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# When and How Workplace Hazing Undermines Employee Outcomes: Role of Psychological Contract Breach and Perceived Organizational Support in the Hospitality Industry

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# Abstract

This study aims to investigate the relationship among direct and indirect (via psychological contract breach) links between workplace hazing, job engagement, and turnover intentions in the hospitality industry of Pakistan. The author tested the role of perceived organizational support as moderator on the relationships between workplace hazing and psychological contract breach. The respondents of present study were frontline workers of star hotels located in Multan, Rawalpindi, Islamabad, and Karachi. Data were collected from 326 employees working in the hospitality industry by using simple random sampling technique. The data was analyzed using Smart PLS 4.0. As per the data analyzed, the authors found a negative relationship between workplace hazing and job engagement as well as there was a positive relationship between workplace hazing and employee's turnover intentions. The authors suggest that there is already shortfall of employees especially in hospitality industry. Because of some unknown reasons, the sector was much neglected in Pakistan. Therefore, the managers/policy makers must find this manuscript as blueprint not only to retain their valuable employees but also advise to supervisors to avoid the workplace hazing behaviors in their organization. This will help in enhancing the performance of the organization as well as will contribute positively to the economy of the country. The study adds to the existing knowledge in hospitality management. This study is also significant because of the respondents from all of the big cities have participated in this survey.

## 1. Introduction

Employee turnover intentions (TI) have become a significant problem that organizational scientists in academia and practitioners should be concerned about (Saleem, Rasheed, Malik, &Okumus, 2021). Turnover  intention is the willingness of an employee to voluntarily leave a job (Baluku, Groh, Dalbert, & Otto, 2021). Previous researches show that turnover can have a variety of negative effects on people and organizations , including but not limited to employee and organizational performance (Rasheed, Okumus, Weng, Hameed, & Nawaz, 2020). A steady stream of recent studies has revealed employee turnover as one of the most serious challenges faced by today's hospitality industry (Baluku et al., 2021; James, 2022; Mubarak & Mumtaz, 2018). Staff turnover is a major managerial issue that has affected the hotel sector (Francis & Alagas, 2020; L. Zhou, Park, Kammeyer-Mueller, Shah, & Campbell, 2022). The high turnover rate in the hotel sector drives up costs both directly and indirectly. These expenses consist of severance money, hiring and training expenses of new employees, and the poor performance of newly hired workers (Nisar, Rasheed, & Qiang, 2018). The draining of organizational knowledge and harm to the team's culture are further indirect expenses (Altaf & Masrek, 2021; Saleem, Rasheed, Malik, & Okumus, 2021). According to research on turnover, an organization's economic loss from employee turnover might be as high as 200 percent of its present workforce's salary. For any firm, this constitutes a huge financial burden(Burman, 2021).

Employee turnover intentions (TI) have become a significant problem that organizational scientists in academia and practitioners should be concerned about employee turnover intention (Saleem, Rasheed, Malik, &Okumus, 2021) as this has serious impact on people and organization employee turnover as one of the serious challenges the hospitality industry is facing now (Baluku et al., 2021; James, 2022; Mubarak & Mumtaz, 2018).

Employees that are fully engaged invest effort into their jobs. Additionally, experts contend that organizational civic behavior, participation, and commitment, three more well-established and well-known dimensions, overlap with engagement (Saks & Gruman, 2021). Employees who are involved in their work are part of the organization with their body, mind, and soul. Engagement is made up of emotional, cognitive, and behavioral components. Engagement may be distinguished from other ideas by these traits. As a result, throughout the study, we use Kahn's research to elucidate the connections between job engagement and employee envy. The employment of emotions in the workplace is defined by involvement (Busoi, Ali, & Gardiner, 2022; Saks & Gruman, 2021). One behavioural reaction to jealousy is job engagement. Recognition is linked to job engagement, and the presence of competitive incentive systems at work promotes emotions of envy and reward (Bartone et al., 2022).

Hazing is widely described as any behavior intended to cause emotional or physical harm to members of a group or team while simultaneously provoking ridicule or abuse

(Metzger et al., 2022). Hazing conduct includes harassing behaviors that are offensive, socially exclude a person, or negatively affect their work. The welfare and performance of employees, as well as the success and productivity of a business, are all negatively impacted by hazing in the workplace(L. Thomas & Egan, 2022). Hazing is here described as the expense of incorporation (i.e. elements of experience needed to be recognized as a "legitimate member" of the club) that occurs due to the related group appraisals, plans or chance(Blaique, Ismail, & Aldabbas, 2022). Hazing can be demonstrated by physical damage, sleep deprivation, lack of respect and concern about being with an organization, post-traumatic stress syndrome, loss of coordination and mental fatigue (Allen et al., 2018) and the results of hazing can be deadly (Kowalski et al., 2020). For individual victims, the offensive nature of hazing can contribute to a broader project climate perceived to be aggressive or unsafe which leads towards job disengagement and turnover intentions  (Mubarak & Mumtaz, 2018)Hazing has a negative emotional impact on its victims, reduces their job satisfaction, and increases their urge to quit the organization. In addition to the documented relationship between Hazing and intention to leave, it was anticipated that perceptions of hazing behavior would be associated to poor levels of engagement.

According to Altaf and Masrek (2021); (Burman, 2021), Despite the fact that workplace hazing only affects a small number of people, the impacts are severe on both a personal and organizational level. The results of the study showed that workers who were hazed at work had high intentions to quit, reduced job satisfaction, and high levels of stress (Leupold, Lopina, & Erickson, 2020)."Hazing behaviors" cause conflicts linked with several factors like mental stress, turnover intention,  deterrence,  absenteeism (Cimino, 2018). Workplace hazing is a practice of societal stress syndromes, underpinning which is a ruthless psychosocial work environment that carries distressing effects on employees as well as the organization (Satardien et al., 2019).

In order to investigate the proper boundary conditions in the linkages between workplace hazing and psychological contract breach that have been documented, the current model uses perceived organizational support as a moderating variable. The business values their work and cares about their general wellbeing, according to employees who experience organizational support (De Clercq, Fatima, & Jahanzeb, 2021). According to Mehta, Thanki, Panda, and Trivedi (2022); Moreno, Navarro, and Fuentes-Lara (2022), The sense of psychological contract fulfillment or beach is influenced by perceived organizational support and can be positive or negative. As a result, losing organizational or supervisory support might lead to a psychological contract break (Ampofo, 2021). A little amount of research has been conducted to explore the connection between workplace hazing, turnover intention, and job engagement in order to create a realistic framework for comprehending psychological contract breach and perceived organizational support(Agarwal & Bhargava, 2014; Bahadır, Yeşiltaş, Sesen, & Olaleye, 2022; Rai & Agarwal, 2018).

