Impact of Workplace Ostracism on Employee Performance with the Moderating role of Organizational Culture

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Abstract

Workplace ostracism is such a kind of bullying attitude that is mostly common in the current workplace environment. Such organizational behavior hurt employee's confidence and their loyalty towards the firm's goal. To fulfil such aim, this study has been designed whose major aim is to analytically examine the impact of workplace ostracism on employee performance in the moderating role of organizational culture in the Pakistan context. In its methodology portion, a quantitative research design approach was considered for accurate data collection and analysis. Different closed-ended questions were asked from HR managers and experienced employees of the Pakistani service sector. The stratified convenience sampling technique was implemented for accurate data collection in which 198 out of 250 respondents gave valid responses. In its analysis, the linear regression and moderating analysis are made for statistical analysis.

The results depicted that workplace ostracism caused a significant and negative impact on employee productivity in the Southern Punjab-based service sector of Pakistan. Also, the organisational culture acted as a significant moderator with the relationship of workplace ostracism and employee productivity within an organisation. This study is an informative source for Pakistani management and decision-makers to consider the drawbacks of ostracism culture and its negative impact on employee productivity. They can consider it to enhance their HR policies and strategies. Also, its reliable data can be considered by upcoming scholars in their future analyses. But, this study carried some limitations in methodological and contextual context, which can be overcome by future researchers.

This study also covered the gap of previous studies by majorly highlighting the ostracism culture prevailing among the majority of service sectors in Southern Punjab, Pakistan. Also, this paper provides a hypothetical base for future study as well as the managerial

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decisions to minimize such bullying culture within an organization.

1 Introduction

Ostracism is an expression of being rejected and disregard. While, workplace ostracism is concerned with mistreatment mostly occurred when somebody feels excluded from employees' group whom he or she works with (Howard et al., 2020; Rudert et al., 2020). Such ostracism caused a negative influence on the favorable outcome of a firm because of bullying culture. Conservation of resource (COR) theory is majorly concerned with the impact of ostracism-based trauma and stress on employee efficiency within a workplace (Zhu et al., 2017). According to its theoretical understanding, resources is such things that persons struggled with and value to defend and assist. They are stimuli in nature that helped to work commitment. (Lyu & Zhu, 2019) stated that ostracism majorly exhausted the worker resources that have a negative influence on system performance and work commitment. Such kind of ostracism attitude affects the mental and physical health of workers of being disgraced and rejected by other co-workers. Some of the ostracizing attitudes are based on the cold shoulder, damnation, silent persecute, and office pressure oppression that makes them brutal and offensive (Yang & Treadway, 2018). Such kind of aggressive organizational culture resulted in developing a negative reputation of organizations among its stakeholders.

Employee performance means how efficiently employees accomplish job liabilities and executed the necessary jobs in a firm (Diamantidis & Chatzoglou, 2019; Pawirosumarto et al., 2017; Sendawula et al., 2018). Such kind of performance mostly measures in the form of consistency & trust, speed & efficiency, and quality & depth. Also, many factors influenced the performance like the volume of work, the standard of work, and efficiency of work through workers' movements of workers within an organization (Diamantidis & Chatzoglou, 2019; Pawirosumarto et al., 2017). Present time, the Profit and Loss (P&L) report is not enough for a firm's victory, but the workers' performance is also necessary for success like their work activities, hard discussions, punctuality, and collaboration and interconnection. Majority of organizations focused on enhancing the efficiency of employee productivity at the time of hiring and promotion (Massicotte, 2018; Pantazia, 2021). Because employees are considered as a spike of organization and constant goal-oriented performance motivates firms to raise in a vastly viable environment. Because of this, mostly HR managers focused on boosting the presentation level of working staff through regular debt (Jyoti & Rani, 2017; Van der Lippe & Lippényi, 2020).

Also, organizational culture played a significant role to enhance the efficiency of employees. Mostly, it carried four types like Clan Culture, Hierarchy Culture, Adhocracy Culture and Market Culture. (Khan et al., 2020; Naveed et al., 2016) explored seven major characteristics of organizational culture i.e. belligerence, public intention, awareness, innovation and courage, result intention, group intention, and strength. They considered both service and manufacturing sectors along with diverse characteristics of organizational culture like aggressiveness, people-driven strategies, creativity and risk-taking, stability, outcome-driven strategies, attention to fine detail, and team-oriented approach. While, one of the major characteristics of organizational culture is that it caused a considerable influence on job satisfaction and production within an organization (Elsbach & Stigliani, 2018; Felipe et al., 2017; Warrick, 2017). In the current era, bullying within workplace becomes a serious issue and mostly found in majority of organizations operating within the Pakistan state. Such kind of harsh organizational culture caused a negative impact on the employee's loyalty towards the management and also reduce their motivation to give their 100% in their assigned task's accomplishment. Like within its workplace environment, unmarried and young employees, female employees, low level of education and lower grades carrying workplace

class majorly faced bullying-based threatening situation in their professional life that caused a negative impact on their confidence level and result in employee burnout and higher turnover rate within this region. Also, employees who are junior or carried little work experience are at the greater risk for becoming targets of bulling and ostracism. According to Hussain & Aslam (2015), workplace bulling (both person-related bulling and work-related bulling) caused a negative impact on the employee's performance especially in the banking sector within the Pakistan state. It means that this kind of ostracism culture caused a major negative impact on the sustainable performance of an institution because of lack of bonding and teamwork culture within the same workplace.

