

Workplace Ostracism, Work Stress and Employees' Performance: Moderating Role of Family Motivation



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A research thesis submitted to the Department of Business Studies, Pakistan Institute of Development Economic, Islamabad in partial fulfillment of the requirement for the degree of

MASTER OF PHILOSOPHY IN BUSINESS ECONOMICS

Department of Business Studies

PAKISTAN INSTITUTE OF DEVELOPMENT ECONOMIC ISLAMABAD

ISLAMABAD

2019



Pakistan Institute of Development Economics

CERTIFICATE

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DEDICATION

With all my heart, I dedicate this work to my beloved Parents.

Acknowledgement

First and foremost, I would like to express my deepest gratitude to Allah, the Almighty for showing me the path to complete the course work of my Mphil degree as well as this final thesis. Undoubtly, without his blessings, kindness and inspiration I could never be able to complete my degree. I would also like to express my deepest gratitude to the greatest leader of this universe, the prophet Muhammad (PBUH) who is continuous source of guidance, encouragement for the humanity and always emphasized to get knowledge during all of our life.

I am really thankful to my beloved father who always encouraged me for education, provided me persistent motivation and set a platform for this higher degree. I am also thankful to my mother's sincere prayers and love.

I would also like to express deep and sincere gratitude to all those who provided me the help in any manner throughout my Mphil program. Particularly, my thesis supervisor, **Dr. Hassan Rasool** whose knowledge, guidance, encouragement and above all his mentoring have contributed immensely for completion of my thesis. Moreover, I would like to thank Head of Department **Dr. Nadeem Ahmad** and Faculty of Business Studies for appropriate support and guidance throughout this journey of in-depth learning. Without them, it was impossible for me to carry this research experience.

Ayesha Mahjabeen

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ABSTRACT

This study was meant to investigate the association between workplace ostracism and employees' performance through the mediating mechanism of work stress. The moderating role of Family motivation between the association of work stress and employees' performance was also investigated. Data was collected through structured questionnaire from the employees working in different private banks of Pakistan. 201 responses were used in the data analysis. The result of the study showed that there was significant association between workplace ostracism and employees' performance in presence of mediating mechanism of work stress. The results of this study also showed that family motivation moderates the relationship between work stress and employee's performance in such a way that higher the family motivation, weaker the association between work stress and employee's performance. Theoretical and practical implications of this study are also discussed.

KEYWORDS: Employee's Performance, Family Motivation. Work stress, Workplace Ostracism

Acronyms

AMOS	Analysis of Moment Structures
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
COR	Conversation of Resource
DV	Dependent Variable
EP	Employees' Performance
FM	Family Motivation
IV	Independent Variable
RMSEA	Root-Mean Square Error of Approximation
SPSS	Statistical Package for Social Sciences
WO	Workplace Ostracism
WS	Work Stress

Chapter One

1 Introduction

1.1 Background:

High performance employees are critical for organizational growth. Employee performance shows the monetary or non-money related outcomes of the worker that has a direct connection with the success and performance of the organization. The general accomplishment of any organization in accomplishing its goals depends predominantly on the performance of workers (Kiruja & Mukuru, 2018). Employee's performance is a combination of capacity and inspiration, where capacity is combination of the aptitudes, preparations or trainings and assets required for execution of a task and inspiration or what we call motivation is portrayed as an inward power or feeling that drives an individual to act towards something (Mone & London, 2018). Superb performance made by workers or employees of any organization by aiming for best results is key achievement factor for the growth of an organization (Cardy, 2004). The evaluation of an individual or an association depends intensely on every authoritative strategy, practices, and design structures of an association.

Job performance identifies with the act of carrying out a responsibility. Campbell insists that performing a job is certainly not a single activity but instead a "mind boggling action". Performing a job is carefully a manner and a different thing from the results of a particular job which identify with progress and profitability. So, in light of the increasing attention for finding new approaches to improve performance of employees, Literature has already investigated different conducts or behaviors which are hindrances for Employee's

performance at work environment. Ostracism and stress are among those practices which cause decrease in representative's performance. (Ferris, 2015; Olusegun, 2014).

