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As Study on Workplace Ostracism on Work Productive Behavior of Employees With Mediating Effect of Emotional Intelligence

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ABSTRACT

Ostracism in the workplace has emerged as the burning issue for organizations, that grabbed the attention of researchers, practitioners and academicians to help corporate world. Thus, every organization is wandering the result-oriented solution to this issue to get employees satisfied and motivated. The research used ostracism as an independent, emotionally intelligence is mediator and counterproductive work behavior, aggressive behavior and workplace deviance as dependent variables. The research is significant for organizations, practitioners, and theory and policy makers. Quantitative research approach is used in this research. A Likert scale close ended questionnaire is used to collect respondents, response. Data is collected from the banking sector. The study has incorporated 300 respondents to collect data. The simple random sampling technique is used for research purpose. Results show that a statistically significant impact exists in the magnitude of counterproductive work behaviors (CWBs) and ostracism, aggressive behavior and ostracism and ostracism and workplace deviance.

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1. Introduction

Workplace ostracism “the individual’s feeling that they are ignored by other employees at workplace” is one of the most prevalent issues of contemporary work setting (Haldorai, Kim, Phetvaroon, & Li, 2020). Ostracism can be divided into two types: 1) Physical Ostracism 2) Social Ostracism and theoretically these two types have different understanding to implement. As, physical ostracism is the practice of eradicating someone physically indicates enduring elimination of oneself. In this type of ostracism, the target assumes that people don’t want to interact with him/her and they totally want to remove that person from the workplace, consequently they want to disconnect

the social interaction. The second type, social ostracism indicates “social death”; the people have not removed the target physically from the workplace, but rather ignores him/her and decline social communication through nonverbal actions that the target is unimportant for them (Yang et al., 2020). Particularly people communicate with the target in such a way that he/she is not present there and meaningless. Therefore, according to Yang et al. (2020) the second type which is social ostracism is more negative than physical ostracism, in which people communicate with the target.

Ostracism at workplace declines the prospect for social communication, which is vital for individuals to satisfy their emotional requirements. Workplace ostracism also affects the psychological health and physical well-being (Wesselmann, Ispas, Olson, Swerdlik, & Caudle, 2018). Now a days in organizations, teamwork concept has gained huge popularity which indicates the regular requirement for social communication with other employees and co-workers. The current study has shown workplace ostracism as an exceptionally persuasive variable in clarifying a dissatisfied feeling of belonging and diminishing organizational commitment (Robinson & Schabram, 2017). Although workplace ostracism is very common in organizations, but very few researchers have done research on the effects this burning issue. Therefore, it is very essential to examine the consequences of ostracism at workplace on employee presentation (Ferris, Brown, Berry, & Lian, 2008).

Most of the researchers acknowledged that workplace ostracism is a typical and worldwide issue that arises through organizations and countries (Ferris et al., 2008; Lyu & Zhu, 2019; Wu, Wei, & Hui, 2011). The feeling of being disregarded and excluded is known as Ostracism. Therefore, social interaction may reduce because of workplace ostracism and social interaction has a strong impact on the performance, behavior and psychological well-being of the employees (Ferris et al., 2008; Lyu & Zhu, 2019).

Ostracism at the workplace also declines positive behavior and social communication in ostracized employees that will enhance the aggressive behavior of employees (Hales, 2018; Wesselmann & Williams, 2017). In the work environment, ostracism has a bad impact on social interaction and thus can have negative effect on employees’ job performance De Clercq, Haq, and Azeem (2019) and employees show counterproductive work behavior which denotes intentional activities of the employees that disturb the substantial organization culture that leads to huge financial losses for organizations (Tariq & Amir, 2019; Zheng, Yang, Ngo, Liu, & Jiao, 2016). Workplace deviances which include theft, concealment and hurting other employees is a very persuasive phenomenon in most of contemporary work environments. Therefore a research should examine the antecedents of the workplace deviance in employees.

