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RELATIONSHIP BETWEEN WORKPLACE OSTRACISM AND ORGANIZATIONAL CYNICISM: PROPOSING A RESEARCH MODEL

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ABSTRACT

Various employees had reported being left out at the workplace which might have reduced in-role performance and adaptive performance or might have enhanced counterproductive work behaviour. Limited research has been conducted on Ostracism. Few recent studies relate to negative and psychological effects of ostracism, however, the effects on job performance and moderating effects of leader-member exchange (LMX) and perceived organizational support (POS) need to be explored studied. Moreover, the mediating role of cynicism has not yet been studied. This study has proposed a research model to explore the relations between workplace ostracism (WOS) and organizational cynicism (OC) and their impact. Managers of service sector need to comprehend ostracism phenomenon and take remedial measures for the betterment of the employees and the organization.

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1. INTRODUCTION

Social exclusion practice or ostracism could be traced back to Athenian democratic history in which any person could be sent on exile for approximately ten years from the state of Athens (Kagan, 1961; Kitto, 1977). However, the workplace ostracism (WOS) and its effects remained under-studied (Robinson et al., 2013) and indeed represent a challenge for the researchers. Wu et al. (2012) have enlightened that WOS is a kind of emotive manipulation which meant that to what an extent employee recognize that they are being ignored in the workplace. According to Oaten et al. (2008) WOS is considered as a danger to employee's needs, self-esteem, substantial belongings, control needs, self-esteem, control; and sensitive presence, and organization is damaged.

There are many types of ostracism, some of these are; the modality, quantity, perceived motives, and clarity. Individuals or groups could be ostracized physically by putting them in exile or removed from physical presence. Social ostracism means that people are ignored and excluded even though

they remain present in a group or society. Cyber ostracism occurs in chat rooms, messaging and interactive computer games (Williams et al., 2005). There are five reasons that could be applied to occurrences of ostracism. Ostracism, transitory in nature, could occur un-intentionally and include short-lived feelings or thoughts that someone is being overlooked or ignored, but after closer examination, it becomes amply clear that it was not ostracism. Other reason for ostracism could be 'role prescribed ostracism which usually relates to behaviours that appear to be ignoring and excluding, but these are acceptable and classic within or across various cultures. Punitive ostracism is exercised to punish an individual. Oblivious ostracism relates to those instances in which individuals get a feeling that they are of low priority and they are not being noticed. Individuals could be barely ostracized, with slight changes in language (leaving out personal pronouns of "I" and "you"), ostracized within a given domain or ostracized fully and completely, to the point they feel that they do not exist from the perspective of the source(s). Ostracism could be apparent, as in a formal of ex-communication or more commonly in informal settings.

The mechanism or concept of ostracism is based on the supposition of the 'Social Exchange Theory'. Negative responses are generated once any individual or employee feels that he or she is being neglected by peers, co-workers or groups. Wu et al. (2012) have identified that these negative responses are not only restricted to reduce social interactions at work thus unable to fulfil the social and emotional requirements of the individuals. Williams, (2007) had found that enhanced sadness and increased sadness and frustration. Gonsalkorale & Williams (2007) had investigated and found that these negative responses might lead to bad moods; mental and physical ailment. The negative responses may also lead to loss or damage to the organization which may include reduced job satisfaction (Zadro, 2005); less organization citizenship behaviour (OCB) or reduced adaptive performance as noticed by Hitlan, et al. (2006) and enhanced turnover intentions.

Organizational cynicism (OC) could be best defined as 'negative attitudes' towards the employer or organization. (Dean et al., 1998) had identified three dimensions of OC: 1) belief that employer does not have trustworthiness; 2) negative emotions towards the employer/organization and; 3) inclinations towards the employer or organization which are consistent negative emotions and beliefs. Tükeltürk et al. (2012) and Stanley et al. (2005) have given three conceptual dimensions of OC. The affective or emotional dimension includes powerful emotional reactions of the employees towards their organizations. The cognitive dimension depicts that employees feel that the organization lacks honesty and integrity. They consider that their personal beliefs and objectives are not in congruence with those of the employer or organization. These employees have a negative feeling about their employer or organization, such as annoyance or dislikes. The behavioural dimension involves negative behavioural tendencies of the employees towards their organization.

Negative work attitudes are associated with OC, which is not identical to having steady character features. According to Dean et al. (1998), OC is a trait of employees which may change after some time and it is aimed at the employer or organization. In addition, the growth of OC is supposedly assisted by some state of affairs and moods. OC is directly correlated with adaptive performance, task or job performance, and CWB (counter-productive work behaviour); it is anticipated that it will determine the relationship of WOS with performance outcomes. CWB is understood to be an exhibition of critical behaviour originating from negative emotions, which may include anger and irritation; and depressing thoughtful pertaining to the workplace which is related to OC. In case job

stressors are not controlled then employees might engage in CWB.

In the last decade, there have been many studies on ostracism. Wu et al. (2012) and Ferris et al. (2008) had explained that ostracism means the level of consciousness whenever any employee is ignored by his co-workers. Social exclusion is very common in organizations (MacDonald & R, 2005). Williams & Sommer (1997) had identified that once the employees notice ostracism; they are under severe stress which can add to mental and functional injury. Hitlan et al. (2006) and Ferris et al. (2008) had noticed that WOS would obstructively upset interpersonal behaviour and damage the performance of the ostracized employee. Numerous individuals have reported having experienced the feeling of being left out at the workplace. A survey conducted in the USA had identified that nearly 69% of the correspondents from a sample of 262 employees, had reported feeling excluded by leaders or co-workers (Fox & Stallworth, 2005). Another survey conducted by ZahoPin.com in China had indicated that out of 10,000 employees, more than 70% of participants were ostracized in the workplace (Yan et al., 2014). Individuals who are ostracized experience stress and social pain will affect the different organization and personal outcomes (Balliet & Ferris, 2013). The research has indicated that WOS enhances CWB and reduces the in-role or job or task performance and adaptive performance (Ferris et al., 2015) and (Brief & Motowidlo, 1986). The theory of social exchange in the context of organizational pro-social or citizen behaviour also suggests that ostracized employees abstain from engaging in OCB and adaptive performance (Zellars & Tepper, 2003).

