



## Workplace Ostracism as An Antecedent of Workplace Incivility: Mediation of Negative Emotions and Moderating Role of Perceived Organizational Support

Malik Zeeshan<sup>1</sup> , Noshaba Batool<sup>2</sup> , Muhammad Ali Raza<sup>3</sup> ,  
Bahaudin G. Mujtaba<sup>4</sup> 

**Abstract:** *This study examines the link between workplace ostracism and incivility along with the mediating role of negative emotions and moderating role of perceived organizational support. The study applies partial least squares structural equation modelling (PLS-SEM, Smart PLS-4) for data analysis of responses obtained from 315 service sector professionals in Pakistan. The results confirmed that workplace ostracism is positively linked to workplace incivility and that negative emotions mediate this relationship. Furthermore, the relationship between negative emotions and workplace incivility is moderated by perceived organizational support (POS) such that this relationship gets weaker for higher level of POS. This research enhances the literature surrounding the stressor emotion model and provides insights to organizations in formulating policies to manage workplace ostracism and incivility.*

**Keywords:** Ostracism, Negative Emotions, Workplace Incivility, Perceived Organizational Support, Stressor Emotion Model

**JEL:** M12, L93, M53, D83, D91

**Received :** 28 May 2025

**Revised :** 23 July 2025

**Accepted :** 06 August 2025

**Type :** Research

### 1. Introduction

It is very important for organizations to have cordial work environment so that the employees interact with one another in a friendly and hopeful manner while enjoying spending time at their workplaces (Emhan et al., 2024). Since employees devote a major share of time at their workplaces, they might experience both good and bad behaviour from their colleagues. It is not only generally believed but also empirically proven that uncivil workplace behaviours negatively affect the workplaces (Han et al., 2022). Uncivil workplace behaviour not only foils the work environment through diminished trust among employees but can also lead to many other detrimental effects for the organizations (Porath & Pearson, 2013). Uncivil work behaviour, normally termed as *workplace*

**Cite this article as:** Zeeshan, M., Batool, N., Raza, M. A., & Mujtaba, B. G. (2025). Workplace ostracism as an antecedent of workplace incivility: Mediation of negative emotions and moderating role of perceived organizational support. *Business and Economics Research Journal*, 16(4), 533-549. <http://dx.doi.org/10.20409/berj.2025.480>

**Copyright:** © 2025 by the authors. This is an open access article distributed under the terms and conditions of the Creative Commons Attribution 4.0 (CC BY-NC) International License.

<sup>1</sup> PhD., Manager, Registrar Secretariat, COMSATS University Islamabad, Islamabad, Pakistan, zeeshanhru@comsats.edu.pk

<sup>2</sup> Lecturer, PhD., University of Westminster, School of Organisations, Economy & Society, London, U.K., n.batool@westminster.ac.uk

<sup>3</sup> Assist.Prof., PhD., COMSATS University Islamabad, Department of Management Sciences, Islamabad, Pakistan, m.aliraza@comsats.edu.pk

<sup>4</sup> Prof., PhD., Nova Southeastern University, Huizenga College of Business and Entrepreneurship, Management Department, Florida, USA, mujtaba@nova.edu (Corresponding Author)

*incivility*, are so common that majority of the workers experience incivility in their professional career (Porath & Pearson, 2013: 115).

The concept of workplace incivility gained popularity through a prominent theoretical study by Andersson and Pearson (1999) where it was described as “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect,” since “Uncivil behaviours are characteristically rude and discourteous, displaying a lack of regard for others” (Andersson & Pearson, 1999: 457). Many other scholars embraced this definition while defining this construct in a similar manner (Cortina et al., 2017). Some common illustrations of workplace incivility are passing humiliating remarks about a colleague, talking down to a colleague, not paying attention to the opinions of a colleague, using unprofessional terms to address a colleague, and interrupting a colleague (Cortina & Magley, 2009; Schilpzand et al., 2016). Even though most people in South Asia are conditioned to exercise patience and get along with others (a concept known as “guzaara”), incivility can surface its ugly head in the workplace in many ways (Mujtaba, 2019). Blatant forms of incivility can lead to discrimination and retaliations (Wesley et al., 2024; Roberts & Mujtaba, 2024), and it can hurt teamwork, which is nowadays facilitated more and more through online collaborations (Kanaris & Mujtaba, 2024). Workplace incivility has increasingly captured the interest of researchers in recent years because of its important effects on employees and organizations (Moon & Morais, 2023; Han et al., 2022; Vasconcelos, 2020).

Literature on workplace incivility highlights that most of the research on workplace incivility targeted *experienced incivility*, especially the sufferers and consequences, while comparatively less attention has been dedicated to the predictors and perpetrators of the incivility i.e., *instigated incivility* (Miranda & Welbourne, 2021; Park & Martinez, 2022; Schilpzand et al., 2016; Vasconcelos, 2020). Furthermore, comparatively less is known about *why* an employee indulges in this subtle deviant behaviour (Miranda & Welbourne, 2021). According to these researchers, recognizing the causes that leads employees to instigate incivility is very important so that the organizations could better cope with its consequences.

Since the role of emotions is important in human life, their importance in the workplace settings is also significant. Facing different kinds of stressors at the workplace is an inevitable attribute of professional lives of many people and may lead to nurturing negative emotions in them. Furthermore, as emotions have immense motivational power in our lives, a comprehensive empirical investigation of the emotional precursors of instigated incivility is required; however, less consideration has been given to this important research area (Miranda & Welbourne, 2021).

One of the major reasons behind the negative emotions of employees at the work environment is ostracism at their workplace (Anjum et al., 2022). Ostracism is described as “the extent to which an individual perceives that he or she is ignored or excluded by the others” (Williams, 2001: 30). The seminal review of ostracism conducted by Robinson et al. (2013) highlighted important definitional aspects of ostracism. They explained ostracism as a situation where “an individual or group omits to take actions that engage another organizational member when it is socially appropriate to do so”. Ostracism is considered as different from bullying, aggression, harassment, incivility, and social undermining, as all these elements are related to some kind of interaction between two or more people whereas in the case of ostracism there is no such interaction (Sharma & Dhar, 2022; Sarfraz et al., 2019). Furthermore, workplace ostracism can be intentional or unintentional (e.g., ignoring someone when you are too engaged in your assignment); purposeful or non-purposeful (e.g., while sending group emails you forgot to add someone’s email) (Chung & Yang, 2017). Some of the examples of ostracism are ignoring someone, not answering the greetings from colleagues, refusing to talk to someone, shutting someone out of the conversation, and even bullying (Powers et al., 2013).

Different researchers assert that workplace ostracism leads employees to anxiety, stress, anger, and emotional exhaustion besides other negative emotional effects which can impact customers as well (Chow et al., 2008; Nafei et al., 2025; Raza et al., 2022; Sarfraz et al., 2019); and that ostracism is positively linked to enhancement of negative emotions (Abubakar et al., 2018). Negative emotions, consequently, might lead employees to indulge in counterproductive work behaviour (Jahanzeb & Fatima, 2018; Sears & Humiston, 2015). In this way, it is argued that ostracism is positively linked to enhancement of negative emotions and

in this way the ostracised individuals may engage in behaving in a negative manner (Roberts, 2012). In view of this, organizational behaviour scholars and practitioners should comprehend the gravity of ostracism and resulting negative emotions so that the consequent negative behaviours may be avoided which is quite important for congenial work environment (Han et al., 2022; Sharma & Dhar, 2022). It is pertinent to highlight that while ostracism is studied as the outcome of incivility (e.g., Bedi, 2021; Jawahar et al., 2021) but studying ostracism as an antecedent of incivility has not been given that much attention by the researchers. This is also confirmed in the reviews of Sharma and Dhar (2022), and Han et al. (2022) that researchers have not given attention to studying ostracism as an antecedent of workplace incivility. Hence, with an intention to focus on this research gap, the first objective of this research is to examine the effect of ostracism on workplace incivility, considering both its direct effect and its mediation through negative emotions.

