

The Effect of Workplace Ostracism on Job Performance: Mediating Role of Self-Esteem and Moderated by Contingent Self Esteem

MUHAMMAD RAZZAQ ATHAR ^{1*}, HINA SHOUKAT ², MANZOOM AKHTAR ³,
HAFIZA AMTUL HAFEEZ ⁴

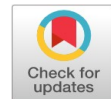
^{1,3} Associate Prof. UIMS PMAs, Arid Agriculture University, Rawalpindi, Pakistan

^{2,4} PhD Scholar UIMS, PMAS, Arid Agriculture University, Rawalpindi, Pakistan

Abstract: Workplace Ostracism on Job Performance has an imperative role in organizations. In this research, the researcher studies the effect of Workplace Ostracism on Job Performance: mediating role of Self-Esteem and moderated by Contingent Self-Esteem. The researcher defined Workplace Ostracism as individuals perceiving themselves as self-ignore in their workplace. Voluntary behavior deals with Workplace Deviance as it disturbs the norms and rules of the organization. The motive of this study was to evaluate how Work-Place Ostracism impacts employee job performance. The researcher used a quantitative technique to generalize the result. A structured questionnaire was conducted to find out the generosity of the result. The Population of this study was the employees of three commercial Banks, HBL, UBL, and MCB of Rawalpindi and Islamabad. The sampling technique was the Purposive sampling. The sample size was 310, which was taken by the formula table of krejcie and Morgan. Validity of scale is checked through confirmatory factor analysis. CFA Data analysis is done through SPSS and AMOS; results of the direct and indirect hypotheses will be accepted or rejected on their P-value and t-value. The Results show that Workplace Ostracism and Global Self-Esteem Level are negatively related to ignorance, contributing to low self-esteem levels. Relatedness between GSE and Job Performance is positive. The higher self-esteem involves employees in intrinsic behavior and Organization Citizenship Behavior. On the other hand, Global Self-Esteem is negatively related to Workplace Deviance; results show that as the Self-Esteem is high, the Workplace Deviance in the organization decreases among employees.

Keywords: Workplace ostracism, Self-esteem level, Contingent self-esteem, In role behavior, Organizational citizenship behavior, Work-place deviance

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INTRODUCTION

When an individual or group doesn't want to get involved in organizations proceeding due to Workplace Ostracism that hold another employee to overlook the organization's proceedings (Williams, 2001). For example, an ostracized person are to be expected to form aggressive objective and act violently against practice distress (Williams, 2008; Ahmad-Ur-Rehman et al., 2010; Jam et al., 2010; Jam et al., 2017;).

Business is the combined effect of different departmental activities performed in any organization; departments are Management, Sales and marketing, Finance and Human Resource Management (HRM), etc. This study deals with Human Resource Management because workforce practices impact organizational performance. This study will study the Banking sector. The competition was high amongst the employees in the banking sector, so this research study helps employees deal with the actions and negativity that happen in their workplace. Researchers find the result that there was a diversified connection between ostracism and self-esteem in behavioral effects. Many researchers claim that mixed behavior outcomes rise because individuals engage in the activity to satisfy their self-perceptions to increase.

According to the future directions of previous researchers, this research study focuses on the connection between the workplace Ostracism on Job Performance and Contingent Self-Esteem. Individuals who have high Self-Esteem are more focused on their lives and have self-confidence in them, which differentiates them from others in a separate way (Baumeister, 1998. Holmes & Collins, 2006; Jam et al., 2011; Jam et al., 2011; Khan et al., 2011). Individuals

* Corresponding author: Muhammad Razzaq Athar

† Email: m.razzaq@uair.edu.pk

who have high Self-Esteem levels involve themselves in a social contract to increase their self-worth, whereas individuals who have low Self-Esteem lack self-confidence and get concerned about their rejections in their success (Baldwin and Sinclair, 1996; Leary & Baumeister, 2014). So the people who believe in avoiding social contracts and situations and consider themselves low start defaming themselves.