But, there is a lack of understanding to critically evaluate the negative impact of workplace ostracism on the Pakistani employees' performance under the moderating role of organizational culture, which is specifically considered within this dissertation which major aim is to critically evaluate the side effects of such ostracism culture on the talented working staff of service sector in Pakistan. This problem statement will significantly cover the gap of previous research which only conducted in developed state perspective along with giving new direction of research to upcoming scholars. Overall, it's a justifiable source of information on the major burning topic of workplace ostracism within the Pakistan state which mostly neglected by majority of professionals and HR authorities in their decision making process, but this study will help the service sector organizations and their management operating within the Southern Punjab, Pakistan, to work on this crucial factor of employee performance which is majorly affected by workplace ostracism.

1.1 Research Question

The research questions of this study are directly associated with its above-mentioned objectives that are given below;

- What is the influence of workplace ostracism on employee performance in the Pakistani organizational environment?

- What is the moderating role of organizational culture between workplace ostracism and employee performance in Pakistan perspectives?

Within the Pakistan state, ostracism culture becomes common in majority of organizations that demotivate the talented and hardworking employees to effectively participate in the sustainable growth of an organization (Islam et al., 2021). Such kind of negative culture prevailing within a workplace created an alarming situation in front of local businesses to grow and overcome the tough socio-economic situation of Pakistan (Bilal et al., 2019). After critically considering an in-depth background study, it becomes clear that there is a need to acknowledge the influence of workplace ostracism on employee performance under the moderating role of organizational culture and their appearances in Pakistan organizations' context. This study is an informative approach to explore the side effects of ostracism culture within the Pakistani organization that slow down the overall participation of employees within an organization.

The research objective of this authentic study is based on;

- Critically study the impact of workplace ostracism on employee performance in the Pakistan context

- Critically evaluate the moderating role of organizational culture between workplace ostracism and employee performance in the Pakistan context.

As its significance are apprehensive, it vibrant that its reliable data directly adds value in the field of human resource management by exaggerating the negative influence of ostracism culture on employee efficiency in Pakistan business context. Also, its reliable data will motivate the HR managers, strategies developers and related policymakers to create such a workplace environment

that boosts the employee performance. Also, its evidence will motivate the working employees and Pakistan authorities to recognize their responsibility towards ostracism culture within the business sector. In addition to its practical implication, this study can also be re-utilized by future analysts and scholars in hypotheses development, and other research-related purposes. Also, they can use its understanding in their literature review and discussion portion.

2 Literature Review

2.1 Workplace ostracism

In previous studies, the majority of analysts considered workplace ostracism and its related influence in different dimensions. Like, (Ferris et al., 2017) critically explored the behavioral approach of an organization by comparing and contrasting the workplace ostracism and incivility factors. According to their correlation outcomes, both workplace ostracism and incivility differed from one another in a minor way because they both badly influenced the performance level of a firm. While, the workplace ostracism concept with psychological empowerment in hospitality was considered by (Huertas-Valdivia et al., 2019). They efficiently uncovered the connection between workplace ostracism and overall performance by considering the self-esteem factor, as a mediator. They considered experienced-based outcomes from full-time service providers and line managers operating in three major tourist cities in the Spain context. According to their outcomes, hospitality managers minimized the negative impact of workplace ostracism by providing an efficient strategic environment for management. While, a goal interdependence theory-based ostracized culture was considered by (Wu et al., 2015). According to them, if the ostracism factor's intensity was controlled and utilized constructively, then overall workplace productivity become enhanced. They specifically highlighted the social skills of a manager to strengthen the negative influence of cooperative goal interdependence towards ostracism. After this, (Zhao et al., 2016) considered that negative reciprocity belief and moral disengagement as a moderator existed between knowledge hiding and workplace ostracism in the service sector. Also, depicted that workplace ostracism in Chinese hotels was effectively associated with hospitality employees, but not linked with rationalized hiding.

While, Chung (2018) explored the psychological perspective on perception development among management behavior and employees within an organization under the role of interpersonal stressor. According to them, workplace stressor directly impacts the performance level of employees in which psychological empowerment acted as significant mediator. Another research conducted by (Zhao & Xia, 2017) to examine the workplace ostracism on proactive customer service performance. They majorly worked on the customer-oriented approach and its influence on the sustainability factor. In the end, they justified that job ostracism will directly minimize the employees' willingness and initiatives towards customer orientation. According to (Lyu & Zhu, 2019), workplace ostracism also majorly influenced the employees' attitude towards management and colleagues like it enhanced their interest and motivation. They utilized the time-lagged data from China's perspective by implementing workplace ostracism, which caused a negative impact on employees' commitment and their loyalty towards a firm. (Kwan et al., 2018) stated that ostracism also caused some creativity factors among employees. According to them, management must develop such strategies that enhanced the positive behavioral approach among employees. For that aim, engagement and pragmatic process played a major role.

2.2 Employee performance

As far as considering the previous scholars' understanding of employee performance, it becomes clear that majority of them considered it as a dependent variable. Like Bhatti (2018) evaluated the relationship between workplace productive environment and employee performance in the Pakistan context. After implementing the moderation model-based qualitative outcome, she concluded that a constructive approach directly motivates the management to generate career

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planning, effective communication, consultative and culture to enhance the overall productivity of a firm. They justified the strong and positive association between work environment and organizational performance. According to (Chenji & Sode, 2019), defensive silence directly mediates workplace ostracism and employee creativity under the moderating influence of psychological empowerment. Like workplace ostracism positively boost defensive silence and negatively impacts employee creativity. While the high level of psychological empowerment caused a positive impact on employee creativity; low levels of psychological empowerment negatively enhanced employee creativity. As, there are many factors the promote employee performance, like (Saad & Abbas, 2018) exaggerated the effective organizational culture as a major factor by focusing on the public and private sector in Saudi Arabia context. According to them, culture directly portrayed the behavioral approach of an organization to gain sustainable growth. They also explored organizational routine, values, norms, and distinctive aspects of culture to gain a competitive advantage.

