



Outcomes of Perceived Dissimilarity at the Workplace

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Abstract

In recent years, increased workplace diversity has been a significant concern for managers. Most of the diversity research has concentrated on surface level differences. Deep-level differences, often known as non-visible differences, are an additional aspect of diversity that is gaining attention recently. Since each individual views such differences via a different lens, deep-level differences are also considered subjective differences. This study examines the extent to which an individual's perceptions of dissimilarity, as they pertain to religious ideology and socioeconomic class, influence their identity disclosure behavior in the workplace. This study also examines the impact of disclosure behavior on perceptions of workplace ostracism.

Our findings supported the hypothesis that a negative association exists among an individual's subjective perceptions of dissimilarity (DP) and their disclosure behavior (DB), and that a positive association exists between disclosure behavior (DB) and perceptions of ostracism in the workplace (PWO). The perceptions of psychological safety climate (PPSC) moderate the association among DP and DB, such that the relation is weaker when psychological safety climate perceptions are high. Moreover, perceptions of diversity-focused HR policies (PDFHRP) moderate the relationship between DB and PWO, such that the relationship is weaker when the perceptions of diversity-focused HR practices are higher.

1. INTRODUCTION

Diversity can be defined as any compositional differences among team or department members (Roberson et al. 2017a, b). Multiple conceptualizations have arisen in psychology and organizational behavior as a result of the fact that such differences might lead to perceptions of similarity or dissimilarity with others.

Perceptions of difference have been shown to have a negative impact on a number of employment outcomes (Guillaume et al., 2012; Liao et al., 2008; Hobman et al., 2004). For instance, Hobman et al. (2004) found that employees who believed their demographic profile was different from that of their coworkers were less engaged with their teams. Liao et al. (2008) also observed that a perceived deep-level difference, difference that can be concealed, based on characteristics of personality was linked to affect various workplace behavior; a decline in prosocial behavior, an increase in work disengagement, an increase in voluntary turnover, and an increase in the level of sharing personal information with peers.

Regarding the extent of personal information sharing, individuals with notions of dissimilarity in the workplace are frequently faced with the decision, whether to conceal or reveal their concealable identity to their peers. One may be more vulnerable to abuse if disclosing their concealable identity places them in an out-group, separate from their peers. (Griffith & Hebl, 2002). Dissimilar people are frequently shut out of crucial "networks of information and opportunity" as a result of social identification, similarity-attraction and self-categorization processes (Mor-Barak & Cherin, 1998, p. 50; Turner, 1982). The aforementioned exclusion at work falls under the category of subtle discrimination and is known as workplace ostracism. Social exclusion or ostracism in the workplace has numerous negative effects, both on a personal and professional level (Ferris et al., 2008).

Considering the significance of perceived dissimilarities at workplace and their possible consequences in the form of workplace ostracism through identity disclosure, it is important to test this mechanism. Therefore, following research questions are formulated:

RQ 1: To what extent do the perceptions of dissimilarity at the workplace influence the disclosure behavior at workplace?

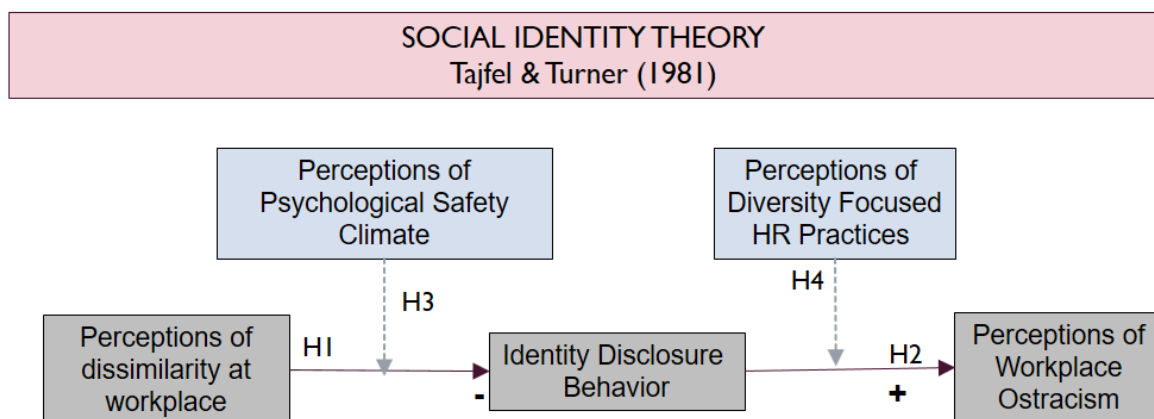
RQ 2: What contextual factor(s) influence the relationship between perceptions of dissimilarity and identity disclosure behavior?