Research Questions

1. What is the effect of Work-Place Ostracism on Job Performance?
2. What Work-Place Ostracism has an impact on Global Self-Esteem?
3. How do Ostracism and Global Self-Esteem moderates the relationship by Contingent Self-Esteem?
4. How Work-Place Ostracism and Job Performance mediated by Global Self-Esteem and moderated by Contingent Self-Esteem?

Research Objectives

1. To explore the effect of Work-Place Ostracism on Job Performance.
2. To study the impact of Work-Place Ostracism on Global Self-Esteem.
3. To investigate the moderating effect of Contingent Self-Esteem amongst Work-Place Ostracism and Global Self-Esteem.
4. To observe the mediating effect of Global Self-Esteem between Work-Place Ostracism and Job Performance and moderating by Contingent Self-Esteem.

REVIEW OF LITERATURE

This research study has 4 variables that explain the relationship between the variables. The researcher used workplace Ostracism, GSE level, CSE, and job performance. All variables explain separately. After that, their direct and indirect relation is explained. In this chapter, the researcher explains the relationship between Workplace Ostracism and Job Performance, Global Self-Esteem Level on Performance of employees on the job. Workplace Ostracism mediated global self-esteem on job performance, and contingent self-esteem was moderated by Contingent self-esteem and workplace ostracism. Global Self Esteem distinct that individual self-esteem boosts the person's self-confidence (Anderson & Pearson, 2014). Researchers assume that person who has high self-respect indulge themselves in social activities. Maslow's hierarchy of need theory was used in this research study because Maslow's scholar explains self-actualization needs (Ferris, 2008).

Individuals who have high self-esteem try to indulge involuntary behavior, which means individuals help others satisfy their own needs without taking any benefits and rewards (Robinson & Bennett, 1995; Khan et al., 2012; Waheed, 2010). At the same time, workplace deviance means individuals lack confidence and motivation. The individual violates the organization's rules and regulations and ignores the expectations of others (Kaplan, 1975). Job performance is a dependent variable studied a lot in previous studies. The researcher Motowidlo (1993) categorizes two categories of employee behavior necessary for association efficacy. Task and contextual performance are the main types of behavior. An individual who indulges in producing goods and services is called task performance, whereas contextual performance deals with the social activities that benefit the organization's core (Borman & Werner, 2000).

The researchers Anderson and Williams (1991) distributed OCB in three dimensions. The most important type was the in-role behavior of the employee. In this type, an employee works a full day to complete their tasks and duties on time with proper rules and regulations. The second type was that an individual benefits indirectly through their organization, but it also benefits the organization as a whole because an employee is the organization's asset (Feldman, 1984). The third and most important category was OCB work as altruism and courtesy. Altruism behavior increases the voluntary behavior of the individual, which help another person without taking any benefits from them (Roznowski & Hulin, 1992).

The voluntary behavior deals with the Workplace Deviance as it disturbs the organization's norms and rules (Robinson, 1995). In Workplace deviance, individuals lack confidence and motivation because they believe they don't have moral support with themselves (Kalpan, 1975). Individuals who engage in one behavior may indulge themselves in another behavior because of different situations and relations (Robinson, 1997). The person who performs at a high-efficiency level in their workplace gets promoted and awarded (Kanfer, 2005). Organizations

give opportunities to employees who have high self-esteem because they have a positive attitude toward their work (Bandura, 1997; Waheed et al., 2013; Waheed, Klobas, & Ain, 2020; Ziauddin et al., 2010).

