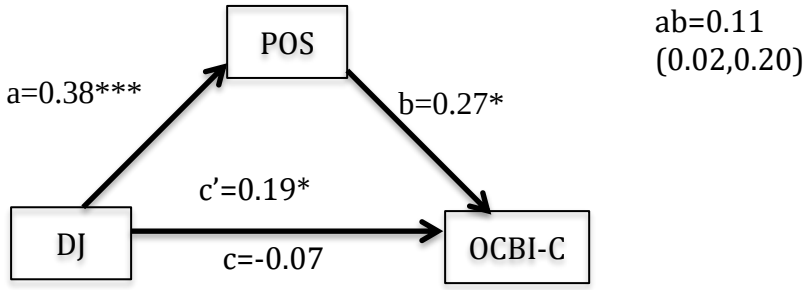


Figure 6.31b: The mediating effect of NPC in the relationship between DJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

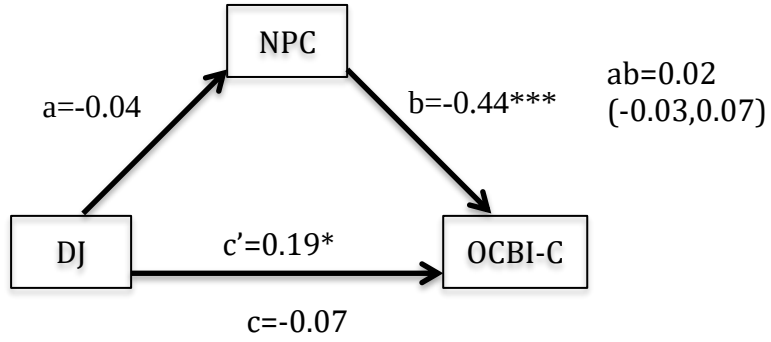


Figure 6.32a: The mediating effect of POS in the relationship between IPJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

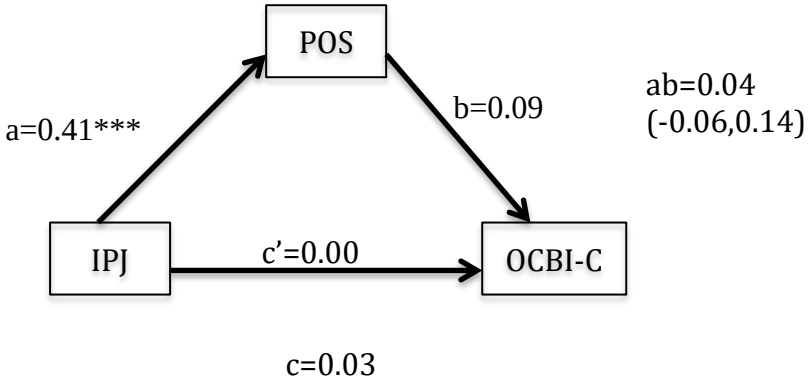


Figure 6.32b: The mediating effect of NPC in the relationship between IPJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

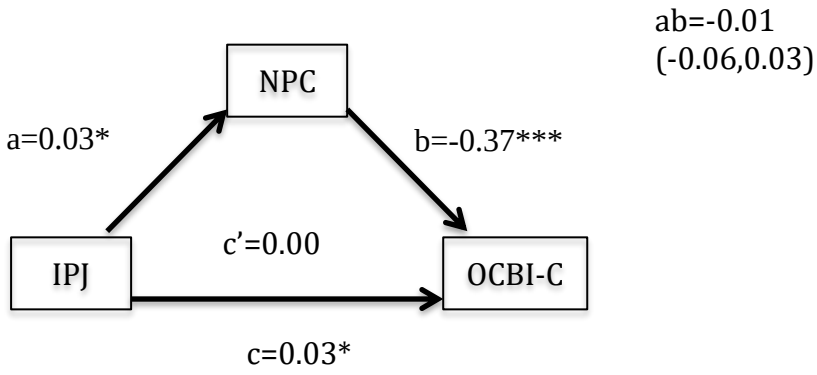


Figure 6.33a: The mediating effect of POS in the relationship between INJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

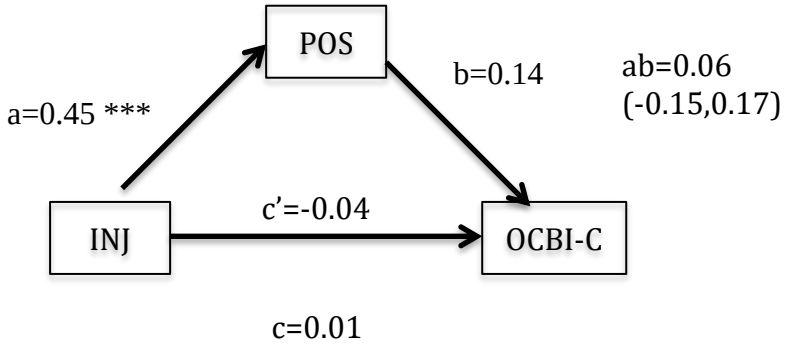


Figure 6.33b: The mediating effect of NPC in the relationship between INJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

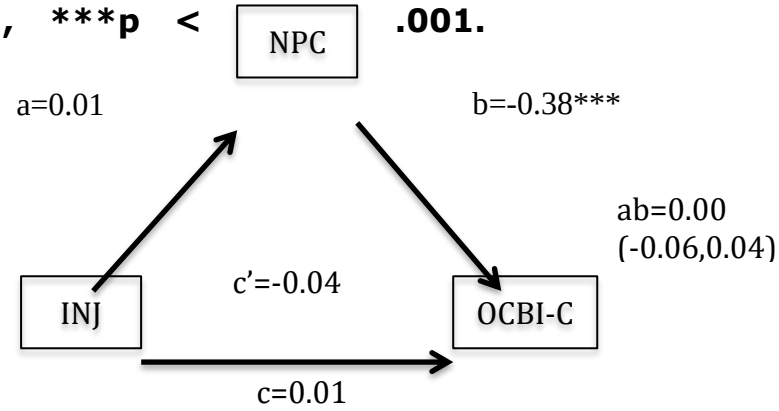


Figure 6.34a: The mediating effect of POS in the relationship between PJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

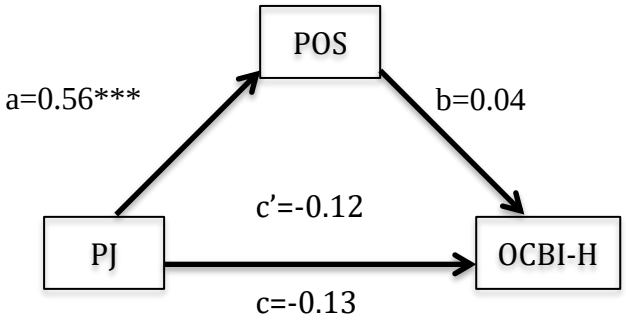


Figure 6.34b: The mediating effect of NPC in the relationship between PJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

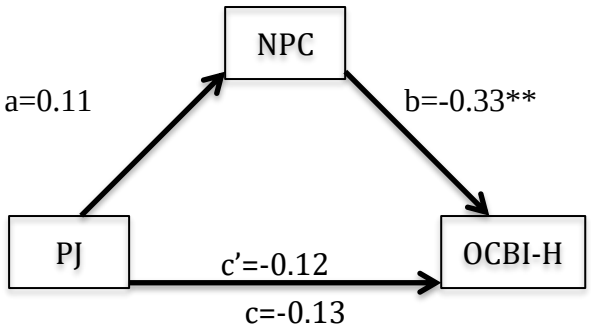


Figure 6.35a: The mediating effect of POS in the relationship between DJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

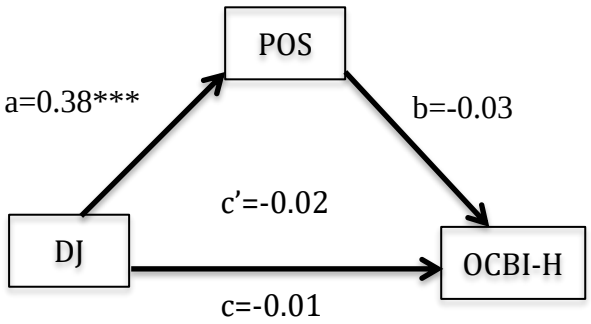


Figure 6.35b: The mediating effect of NPC in the relationship between DJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

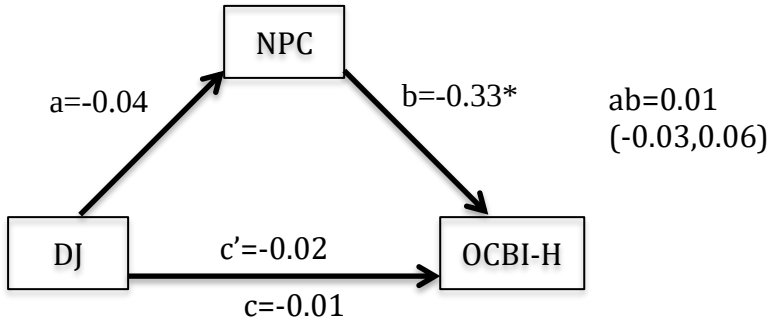


Figure 6.36a: The mediating effect of POS in the relationship between IPJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

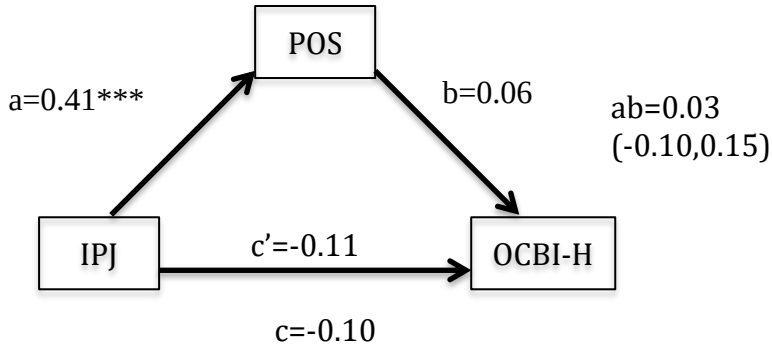


Figure 6.36b: The mediating effect of NPC in the relationship between IPJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

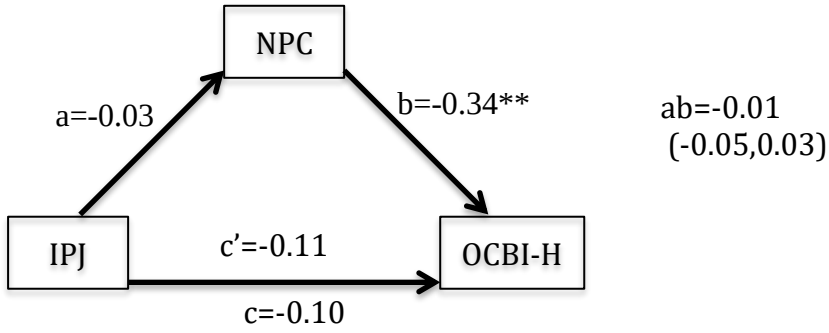


Figure 6.37a: The mediating effect of POS in the relationship between INJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

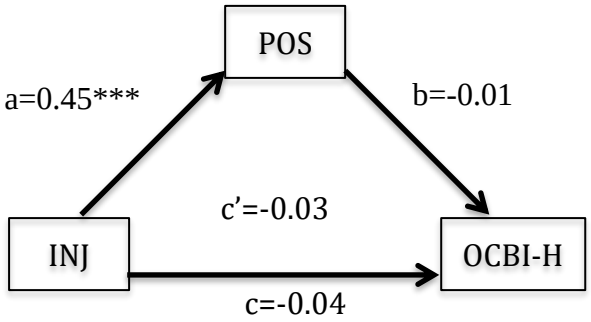


Figure 6.37b: The mediating effect of POS in the relationship between INJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

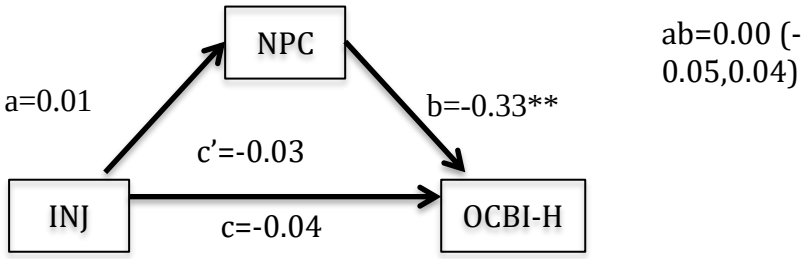


Figure 6.38a: The mediating effect of POS in the relationship between PJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

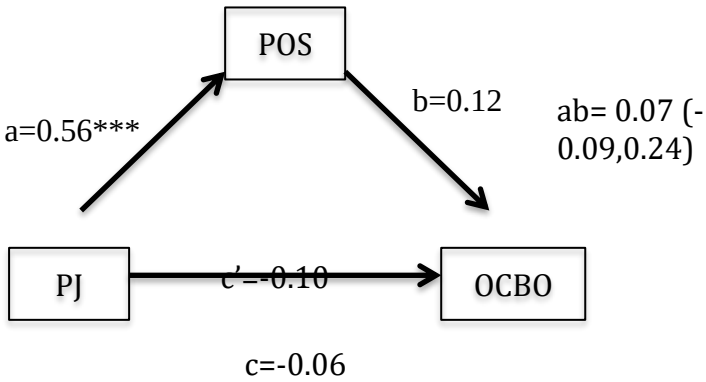


Figure 6.38b: The mediating effect of NPC in the relationship between PJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

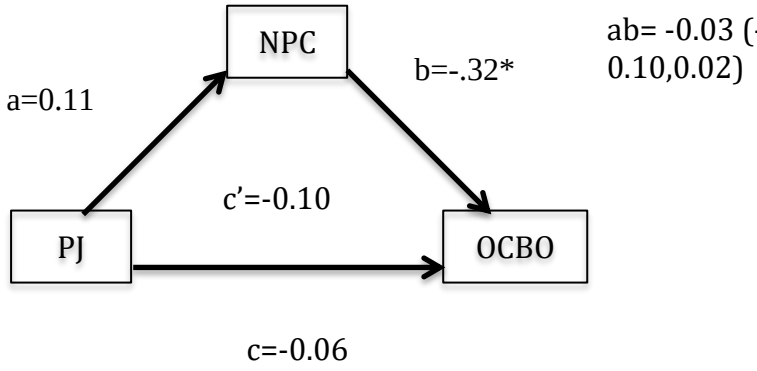


Figure 6.39a: The mediating effect of POS in the relationship between DJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

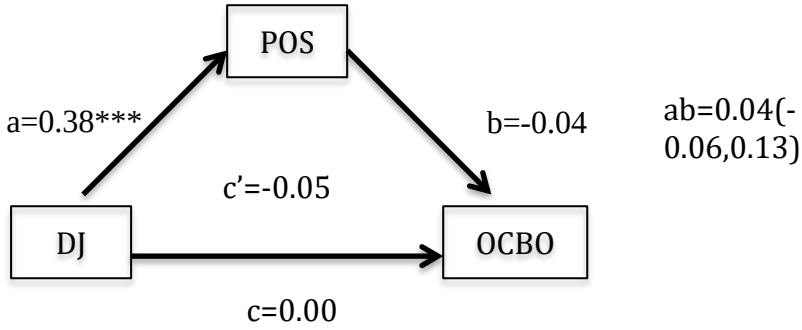


Figure 6.39b: The mediating effect of NPC in the relationship between DJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

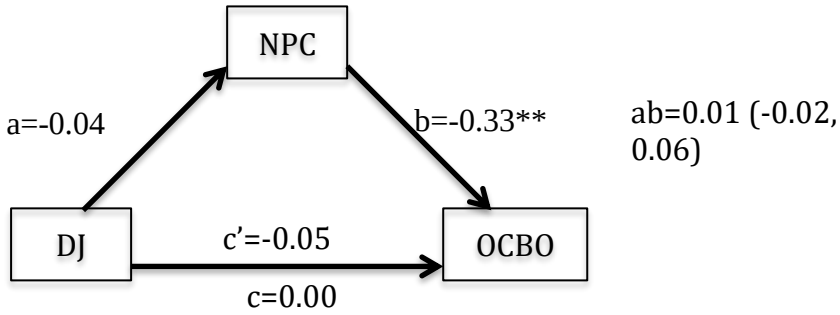


Figure 6.40a: The mediating effect of POS in the relationship between IPJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