Negative attitudes/feelings about the organization termed as cynicism can also be produced which will have adverse effects on the performance outcomes. Cynicism remained a less explored phenomenon and its' relationship with ostracism needs to be further explored. Cynicism affects adversely on job or task and adaptive performance whereas it is assumed that it increases CWB. Cynicism is likely to mediate between ostracism and job outcomes. After all these outcomes of OC, the proposed research model assumes that OC may lead to enhancing CWB. Cynical behaviour from employees will result in negative working attitudes like CWB. Whereas OC may reduce other positive job results i.e. adaptive and task performance.

Important institutional dynamics include values of social exchange or backing or supportive relations. There are two institutions led exchange includes: exchange relations of employee and organization which is denoted as perceived organization support (POS) and exchange relations between supervisor/leader and employee called LMX. The relationship of social exchange (POS and LMX) with ostracism has not been mainly explored the area and research is required to fill the knowledge gap. Research of Rhoades & Eisenberger (2002) illustrated that awareness of fair-mindedness, supportive environments, organizational rewards, and leadership sustenance indicate to employees the degree to which they are being favoured and appreciated by the employer. Eisenberger et al. (2002) had found that supervisors, managers, leaders and other agents of employer or organization are important for the enhancement of POS for the reason that such individuals conduct performance appraisal the employees and their performance appraisal reports are intimated to middle level or senior managers.

2. PROBLEM STATEMENT

The effects of ostracism are predominant which may lead to CWB and may reduce adaptive and

job or task performance thus affecting the organization efficiency, productivity and effectiveness. It is imperative for supervisors, managers and leaders especially of the service sector to recognize WOS and undertake coping measures so as to reduce the impact on the job or task performance of employees. Limited research on WOS has been conducted on different aspects; however, a lot is still to be explored. There is a definite need to conduct research on the WOS.

3. THEORIES APPLICABLE TO THE STUDY

Following theories are applicable in this study.

3.1 OSTRACISM, SOCIAL EXCLUSION AND REJECTION THEORIES

3.1.1 SEQUENCE OF REACTIONS IN OSTRACISM

Williams & Sommer (1997); Williams et al. (2001) and Zadro (2005) had suggested the sequence of response or reaction to ostracism, which is given below:-

- a. Impulsive hurting reaction to any type of ostracism.
- b. Threats to individuals' requirements of existence, self-respect and mechanism; which escalates sorrow and annoyance.
- c. The contemplative phase which means the intellectual appraisal of the state or condition, the causes of ostracism, the causes for ostracism & influenced preferences, all of these lead the individual to strengthen his most threatened wants and needs.

3.1.2 SOCIO-METER THEORY AND SOCIAL MONITORING SYSTEM.

This theory states that the individuals are motivated once their belonging is endangered; they attend to social clues with care, seemingly to achieve success in later social interactions. Leary et al. (1995); and Leary et al. (1998) had suggested that this approach is consistent, which is a measure of relational valuation (self-esteem). Once it is low it indicates the modifications that must be made by the individual to improve status of inclusion.

3.1.3 SELF-REGULATION DEFICIENCY & COGNITIVE DECONSTRUCTION.

According to Baumeister, Twenge, & Nuss (2002) ability of self-regulation of an individual is damaged once he is excluded socially. This limits his capacity to use the reasoning and capitals of motivation which are considered essential in order to avoid spontaneous actions and delayed pleasure.

3.1.4 SOCIAL EXCHANGE THEORY

This theory defines the exchange of physical and non-physical things, such as the signs of authorization or respect. According to these individuals' social behaviour is the outcome of an exchange process. The persons who give less to others will attempt to get much more from them, and individuals who get much more from others are under social pressure to return much to other people. This method of inspiration shall tend to balance out in the exchange. The sociologist Homans (1958) had identified that individuals want to maximise their benefits and minimize the cost in the social exchange process. This theory is applicable to WOS, cynicism, LMX, POS, CWB.

3.1.5 POWER-DEPENDENCE THEORY

The underlying forces of this theory revolve around power, use of power and power-balancing operations, and rely on the fundamental concept of dependence. People come together due to mutual dependence to the extent that they are mutually dependent. This results in exchange relations and groups are formed within them. Dissimilarities in dependence create power inequality that can lead to conflict and social change.

3.2 THEORIES OF COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB)

3.2.1 SOCIAL CONTROL THEORY

This theory proposes that handling the process of socialization and social learning inculcates self-control and reduces anti-social behaviour. The theory is derived from functional theories of crime developed by Ivan (1958). The theory suggests that people abide by the laws, rules and norms due to their affiliation, commitments, social norms and beliefs.

3.2.2 RATIONALE CHOICE THEORY (RCT)

Social exchange and economic exchanges are one and the same as all parties try to maximize their gains advantages and to minimize their losses or disadvantages. Basic premises include; (1) Humans behavior is based on logical. (2) They make their choices with rationality. (3) Their choices are fixated at increasing their profit or pleasure.

3.2.3 DIFFERENTIAL ASSOCIATION THEORY

The theory defines the reasons why people commit crimes. The crimes are committed by the criminals which are based upon their relations with other individuals. Basically, criminal behaviour is cultured by associating with other criminal individuals. Sutherland (1924) had vindicated that criminals are existing in any sociological background or race.