Theoretical Framework

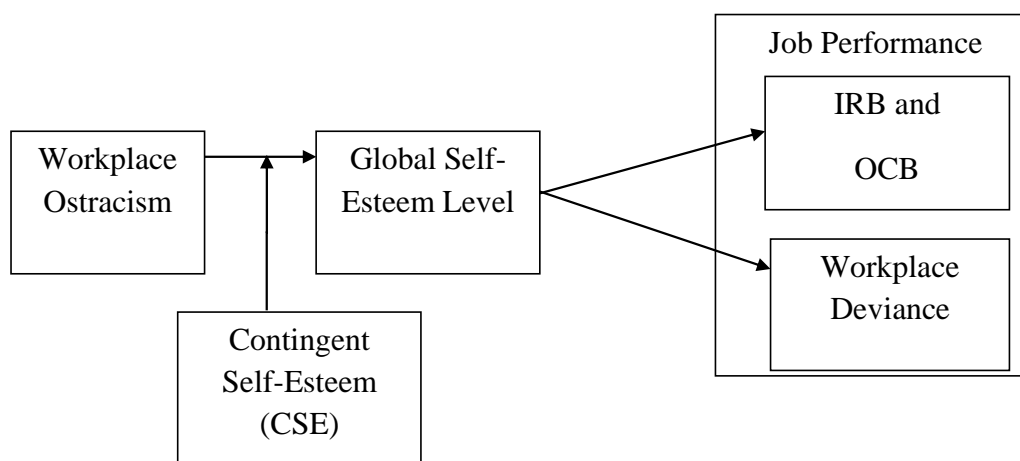


Figure 1: Theoretical Framework

- H1:** Workplace Ostracism affects the role Behavior of employees and Organizational Citizenship Behavior.
- H2:** Work-Place Ostracism has an impact on Work-Place Deviance.
- H3:** Work-Place Ostracism has an impact on the Global Self-Esteem Level.
- H4:** Work-Place Ostracism impacts in role Behavior of employees and Organizational Citizenship Behavior with the mediation of the Global Self-Esteem Level.
- H5:** Mediating role of Global-Self Esteem Level impacts Work-Place Ostracism and Work-Place Deviance.
- H6:** Work-Place Ostracism and Global Self-Esteem is moderated by Contingent Self-Esteem.
- H7:** Global Self-Esteem has an impact on IRB and OCB.
- H8:** Global Self-Esteem has an impact on Work-Place Deviance.
- H9:** Work-Place Ostracism and Global Self-Esteem Level is moderated by Contingent Self-Esteem, Work-Place Ostracism and IRB and OCB is mediated with Global Self-Esteem Level.
- H10:** Contingent Self-Esteem moderates the relationship between Work-Place Ostracism and Global Self-Esteem Level is moderated by Contingent Self-Esteem, Workplace Ostracism, and Workplace deviance is mediated by Global Self-Esteem Level.

MATERIALS AND METHOD

The research was directed to perceive the effect of WO on an employee's performance on the job with mediation of Self-Esteem and moderation of Contingent Self Esteem in the bank sector. This research was conducted on the banking sector employee in Rawalpindi and Islamabad. A structured questionnaire and a quantitative approach were used to identify the desired result. The sampling technique used in this research study was purposive sampling. In the purposive sampling technique, the researcher chose the respondent based on their judgment because this technique was used when there was an unknown population. The sample size was 310. Questionnaires were distributed to the bank employees, and the sample size was taken by the sampling technique given by Krejcie and Morgan, 1970.

There were 4 variables in this research study, WO is an independent variable; the researcher takes the scale of 10 items from Ferris et al. 2008. Job performance was a dependent variable with 21 items adopted from Williams and Anderson’s (1991). The moderating variable was CSE which has 4 items taken from Crocker et al. (2003). The mediating variable was GSE, with 10 items taken from Rosenberg’s (1965). All items were examined on a Likert scale starting from 1 to 5. Point 1 was used for strongly disagreeing, the point 2 was used for disagreeing. Point 3 was neutral, point 4 agreed, and point 5 strongly agreed. The research examined two statistical software named SPSS and AMOS. In SPSS researcher used reliability analysis to check the reliability of the result. Descriptive statistics were used to examine how many percent of males and females were involved in this research study. Correlation analysis was used to check the association amongst the variable and how the variables correlate themselves. Regression analysis was also used to determine the impact of moderation and mediation of variables. Regression analysis was also used by the software named Andrew F. Hayes. In AMOS software researcher used confirmatory factor analysis, Nomological validity, and discriminant validity. The Andrew F Hayes process measured the hypothesis or direct and indirect effect.

RESULTS AND DISCUSSION

In this research study, a four-step data analysis was conducted. First, we check the reliability of items that are either reliable to measure the variables or not. The second is to check the normality of the data. The third is to the tested correlation between variables. Finally, the regression was tested to find a relationship among both variables.