The hospitality literature is improved by various aspects of this study. For instance, the present model points to workplace hazing as the root of low job engagement and significant employee churn in the hotel industry (Rezapouraghdam, Karatepe, & Enea, 2022). The current

study thus closes a substantial research gap since, with a few notable exceptions, Workplace hazing hasn't been considered much in research on the hotel industry as a predictor of job engagement and intentions to leave (Borg & Scott-Young, 2022; Islam, Ali, Jamil, & Ali, 2021). This study, which is a new addition, is one of the first to examine workplace hazing in the context of job engagement and turnover intentions in the hotel industry. On the theoretical front, recent research encourages the investigation of relationships in the hotel industry, focusing on a self-regulatory viewpoint through the COR theory (Fan et al., 2022). In addition to linking workplace hazing with their job engagement and turnover intensions, we also examine psychological contract breach as mediating and perceived Organizational support was viewed as a mitigating factor in this connection. This enables us to explain how workplace hazing in the hotel industry hinders job engagement and increases employee withdrawal. This is another important contribution that fills a sizable research gap.

The principle of resource conservation is used by researchers to understand our functioning hazing model and its negative effects (COR) (Hobfoll, 2001) which has been used in several past studies (Yousaf, Rasheed, Hameed, & Luqman, 2019; Y. Zhang, Rasheed, & Luqman, 2019). The intentions for turnover and work are indicators of such results in the hospitality industry that contribute to a reduction in the performance. The principle of COR (Hobfoll) argues that working stress undermines the employee's resources and adversely affects the workplace. In our opinion, worker satisfaction in the hospitality sector in the workplace decreases. Such a reduction will result in strong intentions for turnover. The current body of literature will benefit greatly from our research in many ways. First, taking into consideration the two significant outcomes and intentions for turnover, this research study closely examines the role of occupational hazing tension in the hospitality industry. This research also discusses and reacts how tension impacts the results of workers in the hospitality field (Lee & Lim, 2019).

The attrition of employees poses many issues for organizations, hiring, recruiting, staff substitution, losses of trained workers, interruption of business activities and other problems (Hamdan et al., 2022). Marinakou and Giousmpasoglou (2019)characterize turnover as "the constant flow through an organization's bounds". Garg and Anand (2020); Mawritz, Capitano, Greenbaum, Bonner, and Kim (2020)characterized the intention of staff to turnover as "a conscious and intentional willingness of the employee to leave the company." The turnover intention was "a measure for recognizing the turnover before staff quits or leave organizations". Intentions can also be used as immediate personality and real actions determinants(B. J. Thomas & Meglich, 2019).Different human, organizational and environmental characteristics forecast the intentions of hospitality staff turnover (Breitsohl & Garrod, 2016).

On the other hand, differentiates itself from others and massively increases having a theoretical and empirical understanding of the relevant topics. This study is one of the first to explore workplace hazing in the context of job engagement and turnover intentions in the hotel sector, making it a novel contribution. On the theoretical front, we employ the lens of COR theory to promote the study of relationships in the hotel industry, focusing on a self-regulatory viewpoint. In addition to linking workplace hazing with their job engagement and turnover intensions, we also examine psychological contract breach as mediating and perceived

organizational support as a moderating component in this relationship. This enables us to describe how hazing in the workplace prevents job engagement and increase employee depatures from the hospitality industry. This is another significant contribution that addresses a significant research gap.

## 1.1. Conceptual Model
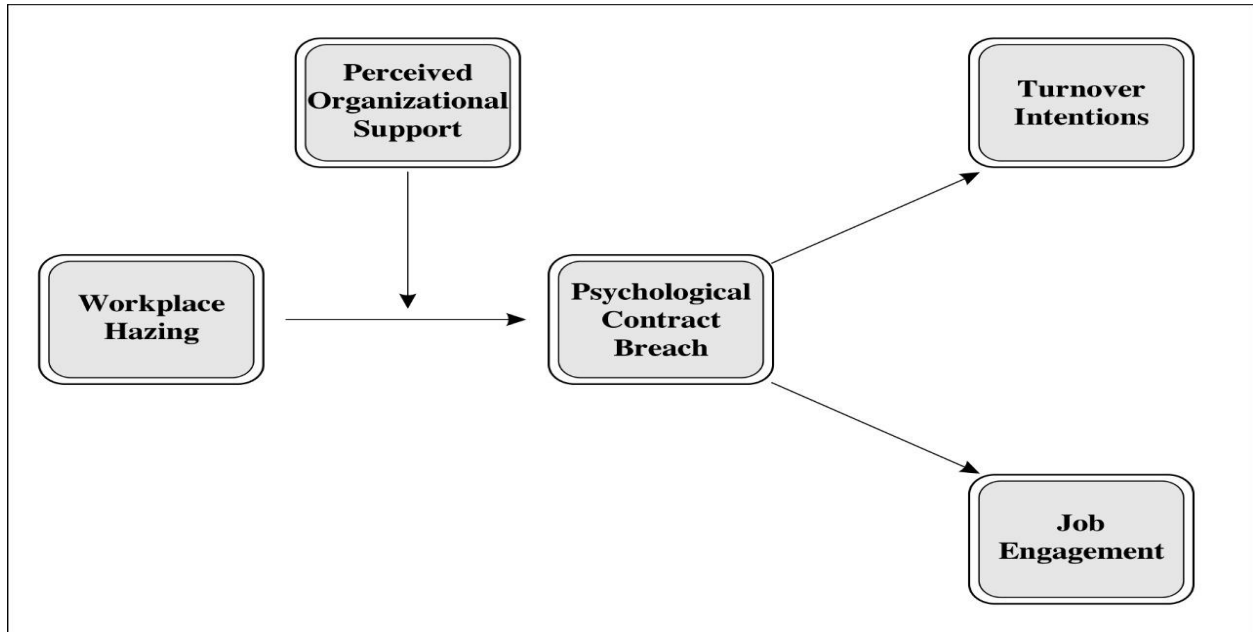


## 2. Literature Review

### 2.1. Workplace Hazing, Psychological Contract Breach, Job Engagement, and Turnover Intention

"Hazing is broadly described as any activity that causes shame, harassment, or ridicule and puts members of a group or team at danger of emotional and/or physical injury(Allan et al., 2019). Some participants in hazing regard the acts as 'fun' or 'exciting,' while others realize the humiliating, hazardous, and potentially unlawful components of hazing. (Mathers & Chavez, 2018). Hazing activities can range from the innocuous practical joke conducted at the cost of a participant to the serious crime of assault, violence, or rape(Alsarve, 2021).

