

Impact of Workplace Ostracism on Counter Productive Work Behaviors: Mediating Role of Job Satisfaction

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Abstract

The present research seeks to explore the relationship between workplace ostracism, counterproductive work behaviors (CPWB) and job satisfaction by developing and empirically testing a model. The main objectives of this study were to analyze the impact of workplace ostracism on counterproductive work behaviors and to examine the mediating effect of job satisfaction in this relationship. Using a sample of 250 employees of the telecom organizations in the Pakistan, a structural model was tested using structural equation modelling technique using AMOS 18 software. The analysis was conducted in two steps i.e. confirmatory factor analysis followed by structural equation model testing. This study aims to provide a comprehensive understanding about the mechanisms that underlie the detrimental effect of workplace ostracism on employee performance (CPWB) directly as well as indirectly through job satisfaction. The results revealed that ostracism positively affect counterproductive work behavior. The results further revealed that job satisfaction partially mediate the aforementioned relationship. Limitations and implications of the study are also discussed in the end of the study.

Keywords: Workplace ostracism, job satisfaction, counterproductive work behaviors, Pakistan

Work is one of the important parts of an individual's life. They spend adequate time of their day in their organization. Therefore, establishing healthy interpersonal relationships among them has become a necessity in their organizational lives. This has transformed organizations into a net of relationships (Wheatley, 2001). This net brings a variety of outcomes for individuals as well as for their organization. Thus, literature maintains that the stronger the network of relationships is, higher the level of organizational effectiveness will be (Bruning & Ledingham, 1999). This phenomenon drew attention of researchers toward introducing the peer-organization relationship (see, e.g., Myers & Johnson, 2004), wherein individuals' actions at interpersonal levels affect certain factors at organizational level. Bringing this forward and linking to the workplace ostracism, this study is aimed at investigating the impact of ostracism on their counterproductive work behaviors (CPWB). The present study maintains that when net of relationship among employees is adversely affected by ostracism, it becomes a source of stress. Ostracism is a feeling which individuals experience when they are ignored by their colleagues (Williams, 2001).

Ostracism is a menacing source of bringing discomfort and dissatisfaction in an individual's life. Ostracism with its painful experience affects employee's self-esteem and belongingness in his working environment and social setup. Kelly (2009) a professor of psychological sciences views that ostracism negatively affects the psychological state of employees. Ostracized individuals are excluded from all important activities and essential meetings. They mostly face unethical behavior of their peers and avoided by their coworker. For example, if a supervisor does not call his/her subordinates individually, does not address to them regarding office rules, important meetings, employees' job performance requirements, then ultimately employees feel that they are partially ostracized. Moreover, in such a situation the environment gets condensed with gossip and defamation resulting in blocking of creative and innovative working organization. These instances of social exclusion or omission are examples of those employees who are being ostracized. Such employees aggressively dislike the persons who discarded their existence (Leary, 2001). It happens when an employee is purposefully disregarded by his peers and supervisor.

In the present study counterproductive work behavior (CPWB) has been taken as an outcome of workplace ostracism. These behaviors have become a famous topic for the organizational researchers. Commonly, It is defined as, "a set of volitional acts as opposed to accidental or mandated that harm or intend to harm organizations and their stakeholders (e.g., clients, coworkers, customers, and supervisors)" (Spector & Fox, 2005, pp. 151-152). The literature shows that there are many variables that leads to counterproductive work behaviors such as ethical work climate (Izni & Shafie, 2009); personality traits (Mount, Ilies & Johnson 2006); narcissism (Penney & Spector, 2003) and workplace ostracism (Hitlan & Noel, 2006). In addition to this incivility, organizational constraints and interpersonal conflict also causes counterproductive work behaviors (Penney& Spector, 2005). This construct has been studied while studying organizational behavior or referring to employees specific behaviors including organizational misbehavior (Hogan & Hogan, 1989), working penalizing situations (Folger,1997) organization's aggression (Neuman,1996), deviance in working environment (Robinson, 2000) and disruptive actions in working groups (Greenberg,1997).

Kelloways and Vigoda (2002) found that counterproductive work behaviors negatively affect organization's financial state and leads towards high turnover rate, low productivity, and increased absenteeism. Chen and Spector (1992) studied that counterproductive work behavior results in task uncertainty, disagreement, clashes with supervisor and coworkers, work stress, burden and interpersonal divergence. In prior studies, it has also been observed that the results of counterproductive work behaviors in any working environment create

stress. For instance, Spector (1998) has put forward a model of job stress which is the result of counterproductive work behaviors and has shown a negative result on employees' emotions, feelings and expressions.