At working environment employees experience numerous upsetting circumstances that can negatively influence their prosperity and job performance yet workplace ostracism and work stress are most normally observed. Two recent researches demonstrates that a majority of employees studied had encountered exclusion or more clearly defined as ostracism at work at some point in time in their profession (Steinbauer, R. et al, 2018). Workplace ostracism has gotten increasing consideration in the course of recent years but yet remains an under-examined zone. (Ferris, 2008; Hitlan, 2006b).

Job performance which is one of the organizational results is influenced by work related stress. Work stress is an emotional and bodily condition, which have effects on person's viability, adequacy, comfort, competence and work demands. The effect of stress from exhaust or over work, extended time periods at work and increased burden of work has major and regularly disgusting impact on organizations of developing countries (Anitha, 2014)

Arnold (2000) depicts stress as “the reactions of individuals to new or undermining factors in their working environment”. (Jamal, 1984) analyzed an association or relation between work stress and performance of workers and hands on specialists. Stress at workplace can be communicated as the consequence of an individual in light of the working environment from which he feels unbound. Indeed, even one of the characteristics that drives an individual to work is the desire or want to support their families, amazingly little research has inspected the family as a basic form of inspiration for an individual (Menges, 2017). The Research of (Selye, 1956, 1974) on stress has utilized fluctuating

points of view for example, stress used in a two different domains rest on the dimension and life span of a person who is under stress. Over the span of ongoing decades the meaning of (Lazarus, 1984) have prejudiced the area of investigation related to above mentioned domain. As they describe stress as an unpleasant practiced feeling which is the outcome of when prerequisites of a present situation surpass the accessible assets and in this manner dare the prosperity of a person.

Family is very important for an individual and to support one's family is the basic reason for work that people go for work even if they don't like to do it but for the sake of family needs an individual exert extra efforts for the fulfillment of family wants. Surprisingly, very few have examined the implications and effects of role of family motivation. Subsequently, it is a sub-type of prosocial motivation in which the recipient or benefiter is after all the family. It is most likely going to have more important when an employee has dependents at home such as parents, guardians, grandparents, siblings, his own children and spouse or other kinfolk. (Menges, 2017). Another research defines it as it comprises of individuals who are related with each other by natural bonds, wedding, social ritual, or adoption etc. However, family as a motivation has gotten minimal hypothetical or observational consideration. (Menges, 2017). For purpose of this research, while considering the building blocks of family motivation i.e. responsibilities, family support, appreciation and also by improving his/her self-efficacy, I can describe family motivation as:

“A wish to exert extra effort that can benefit one’s family. As it is hard to survive but doing for the sake of family. It is need driven phenomenon for the fulfillment of family responsibilities that motivates an individual to exert extra energy against prospects outside family environment.”

1.2 Problem Statement:

The literature has already recognized the association between workplace ostracism and employee’s performance in number of studies (Robinson et al, 2013). However, there is a need to examine the mechanism or system through which this affiliation or relationship among these variables is established. Work stress is normally observed conduct or behavior in our general public. By and large, ostracism is frequently observed. The workers who are ostracized are probably going to be felt stressed on which at last changes in the low performance of employees. In our society, it is also common that in most of the families only one individual is fully responsible to earn for all other family members and only that individual is completely answerable to acquire for all other members of his family. So in this scenario, that individual has motivation to carry on job and go at work because of family reasons even though he do not want to work at that place. For example, if an individual is a banker and doing job at low level management, he is qualified enough that he can get good job other than this level but due to unemployment or any other reason he cannot get new job easily and he is the sole bread earner for his family, so he has to compromise on this in spite of the fact he don’t like this job just because of family needs. That is the reason family motivation is the limited condition for the association between work stress and employee’s performance which may weaken this association to some extent.