3.2.4 LABELING THEORY

Becker (1963) has identified that if anyone labelled as "deviant" he will be forced to engage in deviant behaviour. This theory defines why individual's behaviour clashes with social customs and norms e.g., a youngster who lives in a city/town devote most of his time with gangs, therefore, he might be labelled as a gang member. So the youngster might start to act like a gang member. Some researchers consider that people of low-grade social status shall engage in DWB.

3.3 ORGANIZATIONAL SUPPORT THEORY

Employees perceive the image of any organization through norms, culture, and policies which remain unchanged and regulate their behaviours. The same is further guided by the authority of leaders, supervisors and control agents of the organization. The workers give an opinion about their favourable or unfavourable treatment by the organization which serves as an indicator that the organization give them special treatment or otherwise (Levinson, 1965). The theory also highlights the psychological process of perceived organizational support (POS), which includes: 1) the employee helps the organization to achieve its objectives as exchange norms of POS. 2) The helpful support and esteem are signified due to perceived organizational support which would achieve social and emotional requirements. 3) Perceived organizational support must strengthen workers opinions

that enhanced performance is duly recognized and rewarded by the employer or organization. The outcome this will be in form of increased job satisfaction and positive attitude for employer or organization and reduced turnover.

3.4 THEORIES OF ORGANIZATIONAL CYNICISM

3.4.1 SOCIAL EXCHANGE THEORY AND OC.

Dean et al. (1998) had viewed that on give-and-take basis the organization should take care of the efforts made by the employees. In case the employer does not respond in this exchange relationship then it leads to cynicism. For example, when an employee feels that discrimination prevails in the organization and decisions are made unjustly; and organization fails to fulfil its assurances, this awareness leads the employees to have feelings that organization lacks honesty, which is denoted as OC.

3.4.2 PSYCHOLOGICAL CONTRACT THEORY

This theory endorses the concept of reciprocation with different contextual factors. The study of OC is supported by an important aspect of 'psychological contract'. The breach of psychological contract happens when organizations make promises with no intent for the fulfilment of these or occasionally organization considers that it is actually fulfilling promises but employee's feelings are in negative. A feeling of frustration is generated once the employees consider that organization is not fulfilling its obligations. Dean et al. (1998) denote it as organizational cynicism (OC).

3.4.3 FRUSTRATION-AGGRESSION THEORY

Frustration results in aggressive behaviour as per the Frustration-Aggression Theory. The aggression demonstrated depends on the punishment associated with this behaviour. If an employee discovers that there are no chances of being held responsible or being caught, he/she can indulge in violent behaviours, else negative outcome is frustration which is psychological in nature.

4. LITERATURE REVIEW

4.1 EXISTING KNOWLEDGE GAP

Ostracism and cynicism exist in the organization, however; limited research is available about their effects on the individuals and the organizations. Supervisors and managers are unaware of the presence of this phenomenon, their effects and possible preventive measures. Ostracism and cynicism can adversely affect job outcomes (task performance, adaptive performance and counter-productive or deviant work behaviours). *Task performance* is defined as the capability of undertaking essential job tasks by an employee. Task performance comprises of work quality, work quantity, and job knowledge. Whereas, *adaptive performance* can be defined as the extent to which employees adapt themselves to the modifications made at the workplace. For example, creatively resolving problems at workplace, handling the irregular state of affairs at work, understanding new tasks, procedures and technologies, and adjusting themselves to other workers, beliefs, or job environments. (Sinclair & Tucker, 2006) had regarded *adaptive performance* as distinct facet of employees' job performance, other than job/ task performance, contextual job performance and CWB. (Bennett & Robinson, 2000) had defined CWB being workers' deliberate actions that pose a threat, and are harmful to the

organization or its members, and may be prompted by WOS. CWB in the workplace includes verbal violence, avoiding responsibility, and aggression toward others. Due to the negative attitudinal impact, WOS can be damaging to organizational efficiency, as ostracized employees may reduce their engagement in organization citizenship behaviour (OCB) that could benefit others exclusively or the organization collectively. Ferris, Lian, Brown, & Morrison (2015) theorized and found that when ostracized, employees showed lesser self-esteem and engaged less in organizational citizenship behaviour due to their consistent deficient self-views. The exact relationship of OC with WOS and their impact of job outcomes are not available in the body of knowledge. The relationship between cynicism and ostracism and impact of cynicism on job outcomes needs to be explored.

4.2 ANALYSIS OF RECENT STUDIES ON OSTRACISM AND RESEARCH GAP

A number of studies were conducted in recent past on different facets of ostracism. The studies have been mostly conducted on job outcomes such as job stress, turnover intentions, intrinsic motivation, access to information, access to resources (based on theory of Conservation of Resources) and moderating effects of self-efficacy, self-esteem, supervisor rated job performance, psychological contract, and task interdependent; and mediating effects of POS and LMX. Analysis of recent studies on ostracism indicates that a lot is still to be done. Models studied so far are given in the ensuing paragraphs.

4.2.1 MODEL OF ZHANG & DAI (2015)

Zhang & Dai (2015) had studied the relationship of Neuroticism (employees with negative behaviour) with WOS, mediating role of Interpersonal Trust and moderating role of Task Interdependence. Model is depicted in Figure 1.

