<u>**Research Article**</u>

Employees' Negative Megaphoning in Response to Organizational Injustice: The Mediating Role of Perceived Incivility and Organizational Identification

Alina Zulfiqar Ali[1*] | Ishfaq Ahmed[2]

Authors Information

[1] Hailey College of Commerce, University of the Punjab, Lahore, Pakistan.
Email: alinazulfiqar1@gmail.com

[2] Hailey College of Commerce, University of the Punjab, Lahore, Pakistan.
Email: ashfaq.ahmad@hcc.edu.pk

Conflict of Interest
The authors declare that there are no financial or non-financial conflicts of interest associated with this study.

Abstract

This study examines the mechanisms through which perceived organizational injustice influences employees' engagement in negative megaphoning behaviors, with mediating roles of perceived incivility and organizational identification. Data were collected through a structured survey administered to 350 full-time employees working in various organizations across the Punjab region of Pakistan. The data were analyzed using SPSS and AMOS, employing structural equation modeling to test the proposed relationships. The findings indicate that employees' perceptions of interactional, distributive, and procedural injustice heighten experiences of workplace incivility, which subsequently increase the likelihood of negative megaphoning directed toward both internal and external audiences. Moreover, organizational injustice weakens employees' organizational identification, reducing their psychological attachment to the organization and further encouraging the dissemination of negative information. These results highlight how unfair treatment not only deteriorates interpersonal workplace relations but also undermines employees' willingness to protect organizational reputation. By integrating organizational justice, workplace incivility, and social identification perspectives, this study advances understanding of the psychological pathways linking injustice to harmful informal communication behaviors. Practically, the findings emphasize the importance of fair procedures, respectful interactions, and the cultivation of strong organizational identification to mitigate negative employee communication and promote healthier employee–organization relationships.

How to Cite this Work:

Ali, A.Z. & Ahmed, I. (2025), "Employees' negative megaphoning in response to organizational injustice: the mediating role of perceived incivility and organizational identification", *Sustainable Trends and Business Research*, Vol. 03 No. 02, pp. 76-90.

1 INTRODUCTION

Organizational justice is a foundational concept for understanding how employees evaluate fairness within their workplaces. It broadly encompasses distributive justice, procedural justice, and interactional justice, reflecting the perceived fairness of outcomes, decision-making processes, and interpersonal treatment, respectively (Greenberg, 1990; Lee, 2022). These perceptions play a crucial role in shaping employees' attitudes, behaviors, and relationships with their organizations. Despite sustained managerial efforts to promote fairness, perceptions of injustice remain prevalent across organizations and can have profound consequences for employee behavior (ALBreiki & Abu Elanain, 2025; Ashraf et al., 2024; Ndagi et al., 2025; Shahzad et al., 2023). One increasingly visible response to perceived organizational injustice is negative megaphoning, which refers to employees' informal communication of unfavorable information about their organization to audiences outside the workplace (Yalçın & Yalçın, 2022). Such behavior represents a form of employee retaliation and dissent, whereby individuals express dissatisfaction and convey grievances beyond organizational boundaries (Seçkin & Mamacı, 2022). Negative megaphoning is particularly consequential because it not only undermines internal morale but also shapes external perceptions, posing serious risks to organizational reputation and legitimacy (Zhang et al., 2025).

Although prior research has established a direct association between perceived organizational injustice and negative megaphoning (Liang et al., 2022), the psychological and relational mechanisms underlying this relationship remain insufficiently understood. Specifically, there is limited empirical insight into how injustice perceptions translate into employees' willingness to engage in harmful informal communication (Ashraf et al., 2024; Li et al., 2023). Addressing this gap is critical, as negative megaphoning is often subtle, informal, and difficult for organizations to detect or control, yet it can have enduring reputational consequences. Emerging research suggests that workplace incivility and weakened employee–organization relationships may play a pivotal role in this process. However, the extent to which perceived incivility and organizational identification operate as explanatory mechanisms linking injustice perceptions to negative megaphoning has received limited scholarly attention (Liang et al., 2022; Kim et al., 2025).

The primary purpose of this study is to examine the interplay between perceived organizational injustice, perceived incivility, and organizational identification in shaping employees' engagement in negative megaphoning behaviors. Perceived incivility, defined as low-intensity deviant behavior with ambiguous intent to harm (Andersson & Pearson, 1999), can intensify negative emotional reactions to unfair treatment and foster a hostile work environment (Cortina et al., 2001). Such experiences may encourage employees to cope with or retaliate against injustice through negative megaphoning. Similarly, organizational identification—conceptualized as the degree to which employees define themselves in terms of their organizational membership (Ashforth & Mael, 1989, 2004)—is a critical psychological resource. Strong identification typically buffers against harmful behaviors (Van Knippenberg, 2000), whereas weakened identification may reduce employees' motivation to protect the organization, thereby increasing their propensity to engage in negative megaphoning (Omarova & Jo, 2022; Yue et al., 2022).

This study contributes to the organizational behavior literature by advancing understanding of the mechanisms through which perceptions of injustice manifest in detrimental employee communication behaviors. By empirically examining perceived incivility and organizational identification as mediators, the study extends existing research on organizational justice and negative megaphoning (Liang et al., 2022; Kim et al., 2025) and integrates insights from incivility and social identification perspectives. In doing so, it offers a more nuanced explanation of how unfair treatment evolves into externally directed negative expressions. From a practical standpoint, the findings offer valuable insights for managers and organizational leaders seeking to mitigate negative megaphoning and protect organizational reputation. Promoting fair decision-making processes, respectful interpersonal treatment, and strong organizational identification can reduce employees' motivation to engage in harmful informal communication. At a broader level, the study informs organizational policies aimed at fostering respectful, transparent, and cohesive work environments that discourage incivility and strengthen employee–organization relationships.

The remainder of this paper is structured as follows. The next section reviews the relevant literature and develops the study hypotheses. This is followed by a description of the research methodology, including sampling, data collection, and analytical procedures. The subsequent section presents the empirical results, which are then discussed in light of existing theory and research. Finally, the paper concludes by outlining theoretical contributions, practical implications, limitations, and directions for future research.

2   LITERATURE REVIEW AND FRAMEWORK OF THE STUDY

2.1   Employees' Negative Megaphoning

In times of organizational crisis, employees tend to engage in either positive or negative megaphoning (Lee, 2017). These communicative behaviors, coined by Kim and Rhee (2011), refer to employees' voluntary sharing of information about organizational strengths or weaknesses. Negative megaphoning specifically involves employees disseminating unfavorable information about their organization, acting as both recipients and senders of this information to their social networks. Current theoretical frameworks suggest that the perception of crisis (Lee, 2022), relationship quality (Mazzei et al., 2019), employee status (Lee, 2017), and symmetrical information flow are key predictors of employees' communicative behaviors. Research has predominantly focused on fostering positive megaphoning and mitigating negative megaphoning. Theoretical models like Social Exchange Theory (SET) (Cook et al., 2013; Cook & Emerson, 1987) and the norms of reciprocity (Gouldner, 1960) propose that fair treatment in the workplace enhances employee productivity and performance, while unfair treatment leads to negative behaviors, including deviant work behavior. SET (Bandura & Walters, 1977) further posits that employees develop perceptions based on their observations of their environment, leading those who experience unfair treatment to act out against their organization (Lee, 2022).