RQ 3: To what extent the disclosure behavior influences the perceptions of workplace ostracism?

RQ 4: What contextual factor(s) influence the association between disclosure behavior and perceptions of workplace ostracism?

The proposed theoretical model can also be understood with the help of the figure 1:

Figure 1: Theoretical Framework



2. LITERATURE REVIEW

Tajfel first proposed the social identity theory (SIT) (1978). It refers to a person's awareness that he or she is a member of particular social groupings, which carries with it emotional and value importance. Social identity refers to the facets of a person's sense of self that stem from the social categories to which they consider themselves to belong (Tajfel & Turner, 1986).

According to Social Identity Theory by Turner (1982), people see themselves as belonging to certain social groups, and these groups affect how they see themselves and what they think. Social identities can be told apart not only by what kind of identity they are, but also by how obvious they are to other people. Some identities, like race, gender, or age, are easy for other people to see, making it harder to hide membership in these groups. On the other hand, some identities are hard to figure out. For such identities, people must voluntarily tell others about their social group. These identities include, among other things, sexual orientation, religion, religious beliefs, social class and mental illness (Ragins, 2008).

According to Social Identity Theory, a person's sense of self is highly influenced by the organizations they belong to and the rules they follow. So, the Social Identity Theory can be used to explain why people might want to reveal their hidden or non-visible identities or not. When a person thinks of themselves as a member of a social group, disclosure can be a way to affirm their membership in that group (Ragins, 2008). In the same way, a person's social category affects how other people see and treat them. People are more likely to be prejudiced against those who are different from them because they like people who are like them. (Turner, 1982).

Thus, in the current study, the Social Identity Theory has been used to understand (1) which organizational factors may influence the decision to disclose and (2) why disclosure may result in contradictory consequences for individuals. If a person's admission of social identification places them in outgroup distinct to their peers, they may be more susceptible to mistreatment. On the other hand, if a person's disclosure put them in the same in-group as their peers, they may be more likely to have good things happen to them (Griffith & Hebl, 2002).

This study contributes to existing knowledge by investigating the effects of religious ideology and socioeconomic status (social class), as well as the perceived differences based on religious ideology and social class. Existing research indicates a paucity of studies on religion in the organization (Hicks, 2003). Over eighty percent of the global population follows one of the five major religions: Islam, Christianity, Judaism, Buddhism, and Hinduism. (Kriger & Seng, 2005), demonstrating that the majority of people are touched, in some manner, by religion. According to research, and in accordance with the current study, people categorize themselves and others by religious beliefs. (Weeks & Vincent, 2007).

Social class, or a person's economic and social standing, is a multidimensional concept that encompasses access to wealth, education, social standing, and professional and work status (Adler & Epel, 2000). It has been found that social class influences a vast array of behaviors, from the mental health repercussions of traumatic life experiences to a person's inclinations. (Maisel & Karney, 2012).

According to research, having a socioeconomic level that differs from that of the "in group" can have detrimental consequences (Loughnan, Haslam, Sutton, & Spencer, 2014; Durante, Tablante, & Fiske, 2017). If being from a low-income or working-class origin is an unwanted identity in the workplace, employees may well be urged to conceal their origins (Newheiser, Barreto, Ellemers, Derks, & Scheepers, 2015; Newheiser & Barreto, 2014). Individuals from privileged backgrounds also conceal high status identities. According to a study, individuals concealed their high positions in an effort to maintain social cohesion and prevent interpersonal hazards (Arnett & Sidanius, 2018).

The literature suggests that (1) religious and socioeconomic class-based diversity is now greater in the workplace, meaning that the workforce is comprised of individuals with diverse religious ideologies and socioeconomic backgrounds, (2) religious and class-based identities and the perceptions of dissimilarities based on such identities influence various aspects of an individual's life, and (3) religion and socioeconomic class have become more salient, especially in the workplace context. Therefore, it is necessary to examine the consequences of religious and socioeconomic class-based dissimilarity, and more crucially, perceived religious and socioeconomic class-based dissimilarity, which has not been studied as thoroughly as it should be.

Using the concepts of identity, in-group, and out-group, this study will examine the connection between perceived workplace dissimilarity and disclosure behaviour. Additionally, the impact of disclosure behaviour on feelings of workplace exclusion will be studied. Certain boundary factors that are likely to influence the aforementioned correlations will also be studied.

Perceived Dissimilarity and Disclosure Behaviour at Workplace

In the context of the social categorization perspective, individuals who perceive themselves distinct from other team members are likely to identify them as members of the out-group, whereas individuals who perceive themselves similar to other team members are likely to identify them as members of their in-group. (Chattopadhyay, 1999). This can lead to less favorable evaluations of out-group individuals and less favorable behavior attributions (Brewer, 1979).