Job satisfaction is included as a mediator variable in the current study. It is an important variable in understanding organizational behavior. On the one hand, job dissatisfaction might lead to quit the organization (Kristensen & Nielsen, 2004). However, on the other hand, job satisfaction leads to different positive outcome for example, increased business-unit outcomes and profit (Theodore, 2002); greatest productivity and profit (Treadway, 1961), increased commitment and organizational performance (Ostroff & Cheri, 1992). Miller (1980) revealed that job satisfaction is an important factor for the benefits of both employees and the organizations. Work related factors like age, gender, attitude, interaction with the peers and subordinates highly affect employee's satisfaction towards job. Worker's attitude towards job also plays a significant role in building job satisfaction (Blau, 1978). Within organizations job satisfaction is considered as one of the most important attitudes in the literature. A number of scholars examined job satisfaction in different contexts. However, due to importance and dynamic nature of the environment, managers are still trying to find the reasons of decline of job satisfaction so as to take important measures to refrain employees to become counterproductive. Organizations cannot deny the importance of these behavior. Therefore, this study examines the phenomenon of being ostracized in the workplace. Ostracism is a universal phenomenon. Despite some early researches on ostracism (e.g., Jackson & Saltzstein, 1958; Schachter, 1951), the research on this concept is piecemeal and infrequent. It is very important to understand the outcome of this painful and aversive experience. The feeling of pain in response to ostracism represents an adaptive response that alerts the individuals that things are not in right direction and prompts them to remedy the situation (Williams & Zadro (2005). Organizations are primary source of need satisfaction for employees (Hackman & Oldham, 1980) and the importance of self-regulation to organizational outcomes such as performance and workplace deviance (Porath & Bateman, 2006). Therefore, this study maintains that the impact of ostracism on needs and self-regulation may have profound consequences both for employees and the organizations in form of decreased job satisfaction and increased counterproductive behaviors. This study hypothesized that ostracism directly as well as indirectly effect counterproductive work behaviors through job satisfaction.

Moreover, Sutton and Mowday (1993) suggested that the relationships among managers, peers, and supervisors contribute a lot for building employees' job satisfaction. Employee job satisfaction is also predictor of organizational performance as Vroom (1964) suggested that employee job satisfaction positively affects overall organizational

performance. To make it simple it can be argued that it is the individual performance that collectively leads to organizational performance. There are some empirical studies that show workplace ostracism lead to increased employees' counterproductive work behaviors (Ferris et al., 2008; Hitlan and Noel, 2009) and decrease employee performance (Leung, Wub, Chena & Younga, 2011). Although, the above studies provide evidence for the negative effects of workplace ostracism, they fall short of providing evidence on the specific path that an ostracized individual go through during his work life. Such a path is yet to be tested in the extant literature. For this reason, the present study explores the impact of workplace ostracism on CPWB following a path through job satisfaction. Furthermore, the role of job satisfaction as a mediator is yet to be discovered in the relationship between workplace ostracism and counterproductive work behaviors (Zhao, Peng & Sheard, 2012). This is the first study that has been conducted on ostracism in Pakistan. This study aims to fill these gaps in the literature by building and empirically testing a model of workplace ostracism that draws on aforementioned theories.

Taking job satisfaction as a mediator is another contribution of this study, given that ostracism is a painful (Eisenberger et al., 2003), such individuals lack satisfaction (Ferris et al., 2008). Ultimately, ostracized individuals lose opportunities for belonging, start to engage in CPWB (Thau et al., 2007). Zhao, Peng and Sheard, (2012) suggested to examine mediating role of job satisfaction in ostracism and counterproductive work behaviors relationship.

The present study maintains that being ostracized leads to decreased job satisfaction that further leads to increased involvement in counterproductive work behaviors.

Following are the research objectives of the present study:

1. To examine the impact of workplace ostracism on counterproductive work behaviors.
2. To examine the mediating role of job satisfaction in the relationship between workplace ostracism and counterproductive work behaviors.