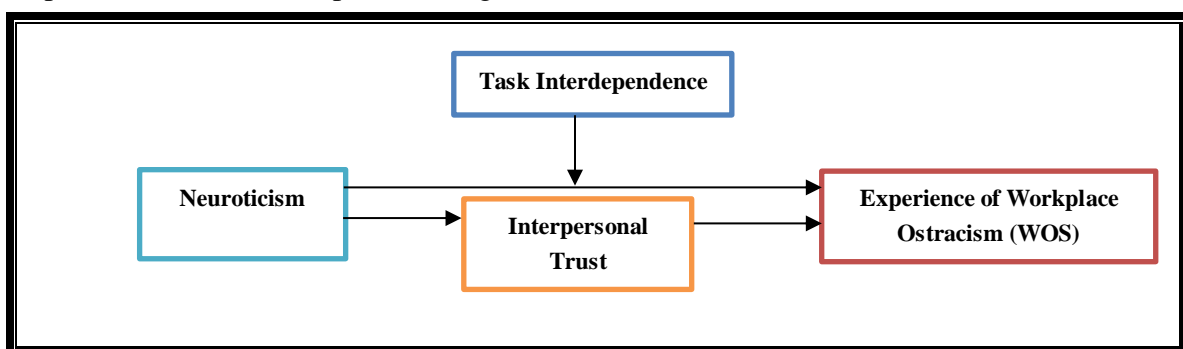


Figure 1: Model of Zhang & Dai (2015), indicating the relationship of Neuroticism with WS, mediating role of Interpersonal Trust and moderating role of Task Interdependence. (Source: Zhang & Dai (2015))

4.2.2 LITERATURE REVIEW ON AHMED ET AL. (2012)

Ahmed, et al. had conducted a literature review of LMX and POS as moderator of WOS and its' negative consequences. Role of social exchange relations has been highlighted to overcome ostracism. POS which is defined by Rhoades & Eisenberger (2002) as the awareness that employee's contributions are recognised by the organization and it is concerned about his or her well-being. This may be called as the direct form of 'organization-based social support'.

4.2.3 MODEL OF HAQ & MAHMUD (2014)

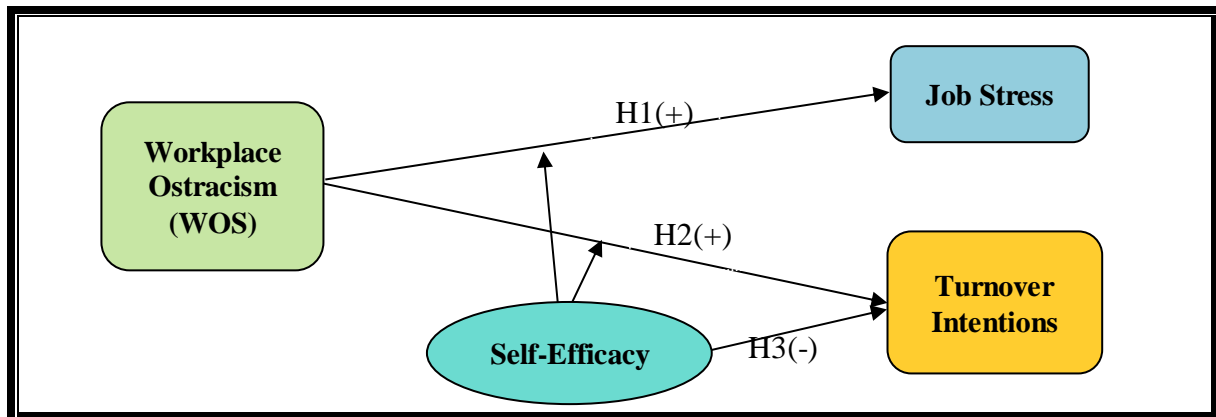


Figure 2: Model of Haq & Mahmud (2014), depicting the relationship between WOS and Job Stress & Turnover Intentions with the moderating role of Self Efficiency. (Source: Haq & Mahmud (2014)).

Haq & Mahmud (2014) have studied the moderating role of self-efficacy on the relationship between WOS and Job Stress & Turnover Intentions. Model is explained in Figure 2. They have identified a need to explore the effect of WOS on job satisfaction, job or task performance and adaptive performance. They have also recommended that in future, researchers should study individual moderators in different contexts relating to WOS and job outcomes.

4.2.4 MODEL OF HAQ (2014)

The first study on ostracism was conducted in Pakistan, Ostracism and Job Outcomes: Moderating Effects of Psychological Capital in 2014 and the second study was conducted by Khan (2017), but both studies have not yet been published. The study sample included employees of four private schools, four public and private banks, two private and public universities and call centre employees. Future research is recommended to study the contextual and individual moderators and to test Western theories in Asian cultures. Model of Haq (2014) is given in Figure 3.

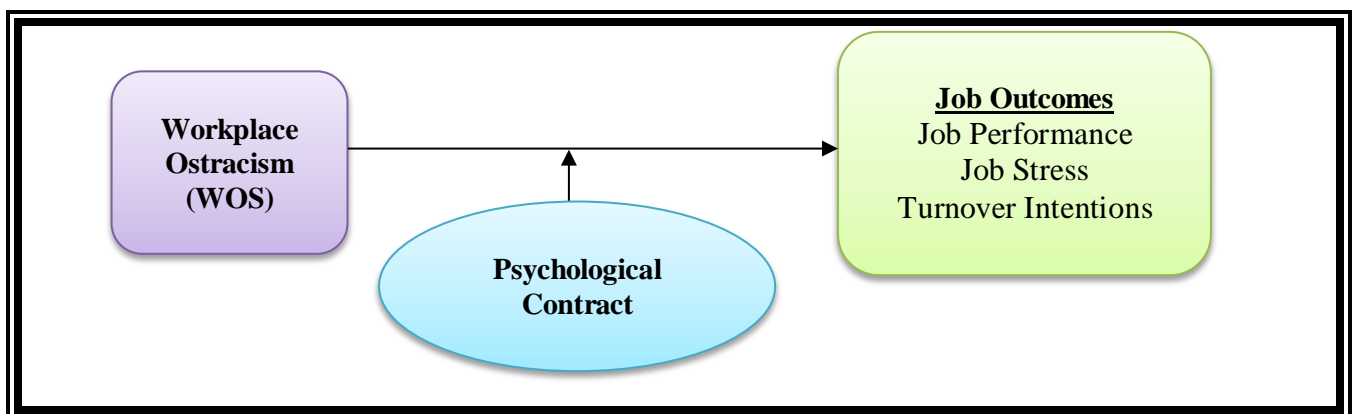


Figure 3: Relationship of WOS and Job Outcomes with the moderating role of Psychological Contract. (Source: Haq (2014))

4.2.5 MODEL OF SCOTT ET AL. (2014)

Scott et al. had studied moderating influences of POS (perceived organizational support) and FSS (family or social support) on the relationship of exclusion of co-workers and organization-based self-esteem (i.e. worth of employee in the organization), job-induced tension and supervisor-rated performance. Scott et al. have suggested that research is conducted to discover and a task performance model with moderating effects of POS be studied. The model is explained in Figure 4.