The greater a person's perception of dissimilarity, the less likely they are to accept the viewpoint of teammates, participate in prosocial behavior, and remain loyal to the team. It is also likely that perceived dissimilarity will limit the individual's task and social relationships, so impeding collaboration and team effectiveness. (Hogg & Terry, 2000; Harrison, Price, & Bell, 1998; Harrison et al., 2002). These misunderstandings may prohibit the individual from sharing personal information with group members.

The current study hypothesizes that perceptions of dissimilarity influence the frequency and magnitude of workplace disclosure behavior. Employees are frequently reticent to communicate the less evident or more profound facets of their identities, usually due to uncertainty about consequences (Roloff and Johnson, 2001). Employees will perceive their environment and peers negatively (Garcia-Marques, Mackie, Claypool, & Garcia-Marques, 2004; Bower, 1991;) and will be reluctant to reveal their identities due to the perceptions of dissimilarity and the subsequent placement of the perceived dissimilar peers in the "out-group." Even among employees who valued merging their professional and personal lives, individuals in demographically varied work groups were less likely to share personal information with coworkers (Phillips, Rothbard, & Dumas, 2004)

On the basis of the literature and the arguments, the following hypothesis is, therefore, proposed:

Hypothesis 1: Dissimilarity perceptions at the workplace are negatively related to disclosure behavior.

Disclosure Behavior and Perceptions of Workplace Ostracism

According to studies, revealing one's non-visible identity at work can increase the risk of potential negative impacts stemming from the association between coworkers, subordinates, and superiors. Levine and Leonard (1984) suggested that that majority of lesbian women suspected discrimination if their employer found out their sexual orientation. A more recent study revealed that about ninety-five percent of HR professionals advised against declaring a handicap in a cover letter to a prospective employer (Bishop, Stenhoff, Bradley, & Allen,

2007). Therefore, it can be proposed that workplace disclosure is likely to raise perceptions of workplace ostracism.

Therefore, based on literature and arguments, the following hypothesis is proposed:

Hypothesis 2: Disclosure behavior is positively related to perceptions of workplace ostracism.

Moderating Effect of Perceptions of Psychological Safety

The concept of psychological safety stems from the seminal work on organizational change by Schein and Bennis (1965). It was defined as the extent to which people feel at ease and confident in their capacity to manage change. Since then, other researchers have investigated psychological safety in the workplace. Twenty-five years after Schein and Bennis's (1965) seminal work, Kahn's (1990) investigation sparked a revival of interest in psychological safety. He suggested that trusting, helpful coworker connections increase psychological safety and team or group identity (Kahn, 1990).

Even if they feel dissimilar, people who experience psychological safety, are more inclined to disclose. Disclosure conduct has risks (Hogg, 2007); the perceptions of a psychologically safe environment will reduce the dread of these risks and their consequences. The individual will feel more at ease while disclosing personal information to team members. Based on the above, the following hypothesis is proposed:

Hypothesis 3: Perceptions of psychological safety climate will moderate the relationship between dissimilarity perceptions at workplace and the disclosure behavior such that higher perceptions of psychological safety will weaken the negative relationship between dissimilarity perceptions at workplace and disclosure behavior.

Moderating Effect of Perceptions of HR Focused Diversity Practices

Bassett-Jones (2005) defines managing diversity as an organization's deliberate effort to recruit, retain, reward, and promote a diverse workforce. It's a commitment to diversity in all aspects of HR management. However, excellent diversity management generally involves similar HR strategies. These human resource strategies include diverse hiring, rewards for diversity efforts, diversity training programs, employee support groups, family accommodation, senior mentorship, communication standards, diversity audits, and other similar methods. (Gomez-Mejia, 2010; Bateman & Snell, 2008; Cascio, 1998).

If human resource managers at a company wish to effectively manage diversity in their workplaces, they are necessary to make recruiting decisions based on criteria that are sensitive to diversity (Babalola & Marques, 2013). (wambui, 1999; Babalola & Marques, 2013)

In the context of the current study, disclosing one's identity at work is likely to lead to heightened perceptions of ostracism in the workplace. It is anticipated that the association between disclosure behavior and the perceptions of workplace ostracism will be moderated if there is a higher level of perceived HR-focused diversity practices in the company.

Therefore, the following hypothesis is proposed:

Hypothesis 4: The perceptions of diversity focused HR practices will moderate the relationship between Disclosure behavior and perceptions of workplace ostracism, such that higher perceptions of diversity focused HR practices will weaken the relationship between Disclosure behavior and perceptions of workplace ostracism.