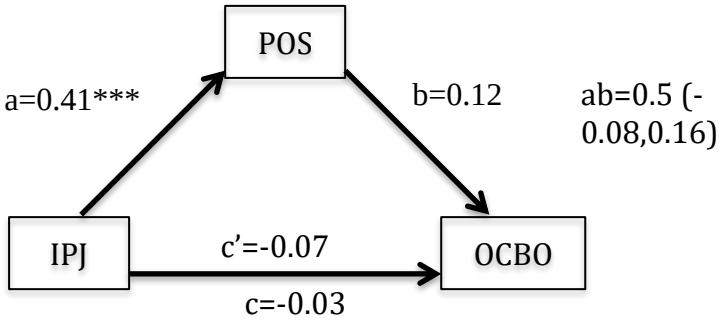


Figure 6.40b: The mediating effect of NPC in the relationship between IPJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

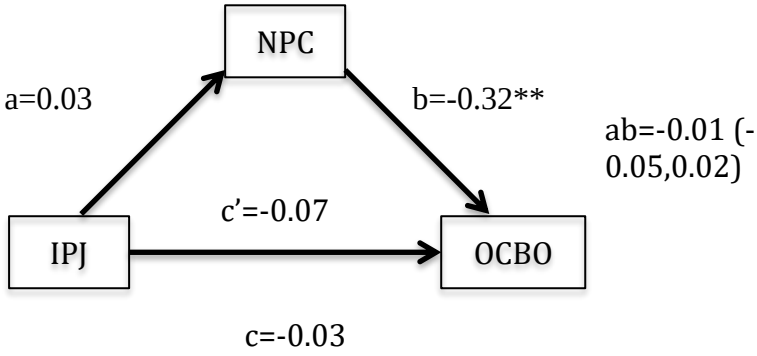


Figure 6.41a: The mediating effect of POS in the relationship between INJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

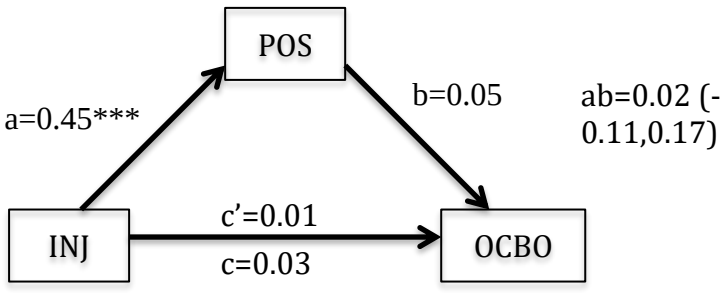


Figure 6.41b: The mediating effect of NPC in the relationship between INJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

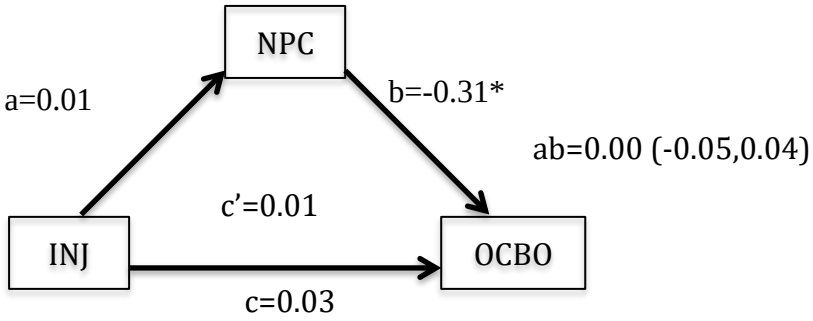


Figure 6.42a: The mediating effect of POS in the relationship between PJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

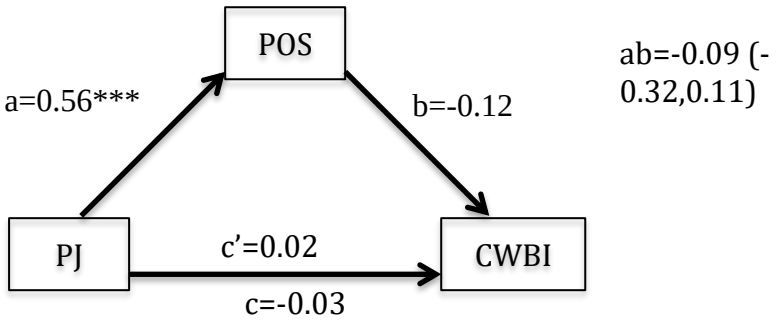


Figure 6.42b: The mediating effect of NPC in the relationship between PJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

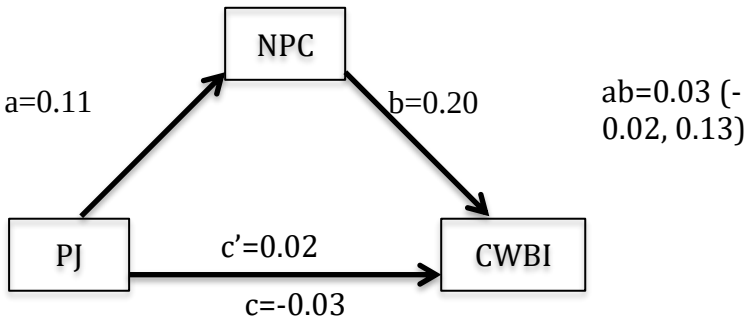


Figure 6.43a: The mediating effect of POS in the relationship between DJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

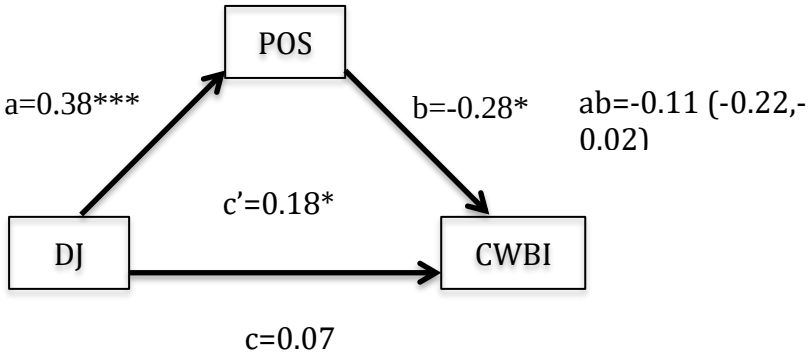


Figure 6.43b: The mediating effect of NPC in the relationship between DJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

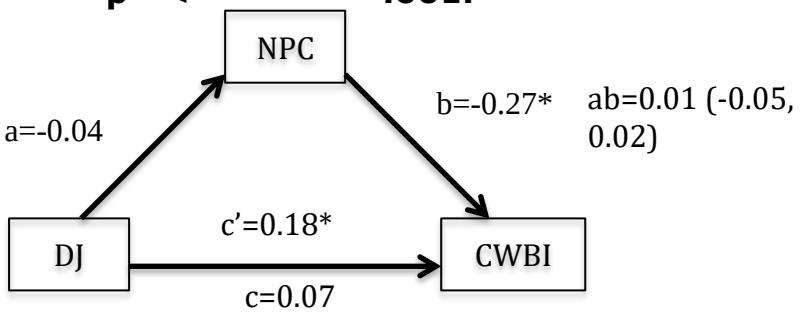


Figure 6.44a: The mediating effect of POS in the relationship between IPJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

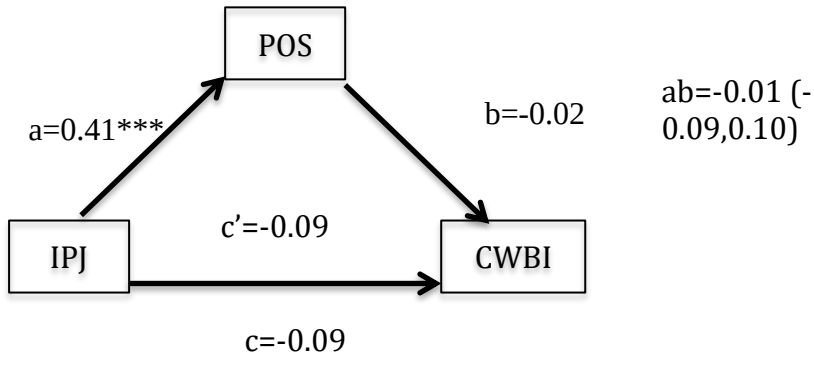


Figure 6.44b: The mediating effect of NPC in the relationship between IPJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

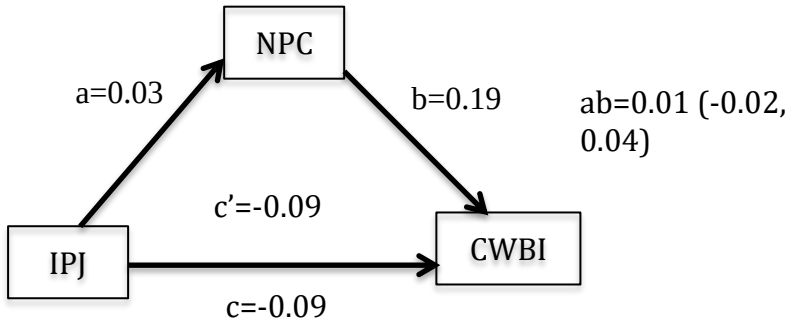


Figure 6.45a: The mediating effect of POS in the relationship between INJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

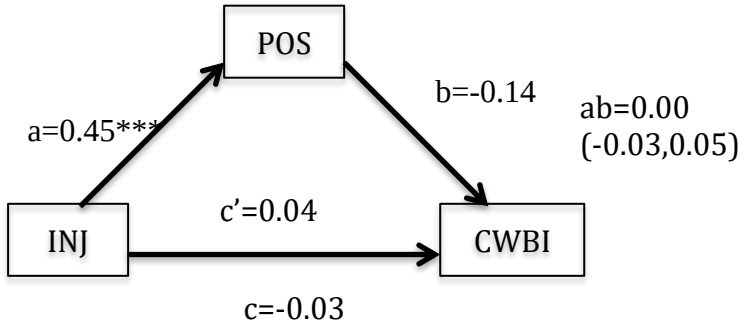


Figure 6.45b: The mediating effect of NPC in the relationship between INJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

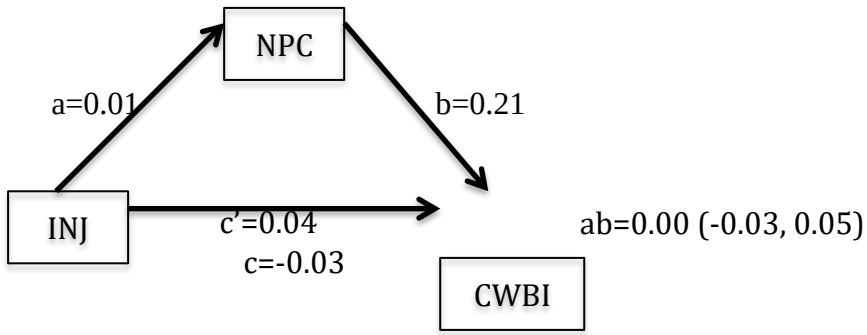


Figure 6.46a: The mediating effect of POS in the relationship between PJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

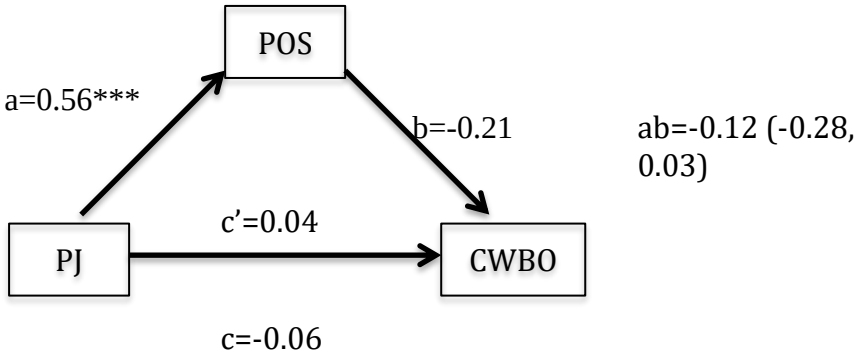


Figure 6.46b: The mediating effect of NPC in the relationship between PJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

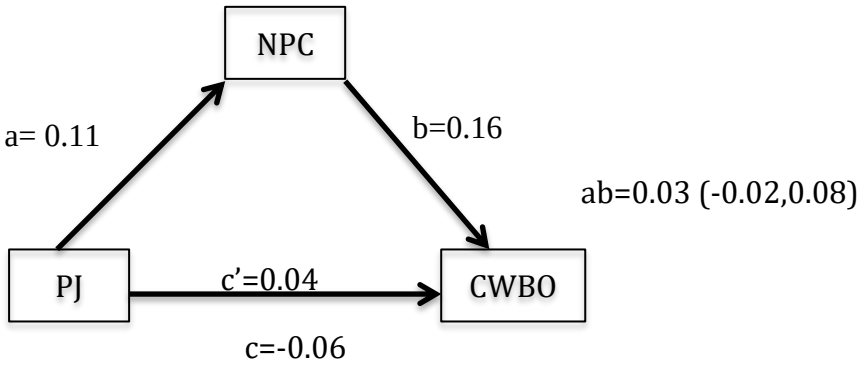


Figure 6.47a: The mediating effect of POS in the relationship between DJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

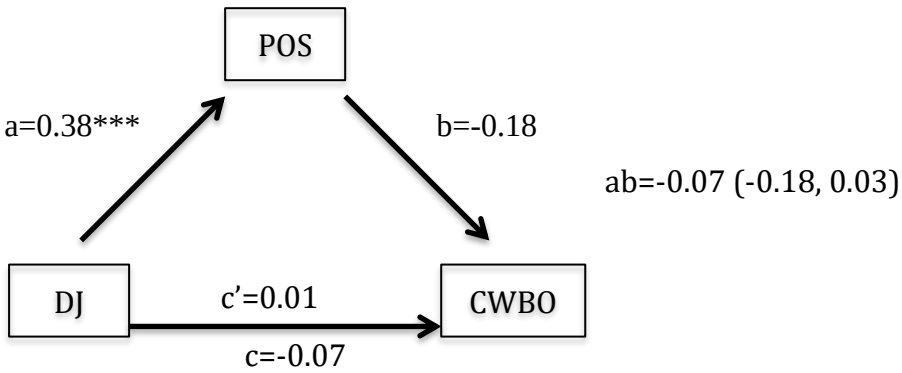


Figure 6.47b: The mediating effect of NPC in the relationship between DJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

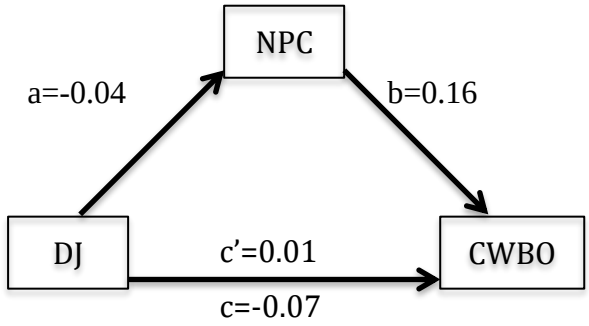


Figure 6.48a: The mediating effect of POS in the relationship between IPJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

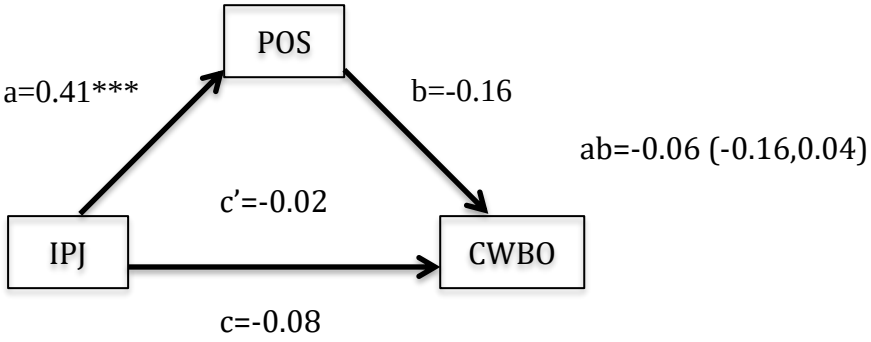


Figure 6.48b: The mediating effect of NPC in the relationship between IPJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