Moreover, it is very important to understand the strategies through which we can cope with ostracism because these strategies have an impact on ostracism and can reduce its negative effects on the employee’s performance (Rafiq, Zhang, Yuan, Naz, & Maqbool, 2020; Spoor & Williams, 2007). Emotional intelligence is a very common interactive approach to deal with ostracism (Naz, Li, Nisar, & Rafiq, 2019; Nozaki & Koyasu, 2013). Emotional intelligence an effort by individuals to gain more attraction and interest other individuals is a kind of social influence approach. Some examples are favoritism, flattery and conformity. Most of the studies recommend that the success of behavioral techniques fluctuates between people (Williams & Zadro, 2005). Sometimes implementing a behavior technique is inadequate to reduce the effects of ostracism on employees, to be sure, sometimes inappropriate techniques make things poor. According to Williams and Zadro (2005)

study, many researchers have studied how and why social influence techniques have impact on ostracism and less knowledge of these techniques have produced an obstacle to recognize social influence.

The present studies revealing the impact of ostracism, incivility, interpersonal conflict on counterproductive work behavior, emotional intelligence is comparatively limited. Conversely, most of the researchers have not widely studied the behavioral effects of workplace ostracism, specifically on the negative behaviors (Ferris et al., 2008). However, a study by Leung, Wu, Chen, and Young (2011) has highlighted workplace ostracism as a prevalent issue in the service sector organizations but researchers have not fully examined the consequences of workplace ostracism on employees (Leung et al., 2011). The negative behaviors, which the employees in a service sector organization develop at the workplace, are counterproductive work behavior, workplace deviance and aggressive behavior (De Clercq et al., 2019; Lyu & Zhu, 2019). Following is the research model of the study.

FIGURE 1: RESEARCH FRAMEWORK

2. Literature Review

Williams and Zadro (2005) defined Workplace Ostracism as to the take action of being debarred and unnoticed. The main work of workplace ostracism is to make a reduction in chances for social interaction. Due to lack of social interaction, employees are unable to behave or perform in unhealthy manner as well as it affects their psychological health. Haq (2014) also defined workplace ostracism as it is all about the perception of individuals as what they perceived like what sort of behaviour is performed by other employees at working place.

According to Haq (2014) said that the resources are defined as an individual valued the different objects, characteristics and conditions and dole out as stand for accomplishment of them. COR relates with such statements as stress will occur in case of loosing resources or a loss threat perceived with these cause, individuals try to conserve the resources with the intention of dealing with dangerous situations as well as try to keep save themselves from negative results. In an organization, employees can perform in an effective manner with working demands if the organization provides them an environment in which they can easily conserve and guard the resources as well as it saves them from negative outcomes.

According to Spoor and Williams (2007) developed the need threat model which relates the COR theory effects with workplace ostracism. He continued the revelation to ostracism as it can exhaust the resources which are very essential to motivate the individuals. Workplace ostracism worked on the dark side of organizational behavior as it is related with some sort of psychological

mistreatment like incivility, harassment, interpersonal conflicts, abusive supervision and outright bullying at work. It is perceived as the form of passive aggression and employees over and over again behave towards ostracism challenge to strengthen the susceptible the elementary human needs. This theory stand with reasons as workplace ostracism will have a negative impact on employee contribution towards their job task. When the employees are ignored and organizations do not consider them a part of the conversation or different activities, they lose their confidence and perceived them their valuation is nothing for an organization which directly lead to make discount in their contributions. Based on COR theory, it is predicted that when an individual perceived any sort of mistreatment at workplace, he tries to additional conserve resources which leads to their poor performance.

According to Raver (2013) aggression or aggressive behavior at workplace is defined as unenthusiastic actions of employees. From this perspective, an organizational workplace aggression is a stressor and relate interpersonally was subjected to offensive operations in the frequency with which participants work. Implicit theory is at the background of workplace aggressive behaviour. This theory said that different kind of people have two types of implicit theory. This theory relates to entity theorist and incremental theorist.

