

**CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD**



**Impact of Workplace Ostracism on Counterproductive  
Work Behaviors: with mediating role of Negative  
Affectivity and moderating role of Emotional Self-efficacy**

by

**Muhammad Faizan Haider**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

**Faculty of Management & Social Sciences  
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*Dedicated to my parents and supervisor for their never-ending  
support and their guidance*



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ISLAMABAD

**CERTIFICATE OF APPROVAL**

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## *Abstract*

The purpose of the study was to investigate the impact of workplace ostracism on counterproductive work behavior in hospitals of Rawalpindi and Islamabad. Data was collected through questionnaires which were distributed in the hospitals. Totals of 350 questionnaires were distributed out of which 207 were useful and were used to analyze the data. Data was gathered from one source which was the nurses of the private hospitals. Nurses were 207 in total. Findings of this study showed that workplace ostracism has a positive and significant effect on Negative affectivity. Negative affectivity also has significant impact on counterproductive work behavior. Workplace ostracism in the organization showed a high ostracism which results in the negative behavior of employees which shows counterproductive behaviors. Results of the study also showed that workplace ostracism has a positive relationship with the counterproductive work behavior through the mediation effect of negative affectivity. Result showed the positive impact of negative affectivity as a mediator. Findings of the study also show that negative affectivity acts as a mediator between the workplace ostracism and counterproductive work behavior in the organization. Results of the study also showed that emotional self-efficacy was moderating the relation between workplace ostracism and negative affectivity and emotional self-efficacy weaken the relationship.

### **Keywords**

Workplace ostracism, Counterproductive work behavior, Negative affectivity and Emotional self-efficacy

# Contents

<b>Author’s Declaration</b>	<b>iv</b>
<b>Plagiarism Undertaking</b>	<b>v</b>
<b>Acknowledgements</b>	<b>vi</b>
<b>Abstract</b>	<b>vii</b>
<b>List of Figures</b>	<b>x</b>
<b>List of Tables</b>	<b>xi</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Background of the Study . . . . .	1
1.2 Gap Analysis . . . . .	4
1.3 Problem Statement . . . . .	5
1.4 Research Questions . . . . .	6
1.5 Research Objectives . . . . .	6
1.6 Significance of the Study . . . . .	7
1.7 Supporting Theory . . . . .	8
1.7.1 Affective Event Theory . . . . .	8
<b>2 Literature Review</b>	<b>10</b>
2.1 Workplace Ostracism and Counterproductive Workplace Behavior . .	10
2.2 Negative Affectivity and Counterproductive Workplace Behavior . .	13
2.3 Negative affectivity mediates the relationship between workplace ostracism and counterproductive workplace behaviors . . . . .	16
2.4 Emotional self-efficacy moderates the relationship between work- place ostracism and Negative affectivity . . . . .	20
2.5 Research Model . . . . .	23
2.6 Research Hypothesis . . . . .	23
<b>3 Research Methodology</b>	<b>24</b>
3.1 Research Design . . . . .	24
3.2 Type of study . . . . .	25

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3.3	Quantitative research . . . . .	25
3.4	Unit of analysis . . . . .	25
3.5	Population and sample . . . . .	26
3.5.1	Population and sample size . . . . .	26
3.5.2	Sample and sampling technique . . . . .	26
3.6	Sample Characteristics . . . . .	28
3.6.1	Age . . . . .	28
3.6.2	Experience . . . . .	29
3.6.3	Gender . . . . .	29
3.6.4	Qualification . . . . .	30
3.7	Instrumentation . . . . .	31
3.7.1	Measures . . . . .	31
3.7.2	Workplace Ostracism . . . . .	32
3.7.3	Negative Affectivity . . . . .	33
3.7.4	Emotional Self-efficacy . . . . .	33
3.7.5	Counterproductive Work Behaviors . . . . .	33
3.8	Statistical Tool . . . . .	34
3.9	Pilot Testing . . . . .	35
3.10	Reliability analysis of scales used . . . . .	35
3.11	Data Analysis Technique . . . . .	36
<b>4</b>	<b>Results</b>	<b>38</b>
4.1	Descriptive Statistics . . . . .	38
4.2	Correlation analysis . . . . .	39
4.3	Regression Analysis . . . . .	40
4.3.1	Mediation Analysis . . . . .	42
4.3.2	Moderated-Mediation analysis . . . . .	43
<b>5</b>	<b>Discussion, Theoretical and Practical implications, Limitations and Recommendations and Conclusion</b>	<b>46</b>
5.1	Discussion . . . . .	46
5.1.1	Discussion On Research Question No 1: . . . . .	47
5.1.2	Discussion on Research Question No 2: . . . . .	48
5.1.3	Discussion on Research Question No 3: . . . . .	50
5.2	Implications and Recommendations . . . . .	51
5.2.1	Theoretical implications . . . . .	51
5.2.2	Practical implications . . . . .	53
5.3	Limitations . . . . .	54
5.4	Conclusion . . . . .	54
	<b>Bibliography</b>	<b>55</b>
	<b>Appendix-A</b>	<b>67</b>

# List of Figures

2.1 Research Model . . . . .	23
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# List of Tables

3.1	Frequency by Age . . . . .	28
3.2	Frequency by Experience . . . . .	29
3.3	Frequency by Gender . . . . .	30
3.4	Frequency by Qualification . . . . .	30
3.5	Instruments . . . . .	34
3.6	Scale reliabilities . . . . .	35
4.1	Descriptive Statistics . . . . .	38
4.2	Means, Standard Deviations, Correlations . . . . .	40
4.3	Regression Analysis Results for Counterproductive workplace behaviours . . . . .	41
4.4	Mediation analysis results for Negative affectivity . . . . .	42
4.5	Moderated-Mediation study outcomes for on MV and DV relation . . . . .	43
4.6	the mediating effect of Negative affectivity and moderating effect of Emotional Self-efficacy . . . . .	44
4.7	Hypothesis Results Summary . . . . .	45

# Chapter 1

## Introduction

### 1.1 Background of the Study

The numbness of people or barred by others are characterized as the shunning in the association. (Williams, 2001). Diverse examinations said that segregation is a particular, intense, and standard frequency in for all intents and purposes individually step human life (Gruter and Masters, 1986; Leary, 2001). Late Functional Magnetic Resonance Imaging (fMRI) look into has demonstrated that alienation is as agonizing to the objective as is physical damage (Eisenberger et al., 2003). In this way, it isn't astonishing that when an individual affair segregation, he or she is probably going to experience the ill effects of debilitated subjective capacity (Baumeister et al., 2005), expanded mental misery (Wu et al., 2012), and take part in foolish practices (Twenge et al., 2002) and hostility toward others (Twenge et al., 2001). These inconvenient impacts are additionally predominant in the working environment. Albeit past research has discovered a general negative impact of work environment alienation on worker results, i.e. work pressure and enthusiastic weariness (Wu et al., 2012), benefit execution (Leung et al., 2011), relational aberrance (Bennett and Robinson, 2000), work environment tormenting (Fox and Stallworth, 2005). The subject of how prohibited representatives adapt to their sentiments of being excluded and restore the social associations with their partners is, starting at yet, unexplored (Yang and Treadway, 2016).

Counterproductive work behaviors (counterproductive workplace behaviors) can be defined as any volitional acts by employees that potentially violate the legitimate interests of, or do harm to, an organization or its stakeholders e.g., (Sackett and DeVore, 2001). This definition covers a broad range of specific acts (e.g., theft, substance use, sabotage, interpersonal violence, absenteeism) and partially overlaps with a number of related constructs such as workplace retaliation, aggression, or incivility, to name only a few e.g., (Spector et al., 2006). In the present paper, we focus on counterproductive workplace behavior, as this encompasses the latter behavioral domains but is less restrictive in its construct definition. For example, unlike definitions of antisocial behaviors (O’Leary-Kelly et al., 2000), the definition of counterproductive workplace behavior does not assume that harm-doing is intentional (Spector and Fox, 2005).

Counterproductive work behaviors are those practices that are deliberately directed by representatives and damage an association and its individuals (Spector and Fox, 2002). Diverse marks have been utilized to depict counterproductive working environment conduct, for example, working environment aberrance (Robinson and Bennett, 1995), awful conduct (Gruter and Masters, 1986), animosity (Fox and Spector, 1999) and adversarial work conduct (Lehman and Simpson, 1992). In the hierarchical setting, representatives have been found to take part in counterproductive working environment conduct when they are looked with circumstances which they see as out of line (Fox et al., 2001a), and meddle with their capacity to perform and need to control (Penney and Spector, 2005). Encountering working environment shunning one such upsetting circumstance (Wu et al., 2012), and debilitates people’s control require (Warburton et al., 2006). Along these lines, it is sensible to contend workers who see they are excluded are probably going to take part in counterproductive practices as their reactions.

Negative affectivity is defined as the extent to which individuals experience distressing emotions such as hostility, fear and anxiety (Watson and Clark, 1984). Thus (Weiss and Cropanzano, 1996) further explicate that certain individuals, such as those high in negative affectivity, are predisposed to react more strongly to negative events when they happen to occur (p. 37). Thus, an individual who

is high in negative affectivity is more likely to interpret a negative event (e.g., a disagreement with his boss) as a shock, and importantly, react to the event by thinking of quitting the organization (Holtom, Burton and Crossley, 2012).

Individuals who are high in negatively affectivity are more sensitive and more reactive to negative events (Douglas and Martinko, 2001). Berkowitz (1993) was of the view that although, people act aggressively when they feel bad (state negative affect), those who are high in negative affectivity are more likely to have the propensity to feel bad more often. Negative affectivity a predisposition to experience aversive mood states and emotional distress (Watson et al., 1988). Research suggests that individuals with high negative affectivity are likely to react adversely to stressful situations (Gunthert, Cohen, and Armeli, 1999).

Rorer and Widiger(1983) recently bemoaned that in the field of personality "literature reviews appear to be disparate conglomerations rather than cumulative or conclusive integrations" (p. 432). We intend this review to be an exception to this discouraging statement. Distinct and segregated literature have developed around a number of specific personality measures that, despite dissimilar names, nevertheless inter-correlate so highly that they must be considered measures of the same construct. Following (Tellegen, 1982), we call this construct Negative Affectivity(NA) and present a comprehensive view of the trait that integrates data from a wide variety of relevant research. We are not the first to note this broad and pervasive personality trait. The Eysencks, for example, e.g.(Eysenck, 1968) have done extensive research in the area, traditionally calling the dimension "Emotional regulatory self-efficacy," although in their most recent revision (Eysenck, 1968).

Self-efficacy is characterized as people's impression of their capacity to execute a particular assignment and is a noteworthy segment of social learning hypothesis (Bandura and Walters, 1977; Bandura, 1986, 1997). ESE is exclusively worried about trust in one's passionate skill as operationalized by the four-branch capacity model of EI (Mayer, 1997), while characteristic EI incorporates different parts of self-recognition and demeanors (Kirk et al., 2008). The idea of self-adequacy is frequently connected with crafted by (Bandura, 1997), with (Mayer et al., 1999) assisting this work by proposing that individuals regularly follow up on what they

accept about their capacities instead of their genuine capacities, featuring the significance of estimating ESE. Writing that takes a gander at how individuals contrast in their capacity and abilities does not completely clarify why these individual contrasts might possibly be shown in real levels of execution. All things considered, it is conceivable that self-viability is much more critical than genuine undertaking related capacities and abilities in clarifying these individual contrasts in execution (Gundlach et al., 2003).