Literature Review

Workplace Ostracism (WPO)

The phenomenon of ostracism was introduced by Williams (1997). This was revised subsequently (Williams & Zadro, 2001; Williams, 2001). In the literature workplace ostracism has been defined in various ways. For instance, ostracism is defined as a process of disregarding and misbehaving with an individual (Williams, 2001). Pagon and Masters (2002) defined ostracism like the process of segregation, elimination, and criticizing an employee or an individual by another group of people. Individuals try to maintain a good and secure

relationship with others; they think that how much their relationship with others is valuable for others (Baumeister, 1995). Whenever some people are neglected in a meeting or while sitting in a group forum, they become emotionally and psychologically disturbed and such effects lasts for a long time affecting individuals (Williams, 2009). Ostracism mostly occurs in working environment when employees are shifted or transferred to those areas which are hostile, lacking necessary life needs, supplies and hence directly affecting employees self esteem. Mostly ostracism is invisible, apart from verbal or written insults and alarming physical gestures. Ostracism may involve supervisor threatening his/her employees which results in worse situations while affecting organization performances.

Williams (2000) considered four components of workplace ostracism in his theory of workplace bullying including: retaliatory behavior (Miceli & Near, 1989); workplace bullying (workplace bullying Taskforce, 2002); ethnic harassment (Schneider, Hiltan & Radhakarishnan, 2000); whistle-blowing behavior (Miceli & Near, 1989). These components result in poor work performance. Likewise, William's (1997) model of ostracism was formulated on the four basic and important needs: belonging, control meaningful existence and self-esteem. Empirical facts also proved that workplace ostracism put negative effects on belonging, self esteem and fundamental needs of individuals (Williams, 2001). Moreover, social ostracism intimidates feelings of power. Hence leading individual's not to participate or communicate socially (Sommer, Williams, Ciarocco & Baumeister, 2001).

Counterproductive Work Behaviors (CPWB)

Of the negative behaviors that service sector employees develop at work, counterproductive employee behavior is more prevalent (Jung & Yoon, 2012; Yang, 2008). Such behavior harms organizations and its stakeholders including clients, co-workers, customers, and supervisors (Spector & Fox, 2005). The construct of counterproductive work behaviors considers workplace aggression that also consists of harmful acts, but generally directed at individuals not the organizations.

Counterproductive work behaviors lower the individual's performance and increase absenteeism and turnover intentions in extreme cases (Spector, 1985; Martin & Miller, 1986; Dupre & Day, 2007). Workplace incivility (Williams, 2001) is the area that actually covers different concepts including counterproductive work behavior (Sackett, 2001); misconduct in working environment (Weitz, 2004); workplace deviance (Robinson, 1995) and workplace bullying (Workplace Bullying Taskforce, 2002).

Spector, Fox, Penney, Brurrsema, Goh and Kessler (2006) suggested five dimensions of counterproductive work behaviors (1) *abuse*: it includes behaviors directed towards coworkers with a purpose

to effect them psychologically and/or physically through threats; (2) *production deviance*: it is failure to do work, and follow the path they are required to perform; (3) *sabotage*: it is taking the belongings of employer without permission; (4) *theft*: it includes acts like reaching office late, high rate of absenteeism, leaving office early and taking long breaks; and (5) *withdrawal*: encompasses behavior that restricts time spent working to less than what is required by the organization. Spector et al. (2006) further classified these five dimensions on basis of behaviors directed towards people (Abuse against others) and behaviors directed toward organizations (Production deviance, sabotage, theft and withdrawal). Therefore, the current study focused on two dimensions of counterproductive work behaviors i.e., employees abuse against others and withdrawal behavior, misuse of information, misuse of time and resources, poor quality of work, unsafe behaviors and in few cases, simply quit from the job.

Miller and Rosse (2002) stated that events at work, act as triggers for both satisfaction evaluation and emotional reaction. Assessing work as non-satisfying triggers a search for an adaptive or coping response, as well as ends in the experience of inverse emotion. Such threats to self evaluations and self esteem may create negative feedback like acting violently, withdrawal behavior and abuse against others (Little & Vohs, 2005). Workplace is a social framework where ostracism can occur (Stallworth, 2005). The feeling of being threatened or hurt is developed when an individual is ostracized (Ferris, 2008). Workplace ostracism also targets the employee's self esteem (Wang & Robinson, 2011). Hence, it can be related with performances and production of employees. On the basis of this discussion it is hypothesized that

H₁ : Workplace ostracism is positively and significantly associated with counterproductive work behaviors