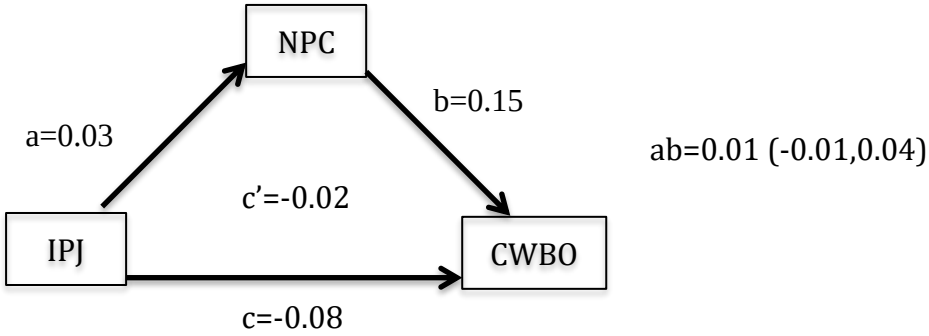


Figure 6.49a: The mediating effect of POS in the relationship between INJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

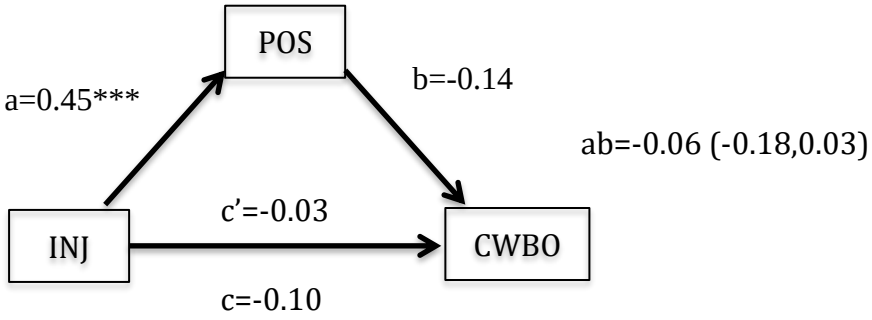


Figure 6.49b: The mediating effect of NPC in the relationship between INJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

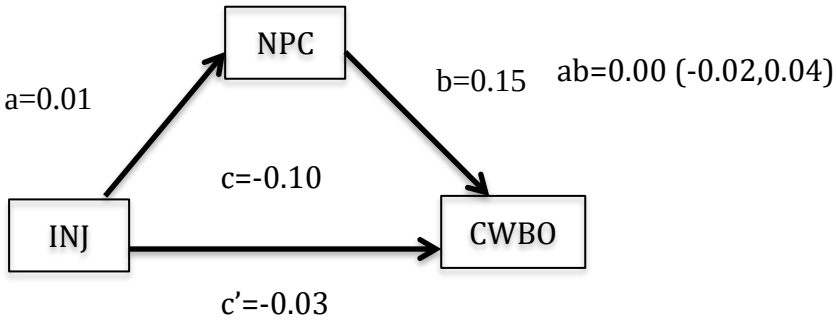


Figure 6.74a: The mediating effect of PE in the relationship between PJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

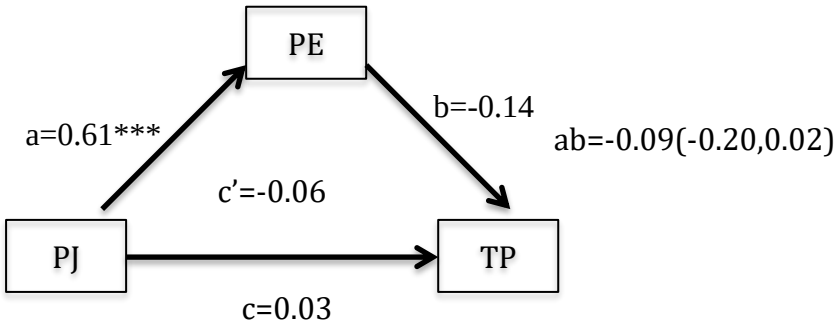


Figure 6.74b: The mediating effect of NE in the relationship between PJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

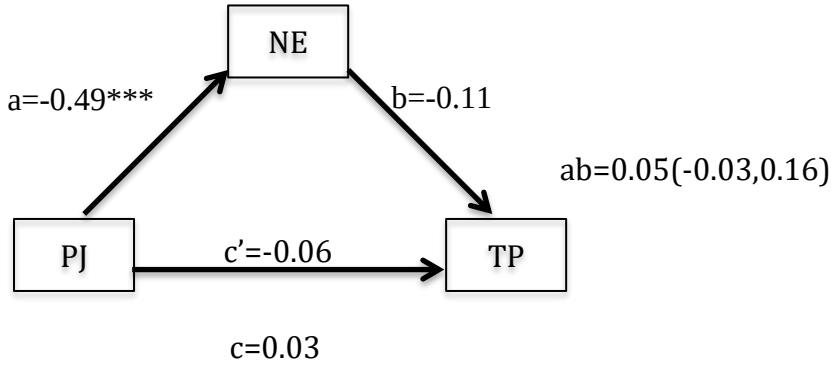


Figure 6.75a: The mediating effect of PE in the relationship between DJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

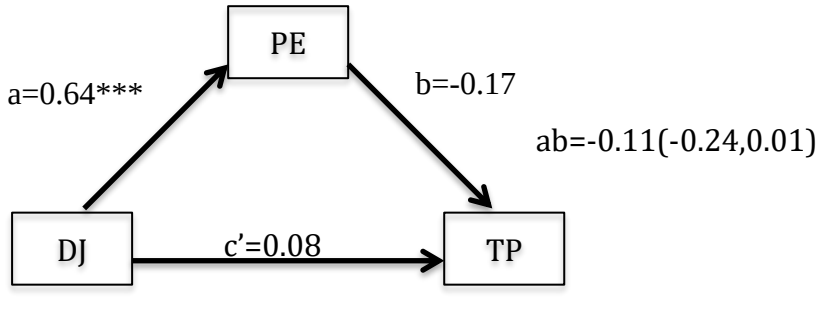


Figure 6.75b: The mediating effect of NE in the relationship between DJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

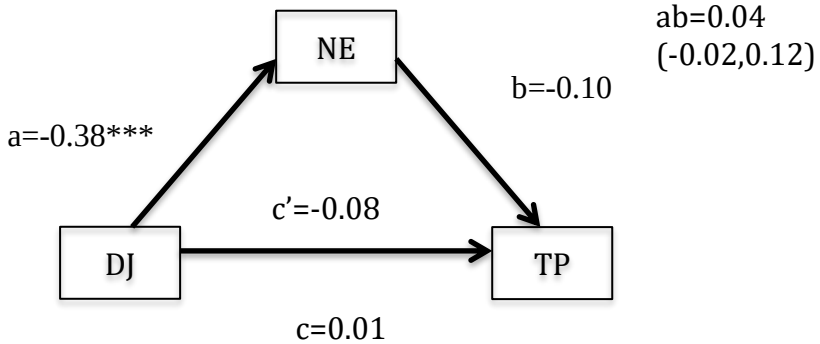


Figure 6.76a: The mediating effect of PE in the relationship between IPJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

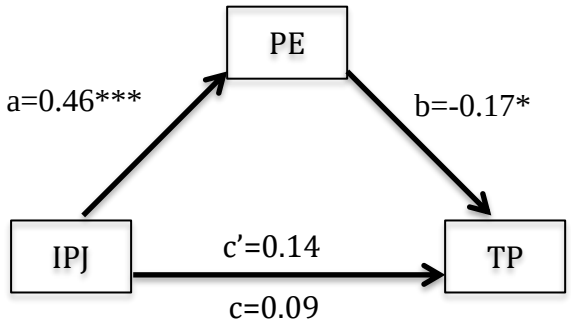


Figure 6.76b: The mediating effect of NE in the relationship between IPJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

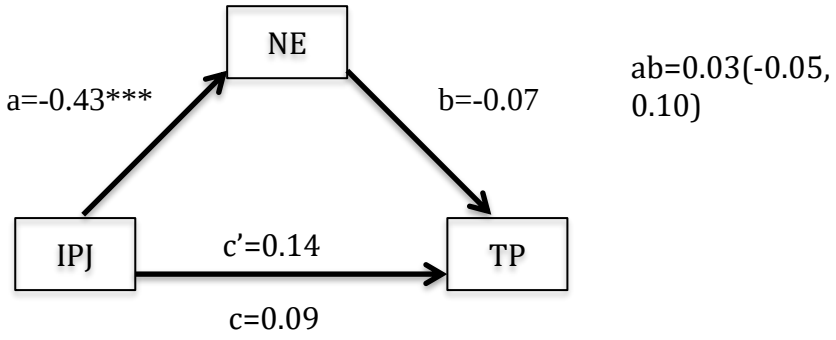


Figure 6.77a: The mediating effect of PE in the relationship between INJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

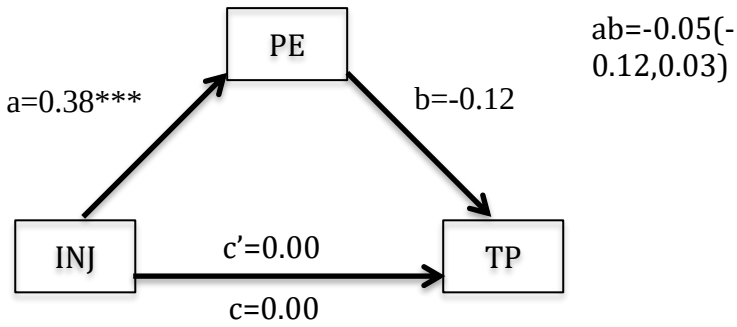
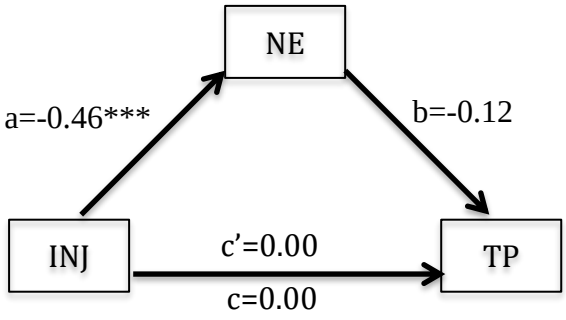
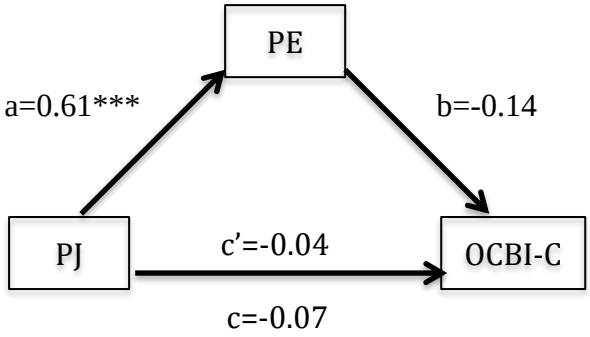


Figure 6.77b: The mediating effect of NE in the relationship between INJ and TP . Notes: *p < .05, **p < .01, ***p < .001.



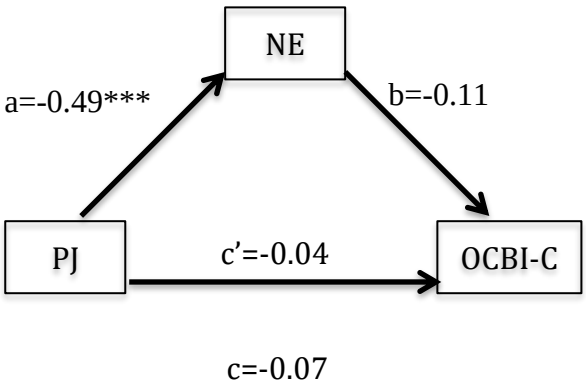
ab=0.05(-0.02,0.14)

Figure 6.78a: The mediating effect of PE in the relationship between PJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.



ab=-0.08 (-0.18,0.01)

Figure 6.78b: The mediating effect of NE in the relationship between PJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.



ab=0.05 (-0.01,0.14)

Figure 6.79a: The mediating effect of PE in the relationship between DJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

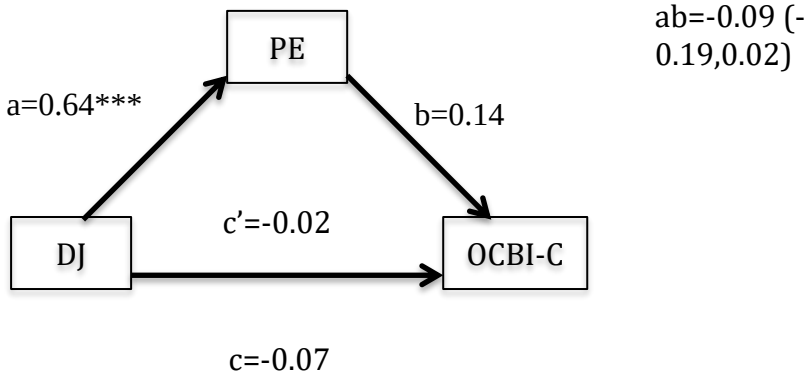


Figure 6.79b: The mediating effect of NE in the relationship between DJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

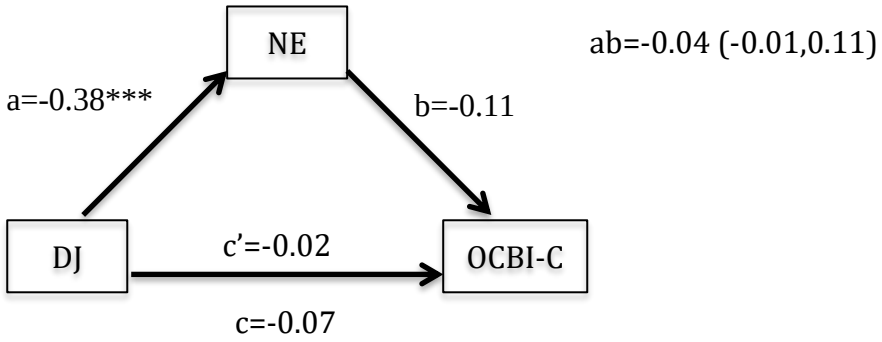


Figure 6.80a: The mediating effect of PE in the relationship between IPJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

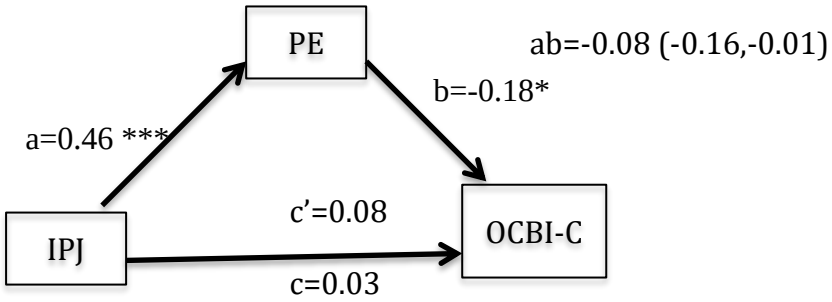


Figure 6.80b: The mediating effect of NE in the relationship between IPJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

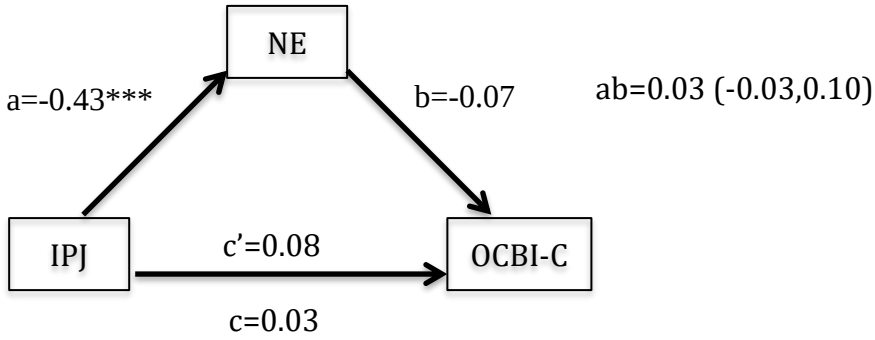


Figure 6.81a: The mediating effect of PE in the relationship between INJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

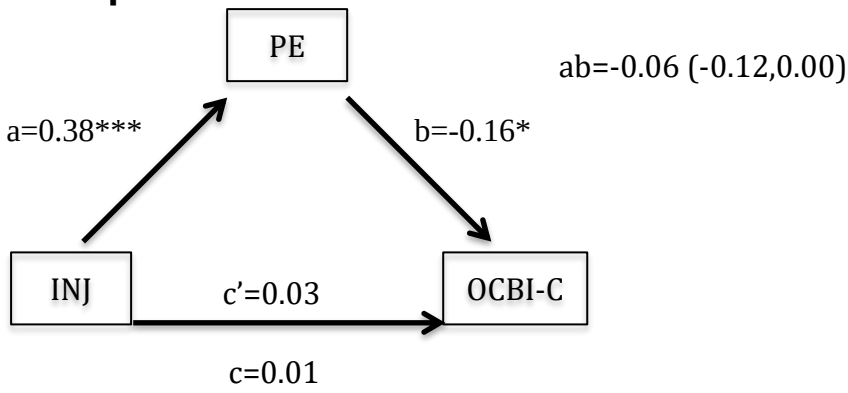


Figure 6.81b: The mediating effect of NE in the relationship between INJ and OCBI-C . Notes: *p < .05, **p < .01, ***p < .001.

