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**“WHEN EMPLOYEES FEEL DEHUMANIZED: EXPLORING
PSYCHOLOGICAL CONTRACT BREACH AND
COUNTERPRODUCTIVE BEHAVIOUR IN CALL CENTERS.”**



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DEDICATION

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LIST OF TABLES

Table 1 Questionnaire distribution	38
Table 2 Demographic characteristics	39
Table 3 Descriptive statistics.....	40
Table 4 Cronbach's Alpha	41
Table 5 Measurements.....	42
Table 6 Correlation matrix	42
Table 7 Regression results.....	43
Table 8 Moderation	44
Table 9 Conditional effects.....	44
Table 10 Conditional indirect effects	45
Table 11 Hypotheses	46

TABLE OF CONTENTS

LIST OF TABLES	7
ABSTRACT.....	11
CHAPTER 1:	12
INTRODUCTION.....	12
1.1. Background of the Study.....	12
1.2. Contextual Analysis	13
1.3. Research Gap.....	14
□ Gap in Mediation.....	14
□ Gap in Moderation	15
□ Contextual and Theoretical Gaps	15
1.4. Problem Statement	16
1.5. Research Objectives	18
1.6. Research Questions	18
1.7. Significance of the Study	19
1.8. Structure of the Thesis	20
CHAPTER 2:	21
LITERATURE REVIEW AND THEORETICAL FRAMEWORK	21
2.1. Overview of the Study Variables.....	21
Feeling of Dehumanization	21
Counterproductive Work Behavior (CWB)	22
Moral Disengagement	23
2.2. Social Exchange Theory	24
2.3. Hypotheses Development	25
2.3.1. Relationship between Psychological Contract Breach and Feeling of Dehumanization	25
2.3.2. Relationship between Feeling of Dehumanization and Counterproductive Work Behavior.....	25

2.3.3. Mediating Role of Feeling of Dehumanization	26
2.3.4. Moderating Role of Moral Disengagement.....	26
CHAPTER 3:	29
METHODOLOGY.....	29
3.1. Research Philosophy.....	29
3.2. Research Purpose	29
3.3. Research Approach.....	30
3.4. Research Strategy.....	30
3.5. Time Horizon	31
3.6. Data Collection Method	32
3.7. Questionnaire Development	32
3.8. Measures	33
3.9. Unit of Analysis.....	34
3.10. Population.....	35
3.11. Sampling Technique.....	35
3.12. Sample Size	36
3.13. Data Collection Procedure	36
3.14. Ethical Considerations	37
CHAPTER 4:	38
RESULTS	38
4.1. Data Screening and Preliminary Analysis	38
4.2. Demographic Characteristics of Respondents.....	39
4.3. Descriptive Statistics of Study Variables	40
4.4. Measurement Model: Factor Loadings, Reliability, and Validity	40
4.5. Measurement Model Fit Indices	41
4.6. Correlation Matrix with Means and Standard Deviations	42
4.7. Hypothesis Testing Using PROCESS Macro	43

4.7.1. Direct and Indirect Effects	43
4.7.2. Moderation Effect (H4)	44
4.7.3. Conditional Indirect Effects (H3 and H5).....	45
4.8. Summary of Hypotheses.....	46
4.9. Summary of Chapter 4.....	47
CHAPTER 5:	48
DISCUSSION AND CONCLUSION.....	48
5.1. Theoretical Implications.....	49
5.2. Practical Implications.....	51
5.3. Limitations and Future Research Implications	52
5.4. Conclusion	54
References.....	56

ABSTRACT

Pakistan's call center industry, despite its remarkable economic growth, conceals a deeply troubled human reality in which chronic organizational promise violation, dehumanizing work conditions, and retaliatory employee behavior quietly corrode the workforce that sustains it. This study investigated how Psychological Contract Breach leads to Counterproductive Work Behavior among call center employees in Pakistan, proposing Feeling of Dehumanization as the psychological mechanism connecting these endpoints and Moral Disengagement as the cognitive boundary condition that amplifies their relationship. Grounded in Social Exchange Theory and employing a quantitative, cross-sectional survey design with multi-stage cluster sampling, the study collected data from call center employees across the Islamabad/Rawalpindi region. The findings confirmed that broken organizational promises erode employees' sense of personhood, and that this felt dehumanization rather than mere dissatisfaction is what ultimately drives retaliatory counterproductive conduct. Moral Disengagement was found to amplify this entire chain, meaning that employees who can readily rationalize harmful behavior convert their dehumanization-driven grievances into deviance far more readily than those with intact moral self-regulation. For Pakistani call center management, the findings carry a clear imperative: reducing counterproductive behavior requires restoring the human dignity that dehumanizing organizational practices systematically destroy. For the organizational behavior literature, this study contributes a theoretically original moderated-mediation model that extends Social Exchange Theory into an underexplored developing-country service context enriching scholarly understanding of how broken promises, stripped humanity, and silenced conscience converge to produce behaviors that consequentially undermine some of the most economically productive and psychologically vulnerable workers in Pakistan's growing service economy.

Keywords: Psychological Contract Breach, Feeling of Dehumanization, Counterproductive Work Behavior, Moral Disengagement, Social Exchange Theory, Call Centers, Pakistan