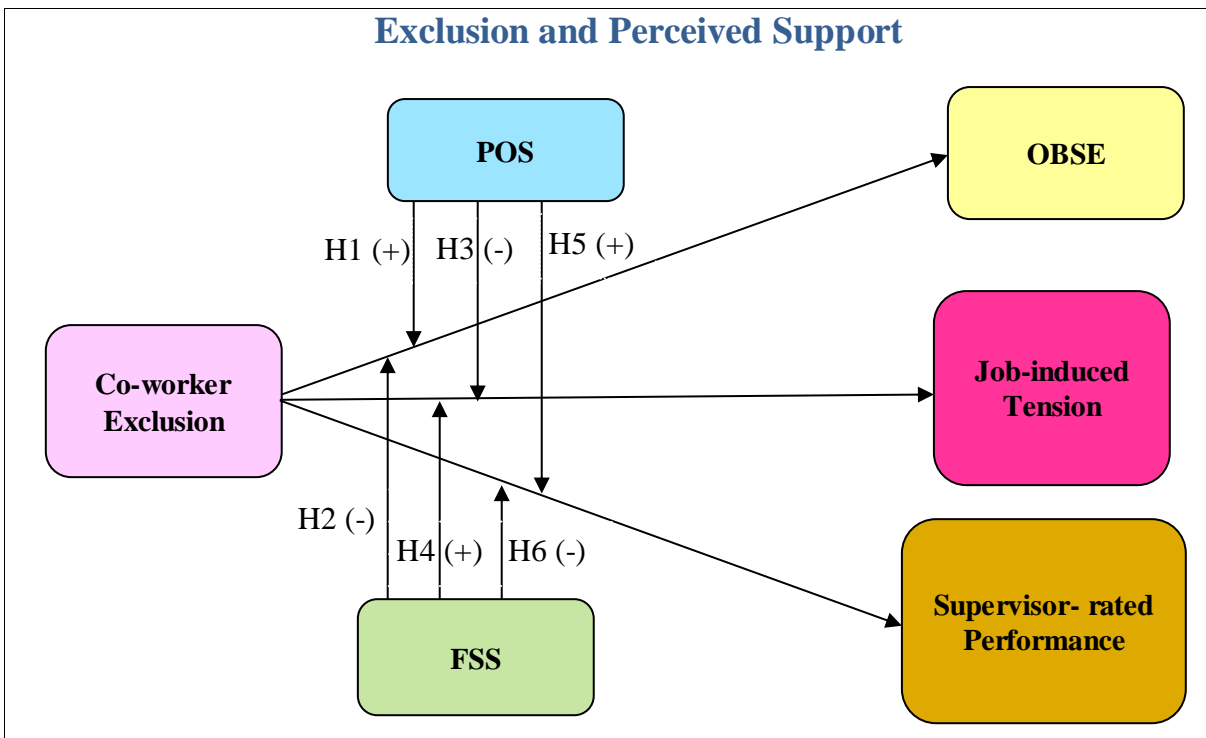


Figure 4: Theoretical research model: the moderating role of POS and FSS between co-worker exclusion and employee outcomes (Source: Scott et al. (2014))

4.2.6 MODEL OF FERRIS ET AL. (2015)

Ferris et al. (2015) had suggested that future research be conducted in which the relationship between ostracism and task performance be studied with moderating variables. It was by the researchers that self-rated measure of job or task performance is used instead of supervisor rated scales. The model is explained in Figure 5.

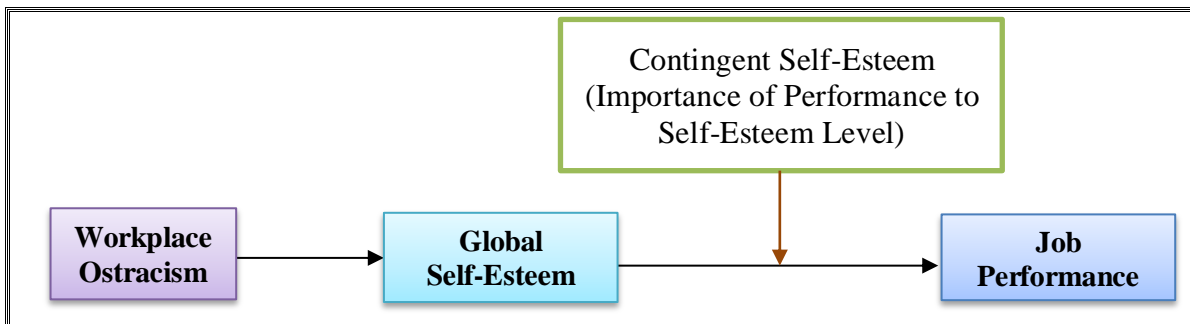


Figure 5: Model depicting the moderated mediation relationship between WOS & Job Performance. (Source: Ferris et al. (2015))

4.2.7 MODEL STUDIED BY AHMED, ET AL. (2012)

Figure 6, Ahmed et al. (2012) had studied important effects of social exchange at workplace ostracism and moderating effects of Individual Guanxi Networks (IGN), LXM and POS in decreasing WPO (workplace ostracism).