(Bandura and Walters, 1977; Bandura, 1986) recorded four procedures for improving self-viability, that is, vicarious experience or displaying, verbal influence, full of feeling or physiological excitement, and enactive dominance or individual achievements; each can be affected by moral initiative through social learning. As per social learning hypothesis ((Bandura and Walters, 1977), people learn measures of conduct vicariously (i.e., by watching others) and through direct displaying and verbal influence, helping workers to end up more certain about their capacities and fortifying their behavioral and motivational examples.

## 1.2 Gap Analysis

Zhu et al.(2017) suggested that more research should be done on finding new paths between work place ostracism and different behaviors and he also suggested that individual differences in employees reactions to workplace ostracism plays a vital role on the end result. Taken together, this study enhances our understanding of how, and to what extent, workplace ostracism affects employee outcomes especially their emotions as there is no substantial work done with emotions and how they cope with the situation.

While addressing this gap, the study also identifies potential mediator and moderator. The study proposes that negative affectivity as a mediator, this will mediate the relationship of workplace ostracism and counterproductive workplace behavior. However, this study also inculcates that emotional self-efficacy as moderator is one of the unique domains which are still needed to explore in the context of workplace behavior.

There is still more room to study these variables in the context of Pakistan because study using such variables together would be very useful for meeting the competitive criteria of counterproductive workplace behavior in Pakistan. Prior studies have been conducted in different sectors like services industry (Leung et al., 2011), hospital industry (Zhao et al., 2013) and manufacturing company (Yang and Treadway, 2016) and again in hospital industry (Zhu et al., 2017). As such recently no significant study has been done on the impact of workplace ostracism on counterproductive workplace behavior in Pakistani context, so it would contribute significantly towards the literature as well as towards the research study in Pakistan for project-based organizations.

### 1.3 Problem Statement

Many studies have been conducted on the issues and problems related to workplace environment. But very few studies are available on workplace ostracism. Ostracism is the degree to which a specific person is excluded by others or ignored (Williams, 2001) Thus, the current study will be helpful in identifying outcomes related to workplace ostracism in organizations and its impact on the emotional state of the employees. Along with this issue the focus will also discover the impact towards counterproductive workplace behaviors in relationship with the outcomes of workplace ostracism. This study will also examine the relationship between workplace ostracism and counterproductive workplace behaviors. Thus, this study will play vital role in unfolding and observing issues related to the above relationship.

Negativity affectivity is a mediator in the current study which shows its impact on counterproductive workplace behaviors and the impact on itself by work place ostracism as how the outcome is related with that relationship. Emotional self-efficacy is the moderator in the current study use between the relationship of workplace ostracism and negative affectivity state will enable us to understand whether it affects the relationship along with other concerns and issues that could

create some variance for employees in the organizations. Thus, the study will enable us to completely observe this relationship.

The mediating role of negativity affectivity is still unexplored in order to define the impact of workplace ostracism on counter-productive workplace behavior, and also emotional self-efficacy has not been used as a moderator between workplace ostracism and negative affectivity. So, this is the novel domain which has not been studied yet along with all the variables (workplace ostracism, negative affectivity, counterproductive workplace behavior and emotional self-efficacy).

## 1.4 Research Questions

On the basis of the stated problems, the present study is indented to find answers for some questions, brief summary of the questions are as follows;

**Question 1:** Does workplace ostracism affect counterproductive workplace behaviors of the employee?

**Question 2:** Does negative affectivity mediate the relationship between workplace ostracism and counterproductive work behaviors?

**Question 3:** Does emotional self-efficacy moderates the relationship between workplace ostracism and negative affectivity?

## 1.5 Research Objectives

The general objective of the research is to advance and examine an anticipated framework to discover out the association between workplace ostracism, negative affectivity and counterproductive workplace behaviors of nurses in hospital sector. In addition, the emotional self-efficacy is added as the possible moderator between the relationship of the mentioned variables in the research model of workplace ostracism and negative affectivity.

The specific objectives of the study are stated below;

1. To explore the relationship among workplace ostracism and counterproductive workplace behaviors.
2. To explore the relationship between workplace ostracism and counterproductive workplace behaviors through negative affectivity.
3. To examine the moderating effect of emotional self-efficacy on the relationship of workplace ostracism and negative affectivity
4. To test empirically and establish the proposed relationships in the context of Pakistan.

## 1.6 Significance of the Study

This study will help the hospitals that why and how their nurses feel ostracized and ultimately resulted in counterproductive workplace behaviors. Not only this but also the whole mechanism that how nurses resulted in negative work behaviours. Ostracized nurses are at the danger of deteriorated intentions to quit, affective commitment, job performance, work engagement, increased (Ferris et al., 2008b) Though previous study has initiated a general negative effect of workplace ostracism on employee consequences (Balliet and Ferris, 2013; Scott et al., 2013), the question of how excluded employees feels when they are ostracised and what are the outcomes of their behaviour based on individual personalities is unexplored (Zhu et al., 2017). But this study will explore the whole mechanism by incorporating the moderating role of dispositional trait emotional self-efficacy that whether people with emotional self-efficacy employee ended up with counterproductive workplace behaviors outcomes or not.

Previous study found that workplace ostracism had a negative impact on the employees behaviour. This study will help the organizations to identify the complex relationship of workplace ostracism and counterproductive work behaviour and it will help timely to identify the behaviours of ostracized employees.

Another significance of this study is that other studies before mostly published in developed countries and there is lot of room of doing research and investigating

further research in Pakistani context of workplace ostracism and counterproductive workplace behaviors to extend the literature of workplace ostracism. And more importantly personality type i.e. emotional self-efficacy taken as moderator and negative affectivity as a mediator to identify overall detail mechanism of workplace ostracism and counter productive work behaviour.

This domain have not been researched yet in the context of Pakistan as well, so it will be a vital contribution towards the researches that needed a next level of paradigm in order to stimulate workplace ostracism and counterproductive workplace behavior through proper channel of negative affectivity and it will also include the emotional self-efficacy of the individuals associated with the tasks and projects that will portray more realistic image of how it can impact the effective presence of workplace ostracism.

## 1.7 Supporting Theory

The underpinning theory of the current study is Affective Event theory. This theory covers all the variables of the current study

### 1.7.1 Affective Event Theory

In the last period of the twentieth century, many investigators became elaborate in in-depth examines of the reasons and consequences of exact emotions and moods at work ([Ashkanasy, 2002](#)), and along these lines.

Affective event theory (AET) is a mechanism proposed by ([Weiss and Cropanzano, 1996](#)). It is stated that Workplace Events cause emotional reactions on the part of employee, which in then influence workplace attitudes and behaviors which means that whenever employee facing ostracize event there will be a stressful situation for employee and he/she needs to recover his/her resources to cope up with the environment. Consistent with this statement

([Wu et al., 2012](#)) mentioned that experiencing workplace ostracism is one of the stressful situations for an employee. If the employee has an ultimately, he/she will

able to recover from this stressful situation effectively and along with it negative affectivity will be vanished and as a result employee will not show counterproductive work behaviors.

Affective Events Theory (AET) has come to be stated as the seminal explanation of the role that touches plays in shaping the attitudes and behaviors of employees in the workplace. As flattering as that characterization is, and as frequently as (Weiss and Cropanzano, 1996) has been cited since it appeared the statement misrepresents the place of AET in the recent history of workplace emotion research.

# Chapter 2

## Literature Review

### 2.1 Workplace Ostracism and Counterproductive Workplace Behavior

Past research has demonstrated that alienation may prompt maladaptive practices, including reckless conduct and forceful practices, since it harms individuals self-direction forms (Yang and Treadway, 2016). Baumeister et al.(2005) found that alienated members were less inclined to teach themselves to have a solid eating routine, hold on despite dissatisfactions, or play out a dichotic knowledge assignment. Researcher recommended that disappointment of self-control was the reason for mal-adaptive practices identified with segregation. Reliable with this thought, Twenge et al.(2001)found that encountering exclusion prompts forceful practices. In particular, they discovered barred members delivered a more loath clamor toward others. In the authoritative setting, representatives have been found to take part in counterproductive working environment behavior when they are looked with circumstances which they see as out of line (Fox et al., 2001b)

Studies have exhibited that alienation debilitates execution (Robinson et al., 2013) also, impacts a person's psychological and physical wellbeing (Heaphy and Dutton, 2008). The work environment is a standout amongst the most vital social settings where exclusion happens (Fox and Stallworth, 2005). Investigation has additionally recommended that segregation conduct ought to be common in associations

and can negatively affect workers and association (Ferris et al., 2008a; Wu et al., 2012; Robinson et al., 2013). By meaning, working environment exclusion alludes to how much a representative sees that he or she is disregarded or barred by others in work environment (Williams, 2001; Ferris et al., 2008b). In spite of the fact that work environment alienation is nearly connected with other relational mental abuses (relational aberrance, mishandle against others, and harassing), they are diverse types of hostility (Leung et al., 2011). All the more particularly, work environment alienation is a detached type of animosity (inconspicuous or secretive; (Hitlan et al., 2006), while the others are types of dynamic hostility (immediate or obvious; (Leung et al., 2011). Counterproductive working environment practices allude to "an arrangement of volitional goes about instead of incidental or ordered that mischief or expect to hurt associations and their partners (customers, colleagues, clients, and chiefs)" (Spector and Fox, 2005).

Researchers has ordered counterproductive work environment practices into a few distinctive subcategories, for example, two measurements (hierarchical from individual boards, and minor against genuine performances; (Robinson and Bennett, 1995), three measurements (threatening vibe, obstacle, and unmistakable hostility;(Neuman and Baron, 1998), and five measurements (manhandle in contradiction of others, creation aberrance, damage, taking out, and burglary; (Spector et al., 2006) yet an every now and again utilized structure for talking about counterproductive work environment practices is that of (Fox and Spector, 1999) sorted counterproductive effort environment practices around the detached of the conduct: the association (counterproductive work environment conduct o) and different people (counterproductive work environment conduct (Robinson and Bennett, 1995).

Berry et al. (2007) meta-examination on counterproductive working environment practices likewise bolstered the refinements between counterproductive working environment conduct O and counterproductive work environment conduct I. Along these lines, the present examination centers around those practices related with relational (for instance, verbally manhandling somebody at work) and hierarchical (for instance, taking something having a place with the business) measurements

of counterproductive working environment practices. The exclusion writing has demonstrated that rehashed or potentially extended demonstrations of alienation may bring about serious sorrow and maladaptive practices (Williams, 2007; Lustenberger and Jagacinski, 2010)

Be that as it may, people's reactions to working environment exclusion are dependent upon the sort of need risk, with endeavors to strengthen distinctive requirements prompting diverse receptive behavioral techniques (Williams, 2009). The response to segregation can be as against social practices (e.g., antagonistic vibe and animosity) by endeavoring to invigorate control/presence needs (Warburton et al., 2006). The response can likewise be as star social practices (e.g., developed similarity and participation) by endeavoring to invigorate regard/having a place requirements (Williams and Sommer, 1997).

Williams (2001) has additionally fought that segregated people's endeavors to adjust through genius social practices may lessen the likelihood of proceeded with alienation. Assuming, nonetheless, they are not fruitful, "they may see advance dismissal and stay away from endeavors at making social ties" (Leung et al., 2011). They may even effectively discredit the individuals who barred them (Bourgeois and Leary, 2001). Investigation additionally recommended that social segregation prompts representatives' dangerous conduct (Baumeister et al., 2005) and working environment abnormality (Ferris et al., 2008b). Accordingly, it is sensible to assume that working environment alienation will be decidedly identified with representatives' counterproductive working environment practices. The contention seems to appropriate into two classes: correspondence hypothesis (Cropanzano and Mitchell, 2005) and dislodged animosity hypothesis (Chapman and Styles, 2006; Miller, 1941).