Although studies have extensively explored negative word-of-mouth and whistleblowing (Garcia et al., 2019; Yuswono & Hartijasti, 2018), the concept of employee megaphoning remains underexplored. Employees communicate both positive and negative aspects of their organization not only within professional circles but also with friends and family. Unlike formal expressions of dissent or whistleblowing, negative megaphoning and reputation-damaging actions are informal communicative behaviors (Kim et al., 2025; Yuswono & Hartijasti, 2018). The primary aim of this study is to demonstrate that negative megaphoning can severely impact an organization's reputation. Public perception shifts negatively when unfavorable information is spread (Lee, 2022). Rumors and false information are often disseminated through online platforms, facilitated by technological advancements (Isaac, 2017). Due to managerial oversight and potential penalties, employees frequently post negative comments anonymously. Beyond online platforms, employees also discuss organizational shortcomings internally among colleague (ALBreiki & Abu Elanain, 2025; Kim et al., 2025; Zhang et al., 2025).

2.2   Perceived Incivility and Megaphoning

Dhanani and LaPalme (2019) highlight the limited research addressing the connection between mistreatment and deviant behaviors among employees through the lens of biased perceptions. Their findings indicate that perceptions of incivility and mistreatment significantly influence employees' attitudes and behaviors. Specifically, employees subjected to incivility exhibit reduced productivity and motivation, performing necessary tasks inefficiently. This phenomenon can be explained by the Conservation of Resources (COR) theory (Hobfoll, 1989), which posits that the type of stressor encountered by employees influences their perceived stress levels. Organizational injustice, as a stressor, impacts employees' perceptions of incivility, leading to decreased operational efficiency, damaged brand reputation, the spread of false rumors, and negative customer experiences (Gursoy et al., 2017). Perceived incivility encompasses experiences of rudeness, impoliteness, and discourteous behavior from others (Andersson & Pearson, 1999). The relationship between perceived incivility and deviant work behavior is further supported by SET, which posits that interactions between employees and employers are reciprocal (Abd-El-Salam, 2023; Xuecheng et al., 2022). When employees perceive bias or incivility, they may reciprocate with fraudulent activities or actions that harm the organization's reputation (ALBreiki & Abu Elanain, 2025; Lee, 2022). Conversely, fair and just treatment by employers encourages employees to reciprocate with efficient and effective work performance (Aljawarneh et al., 2022). So, we hypothesize that:

H1: Perceived incivility is positively associated with employees' negative (a) internal megaphoning, (b) external megaphoning, and (c) anonymous website megaphoning.

2.3   Organizational Identification and Megaphoning

There is evidence suggesting a negative relationship between organizational identification and megaphoning behaviors (Kang, 2021). Employees who exhibit low levels of satisfaction or commitment and possess ambiguous organizational identification are unlikely to feel a strong connection to their organization. This lack of affiliation increases the likelihood of rule-breaking and regulatory non-compliance (Kang, 2021). Additionally, employees seeking new employment opportunities are more prone to engage in negative megaphoning, as they feel less compelled to protect confidential information, disregarding potential consequences for the organization (Yue et al., 2022). Such deviant

behaviors can lead to disciplinary actions such as salary reductions, demotions, or dismissals; however, these penalties often have little impact on employees who have already decided to leave (Tian & Guo, 2023). Building on this rationale, the current study examines the crucial role of organizational identification in mitigating megaphoning behaviors. Foundational research indicates that organizational identification significantly reduces employees' intentions to disseminate negative information on anonymous social media platforms (Lee & Kim, 2020; Nguyen & Sidorova, 2018). Previous studies have consistently shown that employees who are satisfied and committed are less likely to share negative content about their organizations, whether internally, externally, or on digital platforms (Kim & Rhee, 2011; Lee, 2022a; Zhang et al., 2025). This study aims to further elucidate how enhancing organizational identification can serve as a strategic approach to reduce various forms of megaphoning. Thus, the following hypotheses are posed:

H2: The organizational identification is negatively associated with employees' negative (a) internal megaphoning, (b) external megaphoning, and (c) anonymous website megaphoning.

2.4   Perceived Incivility and Organizational Identification

Andersson and Pearson (1999) defined perceived incivility as a low-intensity deviant behavior with ambiguous intent to harm the target, violating workplace norms of mutual respect. SET posits that when supervisors or leaders treat employees with incivility, it discourages employees from engaging in discretionary activities beyond their job descriptions (Andersson & Pearson, 1999). Such uncivil behavior can lead to severe psychological effects, including depression, anxiety, stress, and even suicide (Huang et al., 2020; Silva & Pereira, 2022). Compared to bullying, incivility is more prevalent and can incite higher levels of aggression, prompting employees to seek revenge (Afshan et al., 2022; Zhang et al., 2025). Consequently, there is a significant negative relationship between perceived incivility and organizational identification. Employees experiencing incivility often lose their commitment to and identification with the organization (Pearson et al., 2005; Torkelson et al., 2016). Thus, from above findings the following hypothesis is developed:

H3: Organizational identification is negatively associated with employees perceived incivility.

2.5   Mediating Role of Perceived Incivility

Interactional injustice significantly influences individuals' perspectives and cognitive processes (Zhang, 2021). As noted by Richards et al. (2023), employees subjected to interactional unfairness may experience heightened anxiety and stress. The current study posits that perceptions of unfairness can lead to feelings of incivility (Paulin & Griffin, 2016), a link corroborated by existing literature (Sarwar & Muhammad, 2021). Specifically, Sarwar and Muhammad (2020) argue that organizational unfairness fosters incivility, suggesting that perceptions of interactional injustice may promote uncivil behavior. De Clercq et al. (2021) further highlight that workplace stressors hinder the development of positive social relationships among employees, leading to increased perceptions of impoliteness and hostility. According to COR theory (Hobfoll, 1989), perceived unfairness is viewed as a stressor due to the potential loss of psychological resources, which can create a spiral effect resulting in perceived incivility.

Previous research has established a relationship between organizational injustice and perceived incivility. Parker (2022) notes that organizational injustice exacerbates perceived incivility, as unjust procedures and outcomes reinforce the stigma associated with incivility. Perceived incivility signifies a violation of dignity and respect standards, arising when injustice is perceived. Ketkar and Workiewicz (2022) argue that employees with limited resources are at greater risk of power exertion against them, with low social power making them more vulnerable to negative outcomes. Consequently, employees' behavior tends to become uncivil when they perceive injustice from supervisors. Valentine et al. (2023) suggests that organizational injustice is a potential cause of workplace incivility, a view supported by Chan et al. (2022), who identifies a direct link between injustice perceptions and incivility. The connection between perceived incivility and injustice facets is further elucidated through COR theory (Abualigah et al., 2024), which supports the argument that perceived injustice is a significant source of stress. This stress, through a spiral effect, exacerbates negative intergroup interactions (Abualigah et al., 2024).

H4: Employees perceived incivility mediates the relationship between perceived organizational injustice and negative (a) internal megaphoning, (b) external megaphoning, and (c) anonymous website megaphoning.

2.6   Mediating Role of Organizational Identification

A negative relationship between employee organizational identification and organizational injustice is hypothesized. Organizational injustice depletes employees' resources and shapes their perceptions negatively, influencing their organizational identification adversely. According to COR theory (Hobfoll et al., 2018), employees'

self-deprecating thoughts and behaviors stem from disappointments in organizational decision-making (De Clercq et al., 2021). These negative perceptions compel employees to psychologically detach from their organization. Rejecting organizational identification becomes a critical coping mechanism (De Clercq et al., 2021; De Giorgio et al., 2023), leading employees to become apathetic towards the organization's well-being and growth, as a means to avoid further resource depletion, such as diminished self-esteem. In the context of organizational injustice, employees' negative and self-deprecating thoughts convince them that the organization is unworthy of their identification (De Clercq et al., 2021).