Workplace hazing is being reported increasingly frequently by hospitality workers. For instance, it is said that, on average, 16% of workers in the hospitality sector say they have witnessed several unpleasant behaviors at their place of employment (Horan, Chory, Craw, & Jones, 2021; Jung & Yoon, 2018; Lee & Lim, 2019). More research in this area could deepen our understanding of the phenomena of hazing at work where there is still much to be done in the hospitality industry (Cooper, Schindler, & Sun, 2006). Niu, Wu, and Ma (2022); Teo, Bentley, and Nguyen (2020) contend that the presence of workplace hazing is a result of the limited perception of hazing incidence.

More research on workplace hazing is greatly needed in order to better understand its origins due to the importance of human resources in the hospitality industry(Feuer, 2020). Workplace hazing has been found to have a detrimental impact on both businesses and individuals(Naseer, Raja, Syed, & Bouckenooghe, 2018). According to Teo et al. (2020); Thatcher, Stepina, and Boyle (2002), hazing has negative effects on organizational commitment.

When an employer or employee fails to perform their duties as perceived by others, a psychological contract is broken (Persky, 2018). Similar to this, when employees breach the trust and fail to perform their mutually agreed upon commitments, PCB occurs and employees' job engagement at work decreases. The satisfaction of psychological requirements at work inspires people to carry out their duties responsibly (Yang, Wang, & Chen, 2022). The current study suggests that PCB mediates the relationship between WPH, JE, and TIs. Employees' psychological agreements with coworkers are broken when they are subjected to hazing conduct at work (Nazim Ali, Ihsan, & Ahmad, 2021).

A psychological contract is breached in an employment relationship when an employer or employee fails to perform their duties as viewed by others (Persky, 2018). Similar to this, when employees breach the trust and fail to perform their mutually agreed upon commitments, PCB occurs and employees' job engagement at work decreases. The satisfaction of psychological requirements at work inspires people to carry out their duties responsibly (Yang et al., 2022). The current study suggests that PCB mediates the relationship between WPH, JE, and TIs. Employees' psychological agreements with coworkers are broken when they are subjected to hazing conduct at work (Nazim Ali et al., 2021).

According to the theory of resource conservation, employees can use objects, circumstances, people, and energy to get or safeguard valuable resources (Niu et al., 2022). According to the theory of conservation of resources (Yousaf et al., 2019; Y. Zhang et al., 2019), when employees attempt to deal with workplace stress, they are likely to lose their valuable resources (Horan et al., 2021). They display poor job outcomes if they experience increased stress (Nisar et al., 2018) or lack enough resources in their workplace (Said & Tanova, 2021). Psychological contract violation is a source of stress and a sign that a business hasn't given employees enough resources for their jobs(Adisa, Ogbonnaya, & Adekoya, 2021). Employees that do this suffer consequences at work (Burman, 2021).

Based on the above-mentioned arguments, the present study proposed the following hypothesis:

**Hypothesis 1:** *There is a negative relationship between workplace hazing and psychological contract breach in hospitality industry.*

There is a great deal of proof from earlier examinations that show a critical connection between working environment preliminaries and occupation commitment. As per (Baluku et

al.), a connected with representative is a propelled, independent, and contributive part who addresses a significant expansion to human resources and advances hierarchical development and improvement. Employee commitment results from job engagement and affects commitment and performance at work, which pave the way for organizational development (Bartlett et al., 2022). The body of prior research supports the idea that workplace hazing has a negative effect on an individual's involvement, job satisfaction, and enthusiasm for their work, while also having a negative influence on job engagement(Høgh et al., 2021).

Employees who claim to be fully engaged in their work are motivated by intrinsic factors to do so Bonner, Greenbaum, and Mayer (2016); Breitsohl and Garrod (2016), has been used to explain why people engage in intrinsically driven conduct for over 30 years, or, in the words of Heller, Watson, and Hies (2006); Huo, Cai, Luo, Men, and Jia (2016), "something for its own sake, out of pleasure and delight." For instance, according to Hamdan et al. (2022); Mohrman Jr et al. (1989), representatives who are harmed at work do not make decisions on their own because they have a low level of independence.

Academics are highlighting the importance of job engagement in enhancing employees' contributions to corporate performance and competitive advantage in a highly competitive business environment(Malaret et al., 2021; Metzger et al., 2022). According toMoss and Mahmoudi (2021); Rousseau (1998), job engagement appears to stimulate and increase individual productivity at work and organizational performance Blaique et al. (2022); (Fan et al., 2022). Low turnover intentions are also linked to work engagement (Cummings, 2004). Furthermore, the COR theory confirms the link between job involvement and workplace hazing that is unfavorable (Keashly & Hollis, 2022). As a result, there is a strong correlation between the idea of job involvement and hazing at work.

**Hypothesis 2:** *There is a negative relationship between workplace hazing and job engagement in hospitality industry.*

Employees are prone to lose faith in the organisation and focus less on their work when they believe the corporation won't follow its promises. Employees get disengaged from their jobs when they are subjected to unfavourable treatment (hazing behaviour) by their bosses or employers. This is because these workers appear to have low energy levels and no longer find inspiration in their work (Schaufeli & Bakker, 2004). The recent papers show that several investigations have looked into the relationship between PCB and JE. It is impossible to keep talented people in this setting. The explanation above appears to explain why there is a scarcity of these workers in the hospitality sector. Despite this knowledge, there is currently a lack of evidence in the hospitality literature that PCB weakens JE among front-line hospitality professionals.

Nielsen et al. (2021); Peck (2021)study revealed that PCB has an impact on inn directors' work commitment while receiving less support from general managers. The current study offered the following hypothesis based on the aforementioned arguments:

**Hypothesis 3:** *The psychological contract breach is negatively related to job engagement in hospitality industry*

Employees that engage in hazing conduct are unable to perform to their full ability, experience additional stress, and risk damaging whatever loose relationships they may have formed with the company(Bari, Khan, & Waqas, 2022). However, WPH may be viewed as the acts of aggressive behaviors with certain coworkers; newcomer who think of hazing as a custom, ritual, or accepted norm for all members may believe that the organisation ignores or condones hazing (Simosi, Rousseau, & Weingart, 2021). Hazing may have diverse impacts on employee turnover, and organizational support or climate are the primary drivers of new member retention in an organization (Lehtonen, Nokelainen, Rintala, & Puhakka, 2021).