In view of the correspondence hypothesis, correspondence here alludes to "trades of generally proportionate esteems in which the activities of each gathering are dependent upon the earlier activities of the others such that great is returned for good, and awful for awful" (Keohane, 1989). All things considered, segregated workers might be guided by negative correspondence convictions whereby they

trust that it is adequate to strike back specifically against the individuals who avoided them.

This, thusly, might make them take part in more relational types of counterproductive work environment practices (counterproductive work environment conduct I, for example, manhandle against others and tattling. Besides, as per the dislodged animosity hypothesis (Dacre Pool and Qualter, 2012; Miller, 1941), excluded workers may rapid their threatening vibe in contradiction of more accessible boards (e.g., their association) as opposed to their directors (Zhao et al., 2013; Yuan et al., 2011). This is on account of on the off chance that they strike back straightforwardly against their administrators, they feel that they may endanger their vocations' forthcoming (this incorporates their social location, hierarchical space, and advancement openings; (VIGODA-GADOT, 2006). In this way, when a worker feels segregated, he or she may likewise take part in more hierarchical types of counterproductive work environment practices (counterproductive working environment conduct O, for example, damage, extraction, and robbery. In this line of thinking, (Hitlan and Noel, 2009) likewise originate that working environment segregation expands representatives' counterproductive work environment practices.

Hence, we posit that:

So, on the basis of all above discussion this study hypothesizes that:

**H1:** *There is a positive relationship among workplace ostracism and counterproductive workplace behaviors.*

## 2.2 Negative Affectivity and Counterproductive Workplace Behavior

Counterproductive work environment conduct alludes to worker practices that are unsafe toward the association as well as different representatives (Robinson and Bennett, 1995). Henceforth, there are two noteworthy sorts of counterproductive working environment conduct recognized in the writing: specific and association

coordinated (Bennett and Robinson, 2000). Counterproductive work environment conduct that is coordinated at different representatives can incorporate physical or verbal hostility and different types of relational abuse that can be portrayed as unsafe. Counterproductive work environment conduct coordinated toward the association incorporates robbery, attack, extraction of effort endeavors, and some additional kind of conduct that is destructive to the association (Mount et al., 2006). We are especially inspired by the last sort of conduct: association coordinated counterproductive work environment conduct.

As specified, a lot of research has discovered that negative influence is emphatically related with counterproductive work environment conduct (Hershcovis et al., 2007; Penney and Spector, 2005; Yang and Diefendorff, 2009). Nonetheless, we need adequate comprehension of the circumstances that may influence this association. Roads that may proposition understanding into this connection are ethics and morals. Shockingly, there has been a lack of research inspecting the part of ethics and morals in anticipating counterproductive work environment behavior (Andreoli and Lefkowitz, 2009; Henle et al., 2005), as obvious in audits of the counterproductive work environment conduct writing (Spector, 2011; Bennett and Robinson, 2003; Judge et al., 2006), albeit a few specialists have recommended that individual-level builds identified with morals may help clarify engagement in counterproductive working environment conduct (Dilchert et al., 2007). In this research paper, we look at people's inclination to ethically withdraw as an arbitrator of the adverse influence counterproductive working environment conduct relationship. We battle that people with high antagonistic influence will probably take part in counterproductive work environment conduct when their affinity to ethically separate is high. Moreover, we explore how this directing impact contrasts crosswise over men and ladies.

Negative influence speaks to a dispositional inclination in the direction of encountering adverse feelings (Watson and Clark, 1984; Watson et al., 1988) for example, nervousness, dread, misery, and outrage. Various examinations that inspected the connection between negative effect and counterproductive work environment behavior (Fox et al., 2001b; Aquino et al., 1999; Hershcovis et al., 2007; Yang and

Diefendorff, 2009; Penney and Spector, 2005) have discovered that people with abnormal amounts of antagonistic influence will probably take part in counterproductive working environment behavior than those with low levels of adverse affectivity.

A few clarifications have been proposed to clarify the effect of negative affectivity on engagement in counterproductive working environment conduct. Representatives with high negative influence have a tendency to see the world all the more contrarily (Penney and Spector, 2005) then may subsequently have more noteworthy inspiration to participate in practices that employees accept will enable them to lessen, or adapt to, these adverse feelings (Cropanzano et al., 2003). A clarification for the connection between negative effect and counterproductive work environment conduct is subsequently accessible complete the idea of "effect administration" (Dacre Pool and Qualter, 2012), whereby representatives who encounter negative feelings will try to repair their full of feeling municipal over engagement in counterproductive work environment conduct. For instance, workers who trust that the association is a wellspring of their undesirable feelings will have a tendency to respond by participating in adverse practices in the direction of the association to feel a feeling of revenge (Blau, 1964). Another illustration is representatives who take part in extraction types of counterproductive work environment behaviors as to restoration their emotional state by keeping away from the issue (Dacre Pool and Qualter, 2012).

Notwithstanding representatives don't see their association as the wellspring of their negative feelings, they may in any case see it as a simple focus on the diffusion of their dissatisfaction (Cropanzano et al., 2003). With representatives expenditure a critical segment of their day at exertion, the association turns into a probable focus for disseminating disappointment. Thus, representatives may take part in counterproductive working environment behaviors a method for dealing with their negative feelings paying little mind to the particular wellspring of these feelings.

Besides, representatives with high negative influence have a tendency to have more noteworthy affectability and passionate reactive to encounters at effort than with

low undesirable consequence (Larsen and Ketelaar, 1991). This more prominent reactive will make people with high adverse influence more inclined to change over their feelings into counterproductive work environment conduct than people who have low enthusiastic reactivity. This is on the grounds that passionate reactivity involves a more grounded interpretation of effect into genuine conduct (Larsen and Ketelaar, 1991). This is steady with (Spector and Fox, 2002) willful work conduct display. Their model recommends that work circumstances can create more prominent effect, which empowers representative activity propensities through intentional work practices, for example, counterproductive working environment behavior (Spector and Fox, 2002). Along these lines, representatives who have a solid propensity to encounter negative feelings will more probable take part in counterproductive working environment behavior directed toward the association than those with a inferior inclination to encounter negative feelings.

### **2.3 Negative affectivity mediates the relationship between workplace ostracism and counterproductive workplace behaviors**

Negative affectivity alludes to the dispositional inclination to encounter an assortment of negative mind-set states (Watson and Clark, 1984). People high in contrary affectivity have been portrayed as particularly delicate to minor dissatisfactions and disturbances, and will probably encounter antagonistic feelings, for example, tension, blame, outrage, dismissal, trouble, and misery. Analysts have proposed that the reason high-negative affectivity people encounter more adverse feelings is that they see the world more contrarily than low-antagonistic affectivity people (Chen and Spector, 1991; Jex and Beehr, 1991). At the point when stood up to with upsetting conditions, including incivility wherein the goal to hurt is available to translation, high-negative affectivity people may attribute more malignant thought processes to the on-screen character prompting expanded adverse enthusiastic excitement, which may prompt counterproductive work environment

conduct. People low in adverse affectivity, then again, may give the performing artist the advantage of uncertainty and credit the conduct to more favorable causes, empowering them to continue without wanting to react.

Working environment segregation limits open doors for social association and debilitates representatives from framing enduring and important connections in an association. As it includes confining and disregarding representatives, alienated workers react with negative results by creating serious levels of uneasiness or sorrow and maladaptive practices. Noticeable among these reactions is relational aberrance, a maladaptive conduct that representatives take part in when utilizing tattle or verbal mishandle to hurt the authentic interests of their collaborators (Hershcovis et al., 2012).

Relational aberrance abuses working environment standards for shared regard and damages both focused on people and associations. Research contemplates by and large note the constructive relationship between working environment shunning and relational aberrance through standards of correspondence, uprooted hostility hypothesis, or a nonappearance of restraint (Yan et al., 2014).

In any case, we feature that alienation goes about as a wild stressor that bars workers as well as damages, debilitates, and challenges their prosperity (Latack and Havlovic, 1992). It causes focused on representatives to feel less in charge than their included partners.

We legitimize that exclusion in collectivist societies is probably going to have diverse passionate and intellectual implications than in societies that are less collectivist. Cooperation alludes to Ba set of emotions, convictions, behavioral aims, and practices identified with solidarity and worry for others, and collectivistic societies accentuate the foundation of close and amicable relational connections (Hui, 1988). Therefore, the impacts of segregation might be increased in a collectivist culture. As it were, being excluded in a collectivist culture may vary from being shunned in a more individualistic culture

Self-report has for quite some time been a typical method of estimation for counterproductive work environment conduct scientists (Fox and Stallworth, 2005). This

is to some extent because of various critical focal points that self-report measures of counterproductive work environment conduct have over other-report counterproductive work environment conduct measures. To begin with, on the grounds that numerous counterproductive working environment practices are generally secretive practices that representatives take part in with the goal of not getting captured, the main source that has finish information of a worker's engagement in counterproductive work environment behaviorism the representative. Second, having representatives namelessly report their own Counterproductive work environment conduct bypasses some moral concerns related with manager or associate reports(Fox and Spector, 1999).

That is, attracting thoughtfulness regarding representatives' negative hierarchical practices by asking their directors or associates to rate the workers' counterproductive work environment conduct could have negative results for the representatives, raising doubt about whether hazard is satisfactorily limited. Third, openly accessible, multi-thing, and approved self-report measures of counterproductive working environment conduct have existed for quite a long time (Bennett and Robinson, 2000; Fox and Spector, 1999; Marcus et al., 2002), and it is less demanding to regulate such measures to representatives themselves than to enroll director or collaborator raters.

In any case, self-report measures of counterproductive work environment conduct are not without their disservices. Not at all like numerous factors in connected brain science, counterproductive working environment conduct includes exceptionally touchy request about conceivably self-implicating data. In this way, one concern is the likelihood that representatives underreport the degree to which they take part in counterproductive working environment conduct (Fox and Stallworth, 2005). This underreporting may be because of the dread of getting captured and being rebuffed(Lam et al., 2009) or because of a general hesitance to depict oneself in negative terms(Henle et al., 2005). Another worry with self-report counterproductive work environment behavior is basic technique predisposition(Caprara et al., 2013), At the point when representatives give self-reports of counterproductive work environment behavior along with self-reports of other

significant factors, connections between counterproductive working environment behavior and these different factors can be misleadingly swelled. These sorts of hindrances have as of late made various analysts voice worries over the utilization of single-source self-report estimation of counterproductive work environment conduct. For instance, (Baron and Kenny, 1986) recorded self-report estimation as a methodological issue that has represented an impediment for counterproductive working environment conduct explore.

Fox and Stallworth (2005) made the point that in spite of the fact that utilizing self-reports from representatives might be the most reasonable technique for beginning times of counterproductive working environment conduct look into, "the counterproductive work environment conduct group is presently at the point that more goal, or no occupant, measures are expected to assist our comprehension of the marvel" (p. 43). Other late articles have made comparative focuses (Spector et al., 2006).

Verifiable in these worries is the possibility that the present counterproductive working environment conduct learning base inferred utilizing multi-thing self-report measures is insufficient and maybe notwithstanding deceptive and that the utilization of different wellsprings of counterproductive work environment conduct data will disclose to us something new about clarifying and anticipating counterproductive work environment conduct. In this way, counterproductive work environment conduct specialists have been depending increasingly on other-reports of representatives' counterproductive working environment conduct, notwithstanding the trouble of gathering such other-reports with respect to gathering self-reports. Other reports of counterproductive work environment conduct alleviate a portion of the key worries over self-report counterproductive work environment conduct (e.g., regular strategy predisposition, underreporting because of dread of being gotten).