Diminished organizational identification can prevent employees from engaging in counterproductive work behaviors and instead drive them towards deviant behaviors, such as negative megaphoning. Deviant behaviors reflect employees' negative feelings, emotions, and behavioral responses towards the organization (Qiuyun et al., 2020). Limited organizational identification prompts employees to express their dissatisfaction through negative megaphoning (Ciampa et al., 2021). To mitigate self-deprecating thoughts and feel better, disillusioned employees may actively seek to harm the organization (De Clercq et al., 2021). Furthermore, employees with low organizational identification may engage in counterproductive work behaviors like reduced effort, early departures, and late arrivals (Ciampa et al., 2021). Instead of contributing to productive activities, these employees remain passive in supporting organizational growth and success. Organizational identification plays a crucial mediating role between organizational injustice and negative megaphoning. As employees lose interest in the organization's well-being and growth, they miss the psychological connection with the organization and refrain from identifying with it when they perceive unfair treatment (Qu et al., 2020). This behavior can harm both colleagues and the organization. Previous studies have also positioned organizational identification as a mediator linking various resource-depleting work conditions, such as role ambiguity and despotic leadership, with negative work outcomes (Erkutlu & Chafra, 2018; Lee, 2022; Zhang et al., 2025).

H5: organizational identification mediates the relationship between perceived organizational injustice and negative (a) internal megaphoning, (b) external megaphoning, and (c) anonymous website megaphoning.

Figure 1 illustrates the variables examined in this study, including organizational injustice, perceived incivility, and organizational identification. These factors were found to have a significant correlation with negative megaphoning behaviour. Perceived incivility and organizational identification were identified as mediators of this relationship.
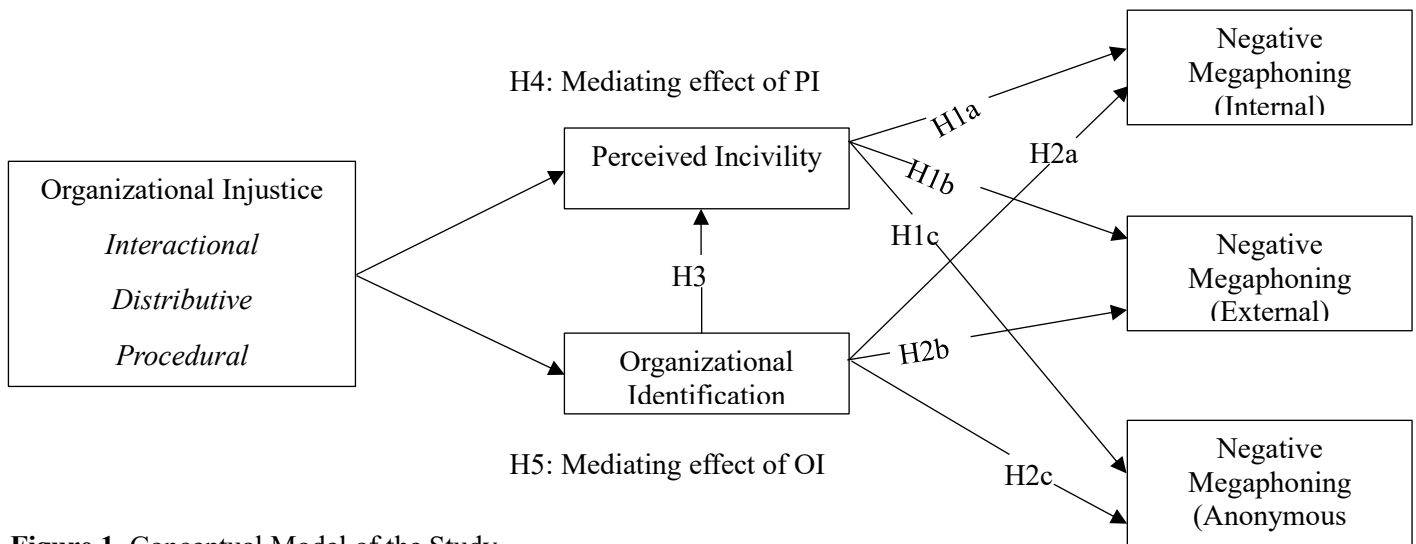

Figure 1. Conceptual Model of the Study

Source(s): Author's own work.

3   METHODOLOGY

This study adopts a quantitative approach due to its precise definition of variables and well-formulated hypotheses, consistent with the positivist perspective that emphasizes a singular, measurable reality. This approach regards the research design as fixed and deductive, enabling a descriptive analysis to assess the impact of perceived organizational injustice on negative megaphoning behaviors, with perceived incivility and organizational identification as mediating variables. By employing correlational analysis, the study examines the strength of the relationships between these variables. According to Creswell (2021) quantitative research involves testing objective hypotheses through systematic data collection, analysis, and presentation of results, thereby allowing for the generalization of

findings. This study adheres to Sekaran and Bougie (2016) definition of research in natural settings by observing events in a non-contrived environment and following the natural flow of organizational processes.

3.1　Sampling Techniques

Non-probability sampling was utilized in this study due to the inability to determine the exact population size. Specifically, convenience sampling was employed within the Punjab region of Pakistan, selecting participants based on their willingness and availability. The target population included employees across various organizational levels and sectors. Following Joseph et al. (2018), who recommend calculating the sample size by multiplying the highest number of items in a variable by 10, a sample size of 140 was initially suggested for this study. This recommendation is based on the fact that both organizational injustice (interactional, distributive, and procedural) and negative megaphoning (internal, external, and anonymous websites) have 14 items each. However, to ensure greater reliability and robustness of the results, initially 500 participants were invited to participle in the study survey. The sample in this study exhibited diverse demographic characteristics.

3.2　Data Collection and Measurement Tools

Data were collected through an online survey distributed to the participants. The study adhered to ethical guidelines for research involving human participants. Informed consent was obtained from all participants, and they were assured of the confidentiality and anonymity of their responses. The survey employed a 5-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree) to measure various constructs relevant to the study, including perceived interactional injustice, distributive justice, procedural justice, perceived incivility, organizational identification, and negative megaphoning behaviors. The constructs measured in this study were operationalized using validated scales from the existing literature. Fourteen items for organizational injustice were adopted from works of Colquitt (2001), Kim (2007) ,Kim and Leung (2007), Lee (2022a), and Rupp and Cropanzano (2002). Each item within the scales was rated on the 5-point Likert scale. Interactional injustice was measured using a 6-item scale (e.g., "My company does not treat me with dignity and respect") with an outer loading (OL) of 0.985 and composite reliability (CR) of 0.621. For distributive justice, a 4-item scale (e.g., "I do not believe that I am being rewarded fairly here at work") was used, with an OL of 0.931 and a CR of 0.599. Procedural justice measured with a 4-item scale (e.g., "My company's procedures and guidelines are very unfair"), this construct had an OL of 0.917 and a CR of 0.578. Perceived incivility's 7-item scale was picked up from the past studies of Cortina et al. (2001), and Sarwar and Muhammad (2021). It was assessed using that particular scale (e.g., "Put you down or was condescending to you?") with an OL of 0.901 and a CR of 0.611. While for organizational identification a 5-item scale (e.g., "When someone criticizes the organization where I work, it feels like a personal insult") was used, with an OL of 0.891 and a CR of 0.591. This 5-item scale was adapted from the researches of Boivie et al. (2011), and Qu et al. (2020). Measures for negative megaphoning (Internal, External, Anonymous Website) were also derived from earlier studies (Kim & Rhee, 2011; Lee, 2022a). All three kinds of negative megaphoning behaviors of employees were measured with corresponding scales having outer loadings of 0.843, 0.856, and 0.837, and CR values of 0.523, 0.641, and 0.622, respectively.