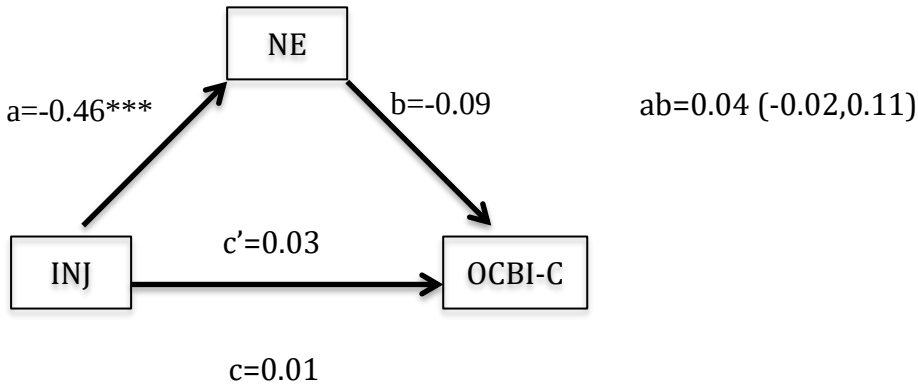


Figure 6.82a: The mediating effect of PE in the relationship between PJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

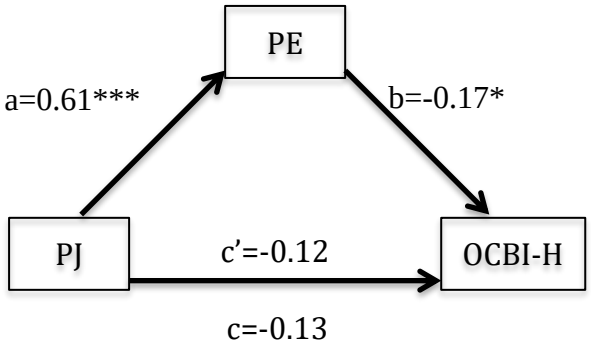


Figure 6.82b: The mediating effect of NE in the relationship between PJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

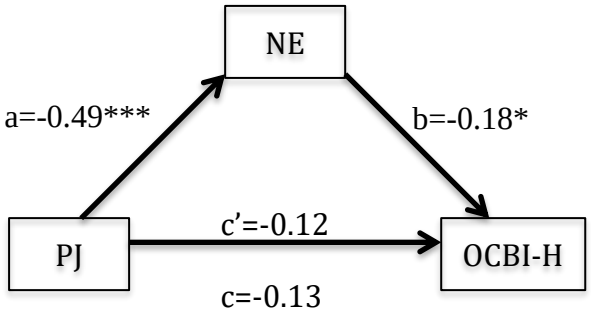


Figure 6.83a: The mediating effect of PE in the relationship between DJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

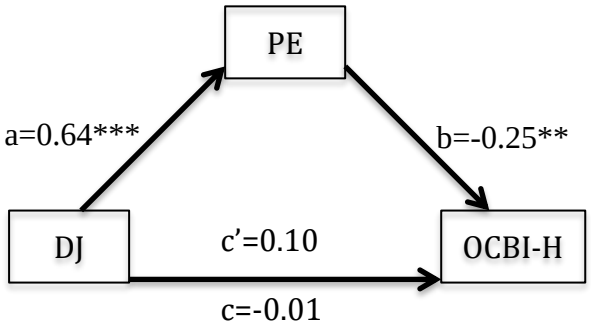
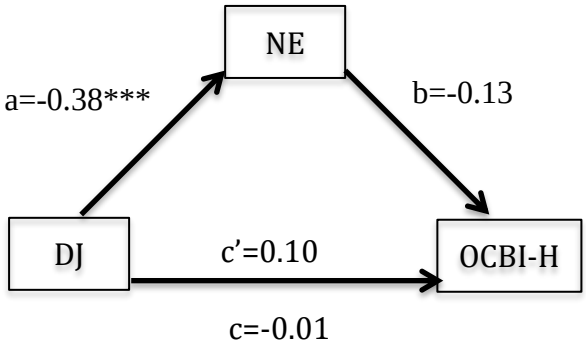
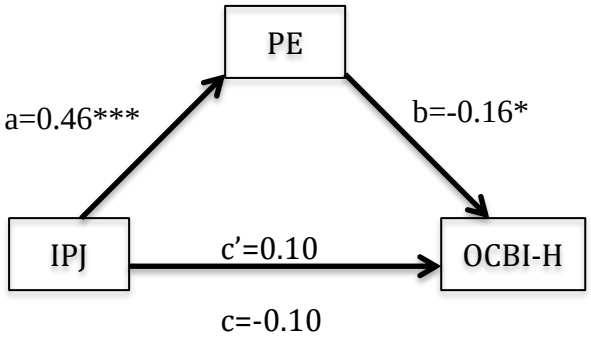


Figure 6.83b: The mediating effect of NE in the relationship between DJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.



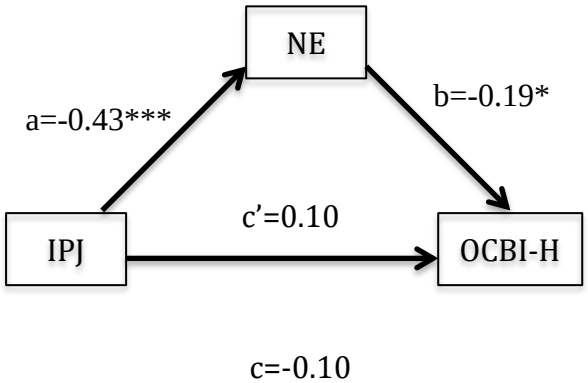
ab=0.05 (0.00,0.12)

Figure 6.84a: The mediating effect of PE in the relationship between IPJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.



ab=-0.07 (-0.16,0.00)

Figure 6.84b: The mediating effect of NE in the relationship between IPJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.



ab=0.08 (0.01,0.16)

Figure 6.85a: The mediating effect of PE in the relationship between INJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

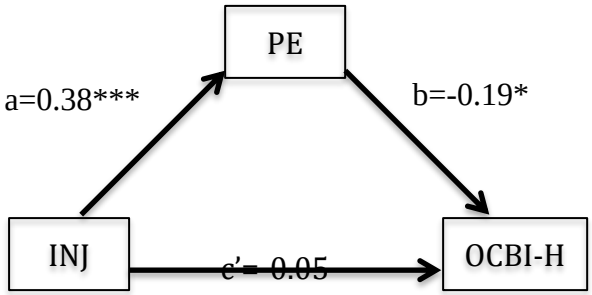


Figure 6.85b: The mediating effect of PE in the relationship between INJ and OCBI-H . Notes: *p < .05, **p < .01, ***p < .001.

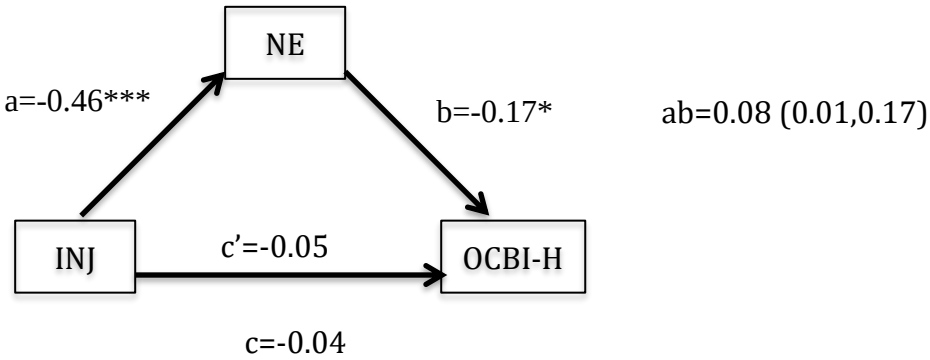


Figure 6.86a: The mediating effect of PE in the relationship between PJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

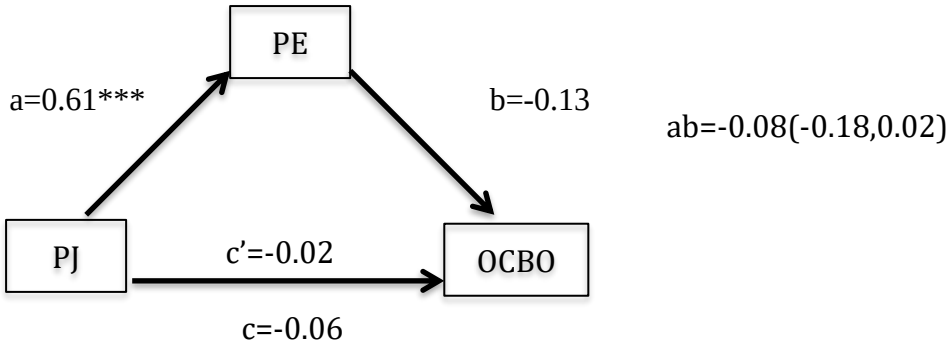


Figure 6.86b: The mediating effect of NE in the relationship between PJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

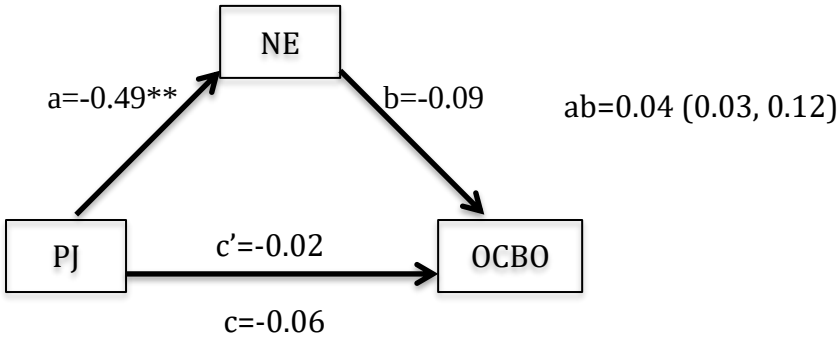


Figure 6.87a: The mediating effect of PE in the relationship between DJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

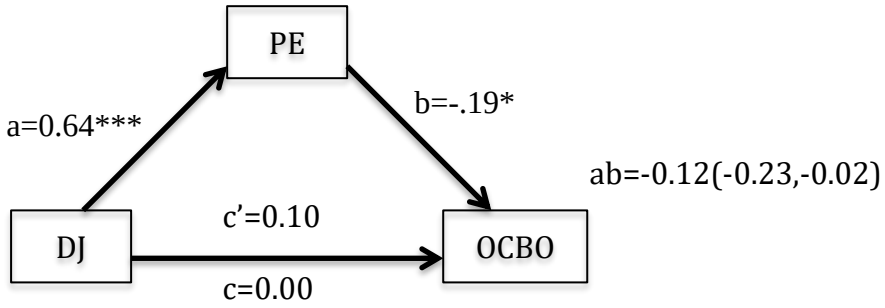


Figure 6.87b: The mediating effect of NE in the relationship between DJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

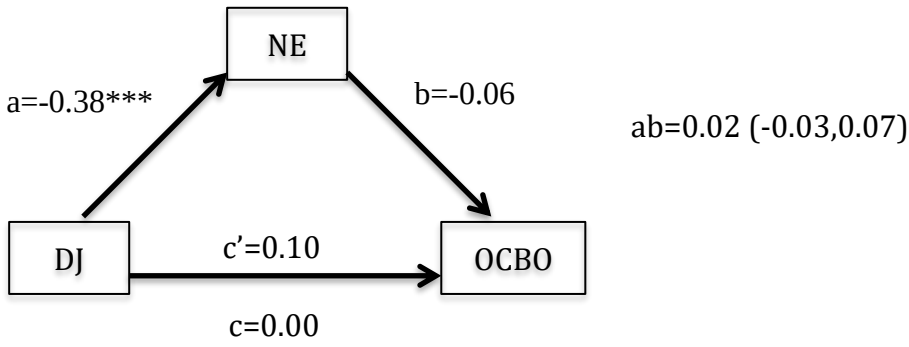


Figure 6.88a: The mediating effect of PE in the relationship between IPJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

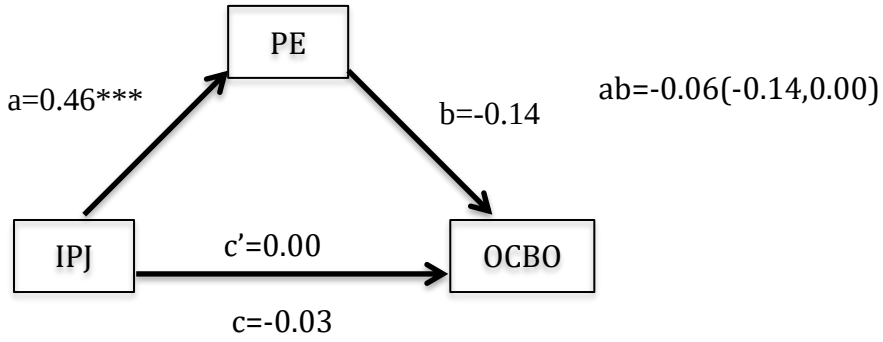


Figure 6.88b: The mediating effect of NE in the relationship between IPJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

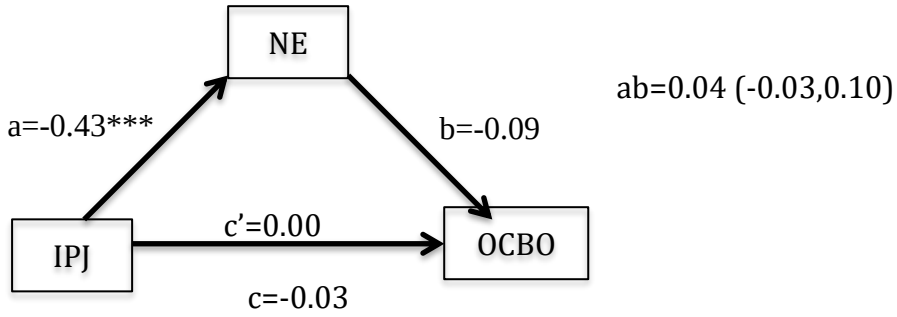


Figure 6.89a: The mediating effect of PE in the relationship between INJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

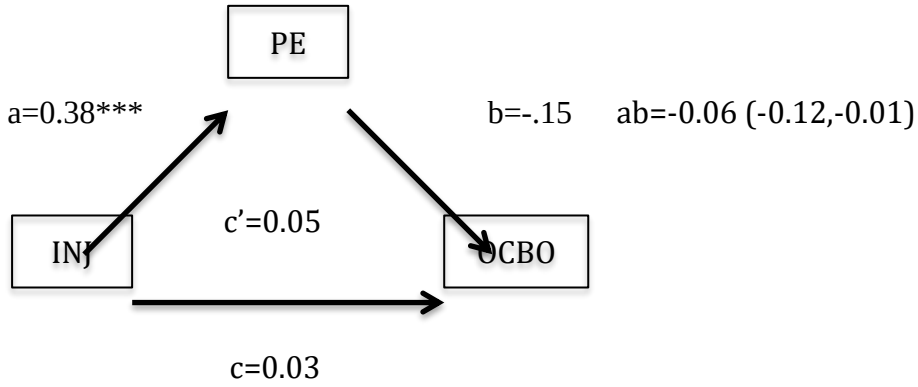


Figure 6.89b: The mediating effect of NE in the relationship between INJ and OCBO . Notes: *p < .05, **p < .01, ***p < .001.