Furthermore, considering the damaging impacts associated with ostracism, exclusion, and general incivility, it is essential to study the moderating role of a variable which might act as an important recovery source in the case of ostracism and can buffer the harmful effects of incivility as well (Raza et al., 2022). Some researchers (e.g., Choi, 2020; Sarfraz et al., 2019; Sarwar et al., 2020) are of the view that perceived organizational support instigates feelings of reciprocal obligations towards the organization and hence counter the harmful effects of ostracism. POS (perceived organizational support) was defined by Eisenberger et al. (1986) as *“employees beliefs concerning the extent to which the organization values their contributions and cares about their well-being”*. Organizational support theory, highlighted by Kurtessis et al. (2017), proposes that personnel form an image in their mind regarding the way organization respects their workplace efforts and the way they are taken care of. In this way, an employee’s wellbeing is being accounted for by the organization as a sort of exchange or reciprocity for his / her work efforts. Whereas, if the perceived support has lower value, it will further aggravate the negative emotions and may result in an increase in workplace deviant behaviour. Sarfraz et al. (2019) concluded that POS serves the role of a moderating variable between ostracism and stress, helping to reduce the harmful outcomes of ostracism. Moreover, if workforce have a perception that the organization is concerned about their issues and offers genuine support in different matters, their chances of indulging in uncivil or deviant behaviour will decline. However, if an employee’s POS is lower, it will aggravate the chances of indulging in uncivil or deviant behaviour. With this rationale, the study’s second objective is to investigate whether POS moderates the association between workplace ostracism and workplace incivility or not?

Despite the growing interest in workplace incivility and its adverse organizational outcomes, there remains a significant gap in understanding the antecedents of incivility, particularly from the perspective of the instigators rather than the victims (Miranda & Welbourne, 2021; Schilpzand et al., 2016). Prior research has largely emphasized the consequences of experiencing incivility, while relatively limited empirical work has focused on why employees engage in uncivil behaviour themselves (Park & Martinez, 2022). This study makes a distinct contribution by proposing and empirically examining workplace ostracism as an antecedent to instigated incivility—an area that has been underexplored in extant literature (Han et al., 2022; Sharma & Dhar, 2022). Additionally, by incorporating negative emotions as a mediating mechanism and POS as a moderator, this research adds depth to the understanding of the emotional and organizational boundary conditions under which ostracism leads to uncivil conduct. Thus, the study contributes to both theory and practice by offering a comprehensive model that explains how and when ostracism translates into instigated workplace incivility, addressing a notable void in organizational behaviour literature and offering actionable insights for fostering respectful workplace cultures.

The rest of the study is structured as follows. Section 2 presents a detailed review of the literature and the development of the theoretical framework and hypotheses. Section 3 outlines the methodology, including research design, sample characteristics, data collection procedures, and measures employed. Section 4 provides the results of the statistical analyses conducted to test the proposed hypotheses. Section 5 offers a comprehensive discussion of the findings considering existing literature, alongside theoretical and practical implications as well as limitations of the study and future directions. In the last sections, conclusion of the study is provided.

## 2. Literature and Hypothesis Development

Theoretical considerations through the stressor emotion model (Spector & Fox, 2005) were applied in this study. It proposes that perceived stressor leads to emotional responses, which then, leads to the instigation of counterproductive work behaviours. Workplace ostracism is a perceived stressor (Sarfraz et al., 2019) and grounded on this model, this research suggests that the ostracised individual, while perceiving it as a stressor, enhance the negative emotions and that can ultimately lead the incumbent to indulge in uncivil behaviour, as postulated in the model.

Furthermore, according to this model, perceived control plays an important moderating role between stressors and emotions as well as among emotions and behavioural reactions. POS is utilized as a control factor in the proposed model (Figure 1) with a proposition that it will mitigate the adverse effects of ostracism, negative emotions, and incivility. This model was also used by Yean et al. (2022), and Roberts (2012) while examining the association of workplace stressors with negative emotions and incivility. Drawing from the theoretical insights gathered from this model, the study posits a conceptual framework represented in Figure 1.

### 2.1. The Association of Workplace Ostracism and Workplace Incivility

The literature on ostracism related to employee behaviour revolves around four major themes: antecedents, consequences, underlying mechanisms, and boundary conditions. Different aspects related to perpetrators and targets (e.g., personality trait, position in organization etc.), environments (e.g., informal/formal), and cultures (individualistic/collectivistic) have been studied in different contexts (Anjum et al., 2022; Sharma & Dhar, 2022). Many studies confirm that the ostracised individual have tendencies to indulge in negative behaviour (e.g., Gürlek, 2021; Nasir et al., 2017; Rajchert & Winiewski, 2016). Ostracism is an overwhelming stressor which perpetrates the victims to involve in negative behaviour while considering that consequently they might gain some control over the situations (Jahanzeb & Fatima, 2018; Raza et al., 2024).

In Pakistan, Akhtar et al. (2020) concluded that when subordinates feel that they are the victim of supervisor ostracism i.e., ostracized by the supervisor, they tend to feel negative with a perception of unfairness and discrimination, and hence they tend to engage in unethical or uncivil behaviours so that to compensate their hurt feelings in the form of a revenge. Likewise, the research study by Shafique et al. (2020) also concluded that ostracism is positively linked to deviant behaviour. In view of these arguments, this study proposes:

*H<sub>1</sub>: There exists a positive association between workplace ostracism and workplace incivility.*

### 2.2. Workplace Ostracism and Negative Emotions

The relationship between WO and negative emotions has been discussed and examined in numerous research studies. Being ostracized can result in negative emotions such as a sense of injustice, sadness, grief, anger and sorrow (Chow et al., 2008; Sarfraz et al., 2019). These sentiments may then manifest in behaviours like distancing oneself from others or displaying negative tendencies. Social exclusion, also known as ostracism, can have an impact on an individual's wellbeing (Anjum et al., 2022). Ostracism induces feelings of isolation, a loss of autonomy and diminished self-worth at the workplace, consequently, this could elicit emotions like rage, unease and emotional fatigue and it might pave the way for strain such as depression and anxiety (Sharma & Dhar, 2022; Zeeshan et al., 2024). It is very interesting, rather thought provoking, that the target of chronic ostracism often prefers oral or physical attack despite becoming the victim of ostracism (Ferris et al., 2008), while hoping that s/he can have a chance to feel acknowledged by the perpetrators. Various researchers have reported a positive link between these two variables. Chow et al. (2008), reported that ostracism and anger are positively interconnected. Similarly, Chung (2018) concluded that workplace ostracism leads to perceived stress. Another study by Sarfraz et al. (2019), concluded that ostracism and stress are positively associated. Likewise, a qualitative study by Fatima et al. (2019) also stated that ostracism enhances negative emotions among university faculty. In another study Fatima et al. (2017) found that ostracism leads to employee silence. Based on these arguments, this study proposes:

*H<sub>2</sub>: There exists a positive association between workplace ostracism and negative emotions.*

### **2.3. Negative Emotions and Workplace Incivility**

Negative emotions are considered as the most important factor in instigation of incivility (Miranda & Welbourne, 2021; Park & Martinez, 2022). Emotions play a very important role in our lives, so is the case with workplace settings. Various scholars have highlighted the relationship between these two variables. Sakurai and Jex (2012) emphasize the significance of emotions while interpreting the association between incivility and adverse outcomes. According to Meier and Semmer (2013), anger and incivility are positively interconnected. Similarly, findings by Chow et al. (2008) also states that anger mostly directs an individual to antisocial behaviour, which can be highly unprofessional or unethical in retail settings. Similarly, Nasir et al. (2017) states that stress is related to counterproductive and unprofessional work behaviours. Likewise, Ferris et al. (2016) are of the view that anxiety and avoidance oriented counterproductive work behaviour are positively connected. In another study, Jiang et al. (2020) confirmed that emotional exhaustion has a statistically significant association with workplace deviant behaviour. Similarly, Yean et al. (2022) are of the view that job stressors lead to an increase in counterproductive work behaviours. In view of this, the study proposes:

*H<sub>3</sub>: There exists a positive association between negative emotions and workplace incivility.*