The current research employs TI as a stand-in for real turnover due to the challenges involved with operationalization and measurement (Khalid, Iqbal, & Shafiq, 2021). A near-precursor to real turnover is turnover index (TI) (Davis et al., 2022). The goal of employees to leave a certain organization is how TI is simply understood (Kim & Chon, 2022). Arguments that WPB exposure on a regular basis can cause withdrawal symptoms are plausible. Employees originally avoid stress and embarrassment by being absent, and more recently, by leaving the company. Prior research in the hotel industry suggested that WPH sufferers could have greater TI than non-victims (Coghlan, 2021). Non-victims, such spectators, are not immune from its negative consequences, either. Being spectators, they could experience distress and the threat of becoming victims, which might also increase their TI (Allan, Autin, & Wilkins-Yel, 2021).

Employees primarily avoid stress and embarrassment by being absent, and more recently, by leaving the company. WPB patients may have higher TI than non-victims, according to prior medical study (Behera & Pahari, 2022). Those who are not victims, such onlookers, are also not immune from its harmful effects. They may feel anxious and fear becoming victims as viewers, which might further heighten their TI(Garcia et al., 2021). Thus, we hypothesize that:

**Hypothesis 4***: The workplace hazing has positive relationship with turnover intentions in hospitality industry.*

The hospitality and tourism sectors have some of the highest rates of employee turnover. (Rubenstein, Kammeyer-Mueller, Wang, & Thundiyil, 2019). Perceived

organisational support, a lack of motivation, organisational fairness, and work satisfaction are a few characteristics linked to employee turnover (Jin, McDonald, & Park, 2018).Employee turnover can affect an organization's productivity and efficiency, which are crucial for sustainability and creating a competitive advantage, especially in this era of global competition (Butt, Ahmad, & Shah, 2021) . Employee turnover is preceded by turnover intention, which is the likelihood that employees will leave the organization and seek work elsewhere (Wahab & Duggal, 2022). According to Ali, Usman, Shafique, Garavan, and Muavia (2022); Altaf and Masrek (2021), the intention to leave an employer is primarily influenced by the working environment, background, and environment of the employee. Organizations may experience significant losses in human and social capital as well as operational disruption.

Hazing at work may raise employees' intentions to leave low PCB businesses through violations of the psychological contract(Mehta et al., 2022). In contrast, a high PCB can serve as an all-encompassing resource for employees' psychosocial contract violations, mitigating the effects of job pressures, workplace harassment, and employee despair(Ali et al., 2022). Based on the reasoning presented above, the current study provided the following hypotheses:

**Hypothesis 5a:** *Psychological contract Breach mediates the relationship between Workplace Hazing and Turnover Intensions*

**Hypothesis 5b**: *Psychological contract Breach mediates the relationship between Workplace Hazing and job engagement.*

### 2.3. Moderating role of Perceived organizational support

Perceived organizational support is the notion that an organization recognizes an employee's contributions and is concerned about their overall well-being (Diener & Diener, 2009). It's important to remember that perceived organizational support is an individual-level construct that measures how each person feels about their company in terms of how much it values and cares about them (Jung & Yoon, 2018).

When employees view organizational support as a resource in a company, they may feel a variety of pleasant feelings based on the support and understanding they receive from coworkers and management as well as the validation of their abilities (Kim & Chon, 2022). Such uplifting feelings can aid in the recovery of employees who have had emotional labor fatigue (Almeida, Hartog, De Hoogh, Franco, & Porto, 2022). Organizational support is a crucial external energy source for employees that aids in emotional recuperation when they perform emotional labor (Moss & Mahmoudi, 2021).

The term "perceived organizational support" (POS) relates to employees' perceptions of how much their company regards their contributions and how engaged they are in their work (Easterby-Smith, Thorpe, & Lowe, 2002). It was discovered that POS increases employees'

feelings of duty (Hameed et al., 2019)and motivates them to repay the favour by helping the company accomplish its goals (Y. Zhou, Mistry, Kim, & Cobanoglu, 2021). Previous studies have demonstrated a relationship between POS and improved customer orientation, work performance, enhanced job satisfaction, and lower inclinations to leave the company (Torrent & Barrón, 1993; Woods, 1989). POS can boost workers' feelings of control and reduce their perception of job insecurity(Nielsen et al., 2021).According to the COR hypothesis, while under stress, people try to conserve their current resources and find new ones. Thus, the hypothesis formulated is as follows:

**Hypothesis 6**: *Perceived organizational support mitigates the relationship between workplace hazing and its negative outcomes*

## 3. Methodology

### 3.1. Sample and Procedure

Respondents in this survey were front-line personnel at 4- and 5-star hotels in Multan, Rawalpindi, Islamabad, and Karachi, Pakistan. Using a basic random sampling technique, data was obtained from 326 employees in the hotel business. Questionnaire was distributed/circulated in hard as well through WhatsApp and the email address of the employees. Out of 326, majority of respondents were male (, age of 168 respondents were from 25-30 years. Majority of the respondents had working experience of 1-3 years whereas 158 respondents were working in the current organization from 1-3 years. Table 1 shows the demographic profile of the respondents.

### 3.2. Measure

### 3.2.1 Workplace Hazing

workplace hazing was measured by 15 items scale developed by (Mawritz et al., 2020a). Items include "My colleagues segregate me from workgroup". "My colleagues Exclude me from workgroup". "My colleagues refrain others from socializing with me. The Cronbach's alpha for this scale in our study was 0.956.

### 3.2.2. Psychological Contract Breach

Psychological contract breach was evaluated by 5-item scale developed by Robinson and Morrison (2000). Sample items are for example, "I feel that my employer has come through in fulfilling the promises made to me when I was hired". 5-points Likert-scale ranges from; 1=Not at all, 2=Occasionally, 3 = Sometimes,4 = Frequently, 5 = Very much, was rated by the respondent. The Cronbach's alpha for this scale in our study was 0.896.

### 3.2.3. Turnover Intentions

Turnover Intentions was measured by 3 item scale adapted from Leiter, Michael, Arla Day, and Debra GilinOore (2011). Sample items are for example, "I have been actively looking for other jobs". The 5-points Likert-scale ranges from; 1= Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree ,4= Agree 5= Strongly Agree were used to measure items. The Cronbach's alpha for this scale in our study was 0.827.