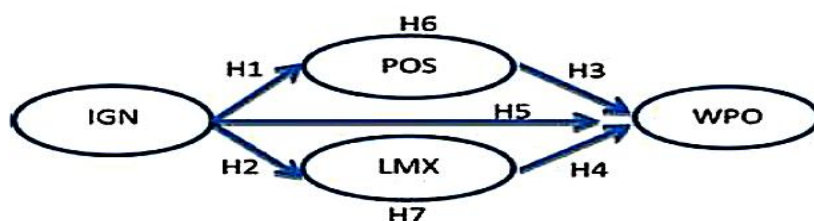
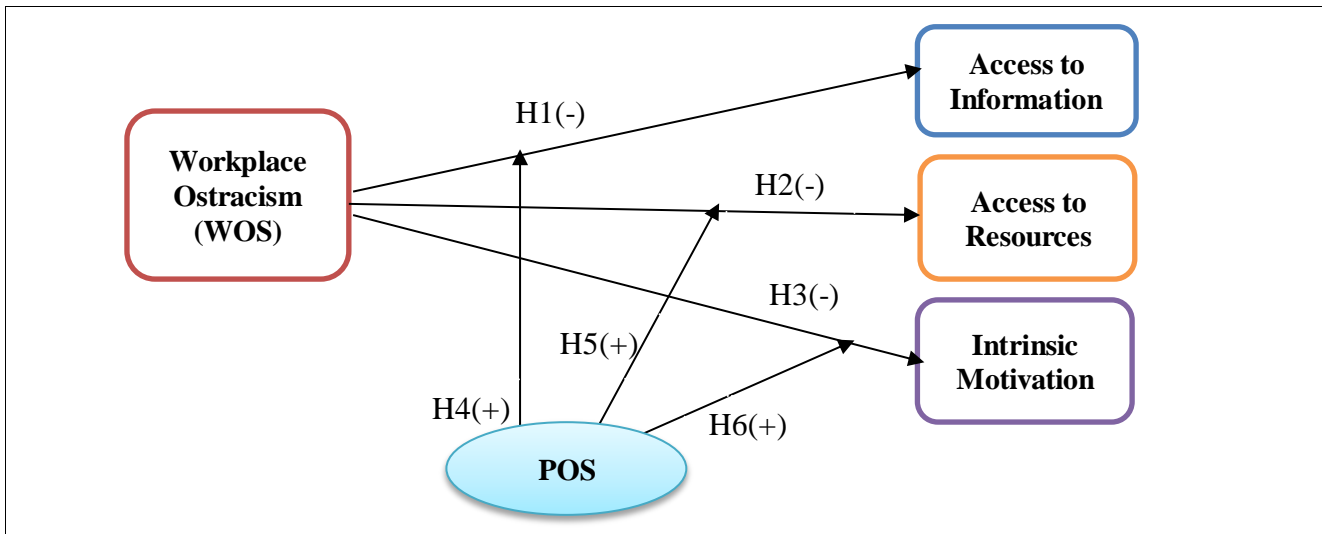


Figure 6: A model studied by Ahmed et al. (2012).

4.2.8 MODEL OF ZHANG & KWAN (2015)

Zhang & Kwan studied moderating effects of POS on the relationship of WOS with access to information, access to resources and motivation.

Figure 7: Model of Zhang & Kwan (2015), depicting the relationship of WOS with Access to



Information, Access to Resources & Intrinsic Motivation with moderating role of POS.
(Source: Zhang & Kwan (2015))

4.2.9 MODEL STUDIED BY KHAN (2017)

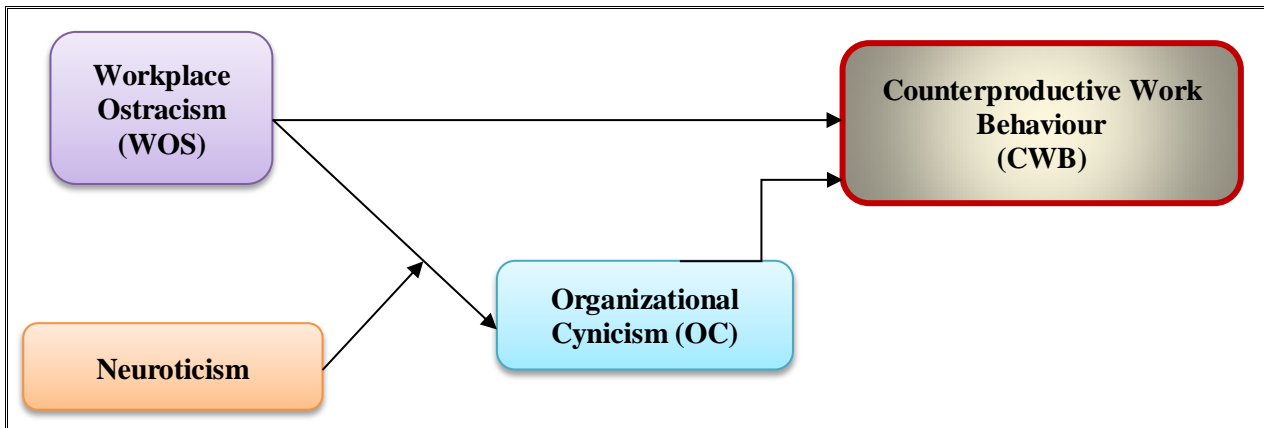


Figure 8: Model of Khan (2017) indicating the relationship of WOS with CWB with mediation of OC and moderation of Neuroticism. (Source: Khan (2017))

Khan (2017) had investigated the influence of workplace ostracism on CWB with OC as the mediator and moderation of neuroticism. Neuroticism is defined as mal-adjustment, a trait with high anxiety and instability of emotions. The model is explained in Figure 8.