Fatima (2016) defined counter productive work behavior as an organizational stakeholder like their employees, clients, controllers and all the individuals which are directly or indirectly linked with organization get harmed by unintentional or consented volitional actions. Counter productive work behaviors are the indicators appeared on workplace between members and their behavior.

To measure the influence of these factors a study was conducted by Arif, Pratiwi, and Suminar (2018) to know which factors have great importance to effect the counterproductive work behavior. Furthermore, it was also revealed in the study that there is a strong link between counterproductive work behavior (CWB) and organizational citizenship behavior (OCB). The main role of OCB and CWB was analyzed in this study and potential usage and effect of these variables was also analyzed. Eventually, it was examined that there was positive linkage between both of the variables named CWB and OCB. The hypothesis of research is supported. Consistent with this argument, the more positive outcomes were noticed in terms of group initiatives, group norms and attitude when group was used to show the identity. Hence, the hypothesis H1: *“ostracism has a relationship with counterproductive work behavior”* was postulated.

After the social exclusive experience there is an aversive physical aggression experience that is more dangerous and lead to poor outcomes by employees. The aggressive behavior with the colleagues is decreased due to provocation of physical and exposed ongoing ostracized participation. Hence, further contacts are combined with socially important ostracism factors for provocation of aversive physical contact that enhances struggles for replenishing positive contacts.

Peterson and Harmon-Jones (2012) conducted study on excepted sentiments: ostracism was responded by antisocial anger role of groups. It was conducted with work of variables. It was revealed and addressed after experiments of two studies. The antisocial behavior and ostracism were resulted because of anger. The antisocial manners of the employees were observed more in the individuals who were ostracized. The victims of the ostracized individuals had feelings of loneliness and less accepted in the community. The sadness was also observed who were hated or disliked and eventually antisocial manners. Additionally, Lapinski, Maloney, Braz, and Shulman (2013) expressed

that ostracism lead to aggression and miss-conduct. Furthermore, it is asserted that fulfillment of fundamental responses mitigates aggression and ostracism. Hence, a hypothesis; '*there is relationship between ostracism and aggressive behavior*' is postulated.

Fagbohunge, Akinbode, and Ayodeji (2012) conducted study on Organizational Determinants of Workplace Deviant Behaviors (WDB) and explore the relationship between each other. Haq (2014) conducted research on named job outcome and workplace ostracism. The studies concluded that turnover intention, psychological capital and workplace ostracism have strong bonding with each other and its connection with organizational performance. The connection between job performance and ostracism is weak that means ostracism reduces job performance. However, high psychological capital results low workplace ostracism. Hence, a hypothesis, '*ostracism has a relationship with workplace deviance*' is derived. Hussain and Aslam (2015), conducted study on banking sector of Pakistan to know employees' performance and workplace bullying. Additionally, this study narrated the different concepts of work performance, bullying related to work and the person. Many organizations have general concerns for workplace bullying.

Yang et al. (2020) conducted the research to investigate the relationship between workplace ostracism and emotional intelligence and employees' psychological distress. Psychological distress is result of interpersonal stressor, ostracism, that leads to job dissatisfaction. Emotionally intelligent employees have strong ability to deal with workplace ostracism. So, a hypothesis '*ostracism and emotional intelligence*' is hypothesized.

3. Research Methodology

The research philosophy is the fundamental element to get research direction. Without selection of right research methodology, it is hard to approach appropriate respondents and to device accurate data collection tool. Saunders, Lewis, and Thornhill (2007) explained three research methodologies; quantitative, qualitative and mixed method. Selection of right methodology depends on the intentions of the researchers about what they are intended to measure and how? When the intention is to measure the phenomena quantitatively through structured questionnaires, then quantitative research methodology is the best form to be utilized. On the other hand, when the intentions are to explore, explain or describe the phenomena then qualitative research methodology is the best approach. As, the intentions of this research is to measure the impact of workplace ostracism on counterproductive work behavior in Pakistan, so this study utilizes the quantitative research methodology.