### 3.2.4. Job Engagement

Using the 9-item scale adapted from (Schaufeli & Bakker, 2003), the job engagement scale was measured. Sample items are for example, "Time flies when I am working. (AB1)". 5-points Likert-scale ranges from; 1=Not at all, 2=Occasionally, 3 = Sometimes,4 = Frequently, 5 = Very much, was rated by the respondent. The Cronbach's alpha for this scale in our study was 0.946. this scale has been used in several research studies before (Naeem, Weng, Hameed, & Rasheed, 2020).

### 3.2.5. Perceived Organizational Support

Using the 8-item scale, developed by (Eisenberger, Cummings, Armeli, & Lynch, 1997), the perceived organizational support scale was measured. Sample items are for example, "My organization cares about my well-being". 5-points Likert-scale ranges from; 1=Not at all, 2=Occasionally, 3 = Sometimes,4 = Frequently, 5 = Very much, was rated by the respondent. The Cronbach's alpha for this scale in our study was 0.942.

*Table 1. Demographic Information*

|  | Items | No of respondent |
|---|---|---|
| Gender | Male | 244 |
|  | Female | 124 |
| Age Groups | less than 25 years | 102 |
|  | 25 to 30 years | 168 |
|  | 30 to 35 years | 33 |
|  | 35 to 40 years | 52 |
|  | 40 and above years | 13 |
| Total Work Experience | less than 1 year | 75 |
|  | 1 to 3 year | 180 |
|  | 3 to 5 year | 32 |
|  | 5 to 7 year | 59 |
|  | 7 year and above | 22 |
| Work Experience in Current Organization | less than 1 year | 102 |
|  | 1 to 3 year | 158 |
|  | 3 to 5 year | 22 |
|  | 5 to 7 year | 61 |
|  | 7 year and above | 25 |

|  | Items | Outer Loading | Cranach's Alpha | CR | AVE |
|---|---|---|---|---|---|
| Job Engagement | JE1 | 0.756 | 0.946 | 0.954 | 0.698 |
|  | JE2 | 0.855 |  |  |  |
|  | JE3 | 0.868 |  |  |  |
|  | JE4 | 0.887 |  |  |  |
|  | JE5 | 0.877 |  |  |  |
|  | JE6 | 0.821 |  |  |  |
|  | JE7 | 0.835 |  |  |  |
|  | JE8 | 0.803 |  |  |  |
|  | JE9 | 0.810 |  |  |  |
| Perceived Organizational Support | PCB1 | 0.835 | 0.942 | 0.952 | 0.713 |
|  | PCB2 | 0.904 |  |  |  |
|  | PCB3 | 0.886 |  |  |  |
|  | PCB4 | 0.799 |  |  |  |
|  | PCB5 | 0.776 |  |  |  |
| Psychological Contract Breach | POS1 | 0.842 | 0.896 | 0.924 | 0.708 |
|  | POS2 | 0.875 |  |  |  |
|  | POS3 | 0.876 |  |  |  |
|  | POS4 | 0.876 |  |  |  |
|  | POS5 | 0.885 |  |  |  |
|  | POS6 | 0.838 |  |  |  |
|  | POS7 | 0.730 |  |  |  |
|  | POS8 | 0.824 |  |  |  |
| Turnover Intensions | TI1 | 0.887 | 0.827 | 0.897 | 0.744 |
|  | TI2 | 0.883 |  |  |  |
|  | TI3 | 0.816 |  |  |  |
| Workplace Hazing | WPH1 | 0.687 | 0.956 | 0.960 | 0.619 |
|  | WPH2 | 0.778 |  |  |  |
|  | WPH3 | 0.803 |  |  |  |
|  | WPH4 | 0.815 |  |  |  |
|  | WPH5 | 0.822 |  |  |  |
|  | WPH6 | 0.830 |  |  |  |
|  | WPH7 | 0.825 |  |  |  |
|  | WPH8 | 0.797 |  |  |  |
|  | WPH9 | 0.739 |  |  |  |
|  | WPH10 | 0.791 |  |  |  |
|  | WPH11 | 0.822 |  |  |  |
|  | WPH12 | 0.814 |  |  |  |

| | | | | | |
|---|---|---|---|---|---|
| WPH13 | 0.824 | | | | |
| WPH14 | 0.691 | | | | |
| WPH15 | 0.740 | | | | |

## 4. Analysis and Results

The significance of the conceptual model was determined using structural equation modeling (SEM) with partial least squares. This study utilized the PLS-SEM method because its model integrates econometric factors with psychometric variables. Due to its higher predictive potential in SEM estimates(Joseph F. Hair, Sarstedt, & Ringle, 2019), the PLS-SEM technique has been widely utilized in earlier studies among various disciplines (project management, hospitality, marketing, and tourism).Prior studies with small sample sizes supported the PLS-SEM technique; moreover, prominent investigations with sample sizes greater than 300 have also reported the benefits of PLS-SEM estimations (Anjum, Fan, Javed, & Rao, 2014; Joseph F. Hair et al., 2019; Zaman, Damij, Khaliq, Nawaz, & Pradana, 2022). The research was carried out in compliance with the methods laid out by Hair etal., (2014), Rasheed, Weng, Umrani, and Moin (2021), and Sarstedt at al., (2016), in which both the measurement and structural models (shown graphically in Figures 2 and 3) are statistically analyzed.

### 4.1. Assessment of Measurement Models

PLS-SEM was used to examine the factor loadings, reliability, and validity of data obtained from 326 frontline workers in the hotel business. Tables 2 and 3 show the internal consistency, convergent validity, and discriminant validity of the study's constructs. Every cross-loading was found to be considerable and higher above the advised range (i.e.0.50). Comparably, internal consistency reliability and convergent validity were assessed using the composite reliability (CR) and average variance extracted (AVE). Each measure's internal consistency is proven because the composite reliability value ranged from 0.827 to 0.926, which is higher than the cutoff value (i.e. 0.7) (Hair et al., 2017). The values of the average variance extracted (AVE) for discriminant validity was greater than 0.50, which exhibited convergent validity and indicated that the reliability was good.

*Table 2*

*Construct reliability and validity*

Furthermore, as demonstrated in Table 3, the HTMT technique validated the discriminant validity (i.e. <0.90), providing appropriate confidence for the overall scales' psychometric qualities (Hair et al., 2017). The Figure 2 shows the measurement model.