Job Satisfaction

Job satisfaction is an employee's evaluations of his/her work experiences (Kulas et.al 2007). It depends on the quality of work experience that leads an employee towards or away from workplace deviant behaviors. Job satisfaction can affect different aspects of job such as efficiency, productivity, absenteeism, turnover rates, intention to quit and wellbeing (Baron, 1986; Maghradi, 1999). Furthermore attendance at work, psychological withdrawal and pro-social behaviors are considered as responses to job satisfaction or dissatisfaction (Hunisch and Hulin, 1990, 1991). It has been suggested that discretionary or contextual aspects of job performance such as organizational citizenship behavior and counterproductive work behavior are driven by job attitudes (Dalal, 2005). Therefore, if negative feelings attached to the job are not kept away than the employee initiates to avoid the job, which

may include effort to alter the work situation too. Hum-phrey et al., (2007) did a meta-analysis on job autonomy, which revealed that job autonomy is positively relate to work presentation, job satisfaction, organizational loyalty, and fundamental internal motivation ,thus ignoring job stress, depression, high turnover rate and absenteeism from working area.

Rosse and Saturay (2004) showed that when individuals or employees are disappointed or dissatisfied at work, more negative behaviors in an individual are developed i.e. quitting, separating or revenge. Job dissatisfaction affects the organizations, the managers, the clients, and above all the employees. There is an agreement that job satisfaction is inversely related to behaviors of employees that show withdrawal from, or avoidance of, disagreeable working conditions. This is shown most obviously in relationships between job satisfaction and intention to leave or actual turnover, but also with absenteeism and, temporarily, with tardiness. Therefore, it is maintained that, if one wants to comprehend human functioning in the organization, job satisfaction is the right point to start. It holds that job satisfaction is important as it is the major cause of performance of employee and other job related behaviors (Timothy, Charles & Reeshad, 2009). Employee's job satisfaction and dissatisfaction depend on two reasons that revolve around their intensity of motivation (Herzberg, 1966), which are:

- (a) External motivation causes to develop discontent among employees if they take them as insufficient. That includes income, compensation, job safety measures and functioning condition.
- (b) Internal motivation aspects include advance order such as sense of realization, identification, accountability and personal development.

Deci and Ryan (2000) found that self-determination theory supports employee's intrinsic motivation to work or perform any activity. It leads an employee or individual towards satisfaction, hence emphasizing on power of freedom. It focuses on that social surroundings influence intrinsic motivation affecting basic needs of individual's satisfaction and capability to perform the given tasks in a satisfied way (Grouzet, Valler, Thill & Proven Cher, 2004). Job satisfaction is also linked with its features like pay, working environment, interaction with other workers (Spector, 1985).

Job satisfaction has been exemplified by researchers as an important factor leading towards organizational performance (Mathieu, 1991). Individuals feel some level of satisfaction or dissatisfaction depending upon the nature of their job and organization. It is also true that some aspects of the job are more satisfying than the others. Literature supports that ostracized employees will experience greater dissatisfaction (Ferris et al., 2008). Therefore, it is hypothesized that

H₂: Workplace ostracism is significantly and negatively associated with job satisfaction.

Hammond and David (2008) researched on determining the link between job attitude (job satisfaction and organizational commitment) and counterproductive work behaviors. This study by Hammond & Gregory David (2008) discusses that the correlation between satisfaction and work presentation is helpful in understanding of the current study on job attitudes and counterproductive work behavior. Research tells us that behaviors, like counterproductive work behavior, must have a stronger relationship with attitude (job satisfaction and organizational commitment) than the traditional concept performance (Brief, 1998; Ricketta 2002).

Spector and Fox (2005) suggested that workplace deviance is a result of emotions that are developed when employee is dissatisfied. It means the more an employee is dissatisfied the more he/she is likely to indulge in workplace deviant behaviors. This finding is consistent with the previous research which shows that dissatisfaction can lead to workplace deviance and even include minor offences (Omer et.al, 2011). Employee satisfaction effects counterproductive work behavior and it directly influences on firm productivity and financial performance (Dotson & Allenby, 2010). On the basis of this discussion it is hypothesized that

H₃: *Job satisfaction has a significant negative impact on counterproductive work behaviors.*

Workplace Ostracism and Counterproductive Work Behaviors: Job Satisfaction as a Mediator

Based on the aforementioned literature, it is evident that workplace ostracism carries an impact on counterproductive work behavior; however the direct influence is still not entirely convincing and confirmed. Previous studies have separately investigated the influence of ostracism on job satisfaction, and the influence of job satisfaction on counterproductive work behavior has also been reported in literature. Hence there exists a causal relationship between ostracism and counterproductive work behavior. Job satisfaction as mediating variable can be central in developing an understanding how ostracism and counterproductive work behavior are related. To the best of the researchers' knowledge, no research was found in the literature that evaluated the mediating role of job satisfaction on the linkage between ostracism and counterproductive work behavior.