1.3 Research Gap:

The center of this research study is not to feature the negative outcomes of workplace ostracism yet rather to improve our understanding of limit conditions under which its results might be pretty much extreme. Furthermore, the study explore components and mechanisms that may permit ostracized employees to keep up and even upgrade their job performance. In spite of the fact that much research has analyzed outcomes of workplace ostracism, less research has been done on what may strengthen or weaken the connection between workplace ostracism and employee's job performance. The essential focal point of present study is to analyze the role of work stress as a mediator and how family motivation moderates the associations of ostracism & work stress to employee's performance.

Although the relationship between workplace ostracism and how it affects performance of employees and also the association between work stress and employee's performance is well documented in the past literature. However, it is essential to investigate how family motivation acts as boundary condition between these two associations. So in order to check the moderating role of family motivation, I introduce it as a moderator in this research study. Family motivation has already been used as moderator between the association of abusive supervision & job performance (Tariq, 2018). The results of this study confirms that family motivation weakens the employee performance under abusive supervision. So in line with these findings this is expected that family motivation would act as a moderator between work stress and employees performance. This study is first attempt to use family motivation as moderator. In addition to this current study's contribution towards existing assemblage of information regarding employee's

performance, it also adds to introduce a new construct of work stress that regards to workplace ostracism. The mediating effects of the same are tested. The study makes contribution in existing association of variables by identifying the role of family motivation which is employee driven to improve his/her job performance.

1.4 Research Objective:

To study the outcomes of Workplace Ostracism and identify the mechanisms through which it effects outcomes.

1.5 Research Questions:

Following are the specific research questions:

1. What is the relationship between workplace ostracism on Employee's performance?
2. What is the role of work stress in the association between workplace ostracism and Employee's performance?
3. Does family motivation moderate the association between work stress and Employee's performance?

1.6 Underpinning Theory:

1.6.1 Conservation of Resources (COR):

Conservation of Resource Theory (COR) was first proposed by Dr. Steven E. Hobfoll in 1989 (Hobfoll, 1988; 1989) as an integrative stress theory which reflects both natural and inward practices and processes with relatively equivalent measures. The main purpose of COR theory is that individuals struggle to get, hold, support, and encourage those things that are valuable for them. (Hobfoll, 2001). This implies that individuals

employ key resources in order to implement the self-regulations, procedures of their social interactions and relationships, and to organize, act, and fit into the greater framework of organizations and culture itself (Jonathon, 2014). The theory expressed that "(i) the risk of a net loss of assets, (ii) the overall net loss of assets, or (iii) an absence of asset increase following the investment of resources. Both supposed and genuine loss and absence of addition in resources is anticipated as enough for producing stress." Whenever an organization give opportunities to employees for conservation of their psychological resources, the outcome will be that an employee will deal effectively with work demands and prevent an employee from negative work outcomes (Wright & Hobfoll, 2004). With a view of COR theory suggested that employees whose psychological resource pool is not that good enough, they will secure their assets or resources by reducing work commitment and it decline their performance efforts.

The (COR) theory depicts what individuals do while they face an unpleasant situation. The accessible resources consist of objects, environments, individual attributes, & energy. Hobfoll reasoned that stress happens in cases wherever these resources are compromised, vanished or don't give normal outcome which was expected by an individual. Hobfoll (1988, 1989) portrays resources as things that are valued by individuals, with an emphasis on states, conditions, objects and various things. Proposed as a theory of motivation, the essential principle of this theory is that people are propelled and motivated to protect their present resources and get new resources. Resources are described as those items or things, individual characteristics, conditions, or energies that are esteemed by person or that plug in as a resource for fulfillment of these objects, individual attributes,

conditions, and energies. Resources, at that point, are the single unit vital for understanding stress.

As described earlier, the model identifies four kinds of resources. The loss or gain of these resources will result in stress or eustress which is positive stress. Object resources are valued because of some aspect of their bodily nature. Objects have seldom been taken into consideration in stress studies, however are linked to socioeconomic popularity, which has been proven to be a vital aspect in stress resistance. Conditions are resources to the extent that they are valued and well known. Marriage, tenure, and seniority are examples of these. The conservation of resource model suggests that measuring the extent to which conditions are valued by individuals or groups may provide insight into their stress-resistance potential. Personal characteristics are resources to the extent that they normally aid stress resistance. Energies are the last resource category and include such resources as time, money, and knowledge.