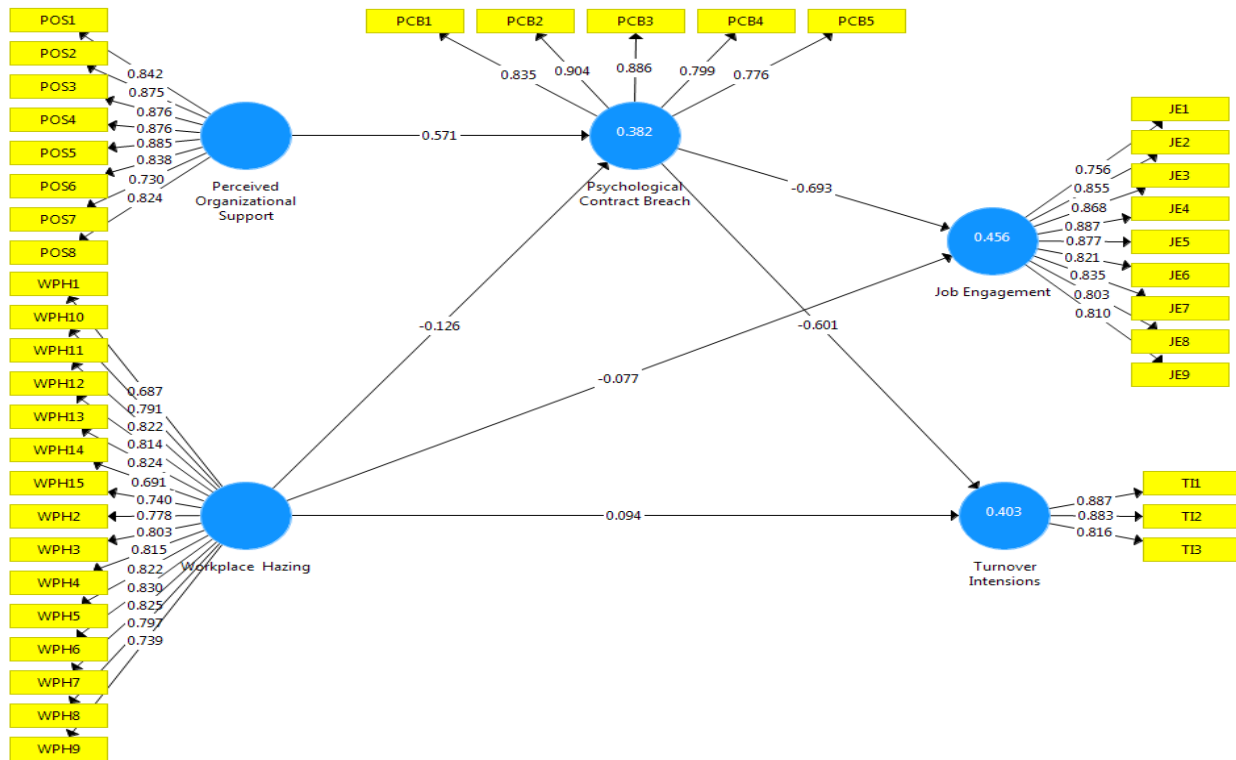| | JE | POS | PCB | TI | WH |
|---|---|---|---|---|---|
| Job Engagement | | | | | |
| Perceived Organizational Support | 0.712 | | | | |
| Psychological Contract Breach | 0.724 | 0.654 | | | |
| Turnover Intensions | 0.543 | 0.563 | 0.728 | | |
| Workplace Hazing | 0.120 | 0.286 | 0.301 | 0.288 | |

*Table 3. Discriminant Validity (HTMT)*

**Figure 2: Measurement Model**

## 4.2. Assessment Structural Model

The statistical path of the structural model was determined using the PLS-SEM bootstrapping technique. According to Table 4, which illustrates the path relationships and testing decisions regarding hypotheses, the PLS-SEM assessment for workplace hazing empirically proved that it is a major predictor of job engagement and turnover intention. A substantial negative connection between workplace hazing and psychological contract breach was found; hence, the first hypothesis was supported. The PLS-SEM findings demonstrate a substantial and adverse relationship between workplace hazing and job engagement, statistically supporting the second hypothesis for this study as shown in table 4. Similarly, psychological contract breach showed a significant and negative relationship with job engagement which supported third hypothesis. Workplace hazing showed a significant and positive relationship with turnover intensions and hence H4 is accepted.
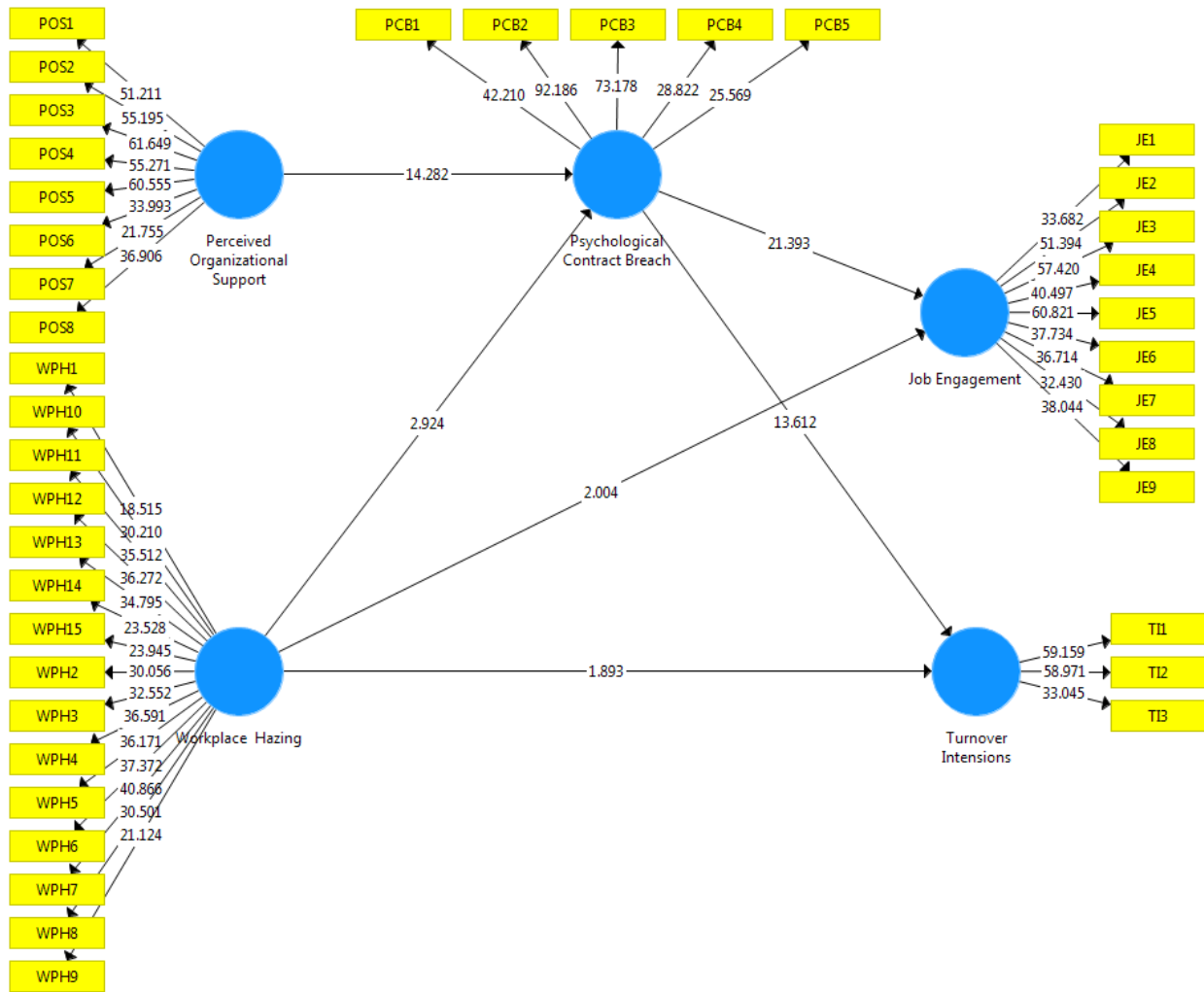
|  | Path coefficient | T value | P Values |
|---|---|---|---|
| Workplace Hazing -> Psychological Contract Breach | -0.126 | 2.924 | 0.003 |
| Workplace Hazing -> Job Engagement | -0.077 | 2.004 | 0.025 |
| Psychological Contract Breach -> Job Engagement | -0.693 | 21.393 | 0.000 |
| Workplace Hazing -> Turnover Intensions | 0.094 | 1.893 | 0.030 |