Be that as it may, there are clear hindrances to different reports of counterproductive work environment conduct. Bosses and collaborators might not have sufficient

chance to watch representatives taking part in counterproductive working environment conduct. Moreover, other-raters may fear revenge for detailing representatives' counterproductive work environment conduct and in this manner might be hesitant to give exact data (Ferris et al., 2008b). Thus, if specialists are to go to the greater part of the inconvenience of gathering other-appraisals (or multisource evaluations) of counterproductive work environment conduct, at that point it is critical to comprehend what extra, novel data is picked up past what is directly thought about self-report counterproductive working environment conduct.

Keeping perspective of all the above talk if representative feels that he/she is alienated one way or the other way certainly a worker will go over some negative contemplation for associations and it will hurt the firm and this isn't all additionally created negative behavioral results as counterproductive work practices. As a result, overall firm will suffer. So, on the basis of all above discussion this study hypothesizes that:

**H2:** *Negative affectivity mediates the relationship between workplace ostracism and counterproductive work behavior.*

## **2.4 Emotional self-efficacy moderates the relationship between workplace ostracism and Negative affectivity**

Enthusiastic Self-Efficacy (ESE) is characterized as convictions in one's passionate working capacities (Dacre Pool and Qualter, 2012). From a formative perspective, (Sackett and DeVore, 2001) talks about the significance of self-viability in managing passionate encounters. A limit with respect to passionate self-viability should bring about a man using their capacity to manage negative enthusiastic encounters by having the capacity to deal with their power, recurrence and term. They can do this since they trust they have the capacity to do as such successfully and, in this way, don't move toward becoming overpowered by negative feelings (Scott et al., 2013).

Social-subjective scholars see identity as an intellectual full of feeling framework coming about because of the purposeful activity of practically unmistakable structures that progressively take shape through the span of improvement (Bandura, 1986).

Social-intellectual methodologies, specifically, have tended to the mental systems that empower individuals to communicate viably with the earth, to allot individual importance to their activities, and to design and execute a course of activities as per their own objectives and measures (Bandura, 1986). This accentuation has prompted an attention on the extraordinary possessions of human workplace, for example, self-reflection in addition self-control that empower individuals to underwrite upon others' involvement, to choose and alteration the conditions in which employees lives, and to add to graphing the progression of their lives (Bandura, 2001).

Amongst mental constructions bearing witness to people's agentic control, not a single person has demonstrated to apply a more inescapable impact over idea, inspiration, and activity than self-viability convictions, in particular, judgments individuals hold about their ability to adapt adequately to particular difficulties and to confront requesting circumstances. The self-assurance with which people method and manage bothersome errands decides if they make excessive or poor exploitation of their aptitudes (Bandura, 2001).

Albeit exact discoveries have to a great extent upheld the generous impact of self-viability convictions on singular working in assorted spaces (Bandura and Walters, 1977), in the current investigation, we concentrated on apparent enthusiastic self-adequacy in the area of effect direction. Following the normal refinement amongst optimistic and undesirable effect (Watson and Tellegen, 1985; Russell and Carroll, 1999), Caprara et al.(2008) contended for the significance of enthusiastic self-viability convictions in both overseeing or balancing the statement of negative effect and to suitably involvement and express positive affectivity, particularly in troublesome circumstances (Alessandri et al., 2015) .

The idea of enthusiastic self-adequacy imparts shallow similitudes to that of feeling control (Derryberry and Rothbart, 1997); it is imperative to perceive the reasonable qualification between really having the capacity to self-direct and feeling skilled to do as such. Feeling related self-control alludes to a man's capacity to comprehend and oversee interior sentiments and feelings by taking part in fitting subjective and behavioral systems (Eisenberg and Spinrad, 2004).

Passionate self-adequacy rather mirrors a man's apparent capacities to self-control, which may not generally reflect altogether his or her actual level of self-direction. From a hypothetical perspective, self-adequacy convictions in overseeing negative feeling allude to convictions in regards to one's capacity to enhance negative enthusiastic states once they are stirred because of difficulty or baffling occasions and to abstain from being overwhelmed by feelings, for example, outrage, disturbance, melancholy, and debilitation. Self-adequacy convictions in communicating positive feelings allude to convictions in a single's capacity to involvement or to enable one to express positive feelings, for example, satisfaction, excitement, and pride, in light of accomplishment or charming occasions.

It is impossible that individuals adaptably adjust to novel and obscure circumstances, keep away from inflexible reactions under pressure, and approach reality with interest and excitement in the event that they don't trust they can ace the feelings related with both the rehashed encounters of various day by day bothers and genuine troubles of life. Reliable with the view that passionate self-adequacy convictions add to improvement, such convictions anticipate change in extremely steady and strong identity characteristics, for example, enthusiastic security (Caprara et al., 2013) and positive introduction (Caprara et al., 2010).

In a past longitudinal examination, (Alessandri et al., 2009) explored the relations between the two various types of passionate self-adequacy convictions (i.e., overseeing negative feelings and communicating optimistic feelings). Self-adequacy convictions in overseeing negative feelings were anticipated without anyone else's input viability convictions in communicating positive feelings just amid late puberty (from 18 to 22 years). The inverse direct connection (from self-viability

convictions in overseeing negative feelings to self-adequacy convictions in communicating positive feelings) was huge (together from 16 to 20 centuries and from 18 to 22 years). Thus, we hypothesize that:

**H3:** *Emotional self-efficacy moderates the relationship between workplace ostracism and negative affectivity such that the relationship is weakened when self-efficacy is high.*

## 2.5 Research Model

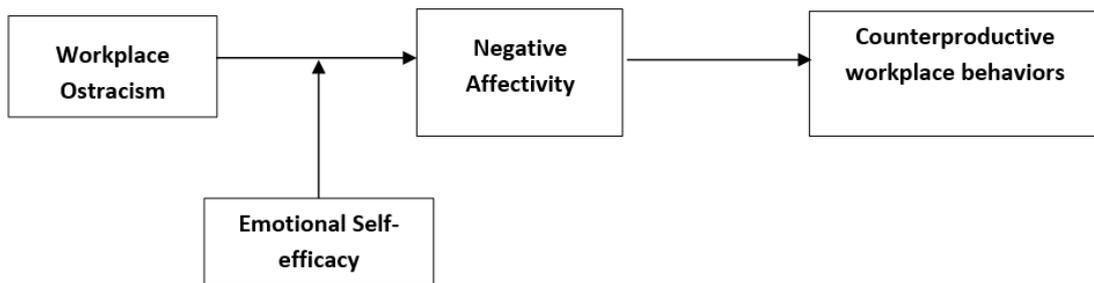


FIGURE 2.1: Research Model

## 2.6 Research Hypothesis

**H1:** There is a positive association between workplace ostracism and counterproductive workplace behaviors.

**H2:** Negative affectivity mediates the relationship between workplace ostracism and counterproductive workplace behaviors (counterproductive workplace behaviors).

**H3:** Emotional self-efficacy moderates the relationship between workplace ostracism and negative affectivity such that the relationship is weakened when self-efficacy is high.

# Chapter 3

## Research Methodology

This chapter contains detail about all the procedures and methods applied in this research to get the authentic results. The discussion includes details regarding Design of research, population, sampling techniques, sampling characteristics, instruments and reliability of all the variables and items involved in this research.

### 3.1 Research Design

This research is a fundamental investigation that objects to examine the causal influence of Workplace ostracism on Counterproductive workplace behaviors in hospitals of Rawalpindi and Islamabad. It also examines one possible mechanism i.e. negativity affectivity through which Workplace ostracism cause counterproductive work behaviors in the employees, and also examines one possible moderator Emotional self-efficacy which moderates the relationship of workplace ostracism and negativity affectivity. In the limitations of the time, cross-sectional study is carried out and data is gathered at one time of the point. The analysis which is done are based on these data. The questionnaires were directed to the nurses working in different hospitals located in Islamabad and Rawalpindi. And they were requested to fill the questionnaires without any force by the researcher.

## **3.2 Type of study**

This study is used to highlight the impact of Workplace ostracism on counter-productive workplace behaviors, for that co-relational study has been used in this research. For this purpose, nurses from hospitals of Rawalpindi and Islamabad have been targeted to get the required data needed to get the authentic results. Initially 350 questionnaires were set as a target but 207 genuine responses were collected. The sample that was selected for this research is assumed to represent the whole population of Pakistan. This will help to generalize the results from the sample statistics that will likely to be exhibited by the whole population of Pakistan.

## **3.3 Quantitative research**

As to reach a large scale of population, generally quantitative methods are used and appreciated. Hence, in this research quantitative research was used in this study to gather the has the quality data for the determination of associating variables to each other than for demonstrating the nature of relationship between the variables used in the research.

## **3.4 Unit of analysis**

Generally, unit of examination is the most important characteristic in any investigation study which is used for the analysis. In research study, unit of study can vary from and different groups to individual to cultures and organizations etc. As this research is focusing on the nurses, are unit of analysis for this study. In order to assess the counterproductive behavior in organization through counter-productive behaviors of nurses, study needed to approach the specific sector of hospitals which basically showed counterproductive workplace behavior under the Workplace ostracism and negative affectivity of the managers.

## **3.5 Population and sample**

### **3.5.1 Population and sample size**

The population utilized in this study includes nurses working under the managers and supervisors in different hospitals of Rawalpindi and Islamabad. As hospitals of Rawalpindi and Islamabad organizations are the emerging source of competitive advantage. Hospitals are the important part of the Pakistan and need of every person. If the environment of the hospital is not positive it will affect the employees and the patients who are admitted in the hospital.

To make the information gathered from the respondents more precise so that it represents the whole population, data was collected only from the private hospital sectors. These hospital nurses were communicated by the investigator then facts of the research were collective after which the hospitals gave the essential authorization to attain data from their nurses by giving them the previously organized questionnaires. For data gathering, for calculating four variables of apprehension i.e. workplace ostracism, counterproductive workplace behaviors, negative affectivity and Emotional self-efficacy were distributed and explained according to their education level for the better understanding among 350 nurses. An entire of 207 filled answers were acknowledged back with a 59.1% answer relation. The complete questionnaires were curtailed for precision and 143 of these surveys were found to be imperfect or inappropriately filled, and were not suitable to be used for the researchs investigation. This clearing left the investigator with an effective set of 207 responses i.e. an accustomed response ratio of 59

### **3.5.2 Sample and sampling technique**

As it is incredible to collect information from the entire population due to source restraints and other limitations of time, Sampling is the commonly used procedure to collect data. For that purpose, a specific group of people are chosen that are the true representatives of the whole population. Generally, only those hospital

sectors were approached who have given a vital importance to the workplace ostracism and have regarded counterproductive workplace behaviors in their work. Respondents required for the sample needed to be ostracized by the managers and those who show counterproductive work behavior were the target of the study through the negative affectivity between nurses by the manager who create workplace ostracism. Hence the sample selected for the research represents all the elements needed to get the required results and is the true representative of the whole population.

Since this study is going to contribute towards the novel aspects in focusing the impact of workplace ostracism on counterproductive workplace behaviors of Pakistan. In this study, convenience sampling was the basis on which the sample was drawn. Convenience sampling is one of the techniques of non-probability sampling technique, in which data is collected randomly based on the feasibility to collect data effectively. The sample consists of level of different hospitals; hence data was collected through self-reported questionnaires. Almost 350 questionnaires were distributed in the hospitals of Rawalpindi and Islamabad. Due to certain limitations convenient sampling was used. Participants were made assured of the confidentially about the information that they will provide for the research purpose

Convenience sampling is the most appropriate technique to be used in this research because through this technique data can be randomly collected from the hospitals of Rawalpindi and Islamabad which will depict the most genuine picture of the whole population in demonstrating the impact of Workplace ostracism of managers on counterproductive workplace behaviors through negative affectivity and moderated by emotional self-efficacy.