Environmental conditions frequently compromise on individual's resources. These environmental situations may undermine individuals' status, position, financial security, friends and family, essential beliefs, or confidence. These losses are weighty on two intensities. To begin with, resources have instrumental incentive to individuals, and second, they have representative value in that they help to describe for individuals about their identity (Hobfoll, Halbesleben, Neveu, & Westman, 2018). As noted above, COR theory relies upon the basic that individuals are pushed to guarantee their present resources (conservation) and secure new assets (acquisition). The things that individuals worth for are objects, states, conditions, and different things and these are named as resources (Hobfoll, 1988). The value of assets differs among people and is connected to their very

own experiences and conditions. For instance, time with family could be seen as a profitable resource to one individual while it may not be valued by another person or may even be seen as a threat to different resources.

For the sake of this research, I have presented a new stress model that I accept more closely reflects current understanding of the widespread stress phenomena and it may be bridges the gap between natural conditions of being ostracized and performance viewpoints. Given the diverse applications of this theory, the essential objective of this research is to give an examination of the family motivation as resource concept with the help of COR theory.

Chapter Two

2 Literature Review

This chapter is review of literature and it begins with a brief study of basic concepts about workplace ostracism, work stress, family motivation and employee's performance. Key aspects and outcomes of workplace ostracism regarding various dimensions are explored. A detailed review for work stress and family motivation is given according to theories of stress.

2.1 Employee's Performance:

The employee's performance is well-defined as "The activities related to job and how well these activities and tasks are performed as expected from an employee at workplace". Every employee is evaluated on his performance on yearly or quarterly basis by his top management executive staff and this will help them to recognize those areas which needs improvement. Employee performance is fundamentally the results accomplished and outcomes achieved during job at any organization. Performance of an employee refers to keep up-to-date and aiming for good results. (Cardy, 2004). Generally, there is no fundamental theory about employee performance. The important thing for any organization is its performance and it depends on the effectiveness and efficiency of employees and how organizations develop, manage and motivate their workers is one of the basic thing on which performance and growth of an organization is depended upon (Kiruja & Mukuru, 2018).

Employees work in an organization with a particular goal in mind or carry on their work in a manner that adds to the objectives of the organization. Employee performance

shows the budgetary or non-monetary result of the worker that is interconnected with the performance and prosperity of organization. Various researches and studies demonstrate that with the intention to increase the employee performance it is necessary to concentrate on raising employee engagement. (Kim, 2014)

Dessler and Harrington, (2003) observes that institutions and organizations should try to motivate and keep hold of the best employees as over-accomplishing, capable workers are the main force of every organization. The performance of an organization depends on the quality of personnel resource management of union group.

2.2 Workplace Ostracism:

People are social creatures and the vast majority of our mental needs are satisfied through social connections in different phases of life (Williams, 2007). Yet, many people can review and express their feelings of being avoided and ignored from their personal experiences encountered in many social settings including their work places. Ostracism is having much impact on a human being because it undermines the four essential mental or cognitive needs of a person. These are named as belonging, control, confidence, and expressive or significant presence in one's life. As a person who is ostracized feels himself in an inferiority complex, he feels insecure about these basic psychological needs mentioned above. (Williams, 2001). Ostracism may be named as avoidance, dismissal, shunning, ignorance, rejection, evading, mistreatment, relational abuse. These are named as such in various literature. (Aydin & Fischer; Bastian & Haslam, 2010) characterized ostracism as avoidance or exclusion. Dismissal and rejection is labeled by (DeBono & Muraven, 2014; Stout & Dasgupta, 2011). Ostracism portrayed as evading and shunning by (Tanaka, 2001; Anderson, 2009; Trautmann & Zeckhauser, 2013), and (Cullen, Fan, &

Liu, 2014) defined ostracism as relational abuse or mistreatment with any person. It is having great importance that some past work or studies concentrated on the impacts of physical disengagement, or isolation and social ostracism in different social gatherings, it indicates the experiences of being avoided and disregarded in the social setting, for example, one has experienced ostracism in any party or get together, in any social setup in presence of others, how he/she become isolated and reviewed their feelings of being avoided is worth noted (Williams et al., 2001).