3.3　Data Analysis

The collected data were analyzed using structural equation modeling (SEM) to test the hypothesized relationships between perceived injustice, perceived incivility, organizational identification, and negative megaphoning behaviors. The analysis included examining model fit indices such as Chi-square ($\chi 2$), degrees of freedom (df), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). Mainly, by employing rigorous data collection and analysis methods, this study aims to provide a comprehensive understanding of the factors influencing employees' negative communication behaviors in response to perceived organizational injustice.

4　RESULTS AND ANALYSIS

Table 1 presents demographic characteristics of the sample which reveal insightful details about the respondent profile. The sample consists of 249 male participants, representing 71.1% of the total, and 101 female participants, accounting for 28.8%, indicating a higher proportion of male respondents. Regarding age distribution, the largest age group is those aged 25 and below, comprising 150 respondents or 42.8% of the sample. This is followed by the 26-35 age group with 93 respondents (26.6%), the 36-45 age group with 72 respondents (20.5%), and those aged 46 and above with 35 respondents (10.1%). In terms of educational qualifications, 75 respondents (21.4%) have an intermediate level of education, 222 respondents (63.4%) hold a bachelor's degree, and 53 respondents (15.1%) have attained a master's

degree. The cumulative percentages show that 42.8% of respondents are 25 and below, 69.4% are 35 and below, 89.4% are 45 and below, and 100% are accounted for by the age of 46 and above. Additionally, 21.4% of respondents have up to an intermediate education, 84.8% have up to a bachelor's degree, and all respondents (100%) are accounted for with the inclusion of those with a master's degree. These demographic characteristics provide a comprehensive overview of the respondent profile, which is crucial for understanding the context of the findings related to perceived incivility and organizational identification. The predominantly male sample, substantial representation of younger individuals, and well-educated respondents may influence the generalizability of the results, particularly in understanding how different gender, age, and educational groups perceive and respond to organizational injustice and incivility.

Table 1. Demographic characteristics

Demographic characteristics	Frequency	(%)	Cumulative (%)
Gender			
Male	249	71.1	71.1
Female	101	28.8	100.0
Age			
Below 25 years	150	42.8	42.8
26-35 years	93	26.6	69.4
36-45 years	72	20.5	89.4
46 and above years	35	10.1	100.0
Qualification			
Intermediate	75	21.4	21.4
Bachelors	222	63.4	84.8
Masters	53	15.1	100.0

Source(s): Author's own work.

Table 2 presents the measures used in the study along with their outer loadings (OL), composite reliability (CR), and average variance extracted (AVE) values. The table details items under various constructs, including interactional injustice, distributive justice, procedural justice, perceived incivility, organizational identification, and different dimensions of negative megaphoning (internal, external, and anonymous website). Interactional injustice demonstrates a high composite reliability (CR = 0.985) and an average variance extracted (AVE) of 0.621, indicating a reliable and valid measure. The outer loadings for the items range from 0.801 to 0.851, reflecting substantial individual item contributions to the construct. This suggests that respondents consistently perceive a lack of dignity, respect, transparency, and information within their organization. While the CR for distributive justice is 0.931, with an AVE of 0.599, signifying good internal consistency and validity.

The item loadings, ranging from 0.851 to 0.888, suggest that employees feel their rewards are not commensurate with their efforts and performance, indicating perceived unfairness in reward distribution. Procedural justice has a CR of 0.917 and an AVE of 0.578, showing acceptable reliability and validity. Item loadings range from 0.816 to 0.865, highlighting perceptions of unfairness in organizational procedures and policies. This implies that respondents do not trust their company's decision-making processes to be fair. With a CR of 0.901 and an AVE of 0.611, perceived incivility shows strong reliability and validity. Item loadings range from 0.741 to 0.822, indicating that employees experience various forms of incivility, such as condescending remarks, exclusion, and questioning of judgment. The CR for organizational identification is 0.891, with an AVE of 0.591, demonstrating good reliability and validity. Item loadings between 0.667 and 0.831 suggest that employees' identification with their organization varies, but overall, they internalize their organization's successes and failures to a significant degree.

Internal Negative Megaphoning has a CR of 0.843 and an AVE of 0.523, indicating satisfactory reliability and validity. Loadings range from 0.673 to 0.875, showing that employees frequently discuss their company's weaknesses, negative aspects, and dissatisfying experiences with colleagues. With a CR of 0.856 and an AVE of 0.641, this external negative megaphoning is both reliable and valid. Item loadings range from 0.723 to 0.834, suggesting that employees often share negative opinions about their organization with family, friends, and neighbors. Negative Megaphoning (Anonymous Website) demonstrates a CR of 0.837 and an AVE of 0.622, showing good reliability and validity. High item loadings from 0.844 to 0.923 indicate that employees actively criticize their company on anonymous websites, sharing negative reviews and comments. These measures collectively provide a comprehensive assessment of employees' perceptions of organizational justice, incivility, identification, and negative communication behaviors. The

strong reliability and validity of these constructs support their use in examining the intricate relationships between organizational injustice, perceived incivility, organizational identification, and negative megaphoning behaviors.

Table 2. Reliability and Convergent Validity of the Measurement Model

Construct / Item	OL	CR	AVE
Interactional Injustice (IINJ)		0.985	0.621
IINJ1	0.801		
IINJ2	0.813		
IINJ3	0.835		
IINJ4	0.851		
IINJ5	0.833		
IINJ6	0.845		
Distributive Injustice (DINJ)		0.931	0.599
DINJ1	0.888		
DINJ2	0.851		
DINJ3	0.861		
DINJ4	0.864		
Procedural Injustice (PINJ)		0.917	0.578
PINJ1	0.858		
PINJ2	0.816		
PINJ3	0.856		
PINJ4	0.865		
Perceived Incivility (PI)		0.901	0.611
PI1	0.761		
PI2	0.751		
PI3	0.780		
PI4	0.775		
PI5	0.822		
PI6	0.741		
PI7	0.753		
Organizational Identification (OI)		0.891	0.591
OI1	0.755		
OI2	0.667		
OI3	0.811		
OI4	0.788		
OI5	0.831		
Negative Megaphoning – Internal (NMI)		0.843	0.523
NMI1	0.833		
NMI2	0.872		
NMI3	0.867		
NMI4	0.875		
NMI5	0.673		
NMI6	0.822		
Negative Megaphoning – External (NME)		0.856	0.641
NME1	0.723		
NME2	0.792		
NME3	0.821		
NME4	0.828		
NME5	0.834		
Negative Megaphoning – Anonymous Websites (NMAW)		0.837	0.622
NMAW1	0.923		
NMAW2	0.844		
NMAW3	0.876		

Notes: OL= Outer loadings; CR = Composite reliability; and AVE = Average variance extracted. **Source(s):** *Author's own work.*

Table 3 presents the descriptive statistics and bivariate correlations among the study variables, offering insight into the relationships between negative megaphoning behaviors (internal, external, and anonymous websites), organizational identification, perceived incivility, and the three dimensions of organizational injustice. The descriptive statistics indicate that respondents reported a moderate level of internal negative megaphoning (M = 3.36, SD = 1.05), suggesting that employees occasionally discuss organizational weaknesses and managerial shortcomings with colleagues. External negative megaphoning was comparatively lower (M = 2.82, SD = 1.08), while negative megaphoning on anonymous websites was the least frequent (M = 2.51, SD = 1.33), indicating more restrained engagement in publicly anonymous negative communication.