As discussed earlier, ostracism has various outcomes including decreased job satisfaction. It is widely acknowledged that employees retaliate against dissatisfying and unjust workplace conditions by

engaging in behavior that harms the organization or other employees (Mount, Ilies, & Johnson, 2006). Thus, job satisfaction is considered as a significant predictor of counterproductive work behaviors. Dalal (2005) in his study found a significant negative relationship between job satisfaction and deviant behavior. This finding suggested that when an employee has lower job satisfaction there are more chances that he or she will exhibit counterproductive behavior and vice versa. It makes employee job satisfaction as an important predictor of counterproductive work behavior. Another longitudinal design research concluded a significant negative relationship between job satisfaction and counterproductive work behaviors (Judge, Scott, & Ilies, 2006). This implies that as ostracism leads to declining job satisfaction, it is possible that rather ostracism has direct impact on counterproductive work behavior or it may be because of resulting decreased job satisfaction that is a strong predictor of counterproductive work behavior

Therefore, it is hypothesized that

H4: Job satisfaction mediates the relationship between workplace ostracism and counterproductive work behaviors.

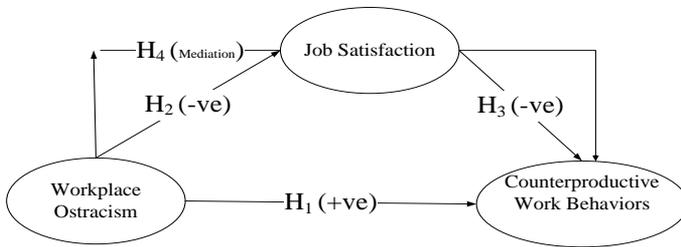
Theoretical Reflections

On the basis of above discussion it seems that workplace ostracism will be positively associated with individuals' CPWB and negatively to job satisfaction and employee performance. This concept can be explained through different theories. This study examined it through lenses of following theories. Reciprocity theory (Cropanzano & Mitchell, 2005), displaced aggression theory (Miller, 1941), and belongingness (Baumeister & Leary, 1995). Based on the reciprocity theory, reciprocity here refers to “exchanges of roughly equivalent values in which the actions of each party are contingent on the prior actions of the others in such a way that good is returned for good, and bad for bad” (Keohane, 1986, p. 8). Therefore, ostracized individuals are guided by negative reciprocity beliefs. In such a condition they start believing that it is justified to retaliate directly against those who excluded them. This leads to reduction in job satisfaction and engaging in more CPWB. Here, displaced aggression theory (Dollard et al., 1939; Miller, 1941), suggest that such individuals may display their hostility against different objects in their environment (e.g., their organization). Consequently, when individuals go through ostracism, they can also be involved in different counterproductive activities.

Baumeister and Leary (1995) had presented theory of belongingness that argues on the development of positive and negative relationships in one's life. It further forces that positive affect in an individual's life is due to interpersonal satisfaction, fulfillment of their basic needs. Similarly, negative affect is due to experiencing stress, dejection and pressure from society or environment. Baumeister and Leary (1995)

defined need of belongingness; as it is related to individual's fundamental need of social acceptance or refusal. If an individual is socially accepted, it puts positive effect on an individual's health and well-being and avoids negative effects of socially rejection. The lasting effects of ostracism are comprised of despair, learned helplessness, and depression (Williams, 2001).

Proposed Theoretical Framework



Research Methodology

Sample and Procedure

For the purpose of this study a sample of 250 employees from the telecommunication sector organizations situated within twin cities of Pakistan was selected using purposive sampling technique. Telecommunication organizations in Pakistan are heavy recruiters of employees. In telecom sector, individuals have a lot of interaction with each other, as it focuses on teams and groups tasks. The previous studies on work place ostracism are mostly related to health services, children and psychology etc. The reason for selecting telecom sectors is that as employees spend their most of the time working in a team or groups, under the supervision of a team leader hired for each department. They have to communicate and interact with each others. Moreover, while working in a group or a team, conflicts may arise, hence the other members are being ignored, rejected and may also be teased by shifting to another department. Ultimately the employees divert towards the path of counterproductive work behavior. So the basic reason for selecting the telecom sector for our study is its highly interactive environment. Where there are more chances of ostracism occurrence and employees involvement in counterproductive work behavior.