Before this, Wadhwa & Kumar (2019) studied the influence of training on employee performance from the Indian banking sector perspective. They majorly highlight the importance of training sessions to gain large-scale achievement within an organization. It shows that how much training is essential for effective employee performance. While the organizational resources and engagement as major influencing factors were considered by Eldor (2017) who considered service climate as mediating variable. According to them, customer loyalty also boosts the internal human resource environment. They justified that management needs to retain their position and gain a long-term profit. In the same year, Nazir & Islam (2017) considered organizational commitment as a major contributing factor for enhancing employee productivity. In their informative empirical study, they critically evaluate the behavioral approach of a firm, and concluded that there is a positive relationship between variables. In addition to this, transformational leadership also caused a significant influence on employee performance. Like Buil et al. (2019) stated that proactive personality enhanced the positive influence of leadership on identification and engagement factor. Not only had this, spirituality, emotions, norms and values of different parties strengthened their relationship. According to Bangun et al. (2019), there are four main inventors of employee performance from a service sector perception. After conducting a quantitative research design approach, it becomes clear that leadership majorly influenced the performance level. While, work discipline, organizational behavior and compensation are unable to cause a significant influence. It shows that how leadership majorly boosts the behavioral approach of working employees and their perception level towards the firm's operation. In 2017, Iqbal worked on considering the organizational integrity system in the Pakistan context, and concluded that organization directly influenced the efficiency of firm in an extensive. Also, organizational justice played a significant role in enhancing the working performance of a firm because it enhances the comprehensive commitment (Iqbal, 2017).

2.3 Organizational culture

According to the researchers, an organizational culture act as an innovative orientation for an entrepreneur in order to develop a new and challenging development-based environment for his employees and manager, so that the performance level of an organization can be achieved. The majority of the current organizations followed new and attractive organizational cultures in order to retain the employees in the long run and attain a competitive advantage. According to Julia, such effective culture motivates the number of employees to become loyal to the company's goals and worked for their personality development. Also, they stated that such innovative culture will inhibit the imitation and innovation strategy. These researches majorly focused on the Spanish industries and their policies regarding effective organizational culture. After making a hierarchical multiple regression based analysis, they concluded that organizational culture is a clear pathway

to drive innovation strategies. They stated that the hierarchical culture fosters the imitation and adhocracy culture to promote the innovation strategies (Iqbal, 2017)

According to scholars, the perception of general manager and stakeholder theory positively impact on the productivity of an organization. In the end, they concluded that flexible organizational culture and the good reputation of a company played a major role to strengthen its position in a competitive market. In order to provide guidance regarding the productive organizational culture, a research was conducted. In the research article, the researcher majorly discussed the responsibilities of a leader for effectively implement a leadership philosophy in the upper, middle and lower levels of management. The major aim was to add the organizational culture in the organizational values, vision and mission, because it directly impacts on trust factor of an organization (Shah & Hashmi, 2019). Another research was conducted to critically evaluate the importance of flexible organizational culture in a highly flexible environment

2.4 Research Model and Hypothesis

The present research is an attempt to empirically investigate the proposed association between workplace ostracism (WO) and employee performance (EP) under the mediator of organizational culture (OC) in the framework of Pakistani service sector. Within such a relationship, WO acted as independent variables; while EO was studied as a dependent variable, and OC is considered as mediator. So in order to justify the relationship between variables, the guest model-HRM model was specifically considered. Like in 1997, David Guest stated that HR managers must carry precise tactics, in the start, with aim of certain practices and executed in the form of performance outcomes (Hasan et al., 2019). This kind of HR model specifically displayed six components i.e. HR outcomes, HR strategy, financial consequences, developmental outcomes, HR practices, and performance results This theoretical understanding also depicted the behavioral outcomes within a workplace as a result of flexibility, employee commitment and quality that affect the HR practices (Susomrith, 2020).This model helps to explain the role of ostracism on the complete productivity of employers and employees.

Hypothesized research model is concerned; it becomes clear that the theory of bullying and conflict theory have been majorly considered. Like the theory of bullying is based on a mechanism through which a more potent individual or a cluster attacked a less powerful victim within a workplace (Majeed & Naseer, 2019; Sheehan et al., 2020). According to its understanding, bullying is basically an aggressive attitude mostly seen within a workplace based on diverse individuals (Goodboy et al., 2020). So, it becomes quite challenging to develop an equally favorable culture for all the individuals to give their 100% for the firm's growth (Wolf et al., 2018). While, a conflict theory explored a workplace situation where perpetual conflict occurred because of excessive competition on limited resources (König et al., 2017; Moshiri, 2019). In addition to this, the racial, class and socioeconomic difference-based workplace culture also caused a negative impact on the overall performance of the talented workforce (Brooks et al., 2017; Keashly et al., 2020). The hypothesized research model of this study is illustrated in the following figure 1.
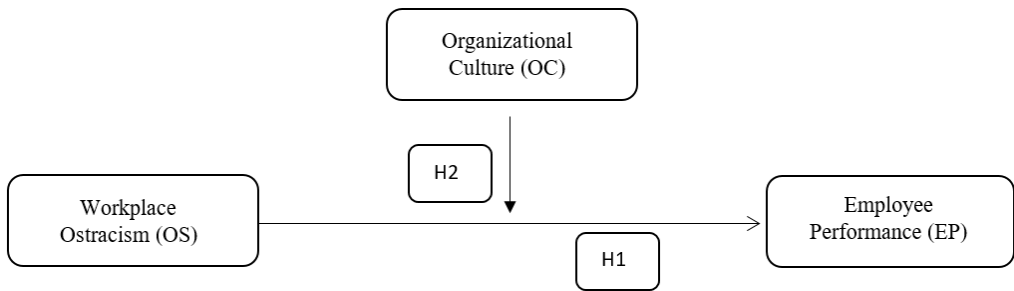
Figure 1: Hypothesized Research Model