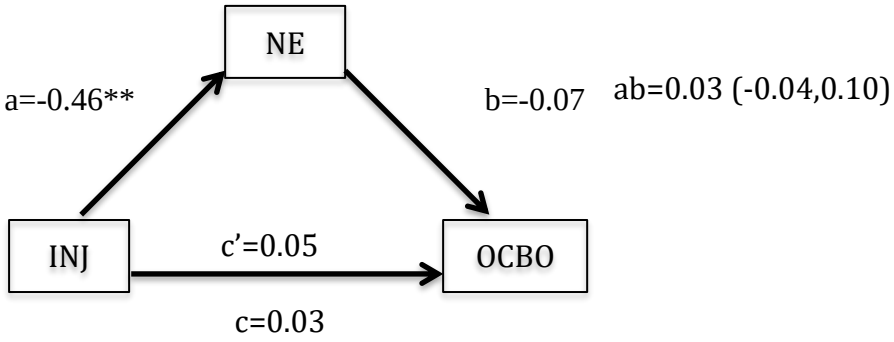


Figure 6.90a: The mediating effect of PE in the relationship between PJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

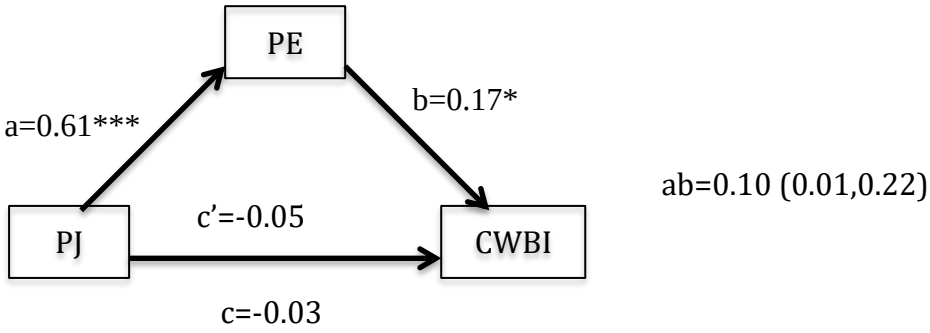


Figure 6.90b: The mediating effect of NE in the relationship between PJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

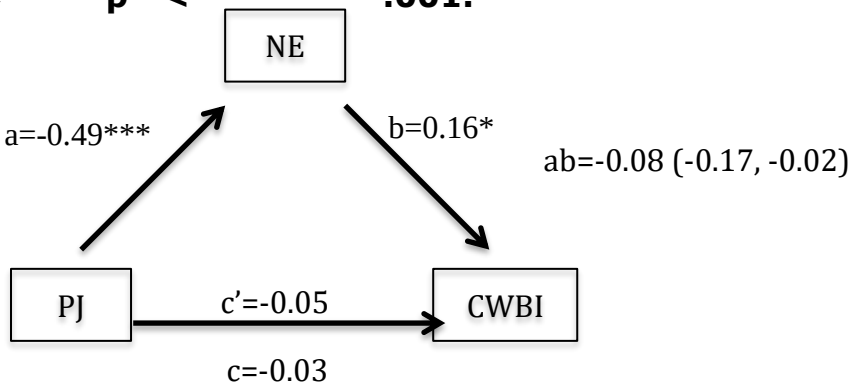
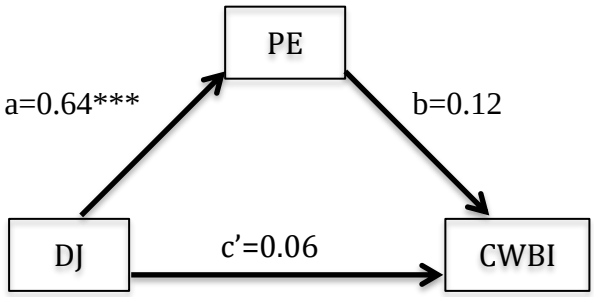
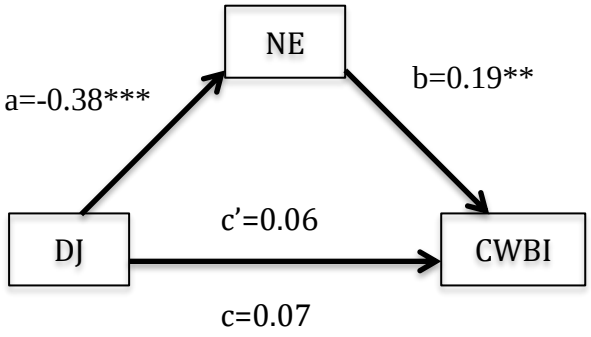


Figure 6.91a: The mediating effect of PE in the relationship between DJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.



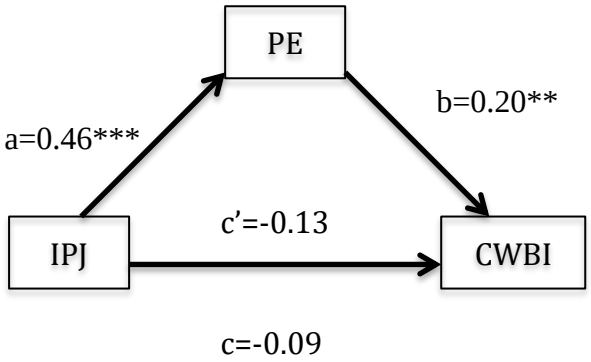
ab=0.08 (-0.02,0.18)

Figure 6.91b: The mediating effect of NE in the relationship between DJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.



ab=-0.07 (-0.15, -0.02)

Figure 6.92a: The mediating effect of PE in the relationship between IPJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.



ab=0.09 (0.02,0.18)

Figure 6.92b: The mediating effect of NE in the relationship between IPJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

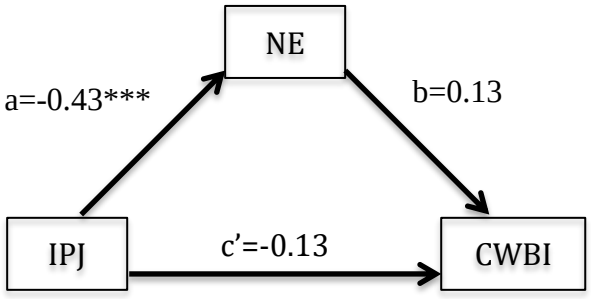


Figure 6.93a: The mediating effect of PE in the relationship between INJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

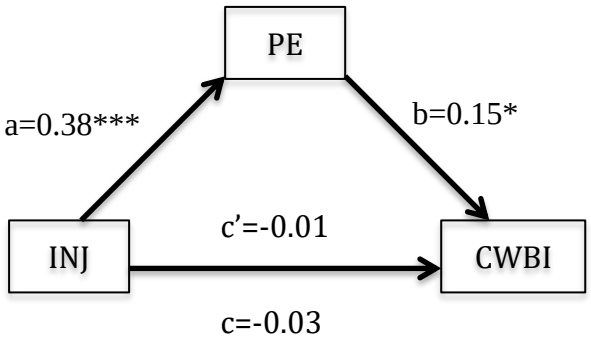


Figure 6.93b: The mediating effect of NE in the relationship between INJ and CWBI . Notes: *p < .05, **p < .01, ***p < .001.

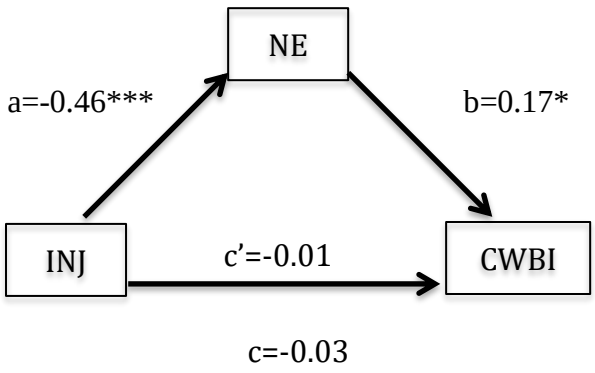


Figure 6.94a: The mediating effect of PE in the relationship between PJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

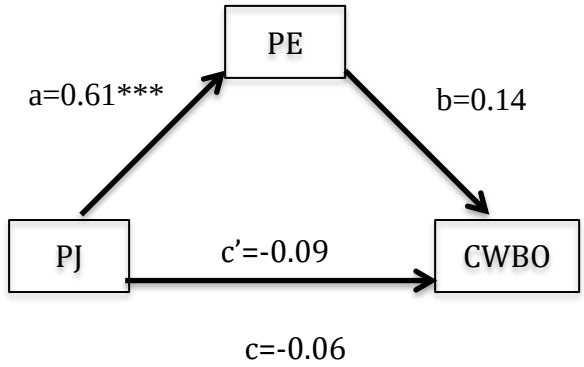


Figure 6.94b: The mediating effect of NE in the relationship between PJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

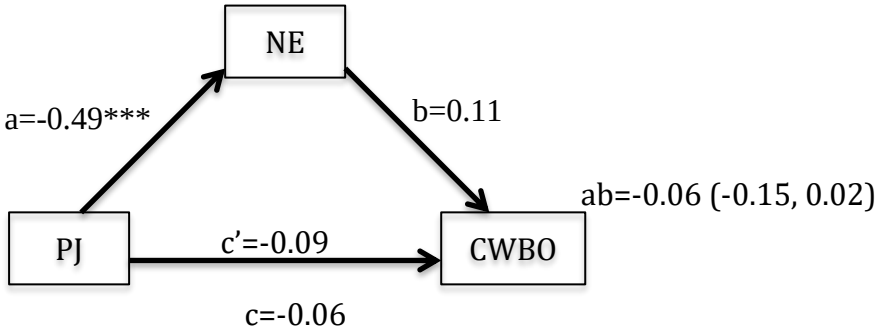


Figure 6.95a: The mediating effect of PE in the relationship between DJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

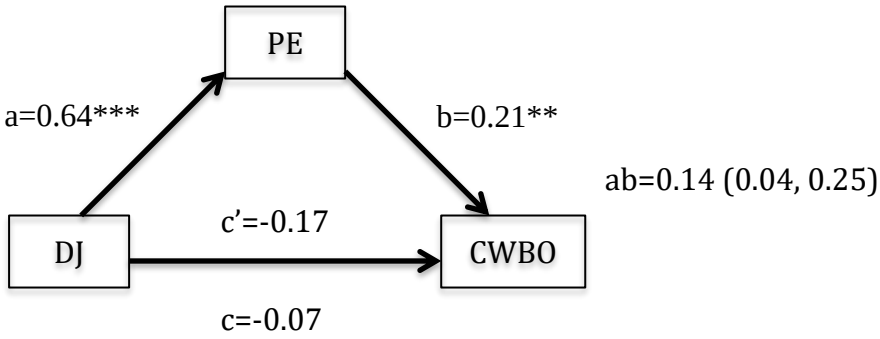


Figure 6.95b: The mediating effect of NE in the relationship between DJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

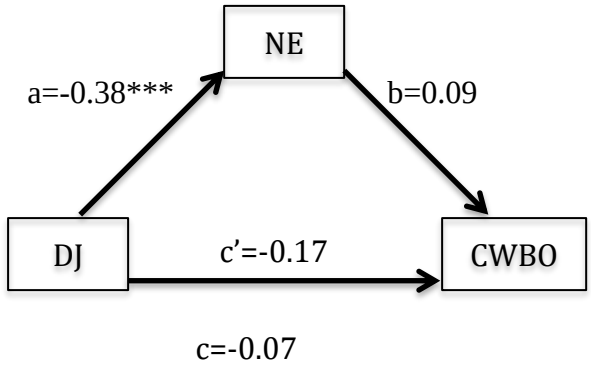


Figure 6.96a: The mediating effect of PE in the relationship between IPJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

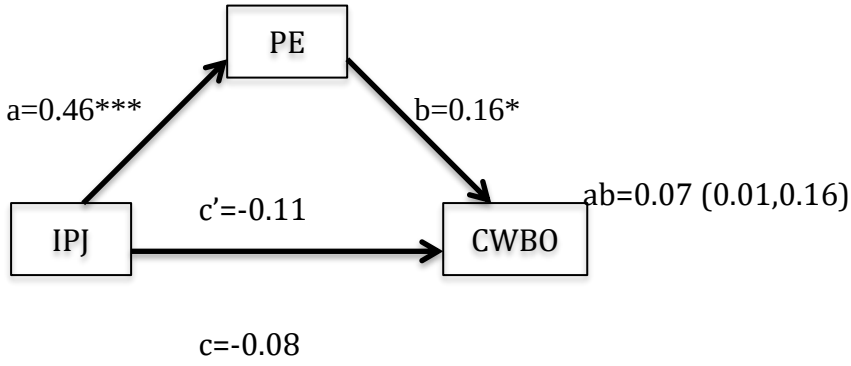


Figure 6.96b: The mediating effect of NE in the relationship between IPJ and CWBO . Notes: *p < .05, **p < .01, ***p < .001.

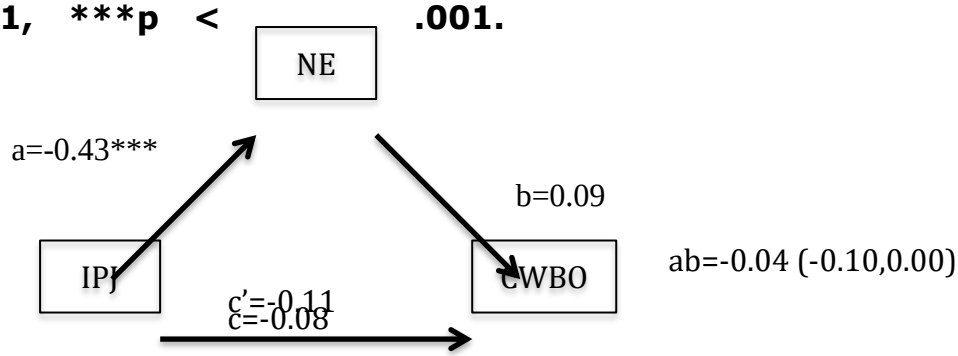


Figure 6.97a: The mediating effect of PE in the relationship between PJ and TP . Notes: *p < .05, **p < .01, ***p < .001.

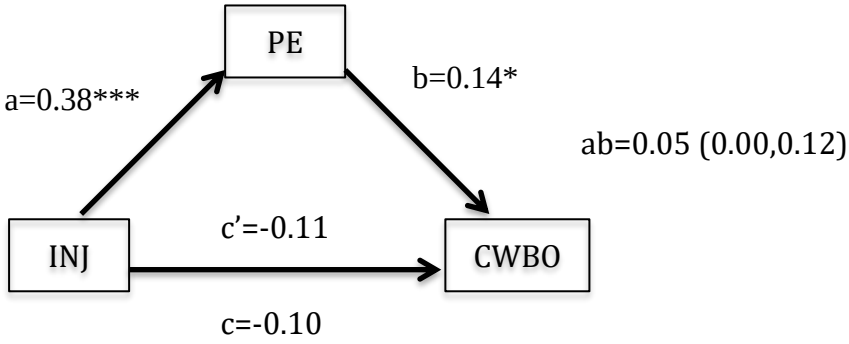


Figure 6.97b: The mediating effect of NE in the relationship between INJ and CWBO. Notes: *p < .05, **p < .01, ***p < .001.