His sampling is mostly used in the research carried out in social sciences. In this research the collection of data is selective and is based on the subject and the availability of the subject which is to be calculated. Convenience sampling was also selected as sampling method in order to encounter the resources restraints and time limits. Consequently, it is expected that the information composed from

the populace is the demonstrative of the entire population of nurses employed in dissimilar hospitals of Rawalpindi and Islamabad.

## 3.6 Sample Characteristics

The demographics considered in this study are; nurses age, nurses experience in the hospitals of Rawalpindi and Islamabad and nurses gender and nurses qualification. As it was single source study, questionnaire was only distributed to the nurses. Sample characteristics details are following

### 3.6.1 Age

Age is considered as one of the demographics, to which respondents sometimes feel uncomfortable to disclose openly. So, for the convenience of respondent variety source was used to gather data concerning the ages of the defendants.

TABLE 3.1: Frequency by Age

Age	Frequency	Percent
18-25	79	38.2
26-33	37	17.8
34-41	42	20.2
50 and above	49	23.6
<b>Total</b>	<b>207</b>	<b>100</b>

It has been shown in Table 3.1 that most of the respondents were having age between the range of 18-25, 38.2% of respondents were having age ranging between 18-25, 17.8% of majority respondent were having age ranging between 26-33, which is depicting the young generation is mostly ostracized due the less experience and younger in the hospital. Manager has the power to ostracize the employees and nurses. 20.2% respondents were having age ranging between 34-41 only 23.6% of the employees were having age range of 50 or above.

### 3.6.2 Experience

Again, to collect information regarding the experience of the respondents, different ranges of experience time period were developed so that every respondent can easily sport out the specific tenure of their experience in the relevant field of projects.

TABLE 3.2: Frequency by Experience

Experience	Frequency	Percent
<b>05-10</b>	<b>94</b>	<b>45.4</b>
<b>11-16</b>	<b>63</b>	<b>30.4</b>
<b>17-22</b>	<b>32</b>	<b>15.4</b>
<b>23-28</b>	<b>11</b>	<b>5.3</b>
<b>36 and above</b>	<b>7</b>	<b>3.38</b>
<b>Total</b>	<b>207</b>	<b>100</b>

It can be seen from the Table 3.2 that most of the respondents were having an experience ranging between 05-10 years, which depicts that 45.4% respondents were having experience between the range 05-10 years, 30.4% respondents were having experience ranging between 11-16 years, 15.4% respondents were having experience ranging between 17-22 years, 5.3% respondents were having experience ranging between 23-28 years and only 3.38% of respondents were having experience ranging between 36 years and above. As experience includes behavior in the workplace and create ostracism in the work. Experience is considered as one of the most effective demographics which contribute too much towards the Workplace ostracism and negative affectivity.

### 3.6.3 Gender

Gender is an element which remains in highlights for the purpose to maintain gender equality, so it is also considered as the important element of the demographics because it differentiates between male and female in a given population sample. In this study, it has been tried to make sure the privilege of gender equality but still it has been observed that ratio of male managers is considerably greater than

the ratio of female managers. Table 3.3 depicts the ratio of male and female re-

TABLE 3.3: Frequency by Gender

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
<b>Male</b>	<b>113</b>	<b>54.5</b>
<b>Female</b>	<b>94</b>	<b>45.4</b>
<b>Total</b>	<b>207</b>	<b>100</b>

spondents. As we can see majority of the respondents were male, which shows that 54.5% of the respondents were male and 45.4% respondents were female.

### 3.6.4 Qualification

Education is the major element which contributes towards the prosperity of the whole Nation and it is also the basic need of the hour to compete globally. Hence after gender, qualification/education is another vital dimension of the demographics. Education helps the respondents to think and choose what is right and what is wrong. Through education, nurses will be aware of their rights and how to be treated in the hospitals. Probably education plays an important role in demonstrating the behavior of their managers that exhibit workplace ostracism and negative affectivity. It has been shown in Table 3.4 that most of the respondents

TABLE 3.4: Frequency by Qualification

<b>Qualification</b>	<b>Frequency</b>	<b>Percent</b>
<b>Metric</b>	<b>34</b>	<b>16.4</b>
<b>Bachelor</b>	<b>117</b>	<b>56.5</b>
<b>Master</b>	<b>54</b>	<b>26.1</b>
<b>MS/M.Phil.</b>	<b>2</b>	<b>0.96</b>
<b>PhD</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>207</b>	<b>100</b>

were having qualification of Metric with 16.4%, Bachelor, which comprises 56.5% of the total respondents chosen as the true representative sample of the whole population. 0.9% respondents were having qualification of MS/M.Phil, 26.1% of

the respondents were having qualification of Masters and 0% of the respondents were PhD amongst the 207 respondents.

## 3.7 Instrumentation

To investigate the information gathered through poll, IBM SPSS (Statistical Package for the Social Disciplines) was utilized. The information has been tried for looking at the relationship, relapse and intercession examination. To assess how autonomous adjustable is associated with the reliant variable, connection investigation is utilized. While to relapse is utilized to look at that how much variation in free factor caused variation in subordinate variable. Progressive relapse examination is utilized as a part of instance of numerous variables that may bring about varieties in the causal connection. Intercession examination was conveyed according to (Preacher and Hayes, 2004) intervention investigation strategy.

### 3.7.1 Measures

The data was collected through the questionnaires selected from different authentic sources through adoption of those questionnaires. Questionnaires were distributed in English. Almost 50-60 questionnaires were distributed in each hospital that has been visited during questionnaire distribution period. As according to past researches, collection of data is the more convenient way, as respondents have ease to fill the questionnaires as compared to the process of asking the questions and interviewing the respondents and regardless of the method of collection of data there is no significant impact on the quality of data (Church et al., 2001).

All the items i-e Workplace ostracism, Counterproductive workplace behaviors, Negative affectivity and Emotional self-efficacy has been filled the nurses of the hospitals. Items for Workplace ostracism was restrained on 5-likert Scale ranging from 1strongly disagree to 5 strongly agree. All the items for Negative affectivity were measured using a five-point Likert scale ranging from 1Very Slightly, 2 a little, 3 moderately, 4 quite a bit and 5 extremely. and the questionnaire for

Counterproductive workplace behaviors all items were measured using a five-point Likert scale ranging from 1 strongly disagree to 5 strongly agree.

Emotional self-efficacy was filled on 5-Likert Scale only 27 items are scored; they make up four subscales: (1) using and managing own emotions, (2) identifying and understanding own emotions, (3) dealing with emotions in others, and (4) perceiving emotion through facial expressions and body language. All these scales were approved by passing them through reliability test. The data will be collected through adopted questionnaires from different sources. The items contained within in the questionnaire is such that all of them i.e. Workplace ostracism, emotional self-efficacy, negative affectivity and counterproductive work behavior has to be filled by the employees. Questionnaires also consist of four demographic variables which include information regarding the respondent Gender, Age, Qualification and Experience.

The Questionnaire for nurses includes 64 questions in total having 5 sections i-e demographics, Workplace ostracism, Emotional self-efficacy, Negative affectivity and Counterproductive workplace behaviors questionnaires. Demographic information which includes the variables Gender, Age, Qualification and Experience, were also collected in order to make the results more accurate and authentic by making it sure that information provided by the participants will be kept secret.

350 questionnaires were distributed in total but only 207 were received. But the actual numbers of questionnaires used for the analysis of data for demonstrating the results were 207. The discarded questionnaires out of 207 questionnaires were those which were not having the complete information or many of the questions were unfilled in those questionnaires hence making them not appropriate for the study. So, we had a total response of 59% out of 100%.

### 3.7.2 Workplace Ostracism

Workplace ostracism would be measured with the ten items, developed by (Ferris et al., 2008b). Sample items are Others ignored you at work and Others at work

treated you as if you weren't there. All items were measured using a five-point Likert scale ranging from 1 strongly disagree to 5 strongly agree.

### 3.7.3 Negative Affectivity

The ten-item negative affectivity scale of the Positive and Negative Affect Schedule (Watson et al., 1988) was used to assess negative affectivity. All items were measured using a five-point Likert scale ranging from 1 Very Slightly, 2 a little, 3 moderately, 4 quite a bit and 5 extremely.

### 3.7.4 Emotional Self-efficacy

The Emotional Self-Efficacy Scale (ESES) developed by Kirk et al. (2008) originally comprised 32 items, with eight items representing each of the four branches of the (Mayer, 1997) model. Participants are required to rate their confidence in respect of each item by selecting a number on a five-point scale, with a 1 indicating not at all confident and a 5 indicating very confident. The revised scoring system (Dacre Pool and Qualter, 2012) was used in this study. Only 27 items are scored; they make up four subscales: (1) using and managing own emotions, (2) identifying and understanding own emotions, (3) dealing with emotions in others, and (4) perceiving emotion through facial expressions and body language.

### 3.7.5 Counterproductive Work Behaviors

Counterproductive Work Behaviors would be measured with the thirteen items, developed by (Yang and Diefendorff, 2009). Sample items are Lied about hours worked and Stole something belonging to your employer. All items were measured using a five-point Likert scale ranging from 1 strongly disagree to 5 strongly agree.

TABLE 3.5: Instruments

Variables	Source	Items
Workplace Ostracism (IV)	Ferris et al., (2008)	10
Negative Affectivity (Med)	PANAS; Watson, Clark, and Tellegen, (1988)	10
Counterproductive Workplace Behaviors (DV)	Yang and Diefendorff (2009)	13
Emotional Self-efficacy (Mod)	Dacre Pool and Qualter, (2012)	27

### 3.8 Statistical Tool

Firstly, single linear Regression was carried out in order to study the causal relationship between the Independent variable Workplace ostracism and Dependent variable Counterproductive workplace behaviors. Regression analysis is generally used when we have to study the impact of multiple factors on the dependent variable under the study. Regression analysis will make it assure that the previous study regarding the variables is still supporting the acceptance or rejection of the proposed hypothesis or not.

Then for further analysis three steps of Preacher and Hayes (2004) were used. In these three steps, first we have to put our dependent variable i.e Counterproductive workplace behaviors in the outcome column, then our independent variable i.e Workplace ostracism in the IV column and after that we have to put all the demographics in covariant column. Along with all these steps we have to choose our Model number, as we have to perform both mediation and moderation through Preacher and Hayes we have to separately perform the analysis both for mediation and moderation by selecting model 1 for moderation and model 4 for mediation respectively for both analyses.

### 3.9 Pilot Testing

Before going to perform something on a larger scale it would be a very proactive and effective approach to conduct a pilot testing for it, as it will avoid many risks related to wastage of resources and time. Hence, Pilot testing of about 30 questionnaires were showed in command to confirm that whether the consequences are familiar and in stroke with the proposed hypothesis or not. After conducting the pilot testing it was concluded that there was no significant problem in the variables and the scales were absolutely reliable for the pilot study conducted.

### 3.10 Reliability analysis of scales used

Reliability is referred to a process of giving same consistent results over and over again when the specific item is being tested over number of time, same is for the scales. Reliability of scale depicts the ability of the scale to give consistent results when it is being tested for number of times. I have conducted reliability test through Cronbach alpha, it tells about the internal reliability of the variables and tells about if those variables have a link between them or nor along with that it also measures the single construct. Cronbach alpha have a range from 0 to 1. The greater the value, the higher is the dependability of the scale to measure the hypothesis it is meant to degree. Value of alpha above 0.7 is measured to be reliable and below 0.7 is measured to be less dependable in calculating the selected set of constructs.