In past researches, some people admitted that many of their family and friends have dealt them quietly and this kind of ignorance or silent treatment hurts them a most. So this type of attitude may be described as quiet treatment on their friends and family. These type of encounters can be hypothesized as ostracism that has been generally proposed to be much annoying and painful and it hurts a person both mentally and physically. (Zadro, Williams, & Richardson, 2004).

According to (Robinson et al, 2013) already existing meanings of workplace ostracism was reviewed and these definitions. In light of present literature about ostracism by (Robinson et al., 2013) it is defined as “When a group of people or an individual rejects to take steps that are connected with another member of organization.” The feelings of ignorance or ostracism prompts various negative results and it causes a feeling of "social suffering" (Ferris et al, 2008). Practically it is observed by some researches that identical to mind or cognitive structures after an individual encounters such unpleasant situations like physical torture, pain, rejection by society, interpersonal mistreatment etc. will also arouse similar brain stimulations. (Eisenberger, 2003).

In addition to existing knowledge about ostracism, it can undermine four basic needs such as the requirement or need for confidence, the need to have a place, the need to control, and the requirement for a significant presence in one's life and in this way it stimulates in bringing up for the negative or unpleasant results. Ostracism can be of many forms like rejection or ignoring and keeping away from contact and outcast and expulsion (Ferris et al,2008). The ostracism can also be determined when people are having awareness of their inactions that how they socially engage with another person and do such type of negative behavior that can hurt the targeted person and this type of negative attitude ads towards the process of exclusion or out of group. An antagonistic manner like that of silent treatment might be utilized to deliberately punish, to hit back, hurt or fight back with the targeted individual along with this manner of silent treatment can be used as to keep oneself away from trouble, social discomfort, or undesirable feelings. (Robinson et al, 2013). The ostracism at working place means that to what extend an individual employee perceives himself/herself as rejected or disregarded by other staff, colleagues, peers or people working at same place. (Williams et al, 2001; Ferris et al, 2008b). Disregarding the way that workplace exclusion or ostracism has a link with other social mistreatments such that harassing, relational abusive way, irritation, misuse against others etc and various other types of antagonistic vibes are present in our societies. (Leung et al., 2011).

2.2.1 Precursors of Ostracism:

In order to discuss one of the most important research issue on an unpleasant behavior occurring in our societies i.e. ostracism is to discover why people are being ostracized and segregated and what are the basic attitudes along with attributes of the targeted person that only why he/she was the possibility of being abused relationally. There are many researches and have various answers that have profound implications to take active and successful measures in order to eradicate or decline the causes of ostracism at working environment. (Penny, 2010). Many scholars have distinguished that persons' dispositional characteristics are the reasons why individuals are victims of ostracism at their working places or any social setting. (Bowling, Beehr et al., 2006); (Bowling et al., 2010). On one side, for instance those people are less likely to be targets of ostracism and are more averse of the segregation who are having positive attitude and affectivity, higher expressive strength, confidence, extraversion, having self-worth, proactive character, suitability and agreeableness (Leung et al., 2011) ; (Zhao, Peng, & Sheard, 2013). On the other hand, conversely individuals having high level of antagonistic affectivity are more bound to be the part of alienated group or ostracized and have submissive behavior. Those employees or individuals who avoids conflicts and clashes and more calm or humble individuals will in general be an easy targets of relational abuse. (Aquino and Bradfield, 2000; Blouin, Harvey, and Stout, 2006; Hitlan and Noel, 2006; Milam, Spitzmueller, & Penney, 2009). People's capacity and abilities are likewise prone to clarify why exclusion occurs. For example, individuals with better political aptitudes are less inclined to be the casualties of segregation (Cullen, Fan & Liu, 2014).