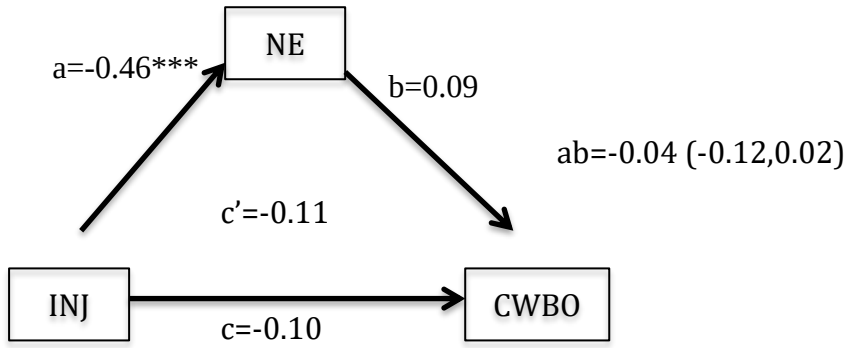


Table 6.35 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on task performance via SE quality and emotion

	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**
PJ*Optimism	-.06	.11	-.52	-.08	.10	-.78	-.50	.17	-3.01***	.11	.18	.59
PJ*ILOC	.07	.09	.74	-.07	.08	-.95	.13	.15	.90	-.01	.15	-.07
PJ*ELOC	-.06	.09	-.70	-.09	.08	-1.22	.20	.14	1.44	.24	.13	1.81
Conditional indirect effect												
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.08	.05	(-.21,.00)	.06	.08	(-.11,.22)	-.12	.08	(-.28,.03)	.06	.05	(-.04,.17)
M(0)	-.06	.04	(-.15,.01)	.06	.08	(-.10,.22)	-.07	.05	(-.18,.02)	.05	.05	(-.03,.16)
+1SD(.68)	-.04	.05	(-.14,.07)	.05	.08	(-.09,.22)	-.03	.01	(-.11,.03)	.04	.05	(-.02,.18)
ILOC												
-1SD(-.87)	-.04	.05	(-.15,.06)	.06	.08	(-.10,.23)	-.06	.05	(-.18,.02)	.05	.06	(-.03,.18)
M(0)	-.06	.04	(-.15,.00)	.05	.08	(-.09,.21)	-.08	.05	(-.18,.02)	.05	.05	(-.03,.16)
+1SD(.87)	-.09	.05	(-.21,.00)	.05	.07	(-.08,.20)	-.10	.06	(-.22,.02)	.05	.05	(-.04,.16)
ELOC												
-1SD(-.85)	-.06	.04	(-.15,.02)	.06	.09	(-.10,.24)	-.07	.05	(-.16,.02)	.06	.06	(-.04,.19)
M(0)	-.04	.04	(-.13,.04)	.05	.08	(-.09,.21)	-.09	.06	(-.22,.03)	.04	.04	(-.02,.14)
+1SD(.85)	-.01	.06	(-.14,.10)	.05	.07	(-.08,.19)	-.11	.09	(-.32,.04)	.02	.04	(-.04,.12)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.02	.05	(-.04,.15)	-.01	.02	(-.05,.04)	.07	.05	(-.01,.19)	-.01	.03	(-.06,.05)
ILOC	-.03	.04	(-.12,.05)	-.01	.02	(-.05,.03)	-.02	.03	(-.08,.03)	.00	.02	(-.06,.04)
ELOC	.03	.04	(-.05,.10)	-.01	.02	(-.05,.02)	-.03	.04	(-.13,.02)	-.03	.03	(-.10,.02)

p<.05,**p<.01,p<.00**

Table 6.36 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on TP via SE quality and emotion

	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**
DJ*Optimism	-.08	.08	-.95	-.14	.07	-1.96	-.18	.11	-1.66	.07	.13	.56
DJ*ILOC	.07	.06	1.12	.07	.06	-1.30	.11	.09	1.33	.04	.10	.42
DJ*ELOC	-.02	.07	-.36	-.02	.06	.31	.18	.09	2.00*	.12	.10	1.17
Conditional indirect effect												
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.02	.03	(-.09,.05)	.08	.07	(-.05,.22)	-.12	.07	(-.26,.02)	.04	.04	(-.03,.12)
M(0)	.01	.03	(-.05,.06)	.07	.06	(-.04,.18)	-.10	.06	(-.22,.02)	.04	.04	(-.03,.12)
+1SD(.68)	.03	.04	(-.04,.11)	.05	.05	(-.03,.16)	-.08	.05	(-.19,.01)	.03	.04	(-.02,.12)
ILOC												
-1SD(-.87)	.03	.05	(-.04,.14)	.07	.06	(-.04,.20)	-.09	.06	(-.21,.01)	.04	.04	(-.02,.15)
M(0)	.01	.03	(-.05,.06)	.06	.05	(-.04,.17)	-.11	.06	(-.24,.01)	.04	.03	(-.02,.11)
+1SD(.87)	-.02	.04	(-.10,.04)	.05	.05	(-.03,.16)	-.12	.07	(-.28,.01)	.03	.03	(-.03,.10)
ELOC												
-1SD(-.85)	.01	.03	(-.05,.09)	.07	.06	(-.04,.19)	-.08	.05	(-.19,.01)	.04	.04	(-.03,.14)
M(0)	.02	.03	(-.03,.08)	.07	.06	(-.04,.18)	-.11	.07	(-.24,.01)	.03	.03	(-.02,.11)
+1SD(.85)	.03	.04	(-.05,.11)	.06	.06	(-.03,.20)	-.14	.08	(-.31,.02)	.02	.03	(-.02,.11)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.03	.03	(-.03,.11)	-.03	.03	(-.09,.02)	.03	.03	(-.01,.09)	-.01	.02	(-.04,.04)
ILOC	-.03	.03	(-.11,.03)	-.01	.02	(-.06,.03)	-.02	.02	(-.07,.01)	.00	.02	(-.06,.02)
ELOC	.01	.03	(-.05,.06)	.00	.02	(-.04,.05)	-.03	.02	(-.09,.00)	-.01	.02	(-.05,.02)

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

Table 6.37 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on TP via SE quality and emotion

	NPC(M1)			POS(M2)			PE(M3)			NE(M4)		
	b	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**
IPJ*Optimism	.07	.09	.81	-.07	.08	-.85	-.25	.14	-1.84	.12	.14	.90
IPJ*ILOC	-.03	.07	-.38	-.03	.06	-.55	-.01	.11	-.11	-.03	.10	-.29
IPJ*ELOC	-.08	.06	-1.29	-.11	.05	-2.03*	-.03	.10	-.30	.09	.09	.96
Conditional indirect effect												
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.01	.03	(-.07,.05)	.01	.06	(-.11,.13)	-.09	.05	(-.21,.00)	.04	.05	(-.05,.14)
M(0)	-.03	.02	(-.08,.02)	.01	.05	(-.10,.12)	-.07	.04	(-.14,.00)	.03	.04	(-.05,.12)
+1SD(.68)	-.05	.04	(-.13,.02)	.01	.05	(-.09,.12)	.04	.03	(-.12,.02)	.03	.04	(-.04,.10)
ILOC												
-1SD(-.87)	-.03	.04	(-.11,.04)	.01	.05	(-.11,.11)	-.07	.05	(-.19,.00)	.03	.04	(-.05,.11)
M(0)	-.03	.02	(-.08,.02)	.01	.05	(-.09,.11)	-.07	.04	(-.15,.00)	.03	.04	(-.05,.11)
+1SD(.87)	-.02	.03	(-.08,.05)	.01	.05	(-.09,.11)	-.07	.04	(-.16,.01)	.03	.05	(-.05,.13)
ELOC												
-1SD(-.81)	-.03	.03	(-.09,.02)	.01	.06	(-.12,.14)	-.08	.04	(-.17,.00)	.03	.04	(-.05,.13)
M(0)	-.01	.02	(-.05,.04)	.01	.05	(-.09,.02)	-.08	.04	(-.17,.00)	.03	.04	(-.04,.10)
+1SD(.81)	.02	.03	(-.04,.10)	.01	.04	(-.07,.09)	-.07	.05	(-.20,.00)	.02	.03	(-.04,.09)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.03	.04	(-.11,.04)	.00	.02	(-.04,.03)	.04	.04	(-.02,.13)	-.01	.02	(-.06,.02)
ILOC	.01	.03	(-.05,.07)	.00	.01	(-.02,.03)	.00	.03	(-.04,.07)	.00	.02	(-.02,.04)
ELOC	.03	.02	(-.01,.09)	.00	.02	(-.04,.03)	.01	.03	(-.06,.05)	-.01	.02	(-.05,.02)

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

Table 6.38 Process results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on TP via SE quality and emotion

	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**	**b**	**S.E**	**t**
INJ*Optimism	.01	.09	.07	-.10	.07	-1.34	-.42	.13	-3.29***	-.07	.13	-.52
INJ *ILOC	.07	.07	1.06	.02	.06	.38	-.06	.11	-.56	.05	.10	.52
INJ *ELOC	-.05	.07	-.73	.00	.06	.05	.21	.11	2.01*	.07	.10	.70
Conditional indirect effect												
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.64)	.00	.04	(-.09,.07)	.09	.07	(-.04,.23)	-.09	.07	(-.22,.04)	.05	.04	(-.03,.12)
M(0)	-.01	.03	(-.07,.05)	.08	.06	(-.04,.20)	-.05	.04	(-.13,.03)	.05	.04	(-.03,.14)
+1SD(.64)	-.01	.03	(-.07,.07)	.07	.05	(-.03,.18)	-.02	.02	(-.07,.02)	.06	.05	(-.02,.17)
ILOC												
-1SD(-.87)	.00	.04	(-.07,.09)	.07	.06	(-.03,.19)	-.05	.04	(-.14,.01)	.06	.05	(-.02,.17)
M(0)	-.02	.03	(-.09,.03)	.08	.06	(-.04,.19)	-.04	.03	(-.10,.02)	.05	.04	(-.02,.14)
+1SD(.87)	-.05	.04	(-.14,.02)	.08	.06	(-.04,.20)	-.03	.03	(-.09,.03)	.05	.04	(-.03,.12)
ELOC												
-1SD(-.81)	-.01	.03	(-.08,.05)	.08	.06	(-.04,.19)	-.03	.02	(-.08,.02)	.06	.04	(-.03,.14)
M(0)	.00	.03	(-.06,.06)	.08	.06	(-.04,.20)	-.05	.04	(-.13,.03)	.05	.04	(-.02,.13)
+1SD(.81)	.02	.04	(-.08,.10)	.08	.06	(-.06,.21)	-.07	.06	(-.20,.03)	.04	.04	(-.01,.14)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.04	(-.06,.08)	-.02	.02	(-.06,.01)	-.05	.04	(-.02,.15)	.01	.02	(-.02,.08)
ILOC	-.03	.03	(-.10,.02)	.00	.02	(-.02,.04)	.01	.02	(-.02,.07)	-.01	.02	(-.05,.02)
ELOC	.02	.03	(-.04,.07)	.00	.02	(-.03,.04)	-.03	.03	(-.09,.01)	-.01	.02	(-.04,.03)

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

Table 6.39 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.07	.05	(-.18,.00)	.12	.08	(-.02,.28)	-.12	.07	(-.25,.01)	.06	.04	(-.01,.15)
M(0)	-.05	.04	(-.14,.01)	.11	.07	(-.02,.26)	-.07	.04	(-.16,.01)	.05	.04	(-.01,.14)
+1SD(.68)	-.04	.05	(-.13,.06)	.10	.07	(-.01,.24)	-.03	.03	(-.11,.03)	.05	.04	(-.01,.16)
ILOC												
-1SD(-.87)	-.04	.05	(-.15,.05)	.12	.07	(-.01,.28)	-.06	.05	(-.17,.01)	.05	.05	(-.01,.17)
M(0)	-.06	.04	(-.15,.00)	.11	.07	(-.01,.25)	-.08	.05	(-.17,.01)	.05	.04	(-.01,.14)
+1SD(.87)	-.08	.05	(-.19,.00)	.10	.06	(-.01,.24)	-.10	.05	(-.20,.01)	.06	.04	(-.01,.14)
ELOC												
-1SD(-.85)	-.05	.04	(-.15,.01)	.13	.08	(-.02,.29)	-.06	.04	(-.14,.01)	.07	.05	(-.02,.16)
M(0)	-.03	.04	(-.12,.03)	.11	.07	(-.02,.25)	-.09	.05	(-.20,.01)	.04	.03	(-.01,.12)
+1SD(.85)	-.01	.05	(-.12,.09)	.09	.06	(-.02,.23)	-.11	.08	(-.30,.01)	.02	.03	(-.03,.11)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.02	.04	(-.04,.13)	-.02	.03	(-.08,.03)	.07	.05	(-.01,.17)	-.01	.02	(-.06,.04)
ILOC	-.02	.03	(-.10,.04)	-.01	.02	(-.07,.03)	-.02	.03	(-.07,.03)	.00	.02	(-.05,.04)
ELOC	.02	.03	(-.04,.10)	-.02	.02	(-.07,.02)	-.03	.04	(-.12,.02)	-.03	.03	(-.09,.01)

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

Table 6.40 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.02	.03	(-.08,.05)	.13	.06	(.02,.26)	-.10	.06	(-.20,.03)	.05	.03	(-.01,.12)
M(0)	.01	.03	(-.05,.06)	.10	.05	(.02,.20)	-.08	.05	(-.17,.02)	.04	.03	(-.01,.11)
+1SD(.68)	.03	.04	(-.04,.10)	.08	.04	(.01,.17)	-.06	.04	(-.16,.01)	.04	.03	(-.01,.11)
ILOC												
-1SD(-.87)	.03	.04	(-.04,.13)	.11	.05	(.02,.22)	-.07	.05	(-.17,.02)	.04	.03	(-.01,.12)
M(0)	.01	.03	(-.05,.06)	.10	.04	(.01,.19)	-.09	.05	(-.19,.02)	.04	.03	(-.01,.10)
+1SD(.87)	-.02	.04	(-.10,.05)	.08	.04	(.01,.18)	-.10	.06	(-.21,.02)	.04	.03	(-.01,.10)
ELOC												
-1SD(-.85)	.01	.03	(-.05,.08)	.11	.05	(.02,.21)	-.07	.04	(-.15,.02)	.05	.03	(-.01,.12)
M(0)	.02	.03	(-.03,.08)	.10	.05	(.02,.20)	-.09	.05	(-.19,.02)	.04	.03	(-.01,.10)
+1SD(.85)	.03	.04	(-.05,.11)	.10	.05	(.02,.22)	-.11	.07	(-.23,.03)	.03	.03	(.00,.10)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.03	.03	(-.03,.10)	-.04	.03	(-.12,.01)	.02	.02	(-.01,.06)	-.01	.02	(-.05,.03)
ILOC	-.03	.03	(-.10,.03)	-.02	.02	(-.07,.03)	-.02	.02	(-.05,.01)	.00	.02	(-.05,.02)
ELOC	.01	.03	(-.04,.07)	-.01	.02	(-.05,.05)	-.02	.02	(-.06,.01)	-.01	.02	(-.04,.02)

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

Table 6.41 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.01	.03	(-.06,.05)	.04	.06	(-.06,.16)	-.10	.05	(-.19,-.02)	.04	.04	(-.03,.13)
M(0)	-.03	.02	(-.07,.02)	.04	.05	(-.06,.14)	-.07	.03	(-.14,-.01)	.03	.03	(-.03,.10)
+1SD(.68)	-.04	.04	(-.13,.02)	.03	.05	(-.06,.13)	-.04	.03	(-.12,.02)	.03	.03	(-.03,.09)
ILOC												
-1SD(-.87)	-.03	.04	(-.11,.03)	.04	.05	(-.06,.14)	-.08	.05	(-.18,.00)	.03	.03	(-.03,.10)
M(0)	-.02	.02	(-.08,.02)	.03	.05	(-.06,.13)	-.07	.04	(-.15,-.01)	.03	.03	(-.03,.10)
+1SD(.87)	-.02	.03	(-.08,.04)	.03	.05	(-.05,.13)	-.07	.04	(-.15,.00)	.04	.04	(-.03,.12)
ELOC												
-1SD(-.81)	-.03	.03	(-.10,.01)	.04	.06	(-.07,.17)	-.08	.04	(-.16,-.01)	.03	.04	(-.03,.11)
M(0)	-.01	.02	(-.05,.04)	.03	.05	(-.06,.13)	-.08	.04	(-.16,-.01)	.03	.03	(-.03,.09)
+1SD(.81)	.02	.03	(-.04,.09)	.03	.04	(-.04,.10)	-.07	.05	(-.20,.00)	.02	.03	(-.02,.09)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.03	.03	(-.10,.03)	-.01	.02	(-.05,.02)	.04	.04	(-.02,.12)	-.01	.02	(-.06,.01)
ILOC	.01	.03	(-.04,.07)	.00	.01	(-.03,.03)	.00	.03	(-.04,.07)	.00	.01	(-.02,.04)
ELOC	.03	.02	(-.01,.09)	.-01	.02	(-.05,.02)	.01	.03	(-.05,.05)	-.01	.01	(-.04,.02)

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

Table 6.42 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.64)	.00	.04	(-.08,.06)	.07	.07	(-.06,.21)	-.11	.06	(-.22,.00)	.04	.03	(-.02,.10)
M(0)	.00	.03	(-.08,.04)	.06	.06	(-.05,.18)	-.07	.03	(-.14,.00)	.04	.03	(-.02,.11)
+1SD(.64)	-.01	.03	(-.07,.06)	.05	.05	(-.05,.15)	-.02	.03	(-.08,.02)	.04	.04	(-.02,.13)
ILOC												
-1SD(-.87)	.00	.03	(-.07,.07)	.06	.05	(-.05,.16)	-.06	.04	(-.14,.00)	.05	.04	(-.02,.13)
M(0)	-.02	.03	(-.08,.03)	.06	.05	(-.05,.16)	-.05	.03	(-.11,.00)	.04	.03	(-.02,.11)
+1SD(.87)	-.04	.04	(-.13,.02)	.06	.06	(-.05,.17)	-.04	.03	(-.10,-.02)	.04	.03	(-.02,.10)
ELOC												
-1SD(-.81)	-.01	.03	(-.08,.04)	.06	.06	(-.05,.17)	-.04	.02	(-.08,.01)	.04	.03	(-.02,.11)
M(0)	.00	.03	(-.06,.05)	.06	.06	(-.05,.17)	-.06	.04	(-.13,.00)	.04	.03	(-.02,.11)
+1SD(.81)	.02	.04	(-.07,.09)	.06	.06	(-.05,.18)	-.09	.05	(-.20,.00)	.03	.03	(-.01,.11)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.03	(-.05,.07)	-.01	.02	(-.06,.01)	.07	.04	(.00,.15)	.01	.02	(-.02,.05)
ILOC	-.03	.03	(-.08,.02)	.00	.01	(-.02,.03)	.01	.02	(-.03,.07)	.00	.01	(-.04,.02)
ELOC	.02	.03	(-.03,.07)	.00	.01	(-.02,.03)	-.03	.02	(-.09,.00)	-.01	.01	(-.03,.02)