TABLE 3.6: Scale reliabilities

Variables	Cronbach's Alpha	Items
Workplace ostracism	<b>0.698</b>	<b>10</b>
Negative affectivity	<b>0.711</b>	<b>10</b>
Counterproductive workplace behaviors	<b>0.765</b>	<b>13</b>
Emotional self-efficacy	<b>0.876</b>	<b>27</b>

In Table 3.6, the Cronbach alpha of all the rulers used in the data gathering are shown. All the values of Cronbach alpha for the items used under the study are above 0.7. The items i-e Counterproductive workplace behaviors and Emotional self-efficacy in hospitals, having values 0.8 shows that these two scales are highly reliable to be used in this study according the context of Pakistan.

### 3.11 Data Analysis Technique

Factual tests, for example, information Descriptive test; Reliability test, Regression, Correlation, examination was utilized. SPSS Version 20.0 programming bundle was utilized to behavior all the compulsory measurable outlines. To figure the interior dependability of the gage Cronbach's alpha was proposed. While, [Preacher and Hayes \(2004\)](#) intervention and control strategy for process was utilized to complete the directed intercession examination and the model number coordinating with this investigation was 7.

After the collection of the data that is relevant to the study from 350 respondents, the data was then analyzed on SPSS software version 20. I have gone through a number of procedures while analyzing the data, such procedures are as following:

1. First of all, only the questionnaires which were filled appropriately were selected for the analysis.
2. Each variable of the questionnaire was coded and each coded variable was used for data analysis.
3. Frequency tables were used in regard to explain the sample characteristics.
4. Descriptive statistics was conducted by using the numerical values.
5. Reliability of all the variables was checked through Cronbach coefficient alpha.
6. Correlation analysis was conducted in order to know whether there is a significant relationship exist between the variables understudied in this research or not.

7. Single linear regression analysis of Independent and Dependent variable was conducted to determine the proposed relationship.
8. Preacher and Hayes Process were used for conducting mediation and moderation to determine the existence of the role of mediator and moderator between the Independent and dependent variables.
9. Through correlation and Preacher and Hayes method, the intended hypotheses were tested to check the rejection and acceptance of the proposed hypothesis.

# Chapter 4

## Results

### 4.1 Descriptive Statistics

Connecting with estimations gives diagrams about the case evaluate and the explanations that have been made about the statistics. It uncovers to us the fundamental purposes of enthusiasm of the data that has been accumulated, for instance, test measure, slightest regard, most noteworthy regard, mean regard and standard deviation of the data. Unmistakable estimations moreover bring colossal entire of data into engineered and plot shape. The unpretentious components of data accumulated under this examination are obtainable in the table as underneath.

TABLE 4.1: Descriptive Statistics

Variable	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Workplace ostracism	207	1.77	4.39	3.5	0.84
Negative affectivity	207	1.29	4.49	3.23	0.59
Emotional self-efficacy	207	2.23	4.38	3.77	0.71
Counterproductive workplace behaviors	207	1.01	4.44	3.78	0.81

This table gives the realistic bits of knowledge of the components under examination. The table displays the data related to slightest, most extraordinary and typical regards for each factor and moreover exhibits the mean and SD. The key segment of the table comprehends the feature of variables, the second portion

light up about the illustration size of the examination, third and fourth fragment exhibit the base and most extraordinary mean regards for the data accumulated. Most extraordinary motivating force for Gender is 2 as the sexual introduction has been assessed on two factor groupings where 1 is for male and 2 implies female. Each one of the four variables of this examination were evaluated in values from 1 to 5. The self-sufficient variable i.e. Work environment shunning has a mean of 3.50 and a SD of 0.84. The poor variable Counterproductive working environment practices exhibit a mean and standard deviation estimations of 3.78 and 0.81 independently. The go between of this examination, Negative affectivity turned up a mean of 3.23 and a standard deviation of 0.59. Enthusiastic self-viability has the mean of 3.77 and SD of 0.71.

## 4.2 Correlation analysis

The very resolution behind relationship is to show the association among two factors or to take a gander at whether the two components move in similar or reverse headings. It is special in connection to relapse examination in a way that it doesn't consider causal linkages for the variables under scrutiny. The association is separating in context of components moving in the same or conflicting course while barring the zero relationship. Negative regards escape how much addition in both of the variable movements with each other. The relationship examination used under this examination is the comprehensively used coefficient for reviewing relationship among association. Typically, Pearson cure examination is used to find out relationship constant is the most generally perceived procedure to check reliance among two sums. The estimations of connection go from - 1.00 to +1.00 Where +1.00 values reveal a positive relationship, while negative regards exhibit negative connection among the components. Regardless, the regard go - 1.0 to - 0.5 or 1.0 to 0.5 is strong/High connection, the regard broaden - 0.5 to - 0.3 or 0.3 to 0.5 is direct relationship and the esteem run - 0.3 to - 0.1 or 0.1 to 0.3 is positioned feeble/low connection, yet when the estimation of connection is 0 this implies there is no connection among the factors being considered.

TABLE 4.2: Means, Standard Deviations, Correlations

	Variables	1	2	3	4	5	6	7	8
1	Gender	-							
2	Age	0.03	-						
3	Qualification	.154*	-0.02	-					
4	Experience	0.12	.438**	-0.22	-				
5	Workplace ostracism	0.02	0.234	0.065	0.124	-			
6	Negative affectivity	0.12	0.021	0.077	-0.05	.635**	-		
7	Emotional self-efficacy	0.08	0.007	-0.05	-0.19	.654**	.687**	-	
8	Counterproductive workplace behaviors	0.02	0.054	-0.03	-0.05	.677**	.598**	.644**	-

\*. Correlation is significant at the 0.05 level (2-tailed) \*\*. Correlation is significant at the 0.01 level (2-tailed)

Table 4.2 displays the correlation among the variables of this research. Workplace ostracism is highly and significantly correlated with Negative affectivity, ( $r=.635^{**}$ ,  $p=.003$ ), and Workplace ostracism is moderately and significantly correlated with ( $r=-.654$ ,  $p=.000$ ), while Workplace ostracism and Counterproductive workplace behaviors are significantly correlated with ( $r=.677^{**}$ ,  $p=.003$ ). Negative affectivity is positively and significantly correlated with ( $r=.687^{**}$ ,  $p=.000$ ), While correlation between Negative affectivity and Counterproductive workplace behaviors is also high and significant with ( $r=.598$ ,  $p=.000$ ). Is significantly correlated with Counterproductive workplace behaviors with ( $r=.644^{**}$ ,  $p=.014$ ).

### 4.3 Regression Analysis

As we have performed correlation analysis to analyze the existence of relationship between the variables used under the study, but we just cannot only rely on the correlation analysis because it just shows the existence of relationship between variables through an inadequate support and doesn't tell about the casual

relationship amongst the variables. Therefore, there is a strong need to perform regression analysis in order to collect authentic evidence of dependence of one variable on one more variable. Regression investigation basically represents the degree to which one variable be subject to on another variable i-e independent variable on which it is existence degenerated.

A relationship examination does not give enough affirmation to inferring the associations between factors. For making deductions concerning the dependence of one adjustable on another, relapse examination is used. Relapse shows how much a variable depends upon another, self-ruling adjustable on which it is being backslid. Right when two components are straightforwardly related, the assortment in the poor variable is elucidated by two factors: the relapse lines it and distinctive components which are not considered while backsliding the subject to the independent variable. In a manner of speaking, the assortment in the dependent variable, if named as 'mean assortment', which is the assortment in the penniless variable portrayed by the relapse line with the self-ruling variable and diverse components not illuminated by the relapse line. The quantifiable coefficient frequently used for assessing relapse is the coefficient of affirmation, and shows the assortment in the poor variable cleared up by its immediate association with the self-determining variable; depicted as  $R^2$ .

TABLE 4.3: Regression Analysis Results for Counterproductive workplace behaviours

Predictors	Counterproductive workplace behaviors		
	$\beta$	$R^2$	$\Delta R^2$
Step1			
Control Variables		0.03	
Step 2			
Workplace ostracism	.564**	0.35	.344**

*n=207, Control variables were, Gender, Age, Experience and Qualification, \*  $P < .05$ ; \*\*  $P < .01$*

Hypothesis 1 predicts a positive association between workplace ostracism and counterproductive workplace behaviours. In table 4.3, regression investigation was utilized to gauge the degree to which a unit change in Workplace ostracism

(IV) realizes an adjustment in Counterproductive workplace behaviours (DV a relapse constant ( $\beta$ ) of .564 was found with a high essentialness estimation of .000. The general wellness of the perfect (F) is 21.95 with a hugeness of .000 that fulfils the states of a profoundly huge connection amongst Workplace ostracism and Counterproductive workplace behaviours. So, Hypothesis 1 is accepted.

### 4.3.1 Mediation Analysis

Mediation examination is a factual strategy used to assist answers the inquiry in the matter of how about causal operator X exchanges its impact on the result variable Y in addition what is the basic instrument through which association remains constant. (Preacher and Hayes, 2004) intercession technique has been utilized as a part of this examination to see the intervening part of Negative affectivity on the relationship between Workplace ostracism and Counterproductive workplace behaviours. The present have used mediator i.e. Negative affectivity as the fundamental mechanisms among Workplace ostracism (IV) and Counterproductive workplace behaviours (DV). The outcome of the mediation examination for this study is as pursue:

TABLE 4.4: Mediation analysis results for Negative affectivity

Impact of IV on M		Impact of M on DV		Impact effect of IV on DV in presence of M		Total effect of IV on DV		Bootstrap results for indirect effects	
B	t	B	T	$\beta$	t	$\beta$	T	LL 95 CI	UL 95 CI
.191**	14.6	.707**	12.1	.458**	11.6	.138	1.61	0.682	0.852

*n=207, Control variables were, Gender, Age, Experience and Qualification, \*  $P < .05$ ; \*\*  $P < .01$ (IV= Workplace ostracism, M= Negative affectivity and DV= Counterproductive workplace behaviours)*

Hypothesis 2, of research predicts Negative affectivity as a mediator between the relationship of Workplace ostracism and Counterproductive workplace behaviours.

From Table 4.4, it can be seen the impact of Workplace ostracism on Counterproductive workplace behaviours through negative affectivity which has the upper and lower points of confinement of .8515 and .6821 and zero is absent in the 95% certainty interim, this was to check the relationship of workplace ostracism on counterproductive workplace behaviour through the mechanism of negative affectivity. The second hypothesis was approved. The general perfect is likewise exceptionally noteworthy where  $F=23.81$  and  $p=.0000$ . This is imperative to take note of that when the arbiter is prohibited from the IV to DV connection; the noteworthy connection amongst Workplace ostracism and Counterproductive workplace behaviours remains no longer huge. That proves that mediator links this relationship between IV and DV, and provides a strong support the acceptance of hypothesis 2

### 4.3.2 Moderated-Mediation analysis

Preacher and Hayes(2004) moderated-mediation technique has been used in this research to see the moderating role of emotional self-efficacy on the relationship between workplace ostracism and negative affectivity.