3. RESEARCH METHODOLOGY

The purpose of this research was to establish a more comprehensive knowledge of the influence of dissimilarity perceptions on disclosure behavior, as well as the subsequent effect of disclosure conduct on perceptions of ostracism in the workplace. In addition to that, the purpose of this study was to shed light on the personal and contextual elements that influence the aforementioned interactions. The literature on concealable identity disclosure, its antecedents and results, as well as its current stage of growth and key future areas for its

research, were comprehensively researched for the purpose of identifying a gap in the knowledge base.

3.1. Research design

This study employed a quantitative research design which made use of survey-based method to collect the data. It used established scales to measure the constructs and the resulting data was analyzed and all hypotheses tested by quantitative techniques. Hence this research was confirmatory and cross sectional in nature.

The following section includes details of how the data was collected, some important validity concerns in survey-based research, scales used in this study and methodology.

3.2. Data Collection and Sample

The sample size for this study was 300. The population for this study comprised individuals from public and private sectors. To capture the maximum variance in sample, it was important that data included various public and private organizations. The data was also collected from various other industries, ensuring that sample is collected from a diverse portfolio of employees with all types of vocations involving varying levels of social interactions in all forms. Suitable candidates for this purpose were individuals working at middle/lower level, on the basis that they fulfilled the requirements of working in different groups and had regular interactions with peers.

Given the nature of the proposed framework, and the variables included, it was a single-source data. In case of single-source data, there is a chance of common method variance. Common method variance was minimized by collecting the data in three waves, this method is called temporal separation. There was a gap of three weeks between each wave.

3.3. Measures

3.3.1. Perceived dissimilarity at workplace

Perceived dissimilarity at workplace on the dimensions of religious ideology and socio-economic class was measured using the 5-item scale developed by Moore (2008). The respondents were asked to rate the aspects of perceived religious and socio-economic class dissimilarity. Sample item for perceived religious dissimilarity include “I would estimate that ____% of the people I work with in my current primary workgroup share my basic religious affiliation(s)”. Each item was broken down into percentages on a 5-point Likert scale as follows: (1) 0–20%, (2) 21–40%, (3) 41–60%, (4) 61–80% and (5) 81–100%.

3.3.2. Disclosure behavior at Workplace

The disclosure behavior at workplace was measured using the 10-items Rubin et al., (2020) Revised Self Disclosure Scale (RSDS).

3.3.3. Perceptions of Workplace Ostracism

Ferris et al.’s (2008) 10-item Workplace Ostracism Scale was used to assess the extent to which participants experienced ostracism at work.

3.3.4. Perceptions of Psychological Safety Climate

The perceptions of psychological safety climate was measured with Edmonson's (1999) seven items scale. An example item is "if you make a mistake on this team, it is often held against you (reverse-coded)."

3.3.5. Perceptions of Diversity Focused HR Practices

Perceptions of diversity focused HR practices were measured by using a four-item scale. The items were adopted from the study of Shen et al. (2010). "Diversity focused recruiting and selection," "diversity focused training and development," "Diversity focused performance appraisal," and "diversity focused remuneration" are the four components employed in the research

3.4. Control Variables

Certain control variables in this study, if they hadn't been included, would have had an impact on the validity of the analysis. Among these are mainly demographic considerations, such as racial or ethnic background, gender, age, tenure, and degree of education.

In the context of this study, *social shyness* was one of the most relevant variables that could be controlled. Some individuals do experience unease and inhibition when in the company of others. In this particular instance, the discomfort and inhibition are directly attributable to the fact that the situation involves interaction with other people. The majority of people go through phases wherein they are shy, such as when they are with people they do not know, when they are in unfamiliar situations, when they are around people with different or high status, or when they are attending formal events. On the other hand, some people have a chronic fear of public speaking. Their discomfort and hesitation in social contexts are a reflection of a permanent inclination or predisposition, rather than merely an isolated reaction to a particular social stimulus (Russel, Cutrone, & Jones, 1986). This variable was controlled because it was pertinent to the current study. If it hadn't been, there was a possibility that a person who is socially shy, despite having lower dissimilarity perceptions, might not disclose identity, might not take part in social gatherings, and might eventually engage in "self-ostracism." This variable was measured using an adapted version of Briggs' social shyness scale, which consists of 15 items (1988).

These variables were controlled, much like they were in prior studies of dissimilarity (Jiang et al., 2017; Bakar & McCann, 2014), to ensure that any found dissimilarity effects are not simply reflecting simple demographic effects.

4. RESULTS

4.1. Descriptive Statistics and Correlations

Table 1 presents the inter-scale correlations, scale reliabilities, means, and standard deviations of these variables. According to the results, none of the controls were substantially connected to the respondents' perceptions of ostracism in the workplace (PWO).