According to (Lyu & Zhu, 2019), ostracism caused a negative influence on employees' productivity by directly minimizing their loyalty towards organization. In the same year, an authentic study was conducted by (Reb et al., 2019) to explore how employees' stress and interpersonal justice significantly mediate the relationship between the mindful attitude of leader and employee's productivity in the workplace. Also, they depicted that both in-role and extra-role performance of a firm is associated with a strong relationship between employees and management. Before this, an authentic study was conducted by (Chung & Yang, 2017) to examine the relationship between workplace ostracism and behavioral attitude of employees under the mediating role of organization-based self-esteem. According to their outcomes, ostracism caused a negative impact on workplace behavior. Also, (Ferris et al., 2015) worked on a similar topic in their analysis portion, and concluded that employees within an organization majorly worked to enhance the performance level and gain career growth. If the organization failed to provide them such growth opportunities, then their motivation level moved towards downward. While, the predictive influence of workplace ostracism on employees' behavioral attitude was considered by (Lyu & Zhu, 2019) who stated that workplace ostracism directly decrease the growth of job homophily in Chinese firms' context. They specifically utilized the ostracism factor in organizational culture to boost the negative intention of employees to leave the organization. As far as considering the adverse influence of workplace ostracism on entrepreneurship capability of employees, (Steinbauer et al., 2018) stated the integrative approach incorporates the pragmatic and engagement roles. So, there is a need to adopt self-leadership strategies within a workplace to upgrade the overall productivity of employees.

In the Journal of Personnel Psychology, according to them, an ethical code of conduct is also essential to enhance the overall productivity and reputation of organization among employees and the customer market. They depicted that unethical attitudes like bullying and immoral behavior must be minimized to enhance the employee's loyalty towards firm management (Quade et al., 2017). Otherwise, the employee's turnover and bad performance towards company's goals become increased. Another relevant study was conducted on examining the association between workplace ostracism and cyberloafing within an organization (Koay, 2018). This research adopted the constructive approach and concluded that there is a direct relationship between both these variables that caused a negative impact on organizational productivity. In addition to this, they also justified that emotional exhaustion and workplace ostracism carried a significant relationship with cyberloafing within a firm. While, in the Journal of Business and Management, an authentic study has been conducted by (Bashir & Nadeem, 2019) to exaggerate the linkage between workplace ostracism and proactive customer service performance in the Pakistan banking sector. In their study, they considered the mediating role of job embeddedness, job tension, affective commitment

and customer orientation. According to their outcomes, workplace ostracism directly influenced the proactive customer service performance in which only job tension played a significant mediating role. Hence, the following hypothesis has been proposed after considering these analytical studies;

H1: There is a significant relationship between the Workplace Ostracism and Employee Performance

Also, organizational culture played a significant role in employee performance. Like (Lolowang et al., 2019) considered the role of culture and leadership on the employee performance level within an organization. In their outcomes, they concluded that there is a significant impact of organizational culture on the overall performance of employees that helps to develop efficient HR policies and related decisions. Also, (Sivakami & Samitha, 2018) depicted that there is a major influence of organizational culture to boost the employee performance level. While machine-based learning and other technology also boost the organizational culture. In 2016, scholars critically examined how, when, and why workplace ostracism caused a major impact on organizational citizenship behaviors (OCD). They examined the organizational psyche towards employees in the form of culture, and its role between workplace ostracism and organizational citizenship behaviors (OCD). They concluded that there is an inverse relationship between workplace ostracism and organizational citizenship behaviors (OCD) under the mediating role of workplace ostracism. They specifically utilized the social identity theory to critically explore the employees' behavior (Wu et al., 2016). Recently, (Adam et al., 2020) considered organizational commitment within the relationship of organizational culture and employee performance. After adopting the expressive and confirmation techniques, they concluded that employee's perception level towards company's policies directly influenced the long-term profit margin of a firm.

The relationship between organizational culture and employee performance was considered by (Mohammed, 2017). In his study-based outcome, basic organizational calculated objective generates auspicious environment for all stakeholders so that management gains a long-term profit. They stated that organizational culture played a major role to strengthen the relationship between the ostracism factor and organizational productivity. According to (Wadhawan & Gupta, 2018), there is a significant impact of favorable organizational culture on the turnover intention of employees. But bad organizational culture i.e. ostracism and bullying enhanced the aggression among human resources (i.e. daily workers, employees) towards upper management. Such an act also resulted in enhancing the employee turnover ratio of employees. While, the curvilinear relationship between ostracism and knowledge hoarding factors within an organization was considered by (Fatima et al., 2017). They depicted that there are some political cultures within an organization that directly impacts the competitiveness factor of an organization. They utilized the conservation to resource theory to examine the overall performance level of a firm in the Chinese context. After implementing the hierarchical regression model, they concluded that political skills significantly moderate the linkage between knowledge hoarding and workplace ostracism. After critically considering the previous relevant studies, the following hypothesis has been suggested;

H2: There is a significant moderating role of Organizational Culture between the Workplace Ostracism and Employee Performance

There was also a research conducted on exploring the relationship between workplace ostracism and the employee's behavioral attitude by considering the organizational based self-esteem as a mediating variable. The researcher, Ji Yeon Yang and Yuang Woon Chung, worked on discussing the direct impact of such unethical and punching culture within the workplace regarding how it badly impacts the reputation of the organization among its stakeholders. This was an important research in order to consider the social context on ostracism occurrence which directly effects the workplace behavior. The moderating variable of this research, name as self-esteem, added values

in strengthening the relationship between both the variables. This empirical test based study exaggerated the side effect of the unethical behavior of the management towards their working employees. In addition to this, this was an important research to explore the other related factors, which are generated in the workplace due to the occurrence of workplace ostracism (Sivakami & Samitha, 2018). There was also another research conducted by Ferris et al. (2015) with other researchers on evaluating the relationship between the ostracism, job performance and the self-esteem factor within an organization. According to them, the majority of the employees within an organization worked to enhance their performance level and gain a career growth. When the organization becomes unable to provide them an ample opportunity to upgrade their skills then their motivation level towards the company becomes decreases.