*Table 4. Path coefficient analysis*

## 4.3. Mediation Analysis

The connection between workplace hazing and job engagement and turnover intentions remained substantial after psychological contract breach was included as a mediation variable. Furthermore, according to Zhao et al. (2010), the type of mediation will be partial if the direction of both direct and indirect effects is the same and statistically significant. Following that, the mediation power was evaluated using the variance accounted for (VAF) (Helm et al., 2010), and the estimated values (VAF=0.635 and VAF= 0.743) confirmed the partial mediation of psychological contract breach. Therefore, both the mediating hypothesis H5a and H5b were accepted as shown in Table 5.

|  | Path Coefficient | T value | P Values |
|---|---|---|---|
| WH ->PCB ->TI | 0.076 | 2.688 | 0.004 |
| WH ->PCB ->JE | 0.087 | 2.739 | 0.003 |

### 4.4. Moderation Analysis

Perceived organizational support was also hypothesized as an important moderator in the current study, which was statistically examined using the PLS-SEM bootstrapping method.As shown in Thus according to the bootstrapping results of Table 6, perceived organizational support considerably and favorably moderates the connection between workplace hazing and psychological contract breach. The sixth and final hypothesis of the study was statistically validated by the results, which indicated that perceived organizational support moderates the relationship between workplace hazing and psychological contract breach. Figure 4 represent the moderating effect of perceived organizational support.
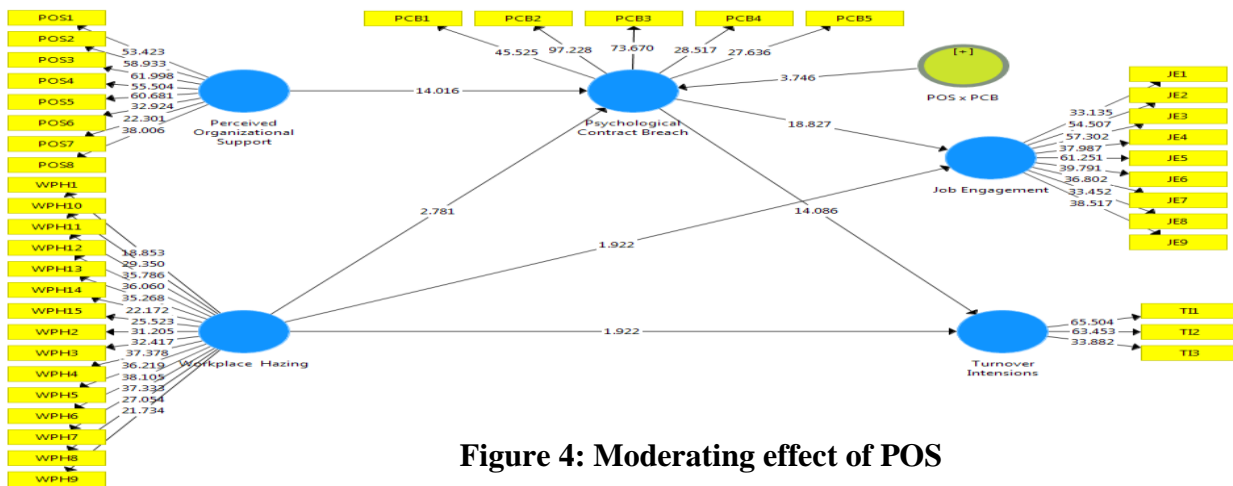


**Figure 4: Moderating effect of POS**

*Table 6. Moderation Analysis*

|  | Path Coefficient | T value | P Values | R square | F square |
|---|---|---|---|---|---|
| POS x PCB ->PCB | 0.135 | 3.368 | 0.000 | 0.400 | 0.030 |

1.1

## 5. Discussion and Conclusion

The practice of workplace hazing is confusing. According to recent studies (Breitsohl & Garrod, 2016), However, it may also be extremely detrimental to victims and the organisations that support them. According to anecdotal evidence, hazing can result in victims being physically harmed, filing lawsuits, or even dying(Bonner et al., 2016).Theoretical hazing research have demonstrated that it may be carried out for pro-social objectives and IT may be

THE advantageous to new groups and newcomers as well (Cimino, 2017), yet actual hazing studies and anecdotal accounts of hazing have rejected this theory(Burman, 2021).

It's noteworthy that the results of the most recent study matched those of earlier ones (Faeq & Ismael, 2022). According to the data examined in the H1 analysis, workplace hazing has a considerable negative impact on PCB of hotel industry employees. The hotel industry is thus urged to avoid or at the very least decrease workplace hazing in order to prevent PCB.