4.2 Confirmatory Factor Analysis

The results of the confirmatory factor analysis that were done on the existing model, are presented in Table 2, along with the criteria that were determined to be satisfactory. According to the findings, each of the indices can be found within the allowable range. As a result, the model is a good fit for the data that was examined.

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Table 1 Descriptive statistics													
	Variables	Mean	sd	1	2	3	4	5	6	7	8	9	10
1	Age	2.9	1.33										
2	Gender	1.66	0.47	1.52*									
3	Tenure	2.34	1.03	0.53*	-0.91								
4	Ethnicity	1.47	0.95	-0.55	-0.62	-0.137*							
5	SS	3.04	0.96	0.71	-0.28	-0.13	-0.10						
6	DP	2.80	0.75	-0.017	-0.006	-0.004	-0.029	0.10	(0.86)				
7	PPSC	3.88	0.97	0.006	0.012	-0.026	-0.040	-0.09	0.41*	(0.82)			
8	DB	3.34	0.50	-0.019	-0.012	-0.046	-0.001	0.16	0.52**	0.035	(0.78)		
9	PDFHRP	2.99	1.51	0.052	0.009	-0.048	-0.084	0.09	-0.71**	-0.065	-0.076	(0.86)	
10	PWO	3.47	0.94	-0.03	0.004	0.006	-0.021	0.13	0.82**	0.136*	0.209*	0.105	(0.92)

Table 2. Results of the Confirmatory Factor Analysis			
	Measures	Results of Current Model	Acceptable Ranges/Values
1	Chi-Square (χ^2)	1592.886	
2	CMIN/DF	2.36	If CMIN/DF \leq 3, it indicates an acceptable fit (Kline, 1998) If CMIN/DF \leq 5, it indicates a reasonable fit (March & Hocevar, 1985)
3	RMR – Root Mean Square Residual	0.13	The smaller the RMR value, better the fit.
4	GFI – Goodness of Fit Index	0.787	GFI Value \geq 0.75 is acceptable
5	AGFI – Adjusted Goodness of Fit Index	0.754	AGFI value \geq 0.75 is acceptable

6	RMSEA – Root Mean Square Error of Approximation	0.067	<p>> 0.1 = Poor</p> <p>0.08 – 0.1 = Borderline</p> <p>0.05 – 0.08 = Acceptable</p> <p>< 0.05 = Excellent</p>
7	CFI – Comparative Fit Index	0.9	<ul style="list-style-type: none"> • >.95 = Excellent • >.90 = Traditional • >.80 = sometimes permissible
8	TLI – Tucker-Lewis Index	0.868	<ul style="list-style-type: none"> • > 0.85

4.2. Hypotheses Testing

SEM was used to test the hypothesized model in AMOS version 22, and maximum likelihood estimation was used for the testing.. The significance of hypothesized relationship was tested based on effect size and two-tailed confidence interval significance ($p < 0.05$).

Process Macro by Preacher and Hayes (2008) was used to test for moderation effect of perceptions of psychological safety climate on the relationship of perception of dissimilarity at workplace → identity disclosure behavior (H1), and further , to test the impact of perception of diversity focused HR practices on the relationship of identity disclosure behavior → perception of workplace ostracism(H2). For this purpose, Model 1 of Process Macro in SPSS 23 was used to test the moderation effect of variable ‘W ’on the relationship between independent variable ‘X’ and dependent variable ‘Y’.

The first hypothesis stated that dissimilarity perceptions at workplace (DP) will be negatively associated with the disclosure behavior (DB). This hypothesis was tested through SEM on AMOS software. The results show a significant effect (effect = -0.413*; ULCI = -0.090, LLCI = -0,413, $p = 0.004$). Therefore, the first hypothesis is supported.

The second hypothesis stated that disclosure behavior (DB) at workplace will be positively associated with the perceptions of workplace ostracism (PWO). This hypothesis was tested through SEM on AMOS software. The results show a significant effect (effect = 0.471*; ULCI = -0.634, LLCI = -0,471, $p = 0.001$). Therefore, the second hypothesis is also supported.

The third hypothesis stated that the perceptions of psychological safety climate will moderate the relationship between dissimilarity perceptions (DP) and disclosure behavior (DB) at workplace, such that higher perceptions of psychological safety climate will weaken the relationship between DP and DB. The proposed moderator's moderation effect was evaluated using model 1 of Process Macro version 3.

The results show a significant interaction effect (coefficient Int_1 = -0.0814; SE = 0.0348; LLCI= -0.1498, ULCI = -0.0129; $p = 0.01$). Therefore, hypothesis 3 was supported by the results. The results are shown in Table 3. The graphical representation of the moderation effect of psychological safety climate perceptions is shown in Figure 2.