Questionnaires containing items related to 3 variables and demographic information were distributed. Besides survey method, interviews with few top level managers were also conducted regarding

the construct of ostracism and its outcomes. Before survey and interviews, proper permission was taken. The interviews revealed that the problem of ostracism and counterproductive work behaviors do exist. According to them work place ostracism affects employees and resultantly they involve in counterproductive work behavior while impacts their performance. They further revealed that in some cases, few employees quit their job due to ostracism. Moreover, during an interview with the managers of telecom sector, the managers also discussed that since the employees are satisfied with their pay, bonuses, and other benefits so they do not lead towards counterproductive work behavior or turnover even if they face ostracism. The study is cross sectional.

Measures

The survey questionnaire measures the three variables including workplace ostracism, counterproductive work behavior and job satisfaction. The items were anchored at a 5 point Likert type scale ranging from 1= strongly disagree to 5= strongly agree.

Workplace Ostracism

A 13-item scale developed by Ferris et al. (2008) was used to measure workplace ostracism. The Cronbach's alpha was 0.884.

Counterproductive Work Behavior

This scale developed by Bennet and Robinson (2000) consisted of two sections including 'organizational deviance' and 'interpersonal deviance' respectively was used. The first section consisted of 12 items and the second consisted of 7 items. The Cronbach's alpha was .90.

Job Satisfaction

The measure developed by Taylor and Bowers (1974) comprising six items was used. It explains the degree of employee satisfaction with the supervisor, coworkers, with their work, pay and over all organization progress. The Cronbach's alpha was 0.822.

Data Analysis and Results

Table 1 represents the demographic profile of the respondents of the study. It shows that majority of response were males i.e 82 %. Majority of the respondents were young belonging to age group of 20-25 and 26-35 i.e. 36 % and 59 % respectively. Most of the respondents were having graduation and masters degrees. Of total 69 % of respondents were having experience equal to or less than 5 years

Table 1. Participants' profile

Demographic variables	f %	
	$N = 250$	
Gender		
Male	206	82.4
Female	44	17.6
Age (Years)		

20 – 25	91	36.4
26 – 35	149	59.6
36 – 45	9	4.0
46 and above	1	0.4
Education		
Higher Secondary	5	2.0
Graduation	117	46.8
Masters	118	47.2
M. Phil/MS/Equivalent	10	4.0
Experience		
1-5 years	173	69.2
6-10 years	63	25.2
11-15 years	7	2.8
15 or above	7	2.8

The reliability of three constructs was found to be acceptable, as Cronbach’s alphas coefficients offer values higher than 0.60 (Tang, 2008) and 0.70 (Lee, 2007) respectively. For validating constructs the researcher confirmed convergent. The standardized loadings well above the threshold of 0.5 at $p < 0.05$ provide evidence of convergent validity (Fraj, 2006). For details see Table 2.

Table 2. Correlations, Standardized Loadings, and Reliabilities

Measures	Standardized Loadings	Cronbach’s Alpha	Correlations		
			1	2	3
1. <i>Workplace Ostracism</i>		0.884			
WP01	0.699 *				
WP02	0.642*				
WP03	0.693*				
WP04	0.796*				
WP05	0.801*				
WP07	0.845*				
WP08	0.815*				
WP09	0.822*				
WP010	0.699*				
WP012	0.714*				
WP013	0.517*				
2. <i>Counterproductive Work Behaviors</i>		0.900	0.681**		
CPWB1	0.800*				
CPWB2	0.792*				
CPWB3	0.689*				

CPWB4	0.707*			
CPWB5	0.779*			
CPWB6	0.839*			
CPWB7	0.861*			
CPWB8	0.804*			
CPWB9	0.795*			
CPWB10	0.849*			
CPWB11	0.723*			
CPWB12	0.820*			
CPWB13	0.789*			
CPWB14	0.796*			
CPWB15	0.789*			
CPWB16	0.935*			
CPWB17	0.824*			
CPWB18	0.809*			
CPWB10	0.750*			
3. Job Satisfaction		0.822	-0.285**	-0.426**
JS1	0.535*			
JS2	0.586*			
JS3	0.569*			
JS4	0.713*			
JS5	0.767*			
JS6	0.790*			

* $p < 0.05$, ** $p < 0.001$

While analyzing fitness of the measurement and structural models both absolute and incremental fit indices were estimated (Ho, 2006; Harrington, 2009). Table 3 shows that the overall results reveal good and acceptable fit of the measurement and structural models respectively. These results unveil the appropriateness of the hypothesized relationships.