### **2.4. Negative Emotions as Mediator**

Emotional responses are reported to follow workplace ostracism and accordingly leads to indulging in counterproductive work behaviour. Schilpzand et al. (2016) are of the view that there is a great need to study possible mediators between related variables and workplace incivility. Several research studies have been conducted worldwide for observing the mediation of negative emotions between the association of ostracism and counterproductive work behaviour. In this connection, Chow et al. (2008) confirmed that anger mediates the association between ostracism and antisocial behaviour. Similarly, Jiang et al. (2020) found that the association between ostracism and deviant behaviour is mediated by emotional exhaustion. However, Ferris et al. (2016) found out that the association between ostracism and avoidance-oriented counterproductive work behaviour is mediated by anxiety. Likewise, Chung (2018) reported mediation of stress between the connections of ostracism and helping and voicing behaviour. Similarly, Meier and Semmer (2013) reported partial mediation of anger between the relationship of lack of mutual benefit (reciprocity) and incivility. In the case of Pakistan, a few studies have reported that negative emotions mediate the association between ostracism and counterproductive behaviour. Jahanzeb and Fatima (2018) are of the view that emotional exhaustion mediates the association of ostracism with interpersonal deviance. Similarly, Nasir et al. (2017) reported the mediation of between the relationship of ostracism and counterproductive behaviour. In another study, Sarwar et al. (2020) reported that the relationship of ostracism with customer service sabotage is mediated by stress. Based on literature, it can be argued that negative emotions act as a bridge between the employee treatment and responses at the workplace. Ostracised employees troubled by their colleagues and supervisor behaviour harbour negative emotions which prompt them to show adverse behaviours at workplace including incivility. Considering these insights from the literature, this study proposes that:

*H<sub>4</sub>: The association of workplace ostracism with workplace incivility is mediated by negative emotions.*

### **2.5. Moderating Role of Perceived Organizational Support**

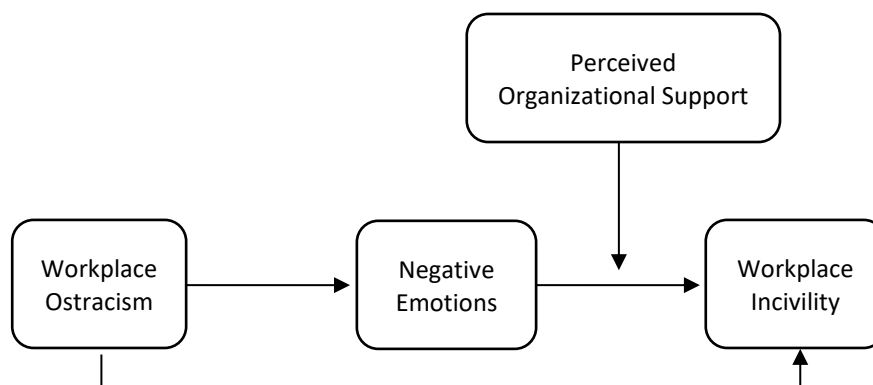
In the field of organizational behaviour, POS has been the topic of growing attention (Jehanzeb, 2020; Testa et al., 2020). Researchers (e.g., Kurtessis et al., 2017; Liu, 2009) are of the view that an optimistic discernment of organizational support creates a sense of gratitude in employees and such discernment have a positive effect on their moods hence personnel with sense of high POS values will have lesser negative emotions caused by the perceived stressor. Kurtessis et al. (2017) conducted a meta-analysis of organization support theory (OST) and utilized reports from 558 research studies and mentioned that OST was commonly successful in its forecasts regarding the antecedents and consequences of POS, including, an employee's orientation toward the organization and well-being. Testa et al. (2020) are of the view that organizations that

value employees' contribution and care about their wellbeing can better impact their organizational citizenship behaviour because of the higher values of POS.

Several studies (e.g., Choi, 2020; Danish et al., 2015; Jain et al., 2013) support the fact that POS is positively associated with organizational citizenship behaviour (OCB). Choi (2020) conducted research on Korean workers and their supervisors to analyse the moderation of POS between ostracism and OCB and found stronger negative relationship for workers having low POS as compared to those having high POS. Similarly, Jain et al. (2013) reported that the association between workplace stressors and OCB is moderated by POS in a way that the relationship will be weaker for higher values of POS. In the context of Pakistan, a study by Shakir and Siddiqui (2018) in banking and telecom sectors reported a higher level of OCB for employees having higher values of POS. Similarly, another study conducted in the National Highway Authority of Pakistan by Danish et al. (2015) reported that POS is positively linked to OCB. Similarly, Sarfraz et al. (2019) examined the impact of ostracism on stress while also studying the moderation of POS between this relationship and found that POS moderates this relationship. They concluded that POS establishes that employees are taken care of and respected by their organization. Based on the literature, it can be inferred that POS eases employees by suppressing their negative emotions thereby reducing the toll of ostracism at the workplace. Such employees may not show negative behaviours at work as they do not view the organization in the context of behaviours shown by some co-workers. From the above arguments, employees who are high on POS, will have positive emotions and in this way, it will have less effect on their tendency to engage in instigated incivility, hence, this study proposes that:

*H<sub>5</sub>: POS moderates the association between negative emotions and incivility with its higher levels weakening the relationship.*

**Figure 1. Research Model**



### 3. Methodology

#### 3.1. Study Design and Sampling

A questionnaire survey was utilised to gather self-reported data from the personnel working in the service sector of Islamabad, the capital of Pakistan. Service sector was chosen because of the reason that according to Abubakar et al. (2018), since legislative structure in developing countries is not strong enough, there are more cases of mistreatment with employees working in the service sector. Twelve different organizations which include four universities, four hospitals and four banks, were selected while applying purposive sampling technique. Non-probability purposive sampling method was utilized in this study as this was the best available option considering the nature of study as well as non-availability of details of the targeted professionals. The questionnaire was designed and administered in English, given that the respondents possessed the educational background and language proficiency necessary to understand and complete it effectively. As far as the time-horizon is considered, time-lagged approach was utilized with a gap of two months in-between so that the data analysis biases may be avoided.

As guided by Hair et al. (2019), sample size was calculated through the software named G\*power. The software suggested a result of 262 considering the medium effect size (i.e., 0.20), with the value of 0.05 at 0.95 power. The aim was to have a targeted sample size greater than the advised number so that effective results could be achieved. Data were collected with the help of personal references of the researchers in the target organizations. Initially, the questionnaire was sent to 500 professionals serving in the service sector. Ethical considerations were kept in mind and followed during the research. It was also ensured in the accompanying cover letter that the responses would be kept confidential.

The contact persons were requested to collect data from only those volunteer employees who had a minimum of one year experience in the respective organization. Criteria of minimum one year of work experience was set to ensure that such respondents were selected who had spent ample time at their workplace as variables for which data were being collected take time to manifest. Employees need time to settle at the workplace and understand the cultural norms and interpersonal dynamics; therefore, one year of work experience was taken as cut off criteria. Online google forms were employed for the purpose of data collection due to ease of use and data maintenance. They were also requested to generate a code number against each respondent so that they would be targeted in the second wave through this code number. Hence, the contact person prepared a list of the respondents giving each of them a separate code number. In the first wave (T-1), data pertaining to the demographic variables, workplace ostracism and POS was obtained. At this stage, five hundred questionnaires were distributed to the targets through the respective contact persons. Out of 500, luckily 370 respondents returned their filled questionnaires. Upon review, it was found that 15 questionnaires were not properly filled, hence 355 usable questionnaires were finalized. In the second wave (T-2), after a gap of two months, questionnaires regarding the mediator (negative emotions) and the dependent variable (workplace incivility) were floated to the sampled population following the same pattern. In this wave only those 355 respondents were approached who participated in T-1. Finally, a total of 321 responses were obtained out of which 6 were discarded because these were not completely filled out. Hence, 315 responses were finalised for data analysis by matching them with the responses received in the first wave through the code numbers mentioned on each questionnaire.