The last hypothesis stated that the perceptions of diversity focused HR practices (DFHRP) will moderate the relationship between disclosure behavior (DB) and perceptions of workplace ostracism (PWO) at the workplace. The results show a significant interaction effect

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(Coefficient Int_1 = 0.0599; SE = 0.0261; LLCI = 0.0087, ULCI = 0.1112, p = 0.02). Therefore, hypothesis 6 was supported. The results are shown in Table 4. The moderation effect of DFHRP is shown in Figure 3.

Table 3. Moderation Effect of Perceptions of Psychological Safety Climate (PPSC) on the Direct Relationship of DP and DB						
	B	SE	95% CI		Model R ²	R ² Change
			LLCI	ULCI		
Constant	0.2836	0.3523	0.4798	0.9770	0.7591**	
DP (Independent Variable)	1.0598	0.1109	0.8239	1.2937		
PPSC (Moderator)	0.2447	0.1019	0.0441	0.4452		
Interaction (DP*PPSC)	-0.0814	0.0348	-0.1498	-0.0129		
R-square increase due to interaction						0.0045

Table 4. Moderation Effect of Perceptions of Diversity Focused HR Practices (DFHRP) on the Direct Relationship of DB and PWO						
	B	SE	95% CI		Model R ²	R ² Change
			LLCI	ULCI		
Constant	1.0722	0.3789	0.3264	1.8180	0.9020**	
DP (Independent Variable)	1.061	0.1077	0.7942	1.2181		
DFHRP(Moderator)	-0.5130	0.0900	-0.6902	-0.2359		
Interaction (DP*DFHRP)	0.0599	0.0261	0.0087	0.1112		
R-square increase due to interaction						0.0016

Figure 2: Moderation Effects of Perceptions of Psychological Safety Climate

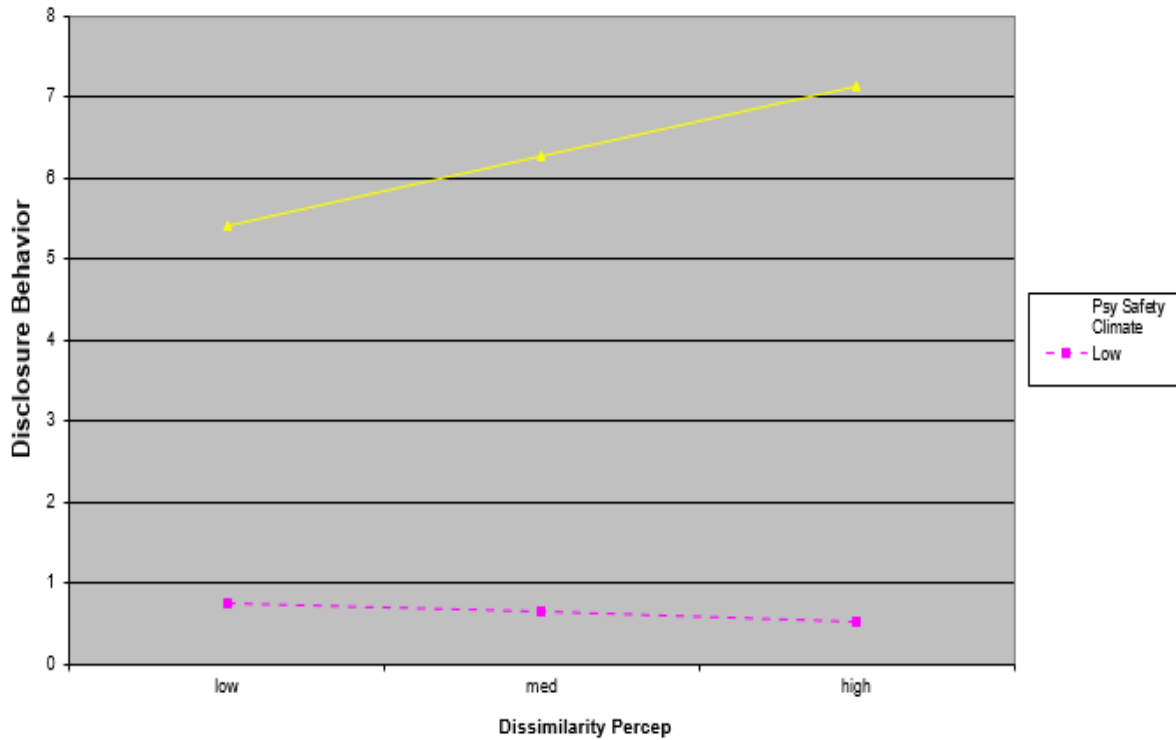
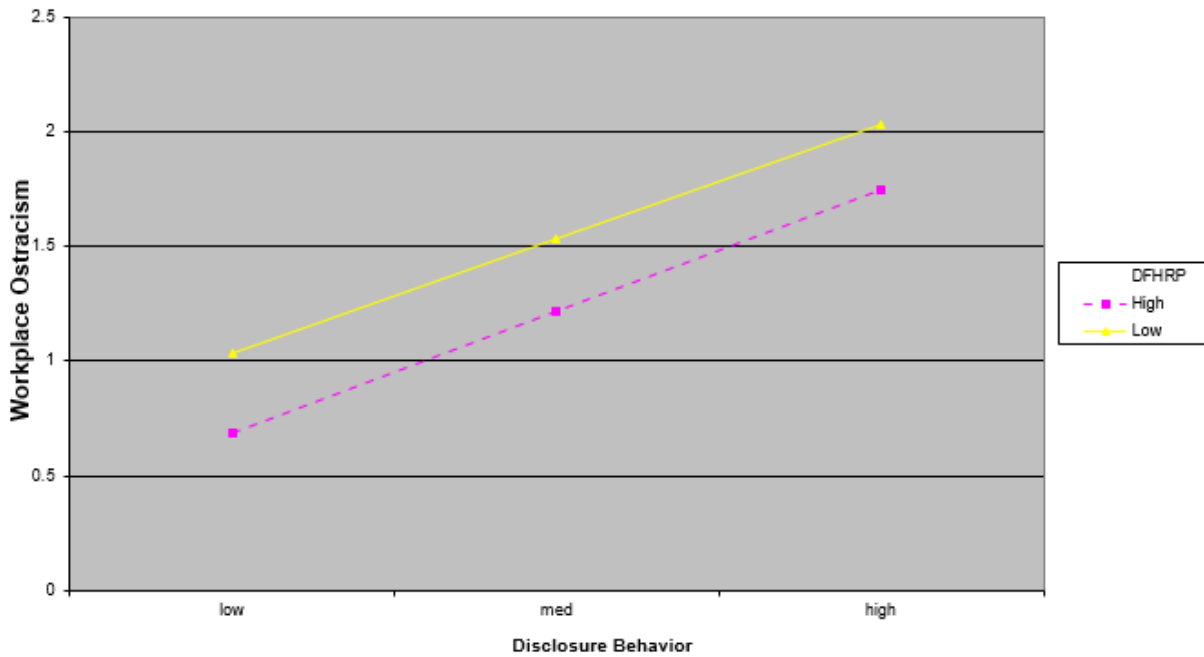