Table 1: Descriptive Statics

Factor	Option	Frequency	Percentage	Mean	SD
Gender	Male	197	63.5	1.364	0.482
	Female	113	36.5		
Age	21-29	58	18.7	2.09	0.807
	30-39	196	63.2		
	40-49	26	8.4		
	Above 50	30	9.7		
Educational	Bachelors	99	31.9	2.784	0.569
	Masters	190	61.3		
	MPhil	21	6.8		
Experience	3-Jan	101	32.6	2.674	0.469
	6-Apr	209	67.4		
Department	Accounting	116	37.4	2.509	0.65241
	Sales and marketing	114	36.8		
	HRM	80	25.8		

The first test in SPSS was demographic analysis, in which we evaluated all the factors that were used in the study. According to the findings, there were 113 females respondent and 197 male respondents. The majority of the respondent lies between the ages of 30-39. The frequency of bachelor’s students was 99, the frequency of master’s students was 190, and the frequency of M.Phil students was 21. There were 116 employees in the accounting department, 114 sales and marketing employees, and 80 employees in the Human Resource Management department.

Table 2: Reliability Statistics

Variables	No of Items	Cronbach’s Alpha
WO	10	.776
GSE	10	.833
CSE	4	.873
IRB&OCB	21	.737
WD	19	.797
Cumulative Value	64	.775

The test of reliability was used to observe the consistency of the items. In reliability analysis, Cronbach’s alpha technique was used. If the value of the items is above 0.60, then items are acceptable and reliable. The Cronbach value of 10 items was 0.776, which means the item was reliable. The value of GSE was 0.833, and the value of CSE was 0.873, which means both values were above 0.60, so these items were also reliable. The Cronbach alpha value of IRB and OCB was 0.737, and the value of WD was 0.797, which means these values were also reliable. There was a total of 64 items of all variables, and the Cumulative value of 64 items was 0.775, which means all variables were reliable.

To check the normality of data, we used a normality test in SPSS software. If data was not normal, researchers had to check their findings through the value of skewness and kurtosis. If the significant value was under 0.05, the data is normal. The table below shows that all values were under 0.05.

Table 3: Normality Test

Kolmogorov-Smirnov			
	Statistic	Df	Sig.
WO	.119	310	.000
GSE	.118	310	.000
CSE	.141	310	.000
IRBOCB	.132	310	.000
WD	.110	310	.000

Table 4: Correlations

		WO	GSE	CSE	IRBOCB	WD
WO	Pearson Correlation	1				
GSE	Pearson Correlation	-.335**	1			
		0				
CSE	Pearson Correlation	-.338**	.335**	1		
		0	0			
IRBOCB	Pearson Correlation	-.469**	.563**	.711**	1	
		0	0	0		
WD	Pearson Correlation	.730**	-.197**	-.221**	-.367**	1
		0	0	0	0	

Correlation analysis was used to define the relationships of a variable. The value range of correlation was 0-1. If the correlation value lies between 0.1 to 0.4, it is a weak correlation. If the value lies between 0.4-0.6, that means it is moderation, and if the value lies between 0.6-0.8, that means it is a strong correlation, and if they go above 0.8, then there is an issue of multicollinearity. Multicollinearity means that both variables explain the same things. In this research study, the correlation value between GSE and WO was -.335, which means a negative but weak correlation among the variables. The value of CSE and WO was -0.338, which means there was also a weak negative correlation, and the value of CSE and GSE was .335, which was also a weak but positive correlation. The value between IRBOCB and WO was -0.469, which shows a weak negative correlation, and the value between IRBOCB and GSE was 0.563, which shows a moderate connection among the variables. The correlation value of IRBOCB and CSE was 0.711, a strong positive correlation between them. The value of WD and WO was 0.730, which shows a strong correlation. The value of WD and GSE was -.197, which shows a weak negative correlation. The value between WD and CSE was -.221 ND the value between WD and IRBOCB was -.367, which means both have a negative, weak correlation.

