

## An Empirical Study on the Resilience of Emotionally Intelligent Teachers to Ostracism and Counterproductive Work Behaviors in Context of the Higher Educational Sector of Pakistan

Nadia Nasir<sup>1</sup>, Ch Abdul Khaliq<sup>2</sup> and Muqqadas Rehman<sup>3</sup>

### Abstract

The intention of this study is to investigate the effects of ostracism on the counterproductive work behaviors (CWB) through the mediating effects of stress, while emotional intelligence used as a moderating variable to reduce the impact of stress on the CWB. A survey was conducted at from the employees of five public and private sector universities in Pakistan. Approximately 323 valid samples were considered for this study. The results of the hierarchical regression analysis reveal that emotional intelligence (EI) significantly moderates the relationship between stress and counterproductive behavior of the teachers. Moreover, the ostracism and counterproductive work behaviors were meager for the teachers with high experience. Ultimately the stress at workplace mediates the extent of the positive association between ostracism and counterproductive work behaviors. Social exchange theory is integrated to propose a mediation moderation model and found that teachers with high level belongingness are faced with more ostracism and those with less political skill are usually more involved in counterproductive work behaviors. Theoretical and practical effects are also considered.

**Keywords:** Ostracism, Stress, Counterproductive Work Behaviors (CWB), Emotional Intelligence (EI)

### 1. Introduction

The practice of coping, social exclusions and rejections involves so many complexities (Zhao, Peng, & Sheard, 2013). The interpersonal rejection has been researched under the guise of different concepts like stigmatization, bigotry, prejudice, ostracism, neurocism, rejection, betrayal, etc. all share the collective threat sense of belongingness and acceptance (Ramsey & Jones, 2015). Individual reactions across the responses to social rejection and ostracism if prolonged, may affect negatively in the form of depression, loneliness and anger. The negative effects may influence the health troubles or triggering stress. Likewise, the failure to deal with rejection has psychological and physical influences on the victim in the form of counterproductive work behaviors.

In case of ostracism employees at workplace feel that they have ignored by their coworkers (Bennett & Lauren, 2015; Hitlan & Noel, 2009). Humans have a psychological need of belongings and ostracism at workplace effects reduces the chances of social interactions. Ostracism at workplace affects the employees physical and mental health (Zhao et al., 2013). As in the present era it is considered really important to work in teams that requires social connectivity on the employees (Balliet & Ferris, 2013). Ostracism in the workplace should not be ignored, particularly in case of workplace organizations. An embittered sense of being ignored and isolated may reduce the contribution at the workplace (Poon & Chen, 2014). Regardless of the occurrence of the workplace ostracism, it is really surprising that there is a dire need to observe the impact of ostracism in counterproductive work behaviors (CWB) of employees (O'Connor & Gladstone, 2015). It is important to know the influences of ostracism on the employee and his sufferings in the form of stress and leads to the counterproductive work behaviors.

Currently the scholars and researchers have focused a lot on the employee wellbeing in the workplace (Gkorezis & Bellou, 2016). The psychological influences have been considered in a manner that what is right with the individuals (He, 2010) despite what has gone wrong in the form of ostracism (Khan, Peretti, & Quratulain, 2009), stress (Leiter, 2013) and its outcomes in the form of counterproductive work behaviors (Cochran, 2014). No doubt ostracism is an interpersonal stressor that is agonizing and hurting that puts the ostracized into stress and CWB (Cochran, 2014). Thus, there is a need to observe the relationship between ostracism at workplace and stress (Trawalter, Richeson, & Shelton, 2009). Likewise, the employees at the workplace rather than to cope up with situation involve themselves in the

<sup>1</sup> Assistant Professor, Management Sciences, The Superior College, Lahore. Email: [nadia.nasir@superior.edu.pk](mailto:nadia.nasir@superior.edu.pk)

<sup>2</sup> Assistant Professor, Hailey College of Commerce, Lahore, Email: [cakm786@yahoo.com](mailto:cakm786@yahoo.com)