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

Table 6.43 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on OCBIH via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.06	.05	(-.17,.00)	.03	.09	(-.15,.21)	-.15	.07	(-.30,-.01)	.10	.05	(.01,.22)
M(0)	-.05	.04	(-.13,.01)	.03	.08	(-.14,.19)	-.09	.05	(-.20,-.01)	.09	.05	(.01,.19)
+1SD(.68)	-.03	.04	(-.12,.05)	.02	.08	(-.13,.18)	-.03	.04	(-.13,.03)	.08	.05	(.00,.20)
ILOC												
-1SD(-.87)	-.03	.04	(-.13,.05)	.03	.09	(-.15,.20)	-.08	.05	(-.20,.00)	.09	.06	(.00,.22)
M(0)	-.05	.04	(-.13,.00)	.02	.08	(-.13,.18)	-.10	.05	(-.21,-.01)	.09	.05	(.01,.20)
+1SD(.87)	-.07	.05	(-.18,.00)	.02	.07	(-.12,.17)	-.12	.06	(-.25,-.01)	.09	.05	(.01,.21)
ELOC												
-1SD(-.85)	-.05	.04	(-.13,.01)	.03	.09	(-.15,.21)	-.08	.04	(-.17,.00)	.11	.05	(.01,.22)
M(0)	-.03	.03	(-.11,.03)	.02	.08	(-.13,.18)	-.11	.06	(-.25,-.01)	.07	.04	(.01,.17)
+1SD(.85)	-.01	.05	(-.11,.08)	.02	.07	(-.11,.17)	-.14	.09	(-.37,-.01)	.03	.05	(-.05,.14)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.02	.04	(-.04,.12)	.00	.02	(-.05,.03)	.09	.05	(.00,.20)	-.02	.04	(-.09,.06)
ILOC	-.02	.03	(-.09,.04)	.00	.02	(-.04,.03)	-.02	.03	(-.09,.04)	.00	.03	(-.06,.07)
ELOC	.02	.03	(-.03,.09)	.00	.02	(-.05,.03)	-.03	.04	(-.15,.02)	-.04	.04	(-.13,.01)

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

Table 6.44 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on OCBIH via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.01	.03	(-.07,.04)	-.01	.06	(-.14,.11)	-.18	.07	(-.31,-.05)	.06	.04	(.00,.14)
M(0)	.00	.02	(-.04,.05)	-.01	.05	(-.12,.09)	-.15	.06	(-.26,-.04)	.05	.03	(.00,.12)
+1SD(.68)	.02	.03	(-.03,.09)	-.01	.04	(-.11,.07)	-.12	.05	(-.23,-.03)	.04	.04	(-.01,.13)
ILOC												
-1SD(-.87)	.02	.03	(-.03,.11)	-.01	.06	(-.13,.10)	-.13	.06	(-.25,-.03)	.05	.04	(-.01,.14)
M(0)	.00	.02	(-.04,.05)	-.01	.05	(-.11,.08)	-.16	.06	(-.28,-.04)	.05	.03	(-.01,.12)
+1SD(.87)	-.02	.03	(-.08,.04)	-.01	.04	(-.10,.07)	-.18	.07	(-.33,-.05)	.04	.03	(-.01,.11)
ELOC												
-1SD(-.85)	.01	.03	(-.04,.07)	-.01	.05	(-.13,.09)	-.13	.05	(-.24,-.03)	.06	.03	(-.01,.13)
M(0)	.02	.02	(-.03,.07)	-.01	.05	(-.12,.09)	-.17	.06	(-.29,-.04)	.04	.03	(-.01,.11)
+1SD(.85)	.02	.03	(-.04,.09)	-.01	.05	(-.11,.09)	-.20	.08	(-.36,-.05)	.03	.03	(.00,.12)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.03	.03	(-.02,.08)	.00	.02	(-.04,.05)	.05	.03	(-.01,.11)	-.01	.02	(-.05,.04)
ILOC	-.02	.03	(-.09,.02)	.00	.01	(-.03,.03)	-.03	.03	(-.09,.02)	-.01	.02	(-.06,.03)
ELOC	.01	.02	(-.04,.05)	.00	.01	(-.02,.03)	-.05	.03	(-.10,.00)	-.02	.02	(-.05,.03)

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

Table 6.45 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on OCBIH via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.01	.03	(-.06,.05)	.03	.07	(-.10,.17)	-.09	.05	(-.18,-.01)	.10	.05	(.02,.22)
M(0)	-.02	.02	(-.07,.02)	.03	.06	(-.10,.15)	-.06	.03	(-.13,.00)	.09	.04	(.01,.17)
+1SD(.68)	-.04	.03	(-.12,.02)	.03	.06	(-.10,.13)	-.03	.03	(-.12,.02)	.07	.04	(00,.16)
ILOC												
-1SD(-.87)	-.03	.03	(-.10,.03)	.03	.06	(-.10,.15)	-.07	.05	(-.18,.00)	.08	.04	(.01,.17)
M(0)	-.02	.02	(-.07,.02)	.02	.06	(-.09,.14)	-.07	.04	(-.15,.00)	.09	.04	(.02,.17)
+1SD(.87)	-.01	.03	(-.07,.04)	.02	.06	(-.09,.14)	-.07	.04	(-.15,.00)	.09	.05	(.02,.21)
ELOC												
-1SD(-.81)	-.03	.03	(-.09,.01)	.03	.07	(-.11,.18)	-.08	.04	(-.16,-.01)	.09	.05	(.01,.19)
M(0)	-.01	.02	(-.05,.04)	.02	.06	(-.09,.14)	-.07	.04	(-.16,.00)	.08	.03	(.01,.15)
+1SD(.81)	.02	.03	(-.03,.09)	.02	.04	(-.07,.11)	-.07	.05	(-.19,.00)	.06	.04	(.00,.14)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.02	.03	(-.10,.03)	.00	.02	(-.06,.02)	.04	.03	(-.02,.11)	-.02	.04	(-.11,.03)
ILOC	.01	.03	(-.04,.06)	.00	.01	(-.03,.03)	.00	.03	(-.04,.07)	.01	.03	(-.03,.07)
ELOC	.03	.02	(-.01,.08)	.-01	.02	(-.05,.03)	.00	.02	(-.05,.05)	-.02	.03	(-.08,.03)

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

Table 6.46 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.64)	.00	.03	(-.08,.05)	-.01	.08	(-.16,.17)	-.14	.06	(-.26,-.02)	.07	.04	(.00,.16)
M(0)	.00	.03	(-.06,.04)	-.01	.07	(-.14,.14)	-.08	.04	(-.16,-.01)	.08	.04	(.01,.17)
+1SD(.64)	-.01	.03	(-.06,.06)	-.01	.06	(-.12,.12)	-.03	.03	(-.10,.02)	.08	.05	(.01,.20)
ILOC												
-1SD(-.87)	.00	.03	(-.06,.07)	-.01	.06	(-.12,.13)	-.07	.04	(-.16,.00)	.09	.05	(.01,.20)
M(0)	-.02	.03	(-.08,.02)	-.01	.07	(-.13,.12)	-.06	.03	(-.13,-.01)	.08	.04	(.01,.17)
+1SD(.87)	-.04	.03	(-.12,.01)	-.01	.07	(-.15,.13)	-.05	.04	(-.14,.02)	.07	.04	(.01,.16)
ELOC												
-1SD(-.81)	-.01	.03	(-.07,.04)	-.01	.07	(-.14,.13)	-.04	.03	(-.11,.00)	.08	.04	(.01,.18)
M(0)	.00	.02	(-.05,.05)	-.01	.07	(-.14,.13)	-.08	.04	(-.15,-.01)	.07	.04	(.01,.17)
+1SD(.81)	.02	.03	(-.06,.08)	-.01	.07	(-.14,.14)	-.11	.05	(-.23,-.02)	.06	.05	(.00,.18)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.03	(-.05,.07)	.00	.02	(-.04,.04)	.08	.05	(.01,.18)	.01	.03	(-.03,.08)
ILOC	-.02	.02	(-.08,.02)	.00	.01	(-.03,.02)	.01	.03	(-.04,.08)	-.01	.02	(-.06,.03)
ELOC	.02	.03	(-.03,.06)	.00	.01	(-.02,.02)	-.04	.03	(-.10,.00)	-.01	.02	(-.06,.03)

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

Table 6.47 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on OCBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.06	.04	(-.14,.00)	.08	.09	(-.09,.27)	-.12	.07	(-.26,.01)	.05	.04	(-.03,.14)
M(0)	-.05	.03	(-.12,.01)	.07	.08	(-.08,.24)	-.07	.05	(-.16,.01)	.04	.04	(-.03,.12)
+1SD(.68)	-.03	.04	(-.12,.05)	.07	.07	(-.08,.22)	-.03	.03	(-.11,.02)	.04	.04	(-.02,.12)
ILOC												
-1SD(-.87)	-.03	.04	(-.13,.05)	.08	.08	(-.09,.24)	-.06	.05	(-.17,.01)	.04	.04	(-.03,.12)
M(0)	-.05	.03	(-.12,.00)	.07	.08	(-.08,.22)	-.08	.05	(-.17,.02)	.04	.04	(-.03,.12)
+1SD(.87)	-.07	.04	(-.15,.00)	.06	.07	(-.07,.21)	-.09	.06	(-.20,.02)	.05	.04	(-.02,.14)
ELOC												
-1SD(-.85)	-.04	.03	(-.12,.01)	.08	.09	(-.10,.25)	-.06	.04	(-.15,.01)	.05	.04	(-.03,.14)
M(0)	-.03	.03	(-.09,.03)	.07	.08	(-.09,.22)	-.08	.06	(-.20,.02)	.04	.03	(-.02,.10)
+1SD(.85)	-.01	.04	(-.10,.09)	.06	.07	(-.07,.20)	-.11	.08	(-.29,.02)	.02	.03	(-.04,.08)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.02	.03	(-.05,.10)	-.01	.02	(-.08,.02)	.07	.05	(-.01,.17)	-.01	.02	(-.06,.03)
ILOC	-.02	.03	(-.08,.04)	-.01	.02	(-.05,.03)	-.02	.03	(-.07,.03)	.00	.02	(-.03,.05)
ELOC	.02	.03	(-.03,.09)	-.01	.02	(-.06,.02)	-.03	.03	(-.12,.02)	-.02	.02	(-.08,.01)

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

Table 6.48 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on OCBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.01	.03	(-.06,.04)	.05	.06	(-.07,.17)	-.14	.06	(-.24,-.02)	.03	.03	(-.04,.09)
M(0)	.00	.02	(-.04,.05)	.04	.05	(-.06,.13)	-.11	.05	(-.21,-.01)	.02	.03	(-.03,.07)
+1SD(.68)	.02	.03	(-.04,.08)	.03	.04	(-.06,.09)	-.09	.05	(-.20,-.01)	.02	.03	(-.03,.07)
ILOC												
-1SD(-.87)	.02	.03	(-.03,.10)	.04	.05	(-.07,.13)	-.10	.05	(-.21,-.01)	.02	.03	(-.04,.08)
M(0)	.00	.02	(-.04,.05)	.04	.04	(-.06,.11)	-.12	.05	(-.23,-.02)	.02	.03	(-.03,.07)
+1SD(.87)	-.02	.03	(-.07,.04)	.03	.04	(-.05,.11)	-.14	.06	(-.26,-.02)	.02	.03	(-.03,.07)
ELOC												
-1SD(-.85)	.01	.03	(-.04,.06)	.04	.05	(-.07,.13)	-.10	.05	(-.20,-.01)	.03	.03	(-.04,.08)
M(0)	.02	.02	(-.02,.06)	.04	.05	(-.06,.12)	-.13	.06	(-.23,-.01)	.02	.02	(-.03,.07)
+1SD(.85)	.02	.03	(-.04,.09)	.04	.05	(-.06,.14)	-.16	.07	(-.28,-.02)	.01	.02	(-.02,.06)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.03	.03	(-.03,.07)	-.01	.03	(-.08,.01)	.03	.02	(-.01,.08)	.00	.01	(-.04,.02)
ILOC	-.02	.02	(-.08,.02)	-.01	.02	(-.04,.02)	-.02	.02	(-.07,.02)	.00	.01	(-.03,.02)
ELOC	.01	.02	(-.03,.05)	.00	.01	(-.03,.03)	-.03	.02	(-.07,.00)	-.01	.01	(-.04,.02)

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

Table 6.49 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on OCBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	-.01	.02	(-.05,.05)	.05	.07	(-.08,.19)	-.08	.05	(-.17,.01)	.05	.04	(-.03,.13)
M(0)	-.02	.02	(-.06,.01)	.05	.06	(-.08,.17)	-.05	.03	(-.12,.00)	.04	.03	(-.03,.11)
+1SD(.68)	-.04	.03	(-.11,.01)	.04	.06	(-.08,.16)	-.03	.03	(-.10,.02)	.03	.03	(-.03,.10)
ILOC												
-1SD(-.87)	-.03	.03	(-.09,.03)	.05	.06	(-.08,.17)	-.06	.04	(-.15,.01)	.04	.03	(-.03,.10)
M(0)	-.02	.02	(-.06,.02)	.05	.06	(-.08,.15)	-.06	.03	(-.13,.00)	.04	.03	(-.03,.10)
+1SD(.87)	-.01	.03	(-.07,.04)	.04	.06	(-.07,.16)	-.06	.04	(-.14,.01)	.04	.04	(-.03,.12)
ELOC												
-1SD(-.81)	-.03	.02	(-.08,.01)	.06	.07	(-.09,.20)	-.06	.04	(-.15,.01)	.04	.05	(-.03,.11)
M(0)	-.01	.02	(-.04,.03)	.05	.06	(-.07,.15)	-.06	.04	(-.15,.01)	.03	.03	(-.03,.09)
+1SD(.81)	.02	.03	(-.03,.08)	.03	.04	(-.06,.12)	-.06	.05	(-.17,.01)	.03	.04	(-.02,.09)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.02	.03	(-.10,.03)	-.01	.02	(-.07,.02)	.03	.03	(-.02,.10)	-.01	.02	(-.06,.02)
ILOC	.01	.02	(-.04,.06)	.00	.02	(-.04,.04)	.00	.02	(-.04,.06)	.00	.01	(-.02,.04)
ELOC	.03	.02	(-.01,.08)	.-01	.02	(-.07,.02)	.00	.02	(-.05,.05)	-.01	.02	(-.04,.02)

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

Table 6.50 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on OCBI-C via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.64)	.00	.03	(-.06,.06)	.03	.08	(-.12,.19)	-.11	.06	(-.22,.00)	.03	.03	(-.04,.09)
M(0)	.00	.02	(-.05,.04)	.02	.07	(-.11,.17)	-.07	.03	-(.14,.00)	.03	.03	(-.04,.10)
+1SD(.64)	-.01	.03	(-.06,.05)	.02	.06	(-.10,.14)	-.02	.03	(-.08,.02)	.03	.04	(-.04,.11)
ILOC												
-1SD(-.87)	.00	.03	(-.06,.06)	.02	.06	(-.11,.15)	-.06	.04	(-.13,.00)	.03	.04	(-.05,.11)
M(0)	-.02	.02	(-.07,.02)	.02	.07	(-.11,.15)	-.05	.03	(-.11,.00)	.03	.04	(-.04,.10)
+1SD(.87)	-.04	.03	(-.11,.01)	.02	.07	(-.12,.16)	-.04	.03	(-.11,.02)	.03	.03	(-.04,.09)
ELOC												
-1SD(-.81)	-.01	.02	(-.07,.03)	.02	.07	(-.10,.17)	-.04	.02	(-.09,.00)	.03	.04	(-.04,.11)
M(0)	.00	.02	(-.05,.05)	.02	.07	(-.11,.16)	-.06	.03	(-.13,.00)	.03	.03	(-.04,.09)
+1SD(.81)	.02	.03	(-.06,.08)	.02	.07	(-.12,.16)	-.09	.05	(-.19,.00)	.02	.03	(-.04,.09)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.03	(-.05,.05)	.00	.02	(-.05,.02)	.06	.04	(.00,.15)	-.01	.03	(-.08,.03)
ILOC	-.02	.02	(-.07,.02)	.00	.01	(-.02,.03)	.01	.02	(-.03,.07)	.00	.01	(-.03,.02)
ELOC	.02	.02	(-.03,.06)	.00	.01	(-.03,.02)	-.03	.02	(-.09,.00)	.00	.01	(-.04,.01)