3.1 Sample of the study

It is imperative to decide about who are the respondents of the study. Sample the targeted part of the population that is selected for data collection. The sample size of the study is 300 through a probability sampling technique as, the probability sampling technique is best known for quantitative research methodology.

There are types of probability sampling such as simple random sampling, systematic sampling, stratified sampling, cluster and random sampling. In unrestricted sampling, every element of the population has an equal chance to be selected as the sample is called unrestricted or simple random sampling (Saunders et al., 2007). In systematic sampling first element is selected as randomly and other elements are selected onwards with the same or fixed interval. A cluster is the natural aggregation of the elements divided the groups into homogenous subgroup and then selected the elements for sampling randomly in these subgroups.

The sampling techniques that we chose is non probability sampling in which we chose convenience sampling because a convenience sample is made up of people who are easy to reach. The sample size is 300 which mean that 300 questionnaires are filled from the employee of bank at different job category.

3.2 Data Collection Tool

The study incorporated primary data collection tool in the form of a structured questionnaire. The questionnaire is based on a Likert scale of 5 ranging from (1) strongly disagree to (5) strongly agree. Workplace ostracism is independent variable and head of variable consists of five questions. Aggressive behavior is a dependent variable that is has five constructs. Workplace deviance is also dependent variable that also has five constructs. However, emotional intelligence is used as mediating variable in the study. The data were collected through upper and middle management of the banking sector.

3.3 Data Analysis

The study used primary data, collected through close ended questionnaires in order to address the research problem. The further analysis is done with help of statistical software named Statistical Package for Social Sciences (SPSS). This software is widely used for quantitative nature of data in social sciences field primarily and other fields generally. The validity of instrument and reliability of data is also measured through this software. Moreover, the software is helpful in inferential statistics and descriptive statistics with graphical representation. The analysis done by this software lead us to conclusion about relationship of variable or our desired results. The independent variable is workplace ostracism. These are three of the elements that shows the workplace ostracism collectively and to check the impact of these independent variables on dependent variable that is counterproductive work behavior; aggressive behavior and workplace deviance the quantitative research method was applied. The value of Cronbach's Alpha indicates about reliability of data that is measured through SPSS. This value help to decide whether data is reliable or not. The outcome of data is normally in tabular form but sometime research can get graphical values as well according to his/her desired need.

4. Analysis and Findings

4.1 Factor Analysis and Reliability

To examine the workplace ostracism and its effect on counterproductive work behavior, workplace deviance and aggressive behavior the questionnaire were distributed among the respondents. The following table-1 indicates that all values of Cronbach Alpha are greater than the threshold value of 0.70. Similarly, all values in factor analysis are also greater than 0.80 which shows that data is reliable and further analysis can be performed.

Table-1: Factor analysis and reliability analysis

Variables	Factors Analysis	Reliability analysis
Workplace Ostracism		
WOS 1	0.959	0.788
WOS 2	0.957	
WOS3	0.956	
WOS 4	0.956	
WOS 5	0.959	
WOS 6	0.957	
WOS 7	0.956	
WOS 8	0.957	
WOS9	0.957	
WOS10	0.959	
Aggressive behavior		
AB 1	0.766	0.715
AB 2	0.768	
AB 3	0.761	
AB 4	0.765	
AB5	0.769	
AB6	0.773	
AB7	0.785	
AB8	0.788	
AB9	0.772	
AB10	0.775	
AB11	0.774	
AB12	0.778	
Counterproductive work behavior		
CPB 1	0.794	0.838
CPB 2	0.777	
CPB 3	0.866	
CPB 4	0.791	
CPB5	0.789	
Workplace Deviance		
WD 1	0.682	0.703
WD 2	0.706	
WD 3	0.687	
WD 4	0.677	
WD5	0.682	
WD 6	0.686	
WD 7	0.694	
WD8	0.685	
WD9	0.685	
WD10	0.737	
WD11	0.680	
WD12	0.683	