<sup>3</sup> Assistant Professor, Hailey College of Commerce, Lahore. Email: [muqqadasrehman@hcc.edu.pk](mailto:muqqadasrehman@hcc.edu.pk)

negative behaviors in which their production is declined called the counterproductive work behaviors. Past few studies have been undertaken to examine the mediating role of the job CWB on ostracism and workplace outcomes on the basis of social exchange theory (Tekleab, Takeuchi, & Taylor, 2005). In the same manner this study aims to examine the relation among ostracism and counterproductive work behaviors with the mediation of stress at workplace. It is proposed that ostracism induces stress which cause the counterproductive work behaviors. This paper contributes to the literature on workplace ostracism, stress, emotional intelligence and counterproductive work behaviors. Initially, it encompasses the theoretical and empirical literature on workplace ostracism and counterproductive work behaviors through the ostracism model in the academic setting (Warburton, Williams, & Cairns, 2006). Subsequently, the present study examines the mediating role of stress due to ostracism providing the ground for the relationship between ostracism and counterproductive work behaviors. Moreover, the moderation of emotional intelligence is also observed.

Further, there is a dire need to study observes the ostracism related aspects in the Pakistani settings as most of the work is done in the context of Europe and the scholars and practitioners have less confidence to generalize those studies (Wesselmann, Bagg, & Williams, 2009) in the Asian contexts. So, this study is an attempt to fill that gap through conducting the deductive study on ostracism and counterproductive work behaviors through the mediation of stress at the workplace and moderation of emotional intelligence among the employees of higher education sector.

## 2. Nexus of Literature

Ostracism at workplace threatens the individual in his social relations. Ostracism generally symbolizes the achievement of something unacceptable and a feeling of social death (Einarsen, Skogstad, & Glasø, 2013). It negates the significant presence of an individual and arouse the feeling of his worthlessness within the victim (Huang, Sun, Hsiao, & Wang, 2017). It may lessen the targets feeling of belongingness and its noticeable and perceptible link to the coworkers or supervisors. Apparently, the organizations intensity to manage the team work is significant in order to avoid social exclusion and guaranteeing the bonding among the coworkers and the supervisors. The workplace ostracism puts the target in such a stressed situation that the target feels it to be his social demise and put a question mark on his identity and efforts (O'Reilly & Banki, 2016). The stress of being ostracized at workplace put the employee in such a situation where the employee does not feel him capable of performing well and engage himself in all the counterproductive work behaviors.

Ostracism portends the social circle of the target that are the assets of any workplace. Individuals find it quite threatening when they feel themselves socially excluded from the whole staff and faced with the stress and anxiety (Leiter, 2013). Ostracism at workplace may decrease the working efficiency of the individuals.

Consequently, it makes sense that associations would need their representatives to feel a sense of comprehensiveness inside the association, particularly given the positive connection between clear comprehensiveness social bolster, worker's mental wellbeing, hierarchical fulfillment, duty, and efficiency (Hitlan & Noel, 2009). However, little research has particularly analyzed work environment, avoidance as a central develop. Drawing on past examination exploring social Ostracism (Berry, Carpenter, & Barratt, 2012) and authoritative conduct (Kwok, Au, & Ho, 2005), we characterize working environment avoidance comprehensively as, the degree to which an individual (or gathering) sees that they are being rejected, disregarded, or shunned by another individual (or gathering) inside their work environment. One essential presumption fundamental this definition is that numerous (if not most) times such conduct impedes one's capacity to finish those assignments required for effective employment execution.

The continuous research has two essential objectives. The first is to look at the connection between work environment, avoidance and negative work practices. As depicted all completely beneath, one vital thought in attempting to foresee how prohibition identifies with work environment and conduct concerns with the wellspring of the rejection e.g., bosses. A second objective is to better see, how singular contrasts direct the connection between working environment rejection and work conduct (Hitlan, Kelly, Schepman, Schneider, & Zárate, 2006).