According to research it becomes clear that from initial to maximum position, the ostracism-based organizational culture caused a major negative impact on overall employee productivity within a workplace.

3 Research Methodology

Within this research study, a quantitative research design approach is specifically considered to fulfill its aims and justify its proposed hypothesis. Mostly, quantitative research design aims to discover how many people think, feel or act in an efficient way. It involved large sample sizes, assembling the quality of responses, as opposed to gain more emotional or focused insight that is the aim of qualitative research. It means the positivism philosophies-based highly structured approach is adopted in its analysis portion. This is a descriptive research design approach to collect, evaluate, and present the gathered data in an effective way.

3.1 Population and Study Sample

The service sector played a significant role in the development of overall economy of a state, and the Pakistan state having no exemption from this situation. This sector was specifically considered in its analysis portion because majority of the Pakistani labor market is working within this industrial sector. As the major focus of this study is to critically examine the ostracism culture prevailing within the service sector of Pakistan in the current era, so its related workforce was specifically considered as a population. The managers and employees operating in banking, retailers, insurance, hospitals and educational institutions were specifically considered in its analysis portion. A reason to select these organizations from the service sector was ostracism culture mostly prevailing in such organizations.

As far as its sampling techniques are concerned, it becomes concluded that the stratified convenience sampling method was utilized to make the research more purposeful and to make it completed within a limited time span (Scholtz, 2021). While, the criteria adopted to select the sample subjects for this analysis was that employees must carry at least 3 to 4 years of experience within an organization, and also the HR managers were involved in accurate data collection. In this quantitative research design technique, primary data was majorly considered in its survey method where 193 out of 250 respondents shared their real outcomes on the closed-ended questions. Practically, 42 closed-ended questions were equally distributed among the targeted respondents i.e. managers and experienced employees operating in Southern Punjab, Pakistan. All these active respondents were equally categorized based on the demographic statistics i.e. gender, age, experience, and education level (Anderson et al., 2017; Cawthorpe, 2017).

3.2 Data Collection and Instrumentation

Primary data were collected in the form of a structured questionnaire and synchronized based on former tested and validated instruments in published literature. In this process, minor adjustments were majorly incorporated, so that former measures suit the current study context. In its data

collection mechanism, a five-point Likert Scale (1 = strongly disagreed, 2 = disagreed, 3 = neutral, 4 = agreed, 5 = strongly agreed) was specifically considered. All-around 26 service-oriented organizations and their management operating in Southern Punjab were considered for accurate data gathering purposes. In order to measure the tested variables, authentic sources have been considered for accurate data collection. Like workplace ostracism-based independent variable was measured through fifteen major indicators from (Iwasa, 2020). While, the employee performance-based dependent variable was critically analyzed through thirteen major items that have already been utilized by Mohammed (2017) in his research study. Last, but not the least, organizational culture was critically evaluated through fourteen measuring indicators taken from (Wadhawan & Gupta, 2018). All these measuring indicators were synchronized in an effective way, so that authentic outcomes are generated.

3.3 Data Analysis

In its analysis portion, the Statistical Package of Social Sciences (SPSS) version 21 was utilized for statistical evaluation of primary data. Seven major statistical tests were specifically considered for its reliability, validity, and hypothesis testing purposes i.e. Cronbach's Alpha Test, Demographic Analysis, Correlation, Question-wise Analysis, One Way ANOVA, Regression a

nd Moderating Analysis. The Cronbach's alpha test is a convenient one to estimate the internal consistency or reliability of a composite score (Moser & Korstjens, 2018; Schlaudecker et al., 2017). While, a correlation analysis-based statistical measure was implemented to explore how two or more than two variables are fluctuated either positive or negative (Diedenhofen & Musch, 2016). The demographic analysis was performed to develop a reliable understanding of the age, sex, and racial composition of a population (Guedes et al., 2018). After this, one way ANOVA test was majorly implemented to critically understand the frequency and nature of variance from one variable to another (Kim, 2017; Mutlu et al., 2017). While, for hypothesis testing, a regression analysis-based statistical modeling is adopted to analyze a wide variety of relationship between variables (Pecháčková, & Skálová, 2019). As far as considering the role of organizational culture between independent and dependent variables, a moderating analysis was performed. It majorly involves the usage of casual modeling and linear multiple regression analysis (Galling et al., 2017; Pokhariyal, 2019).

4 Results

4.1 Sample Description

The demographic analysis of this study has been mentioned in the following table, in which 195 respondents out of 250 professionals gave their valid outcomes on the closed-ended questions. According to the statistics, the frequency of active males was 91 (47%), while 102 respondents (53%) were female. Respondents from an age group of 20-25 years were 18%, while 31% were from 26 to 30 years, 21% belonged to 31-35 years, and only 18% were involved in the age group of 36-40 years. As far as considering the qualification-based segregation of selected professionals, it becomes clear that 9% of them carried high school-based qualification, 30% had Bachelor's background, and 41% carried Master's degree, while 22.3% carried Ph.D. and other educational backgrounds. Last, but not the least, the demographic factor is their experience in which 27% of respondents carried one to five years' experience, 28% was having six to ten years' experience, 23% had eleven to fifteen years' experience, and 22% of professionals spent their last more than sixteen years within this field.