WD13	0.713	
WD14	0.718	
WD15	0.690	
WD16	0.694	
WD17	0.699	
WD18	0.687	
WD19	0.690	
Emotional intelligence		0.867
ING 1	0.701	
ING 2	0.636	
ING 3	0.672	
ING 4	0.654	
ING 5	0.647	
ING 6	0.545	
ING7	0.595	

4.2 Demographical Characteristics

Demographical characteristic include gender, age, nature of job, experience with current job and employment duration. The detailed characteristics and percentage of demographic is shown in following table;

Table-2 Demographics

Demographical values	Number	Ratio
Sex		
Men	175	58.3%
Women	125	41.7%
Age		
20 or less	253	84.3%
20-24	27	0.9%
25-29	18	0.6%
30-39	2	0.7%
Nature of Job		
Permanent	141	47.0%
Contract	159	53.0%
Experience with Job		
Below one year	141	30.7%
1-2 years	160	67.7 %
2-5 years	6	0.7%

5-10 years	2	1.0%
Employment Duration		
Less than 1 year	44	14.7%
1-2 years	98	33.7%
2-5years	129	44.0%
More than 10 years	23	7.7%

4.3 Mean and standard deviation analysis

The descriptive analysis of the study was used to know the variance in response rates. Table-3 is an indication of mean and standard deviation.

Table 3: Descriptive statistics

	Mean	Standard deviation
Workplace Ostracism	3.2517	1.08789
Aggressive behavior	3.0253	.71824
Workplace Deviance	2.8005	.52568
Counterproductive work behavior	2.7973	1.03180
Emotional intelligence	4.1405	.51184

The above table shows the mean score and standard deviation of workplace ostracism, aggressive behavior, workplace deviance, counterproductive work behavior and emotional intelligence.

The most of people about workplace ostracism showed their position at neutral and agree in descriptive analysis because most of the values lies between 3-4. Likewise, the values of aggressive behavior are also between 3-4. Counterproductive behavior's value of mean is between 2-3 that shows the disagreement of respondents about this variable. Workplace deviance mean value is around 2 and 3 it means respondents disagree and neutral with workplace deviance questions. Emotional intelligence's mean is about 4 which means responses of people about ING questions were agreed.

4.4 Correlation analysis

Table 4: Correlation

(1)		
	Correlation	Sig.
Workplace ostracism	.657**	0.01
Aggressive behavior		

This table shows good correlation of two scale variables workplace ostracism and aggressive behavior. Correlation of workplace ostracism with aggressive behavior is $.657^{**}$ at significance level of 0.01 which showed hypothesis is accepted. H1 is accepted and strength of the relationship is high. The findings indicate relationship between aggressive behavior and workplace ostracism.

(2)

	Pearson Correlation	Sig.
Workplace ostracism	$.236^{**}$	0.01
Workplace Deviance		

This table shows good correlation of two scale variables workplace ostracism and workplace deviance. Correlation of workplace ostracism with workplace deviance is $.236^{**}$ at significance level of 0.01 which showed hypothesis is accepted. H1 is accepted and strength of the relationship is weak. There is a relationship between workplace ostracism and workplace deviance.

(3)

	Pearson Correlation	Sig.
Workplace ostracism	$.406^{**}$	0.01
Counterproductive work behavior		

This table shows good correlation of two scale variables counterproductive work behavior and workplace ostracism. Correlation between counterproductive work behavior and workplace ostracism is $.406^{**}$ at significance level of 0.01 which showed hypothesis is accepted. H1 is accepted and strength of the relationship is moderate. Hence, it is proved that a relationship exist between workplace ostracism and counterproductive work behavior.