Just expressed, the point of the ebb and flow examination is to better comprehend the remarkable and intelligent impacts of work environment avoidance and identity on counterproductive work practices. All the more particularly, the ebb and flow research looks at how a representative's view of being prohibited by different colleagues or chiefs is identified with interpersonal and authoritative counterproductive work practices (Neuman & Baron, 2005). As a rule, CWB is characterized as, "an arrangement of volitional acts that damage or expect to mischief associations and their partners e.g., customers, collaborators, clients, and administrators" (Yan, Zhou, Long, & Ji, 2014). Accordingly, CWB incorporates an extensive variety of practices from taking stretched out breaks to taking to physical brutality.

Despite, the fact that there are various obviously particular acts that subsumed under the more extensive meaning of CWB (Einarsen, Hoel, Zapf, & Cooper, 2011; ZIKRAYATI & PUTRI). Research concentrated on those practices connected with interpersonal i.e., contending with others and authoritative i.e., taking from one's association, measurements of CWB. Besides, research has not particularly inspected how wide measurements of one's identity capacity to direct the connection amongst avoidance and results. What's more, that research develops and what thoughts about prohibition and CWB by looking at how the wellsprings of rejection by collaborator or identifies with particular sorts of CWB.

We start by quickly looking into why avoidance speaks to an essential development for hierarchical analysts. Next, we audit probably the most applicable social-mental examination looking at how social prohibition impacts states of mind and practices. Given our attention on work environment connections, we depend on Social Trade and Social Personality speculations to help in creating particular forecasts about the connection amongst sources and results. In particular, the emphasis here in this dissertation is on how one's identity in capacity to link the effect of prohibition on CWB. As indicated by Belongingness Hypothesis (Hauge, Skogstad, & Einarsen, 2010), individuals have an intrinsic need to feel associated with, and have a place with an option that is more noteworthy than oneself. Research shows that being rejected is mentally aversive to casualties. When one's requirement for having a place is defeated and individuals try to reaffirm their feeling of self-esteem and importance (Hitlan & Noel, 2009).

Prohibition either genuine or fake are identified with a large group of negative passionate states including bitterness, depression, envy, blame/disgrace, shame, and social tension (Thau, Derfler-Rozin, Pitesa, Mitchell, & Pillutla, 2015). Research demonstrates an immediate connection amongst rejection and expanded longing to keep away from future contact with culprits (Renn, Allen, & Huning, 2013), diminished mundanely practices, diminished capacity to self-direct one's conduct, and weakened subjective working (Ferris, Lian, Brown, & Morrison, 2015). To the degree that rejection diminishes self-control it might serve to direct worker's toward fleeting practices propelled independent from anyone else interest and far from all the more long haul practices concentrated on the future achievement of the association (Carpenter & Berry, 2014). Such a movement, in one's points of view is likewise reliable with the writing on trade relations and inside associations. Therefore, when a worker feels prohibited he/she may take part in practices, for example expanded animosity and dangers taking that not with regards to their long haul best advantages as hierarchical representatives (Ferris, Spence, Brown, & Heller, 2012). However, avoidance inside the work domain has just been explored as optional to different develops, for example, work environment Incivility, tormenting, countering, and badgering. Given this, and the potential significance of prohibition for one's prosperity, there remains a crevice in the writing as to precisely how avoidance affects counterproductive work behaviors.

Ostracism is an interpersonal stressor that can prompt mental trouble (Wu, Yim, Kwan, & Zhang, 2012). Research has demonstrated that pain experienced in the working environment is firmly related with undesirable results, for example, life trouble, turnover goal, and poor physical wellbeing (Sulea, Filipescu, Horga, Ortan, & Fischmann, 2012). Subsequently, it is imperative to ponder the relationship between workplace Ostracism and mental pain.