4.2 Construct Reliability and Correlations

As shown in the following Table 1, it becomes clear that the Cronbach's alpha value of each item is greater than 0.81 (means 0.921) which means reliable outcomes have been generated among these tested variables. While the summary of each item statistics, in Table 2, depicted that the

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mean value of each item is 3.177 with a 2.352 range and 0.124 variances. In Table 3, the standard deviation value of each item is 36.03 which means all these variables highly deviate from their mean position. After this, the ANOVA results-based authentic outcomes, mentioned in Table 4, depicted that the significance value of each test is 0.00 (less than 0.05) with a 5.65 F value. It means significant and reliable outcomes have been generated within the analysis. Its ANOVA test-based statistics depicted the significance value of F factor is lower than 0.05 which shows a significant difference between the variation of sample means and variations among samples.

Table 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.850	.921	46

Table 2: Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.177	1.560	3.912	2.352	2.508	.124	46
Item Variances	4.751	.310	27.994	27.684	90.235	38.704	46

Table 3: Scale Statistics

Mean	Variance	Std. Deviation	N of Items
146.1295	1298.540	36.03527	46

Table 4: ANOVA result

		Sum of Squares	Df	Mean Square	F	Sig
Between People		5419.995	192	28.229		
Within People	Between Items	1075.059	45	23.890	5.649	.000
	Residual	36542.658	8640	4.229		
	Total	37617.717	8685	4.331		
Total		43037.712	8877	4.848		
Grand Mean = 3.1767						

4.3 Statistical Analysis and Hypothesis Testing

In order to justify the proposed hypothesis of this study, a linear regression and moderation-based authentic testing approaches have been adopted. Before this, the individual variable-based descriptive statistics have been mentioned in Table 5, which depicted that its variance value is highly deviated along with the standard deviation outcome. Such outcomes depict the existence of an acceptable ranged from -1.5 to +1.5. While the standard error in Kurtosis is 0.348 and 0.175 Skewness value of each item, as given below;

Table 5: Results of descriptive statistics

	N	Mean	Std.	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Your Gender	193	1.5596	.55699	.310	.676	.175	1.615	.348
Your Age	193	2.7565	1.27384	1.623	.299	.175	-.987	.348
Qualification	193	3.0570	2.37431	5.637	9.531	.175	115.737	.348
Your	193	2.5130	1.25461	1.574	.330	.175	-1.086	.348

Experience								
WO1	193	2.8031	1.48345	2.201	1.233	.175	6.032	.348
WO2	193	3.4145	5.29093	27.994	8.173	.175	71.720	.348
WO3	193	2.9016	1.15725	1.339	-.091	.175	-.838	.348
WO4	193	3.1451	1.43240	2.052	1.612	.175	10.149	.348
WO5	193	3.0363	1.23901	1.535	-.335	.175	-1.027	.348
WO6	193	3.1865	1.29358	1.673	-.163	.175	-1.046	.348
WO7	193	3.5389	4.68373	21.937	8.844	.175	83.552	.348
WO8	193	3.3575	2.34780	5.512	8.486	.175	100.400	.348
WO9	193	3.0777	1.31465	1.728	-.242	.175	-1.138	.348
WO10	193	3.1088	1.32034	1.743	-.120	.175	-1.138	.348
WO11	193	3.1658	1.29239	1.670	-.342	.175	-1.048	.348
WO12	193	3.2487	3.83926	14.740	11.427	.175	148.514	.348
WO13	193	3.0984	3.34098	11.162	10.348	.175	129.963	.348
WO14	193	2.6062	1.33867	1.792	.395	.175	-.944	.348
WO15	193	3.2383	2.61709	6.849	8.469	.175	99.678	.348
EP1	193	3.8031	3.91878	15.357	11.691	.175	153.535	.348
EP2	193	3.2850	1.24442	1.549	-.310	.175	-1.012	.348
EP3	193	3.3057	1.23103	1.515	-.263	.175	-.927	.348
EP4	193	3.9119	4.22881	17.883	9.582	.175	103.590	.348
EP5	193	3.2487	1.19474	1.427	-.251	.175	-.736	.348
EP6	193	3.4352	2.49525	6.226	9.596	.175	118.057	.348
EP7	193	3.3990	2.33885	5.470	8.545	.175	101.367	.348
EP8	193	3.2228	3.13699	9.841	10.689	.175	135.926	.348
EP9	193	3.3316	1.46269	2.139	1.184	.175	8.552	.348
EP10	193	3.5130	3.98187	15.855	10.817	.175	136.237	.348
EP11	193	3.1969	1.38165	1.909	-.299	.175	-1.192	.348
EP12	193	3.0466	1.31613	1.732	-.142	.175	-1.149	.348
EP13	193	3.2850	1.32155	1.746	-.292	.175	-.982	.348
OC1	193	3.1606	1.33468	1.781	-.271	.175	-1.116	.348
OC2	193	3.2539	1.33182	1.774	-.222	.175	-1.166	.348
OC3	193	3.0466	1.23022	1.513	-.056	.175	-.957	.348
OC4	193	3.2746	1.21716	1.481	-.313	.175	-.787	.348
OC5	193	3.1917	1.21172	1.468	-.268	.175	-.754	.348
OC6	193	3.4870	1.20376	1.449	-.540	.175	-.587	.348
OC7	193	3.3264	1.22567	1.502	-.389	.175	-.818	.348
OC8	193	3.3627	1.29223	1.670	-.395	.175	-.872	.348
OC9	193	3.2694	1.29500	1.677	-.325	.175	-1.001	.348
OC10	193	3.2798	1.25601	1.578	-.336	.175	-.940	.348
OC11	193	3.3627	1.30825	1.712	-.444	.175	-.925	.348
OC12	193	3.1658	1.30841	1.712	-.212	.175	-1.127	.348
OC13	193	3.0881	1.29402	1.674	-.122	.175	-1.158	.348