Table 3. Descriptive Statistics and Correlations

Variable	M (SD)	α	NMI	NME	NMAW	PI	OI	IINJ	DINJ	PINJ
NMI	3.36 (1.05)	0.91	_							
NME	2.82 (1.08)	0.91	-0.358**	_						
NMAW	2.51 (1.33)	0.90	0.293**	0. 631**	_					
PI	2.27 (1.03)	0.92	0.295**	0.533**	0.517**	_				
OI	3.62 (0.87)	0.98	-0.039**	-0.210**	-0.282**	-0.442**	_			
IINJ	3.55 (1.03)	0.92	-0.076	-0.173**	-0.121	0.915**	-0.352*	_		
DINJ	3.54 (1.03)	0.91	-0.057	-0.134**	-0.142**	0.872**	-0.376*	0.803*	_	
PINJ	3.68 (1.02)	0.91	-0.017	-0.232**	-0.211**	0.863**	-0.387*	0.814*	0.861*	_

Source(s): Author's own work

With respect to employee attitudes, organizational identification exhibited a relatively high mean score (M = 3.62, SD = 0.87), reflecting a strong psychological attachment to the organization. In contrast, perceived incivility demonstrated a moderate mean level (M = 2.27, SD = 1.03), suggesting that uncivil behaviors were present but not pervasive. Similarly, respondents reported moderate perceptions of interactional injustice (M = 3.55, SD = 1.03), distributive injustice (M = 3.54, SD = 1.03), and procedural injustice (M = 3.68, SD = 1.02). The correlation analysis reveals meaningful associations among the constructs. Perceived incivility is positively and significantly related to all forms of negative megaphoning, indicating that higher levels of incivility are associated with greater engagement in negative communication behaviors. In addition, perceived incivility shows strong positive correlations with interactional, distributive, and procedural injustice, suggesting that unfair treatment is closely linked to uncivil workplace experiences. Organizational identification, by contrast, is negatively associated with negative megaphoning behaviors and perceived incivility, indicating that stronger identification with the organization reduces employees' tendency to engage in harmful informal communication and perceive uncivil treatment.

Table 4. A Summary of Model Fit Indices

Models	χ2	df	CFI	TLI	RMSEA	SRMR
1. Measurement model	2891.343	1241	0.898	0.968	0.072 [0.070, 0.079]	0.051
2. Hypothesized model	2892.252	1244	0.887	0.957	0.072 [0.070, 0.079]	0.051
3. Alternative model 1 (Direct path from injustice to internal NM)	2891.168	1247	0.879	0.952	0.078 [0.070, 0.080]	0.059
4. Alternative model 1 (Direct path from injustice to external NM)	2891.556	1246	0.879	0.952	0.078 [0.070, 0.080]	0.051
5. Alternative model 3 (Direct path from injustice to NMAW)	2891.567	1248	0.881	0.953	0.076 [0.071, 0.079]	0.051
6. Alternative model 4 (Direct paths from injustice to all types of NM)	2891.451	1241	0.879	0.95	0.077 [0.070, 0.080]	0.057

Source(s): Author's own work

Table 4 presents the fit indices for different structural models tested in the study. Each model is assessed based on several criteria, including the chi-square statistic (χ2), degrees of freedom (df), comparative fit index (CFI), Tucker-Lewis index (TLI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR). Model 1, the measurement model, demonstrates acceptable fit to the data with a chi-square value of 2891.343 and 1241 degrees of freedom. The CFI and TLI values exceed the recommended threshold of 0.9, indicating good fit. The RMSEA value of 0.072 falls within the acceptable range (0.070, 0.079), suggesting reasonable fit, and the SRMR

value of 0.051 also indicates acceptable fit. Model 2, the hypothesized model, exhibits similar fit indices to the measurement model, with slightly higher chi-square and degrees of freedom values. However, the CFI and TLI values remain above 0.9, indicating good fit. The RMSEA value remains consistent at 0.072, within the acceptable range, and the SRMR value remains at 0.051, suggesting acceptable fit. Alternative models 1 to 4 were also tested, each exploring different pathways between variables. These alternative models show comparable fit indices to the hypothesized model, with chi-square values, degrees of freedom, CFI, TLI, RMSEA, and SRMR values remaining relatively consistent across models. This suggests that the alternative models do not offer a significant improvement in fit over the hypothesized model. Overall, the fit indices suggest that the hypothesized model and alternative models provide reasonable explanations of the relationships among the study variables. However, the consistency of fit indices across models indicates that the hypothesized model may be the most parsimonious explanation of the data.
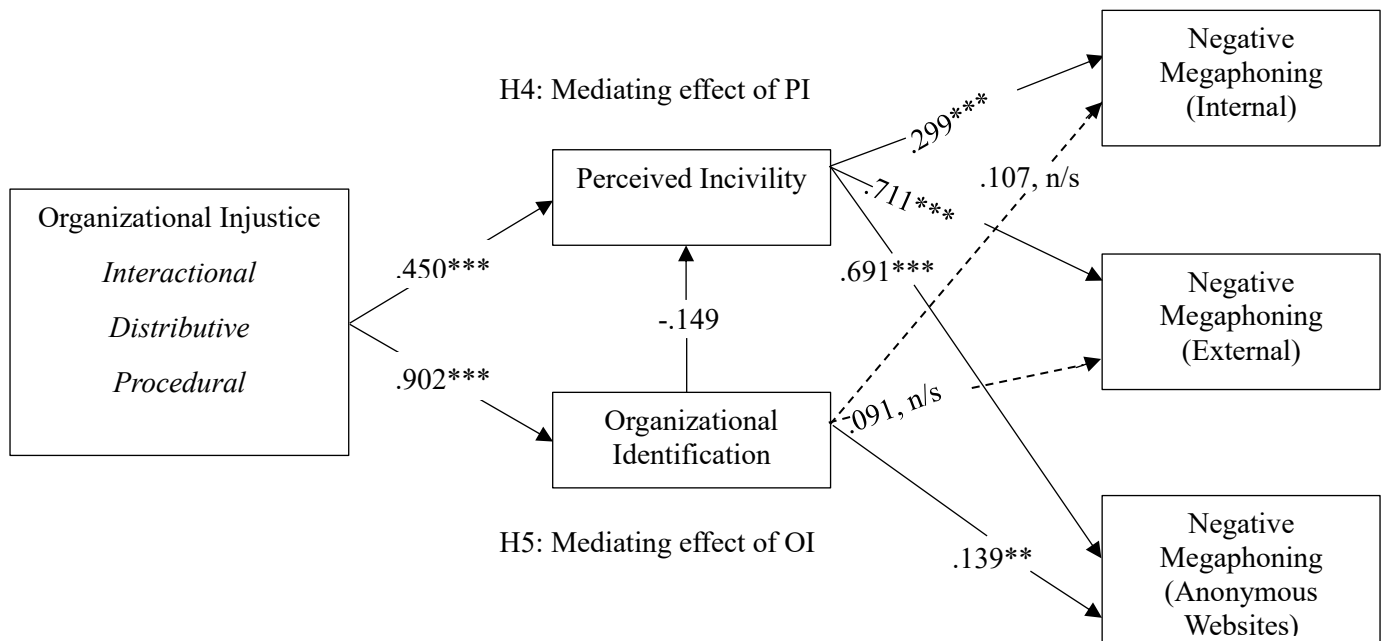