(4)

	Correlation	Sig.
Workplace ostracism	$.116^*$	.044
Emotional intelligence		

This table shows good correlation of two scale variables workplace ostracism and emotional intelligence. Correlation of workplace ostracism with emotional intelligence is $.116^{**}$ at significance level of 0.066 which showed hypothesis is rejected. H1 is rejected, which showed there is no relationship between workplace ostracism and emotional intelligence.

4.5 Regression analysis

Linear regression was used to measure the impact of the independent variable on dependent variables. The values of the study are given below in table-5:

4.5.1 Workplace ostracism and aggressive behavior

To analyze that workplace ostracism effects aggressive behavior, the following table shows the values of a linear regression;

Table-5: Workplace ostracism & aggressive behavior

Model#	R	R-square	Beta	P value	Value of F
1	.657	.431	.434	0.000	225.875

The above table indicates the value of R square to know the variance of the variable. It indicates the contribution of independent variable into dependent variable. The value of R Square is 0.431. It shows that 43% change in aggressive work behavior is due to ostracism. The value of P indicates the significance of the variable. If it is greater than 0.05 then there is no significant contribution of variable. The significant relationship exists between workplace ostracism & aggressive behavior so, accepted hypothesis is H1. Ostracism at the workplace affects 43% aggressive behavior of employees in the banking sector.

4.5.2 Workplace ostracism and counterproductive work behavior

To analyze that workplace ostracism influences counterproductive work behavior the following table shows the values of a linear regression;

Table-6: Workplace ostracism and counterproductive behavior

Model	R	R-square	Beta	P-value	F-value
1	.406	.164	.385	0.000	58.670

The above table indicates the value of R square to know the variance of variable. It indicates the contribution of independent variable into dependent variable. The value of R Square is 0.164. It shows that 16% change in counterproductive work behavior is due to ostracism. The value of P indicates the significance of the variable. If it is greater than 0.05 then there is no significant contribution of variable. Counterproductive work behavior and workplace ostracism have a significant relationship and H2 is accepted. Ostracism at the workplace affects 16% counterproductive work behavior of employees in the banking sector.

4.5.3 Workplace ostracism and workplace deviance:

To analyze that workplace ostracism influences workplace or not, the following table shows the values of a linear regression:

Table 7: Workplace ostracism and workplace deviance

Model	R-value	R-square	Beta	P-value	F-value
1	.236	.056	.114	0.000	17.606

Table-7 indicates the weak correlation between workplace deviance and workplace ostracism because the value of R is 0.236. R square value depicts the change in dependent variable because independent variable. It is evident from the value of R-square that there is change of 5% in dependent variable. The value of P is 0.000 which indicates there is significant relationship between variable hence H-3 is accepted.

4.5.4 Workplace ostracism and Emotional intelligence

To analyze that workplace ostracism has influence on emotional intelligence the following table shows the values of a linear regression:

Table-8: Workplace ostracism * emotional intelligence

Model	R-value	R-square	Beta	P-value	F-value
1	.116	.014	.055	0.000	4.093

R value in table-8 is 0.116 that indicates weak correlation between emotional intelligence and workplace ostracism. The value of R-square is 0.014 which depicts that there is 1% change in emotional intelligence due to workplace ostracism while other factors have much influence on emotional intelligence. It also supports the value of R that there is weak correlation. The value of P is less than 0.05 that suggests to accept H-4 and reject null hypothesis.

4.6 Mediating analysis

4.6.1 Emotional intelligence as mediator between workplace ostracism and aggressive behavior

Regression analysis is run to check mediation between workplace ostracism and aggressive work behavior.