In addition, seeing how to adapt to Ostracism is additionally basic on the grounds that powerful adapting techniques may relieve the connections amongst Ostracism and its negative results (Sulea, Filipescu, et al., 2012). A typical behavioral procedure for adapting to alienation is that of ingratiation (Ronen & Baldwin, 2010). As a kind of social impact conduct, ingratiation is 'an endeavor by people to expand their allure according to others' (Wang & Liu, 2013). Illustrations incorporate similarity, bootlicking, and doing

favors for others (Yuanxia, Aoling, & Ruixiu, 2015). This study concentrates on ingratiation, since it is an effective strategy usually connected at an underlying stage in interpersonal collaborations crosswise over numerous settings (Yuanxia et al., 2015). In any case, research proposes that the achievement of behavioral systems has a tendency to fluctuate between people (LIU, LIU, & SONG, 2014). All things considered, applying behavioral procedures is frequently ineffectual in alleviating the undesirable impacts of shunning on people; to be sure, now and again, improper methodologies may even exacerbate things. Specialists have long tried to see how and why impact strategies are powerful, and their absence of comprehension has made an obstruction to understanding the way of the procedures of social impact (Tracy). This is especially the case for ingratiation, which requires the on-screen character to have a satisfactory level of capacity to perform appropriately in the work environment (Zimmerman, Carter-Sowell, & Xu, 2016).

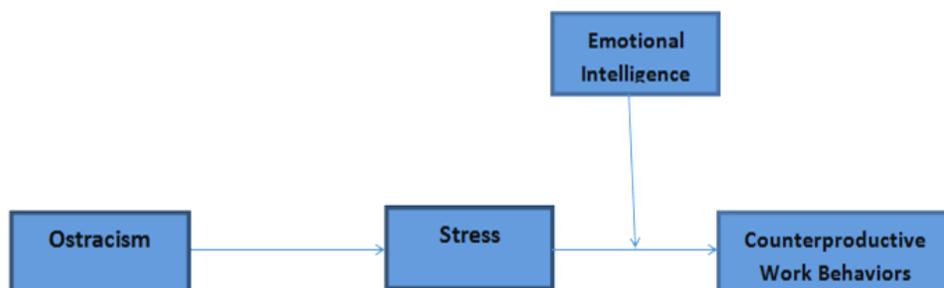
Situational attributes at work are for the most part spoken by employment requests and assets (Goodboy, Martin, & Johnson, 2015). Work requests evade to the physical, mental, social, or authoritative work includes that require exertion or aptitudes and connected with certain physiological and mental expenses (Moodley, 1995). Past examination has demonstrated that requests at work assume a pertinent part for CWB such as passionate requests, (Sulea, Filipescu, et al., 2012), interpersonal clashes, (Leiter, 2013). In a comparative vein, (Deluliis & Flinko, 2016) contend that CWB will probably show up within the sight of different sorts of confound amongst people and their work conditions.

At the point when during work, there is a segregation among individuals, experience indifferent social contact and particularly interminable uncertain clashes with others. Besides, there is an expanded chance that this will prompt disappointment, threatening vibe and decreased social backing. The influenced individual will be more defenseless against CWB. Particularly, interpersonal requests, for example, working environment abuse appeared to be an indicator for CWB e.g., verbal badgering from individuals at work (Robinson, Wang, & Kiewitz, 2014). Working environment abuse is an expansive term covering an entire scope of antagonistic physical and mental cooperation among individuals in the work environment, additionally influencing representatives' close to home lives by means of the overflow and hybrid procedures (Livingston, 2014). Usually, concentrated on types of non-physical (social or mental) interpersonal abuse, injurious supervision, Incivility, interpersonal abnormality, and undermining (Haq, 2014). Research has connected damaging non-physical cooperation's by and large with CWB measurements like fatigue and negativity (Hauge et al., 2010). In the present study, we concentrate on five principle sorts of broken communications at work such as oppressive supervision, undermining, Incivility, Ostracism, and undesirable sexual consideration.

Although the previous studies have incorporated the effects of ostracism at workplace (Robinson et al., 2014; Tian, Zhang, & Zou, 2014). It has been examined that the individuals who have frequently faced with ostracism at workplace by their coworkers are the victims. Similarly there may be certain characteristics that predispose the individuals at workplace to be socially excluded from their peers. Social exchange theory provides a framework for understanding the aspects related to workplace ostracism and counterproductive work behaviors. The basis of social exchange relationships is no doubt reciprocation (Konovsky & Pugh, 1994). The social means to an employee by his organization encourage his devotion reciprocation to perform that way (Ferris, Brown, Berry, & Lian, 2008). Certainly, these social means and resources may affect the emotional outcomes encompassing the fulfillment of social requirements. Social exchange theory is considered to explain variability of the outcomes related to collaboration at work comprising the social interactions at workplace and their effects .