Figure 2. Results of the Hypothesized Model

Notes. Dotted lines indicate insignificant paths. $\chi2(1244) = 2892.252$, CFI = .887, TLI = .957, RMSEA = .072 [.070, .079] SRMR = .051. **Source(s):** Author's own work

Figure 2 illustrates a structural model that examines the complex relationships between organizational injustice, perceived incivility, organizational identification, and various forms of negative megaphoning (internal, external, and through anonymous websites). The model highlights both direct and indirect effects, with standardized coefficients and significance levels provided for each path. Organizational injustice, which encompasses interactional, distributive, and procedural injustice, is shown to have significant impacts on both perceived incivility and organizational identification. Specifically, organizational injustice significantly predicts perceived incivility, with a path coefficient of 0.450 (p < 0.001). This indicates that higher levels of perceived organizational injustice are associated with higher levels of perceived incivility among employees. Additionally, organizational injustice strongly predicts organizational identification, with a path coefficient of 0.902 (p < 0.001), suggesting that perceptions of injustice substantially diminish employees' identification with their organization. The mediating role of perceived incivility (H4) is particularly notable in this model. Perceived incivility significantly influences internal negative megaphoning (β = 0.299, p < 0.001), external negative megaphoning (β = 0.711, p < 0.001), and negative megaphoning on anonymous websites (β = 0.139, p < 0.01). These findings imply that when employees perceive high levels of incivility, they are more likely to engage in negative communication both within the organization and to external stakeholders, including anonymous platforms.

On the other hand, the mediating effect of organizational identification (H5) is less pronounced. Organizational identification does not have a significant direct effect on internal negative megaphoning (β = -0.149, non-significant) or external negative megaphoning (β = 0.091, non-significant). However, it does significantly influence negative megaphoning on anonymous websites (β = 0.139, p < 0.01), indicating that lower organizational identification may drive employees to express negative sentiments on anonymous platforms. Overall, this model underscores the critical role of perceived incivility as a mediator between organizational injustice and negative communication behaviors. It suggests that interventions aimed at reducing perceptions of injustice and incivility within organizations could effectively mitigate negative megaphoning behaviors among employees. Furthermore, while organizational

identification has a significant impact on anonymous negative megaphoning, its role in internal and external negative communication appears to be limited in this model. These insights highlight the importance of fostering a just and respectful organizational environment to enhance employee identification and reduce negative communication.

5   DISCUSSION AND CONCLUSIONS

This study provides a nuanced understanding of how perceptions of organizational injustice shape employees' negative communication behaviors by illuminating the interconnected roles of perceived incivility and organizational identification. By empirically examining the proposed structural relationships, the findings offer robust support for the argument that unfair treatment within organizations triggers uncivil workplace experiences and weakens employees' psychological attachment, thereby increasing the likelihood of negative megaphoning (Kim & Rhee, 2011; Zhang et al., 2025). These results reinforce the growing consensus that organizational justice and interpersonal treatment are central determinants of employee attitudes and behaviors (Jafri et al., 2020). In contemporary work environments characterized by increasing diversity, fluid organizational structures, and heightened transparency, the implications of perceived injustice and incivility are particularly pronounced. Consistent with prior research, the findings demonstrate that injustice and incivility exert cascading effects on employee morale, productivity, and organizational functioning, ultimately influencing organizational success and sustainability (Khan et al., 2015; Pakpahan et al., 2020; Yao et al., 2022). By uncovering the mechanisms through which these perceptions translate into negative megaphoning, this study extends existing research and highlights the subtle yet consequential nature of informal employee communication (ALBreiki & Abu Elanain, 2025; Lee, 2022).

5.1   Theoretical Implications

Drawing on affective events theory and social identity theory, this study advances theoretical understanding by clarifying how organizational injustice and perceived incivility jointly shape employee cognition, emotions, and behavior. Specifically, the findings elucidate the pathways through which unfair treatment and uncivil interactions erode organizational identification, thereby reducing employees' motivation to safeguard organizational image and reputation. In doing so, the study extends prior conceptualizations of organizational justice by demonstrating its indirect influence on employee communication behaviors through relational and psychological mechanisms (Cropanzano & Rupp, 2008; Vroom, 1964; Muktamar, 2023). Moreover, the results align with and extend recent empirical work emphasizing the critical role of justice and civility in fostering employee engagement, retention, and performance (Lee, 2022; Sarwar & Muhammad, 2021). By integrating justice, incivility, and identification within a single explanatory framework, this study responds to calls for more comprehensive models that capture the multifaceted nature of workplace interactions and the broader socio-cultural context in which organizations operate (Cortina et al., 2001; Lee, 2022; Sarwar & Muhammad, 2021;Zhang et al., 2025).

5.2   Practical and Policy Implications

From a practical perspective, the findings offer actionable insights for organizational leaders and human resource practitioners seeking to mitigate negative megaphoning and protect organizational reputation. Promoting fairness in decision-making, ensuring transparent procedures, and encouraging respectful interpersonal treatment can reduce employees' perceptions of incivility and strengthen organizational identification. Such efforts can foster a sense of belonging and loyalty, thereby discouraging harmful informal communication and supporting a culture of collaboration and innovation (Hadziahmetovic & Salihovic, 2022). At the policy level, the results underscore the importance of embedding fairness, civility, and inclusion into organizational policies and codes of conduct. In the context of ongoing societal and workplace transformations, organizations must proactively address issues related to diversity, equity, and inclusion to sustain employee well-being and organizational legitimacy. By cultivating inclusive environments that value respect and fairness, organizations can harness the collective potential of their workforce and enhance long-term competitiveness and sustainability (Jerónimo et al., 2022).

5.3   Limitations and Future Research Directions

Despite its contributions, this study has several limitations. The reliance on cross-sectional data restricts causal inference, and the use of self-reported measures may raise concerns regarding common method bias. Future research should adopt longitudinal and multi-source research designs to validate the observed relationships and capture dynamic changes in employee perceptions and behaviors over time. Building on the present findings, future studies could explore context-specific interventions aimed at enhancing fairness, civility, and organizational identification across different cultural and organizational settings. Additionally, leveraging emerging technologies and advanced analytical approaches

may provide deeper insights into the evolving nature of employee communication and organizational dynamics, thereby informing evidence-based management practices and policy development.

REFERENCES

Abualigah, A., Koburtay, T., Syed, J., Arici, H. E. & Aboramadan, M. (2024), "The interconnection between workplace incivility, religiosity and employees' psychological well-being: An update of the conservation of resources theory", *Journal of Management, Spirituality & Religion*, Vol. 21 No. 1, pp. 42–62.

Afshan, G., Kashif, M., Sattayawaksakul, D., Cheewaprakobkit, P. & Wijenayake, S. (2022), "Abusive supervision, supervisor undermining, and turnover intentions: Mediation of quiescent silence and desire to seek revenge among Thai banking frontliners", *Management Research Review*, Vol. 45 No. 11, pp. 1479–1502.

Aljawarneh, N. M., Alomari, K. A., Alomari, Z. S. & Taha, O. (2022), "Cyber incivility and knowledge hoarding: Does interactional justice matter?", *VINE Journal of Information and Knowledge Management Systems*, Vol. 52 No. 1, pp. 57–70.