Table 3. *Model Fitness Indices*

Fit indices	Baseline Model	
	MM	SM
<i>Absolute</i>		
χ^2	979.465	1126.962

Baseline Model

Fit indices	MM	SM
<i>Df</i>	397	576
χ^2/df	2.467***	2.130***
GFI	0.779	0.819
RMSEA	0.060	0.067
<i>Incremental</i>		
NFI	0.857	0.842
RFI	0.844	0.827
IFI	0.910	0.910
TLI	0.901	0.900
CFI	0.909	0.909

* $p < 0.001$

By following Barron & Kenny method mediation analysis was conducted. They suggested that for establishing mediation the following assumptions must be satisfied. First, the dependent variable must be effected by the independent. Secondly, there should be effect of the independent variable on the mediator, and thirdly, there should be an impact of mediating variable on the dependent variable. There is a full mediation if beta weight reduces and becomes insignificant. However, if beta weight reduces and still remains significant, this is a case of partial mediation.

The below Table 4 shows the following results on the hypothesized relationships. Workplace ostracism causes significant positive variation in CPW i.e., 75.3% (H1 is supported). Whereas, workplace ostracism explains significant negative variation in job satisfaction, i.e., -49% (H2 is supported). JS explains significant negative variation in counterproductive work behaviors, i.e., 28.9% (H3 is supported). The table also reveals the mediating role of job satisfaction between workplace ostracism and counterproductive work behaviors. Workplace ostracism has a positive and significant effect on counterproductive work behaviors by including job satisfaction as mediator in the model. Here beta weight reduced from 0.753 to 0.613, and is still significant. Thus, there is a partial mediation.

Table 4. *Test of Hypotheses*

No.	Relationships	Baseline Model	Baseline Model with Job Satisfaction as Mediator	
		<i>H1</i>	<i>H2, H3 & H4</i>	Status
		Direct	Indirect	

No.	Relationships	Baseline Model	Baseline Model with Job Satisfaction as Mediator		
		H1	H2, H3 & H4	H2, H3 & H4	H2, H3 & H4
		Direct	Indirect	Status	
1.	CPWB ← WPO	0.753 ***	-	-	H1 Accepted
2.	JS ← WPO		-0.490 ***		H2 Accepted
3.	CPWB ← JS		-0.289 ***		H3 Accepted
4.	CPWB ← JS ← WPO		0.613 ***		H4 Accepted

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$, ns = not significant

JS=Job satisfaction, CPWB=Counterproductive work behaviors, WPO=Workplace ostracism

Discussion

Globalization has called for ever increasing competition among organizations. Today work pressures are greater than ever (Nixon, 1992). Therefore, employees are facing many job demands. However, ostracism hinders employees performing their job which in return negatively effects individual’s work productivity. In such a situation either they delay their work. This can make an individual detached from his work, building emotions of fatigue, stress, and cynicism. All these actions reduce individual performance. The current study maintains that due to workplace ostracism, not only individuals’ attitude towards their job is affected but their feelings towards their organization also become negative. Their job satisfaction is decreased and their chances of being involved in counterproductive work behaviors are enhanced.

The aim of the study is two-fold; to examine the effects of workplace ostracism on counterproductive work behavior; and to analyze the mediating role of job satisfaction in the relationship between these two variables.

The findings based on 250 employees from telecom sector of twin cities (Islamabad & Rawalpindi) in Pakistan supported the hypothesis that workplace ostracism has a significant positive effect on counterproductive work behavior. This finding is in line with the existing literature. The previous literature also shows a significant association between workplace ostracism and counterproductive work behavior (Aquino, Tesluk, Lewis & Folger, 1999; Izni & Shafie, 2009, Mount, Ilies & Johnson, 2006). Employees are assets of an organization. They support an organization towards its strategic development. However, their intentions could be affected by counterproductive work behaviors. This is why counterproductive work behavior has been identified as an important consideration for the organizations at corporate and technical level since many years. Workplace ostracism plays an important role in the motivating counterproductive work behavior, which builds negative

consequences and creates hindrances for organization's benefit and progress.