Table-9: Mediation-1

Models	R-value	R-Square		Beta	P-value
Model-1					
WOS	0.431	0.429		0.434	0.000
AB					
Model-2					
WOS	0.114	0.010		0.055	0.044
ING					
Model-3					
ING	0.011	0.007		0.146	0.072
AB					

Model-4					
ING, WOS	0.432	0.428		0.431	0.000
AB	0.432	0.428		0.039	0.526

Simple regression is applied on workplace ostracism and aggressive behavior in model-1 that depicts positive results and significant relationship between these two variables. To check the mediation between workplace ostracism and emotional intelligence, the regression analysis is run in model-2 and results indicate positive relationship between these variable. The mediation between emotional intelligence and aggressive behavior is checked in model-3 through regression analysis. The results of model-3 regression show significant relationship. A combine regression is applied in model-4 among aggressive workplace behavior, emotional intelligence and workplace ostracism. Contrary to individual regression analysis the combine regressions analysis' results are insignificant. It indicates that there is full mediation that means emotional intelligence mediates between ostracism and aggressive workplace behavior.

Emotional intelligence as a mediator between workplace ostracism and counterproductive work behavior:

Table 10: Mediation-2

Models	R-value	R-Square		Beta	P-value
Model-1					
WOS	0.164	0.162		0.385	0.000
CPB					
Model-2					
WOS	0.114	0.010		0.055	0.044
ING					
Model-3					
ING	0.014	0.011		0.243	0.037
CPB					
Model-4					
ING, WOS	0.170	0.164		0.376	0.000
CPB	0.170	0.164		0.150	0.164

Simple regression is applied on workplace ostracism and counterproductive work behavior in model-1 that depicts positive results and significant relationship between these two variables. To check the mediation between workplace ostracism and emotional intelligence, the regression analysis is run in model-2 and results indicate positive relationship between these variable. The

mediation between emotional intelligence and counterproductive work behavior is checked in model-3 through regression analysis. The results of model-3 regression show significant relationship. A combine regression is applied in model-4 among emotional intelligence, workplace ostracism and counterproductive work behavior. Contrary to individual regression analysis the combine regressions analysis' results are insignificant. It indicates that there is full mediation that means emotional intelligence mediates between ostracism and counterproductive work behavior.

Emotional intelligence as a mediator between workplace ostracism and workplace deviance:

Table 11: Mediation-3

Models	R-value	R-square		Beta	P-value
Model-1					
WOS	0.056	0.053		0.114	0.000
WD					
Model-2					
WOS	0.114	0.010		0.055	0.044
ING					
Model-3					
ING	0.021	0.018		0.148	0.012
WD					
Model-4					
ING, WOS	0.070	0.063		0.107	0.000
WD	0.070	0.063		0.122	0.036

Simple regression is applied on workplace ostracism and workplace deviation in model-1 that depicts positive results and significant relationship between these two variables. To check the mediation between workplace ostracism and emotional intelligence, the regression analysis is run in model-2 and results indicate positive relationship between these variable. The mediation between emotional intelligence and workplace deviation is checked in model-3 through regression analysis. The results of model-3 regression show significant relationship. A combine regression is applied in model-4 among emotional intelligence, workplace ostracism and workplace deviation. Likewise to individual regression analysis the combine regressions analysis' results are also significant. It indicates that there is partial mediation that means emotional intelligence mediates between ostracism and workplace deviation.

Table 12: Hypothesis status

No.	Hypothesis	Status
H1	Aggressive workplace behavior and workplace ostracism have positive relationship.	Approved
H2	Counterproductive work behavior and workplace ostracism have positive relationship.	Approved
H3	Workplace deviation and workplace ostracism have positive relationship.	Approved
H4	Emotional Intelligence and workplace ostracism have positive relationship.	Approved
H5	Workplace ostracism and aggressive behavior are mediated by Emotional intelligence.	Approved
H6	Workplace ostracism and counterproductive work behavior are mediated by Emotional intelligence.	Approved
H7	Workplace ostracism and workplace deviance are mediated by Emotional intelligence.	Approved

5. Discussion

The findings show that all hypothesis is supported. The findings indicate that there is a significant relationship among workplace ostracism, aggressive behavior, counterproductive behavior, emotional intelligence and workplace deviance.