5. DEVELOPMENT OF RESEARCH MODEL & PROPOSITIONS

5.1 POSSIBLE RELATIONSHIP BETWEEN OSTRACISM AND CYNICISM

William Kipling, the author of many books and articles on ostracism, was contacted by the author to find out a possible relationship between cynicism and ostracism, who has informed that he was not aware of cynicism and intimated that no such study has ever been conducted on this subject. The analysis of literature reveals that ostracism creates negative feelings and excluded emotions which may result in negative and problematic behaviour and relations. Negative feelings about the organization i.e. cynicism could be developed. Proposed schematic diagram (Figure 9) of the possible

relationship between ostracism and cynicism is given.



Figure 9: Schematic diagram of the relationship of ostracism with cynicism, Source: Williams et al. (2005) and authors' own processing.

5.2 SUPPORTING RESEARCH & ARGUMENTS ON WORKPLACE OSTRACISM

- A computer game designed by Williams was used to study participation of more than 5,000 people to show how just two or three minutes of ostracism can produce prolonged negative feelings (Williams & Nida, 2011).
- An ostracized individual has out of control feeling which results in aggressive behaviour to regain control. However, in a group, these persons can react with negative consequences.
- WOS and OC phenomenon is supported by the Social Exchange Theory and Frustration Aggression Theory.
- WOS and cynicism have an impact on job outcomes (task performance, adaptive performance & CWB).
- WOS is the outcome of a negative relationship (Hess et al., 2006).

5.3 ROLE OF LMX AND POS IN REDUCING WOS & OC.

The relevance of LMX in workplace ostracism is that leaders often distribute resources unequally among their subordinates (Graen et al., 1972). This translates into differentiated relationships that not only signal to those on the lower end of the spectrum that they are less desirable to the manager but can influence the way in which targets of various negative behaviours (CWB or DWB) are chosen by peers (Sias & Jablin, 1995; Sias, 1996). Contingent upon the extent to which co-workers view the treatment of the subordinate by the leader as fair, which could result in a number of responses including closer relationships due to sympathy or the decision to ostracize them in order not to be guilty by association (Lutegen & Sandvik, 2003). When LMX relationships are low or when the predominance of negative behaviours begins to increase in dyads known for high-quality relationships, subordinates are likely to view this as an indication that they are in danger of losing their preferential place with their supervisor. The research has indicated that effective leadership with enhanced interaction and communication with the followers shall moderate the negative relationship of WOS & job or task performance, and WOS & OCB whereas it shall reduce the positive relationship of WOS & CWB (Graen & Uhl-Bien, 1995).

The individual and organization factors are equally essential to moderate WOS. In this regard, Wu et al. (2012) had emphasized that organizational or employers' role is of great importance. Whenever employees feel neglected by their peer's other exchange relations such as the role of organizational factors play an active role to overcome the deficiency of social exchange. Ahmed et al. (2012) had suggested three important relationships at workplace; (1) person to person exchange relations (support from co-workers), (2) employee-supervisors or leaders exchange relations (LMX), and; (3) employees and organization exchange relations termed as POS. Once an organization or

employer or leadership will support the ostracized employees would look towards the organization or the leader and they would feel secure. Rhoades & Eisenberger (2002) and Eisenberger & Stinglhamber (2011) had highlighted with timely provisioning of perceived organizational support (POS) the employees will feel protected in absence of peer-support in case key organizational agents provide timely support, termed as POS in form of favourable treatment or rewards such as recognition, career development, and desirable work environments. Duke et al., (2009) had emphasised that individuals would perform better in stress and duress work conditions if POS is readily available to the workplace. On basis of this it could be argued that ostracized employees would remain engaged in their work and perform better in case POS is available to them.

The research specifies that perceived organizational support (POS) and leader-member exchange (LMX) would moderate or reduce WOS as under:-

- 1) A culture of support and positive exchange relations would WOS.
- 2) The ostracised employees remain attached with supervisor, leaders and organization (LMX) which shall reduce the feelings of being neglected.
- 3) It can be concluded that LMX and POS act as remedial measures to reduce WOS and its effects on ostracised employees to a great extent.

6. PROPOSED MODEL OF RESEARCH STUDY

According to the research calls discussed above, the researchers make efforts to fill the existing gap by investigating all dimensions of WOS with mediation influence of organization cynicism (OC) and moderation influence of POS & LMX. The proposed model is given, see Figure 10.

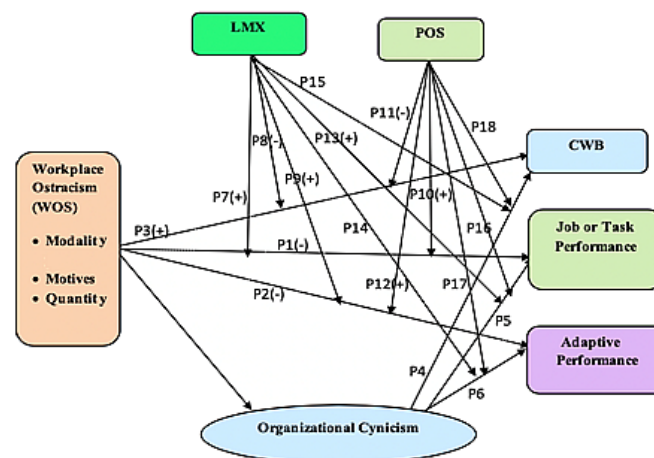


Figure 10: Proposed model for research, based on Koopmans et al. (2011); Ahmed et al. (2012); Ferris et al. (2015); Scott et al. (2014); Khan (2017) and authors' own processing.