The moderated mediation was performed through model no. 58 of(Preacher and Hayes, 2004) macros. The consequences of the moderated mediation examination for this research are as follows:

The outcomes of the moderated mediation study for this research are as under:

TABLE 4.5: Moderated-Mediation study outcomes for on MV and DV relation

Impact of IV on Med		Impact of Mod on Med		Impact of IV Mod on Med		Bootstrap results for indirect effects	
B	T	B	T	$\beta$	t	LL	UL
						95	95
						CI	CI
.191**	14.6	.343*	3.85	-.58**	-2.68	-1.06	-.155

*n=207, Control variables: Gender, Experience, Age, and Qualification, \*  $P < .05$ ; \*\*  $P < .01$  (IV= workplace ostracism, Med= Negative affectivity, DV= Counterproductive workplace behaviours, Mod= Emotional self-efficacy).*

Hypothesis 3rd of the study predicts that emotional self-efficacy moderates the relationship between workplace ostracism and negative affectivity; such that if Emotional self-efficacy is high than the association among workplace ostracism and negative affectivity would be weakened. From Table 4.5, it can be observed that interaction term of workplace ostracism and Emotional self-efficacy effect on the relationship of workplace ostracism and negative affectivity has the upper with lower limits of .458 as well as .056 and zero is not there in the 95% confidence gap, therefore we can close that moderates relationship between workplace ostracism and negative affectivity, but does not change the direction of the relationship, so its lends support to the acceptance of hypothesis 3. In general model is also highly significant where  $F=17.73$  and  $p=.000$ .

TABLE 4.6: the mediating effect of Negative affectivity and moderating effect of Emotional Self-efficacy

			<i>B</i>	<i>SE</i>	<i>T</i>
Workplace ostracism	→	Counterproductive workplace behaviors	<b>0.43</b>	<b>0</b>	<b>10.9</b>
Workplace ostracism	→	Negative affectivity	<b>0.27</b>	<b>0.1</b>	<b>3.61</b>
Negative affectivity	→	Counterproductive workplace behaviors	<b>0.09</b>	<b>0</b>	<b>13.1</b>
Int_term	→	Counterproductive workplace behaviors	<b>0.26</b>	<b>0</b>	<b>14.9</b>
			<b>LL</b>		<b>UL</b>
			<b>95%</b>		<b>95%</b>
			<b>CI</b>		<b>CI</b>
Bootstrap results for indirect effect			<b>0.05</b>		<b>0.45</b>

*Note.* Un-standardized regression coefficient reported. Bootstrap sample size 2000. LL =lower limit; CI = confidence interval; UL = upper limit.  $N=207$ , Control variables were, Gender, Age, Experience and Qualification, \*  $P < .05$ ; \*\*  $P < .01$

From Table 4.2, it is concluded that Workplace ostracism has a direct positive and significant relationship with the counterproductive workplace behaviors, hence the un-standardized regression co-efficient indicates that ( $B= .43$ ,  $t= 10.9$ ,  $P= .00$ ), the results in the above table provides strong justification for the acceptance of

hypothesis. So, the hypothesis H1 i-e There is a positive association between Workplace ostracism and counterproductive workplace behaviors is accepted. Results also shows that there is a positive and significant relationship between workplace ostracism and negative affectivity as indicated by un-standardized regression coefficient ( $B = .27$ ,  $t = 3.61$ ,  $P = .00$ ) Results indicates that negative affectivity mediates the relationship between workplace ostracism and counterproductive workplace behaviors, as the indirect effect of workplace ostracism on counterproductive workplace behaviors is through negative affectivity has the upper and lower limits of 0.05 and 0.43 and doesn't contain zero in the bootstrapped 95% confidence interval, thus it is concluded that the hypothesis H2:negative affectivity plays a mediating role between workplace ostracism and counterproductive workplace behaviors is accepted.

It has been concluded from the Table 4.2, that emotional self-efficacy act as a moderator between workplace ostracism and negative affectivity, as indicated by the un-standardized regression analysis ( $B = .255$ ,  $t = 14.87$ ,  $P = .00$ ), hence the hypothesis H3 i-e emotional self-efficacy moderates the relationship between workplace ostracism and negative affectivity; such that if emotional self-efficacy is high than the relationship between workplace ostracism and negative affectivity would be weaken is accepted because  $P = .00$  is showing a significant value.

TABLE 4.7: Hypothesis Results Summary

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<b>H1:</b> <i>There is a positive association between Workplace ostracism and Counterproductive workplace behaviors of employees. (Accepted).</i>
<b>H2:</b> <i>Negative affectivity plays a mediating role between Workplace ostracism and Counterproductive workplace behaviors(Accepted).</i>
<b>H3:</b> <i>Emotional self-efficacy moderates the relationship between Workplace ostracism and Negative affectivity; such that if Emotional self-efficacy is high than the relationship between Workplace ostracism and Negative affectivity would be weakened (Accepted).</i>

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# **Chapter 5**

## **Discussion, Theoretical and Practical implications, Limitations and Recommendations and Conclusion**

### **5.1 Discussion**

The purpose of the current chapter is to examine the results of the study, which were reported earlier in the previous Chapter. It will also try to elaborate and explain the results and the relations with previous studies and emphasize on the results which are consistent with other studies and also those results which are not consistent with previous studies.

### 5.1.1 Discussion On Research Question No 1:

**Q 1:** Does workplace ostracism affects counterproductive work behaviors of employees?

For finding the answer to the 1st question,

**H1:** There is a positive association between workplace ostracism and counterproductive work behaviors.

Study of (Ferris et al., 2008b) mentioned that workplace ostracism is the common and universal phenomena that occurred in each and every organization. Although ostracism in organizations may be supposed as a mild behavior, its unfavorable role for individuals(Chow et al., 2008) and their social interactions(Wu et al., 2012) Employees are working in organizations and they (employees) have some personality trait that must be different from any other employee working in an organization and also they have different coping mechanisms with different type of stressful situations like of being ostracized by others. By making this statement more authentic study of(Williams, 2007) has suggested that coping responses differ among individuals.

In this aspect, the study found workplace ostracism to be positively related to task conflict(Chung, 2015). (Chung, 2015) mentioned that when individuals are ostracized, they are likely to believe they are misfits and therefore are less likely to engage in positive behaviors such as citizenship behaviors, meanwhile retaining a tendency to engage in workplace deviant behaviors. Workplace ostracism was positively related to service workers evasive knowledge hiding(Zhao et al., 2013). Study of Wu and colleagues found that being ostracized can mitigate employees citizenship behavior(Wu et al., 2016) and thus in return it will affect organization as a whole by indulging themselves in negative behaviors named as counterproductive work behaviors.

First hypothesis has been accepted in this study consistent with other studies which stated that there is positive relationship between workplace ostracism and counterproductive work behaviors(Yan et al., 2014; Zhao et al., 2013). (Leung

et al., 2011) mentioned employees who are being ostracized with not enough psychological resources will try to conserve psychological resources by demonstrating performance and low work engagement. Past studies have concluded that there is positive relationship between workplace ostracism and counterproductive work behaviors (Hitlan and Noel, 2009; Yan et al., 2014).

Employees are the intellectual property of an organization. They provide support to organization with development of strategic plans. Though, intentions of employees can be influenced by workplace ostracism. That is why workplace ostracism has been recognized an essential attention by organizations from many years. Workplace Ostracism played vital role to induce counterproductive work behaviors, which in return interfered progress and benefit for an organization.

For instance, individualistic cultures that focus less on high quality relationships may be less sensitive to workplace ostracism compared to the collectivist ones (Leung et al., 2011). Employees of private sector organization have mentioned that there is much influence of ostracism on us and also mentioned that now some days each and every organization are a political arena and more specifically private sector organizations. Consistent with this statement study of (Gkorezis and Bellou, 2016) mentioned that the toxic effect of workplace ostracism in collectivistic cultures is likely to be more robust.

### 5.1.2 Discussion on Research Question No 2:

**Q2:** Does negative affectivity mediates the interaction among workplace ostracism and counterproductive work behaviors?

For finding the answer to the 2nd question,

**H2:** Negative affectivity mediates the relationship among workplace ostracism and counterproductive behaviors

In this study mediation hypothesis has been accepted and that is negative affectivity mediates the relationship between workplace ostracism and counterproductive work behaviors. Negative affectivity has not been used as a mediator before in

a direct relationship of workplace ostracism and counterproductive work behaviors. In this study the relationship does not describe the relationship of workplace ostracism and counterproductive work behaviors unless there is mechanism of negative affectivity as a mediator. In previous studies, negative affectivity used as a mediator in different relationships. For instance study of (Bashir and Nasir, 2013), they also used negative affectivity as a mediator and they concluded that: negative affectivity mediates the relationship between the breach of the psychological contract and union commitment.

In this case (Hobfoll, 1989) mentioned that there are scarce psychological resources and an employee are dealing with work and stress both simultaneously, because from ostracizing behaviors employee who has been ostracized face stress. Consistent with this statement study of (Wu et al., 2012) stated that individual who is facing workplace ostracism; this phenomenon will indulge him/her in stressful situations. On the other hand negative behavior increases and put forward to negative affectivity. When an employee goes for negative affectivity ultimately reach to that phase that harm respective organization and indulged himself/herself in counterproductive work behaviors. In view of this statement study of (Shahzad and Mahmood, 2012) stated that negative affectivity leads to counterproductive work behaviors. Hence, this study explains how workplace ostracism impacts the employees counterproductive work behaviors via the mediating impact of negative affectivity.

The current study intention is by providing a better know-how of the association among workplace ostracism then counterproductive work behaviors by including negative affectivity as a mediator. The findings of this study suggest that negative affectivity mediates the relationship between workplace ostracism and counterproductive work behaviors. More importantly this study clarified the role of negative affectivity as mediator between the relationship of workplace ostracism and counterproductive work behaviors. The current study findings highlighted the negative effects of workplace ostracism. The current study result of negative affectivity and counterproductive work behaviors is in congruence with previous

result found by (Shahzad and Mahmood, 2012) that there is positive relationship between negative affectivity and counterproductive work behaviors.

It was found that there was significant and positive association among workplace ostracism, negative affectivity then counterproductive work behaviors. This study validates that workplace ostracism has a strong optimistic result on negative affectivity. It could be assumed that the tendency of the private hospitals of Rawalpindi and Islamabad towards negative affectivity increases as ostracism impact increases. It has been found that there is strong positive association between negative affectivity and counterproductive work behaviors, which ultimately shows that as the negative affectivity increase in private hospitals of Rawalpindi and Islamabad, counterproductive behaviors also rises. In the extant study, it is revealed that negative affectivity is a mediator in the association among workplace ostracism in addition counterproductive work behaviors. It is evident that workplace ostracism and negative affectivity influence the private hospitals of Rawalpindi and Islamabad to reflect counterproductive work behaviors to harm an organization as a whole.

### 5.1.3 Discussion on Research Question No 3:

**Question 3:** Does emotional self-efficacy moderates the relationship between workplace ostracism and negative affectivity?

For finding the answer to the 3rd question,

**H3:** Emotional self-efficacy moderates the relationship between workplace ostracism and negative affectivity such that the relationship is weakened when emotional self-efficacy is high.

This study supports the third hypothesis of moderation that is emotional self-efficacy moderates the relationship between workplace ostracism and negative affectivity. Study of (Wu et al., 2012) mentioned in their study that individual difference factors are central to most models of workplace ostracism, and in this study emotional self-efficacy is taken as a moderator, which works as a moderator in relationship of workplace ostracism and negative affectivity.

Study of (Leung et al., 2011) they have taken emotional self-efficacy as moderator between the relationship of workplace ostracism and work engagement, they supported the moderation of emotional self-efficacy in the relation the relationship of independent variable and the criterion variable. Emotional self-efficacy has been considered as a moderator in the relationship between external locus of control and depression (Hobfoll, 1989).