## 2.1 Hypotheses

- H1. There is a significant relationship between Ostracism and Counterproductive work behavior.
- H2. There is a significant relationship between ostracism and stress
- H3. There is a significant relationship between stress and counterproductive work behaviors
- H4. Stress significantly mediates between ostracism and counterproductive work behaviors
- H5. Emotional intelligence significantly moderates the relationship between stress and counterproductive work behaviors.



### 3. Methodology

#### 3.1. Sample and Procedure

Survey design was used to collect quantitative data and apply rigorous data analytical techniques to test the nature of the relationships among selected variables (Rubin & Babbie, 2016). The constructs were measured using adaption of scales developed by Workplace Ostracism scale (Ferris et al., 2008), job stress scale (Jamal, 2007), counterproductive checklist (Bayram, Gursakal, & Bilgel, 2009) and scale of emotional intelligence developed by (Law, Wong, Huang, & Li, 2008). The current study intended to determine the impact of ostracism on counterproductive work behaviors and tests the mediation of stress among them and also the moderation of emotional intelligence on stress at workplace and counterproductive work behaviors. Thus, positivism paradigm was chosen to test these relationships by using survey method (Robson & McCartan, 2016). Systematic sampling technique has been focused to gather data from the employees of 5 public and private higher educational institutions (Guha & Mishra, 2016). A total of 375 survey instruments were sent and received back only 323 questionnaires from the employees of higher educational institutes of Lahore City also called “the educational hub of Pakistan.” For analysis purpose, SPSS was used for descriptive and mediation analysis and moderation analysis (Hayes, 2013).

### 4. Analysis and Results

**Table No.1: Demographic Profile of the Respondent**

Respondent Demographics	Frequency	%
<b>Gender (N = 323)</b>		
❖ Male	241	75
❖ Female	82	25
<b>Age (N = 323)</b>		
❖ Under 30 Years	158	48.9
❖ 30–39 Years	67	20.7
❖ 40–49 Years	75	23.2
❖ 50–59 Years	23	7.2
<b>Qualification (N = 323)</b>	39	
❖ PhD	200	12
❖ M. Phil	84	62
❖ Master’s Degree		26
<b>Sector (N = 323)</b>	124	
❖ Public	199	38.4
❖ Private		61.6
<b>Salary in Rupees (N = 323)</b>		
❖ Rs. 30,000 – Rs. 50,000	65	20
❖ Rs. 51,0000 – Rs. 70,000	99	30
❖ Rs. 71,0000 – Rs. 90,000	105	32
❖ Above Rs. 90,000	54	18

Data for this study exhibits that the demographic profile of the respondents. It includes gender of the respondents, their age group, qualification, income level of the respondents. The results show that out of 323 respondents, only 241 (75%) are males and 82 (25) are females, 158 (48.9%) are under 30 years,

67 (20.7%) are about 30 to 39 years, 75 (23.2) are from 40 to 49 years and 23 (7.1) are in the age group of 50 to 59 years. This shows that most of the respondents fall under the age less than 30 years. As far as qualification is concerned the data is collected from 39 (12.1%) which are holding PhD degree, 200 (62%) are M.Phil. qualified, 84 (26%) have Master's Degree,. Therefore, most of the data is collected from the persons with M.Phil. degrees. Data have been collected from public and private sectors of the higher education sector and 124 (38.4%) respondents are from public sector universities whereas 199 (61.6 %) respondents are from private sector universities. Added to this, 65 (20.1%) from salary range of Rs. 30, 000 to 50, 000, 99 (30.7%) from Rs.51, 000 to 70, 000, 105 (32.5%) from a range of Rs. 71, 000 to 90, 000, 54 (18%) from above Rs. 90,000. This shows the maximum data is collected from the respondents who fall under the salary range of Rs. 71000 to 90000.