The fresh research by (Wu et al. 2016), they recognized that associations having cooperative and helpful environments and having reliance on a competitive goals are considered as the backgrounds or predecessors of ostracism at workplaces or working environment. They further brought up that conflicting relationship was the fundamental system or mechanism of the collaborative impact of objective relationship and social expertise on alienation or ostracism.

2.2.2 Mechanisms of how Workplace ostracism effects:

Earlier research has investigated the instruments and mechanism of how shunning or ostracism takes place and effects. A few hypothetical frameworks have been incorporated. As indicated by the needs threat theory by KD William four central needs are compromised because of alienation or ostracism and such need risk has been proposed as the instrument and main mechanism how ostracism occurs and its effects on others and also it has been portrayed as the connection among shunning and its outcomes. Ostracism is having much impact on a human being because it undermines the four essential mental or cognitive needs of a person. These are named as the need of belongingness, need to control over one's social environment, the need of high level of confidence, and need of expressive personality or being worthy of attention in one's life. For instances, the confidence level also clarifies the impact of workplace ostracism on performance of an employee. (Ferris, Brown, & Morrison, 2015). The research by (Leung, Chen & Young, 2011) detailed that being excluded will affect the cognition of a person and it will deplete that cognitive resource of an employee due to alienation. Along these lines, it is said according to the perspective of resource depletion that due to ostracism it leads to stress

and that pressure and work stress leads to reduced engagement at work and effects the employee's performance.

2.2.3 Association between Workplace Ostracism and Employee's performance:

The importance of ostracism in organization is surprisingly effective. It can occur and can hurt a person even from a stranger or a passerby. (Cardoso, Wesselmann, & Williams, 2012) And also some studies (Gonsalkorale & Williams, 2007) concluded that ostracism hurts a person from a hated out-group member. The association between ostracism and performance relies on how ostracism relates to the job and work outcomes and it depends on the self-regulatory behavior of the employee. Controlling one's behavior due to encounters of several internal and external issues or set standards explains the self-regulation. (Baumeister & Vohs, 2010; Richman & Leary, 2003; Renn et al., 2013). As due to workplace ostracism and regular or continuous encounters of such unpleasant behaviors at work environment leads to mental stress and physical pain for the ostracized individual thus depleting his self-regulatory resource as one's control over his behavior may weaken his abilities and self-esteem resulting in decrease in his performance at organization. (Richman & Leary, 2003).

Interestingly, ostracism may not generally be purposeful or rejecting as people some of the time overlook others as they are too much busy and do not pay attention to others as they are excessively caught up with their own work. This kind of in activities or in actions can involuntarily cause overlooking of individuals and their reactions (Williams, 2001). Additionally, there are some cases when ostracism occurs without any set goal and

it happen when people are uninformed that they are taking part in practices that socially exclude other individuals (Robinson et al, 2013). So it is an ambiguity that one is not sure that he is being intentionally ostracized or not, that individual is not aware whether one is intentionally being segregated or unintentionally. Regardless of these viewpoints about ostracism it is characterized as being destructive paying little heed to the absence of sarcastic intention or even with no expectation since it brings about an unbearable practice. (Williams, 1997). The individuals who are ostracized believes that they are left out, prohibited and out of group or unique in relation to other authoritative individual staff. (Hogg, 1988). This leads to stress and can affect the overall performance of the working employee. Therefore, it is proposed that:

H₁: *Workplace Ostracism is negatively and significantly associated with employee's performance*

2.3 Work Stress:

Stress is an undesirable response individuals need to bear serious burdens or different kinds of requests put upon them. In the course of recent decades the meaning of stress given by (Lazarus & Folkman, 1984) have impacted the research in this zone. According to above mentioned researches, the definition of stress is an accomplished or practiced condition or feeling that outcome when required necessities under the situation surpass the accessible assets or resources and along these lines challenge the prosperity of a person. The word stress was first introduced by Selye in 1956 and he defined stress as a person's response to an ecological force or power that can have impact on the performance of an individual. As indicated by (Anderson, 2003) work-family clashes and conflict is likewise a precursor which makes worry and create tension for the employees in an

organization. The term pressure is generally used to depict the subsequent response to outside weight. Although stress has been variously viewed as an environmental stimulus for people.