Andersson, L. M. & Pearson, C. M. (1999), "Tit for tat? The spiraling effect of incivility in the workplace", *Academy of Management Review*, Vol. 24 No. 3, pp. 452–471.

Ashforth, B. E. & Mael, F. (1989), "Social identity theory and the organization", *Academy of Management Review*, Vol. 14 No. 1, pp. 20–39.

Ashforth, B. E. & Mael, F. (2004), "Social identity theory and the organization", in Hatch, M.J. & Schultz, M. (Eds.), *Organizational identity: A reader*, Oxford University Press, Oxford, pp. 134–160.

Bandura, A. & Walters, R. H. (1977), *Social learning theory*, Prentice Hall, Englewood Cliffs, NJ.

Boivie, S., Lange, D., McDonald, M. L. & Westphal, J. D. (2011), "Me or we: The effects of CEO organizational identification on agency costs", *Academy of Management Journal*, Vol. 54 No. 3, pp. 551–576.

Chan, S. H. G., Lin, Z. C., Wong, I. A. & So, A. C. Y. (2022), "When employees fight back: Investigating how customer incivility and procedural injustice can impel employee retaliation", *International Journal of Hospitality Management*, Vol. 107, pp. 103308.

Ciampa, V., Sirowatka, M., Schuh, S. C., Fraccaroli, F. & Van Dick, R. (2021), "Ambivalent identification as a moderator of the link between organizational identification and counterproductive work behaviors", *Journal of Business Ethics*, Vol. 169 No. 1, pp. 119–134.

Colquitt, J. A. (2001), "On the dimensionality of organizational justice: A construct validation of a measure", *Journal of Applied Psychology*, Vol. 86 No. 3, pp. 386–400.

Cook, K. S., Cheshire, C., Rice, E. R. & Nakagawa, S. (2013), "Social exchange theory", in DeLamater, J. & Ward, A. (Eds.), *Handbook of social psychology*, Springer, Dordrecht, pp. 61–88.

Cook, K. S. & Emerson, R. M. (1987), "Social exchange theory", in Berger, J., Zelditch, M. & Anderson, B. (Eds.), *Sociological theories in progress*, Houghton Mifflin, Boston, pp. 295–322.

Cortina, L. M., Magley, V. J., Williams, J. H. & Langhout, R. D. (2001), "Incivility in the workplace: Incidence and impact", *Journal of Occupational Health Psychology*, Vol. 6 No. 1, pp. 64–80.

Creswell, J. W. (2021), *A concise introduction to mixed methods research*, SAGE Publications, Thousand Oaks, CA.

Cropanzano, R. & Rupp, D. E. (2008), "Social exchange theory and organizational justice", *Research in Social Issues in Management*, Vol. 63, pp. 99–117.

De Clercq, D., Kundi, Y. M., Sardar, S. & Shahid, S. (2021), "Perceived organizational injustice and counterproductive work behaviours", *Personnel Review*, Vol. 50 No. 7/8, pp. 1545–1565.

De Giorgio, A., Barattucci, M., Teresi, M., Raulli, G., Ramaci, T. & Pagliaro, S. (2023), "Organizational identification as a trigger for personal well-being", *Journal of Community & Applied Social Psychology*, Vol. 33 No. 1, pp. 138–151.

Dhanani, L. Y. & LaPalme, M. L. (2019), "It's not personal: Vicarious workplace mistreatment", *Journal of Management*, Vol. 45 No. 6, pp. 2322–2351.

Erkutlu, H. & Chafra, J. (2018), "Despotic leadership and organizational deviance", *Journal of Strategy and Management*, Vol. 11 No. 2, pp. 150–165.

Garcia, P. R. J. M., Restubog, S. L. D., Lu, V. N., Amarnani, R. K., Wang, L. & Capezio, A. (2019), "Attributions of blame for customer mistreatment", *Journal of Vocational Behavior*, Vol. 110, pp. 203–213.

Gouldner, A. W. (1960), "The norm of reciprocity: A preliminary statement", *American Sociological Review*, Vol. 25 No. 2, pp. 161–178.

Greenberg, J. (1990), "Organizational justice: Yesterday, today, and tomorrow", *Journal of Management*, Vol. 16 No. 2, pp. 399–432.

Gursoy, D., Cai, R. & Anaya, G. (2017), "Developing a typology of disruptive customer behaviors", *International Journal of Contemporary Hospitality Management*, Vol. 29 No. 9, pp. 2341–2360.

Hadziahmetovic, N. & Salihovic, N. (2022), "The role of transparent communication and leadership in employee engagement", *International Journal of Academic Research in Economics and Management Sciences*, Vol. 11 No. 2, pp. 558–571.

Hobfoll, S. E. (1989), "Conservation of resources: A new attempt at conceptualizing stress", *American Psychologist*, Vol. 44 No. 3, pp. 513–524.

Hobfoll, S. E., Halbesleben, J., Neveu, J.-P. & Westman, M. (2018), "Conservation of resources in the organizational context", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 5, pp. 103–128.

Huang, N., Qiu, S., Alizadeh, A. & Wu, H. (2020), "How incivility and academic stress influence psychological health", *International Journal of Environmental Research and Public Health*, Vol. 17 No. 9, pp. 3237.

Isaac, M. (2017), "Inside Uber's aggressive, unrestrained workplace culture", *The New York Times*, February 22.

Jafri, M. A., Hafeez, M., Maeenuddin, G. & Hamza, M. (2020), "Impact of workplace incivility and organizational injustice", *International Journal of Disaster Recovery and Business Continuity*, Vol. 11 No. 1, pp. 2716–2727.

Jerónimo, H. M., Henriques, P. L. & Carvalho, S. I. (2022), "Being inclusive boosts impact of diversity practices", *Management Research: Journal of the Iberoamerican Academy of Management*, Vol. 20 No. 2, pp. 129–147.

Joseph, F., Hair, J., Black, W., Babin, B. & Anderson, R. (2018), *Multivariate data analysis*, Cengage Learning, Andover, UK.

Kang, M. (2021), "Employees' dissenting voices via testimonials", *Journal of Public Relations Research*, Vol. 33 No. 5, pp. 335–364.

Ketkar, H. & Workiewicz, M. (2022), "Power to the people", *Strategic Management Journal*, Vol. 43 No. 5, pp. 935–963.

Khan, K., Abbas, M., Gul, A. & Raja, U. (2015), "Organizational justice and job outcomes", *Journal of Business Ethics*, Vol. 126 No. 2, pp. 235–246.

Kim, H.-S. (2007), "A multilevel study of antecedents and a mediator", *Journal of Public Relations Research*, Vol. 19 No. 2, pp. 167–197.

Kim, J.-N. & Rhee, Y. (2011), "Strategic thinking about employee communication behavior", *Journal of Public Relations Research*, Vol. 23 No. 3, pp. 243–268.

Kim, T.-Y. & Leung, K. (2007), "Forming and reacting to overall fairness", *Organizational Behavior and Human Decision Processes*, Vol. 104 No. 1, pp. 83–95.

Lee, Y. (2017), "Exploring the impacts of relationship on employees' communicative behaviors", *Corporate Communications: An International Journal*, Vol. 22 No. 4, pp. 542–555.

Lee, Y. (2022), "Employees' negative megaphoning in response to organizational injustice", *Journal of Business Ethics*, Vol. 178 No. 1, pp. 89–103.

Lee, Y. & Kim, K. H. (2020), "De-motivating employees' negative communication behaviors", *Public Relations Review*, Vol. 46 No. 4, pp. 101955.