Figure 3: Moderation Effects of Perceptions of Diversity Focused HR Practices



5. Discussion

This study examined employees' perceptions of their differences. Instead of analyzing a specific comparison group, such as immediate colleagues, managers, or customers, the study focused on individuals' overall impressions of being different from others at work and their effects.

This study focused on non-visible, or concealable, identities since, as was noted before, there are many different aspects that make up an individual's identity. This research focused on the religious and social class identities of people. An individual's religious beliefs and their socioeconomic class are both significant aspects of their identity.

Additionally, the social setting in which this study was carried out was also an important factor. It is likely that different people will be treated differently because of the disparities in religious beliefs and practices, as well as the social class differences (Ghumman et al., 2016; Lucchetti et al., 2016; Gebert, et al., 2014). It is possible to interpret, on the basis of Social Categorization Theory, and given the context of the study, that individuals categorize others as belonging to an in-group or an out-group, and that this categorization influences the subsequent perceptions and behaviors of individuals toward other people. The context of the study makes this interpretation possible. As a result, this research contributes to the existing body of literature on identity management while simultaneously investigating the facets of religious and social class identities.

In the context of this study, the term "Felt out-group status" refers to perceptions of workplace ostracism. This occurs when a person, despite being a part of the group, is ignored by other members of the group, is excluded from social events, and is treated as if he or she does not exist. Other members of the group may also treat the individual as if he or she does not exist. This is of the utmost importance because, as was stated earlier, the perception of ostracism in the workplace can result in adverse work-related consequences, which, in turn, can have a detrimental influence on the overall performance of the organization. This is why this is of the utmost importance:

According to the third hypothesis, the sense of a psychologically safe climate acts as a moderator in the relationship between the perception of dissimilarity and the behavior of disclosing information. This hypothesis is supported by the findings. These results also answer the research question about the boundary conditions of the relationship between DP and DB. This highlights the fact that when individuals have higher perceptions of psychological safety climate at the workplace, and they are confident about how their team members will respond to their questions, ideas, and disagreements, this significantly reduces the feelings of uncertainty and the potential risks associated with identity disclosure.