**Table No. 2: Descriptive Statistics on Measure Items**

Items	N	Min.	Max.	Mean	Std.D.
Ostracism	323	1	5	2.49	0.75
Stress	323	1	5	2.39	0.63
CWB	323	1	5	2.40	0.88
EI	323	1	5	3.68	0.69

This study was based on a survey of 323 respondents, out of which, responses on all items vary from 1 to 5 on a five-point Likert scale. Mean scores of different items range from 2.39 to 3.68 and the value of standard deviations range from 0.63 to 0.88 (see Table 2 given as above).

**Table No. 3: Reliability of Measurement**

Constructs	Valid N	Number of Items	Cronbach's Alpha
Ostracism	323	10	0.709
Stress	323	10	0.811
CWB	323	23	0.961
EI	323	16	0.703

The table 3 represents the estimated values of Cronbach's coefficient alpha to examine the reliability and internal consistency of the measures. For the present sample, the values of Cronbach's alpha vary from 0.703 to 0.961 which indicates that each multi-item construct possess high reliability: Ostracism (alpha = 0.709), Stress (alpha = 0.811), CWB (alpha = 0.961), EI (alpha = 0.703).

**Table No. 4: Mediation Analysis**

Independent Variable		Dependent Variables	
		Stress	CWB
<b>Ostracism</b>	Sig. (2-tailed)	.000	.000
	Beta value	.349	.465
	Adjusted-R2	.161	.156
	F-Statistics	.000	.000
<b>Stress</b>	Sig. (2-tailed)	1	.000
	Beta value		1.189
	Adjusted-R2		.759
	F-Statistics		.000
<b>Ostracism &amp; Stress</b>	Sig. (2-tailed)		.966
			.000
			.002
	Beta value		1.188
	Adjusted-R2 F-Statistics		.759 .000

**Note:** “\*\*” & “\*\*\*” shows the level of significance at 0.01 and 0.05 respectively

In this study Baron and Kenny mediation test was used to check mediating role of stress between ostracism and CWB. The output table shows that, in step 1 [ostracism statistically influence stress (Beta=.349,  $p<0.05$ )], in step 2 [stress statistically influence CWB (Beta=1.189,  $p<0.05$ )], in step 3 [ostracism statistically influence CWB (Beta=.465,  $p<0.05$ )], While in the last step [Ostracism and stress both as an independent variable statistically influence CWB ((Beta=.002 & 1.188,  $p<0.05$  for stress and  $p>0.05$  for ostracism)].

It has been proved that there are significant relationships from Steps 1 through 3, so we proceed to Step 4. In the Step 4 model, some form of mediation is supported as the effect of stress remains significant after controlling for ostracism. As the ostracism is no longer significant when stress is controlled, the finding supports *full mediation*. So, we can conclude that stress fully mediates between ostracism and CWB.

**Table No. 5: Hierarchical Regression Analysis for Moderating effect of EI with Stress and CWB**

Models	Dependent Variable (CWB)					
	Model 1		Model 2		Model 3	
	Beta	P-Values	Beta	P- Values	Beta	P-Values
Constant	-.376	0.000	.292	.044	1.145	.004
Stress	1.183	0.000	1.199	.000	.809	.000
Emotional Intelligence (EI)			-.193	.000	-.422	.000
Cross product (CWB and EI)					.105	.021
R square	0.759		0.782		0.786	
Significance level of F	0.000		0.000		0.000	

This study tried to find the EI functions as a moderator in the form of hierarchical regression analysis. The hierarchical regression has been undertaken in three steps and in Step 1 (stress was treated as independent variables), Step 2 (stress and EI were treated as independent variables), and finally in Step 3, (stress, EI, interaction term were treated as independent variables), while CWB was used as a dependent variable in all 3 steps. The result is listed in Table 4.5. According to the regression analytical result in Step 1, stress significantly influenced CWB (Beta=1.183,  $p<0.05$ ). From the regression analytical result in Step 2, stress and EI both significantly influenced CWB (Beta=1.199 & -.193,  $p<0.05$  for both), While in step 3, stress, EI & product of stress and EI significantly influenced CWB (Beta=.809, -.422 & .105,  $p<0.05$  for all three cases), Therefore, H5 (there is a moderating effect of EI between stress and CWB) was supported.