### 3.2. Measures

**Workplace ostracism:** Ten-item validated scale established by Ferris et al. (2008) was adopted for measuring workplace ostracism. Five-point Likert scale with options extending from 1 to 5 (1=never and 5=frequently) was utilised for measuring the responses. Sample include “Your greetings have gone unanswered by your colleagues” and “Your colleagues ignored you”, etc.

**Negative emotions:** Ten-item validated scale from “Job Related Affective Wellbeing Scale” (Van Katwyk et al., 2000) was adopted for measuring negative emotions. Five-point Likert scale with 1 to 5 (1=never and 5=frequently) was used to measure the responses. Questions related to negative emotions (anger, anxiety, stress, boredom etc.) were included in this section.

**POS:** Six-item validated scale by Eisenberger et al. (2001) was utilized for measuring POS. Five-point Likert scale extending from 1 to 5 (1=strongly disagree and 5=strongly agree) was applied to measure the POS. Sample questions were “My organization values my contributions to its well-being” and “My organization takes pride in my accomplishments”, etc.

**Workplace incivility:** Twelve-item validated scale from Cortina et al. (2013) was adopted for measuring workplace incivility. Five-point Likert scale from 1 to 5 (1=never and 5=frequently) was applied. Samples include “Made insulting or disrespectful remarks about a colleague” and “Addressed a colleague in an unprofessional manner, either publicly or privately”, etc.

### 4. Results

Table 1 shows that sample consisted of 315 respondents having 185 males (58.8%) and 130 females (41.2 %). Respondents were mostly between the age bracket of 20 and 30 (122, 38.7%); 81 (25.7%) were between the ages 30 and 40; 56 (17.7%) were between the ages 40 and 50; whereas 56 (17.7%) were above 50 years of age. As far as the education is concerned, majority (209 or 66.5%) had 16 years education

(Bachelors/Masters); 61 (19.3%) respondents had 18 years of education (M.Phil./M.S.); and 45 (14.2%) respondents had a Doctorate degree. Regarding the experience, most of the respondents (111, 35.2%) had an experience between 1 and 5 years; 91 (28.9%) had an experience between 5 and 15 years; 68 (21.6%) had an experience between 15 and 25 years, whereas 45 (14.2%) had an experience of above 25 years.

**Table 1.** Demographics of Respondents

| Demographics | Variables      | Frequency | Percentage |
|--------------|----------------|-----------|------------|
| Gender       | Male           | 185       | 58.8       |
|              | Female         | 130       | 41.2       |
| Age          | 20 – 30        | 122       | 38.7       |
|              | 31 – 40        | 81        | 25.8       |
|              | 41 – 50        | 56        | 17.7       |
|              | 51 and above   | 56        | 17.7       |
| Education    | 16 years       | 209       | 66.5       |
|              | 18 years       | 61        | 19.3       |
|              | 21 years       | 45        | 14.2       |
| Experience   | 1 – 5 years    | 111       | 35.2       |
|              | 5 – 15 years   | 91        | 28.9       |
|              | 16 – 25 years  | 68        | 21.6       |
|              | Above 25 years | 45        | 14.2       |

“Partial least squares structural equation modelling (PLS-SEM)” was utilized for examining the “measurement model” and “structural model”. In this context software Smart PLS-4 was utilised for data analysis. Contrary to other techniques, PLS-SEM can estimate the entire model with mediation and moderation in a single analysis and Smart PLS software has been designed to handle complex models (Sarstedt et al., 2020).

#### **Measurement Model**

The measurement model was examined through an assessment of internal consistency, convergent validity, and discriminant validity, following the suggestions of Hair et al. (2017) and Hair et al. (2019). Table 2 analysis confirmed that the item loadings were acceptable, and it shows the details of AVE (Average Variance Extracted), CR (Composite Reliability) and Cronbach’s alpha. All the item loadings are greater than 0.7 whereas the AVE values are also above 0.5 which establishes the convergent validity of the model. Furthermore, Cronbach’s alpha values are greater than 0.7 confirming the internal consistency of the constructs while CR Values greater than 0.7 are indicating that the constructs are reliable. Secondly, Fornell-Larcker criterion (Hair et al., 2017) was utilized for assessing the discriminant validity of the constructs.

Table 3 presents the square root of average variance extracted which shows that the values are higher than the related inter-construct correlations thereby establishing the discriminant validity of the constructs.

**Table 2.** Validity and Reliability for Constructs

| Construct            | Items | Loadings | AVE   | CR    | Cronbach's alpha |
|----------------------|-------|----------|-------|-------|------------------|
| Workplace Ostracism  | Ost1  | 0.801    | 0.597 | 0.819 | 0.776            |
|                      | Ost2  | 0.831    |       |       |                  |
|                      | Ost3  | 0.723    |       |       |                  |
|                      | Ost4  | 0.911    |       |       |                  |
|                      | Ost5  | 0.721    |       |       |                  |
|                      | Ost6  | 0.749    |       |       |                  |
|                      | Ost7  | 0.710    |       |       |                  |
|                      | Ost8  | 0.740    |       |       |                  |
|                      | Ost9  | 0.723    |       |       |                  |
|                      | Ost10 | 0.798    |       |       |                  |
| Negative Emotions    | NE1   | 0.831    | 0.616 | 0.791 | 0.725            |
|                      | NE2   | 0.769    |       |       |                  |
|                      | NE3   | 0.861    |       |       |                  |
|                      | NE4   | 0.741    |       |       |                  |
|                      | NE5   | 0.754    |       |       |                  |
|                      | NE6   | 0.769    |       |       |                  |
|                      | NE7   | 0.846    |       |       |                  |
|                      | NE8   | 0.771    |       |       |                  |
|                      | NE9   | 0.752    |       |       |                  |
|                      | NE10  | 0.746    |       |       |                  |
| POS                  | POS1  | 0.772    | 0.647 | 0.710 | 0.782            |
|                      | POS2  | 0.742    |       |       |                  |
|                      | POS3  | 0.819    |       |       |                  |
|                      | POS4  | 0.901    |       |       |                  |
|                      | POS5  | 0.821    |       |       |                  |
|                      | POS6  | 0.761    |       |       |                  |
| Workplace Incivility | WI1   | 0.731    | 0.593 | 0.826 | 0.764            |
|                      | WI2   | 0.832    |       |       |                  |
|                      | WI3   | 0.748    |       |       |                  |
|                      | WI4   | 0.901    |       |       |                  |
|                      | WI5   | 0.681    |       |       |                  |
|                      | WI6   | 0.726    |       |       |                  |
|                      | WI7   | 0.836    |       |       |                  |
|                      | WI8   | 0.750    |       |       |                  |
|                      | WI9   | 0.794    |       |       |                  |
|                      | WI10  | 0.772    |       |       |                  |
|                      | WI11  | 0.759    |       |       |                  |
|                      | WI12  | 0.687    |       |       |                  |

**Note(s):** AVE: average variance extracted; CR: composite reliability

**Table 3.** Fornell–Larcker Criterion

|                                  | WO           | NE           | POS          | WI           |
|----------------------------------|--------------|--------------|--------------|--------------|
| Workplace Ostracism              | <b>0.772</b> |              |              |              |
| Negative Emotions                | 0.612        | <b>0.784</b> |              |              |
| Perceived Organizational Support | 0.525        | 0.671        | <b>0.804</b> |              |
| Workplace Incivility             | 0.633        | 0.542        | 0.624        | <b>0.770</b> |

Note (s): WO: Workplace Ostracism; POS: Perceived Organizational Support; NE: Negative Emotions; WI: Workplace Incivility; bold values: square root of average variance extracted