Table 5: Average Variance Explained

Variables	Items	AVE
WO	10	.583
GSE	10	.604
CSE	4	.656
IRB&OCB	21	.504
WD	19	.801

The above table shows that the AVE values of WO, SE, CSE, IRBOCB, and WD are 0.583, 0.604, 0.656, 0.504, and 0.801, respectively. These results show that all the values are above 0.50, which means that the construct is valid all items are part of the questionnaire.

Table 6: Construct Reliability

Variables	No of Items	CR
WO	10	.993
GSE	10	.937
CSE	4	.882
IRB&OCB	21	.954
WD	19	.987

The construct reliability values of WO, SE, CSE, IRBOCB and WD are 0.933, 0.937, 0.882, 0.954, and 0.987. These results show that all the values are above, 0.70 which means that the construct is valid all items are part of the survey instruments. Two values were taken to compared with SIC squared inter-construct estimates. If the AVE value exceeds that, your model has a discriminant validity to examine the discriminant validity.

Table 7: Discriminant Validity

	IC	SIC	AVE
WO-IRBOCB	-0.469	0.219	0.583 0.504
CSE-WD	-0.221	0.048	0.656 0.802
WO-GSE	-0.335	0.112	0.583 0.604
WD-IRBOCB	-0.367	0.134	0.802 0.504
GSE-CSE	0.335	0.112	0.604 0.656
WO-WD	0.73	0.532	0.583 0.802
WO-CSE	-0.338	0.114	0.583 0.656
CSE-IRBOCB	0.711	0.505	0.656 0.504
GSE-IRBOCB	0.563	0.316	0.604 0.504
GSE-WD	-0.197	0.038	0.604 0.802

The results show SIC of the variables is less than the AVE of the variables, which means our construct is valid. The values 0.219, 0.048, 0.112, 0.134, 0.112, 0.532, 0.114, 0.505, 0.316 and 0.038 are less than from the AVE value of WO, SE, CSE, IRBOCB and WD which are 0.583, 0.604, 0.656, 0.504 and 0.802 respectively.

Table 8: Nomological Validity

	IC	p value
WO-IRBOCB	-0.469	.000
CSE-WD	-0.221	.000
WO-SE	-0.335	.000
WD-IRBOCB	-0.367	.000
SE-CSE	0.335	.000
WO-WD	0.73	.000
WO-CSE	-0.338	.000
CSE-IRBOCB	0.711	.000
SE-IRBOCB	0.563	.000
SE-WD	-0.197	.000

The above table shows that all the inter-correlation values are significant, which means our construct is valid.

Table 9: Goodness Fit of Model

Findings					
Chi-square/df	1.130	Agfi	.952	CFI	.985
Df	1942	Nfi	.922	RMSEA	.020
Gfi	.921	Tli	.984		

In this research model, there were 64 items. CFA was used to check the model's fitness. The value of Chi-square was 1.130, which is above the criteria, which means that the data was a good fit. The value of NFI was 0.922, the value of AGFI was 0.952, the value of CFI was 0.985, and the value of GFI was 0.921, which shows the model's goodness fit because the values should be close to 0.90.

Table 10: Impact of WO on GSE with Moderating Role of CSE

Antecedent		Consequent Y (GSE)		
		B	SE	P
X (WO)	b1	-0.9651	0.1118	0.000
M (CSE)	b2	0.4848	0.0802	0.000
MxX (CSExWO)	b3	0.2662	0.0359	0.000
Constant	i2	5.6114	0.2895	0.000
		$R^2 = 0.2946$		
		$F(3,306) = 42.5947, p = .0000$		

Regression analysis was used to check the moderation and mediation of variables in the research study. If the *p*-value lies under 0.005, that means the data is significant. Regression analysis explains the direct and indirect relationship of the variable due to moderator and mediation and how the percentage effect happens in our study. In the above table, the *p*-value of all variables was significant. The beta value of WO was -0.9651, the beta value of CSE was 0.4848, and the beta value of the interaction term was 0.2662. The value of R^2 was 0.2946. The *F* value was 3.306, which shows that the overall model was fit, and the value of R^2 explains that there was a 29.46% variation of GSE.