## 5. Discussion & Conclusion

People who tend to maintain their social relations and being in the company and maintaining workplace relationships are able to maintain their jobs well and able to perform efficiently (Nikolaou & Tsaousis, 2002). The interpersonal mistreatments requires efforts to deal with the emotional costs (Bibi, Karim, & ud Din, 2013).The whole scenario describes the interpersonal requirements at workplace . As far as academia is concerned in the service sector no one can deny the importance of work place behaviors particularly incase universities that are responsible for the prosperity of the nation. This study is significant for research at higher education institutes level as more intellectualism, productivity and creativity are required at this stage. If the faculty members are disregarded by higher authorities in the academia then above said things will assimilated in deficient manner. Teachers and professors are considered as the asset of the nation if they are handled in fragile manner and space is given according to their requirement, then one can see the difference in the progress of nation and upcoming generations. If employees are not productive during their working hours then it can take institute at stake in progress point of view. Therefore ,the counterproductive work behaviors are the combination of different conducts which are opposed to mandated behaviors and may be harmful for organization ,employees and stakeholders (Khan, Quratulain, & M Bell, 2014).

This paper examines the effect of workplace ostracism on CWB with moderating role of Emotional intelligence while stress is used as mediating variable between ostracism and counterproductive work behaviors. It may be considered those individuals who have the tendency to experience exclusion and have the feeling of being ignored at their workplace tends to consider their work environment as stressful

(Ferguson, 2012). The social exclusion and ostracism may affect them to influence their productive performance as well. Individuals who are concerned with maintaining good relationships with others tend to be less involved in ostracized behaviors. Generally, they are considered more efficient in their jobs at workplaces and may be able to perform well. The findings are consistent with works presented by other researchers showing significant relationships to interpersonal requirements and stress (Penhaligon, Louis, & Restubog, 2009). Workplace ostracism shows the significant relationship between ostracism at workplace and counterproductive work behaviors. Findings also reveal that when employees are not treated properly at interpersonal level with their coworkers and all the patrons and stakeholders go through harmful behaviors (Yang & Diefendorff, 2009). Regression analysis describes the positive significant role of workplace ostracism on CWB through stress as ( $\beta = .002$  &  $1.188$ ,  $p < 0.05$  for stress and  $p > 0.05$  for ostracism: refer to table 4.4.). The current study supports the results of (Sulea, Virga, et al., 2012; Wu et al., 2012). The research finds empirical evidence regarding the relationship between Workplace Ostracism and CWB. Moreover, we find the moderation effect of Emotional Intelligence between these selected variables (stress and CWB as proved by [ $\beta = .809$ ,  $-.422$  &  $.105$ ],  $p < 0.05$  for all three cases). The research works have put forth the evidence that ostracized behaviors are usually caused by the coworkers or bosses and counterproductive work behaviors are associated with them. If the ostracism is faced with high level employees' i.e. top management then the counterproductive work behavior will also be of higher level as is evident from our study.

We found that EI was negatively correlated with CWB. This, in turn, suggests that people high in EI are low on different dimensions of CWB including abuse, production deviance, sabotage, theft and withdrawal compared to their counterparts who are low in EI. People high in EI tend to understand their emotions and control their behaviors in a much better way (Nikolaou & Tsaousis, 2002). Our study also revealed that people with low EI engage in CWB more frequently than their counterparts.

The prospective effects identify the requirements to institutional interventions in order to hinder mistreatments at workplace. In any organizational set up if the top management takes the initiative of observing themselves and how the depiction or their own portrayal will influence the dealings of the organizational employees (O'Boyle, Humphrey, Pollack, Hawver, & Story, 2011). Another study explains that the trainings that influence and guide the worker of an organization at any level they will be able to deal with the stress and conflicting situation and interpersonal skills (Zeiss, Lewinsohn, & Muñoz, 1979). Moreover, it is suggested to check the association with career progression to expectations considering public behaviors.

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