Furthermore, according to our own research, workplace hazing may have a negative impact on organizational performance through a variety of channels, including an increase in new hire emotional fatigue and neglect, a decline in job satisfaction, person-job fit, and organizational commitment. Because of this, we suggest that organizational academics focus on the consequences of this possibly "detrimental condition"(Breitsohl & Garrod, 2016).

Therefore, the scale and "a conceptualization of workplace hazing" that have been developed can assist academics and professionals in assessing the prevalence of hazing both inside and between companies, comprehending the effects it has on new hires and their organizations, and identifying plausible causes for its future rise or fall. Plans to quit the firm favorably were allegedly linked to hazing at work(W. Chang, Busser, & Liu, 2020).

The management's first priority should be to create and implement procedures that enable employees, especially females, to report incidents if they recognize that hazing would negatively impact their performance at work. Workers should be provided with a welcoming, open, and secure work atmosphere where tasks may be carried out ardently and without fear. The workplace must be one where employees feel comfortable discussing work-related difficulties with managers without fear of losing their employment. Governments should establish and execute a court of laws that punishes and forbids workplace harassment (Daoulah et al., 2021).

## 5.1. Theoretical implications

According to COR Theory, there are a number of concerns that need to be addressed in every business, such as how inclusion may be a valuable resource for workers who have been exposed to hazing (Mraineri, Frear, & Edmonds, 2011). Hazing at work is considered to be a stressor that drains one's resources on both a personal and professional level(Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). According to this perspective, inclusion acts as a resource for employees who feel more involved, included, and fair in their job. As a result, the harmful effects of hazing exposure on emotional energy and, ultimately, leave intentions are almost completely mitigated. Furthermore, they demonstrate how inclusive practices can mitigate the negative effects of specific workplace hazing activities, such as suppressing free expression or fostering marginalization or exclusion, which have been found to have a negative impact on health (Morelli & Cunningham, 2012).

Despite the numerous hazing incidents that have been reported in the media across several organizational contexts(Bleicher, 2012), The organizational sciences have not yet given workplace hazing enough consideration. Hazing should have been included because it seems to happen in many different occupations. This premise was supported by anecdotal hazing

evidence that verified news stories and interactions with people who work in occupations that are frequently associated with hazing. Visitors are "duped into finishing awful shifts, strung along with a timeline that won't earn money," according to one respondent from the restaurant business. Newcomers are rarely given much respect(Garg & Anand, 2020).

The press has remarked that "the culture of the restaurant has its own sort of hazing and initiation," and These remarks demonstrate hazing in the restaurant industry (Agoston, 2013). In a similar vein, a doctor we spoke to noted, "You may work all day and all night—I guess it's 26 hours. Interns work as secretaries. The challenging and time-consuming duties are handed to you. This doctor's own experiences lend credence to the claim that "hazing rituals [are used] for degrading and shaming vulnerable medical students"(Hobfoll, 2001).

## 5.2. Practical implications

High levels of employee cooperation are required in the hospitality sector, making it essential to create a socially supportive environment with access to emotional, informational, and practical resources(Peck, 2021). However, hazing at work, which undermines such collaboration and the organizational climate, is viewed as a significant issue in the hospitality sector across the world. This study has provided more evidence for the significance of PSC as a significant predictor of personal psychological health, which is mediated by the workplace environment and reflected in this case by workplace hazing. A sizable amount of research has connected workplace hazing with unfavorable effects for people and companies, including employee retention and psychological health(Bartlett et al., 2022).

Additionally, it has been discovered that hazing regularly reduces or negates an organization's attempts to improve these desirable individual and organizational results (Nuwer, 2018). The current research clearly demonstrates the potential for workplace hazing to disrupt organizational intervention by weakening the impact of PSC on psychological distress and reducing PSC's influence on employee exit intentions. Furthermore, organizational leave behavior is linked to workplace hazing (Y. Chang, Chien, & Shen, 2021), Making it even more crucial to intervene to stop hazing at a time of growing skill and labor shortages (Rai & Agarwal, 2018). Due to increased employee mobility, socialization techniques are frequently used to help acclimate newcomers (Blaique et al., 2022).

## 5.3. Limitations and Future Directions

The research's limitations are a reflection of the concerns we had before starting the study. Cross-sectional data is a significant limitation (Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022). Multan, Rawalpindi, Islamabad, and Karachi are the locations covered geographically. But it has also become difficult to broaden the area of study because of corresponding expenditures.

More research in this area could be conducted by employing toxic or narcissistic leadership as the moderator variable between the predictor and the mediator. People now understand the elements that influence both organizational commitment and work satisfaction according to this study. To make the business sector and the general public aware of the negative effects of workplace hazing, comprehensive initiatives must be implemented. No

effort is spared for the improvement of the company by the dedicated employee who is completely happy.

Some recommendations are made for future researchers. To begin, both the negative and positive effects of workplace hazing can make significant contributions to the research. Second, spillover can provide appropriate reasons for such negative actions; it should be investigated more in future studies. Third, while the cross-sectional method was employed to collect data, future studies could employ various study designs such as time lags and longitudinal investigations. Fourth, future studies can investigate additional potential results and implications of workplace hazing. This model can also be used to investigate additional mediators and moderators.

## 6. Conclusion

Hazing appears to be ubiquitous and durable in a range of workgroup situations, despite evidence of its detrimental effects. Therefore, there is a need for studies to better understand workplace hazing. We hypothesized the notion of workplace hazing and developed a reliable measure to further this line of investigation. We anticipate that by doing this, future study will be able to better understand this phenomenon and open new avenues of investigation into this fascinating and intricate initiation ritual.

As new entrants join the organization and go through the orientation period, both organizations and workers face problems. Management in all major firms, however, strives for more positive, proper onboarding practices. Few may regard it as a positive socialization practice aimed at embracing newcomers (Jenkins, 2001). Hazing improves group cohesion, establishes control over newcomers, and allows for the collection of obligate associates (Ojo, Fawehinmi, & Yusliza, 2021). However, it has been noticed that it causes negativity in people even after a short period of time. By restricting information, they become spiteful and have a detrimental impact on the organization (J. Zhang, Xie, & Morrison, 2021).

Because of the universal character and close influence of workplace hazing on individuals and organizations, scholars must investigate the origins of hazing and attempt to identify a way to counteract its negative effects. The current study explored the relationship between workplace hazing and knowledge concealment behavior and life satisfaction utilizing psychological hardiness as a moderator and moral disengagement as a mediator. Spillover theory backed up our proposed hypothesis. Attitudes and behaviors influence one another. One unfavorable incidence leads to further negativity at work, and so on. As a result, nurses must provide training to appear psychologically difficult in order for the sequences to be abrupt.

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