The correlation of two scalar variables found between workplace ostracism and aggressive behavior. Correlation of workplace ostracism with aggressive behavior is $.657^{**}$ at significance level of 0.01 which showed hypothesis is accepted. H1 is accepted and strength of the relationship is high. The relationship between aggressive behavior and workplace ostracism exist. In the findings, it is shown that 43% variation in aggressive behavior was due to workplace ostracism and other factors also contributed to 57%. H1 is accepted and the null hypothesis is rejected because the value of P is less than 0.05. The findings of study are aligned with the research of Fatima (2016) H1 is strongly supported by his studies. Hence, it is found in the study that ostracized person feel loss of control, aggressive, shunning and isolated. On the other hand, the employees who were empowered a bit, but were ostracized showed less aggressiveness as comparable to those with no empowerment and control. Additionally, it is also exposed that self-controlled individuals also felt less tendency to aggression even after victimization of ostracism. On the other hand, even if, those individuals who were being ostracized experience less loss of control and moderate aggression.

Correlation of workplace ostracism with workplace deviance is $.236^{**}$ at significance level of 0.01 which showed hypothesis is accepted. H1 is accepted and strength of the relationship is weak. The relationship exists between workplace deviance and workplace ostracism. In the findings, it is shown that a 16 % change in counterproductive work behavior was due to workplace ostracism. The null hypothesis is rejected to the less value of P from its threshold of 0.05 hence, there is a significant relationship exists between workplace ostracism and counterproductive work behavior and H2 is accepted.

Correlation of workplace ostracism with counterproductive work behavior is $.406^{**}$ at significance level of 0.01 which showed hypothesis is accepted. H1 is accepted and strength of the

relationship is moderate. The association exists among counterproductive work behavior and workplace ostracism. It is found in the study that 5% change in workplace deviance was due to workplace ostracism. The null hypothesis is rejected to the less value of P from its threshold of $P < 0.05$ hence, there is a significant relationship exists between workplace ostracism and workplace deviance and H₃ is accepted. The findings of the study are supported by the studies of (Ferris et al., 2008).

Correlation of workplace ostracism with emotional intelligence is .116^{**} at significance level of 0.066 which showed that the null hypothesis is rejected. In the findings, it is shown that a 1 % change in emotional intelligence was due to workplace ostracism. The null hypothesis is rejected due to the less value of P from its threshold of 0.05 hence, there is a significant relationship exists between workplace ostracism and emotional intelligence hence, H₄ is accepted. The findings of the study are aligned with studies of Ferris et al. (2008) who worked on ostracism and emotional intelligence.

6. Conclusion

The findings of the study are empirically important for conceptualizations of workplace deviance, emotional intelligence, workplace ostracism, counterproductive behavior and aggressive behavior as associated phenomena. It is unveiled in the findings that workplace aggression is triggering effect of workplace ostracism. Additionally, the study found that psychological distress and workplace ostracism is much dependent on the emotional intelligence of an individual. High emotional intelligence supplemented with excellent political skills can mitigate the effects of workplace ostracism and depression, emotional exhaust, job tension and workplace mood. Moreover, weak in emotional intelligence and low in political maneuvers lead to the high victimization of ostracism and its consequences are depression, low productivity and high job switching. The findings importantly shed notice to the circumstances of the cycle where employee passes through isolation and resultantly violent behavior. Ostracism is intensive, painful feelings of interpersonal behavior. Higher aggressive impulses are found in ostracized employees. The assumptions of the literature suggest that some motivational and workplace politics trainings may lead to mitigate the effects of aggression and ostracism. As, conclusion the study refers the role of beliefs on one's behavior that may affect the workplace behavior in either way.

7. Limitations

Due to the breadth of the topic, it should be studied along with organizational culture and the role of manager's supervisor in order to cover all aspects of the subject matter. Due to lack of time and resources the data are collected only from the banking sector that may affect the generalizability of the topic. The participation of the respondents was limited due to structured form of survey, it would be better to explore it in semi-structured questions in the form of interviews and then quantize it for statistical operations.

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