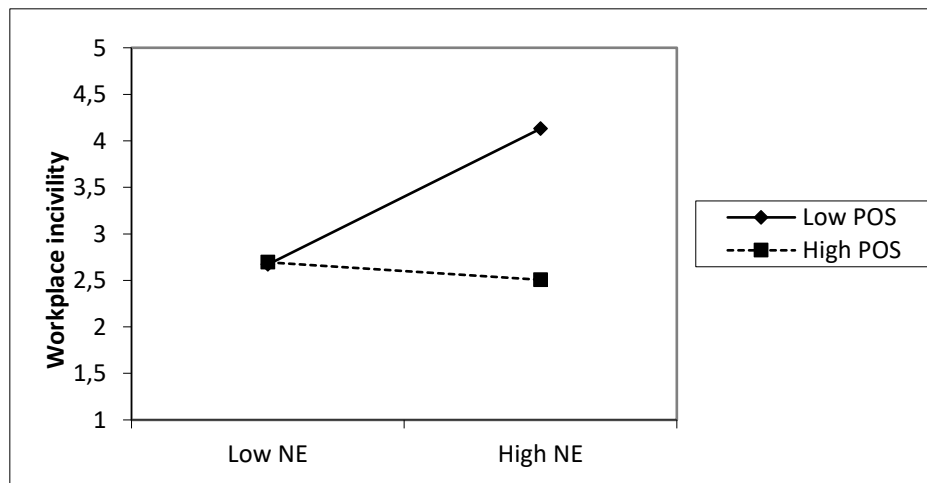
### Structural Model

After validating the measurement model, path analysis was performed to test the hypotheses. Guidelines by Hair et al. (2019), were followed in performing the non-parametric bootstrapping for evaluation of structural model with 5000 resample. Accordingly,  $\beta$ -values and  $t$ -values were generated and as per the guidelines of Hair et al. (2017), values related to  $R^2$  (i.e., coefficient of determination),  $Q^2$  (i.e., predictive relevance) and  $f^2$  (i.e., effect sizes) are also reported. Values in Table 4 shows that the model possesses predictive relevance as  $Q^2$ -values are greater than 0. Furthermore,  $f^2$  values shows the size of the effects that is not determined through the  $p$  values alone.

Table 4 summarises the results related to the structural model. It is confirmed in the results that workplace ostracism is positively and significantly connected to workplace incivility ( $\beta = 0.317$ ,  $t = 5.961$ ,  $p = 0.001$ , and  $f^2 = 0.186$ ), hence the first hypothesis was supported. It is also confirmed that workplace ostracism and negative emotions are positively and significantly connected ( $\beta = 0.737$ ,  $t = 14.128$ ,  $p = 0.001$ , and  $f^2 = 0.147$ ), supporting the second hypothesis. Likewise,  $\beta = 0.318$ ,  $t = 2.539$ ,  $p = 0.012$ , and  $f^2 = 0.127$  show that the negative emotions are positively and significantly related to workplace incivility, supporting the third hypothesis.

The moderation effect was assessed employing a two-stage approach as advocated by Hair et al. (2017), a method explained by its capacity to manifest superior statistical power compared to both the product indicator method and the orthogonalizing approach as proposed by Henseler and Fassott (2010). Interaction terms of negative emotions and POS on workplace incivility is negatively significant ( $\beta = -0.412$ ,  $t = 3.746$ ,  $p = 0.001$ ,  $f^2 = 0.217$ ). Besides, recommendations by Dawson (2014) were also applied while plotting the interaction effect in a graph. The graph in Figure 2 highlights that for higher levels of POS, the connection between negative emotions and workplace incivility is significant. As a result, hypothesis 5 was also supported.

**Figure 2.** Moderation of POS on The Relationship between Negative Emotions (NE) and Workplace Incivility



### Mediation Analysis

The results of mediation analysis are summarized in Table 5. The values [0.087; 0.198] do not have a zero in between while having bias-corrected bootstrap confidence interval of 95%, hints towards mediation of negative emotions in the connection between ostracism with incivility. To examine the size of the indirect effect in relation to the total effect, the variance accounted for (VAF) index was computed to check as if the relationship is partially mediated or fully mediated. The value VAF = 34.81%, being within the range of 20-80%, indicates that the relationship is partially mediated.

**Table 4.** Effects of Endogenous Variables

| Hypotheses                   | $\beta$  | CI (5 %, 95 %) | SE    | t-value | p-value | Decision  | $f^2$ | $R^2$ | $Q^2$ |
|------------------------------|----------|----------------|-------|---------|---------|-----------|-------|-------|-------|
| H1 WO $\rightarrow$ WI       | 0.317**  | 0.231, 0.397   | 0.042 | 5.961   | 0.001   | Supported | 0.186 | 0.721 | 0.363 |
| H2 WO $\rightarrow$ NE       | 0.737**  | 0.752, 0.858   | 0.025 | 14.128  | 0.001   | Supported | 0.147 | 0.712 | 0.396 |
| H3 NE $\rightarrow$ WI       | 0.318**  | 0.119, 0.563   | 0.034 | 2.539   | 0.012   | Supported | 0.127 |       |       |
| H5 NE X POS $\rightarrow$ WI | -0.412** | -0.332, -0.521 | 0.036 | 3.746   | 0.001   | Supported | 0.217 |       |       |

Note (s): WO: Workplace Ostracism; POS: Perceived Organizational Support; NE: Negative Emotions; WI: Workplace Incivility \*\* Significance  $p < 0.05$  (1.96)

**Table 5.** Summary of Mediating Effect Tests

|                                  | Path    | t     | BCCI         | Indirect effect WO $\rightarrow$ NE $\rightarrow$ WI | Path    | t     | 95 % BCCI    | Decision  | VAF     |
|----------------------------------|---------|-------|--------------|------------------------------------------------------|---------|-------|--------------|-----------|---------|
| Total effect WO $\rightarrow$ WI | 0.297** | 5.023 | 0.164, 0.394 |                                                      | 0.127** | 3.326 | 0.087, 0.198 | Supported | 34.81 % |

Note (s): WO: Workplace Ostracism; NE: Negative Emotions; WI: Workplace Incivility \*\* Significance  $p < 0.05$  (1.96)

## 5. Discussion

The aim of this research was to study the association between workplace ostracism and workplace incivility and their indirect relationship through mediation of negative emotions and to study the moderating role of POS with respondents in South Asia's Pakistan. Based on the theory presented in the stressor emotion model, the research hypothesized that ostracism and incivility are positively connected; and negative emotions mediate this relationship. Moreover, the hypothesis suggested that POS moderates the link between negative emotions and workplace incivility, with higher POS diminishing the strength of this relationship. According to the research model, the results conclude that workplace ostracism enhances the negative emotions in the ostracised individual and as a result he/she indulges in workplace incivility. Findings are consistent with those concluded by Shafique et al. (2020); Akhtar et al. (2020); Jahanzeb and Fatima (2018); Nasir et al. (2017); and Peng and Zeng (2017), that workplace ostracism leads to negative behaviours. It was also validated that the association between ostracism and incivility is mediated by negative emotions supporting the arguments of Spector and Fox (2005) that emotions are very important while considering the workplace stressors and negative workplace behaviours.

Hofstede's (2011) cultural model can be employed to better understand how work values and norms differ across the world. Pakistan is a country characterized by high power distance and high collectivism where individuals prefer to exist in groups rather than being alone at the workplace. So, it is very conceivable that ostracised employees in Pakistan may experience heightened negative emotions, potentially fostering workplace incivility. This assertion is aligned with the empirical observations of Jahanzeb and Fatima (2018), where it was concluded that emotional exhaustion mediates the association between ostracism and interpersonal deviance. Additionally, consistent findings emerge from another study conducted by Nasir et al. (2017) within Pakistani universities, indicating that stress functions as a mediator between the positive association of workplace ostracism and counterproductive behaviour. Moreover, findings concerning the moderation of POS between negative emotions and workplace incivility are also similar to the assumption of stressor emotion model. The findings show that high levels of POS weakens the relationship whereas its low levels strengthen the relationship. Therefore, it is concluded that the Pakistani employees having high values of POS are less inclined to indulge in incivility comparing to those having low POS values, when they feel ostracised at the workplace.