Table 11: Impact of WO on IRB and OCB with Mediating Role of GSE

Antecedent		Consequent							
		M (GSE)			Y (IRB and OCB)				
		B	SE	P			B	SE	P
X (WO)	a1	-0.2440	.0391	0.000	a2	c'	-0.3480	0.3228	0.000
M (GSE)		—	—	—	b1		0.6952	0.0708	0.000
Constant	iM1	4.3090	0.851	0.000	iM2	i2	0.3228	0.0515	0.000
		$R^2 = 0.1123$			$R^2 = 0.4051$				
		$F(1,308) = 38.9508, p = .000$			$F(2,307) = 104.5062, p = .000$				
		Effect	SE	LLCI	ULCI				
DE: WO→IRB and OCB		-0.3480	0.0515	-0.4494	-0.2446				
WO→GSE→IRB and OCB		-0.1690	0.0408	-0.2546	-0.0901				

The above table shows the mediating analysis. At the first Workplace, Ostracism was tested on GSE. The beta value of WO was -0.2440, whereas the p-value was 0.01. The value of F was 1308. The value of R^2 was 0.1123; that means the model explains the 11.23% variation of GSE. The next step was to check the regression analysis of IRB and OCB. The beta values of WO and GSE were -0.3480 and 0.6952, and the significant p -value. The value of F was 2307, and R^2 was 0.4051, which shows a 40% variation in GSE. The indirect and direct effect was also significant at a 95% confidence interval with bootstrap values of (-0.4494 and -0.2446, -0.2546 and -0.0901 excluding zeros).

Table 12: Impact of WO on WD with Mediating Role of GSE

Antecedent		Consequent							
		M (GSE)			Y (IRB and OCB)				
		B	SE	P			B	SE	P
X (WO)	a1	-0.2440	.0391	0.000	a2	c'	-0.5921	0.0232	0.000
M (GSE)		—	—	—	b1		-0.0981	0.0319	0.000
Constant	iM1	4.3090	0.851	0.000	iM2	i2	1.0852	0.1453	0.000
		$R^2 = 0.1123$			$R^2 = 0.7235$				
		$F(1,308) = 38.9508, p = .000$			$F(2,307) = 401.6563, p = .000$				
		Effect	SE (Boot)	LLCI	ULCI				
		(95% CI)							
DE: WO→WD		0.5921	0.0232	0.5464	0.6377				
WO→GSE→WD		0.239	0.0104	0.0069	0.0502				

The above table shows the mediating analysis. At the first Workplace, Ostracism was tested on GSE. The beta value of WO was -0.2440, whereas the p-value was 0.01. The value of F was 1308. The value of R^2 was 0.1123; that means the model explains the 11.23% variation of GSE. The next step was to check the regression analysis of WO and GSE. The beta values of WO and GSE were -0.5421 and 0.0981, and the significant p -value. The value of F was 1308, and R^2 was 0.7235, which shows a 72.35% variation in GSE. The indirect and direct effect was also significant at a 95% confidence interval with bootstrap values of (0.5464 and -0.6377, 0.0069 and 0.0502 excluding zeros) respectively.

Table 13: Impact of WO on IRB&OCB, Moderating Role of CSE, Mediating Role of GSE

Antecedent		Consequent							
		M (GSE)						Y (IRBOCB)	
		B	SE	P			B	SE	P
X (WO)	a1	-0.9651	0.1118	0.000	a2	c'	-0.3480	0.0515	0.000
M (GSE)		—	—	—	b1	0.6952	0.0708	0.000	
V (CSE)		0.4848	0.0802	0.000	b2	—	—	—	
VxX (CSExWO)		0.2662	0.0359	0.000	b3	—	—	—	
Constant	iM1	5.6114	0.2633	0.000	iM2	i2	1.6909	0.3228	0.000
		$R^2 = 0.2946$					$R^2 = 0.4051$		
		$F(3,306) = 42.59, p = 0.0000$					$F(2,307) = 104.5062, p = .0000$		

The above table shows the moderation mediating analysis. At the first Workplace, Ostracism was tested with the moderation of CSE on GSE. The interaction term of regression analysis of WO and CSE. The beta value of the interaction term was -0.9651 and 0.4848, and the *p*-value was 0.01. The value of *F* was 3,306, and R^2 was 0.2646, showing a 29% variation in GSE. The next step was WO and GSE with IRB and OCB regression analysis. The beta value of WO and GSE was -0.3480 and 0.6952, and the *p*-value was also 0.001. The value was 0.4051, which shows a 40% variation between IRB and OCB.