The results showed that there was a link between identity disclosure and feeling ostracized at work. Ostracism at the workplace has been found to have a detrimental effect on a number of different organizational outcomes, including performance (Kelly, McDonald, and Rushby (2012); Robinson, O'Reilly, and Wang (2013); O'Reilly et al. (2013); Williams (2009); Zadro and Williams (2005)). As a result, it is of the utmost importance to investigate the many different contextual elements that can modify this link, in an attempt to answer the research question about boundary conditions of the relationship between DB and PWO. The findings indicate that when perceptions of diversity-focused HR practices are higher, it would weaken the relationship between disclosure behavior and perceptions of workplace ostracism.

This is because higher perceptions of diversity-focused HR practices are associated with more inclusive workplaces. The significance of an organization's role in the management of the challenges posed by diversity is brought into focus by these findings. The findings also highlight the fact that if diversity-focused human resource practices were properly implemented at all stages, It would effectively reduce the negative impact that workplace ostracism has on persons who are experiencing it by using measures such as recruiting and selection, training and development, performance appraisal, and remuneration. As a result, such good perceptions contribute to an increase in an organization's overall success.

5.1. Theoretical Implications

This study is an attempt to respond the calls for research on subjective differences in the workplace, and more specifically the differences that are not visible to the naked eye. So far, the majority of the research has focused on the objective differences.

This study underscores the fact that employees who feel themselves to be different on many dimensions of diversity perceive less support from the business, which ultimately results in a reduction in their level of involvement with their organization. These impressions have a negative effect on the employee's capacity to do their duties. The individuals make their decision regarding whether or not they will reveal their identity based on these kinds of perceptions. This study lends credence to the findings of previous research, which imply that members of the organization who are demographically distinct from one another are frequently barred from participating in social activities (Mehra, Kilduff, & Brass, 1998). These recommendations shed light on an essential component of the ongoing research, which focuses on ostracism in the workplace.

This research contribute to the existing body of knowledge by taking into account two extremely significant non-visible dimensions that are also highly pertinent to the setting in which the study was conducted. Religious identity and social class identification are the two components that make up this concept. This study is in response to a need for additional research on dissimilarity perceptions about other non-visible dimensions along which dissimilarities can be perceived. It is not acceptable for a place of employment to discriminate against individuals on the basis of their religious or social class identity because these aspects of a person's identity are very significant. As a result, it was essential to research and investigate the impact that these factors had on the behaviors that followed.

5.2. Practical Implications

Diversity in religious ideology, as well as socioeconomic class and status, is an essential component of the workforce. Because of this, organizations and HR managers should be aware of the importance of diversity in the workforce and actively endeavor to manage it. The purpose of this research is to make an attempt to shed light on the significance of the interplay between socioeconomic class or status, religious ideologies, and work identities.

The empirical findings show that diversity-focused human resource procedures such as recruiting and selection, training and development, performance appraisal, and remuneration modulate the association between identity disclosure and workplace ostracism. According to the findings of this study, diversity-focused strategies for human resource management require careful supervision in order to develop a sense of inclusion among employees and increase an organization's overall performance. This was one of the main takeaways from the research. Therefore, the most significant implication is that businesses that adopt diversity management practices, such as hiring and selection, learning and development, performance evaluation, and incentive compensation, will be able to enable employees to effectively value and utilize

diversity, resulting in enhanced firm performance. These practices include selection and recruiting, training and development, performance evaluation, and remuneration.

5.3. Limitations

Although this study provides several significant contributions to theory and practice, those contributions nevertheless need to be discussed considering the constraints or limitations, which arise due to a few factors.

Both the independent and dependent variable data were obtained from the same source. This is because the research framework of the study was designed in such a way that it required both sets of data to come from the same place. As a consequence of this, one could claim that there is a chance of the common method bias. In spite of this, conducting Harman's one factor test as guided by Podsakoff and Organ, 1986, indicated that the factor analyses did not yield a single component but rather produced seven different constructs.

Based on this conclusion, it appears that the common method bias may not be a factor in the data that warrants concern. In addition to that, the finding that the primary variables have minimal correlations with one another demonstrates that this bias did not provide a significant risk to the data because it shows that the data were not affected negatively by it (Table 1).

6. CONCLUSION

The findings recommends that subjective diversity is becoming an increasingly important construct in the academic literature, despite the fact that the majority of the research has centered on objective differences. However, the study on perceived diversity still needs to be integrated and defined; the objective of this research was to provide some explanation in this regard in addition to proposing and testing specific mechanisms that are relevant and noteworthy. The findings of this research have provided important new insights into the outcomes of subjective perceptions of dissimilarity in the workplace as well as the ramifications of these views.

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