### 5.1. Theoretical Contributions

This current research and its findings influence to the existing literature in different respects. Firstly, it presents a novel theoretical viewpoint by examining workplace incivility as an outcome of workplace ostracism, which has rarely been studied earlier. This connection with the stressor emotion model expands the understanding of the antecedents and outcomes of both variables. Secondly, by investigating the mediation of negative emotions, this study enriches the comprehension of ostracism impacting the emotions of the ostracised workers which perpetrates them to behave uncivilly. Furthermore, by addressing the call of Miranda and Welbourne (2021), this research augments the limited literature on emotional aspects of incivility provocation by analysing the mediation of negative emotions between ostracism types of behaviors and workplace incivility. Thirdly, as ostracism and incivility are studied together (Ferris et al., 2017), this study examines their impact on employees' emotions and behaviour, thereby contributes to the related literature. Additionally, the study supports and extends the stressor emotion model by demonstrating how ostracism, as a workplace stressor, can instigate incivility. The current study contributes to stressor emotion model by proving that ostracised employees develop negative emotions over time which ultimately lead towards adverse behaviours such as workplace incivility. Findings support the premise of stressor emotion model and show that negative emotions lead towards counterproductive behaviours, which if left unchecked can damage the organization.

### 5.2. Practical Implications

Overcoming workplace incivility in South Asia, or any other place around the globe, requires individual, organizational, and cultural strategies. For Pakistanis and other South Asians, who often prioritize respect, hierarchy, and collectivism, addressing workplace incivility can be particularly challenging. To reduce the

negative impact of hurt feelings, individuals can start by setting clear boundaries, practicing assertive communication, and seeking support from colleagues, mentors, or HR representatives. Additionally, organizations can foster a culture of respect, empathy, and inclusivity by implementing policies, training programs, and performance metrics that promote civility and address incivility. Of course, it must be noted that culture, honor, dignity, and faith play major roles in behavioral management in Pakistan and other South Asian regions. As such, local norms and mores must be respected to reduce incivility.

This study suggests practical recommendations to organizations for proactively managing the detrimental effects of ostracism and incivility (Lawrence et al., 2023). First, by examining key aspects of workplace ostracism and incivility, this study enhances understanding of their harmful impacts, aiding organizations in identifying and addressing these issues more effectively. Second, the study aims to assist top management in developing policies, norms, and relevant training programs to counter workplace ostracism and incivility proactively. For example, training programs should be implemented to teach employees practical ways to socialize, manage work-related stress, and respond positively to stressful situations rather than resorting to incivility (Khanfar et al., 2024). Additionally, the study suggests establishing a proper complaint communication system for ostracized employees to ensure their concerns are heard at an early stage. Above all, managers should keep a checklist of major incidents to make sure workplace problems are resolved successfully to the satisfaction of all relevant stakeholders, but to also learn from them for continuous improvement purposes (Lawrence et al., 2022; Mujtaba and Myers, 2022). The study also suggests that organizations should work on enhancement of POS to give confidence to employees. Policies emphasizing employee recognition, employee support, emotional and psychological support programs, transparent and well-defined feedback systems, and supervisors' trainings are some of the initiatives that organizations can employ for the implementation of POS in true letter and spirit.

### 5.3. Limitations of the Study and Future Directions

There are some limitations associated to this study. The data were collected solely through self-reports. Although the researchers used validated instruments and ensured confidentiality to address common method variance, it is advocated that future studies should consider collecting responses from various sources. Moreover, the study took place in a collectivist societal context, which may influence workplace relationships differently than in individualistic societies. Future studies should collect data from various countries, particularly those with individualistic cultures, and may compare the results of both. Lastly, service sector organizations were targeted in this research whereas future studies should explore more sectors, for example manufacturing, which may yield different results due to diverse workplace dynamics.

### 6. Conclusion

In any modern workplace where employees are encouraged to voice their opinions to solve complex challenges, the probability of behaviors linked to bullying, ostracism and incivility are high. As such, this study focused on a sample of population of service sector professionals to test the mediating and moderating relationships of several variables associated with incivility and ostracism. Our findings showed that ostracism has a positive association with workplace incivility. When workers experience exclusionary treatment, they are more likely to respond in kind which can increase incivility. More specifically, this study has confirmed that the experiences of negative emotions can mediate the relationship between ostracism and incivility. However, organizational support mechanisms can moderate the relationship between negative emotions and incivility. The relationship between negative emotions and incivility becomes weaker when organizations provide higher levels of support. Consequently, organizational leaders and managers should create relevant structures and policies that enable the expression of diverse points of views in their workplace while minimizing behaviors that are associated with blatant forms of ostracism and incivility.

In summary, to address the cultural nuances of workplace incivility in Pakistan as well as other places in South Asia, national and multinational organizations can consider cultural-specific strategies. For instance, leveraging the concept of honor and dignity to promote respectful behavior, or using storytelling and anecdotes to illustrate the impact of incivility on individuals and teams. Furthermore, organizations can encourage open communication, provide feedback mechanisms, and celebrate each group's perspectives to

create a more inclusive and respectful work environment for everyone. By acknowledging the cultural context and promoting a culture of respect, Pakistanis can overcome workplace incivility and create a more positive and productive work environment.

## Declarations and Disclosures

**Ethical Responsibilities of Authors:** The authors of this article confirm that their work complies with the principles of research and publication ethics.

**Conflicts of Interest:** No potential conflict of interest was reported by the authors.

**Funding:** The authors received no financial support for the preparation and/or publication of this article.

**Author Contributions:** The authors confirm contribution to the article as follows: Conceptualization and design, M. Zeeshan, N. Batool, M. A. Raza, and B. G. Mujtaba; data collection, M. Zeeshan, N. Batool, and M. A. Raza; analysis of data and interpretation of results, M. Zeeshan, N. Batool, M. A. Raza, and B. G. Mujtaba; writing the first draft of the manuscript, M. Zeeshan, N. Batool, M. A. Raza, and B. G. Mujtaba; review and editing, M. Zeeshan, N. Batool, M. A. Raza, and B. G. Mujtaba. The manuscript/article was read and approved by all the authors, and all authors accepted responsibility for their article.

**Plagiarism Checking:** This article was screened for potential plagiarism using a plagiarism screening program.

## References

- Abubakar, A. M., Yazdian, T. F., & Behraves, E. (2018). A riposte to ostracism and tolerance to workplace incivility: A generational perspective. *Personnel Review*, 47(2), 441-457. <https://doi.org/10.1108/PR-07-2016-0153>
- Akhtar, M. W., Syed, F., Javed, M., & Husnain, M. (2020). Grey shade of work environment triad—effect of supervisor ostracism and perceived organizational obstruction on employees' behaviour: A moderated-mediation model. *Leadership & Organization Development Journal*, 41(5), 669-686. <https://doi.org/10.1108/LODJ-07-2019-0334>
- Ali, I., Khan, M. M., Shakeel, S., & Mujtaba, B. G. (2022). Impact of psychological capital on performance of public hospital nurses: The mediated role of job embeddedness. *Public Organization Review*, 22, 135-154. <https://doi.org/10.1007/s11115-021-00521-9>
- Anderson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiralling effect of incivility in the workplace. *Academy of Management Review*, 24(3), 452-471. <https://doi.org/10.5465/amr.1999.2202131>
- Anjum, M. A., Liang, D., Durrani, D. K., & Ahmed, A. (2022). Workplace ostracism and discretionary work effort: A conditional process analysis. *Journal of Management and Organization*, 28(2), 226-243. <https://doi.org/10.1017/jmo.2019.14>
- Bedi, A. (2021). No herd for black sheep: A meta-analytic review of the predictors and outcomes of workplace ostracism. *Applied Psychology*, 70(2), 861-904. <https://doi.org/10.1111/apps.12238>
- Choi, Y. (2020). A study of the influence of workplace ostracism on employees' performance: moderating effect of perceived organizational support. *European Journal of Management and Business Economics*, 29(3), 333-345. <https://doi.org/10.1108/EJMBE-09-2019-0159>
- Chow, R. M., Tiedens, L. Z., & Govan, C. L. (2008). Excluded emotions: The role of anger in antisocial responses to ostracism. *Journal of Experimental Social Psychology*, 44(3), 896-903. <https://doi.org/10.1016/j.jesp.2007.09.004>
- Chung, Y. W., & Yang, J. Y. (2017). The mediating effects of organization-based self-esteem for the relationship between workplace ostracism and workplace behaviors. *Baltic Journal of Management*, 12(2), 255-270. <https://doi.org/10.1108/BJM-06-2016-0130>
- Chung, Y. W. (2018). Workplace ostracism and workplace behaviors: A moderated mediation model of perceived stress and psychological empowerment. *Anxiety, Stress, & Coping*, 31(3), 304-317. <https://doi.org/10.1080/10615806.2018.1424835>
- Cortina, L. M., Kabat-Farr, D., Magley, V. J., & Nelson, K. (2017). Researching rudeness: The past, present, and future of the science of incivility. *Journal of Occupational Health Psychology*, 22(3), 299-313.
- Cortina, L. M., Kabat-Farr, D., Leskinen, E. A., Huerta, M., & Magley, V. J. (2013). Selective incivility as modern discrimination in organizations: Evidence and impact. *Journal of Management*, 39(6), 1579-1605. <https://doi.org/10.1177/0149206311418835>