Table 14: Impact of WO on WD, Moderating Role of CSE, Mediating Role of GSE

Antecedent		Consequent							
		M (GSE)						Y (WD)	
		B	SE	P			B	SE	P
X (WO)	a1	-0.9651	0.1118	0.000	a2	c'	0.5921	0.0232	0.000
M (GSE)		—	—	—	b1	-0.0981	0.0319	0.000	
V (CSE)		0.4848	0.0802	0.000	b2	—	—	—	
VxX (CSExWO)		0.2662	0.0359	0.000	b3	—	—	—	
Constant	iM1	5.6114	0.2633	0.000	iM2	i2	1.0852	0.1453	0.000
		$R^2 = 0.2946$					$R^2 = 0.7235$		
		$F(3,306) = 42.59, p = 0.0000$					$F(2,307) = 401.6563, p = .0000$		

The above table shows the moderation mediating analysis. At the first Workplace, Ostracism was tested with the moderation of CSE on GSE. The interaction term of regression analysis of WO and CSE. The beta value of the interaction term was -0.9651 and 0.4848, and the *p*-value was 0.01. The value of *F* was 3,306, and R^2 was 0.2662 showing a 29.46% variation in GSE. The next step was WO and GSE with the regression analysis of WD. The beta value of WO and GSE was 0.5921 and 0.0981, and the *p*-value was 0.001. The value was 0.7235, which showed a 72.35% variation in WD.

DISCUSSION

This research study emphasizes the interactive performance of the employees. The IRB and OCB, and WD measure behavioral performance. The predecessor of the study is Workplace ostracism. The respondents of the study show different views according to their experiences. This research study displays that WO was negatively associated with IRB and OCB. The Beta value of variables shows a negative value.

Ostracism and Global Self-Esteem Level are negatively related to ignorance in the workplace, contributing to low self-esteem. Relatedness between GSE and IRB and OCB is positive; the higher self-esteem involves employees' in-role behavior and OCB. Whereas GSE is negatively related to WD, results show that as the self-esteem is high, workplace deviance in the organization decreases employees. According to the results, the moderation impact of CSE between WO and GSE is positively related. The moderated mediated impact of the study shows that the CSE moderated the GSE, and GSE mediated the IRB&OCB also mediated the WD. All the study hypotheses are accepted according to the results are significant at 0.05 levels. The study is done in the banking sector that deals with the employees who have less job performance (behavioral performance) are less in terms of OCB and in-role

behavior in workplace ostracism.

MANAGERIAL IMPLICATIONS

This study will help the managers manage the employees' behavioral performance. Behavioral performance includes employees' role behavior, which is how employees behave during their roles within the organization. Organizational citizenship behavior is also an important factor in the behavioral performance of the employees. OCB is how an individual executes non-organizational formal regulation and behavior. It also helps managers identify WO, which also helps to Workplace Deviance is intentionally interrupted by organization rules and regulations and intimidate the organization's well-being, so employees' behavioral performance is a tough job for managers to manage because this directly contributes to the organizational performance.

CONCLUSION

The Results show that Workplace Ostracism and Global Self-Esteem Level are negatively related to ignorance, contributing to low self-esteem levels. Relatedness between GSE and IRB, and OCB is positive. The higher self-esteem involves employees in intrinsic behavior and OCB. On the other hand, GSE is negatively related to WD; results show that as the self-esteem is high, the workplace deviance in the organization decreases employees. According to the results, the moderation impact of CSE between WO and GSE is positively related. The moderated mediated impact of the study shows that the CSE moderated the GSE (Perk, 2009) and GSE mediated the IRB&OCB also mediated the WD.

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