OC14	193	3.0622	1.35642	1.840	-.101	.175	-1.241	.348
Valid N (listwise)	193							

The following descriptive statistics of regression analysis show that some items are highly deviated from their standard mean in the respondents' outcomes i.e. WO2, WO7, WO8, WO12, WO13, WO15, EP1, EP4, EP8 and EP10. Their related statistics have been shown in the following table;

Table 6: Descriptive Statistics of Regression

	Mean	Std. Deviation	N
WO1	2.8031	1.48345	193
WO2	3.4145	5.29093	193
WO3	2.9016	1.15725	193
WO4	3.1451	1.43240	193
WO5	3.0363	1.23901	193
WO6	3.1865	1.29358	193
WO7	3.5389	4.68373	193
WO8	3.3575	2.34780	193
WO9	3.0777	1.31465	193
WO10	3.1088	1.32034	193
WO11	3.1658	1.29239	193
WO12	3.2487	3.83926	193
WO13	3.0984	3.34098	193
WO14	2.6062	1.33867	193
WO15	3.2383	2.61709	193
EP1	3.8031	3.91878	193
EP2	3.2850	1.24442	193
EP3	3.3057	1.23103	193
EP4	3.9119	4.22881	193
EP5	3.2487	1.19474	193
EP6	3.4352	2.49525	193
EP7	3.3990	2.33885	193
EP8	3.2228	3.13699	193
EP9	3.3316	1.46269	193
EP10	3.5130	3.98187	193
EP11	3.1969	1.38165	193
EP12	3.0466	1.31613	193
EP13	3.2850	1.32155	193

After considering its descriptive statistics, linear regression testing has been implemented in its analysis portion by categorizing into two models. Both models depict a relationship between workplace ostracism and employee performance. So, the R square value of model 1 is 0.013 with 0.008 adjusted R square and 0.55472 standard error of estimation. On the other hand, model 2 shows the 0.278 R square, 0.056 adjusted R square, and 0.54104 standard error of estimation. It means maximum correlation among workplace ostracism and employee performance has been seen with 27.8% in the second model, as mentioned below;

Table 7: Model Summary of Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.115[a]	.013	.008	.55472

| 2 | .527[b] | .278 | .056 | .54104 |

The following table 8-based regression analysis depicted that F value of model 1 is 2.571 with 0.010 significance value; while a 1.255 F value has been seen in model 2 with a 0.48 significance value ($p < 0.01$). Both models efficiently supported the first and second hypotheses of this study.

Table 8: Regression analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.791	1	.791	2.571	.010[b]
	Residual	58.774	191	.308		
	Total	59.565	192			
2	Regression	16.534	45	.367	1.255	.048[c]
	Residual	43.030	147	.293		
	Total	59.565	192			

Table 9: Coefficients of Regression

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
	WO1	.003	.040	.009	.081	.043
	WO2	.006	.009	.059	.695	.043
	WO3	.097	.055	.202	1.753	.050
	WO4	-.001	.038	-.001	-.014	.046
	WO5	-.039	.049	-.086	-.789	.043
	WO6	-.012	.048	-.028	-.255	.029
	WO7	-.008	.010	-.065	-.757	.039
	WO8	-.021	.021	-.090	-1.033	.038
	WO9	-.031	.046	-.072	-.659	.046
	WO10	.079	.048	.188	1.668	.028
	WO11	-.024	.046	-.056	-.521	.038
	WO12	-.007	.012	-.051	-.614	.047
	WO13	-.008	.016	-.050	-.522	.034
	WO14	.023	.038	.056	.610	.043
	WO15	.002	.017	.011	.140	.049
	EP1	-.004	.012	-.029	-.359	.042
	EP2	.012	.043	.026	.267	.033
	EP3	.012	.048	.026	.250	.030
	EP4	.001	.011	.006	.072	.929
	EP5	-.019	.052	-.040	-.358	.976
	EP6	-.065	.037	-.293	-1.751	.040

EP7	-.023	.020	-.095	-1.148	.048
EP8	-.001	.015	-.007	-.085	.010
EP9	-.001	.038	-.001	-.014	.025
EP10	.007	.012	.052	.630	.029
EP11	.043	.043	.108	1.018	.047
EP12	.081	.049	.192	1.672	0.10
EP13	.033	.044	.079	.752	.003

In the above-mentioned Table 9, it becomes concluded that the beta value of each tested variable is ranged from -1 to +1 which is appropriate. Also, the majority of items show efficient significant values (lower than 0.05). While the negative value of t depicted that a negative relationship has been existed between workplace ostracism and employee performance. Like the workplace ostracism resulted in decreasing our employee performance within the Pakistan service sector.

4.4 Moderation Analysis

The moderation analysis performed for this study has been mentioned below;

Model = 4
   Y = EP
   X = WO
   M = OC
Sample size = 193
Outcome Y

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4357	.1899	68.6539	3.2808	4.0000	56.0000	.0174

According to the model summary statistics, the significance value is lower than 0.05 which is 0.174 that is significant with an appropriate r-square value.

Model

	coeff	se	t	p	LLCI	ULCI
Constant	6.6713	12.1710	.5481	.0458	-17.7103	31.0530
OC	10.9830	7.2304	-1.5190	.0344	-3.5014	25.4673
EP	.0537	.0989	5428	.0494	-.1445	.2519
Int_1	-.0212	.0551	-.3839	.0025	-.1316	.0893

These statistics depicted that moderators caused a significant and negative impact on dependent variables.

Product terms key:

Int_1	Emp_perf x	org_cul

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0021	.1474	1.0000	56.0000	.7025

According to statistics, the r square value becomes least with 0.0021 that is efficient.