- Cortina, L. M., & Magley, V. J. (2009). Patterns and profiles of response to incivility in the workplace. *Journal of Occupational Health Psychology, 14*(3), 272. <https://doi.org/10.1037/a0014934>
- Danish, R., Humayon, A., Shahid, A. U., Ahmad, H. W., & Murtaza, G. (2015). Relationship between perceived organizational support and organizational citizenship behavior: A study of employees in national highway authority of Pakistan. *American Journal of Economics, Finance and Management, 1*(3), 195-199.
- Dawson, J. F., 2014. Moderation in management research: What, why, when, and how. *Journal of Business and Psychology, 29*(1), 1-19. <https://doi.org/10.1007/s10869-013-9308-7>
- Emhan, A. R., Main, A., Topaloglu, E., & Bez, Y. (2024). The impact of hopelessness on perceived organizational performance: The mediating role of emotion regulation. *Business and Economics Research Journal, 15*(1), 51-65. <http://dx.doi.org/10.20409/berj.2024.434>
- Fatima, T., Ilyas, M., Rehman, C. A., & Imran, M. K. (2017). Empirical investigation of relationship between workplace ostracism and employee silence: A test of mediating effects of self-esteem and meaningful existence in context of public sector universities in Punjab. *Abasyn Journal of Social Sciences, 10*(1), 111-128.
- Fatima, T., Bilal, A. R., & Imran, M. K. (2019). Workplace ostracism and employee reactions among university teachers in Pakistan. *The Qualitative Report, 24*(11), 2759-2777.
- Ferris, D. L., Brown, D. J., Berry, J. W., & Lian, H. (2008). The development and validation of the workplace ostracism scale. *Journal of Applied Psychology, 93*(6), 1348-1366.
- Ferris, D. L., Yan, M., Lim, V. K., Chen, Y., & Fatimah, S. (2016). An approach-avoidance framework of workplace aggression. *Academy of Management Journal, 59*(5), 1777-1800. <https://doi.org/10.5465/amj.2014.0221>
- Ferris, D. L., Chen, M., & Lim, S. (2017). Comparing and contrasting workplace ostracism and incivility. *Annual Review of Organizational Psychology and Organizational Behavior, 4*, 315-338. <https://doi.org/10.1146/annurev-orgpsych-032516-113223>
- Gürlek, M. (2021). Workplace ostracism, Syrian migrant workers' counterproductive work behaviors, and acculturation: Evidence from Turkey. *Journal of Hospitality and Tourism Management, 46*, 336-346. <https://doi.org/10.1016/j.jhtm.2021.01.012>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage, Thousand Oaks, CA.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review, 31*(1), 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Han, S., Harold, C. M., Oh, I. S., Kim, J. K., & Agolli, A. (2022). A meta-analysis integrating 20 years of workplace incivility research: Antecedents, consequences, and boundary conditions. *Journal of Organizational Behavior, 43*(3), 497-523. <https://doi.org/10.1002/job.2568>
- Henseler, J., & Fassott, G. (2010). Testing moderating effects in PLS path models: An illustration of available procedures. *Handbook of partial least squares: Concepts, methods and applications* (pp. 713-735). [https://doi.org/10.1007/978-3-540-32827-8\\_31](https://doi.org/10.1007/978-3-540-32827-8_31)
- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture, 2*(1), 8.
- Jahanzeb, S., & Fatima, T. (2018). How workplace ostracism influences interpersonal deviance: The mediating role of defensive silence and emotional exhaustion. *Journal of Business and Psychology, 33*(6), 779-791. <https://doi.org/10.1007/s10869-017-9525-6>
- Jain, A. K., Giga, S. I., & Cooper, C. L. (2013). Perceived organizational support as a moderator in the relationship between organisational stressors and organizational citizenship behaviors. *International Journal of Organizational Analysis, 21*(3), 313-334. <https://doi.org/10.1108/IJOA-Mar-2012-0574>
- Jawahar, I. M., Bilal, A. R., Fatima, T., & Mohammed, Z. J. (2021). Does organizational cronyism undermine social capital? Testing the mediating role of workplace ostracism and the moderating role of workplace incivility. *Career Development International, 26*(5), 657-677. <https://doi.org/10.1108/CDI-09-2020-0228>
- Jehanzeb, K. (2020). Does perceived organizational support and employee development influence organizational citizenship behavior? Person-organization fit as moderator. *European Journal of Training and Development, 44*(6/7), 637-657. <https://doi.org/10.1108/EJTD-02-2020-0032>
- Jiang, H., Jiang, X., Sun, P., & Li, X. (2020). Coping with workplace ostracism: the roles of emotional exhaustion and resilience in deviant behavior. *Management Decision, 59*(2), 358-371. <https://doi.org/10.1108/MD-06-2019-0848>