Passionate self-adequacy rather mirrors a man's apparent capacities to self-manage, which may not generally reflect altogether his or her actual level of self-direction. From a hypothetical perspective, self-viability convictions in overseeing negative feeling allude to convictions in regards to one's ability to improve negative enthusiastic states once they are stirred because of difficulty or baffling occasions and to abstain from being overwhelmed by feelings, for example, outrage, bothering, gloom, and demoralization. Self-viability convictions in communicating positive feelings allude to convictions in a single's ability to understanding or to enable one to express positive feelings, for example, happiness, energy, and pride, because of accomplishment or charming occasions.

## 5.2 Implications and Recommendations

### 5.2.1 Theoretical implications

There are many hypothetical implications of the current study, which are discussed below:

Firstly, the present study introduced negative affectivity as a mediator between workplace ostracism and counterproductive work behaviors. Negative affectivity was tested to see the mechanism of how workplace ostracism affects counterproductive work behaviors of the nurses. Previously negative affectivity was studied for the employees working in the hospitality industry in Pakistan (Bashir and Nasir, 2013), but the current study investigated for the nurses of private hospitals. Previous studies have shown that negative affectivity affect union commitment. In the current study negative affectivity was taken as the emotion of nurses in the

private hospitals that shows that whenever nurses facing ostracizing behaviors the ultimate outcome will be negative affectivity towards hospitals and will lead to mal-behaviors named as counterproductive work behaviors.

Secondly, the study also tested emotional self-efficacy as a moderator between workplace ostracism and negative affectivity. Emotional self-efficacy was tested to see its effects on negative affectivity of nurses towards private hospitals of Rawalpindi and Islamabad. The result was found significant.

Thirdly, the study also provides help to understand the effects of the workplace ostracism and how it enhances counterproductive work behaviors those who are working with private sector organizations in Pakistan. Very scarce and rare researches are available on ostracized nurses and extremely little research is available in Pakistani culture. Most of the studies of nurses who are being ostracized were conducted in western societies which are individualistic culture.

Fourthly, the study provides support for the Affective Event Theory (AET). Affective event theory (AET) is a mechanism proposed by (Weiss and Cropanzano, 1996). It is stated that Workplace Events cause emotional reactions on the part of employee, which in then influence workplace attitudes and behaviors which means that whenever employee facing ostracize event there will be a stressful situation for employee and he/she needs to recover his/her resources to cope up with the environment. Previously emotional self-efficacy mostly tested in other cultures which is a totally different culture as compare to other, the results are totally different which shows the impact and importance of culture.

Future researchers are advised to investigate the same study using longitudinal study and are also advised to focus on a comparative study of public and private-sector organizations to give us more in-depth details that which sector employees are more prone to produce counterproductive work behaviors from being ostracized from other employees.

The researchers should also test other possible moderators such as personality traits locus of control (internal and external) both. Researchers should also keep in mind the possible mediator such as belongingness.

### 5.2.2 Practical implications

The present study has certain practical implications which might provide some help for the organizations in Pakistan. It can be noticed that workplace ostracism is a great concern and really small attention is given to this issue. The study provides significant results that workplace ostracism will lead to employee counterproductive work behaviors. There are certain suggestions for organizations.

In thinking about the down to earth ramifications of our discoveries, we take note of that chiefs ought to precisely look at the circumstances when attendants report they are alienated. By isolating the real practices and its view, directors can accurately distinguish the reasons for shunning in the working environment and build up a redid representative help program to enable them to adapt to it.

In practical terms, our findings show that workplace ostracism is costly for nurses and organizations because nurses who encounter high levels of workplace ostracism are likely to have high levels of negative affectivity and are more prone to engage in counterproductive work behaviors. In addition to the general approach to mitigating workplace ostracism, the findings of the study indicate that the importance of individual differences in reacting to workplace ostracism does not play a vital role in the relationship of workplace ostracism and negative affectivity because of power distance. The employee who has been ostracized are may be the reason that there are high levels of hierarchal levels in hospitals, they feel ostracized because of the employers does not give importance to nurses in important meetings and discussions.

An important finding of the current study was that negative affectivity as a probable cause to counterproductive work behaviors of nurses. It was tested earlier with turnover intentions, but in this study was tested with between workplace ostracism and counterproductive work behaviors for the first time. Thus, organizations should create and implement such types of climates in which the nurses did something wrong, besides going directly to show ostracized behaviors to target nurses, give something very demanding task to fulfill them if the results dont come according to your expectations then set a certain type of penalties systems

and accordingly punish him/her. In this case a nurses will not feel ostracized does not give birth to cynical behaviors and ultimately not prone to counterproductive work behaviors.

### **5.3 Limitations**

The current study tried to eliminate all the problems, but still there are some limitations that must be avoided in the future.

Firstly, that sampling and data collection was done through cross sectional method due to time and resource constraints. In a cross sectional study data were collected from the respondents at one specific point of time. Thus, the sample size was small and might not represent all the ostracized nurses population of Pakistan, because the sample was not comprehensive and results might change if sample size might increase.

Secondly, the data sampling technique used for the study was convenience sampling due to time and resource constraints. In convenience sampling respondents are chosen who are convenient for the researcher.

Thirdly, the study focused on just private hospitals of Rawalpindi and Islamabad for data collection, but it might also affect the results of this study. Because working conditions and support for ostracized employees are different in many sectors such as public sector.

### **5.4 Conclusion**

The resolution of the current research was to examine the relationship among workplace ostracism and counterproductive behaviors of employees. It also investigated the mediating role of negative affectivity between workplace ostracism and counterproductive behaviors of employees. Furtherly, the moderating effect of emotional self-efficacy was investigated between the relationship between workplace ostracism and negative affectivity.

The present examination led to speak to the segregated medical attendants working in the work setting of Pakistani private segment healing centers with positive connections between working environment shunning and counterproductive practices of medical attendants. The aftereffects of the investigation demonstrated that negative affectivity mediated the positive connection between work environment exclusion and counterproductive practices of attendants. The outcomes likewise demonstrated that enthusiastic self-adequacy directs the relationship of work environment exclusion and negative affectivity. The discoveries were reliable for work environment segregation and counterproductive work practices with the past investigations. The examination found that when a few medical attendants is being excluded will prompt mal-practices towards the healing facility. In this manner, working in a shunned situation will improve their counter profitability.

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# Appendix-A

## Questionnaires



DEPARTMENT OF BUSINESS ADMINISTRATION  
Faculty of Business Administration Social Sciences  
CUST

Dear Participant,

I am a student of MS (HR) at Capital University of Science and Technology, Islamabad. I am conducting a research on **impact of Workplace Ostracism on Counterproductive Work Behaviors; with mediating role of Negative Affectivity and moderating role of Emotioanl Self Efficacy**. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that ***your responses will be held confidential and will only be used for education purposes.***

Sincerely,

**Muhammad Faizan Haider.**

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S.D.A= strongly disagree, D.A= Disagree, N= Neutral, A= Agree,  
S.A= Strongly Agree

	Section: A. Workplace Ostracism					
		S.D.A	D.A	N	A	S.A
1	Others ignored you at work	1	2	3	4	5
2	Others left the area when you entered.	1	2	3	4	5
3	Your greetings have gone unanswered at work.	1	2	3	4	5
4	You involuntarily sat alone in a crowded lunch-room at work.	1	2	3	4	5
5	Others avoided you at work.	1	2	3	4	5
6	You noticed others would not look at you at work.	1	2	3	4	5
7	Others at work shut you out of the conversation.	1	2	3	4	5
8	Others refused to talk to you at work.	1	2	3	4	5
9	Others at work treated you as if you werent there.	1	2	3	4	5
10	Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break.	1	2	3	4	5

1=Very Slightly, 2=a little, 3=moderately, 4=quite a bit and 5= extremely.

This Scale consists of words and phrases to describe different feelings and emotions.

please rate the following:

	<b>Section: B. Negative Affectivity</b>					
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Irritable	1	2	3	4	5
2	Alert	1	2	3	4	5
3	Ashamed	1	2	3	4	5
4	Scared	1	2	3	4	5
5	Nervous	1	2	3	4	5
6	Determined	1	2	3	4	5
7	Attentive	1	2	3	4	5
8	Jiltery	1	2	3	4	5
9	Active	1	2	3	4	5
10	Afraid	1	2	3	4	5

**S.D.A= strongly disagree, D.A= Disagree, N= Neutral, A= Agree, S.A= Strongly Agree**

	<b>Section: C. Counterproductive Work Behaviors</b>					
		<b>S.D.A</b>	<b>D.A</b>	<b>N</b>	<b>A</b>	<b>S.A</b>
1	Lied about hours worked	1	2	3	4	5
2	Stole something belongings to your employer	1	2	3	4	5
3	Took supplies or tools home without permission	1	2	3	4	5
4	Came to work late without permission	1	2	3	4	5
5	Took an additional or a longer break than you were allowed to take	1	2	3	4	5
6	Left work earlier than you were allowed to	1	2	3	4	5
7	Intentionally worked slower than you could have worked	1	2	3	4	5
8	Put little effort into your work	1	2	3	4	5
9	Daydreamed rather than did your work	1	2	3	4	5
10	Worked on a personal matter instead of working for your employer	1	2	3	4	5
11	Surfed on the internet	1	2	3	4	5
12	Wasted your employers materials supplies	1	2	3	4	5
13	Called in sick when you were not	1	2	3	4	5

**1 = not at all and 5 = very.**

	<b>Section: D. Emotional Self Efficacy</b>					
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Change your negative emotion to a positive emotion	1	2	3	4	5
2	Create a positive emotion when feeling a negative emotion	1	2	3	4	5
3	Use positive emotions to generate good ideas	1	2	3	4	5
4	Generate the right emotion so that creative ideas can unfold	1	2	3	4	5

5	Get into a mood that best suits the occasion	1	2	3	4	5
6	Regulate your own emotions when under pressure	1	2	3	4	5
7	Create emotions to enhance cognitive performance	1	2	3	4	5
8	Calm down when feeling angry	1	2	3	4	5
9	Use positive emotions to generate novel solutions to old problems	1	2	3	4	5
10	Create emotions to enhance physical performance	1	2	3	4	5
11	Figure out what causes you to feel differing emotions	1	2	3	4	5
12	Know what causes you to feel a negative emotion	1	2	3	4	5
13	Correctly identify your own negative emotions	1	2	3	4	5
14	Correctly identify your own positive emotions	1	2	3	4	5
15	Understand what causes your emotions to change	1	2	3	4	5
16	Know what causes you to feel a positive emotion	1	2	3	4	5
17	Realize what causes another person to feel a positive emotion	1	2	3	4	5
18	Help another person calm down when he or she is feeling angry	1	2	3	4	5
19	Figure out what causes another persons differing emotions	1	2	3	4	5
20	Help another person regulate emotions after he or she has suffered a loss	1	2	3	4	5
21	Realize what causes another person to feel a negative emotion	1	2	3	4	5
22	Help another person change a negative emotion to a positive emotion	1	2	3	4	5
23	Understand what causes another persons emotions to change	1	2	3	4	5
24	Correctly identify when another person is feeling a positive emotion	1	2	3	4	5
25	Recognize what emotion you are communicating through your facial expression	1	2	3	4	5
26	Notice the emotion another persons body language is portraying	1	2	3	4	5
27	Notice the emotion your body language is portraying	1	2	3	4	5

**Personal profile**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Gender</b>	Male	Female			
<b>Age</b>	18–25	26–33	34–41	50 and above	
<b>Qualification</b>	Metric	Bachelors	Masters	MS/MPhil	PhD
<b>Experience</b>	5–10	11–16	17–22	23–28	36 and above