Conditional effect of X on Y at value of the moderator

W	Effect	se	t	p	LLCI	ULCI

-.92	.93	.30	-2.0458	.0103	.2530	1.42
.00	.57	7.20	-1.5190	.0344	.014	.4673
.92	.32	.25	-.5428	.0414	-.1445	.2519

The above-mentioned statistics depicted that ostracism-based organizational culture caused a negative impact on employee productivity factors within a workplace. Because it moves from -0.92 to 0.92, the constant negative influence of moderator has been seen.

5 Discussion

After critically analyze the above-mentioned statistical outcomes, it becomes clear that both hypotheses have been justified. Like a significant and negative relationship has been existed between workplace ostracism and employee productivity. Before this, other scholars also worked on a relevant topic in their analytical outcomes. For example, (Zhao et al., 2019) also concluded that workplace ostracism caused a negative impact on task performance in which knowledge sharing acted as a significant mediator within the relationship. In addition to this, they depicted that task independence alleviated the major influence of workplace ostracism and indirect influence of knowledge sharing. Similar outcomes were also generated by (Ashraf et al., 2020) in their research study where they concluded that workplace ostracism negatively impacts the employee engagement factor within an organization. They considered psychological capital as a moderator within such a relationship that strengthens such a relationship.

After this, Haldorai et al. (2020) conducted an authentic study where they also stated that workplace ostracism caused a negative influence on employee work engagement under the mediating role of workplace belongingness. According to them, workplace ostracism caused a much stronger negative impact on employee work engagement through the work belongingness factor by minimizing their intrinsic motivation. While, Mahfooz et al. (2017) justified that workplace ostracism and workplace incivility caused a significant influence on the turnover intention of employees under the mediating role of job stress. According to Choi (2020a), the supervisor-rated in-role performance and organizational citizenship behaviors are negatively affected by workplace ostracism. They also conducted a quantitative research design study in their analysis portion to justify the stronger negative association between workplace ostracism and supervisor-rated in-role performance/ organizational citizenship behaviors for workers with lower levels of perceived organizational support.

Recently, Ikram et al. (2021) justified the mediating impact of job satisfaction between workplace ostracism and employee turnover intention. In their managerial outcomes, they concluded that ostracized behavior caused a major impact on employee turnover intention rate. Also, those employees who faced ostracism having a converse association with job satisfaction, so it's a major role of manager to minimize such ostracism behavior. In the International Journal of Organizational Analysis, another researcher concluded that workplace ostracism resulted in enhancing the work-to-family conflict of female workers. Such direct relationship is mostly enhanced at lower perceived organizational support (Choi, 2020b). In fact, individual-level workplace ostracism is destructive to the prohibitive and promotive voice behavior of group members where their belongingness acted as a significant mediator (Wu et al., 2016).

In addition to this, the results of this study confirmed that organizational culture acted as a significant moderator between workplace ostracism and employee productivity. According to Iqbal et al. (2021), workplace ostracism and incivility caused a major influence on project organizational culture within an organization. They utilized the social exchange theory and justified that such organizational culture is majorly affected by workplace ostracism, supervisor support and workplace incivility, where the supervisor support acted as a moderator between job strain and project culture. In the same year, Jawahar et al. (2021) also justified that prevailing

ostracism-based organizational culture reduced the social capital of a firm. In that case, ethical leadership played a significant role to minimize the negative impact of workplace ostracism on employee performance, so an organizational culture played a major role in it (Yang & Wei, 2018). While, Shah and Hashmi (2019) stated that efficient organizational culture caused a significant impact on knowledge hiding under the mediating role of workplace incivility and workplace ostracism. Such kind of culture also caused a major impact on employee performance levels within an organization.

Thus, it becomes concluded that both statistical outcomes and previous scholars' understanding fulfilled the aim of this research study that a negative and significant relationship has existed between workplace ostracism and employee productivity under the moderating role of organizational culture in the Pakistani service sector context. In its methodological portion, a quantitative research design approach has been specifically considered for data collection, synchronization and analytical outcomes. While, linear regression and moderating analysis-based statistical tests of SPSS software have been considered to justify its objectives. Overall, its an authentic and reliable source of information in the field of Human Resource Management and Business.

5.1 Practical and Academic Implications of Study

As far as its practical and academic implications are concerned, it becomes clear that it played a significant role to boost the overall managerial activities performed in Pakistani firms. Like this study majorly target on service sector-based organizations operating in Southern Punjab, Pakistan. So, there is an ample opportunity for their management, decision-makers, and policymakers to derive such kind of strategies that directly minimized the ostracism culture prevailing within their workplace. Also, its reliable data will motivate them to drive such HR strategies within an organization that boosts their confidence to actively participate in the accomplishment of goals. Not only practically, but this study will also add value in the academic field of HRM by giving a new direction of research to upcoming scholars. They can consider its variables for their future research's hypothesis development. Also, they can consider this study and its analytical outcomes in their literature review and discussion portion.

5.2 Study Limitations and Directions for Future Research

No doubt, it's an authentic study, but it also carried some major limitations in its methodological and contextual ground. Like only survey-based quantitative research design approach has been considered for accurate data collection. So, for upcoming scholars, there is an option to cover this methodological gap by conducting a qualitative research study on a similar topic. Also, they can conduct a mixed method of research in their data gathering, synchronization, and analysis portions. Also, this study was only conducted on the service sector operating in Southern Punjab Province, Pakistan, in which only experienced employees and HR managers were considered. So, there is a need to also consider the manufacturing sector & their management point of view towards this ostracism culture prevailing in their workplace, and its influence on their employee productivity. Also, they can conduct this workplace ostracism-based research study among different Asian states context i.e. India, China, Bangladesh, etc., other than Pakistan. After this, conduct a comparative study on this versatile topic to enhance its acceptability factor. Future analysts and business scholars can consider it in their upcoming methodology potion of analysis.

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