7. PROPOSITION

Propositions involving various variables, mediators and moderators could be formulated and consequences of WOS could be consequential from our above mentioned proposed model. Some of these could be found as replication of certain research settings with different results of WOS leading to counterproductive work behaviour job or task performance or adaptive performance. The relationship between WOS and OC, we suggest six sets of propositions which have not been studied as yet. We hope that these propositions would assist in formulating newer theories:

- PI:** All else equal, the lower the workplace ostracism (WOS), the higher the likelihood of job or task performance.

- P2:** All else equal, the lower the workplace ostracism (WOS), the higher the likelihood of adaptive performance (AP)
- P3:** All else equal, the lower the workplace ostracism (WOS), the lower the likelihood of counter-productive workplace behaviour (CWB).
- P4:** Increasing WOS is likely to enhance OC and, all else being equal, increases the likelihood of CWB.
- P5:** Increasing WOS is likely to enhance OC and, all else being equal, decreases the likelihood of job and task performance.
- P6:** Increasing WOS is likely to enhance OC and, all else being equal, decreases the likelihood of adaptive performance (AP).
- P7:** Someone who experiences workplace ostracism (WOS), but has good support through leadership member exchange (LMX), All else equal, will show better job outcomes or task performance.
- P8:** Someone who experiences workplace ostracism (WOS), but has good support through leadership member exchange (LMX), All else equal, will reduce counter-productive workplace behaviour.
- P9:** Someone who experiences workplace ostracism (WOS), but has good support through leadership member exchange (LMX), All else equal, will show better adaptive performance (AP).
- P10:** Someone who experiences workplace ostracism (WOS), but has high perceived organization support (POS), All else equal, will show better job or task performance.
- P11:** Someone who experiences workplace ostracism (WOS), but has high perceived organization support (POS), All else equal, will reduce CWB.
- P12:** Someone who experiences workplace ostracism (WOS), but has high perceived organization support (POS), All else equal, will show better adaptive performance (AP).
- P13:** LMX moderates the mediation of OC on the probable relations existing between workplace ostracism and task performance, in a way that the mediation effect of WOS on job performance through OC is the weakest when LMX is high.
- P14:** LMX moderates the mediation of OC on the relations of workplace ostracism and adaptive performance, in such a way that the mediated effect through OC on the relationship of WOS and adaptive performance is the weakest when LMX is high.
- P15:** LMX moderates the mediation of OC on relations of WOS and CWB, in such a way that mediation influence of OC on relations of WOS with CWB is the weakest when LMX is high.
- P16:** POS moderates the mediation of OC on relations of WOS & task performance, in such a way that the mediated influence on the relations of WOS and task performance through OC is weakest when POS is high.
- P17:** POS moderates the mediating effect of OC on the relationship between WOS and adaptive performance, in a way that the mediated effect through OC on the relationship of WOS and adaptive performance is weakest when POS is high.
- P18:** POS moderates the mediation of OC on the relations of WOS & CWB, in such a way that mediation through OC on relations of WOS & CWB is weakest when POS is high.

7.1 SIGNIFICANCE OF PROPOSED RESEARCH MODEL

The proposed research model will explore the relationship between WOS and OC. This relationship has not been studied until now. The model will help researchers to conduct meaningful research to address problems of WOS and cynicism of employees in Pakistani service sector on which very few studies are available. The research on proposed model will add to the body of existing knowledge. The moderation of LMX (Leadership Member Exchange) and POS (Perceived Organization Support) will be further authenticated. It will also fill the wide gap prevailing in the body of knowledge by investigating the mediating role of OC. There is a need to identify the presence of the phenomenon of ostracism and cynicism in organizations. It is essential that supervisors and managers should have awareness about the phenomenon and adverse effects of WOS and cynicism prevailing in various organizations. There is a need to devise training programmes for supervisors, managers and top management to develop coping strategies to address the problems of ostracism and OC. Managers need to understand the importance of LMX and POS to decrease WOS and OC. For the reduction of the negative effects of WOS and OC for effective management of ostracized individuals in the organization, the leadership style and perceived organizational support shall play an important role. Managers and organizations need to realize the same. LePine & Dyne (2001) had hypothesized that WOS shall cause poor task performance; it is also predicted that poor task performance similarly shall cause individuals to be ostracized. Managers should understand this relationship. There is also a need to create conducive environments at workplace which will largely be the responsibility of the supervisors, managers, leaders and HR professionals, however, there are key areas to be focused which could endanger conducive work environments (Rhoades & Eisenberger, 2002) which must be identified and eradicated.

8. CONCLUSION

In wake of the increased antagonism in the service industry, steps should be taken to further understand the phenomenon of WOS, mediating role of OC and prevent WOS and cynicism so that these could be addressed quickly as and when these are found in any workplace. It primarily relates to service sector which is mostly dependent on quality interaction between the employees and the customers. Many old-fashioned methods of eradication of WOS could be used including conducting formal and informal meetings with ostracised employees by the managers to improve interpersonal relations (Liao & Chuang, 2004). Whereas Salanova et al. (2005) had identified, that supervisors, managers and leaders could also foster constructive resources of the organization to reduce negative consequences of WOS and OC. Lam & Lau (2008) had suggested that work environments with strong service orientation and organizational culture of trust be inculcated to augment employee-customer relationship.

Countries such as Pakistan which have collectivist culture might have more ostracism at the workplace. According to Hui (1988) collectivism refers to a feeling of cohesion and worry for others instead of individual approach and behavioural intent is for a group. Harmonious and close social relations are found in the collectivist culture. Therefore, individuals and organizations working in collectivist cultures are more affected by WOS. Moreover, cynicism is mostly found in all organizations which adversely affect the employees. The proposed research model will fill the existing gap in this field as no worthwhile study has ever been conducted in Pakistan.

9. AVAILABILITY OF DATA AND MATERIAL

Data can be made available by contacting the corresponding authors

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