- Kanaris, M. E., & Mujtaba, B. G. (2024). Trust shaping the social relationship of diverse learners in the online education environment. *Environment and Social Psychology*, 9(2), 2197. <https://doi.org/10.54517/esp.v9i2.2197>
- Khanfar, N. M., Nafei, W. A., & Mujtaba, B. G. (2024). Impact of digital twinning on health service quality and sustainable competitive advantage: A study with private hospital professionals. *Health Economics and Management Review*, 5(4), 126-141. <https://doi.org/10.61093/hem.2024.4-05>
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884. <https://doi.org/10.1177/0149206315575554>
- Lawrence, E., Tworoger, L., Jones, J. P., Mujtaba, B. G., & Carter, S. L. (2023). A coaching co-design: Fostering change, innovation, and collaboration. *Organization Development Journal*, 41(1), 38-53.
- Lawrence, E., Weisfeld-Spolter, S., Tworoger, L., Yurova, Y., & Mujtaba, B. G. (2022). An informed practice for leading change collaboratively. *Development and Learning in Organizations*, 36(6), 19-22. <https://doi.org/10.1108/DLO-10-2021-0191>
- Marchione, T. M., Khanfar, N. M., Mujtaba, B. G., & Loudon, D. (2020). "Daltexpharma": A case addressing potential pharmaceutical cargo theft. *INNOVATIONS in Pharmacy*, 11(3), 1-7. <https://doi.org/10.24926/iip.v11i3.3380>
- Meier, L. L., & Semmer, N. K. (2013). Lack of reciprocity, narcissism, anger, and instigated workplace incivility: A moderated mediation model. *European Journal of Work and Organizational Psychology*, 22(4), 461-475. <https://doi.org/10.1080/1359432X.2012.654605>
- Miranda, G. A., & Welbourne, J. L. (2023). Examining incivility through a moral lens: Coworker morality appraisals, other-condemning emotions, and instigated incivility. *Journal of Business Ethics*, 182(2), 501-519. <https://doi.org/10.1007/s10551-021-04955-5>
- Moon, C., & Morais, C. (2023). The effect of covert narcissism on workplace incivility: The mediating role of self-esteem and norms for respect. *Current Psychology*, 42(21), 18108-18122. <https://doi.org/10.1007/s12144-022-02968-5>
- Mujtaba, B. G. (2019). Leadership and management philosophy of "guzaara" or cooperating to "get along" in South Asia's Afghanistan. *Business Ethics and Leadership*, 3(1), 44-57. [http://doi.org/10.21272/bel.3\(1\).44-57.2019](http://doi.org/10.21272/bel.3(1).44-57.2019)
- Mujtaba, B. G., & Meyer, C. (2022). Checklist for professional communication: A path to a healthy personality, reflective mindfulness, and self-development management. *Health Economics and Management Review*, 3(3), 99-108. <https://doi.org/10.21272/hem.2022.3-10>
- Nafei, W. A., Khanfar, N. M., & Mujtaba, B. G. (2025). Robotic service quality success in increasing purchase intention and customer satisfaction: A study of five-star hotels in Egypt. *Archives of Business Research*, 13(01), 21-43. <https://doi.org/10.14738/abr.1301.18156>
- Nasir, N., Khaliq, C. A., & Rehman, M. (2017). An empirical study on the resilience of emotionally intelligent teachers to ostracism and counterproductive work behaviors in context of the higher educational sector of Pakistan. *GMIACS*, 7(1), 10-10.
- Park, L. S., & Martinez, L. R. (2022). An "I" for an "I": A systematic review and meta-analysis of instigated and reciprocal incivility. *Journal of Occupational Health Psychology*, 27(1), 7. <https://doi.org/10.1037/ocp0000293>
- Peng, A. C., & Zeng, W. (2017). Workplace ostracism and deviant and helping behaviors: The moderating role of 360 degree feedback. *Journal of Organizational Behavior*, 38(6), 833-855. <https://doi.org/10.1002/job.2169>
- Porath, C. L., & Pearson C. (2013). The price of incivility. *Harvard Business Review*, 91(1-2), 115-121.
- Powers, J. L., Brotheridge, C. M., Blenkinsopp, J., Bowes-Sperry, L., Bozionelos, N., Buzady, Z., Chuang, A., Drnevich, D., Garzon-Vico, A., Leighton, C., Madero, S. M., Mak, W., Mathew, R., Monserrat, S. I., Mujtaba, B. G., Olivas-Lujan, M. R., Polychroniou, P., Sprigg, C. A., Axtell, C., Holman, D. Ruiz-Gutierrez, J.A., & Obiajulu Nnedum, A. U. (2013). Acceptability of workplace bullying: A comparative study on six continents. *Journal of Business Research*, 66(1), 374-380. <https://doi.org/10.1016/j.jbusres.2011.08.018>
- Rajchert, J., & Winiewski, M. (2016). The behavioral approach and inhibition systems' role in shaping the displaced and direct aggressive reaction to ostracism and rejection. *Personality and Individual Differences*, 88, 272-279. <https://doi.org/10.1016/j.paid.2015.09.018>
- Raza, M. A., Hadi, N. U., Hossain, M. M., Malik, I. A., Imran, M., & Mujtaba, B. G. (2022). Impact of experienced workplace incivility (EWI) on instigated workplace incivility (IWI): The mediating role of stress and moderating role of Islamic work ethics (IWE). *Sustainability*, 14(23), 16187. <https://doi.org/10.3390/su142316187>

- Raza, M. A., Imran, M., Pervaiz, U., & Khan, M. J. (2024). How leader's psychological entitlement leads to despotic leadership causing employee-instigated workplace incivility: Mediation of emotional exhaustion and moderation of Islamic work ethics. *Journal of Islamic Accounting and Business Research*.
- Roberts, S. J. (2012). *Application of the stressor-emotion model of counterproductive work behavior to incivility* [PhD Dissertation]. University of Nebraska, Omaha.
- Roberts, T. J., & Mujtaba, B. G. (2024). Retaliation in the modern workplace and federal laws in the United States of America: Cases and reflections about the undermining of employees' legal rights. *Journal of Business Diversity*, 24(1), 70-78.
- Robinson, S. L., O'Reilly, J., & Wang, W. (2013). Invisible at work: An integrated model of workplace ostracism. *Journal of Management*, 39(1), 203-231. <https://doi.org/10.1177/0149206312466141>
- Sakurai, K., & Jex, S. M. (2012). Coworker incivility and incivility targets' work effort and counterproductive work behaviors: The moderating role of supervisor social support. *Journal of Occupational Health Psychology*, 17(2), 150.
- Sarfraz, M., Qun, W., Sarwar, A., Abdullah, M. I., Imran, M. K., & Shafique, I. (2019). Mitigating effect of perceived organizational support on stress in the presence of workplace ostracism in the Pakistani nursing sector. *Psychology Research and Behavior Management*, 12, 839. <https://doi.org/10.2147/PRBM.S210794>
- Sarwar, A., Abdullah, M. I., Hafeez, H., & Chughtai, M. A. (2020). How does workplace ostracism lead to service sabotage behavior in nurses: A conservation of resources perspective. *Frontiers in Psychology*, 11, 850. <https://doi.org/10.3389/fpsyg.2020.00850>
- Schilpzand, P., & Huang, L. (2018). When and how experienced incivility dissuades proactive performance: An integration of sociometer and self-identity orientation perspectives. *Journal of Applied Psychology*, 103(8), 828. <https://doi.org/10.1037/apl0000303>
- Sears, K., & Humiston, G. S. (2015). The role of emotion in workplace incivility. *Journal of Managerial Psychology*, 30(4), 390-405. <https://doi.org/10.1108/JMP-11-2012-0373>
- Shafique, I., Qammar, A., Kalyar, M. N., Ahmad, B., & Mushtaq, A. (2020). Workplace ostracism and deviant behaviour among nurses: A parallel mediation model. *Journal of Asia Business Studies*, 15(1), 50-71. <https://doi.org/10.1108/JABS-03-2020-0096>
- Shakir, K., & Siddiqui, S. J. (2018). The relationship between work-life balance initiatives and organizational citizenship behavior: The mediating role of perceived organizational support. *JISR Management and Social Sciences & Economics*, 16(2), 65-84. [https://doi.org/10.31384/jisrmsse/\(2018\).16.2.5](https://doi.org/10.31384/jisrmsse/(2018).16.2.5)
- Sharma, N., & Dhar, R. L. (2022). From curse to cure of workplace ostracism: A systematic review and future research agenda. *Human Resource Management Review*, 32(3), 100836. <https://doi.org/10.1016/j.hrmr.2021.100836>
- Spector, P. E., & Fox, S. (2005). The stressor-emotion model of counterproductive work behavior. In S. Fox & P. E. Spector (Eds.), *Counterproductive work behavior: Investigations of actors and targets* (pp. 151-174). American Psychological Association. <https://doi.org/10.1037/10893-007>
- Testa, F., Corsini, F., Gusmerotti, N. M., & Iraldo, F. (2020). Predictors of organizational citizenship behavior in relation to environmental and health & safety issues. *The International Journal of Human Resource Management*, 31(13), 1705-1738. <https://doi.org/10.1080/09585192.2017.1423099>
- Van Katwyk, P. T., Fox, S., Spector, P. E., & Kelloway, E. K. (2000). Using the job-related affective well-being scale (JAWS) to investigate affective responses to work stressors. *Journal of Occupational Health Psychology*, 5(2), 219.
- Vasconcelos, A. F. (2020). Workplace incivility: A literature review. *International Journal of Workplace Health Management*, 13(5), 513-542. <https://doi.org/10.1108/IJWHM-11-2019-0137>
- Wesley, S., Jackson, K. N., Martínez Ramos, D., Vanbeber, S., & Mujtaba, B. G. (2024). Marriott Hotel's practices in mitigating discrimination through inclusionary employee resource groups. *Journal of Business Diversity*, 24(1), 41-56.
- Williams, K. D. (2001). *Ostracism: The power of silence*. Guilford Press.
- Yean, T. F., Johari, J., Yahya, K. K., & Chin, T. L. (2022). Determinants of job dissatisfaction and its impact on the counterproductive work behavior of university staff. *SAGE Open*, 12(3), <https://doi.org/10.1177/21582440221123289>
- Zeeshan, M., Batool, N., Raza, M. A., & Mujtaba, B. G. (2024). Workplace ostracism and instigated workplace incivility: A moderated mediation model of narcissism and negative emotions. *Public Organization Review*, 24(1), 53-73.

**This Page Intentionally Left Blank**