The hypothesized negative impact of workplace ostracism on job satisfaction was also supported in the present study. The previous research on work place ostracism has listed different outcomes of being discarded, unnoticed with a diversity of depressing outcomes e.g., dejection (Springer & Leary, 2001), communal worry (Tice, 1990). Moreover, earlier researchers also observed that workplace exclusion is related with the workplace incivility, including organization misconducts (Weitz, 2004), disruptive conduct (Greenberg, 1997) and harassment in working organizations. Hence, such a situation leads towards inferior level of self esteem (Baumeister, 1995). Ferris (2008) also revealed that the consequences of ostracism in working organizations may cause low level of job satisfaction and higher level of anger, depression, absenteeism and turnover rate. An individual going through high degree of ostracism can be unable to fulfil his role efficiently in his job. The current scenario of economic slowdown force the organizations to squeeze more productivity out of a fewer resources, individuals are experiencing increased work pressures. This leads to a negative impact on the employees in today's competitive world. Previous studies have found an association between an employee's job satisfaction and stress that employees experience in an organization. Job satisfaction of individuals is impacted by work pressures.

The hypothesized negative impact of Job satisfaction on counterproductive work behaviors was also supported in the present study. This finding is also supported by the previous literature (Spector & Fox, 2005). The fourth hypothesis stating the mediating role of job satisfaction between workplace ostracism and counterproductive work behaviors was also supported. It refers that when employees have high level of workplace ostracism and low level of job satisfaction then they involve in counterproductive work behavior

Employees seek to have a good social relationship with their peers and subordinates. This way they try to achieve the desired targets in organizations. Reciprocity theory is based on give and take principle. This theory (Homans, 1961) strongly supports give and take phenomena by emphasizing on maintaining pleasant individual's relationships. In reciprocity process, people gain powers and exchange benefits socially (Homans, 1961). According to this theory, peers and supervisor behaviors or social interaction is reciprocal with their colleagues. Individuals respond in same way as they are treated or in extreme cases they simply quit the job. Reciprocity, in sociology, is the process of give and receive title deed. It also stresses on equal benefit of either of the parties or both people, who have such reciprocal relationship with each other.

Implications

Academic Implications

This study contributes to the literature. First, a model is developed to explain the connection between workplace ostracism, counterproductive work behavior, and job satisfaction. The Model predicts that workplace ostracism increases the counterproductive work behaviors and decreases the job satisfaction. The model also provides the understanding that job satisfaction has a mediating effect on this relationship between ostracism and CPWB. The results support our hypotheses. The McClelland's needs of affiliation theory (Homan's 1961) supports our study as when employees' needs are not achieved they react negatively. Social exchange theory (Homans, 1961) also supports the results as employees build their relation socially in order to fulfill their basic needs and to have a strong social relation with each others. When ostracized individuals cannot influence others, they may perceive psychological distress, and even lose their hope and self-esteem.

Managerial Implications

The findings of this empirical study provide some practical suggestions for telecom organizations. Ostracism increases inhospitality among employees in any working organizations and lead employees towards a road to counterproductive work behaviors. Our findings suggest that the managers in telecom sector should try to decrease negative impacts associated with workplace ostracism at earlier stage of its occurrence. The executives and the managers should implement a strategy at the time of recruitment and selection of new employees, which should keep an eye to check and balance on those employees who are contributing to make the working environment being ostracized. The results also suggest that the managers should develop a culture that depresses ostracism with in workplace, such as limiting small circles, and motivating healthy and fair competition. Moreover, the managers should implement specific rules and regulations for the ostracized employees and those involved in counterproductive work behaviors. Managers should satisfied employees preference. Managers should motivate their employees by fulfilling their basic needs and encourage them by offering them some allowances and bonuses for up to the mark performances. In addition, managers can provide training for keeping their employees away to be involved in workplace ostracism, because if they are successful in keeping them away to be ostracized or to create ostracism in working surroundings, then surely, they will not go for counterproductive work practices or other such negative activities. This way the working environment will be healthy for creating progress and benefits both for employees and organizations.

Limitations and Future Recommendations

At first the present study is limited by constraints such as cost and time. Another limitation is the cross sectional design. The present research employed one-dimensional measures of all the constructs and should be viewed as a first step for the future research that would be extended to employ different dimensions of these variables. In the future effect of different demographic variables (e.g. gender, tenure and age) impact may also be employed to test the differences among different groups with respect to the present study's variables.

The above mentioned issues serve as suggestions for the future research. Moreover, leaders play an important role in building a positive net of relationships among their employees. Similarly, there can be some other important outcomes of workplace ostracism like turnover, emotional extortion. The role of different types of rewards and incentives may also be studied as moderating variables between workplace ostracism and counterproductive work behaviors. Self esteem can be another important variable that can be included in the present study's frame work as a moderator to examine the differences between individuals having low and high self esteem. The construct of job dissatisfaction may also be examined in future research.

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