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

Table 6.51 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on CWBI via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	.04	.04	(-.02,.15)	-.08	.08	(-.23,.09)	.14	.07	(.02,.30)	-.09	.04	(-.19,-.02)
M(0)	.03	.03	(-.02,.11)	-.07	.08	(-.22,.09)	.09	.05	(.01,.19)	-.08	.04	(-.17,-.02)
+1SD(.68)	.02	.04	(-.04,.11)	-.06	.07	(-.21,.08)	.03	.04	(-.03,.13)	-.07	.05	(-.19,.00)
ILOC												
-1SD(-.87)	.02	.04	(-.04,.11)	-.07	.08	(-.24,.09)	.08	.05	(.00,.21)	-.08	.05	(-.20,.00)
M(0)	.03	.04	(-.02,.12)	-.07	.07	(-.21,.08)	.10	.05	(.01,.21)	-.08	.04	(-.17,-.02)
+1SD(.87)	.04	.05	(-.03,.15)	-.06	.07	(-.21,.07)	.11	.06	(.01,.25)	-.08	.04	(-.17,-.02)
ELOC												
-1SD(-.85)	.03	.03	(-.02,.12)	-.08	.09	(-.25,.10)	.08	.04	(.01,.17)	-.10	.05	(-.21,-.02)
M(0)	.02	.03	(-.02,.10)	-.07	.08	(-.22,.09)	.11	.06	(.02,.24)	-.06	.04	(-.15,-.01)
+1SD(.85)	.01	.04	(-.06,.10)	-.06	.07	(-.20,.07)	.14	.09	(.02,.35)	-.03	.04	(-.14,.04)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.01	.03	(-.09,.03)	.01	.02	(-.03,.06)	-.08	.05	(-.20,.00)	.02	.03	(-.05,.08)
ILOC	.01	.03	(-.03,.08)	.01	.02	(-.03,.05)	.02	.03	(-.04,.09)	.00	.03	(-.06,.06)
ELOC	-.01	.02	(-.07,.03)	.01	.02	(-.02,.06)	.03	.04	(-.02,.14)	.04	.03	(-.01,.11)

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

Table 6.52 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on CWBI via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	.01	.02	(-.03,.06)	-.13	.06	(-.26,-.03)	.09	.06	(-.02,.20)	-.08	.04	(-.17,-.02)
M(0)	.00	.02	(-.04,.04)	-.11	.05	(-.21,-.02)	.07	.05	(-.02,.17)	-.07	.03	(-.15,-.02)
+1SD(.68)	-.02	.03	(-.08,.03)	-.08	.05	(-.19,-.01)	.06	.04	(-.01,.15)	-.06	.04	(-.15,-.01)
ILOC												
-1SD(-.87)	-.02	.03	(-.10,.03)	-.12	.05	(-.23,-.02)	.06	.05	(-.01,.17)	-.08	.04	(-.17,-.01)
M(0)	.00	.02	(-.05,.04)	-.10	.05	(-.20,-.02)	.08	.05	(-.02,.18)	-.07	.03	(-.14,-.02)
+1SD(.87)	.01	.03	(-.03,.07)	-.08	.05	(-.20,-.01)	.09	.06	(-.02,.21)	-.06	.03	(-.14,.00)
ELOC												
-1SD(-.85)	-.01	.02	(-.06,.04)	-.11	.05	(-.22,-.02)	.06	.04	(-.01,.15)	-.08	.04	(-.17,-.02)
M(0)	-.01	.02	(-.06,.02)	-.10	.05	(-.21,-.02)	.08	.05	(-.02,.19)	-.06	.03	(-.14,-.02)
+1SD(.85)	-.01	.03	(-.08,.03)	-.10	.05	(-.23,-.02)	.10	.07	(-.02,.23)	-.04	.04	(-.14,.00)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.02	.02	(-.08,.02)	.04	.03	(-.01,.10)	-.02	.02	(-.06,.01)	.01	.03	(-.05,.07)
ILOC	.02	.02	(-.02,.08)	.02	.02	(-.03,.07)	.01	.02	(-.01,.05)	.01	.03	(-.04,.07)
ELOC	-.01	.02	(-.05,.03)	.01	.02	(-.05,.05)	.02	.02	(-.01,.06)	.02	.02	(-.03,.07)

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

Table 6.53 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on CWBI via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	.01	.02	(-.03,.04)	-.01	.05	(-.10,.11)	.11	.05	(.02,.22)	-.07	.04	(-.15,.00)
M(0)	.01	.02	(-.01,.06)	-.01	.05	(-.09,.10)	.08	.03	(.02,.15)	-.06	.03	(-.13,.00)
+1SD(.68)	.02	.03	(-.02,.10)	-.01	.04	(-.09,.10)	.04	.04	(-.02,.13)	-.05	.03	(-.12,.00)
ILOC												
-1SD(-.87)	.02	.03	(-.02,.09)	-.01	.05	(-.09,.11)	.09	.05	(.01,.20)	-.05	.03	(-.13,.00)
M(0)	.01	.02	(-.01,.06)	-.01	.04	(-.09,.09)	.08	.04	(.02,.17)	-.06	.03	(-.12,.00)
+1SD(.87)	.01	.02	(-.03,.06)	-.01	.04	(-.10,.08)	.08	.04	(.00,.17)	-.06	.04	(-.14,.00)
ELOC												
-1SD(-.81)	.02	.02	(-.02,.07)	-.01	.06	(-.10,.12)	.09	.04	(.03,.18)	-.06	.03	(-.13,.00)
M(0)	.00	.01	(-.02,.04)	-.01	.05	(-.09,.09)	.09	.04	(.02,.18)	-.05	.03	(-.11,.00)
+1SD(.81)	-.01	.02	(-.06,.03)	-.01	.04	(-.08,.07)	.08	.05	(.01,.22)	-.04	.03	(-.12,.00)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.01	.02	(-.02,.07)	.00	.01	(-.03,.03)	-.05	.04	(-.14,.02)	.02	.02	(-.02,.07)
ILOC	.00	.02	(-.05,.03)	.00	.01	(-.03,.02)	.00	.03	(-.08,.05)	.00	.02	(-.05,.03)
ELOC	-.02	.02	(-.06,.02)	.00	.01	(-.03,.03)	-.01	.03	(-.06,.06)	.01	.02	(-.03,.05)

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

Table 6.54 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on CWBI via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.64)	.00	.02	(-.04,.07)	-.07	.05	(-.17,.03)	.11	.06	(.00,.23)	-.07	.03	(-.14,-.01)
M(0)	.00	.02	(-.03,.05)	-.07	.05	(-.15,.03)	.07	.04	(.00,.14)	-.07	.03	(-.15,-.02)
+1SD(.64)	.00	.02	(-.04,.05)	-.06	.04	(-.13,.02)	.02	.03	(-.02,.09)	-.08	.04	(-.18,-.02)
ILOC												
-1SD(-.87)	.00	.02	(-.05,.05)	-.06	.04	(-.14,.03)	.06	.04	(.00,.15)	-.08	.04	(-.18,-.02)
M(0)	.01	.02	(-.02,.06)	-.06	.04	(-.14,.03)	.05	.03	(.00,.11)	-.08	.03	(-.15,-.02)
+1SD(.87)	.02	.03	(-.02,.10)	-.06	.05	(-.15,.03)	.04	.03	(-.02,.10)	-.07	.03	(-.14,-.02)
ELOC												
-1SD(-.81)	.01	.02	(-.03,.06)	-.06	.04	(-.15,.03)	.04	.02	(.00,.09)	-.08	.04	(-.16,-.02)
M(0)	.00	.02	(-.03,.05)	-.06	.04	(-.15,.03)	.06	.03	(.00,.13)	-.07	.03	(-.15,-.02)
+1SD(.81)	-.01	.03	(-.06,.05)	-.06	.04	(-.15,.03)	.09	.05	(.00,.20)	-.06	.04	(-.16,.00)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.02	(-.05,.04)	.01	.01	(-.01,.05)	-.07	.04	(-.16,.00)	-.01	.03	(-.08,.03)
ILOC	.01	.02	(-.02,.06)	.00	.01	(-.03,.02)	-.01	.02	(-.08,.02)	.01	.02	(-.03,.05)
ELOC	-.01	.02	(-.05,.02)	.00	.01	(-.03,.02)	.04	.02	(.00,.09)	.01	.02	(-.03,.05)

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

Table 6.55 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between PJ on CWBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	.03	.04	(-.02,.13)	-.13	.08	(-.30,.03)	.12	.07	(.00,.27)	-.06	.05	(-.16,.02)
M(0)	.02	.03	(-.02,.10)	-.12	.08	(-.27,.02)	.08	.04	(.00,.17)	-.06	.04	(-.15,.02)
+1SD(.68)	.02	.03	(-.03,.09)	-.11	.07	(-.26,.02)	.03	.03	(-.02,.11)	-.05	.04	(-.15,.01)
ILOC												
-1SD(-.87)	.02	.03	(-.03,.10)	-.13	.08	(-.28,.03)	.07	.05	(-.01,.18)	-.05	.05	(-.16,.02)
M(0)	.02	.03	(-.02,.10)	-.11	.07	(-.26,.02)	.08	.05	(.00,.18)	-.06	.04	(-.14,-.02)
+1SD(.87)	.03	.04	(-.03,.13)	-.10	.07	(-.27,.02)	.10	.05	(.00,.21)	-.06	.04	(-.15,-.02)
ELOC												
-1SD(-.85)	.02	.03	(-.02,.09)	-.13	.08	(-.31,.03)	.07	.04	(.00,.15)	-.07	.05	(-.17,.02)
M(0)	.01	.03	(-.02,.08)	-.11	.07	(-.27,.03)	.09	.06	(.00,.22)	-.04	.04	(-.13,.01)
+1SD(.85)	.01	.03	(-.04,.09)	-.10	.07	(-.24,.02)	.12	.08	(.00,.32)	-.02	.04	(-.11,.03)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.01	.03	(-.08,.03)	.02	.03	(-.03,.08)	-.07	.05	(-.17,.00)	.01	.03	(-.04,.07)
ILOC	.01	.02	(-.03,.06)	.02	.02	(-.04,.06)	.02	.03	(-.03,.07)	.00	.02	(-.05,.05)
ELOC	-.01	.02	(-.05,.03)	.02	.02	(-.02,.07)	.03	.04	(-.02,.13)	.03	.03	(-.01,.09)

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

Table 6.56 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between DJ on CWBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	.01	.02	(-.02,.05)	-.08	.06	(-.22,.03)	.15	.06	(.04,.28)	-.04	.03	(-.11,.02)
M(0)	.00	.01	(-.03,.03)	-.07	.05	(-.17,.03)	.13	.05	(.04,.23)	-.03	.03	(-.10,.02)
+1SD(.68)	-.01	.02	(-.05,.03)	-.05	.04	(-.15,.02)	.10	.05	(.02,.20)	-.03	.03	(-.11,.02)
ILOC												
-1SD(-.87)	-.01	.02	(-.06,.03)	-.07	.05	(-.18,.04)	.11	.05	(.02,.22)	-.04	.04	(-.12,.02)
M(0)	.00	.01	(-.03,.03)	-.06	.05	(-.16,.03)	.13	.05	(.04,.24)	-.03	.03	(-.10,.02)
+1SD(.87)	.01	.02	(-.02,.06)	-.05	.05	(-.16,.02)	.15	.06	(.04,.28)	-.03	.03	(-.10,.02)
ELOC												
-1SD(-.85)	.00	.02	(-.04,.03)	-.07	.05	(-.18,.03)	.11	.04	(.03,.20)	-.04	.03	(-.12,.02)
M(0)	-.01	.01	(-.03,.02)	-.07	.05	(-.17,.03)	.14	.06	(.04,.26)	-.03	.03	(-.10,.02)
+1SD(.85)	-.01	.02	(-.05,.03)	-.06	.05	(-.18,.02)	.17	.07	(.05,.32)	-.02	.03	(-.09,.01)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	-.01	.02	(-.06,.02)	.03	.03	(-.01,.09)	-.04	.03	(-.10,.01)	.01	.02	(-.03,.04)
ILOC	.01	.02	(-.02,.05)	.01	.02	(-.03,.05)	.02	.02	(-.01,.07)	.00	.02	(-.02,.04)
ELOC	.00	.01	(-.03,.03)	.00	.02	(-.04,.04)	.04	.02	(.00,.09)	.01	.02	(-.02,.04)

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

Table 6.57 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between IPJ on CWBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.68)	.00	.02	(-.03,.04)	-.07	.06	(-.18,.04)	.09	.05	(.01,.19)	-.05	.05	(-.14,.04)
M(0)	.01	.02	(-.01,.05)	-.06	.05	(-.16,.04)	.06	.03	(.01,.14)	-.04	.04	(-.11,.04)
+1SD(.68)	.02	.03	(-.02,.08)	-.06	.04	(-.15,.04)	.03	.03	(-.01,.12)	-.03	.03	(-.10,.04)
ILOC												
-1SD(-.87)	.01	.02	(-.02,.07)	-.06	.05	(-.15,.04)	.07	.04	(.00,.17)	-.04	.03	(-.10,.03)
M(0)	.01	.02	(-.01,.05)	-.06	.05	(-.15,.03)	.07	.04	(.01,.15)	-.04	.03	(-.11,.03)
+1SD(.87)	.01	.02	(-.03,.05)	-.06	.05	(-.17,.03)	.07	.04	(.00,.15)	-.04	.04	(-.13,.03)
ELOC												
-1SD(-.81)	.01	.02	(-.02,.06)	-.07	.06	(-.18,.04)	.07	.04	(.01,.16)	-.04	.04	(-.12,.03)
M(0)	.00	.01	(-.02,.03)	-.06	.05	(-.15,.03)	.07	.04	(.01,.16)	-.04	.03	(-.10,.03)
+1SD(.81)	-.01	.02	(-.05,.03)	-.05	.04	(-.13,.02)	.07	.05	(.00,.20)	-.03	.03	(-.09,.03)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.01	.02	(-.02,.06)	.01	.02	(-.02,.07)	-.04	.03	(-.12,.02)	.01	.02	(-.01,.07)
ILOC	.00	.02	(-.04,.02)	.01	.02	(-.05,.03)	.00	.03	(-.06,.04)	.00	.02	(-.05,.02)
ELOC	-.01	.02	(-.05,.02)	.02	.02	(-.02,.05)	.02	.03	(-.05,.05)	.01	.02	(-.02,.05)

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

Table 6.58 PROCESS results of conditional indirect effects of optimism, ILOC and ELOC on the relationship between INJ on CWBO via SE quality and emotion

Conditional indirect effect												
	NPC(M1)			**POS(M2)**			**PE(M3)**			**NE(M4)**		
	b	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**	**b**	**S.E**	**95% CI**
Optimism												
-1SD(-.64)	.00	.02	(-.03,.06)	-.08	.06	(-.20,.04)	.10	.05	(.01,.22)	-.04	.03	(-.11,.02)
M(0)	.00	.01	(-.02,.04)	-.07	.05	(-.18,.04)	.06	.03	(.00,.13)	-.04	.04	(-.12,.02)
+1SD(.64)	.00	.02	(-.03,.04)	-.06	.05	(-.16,.03)	.02	.02	(-.02,.08)	-.04	.04	(-.15,.02)
ILOC												
-1SD(-.87)	.00	.02	(-.04,.04)	-.06	.05	(-.16,.03)	.05	.04	(.00,.14)	-.05	.04	(-.14,.02)
M(0)	.01	.02	(-.01,.06)	-.06	.05	(-.17,.03)	.05	.03	(.00,.11)	-.04	.04	(-.12,.02)
+1SD(.87)	.02	.03	(-.02,.09)	-.06	.05	(-.18,.03)	.04	.03	(-.02,.10)	-.04	.03	(-.11,.02)
ELOC												
-1SD(-.81)	.01	.02	(-.02,.05)	-.06	.05	(-.18,.03)	.03	.02	(.00,.09)	-.04	.04	(-.13,.02)
M(0)	.00	.01	(-.02,.04)	-.06	.05	(-.17,.03)	.06	.03	(.00,.13)	-.04	.04	(-.12,.02)
+1SD(.81)	-.01	.02	(-.04,.05)	-.06	.05	(-.17,.03)	.09	.05	(.01,.19)	-.03	.04	(-.12,.01)
Index of Moderated mediation												
	Index	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**	**Index**	**S.E**	**95% CI**
Optimism	.00	.02	(-.04,.03)	.01	.02	(-.01,.06)	-.06	.04	(-.15,.00)	-.01	.02	(-.06,.02)
ILOC	.01	.02	(-.02,.05)	.00	.01	(-.04,.02)	-.01	.02	(-.07,.03)	.00	.01	(-.02,.04)
ELOC	-.01	.01	(-.03,.03)	.00	.01	(-.03,.03)	.03	.02	(.00,.08)	.01	.01	(-.02,.04)

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