Liang, L. H., Nishioka, M., Evans, R., Brown, D. J., Shen, W. & Lian, H. (2022), "Unbalanced, unfair, unhappy, or unable?", *Journal of Leadership & Organizational Studies*, Vol. 29 No. 1, pp. 33–72.

Mazzei, A., Kim, J.-N., Togna, G., Lee, Y. & Lovari, A. (2019), "Employees as advocates or adversaries during a corporate crisis", *Sinergie*, Vol. 37 No. 2, pp. 195–212.

Muktamar, B. (2023), "The role of ethical leadership in organizational culture", *Jurnal Mantik*, Vol. 7 No. 1, pp. 77–85.

Nguyen, Q. N. & Sidorova, A. (2018), "Organizational identification and user responses to online organization criticism", *Journal of Computer Information Systems*, Vol. 58 No. 3, pp. 260–269.

Nilufar, Q. & Parmonovna, I. N. (2024), "How technology is changing work and organizations", *International Journal of Scientific Researchers (IJSR)*, Vol. 5 No. 1, pp. 752–755.

Pakpahan, M., Eliyana, A., Hamidah, A. & Bayuwati, T. R. (2020), "The role of organizational justice dimensions", *Systematic Reviews in Pharmacy*, Vol. 11 No. 9, pp. 323–332.

Paulin, D. & Griffin, B. (2016), "The relationships between incivility and job-related well-being", *Work & Stress*, Vol. 30 No. 2, pp. 132–151.

Pearson, C. M. & Porath, C. L. (2005), "On the nature, consequences and remedies of workplace incivility", *Academy of Management Executive*, Vol. 19 No. 1, pp. 7–18.

Qu, Y., Jo, W. & Choi, H. C. (2020), "Gender discrimination, injustice, and deviant behavior among hotel employees", *Journal of Quality Assurance in Hospitality & Tourism*, Vol. 21 No. 1, pp. 78–104.

Richards, D. A., Albert, L. S. & Schat, A. C. (2023), "Attachment, stress and interactional justice", *Personnel Review*, Vol. 52 No. 6, pp. 1635–1652.

Rupp, D. E. & Cropanzano, R. (2002), "The mediating effects of social exchange relationships", *Organizational Behavior and Human Decision Processes*, Vol. 89 No. 1, pp. 925–946.

Sarwar, A. & Muhammad, L. (2020), "Impact of employee perceptions of mistreatment", *International Journal of Contemporary Hospitality Management*, Vol. 32 No. 1, pp. 230–248.

Sarwar, A. & Muhammad, L. (2021), "Impact of organizational mistreatment on employee performance", *International Journal of Contemporary Hospitality Management*, Vol. 33 No. 2, pp. 513–533.

Seçkin, E. & Mamacı, M. (2022), "Examining organizational communication", *İş'te Davranış Dergisi*, Vol. 7 No. 2, pp. 51–61.

Sekaran, U. & Bougie, R. (2016), *Research methods for business: A skill-building approach*, John Wiley & Sons, Chichester.

Silva, M. & Pereira, H. (2022), "The impact of life trauma on mental health", *Behavioral Sciences*, Vol. 12 No. 4, pp. 102.

Tian, X. & Guo, Y. (2023), "The effect of deviant workplace behavior on job performance", *Behavioral Sciences*, Vol. 13 No. 7, pp. 561.

Torkelson, E., Holm, K., Bäckström, M. & Schad, E. (2016), "Factors contributing to the perpetration of workplace incivility", *Work & Stress*, Vol. 30 No. 2, pp. 115–131.

Valentine, S. R., Meglich, P. A. & Giacalone, R. A. (2023), "Filling a theoretical black box", *Employee Responsibilities and Rights Journal*, Vol. 35 No. 1, pp. 51–76.

Van Knippenberg, D. (2000), "Work motivation and performance", *Applied Psychology*, Vol. 49 No. 3, pp. 357–371.

Yalçın, H. & Yalçın, Y. (2022), "A meta-analysis of the relationship between organizational justice and job satisfaction", *Istanbul Business Research*, Vol. 51 No. 2, pp. 417–432.

Yao, J., Lim, S., Guo, C. Y., Ou, A. Y. & Ng, J. W. X. (2022), "Experienced incivility in the workplace", *Journal of Applied Psychology*, Vol. 107 No. 2, pp. 193–210.

Yue, C. A., Thelen, P. & Verghese, A. K. (2022), "Should I speak up?", *International Journal of Business Communication*, Vol. 59 No. 4, pp. 567–590.

Zhang, W. (2021), "Perception of interactional injustice and affective commitment", *Proceedings of the 5th International Seminar on Education, Management and Social Sciences*, pp. 112–120.

APPENDIX

Measurement Scales Used in the Study

All items were measured using a five-point Likert scale ranging from 1 = Strongly disagree to 5 = Strongly agree, unless otherwise specified.

Interactional Injustice

My company does not treat me with dignity and respect.

My company's decisions aren't made out in the open so that employees do not always know what's going on.

I am not kept informed, by my company, of why things happen the way they do.

My company does not make it clear that I am a valuable employee.

I don't feel like I am kept informed by my company, whether the outcome is good or bad.

My company does not always explain its decision to me whether right or wrong.

Distributive Justice

I do not believe that I am being rewarded fairly here at work.

I do not receive fair rewards in this company.

The rewards I receive in my company do not reflect the effort I have put into my work.

Given my performance, the rewards I receive in my company are not justified.

Procedural Justice

My company's procedures and guidelines are very unfair.

The procedures my company uses to make decisions are unfair.

I cannot count on my company to have fair policies.

We do not have fair policies at this company.

Perceived Incivility

Put you down or was condescending to you?

Paid little attention to your statement or showed little interest in your opinion?

Made demeaning or derogatory remarks about you?

Addressed you in unprofessional terms, either publicly or privately?

Ignored or excluded you from professional camaraderie?

Doubted your judgment on a matter over which you have responsibility?

Made unwanted attempts to draw you into a discussion of personal matters?

Organizational Identification

When someone criticizes the organization where I work, it feels like a personal insult, even if I do not know the person.

I am very interested in what people think about the organization where I work.

When someone makes positive remarks about the organization where I work, it feels like a personal compliment.

This organization's successes are my successes.

Being an employee of the organization where I work is a major part of who I am.

Negative Megaphoning (Internal)

How often do you talk with your colleagues about the weaknesses of your company and management?

How often do you talk with your colleagues about the negative aspects of your company?

How often do you talk with your colleagues about the bad features of your company's products and services?

How often do you talk with your colleagues about negative experiences within your company?

How often do you criticize your company and management with your colleagues?

How often do you complain about a frustrating or dissatisfying circumstance about policies, procedures, or practices of your company with colleagues?

Negative Megaphoning (External)

How often do you talk to people around yourself (family, friends) about bad things about your organization?

How often do you agree with people who say negative aspects of your organization or your department?

How often do you actively criticize your organization and management to people close to you?

How often do you agree and second with the opinions when encountering biased or ignorant criticism of your organization?

How often do you talk to neighbors and friends about how your company does poorer than other companies?

Negative Megaphoning (Anonymous Websites)

How often do you write negative comments or reviews about your organization/company on anonymous websites (e.g., Glassdoor)?

How often do you criticize your company and its management on anonymous websites (e.g., Glassdoor)?

How often do you share any content or post about the problems of your company on anonymous websites (e.g., Glassdoor)?