2.3.1 Association between Workplace Ostracism and Work Stress:

Stress exists everywhere in each institution, at every organization or association either at small level workplaces or huge work spots because of complex situation due to pressure or stress it impacts the representative's work performance. Despite the fact that stress has been differently seen as a natural stimulus for individuals. Job and Business related pressure and work stress can be for the most part terminating a direct result of its potential risks to family working and performance of an individual. Researchers have found that workplace ostracism have negative effects on a person as it causes pain due to social rejection and ignorance and this is painful experience for an ostracized person. (Ferris et al., 2008). Theory by (Williams et al., 2002) has observed alienation or ostracism to be related with negative effects and antagonistic behaviors along with adverse sensitive conditions or feelings (Gruter & Masters, 1986; Leary, Koch, & Hechenbleikner, 2001) such as bitterness, despondency, dejection, depression, loneliness, envy, blame, disgrace, humiliation, social uneasiness, shame, guilt and embarrassment. Moreover, (Williams et al., 1997, 2001) recommended that segregation or workplace ostracism can be contended to be a relational stressor, in this way, bringing about pressure and stressful situation for an ostracized person. Thus, it is hypothesized as:

H₂: *Workplace Ostracism is positively associated with work stress.*

2.3.2 Association between Work stress and Employee's Performance:

Literature correlated to work stress is well documented and it confirms that due to stress a person loses control over one's self and that weakens the self-regulatory ability of a person thus it has been firmly identified with various hierarchical results like that of non-attendance, continuous absenteeism due to stress, employees' execution and performance, fulfilment and efficiency. (Burnard et al., 2000). The number of studies identified various situations of unpleasant encounters that may prompt an individual to success and development in his personality and make life worth living are likewise been considered. The word stress is typically used to depict the subsequent response to outside unpleasant experience. At every level of management i.e. top management, middle level management, lower level management, a normal degree of pressure and stress due to work and working environment has been found among representatives or laborers/workers of the board in each association which shows an important and have significant association with the performance level of employees of the concerned organization (Ivancevich, 1975).

Many studies found out the relationships between tension, worry, and stress with fulfillment and employees performance. The literature on stress explaining the relationship of stressor-strain is well documented. Stressors are the upgrades or stimulus that stimulate the stress mechanism and expands uneasiness, anxiety, strain, and fatigue (Jex, 1998). Strain is a result of the stress procedure that can be mental, physical, and social or behavioral. For example it includes work disappointment, increased turnover intention, substantial side effects, cerebral pain, physiological changes like high blood pressure, behavioral results may be withdrawal from work, chain smoking etc. Strain is unwanted and it triggers negative feelings and insights that outcomes in enthusiastic and physical

withdrawal from work. It was found that lower level of nervousness stress will improves the performance of employee's. Along these lines, negative feelings have been found to be contrarily be identified with collaboration and performance of employees of an organization (Bachrach & Jex, 2000; De Cremer & Van Hiel, 2006). So from above discussion negative relationship between work stress and employee performance is found. Consequently, it is put forward that:

H₃: *Work stress is negatively and significantly associated with employee's performance.*

2.3.3 Mediating role of Work stress between Workplace Ostracism and Employees' Performance:

Work stress in organizations is widespread. Stress is an undesirable response individuals need to bear serious burdens or different kinds of requests put upon them. An enormous literature focuses on great deal of important issues such as workplace, administration or team support, work load and burden etc. in determining the stressful work and its impact on employee physical and psychological wellness (Bashir, 2010).

The term stress defined by Seyle in 1956 is as a person's response to an ecological force or power that can have impact on the performance of an individual. Researchers found eleven reasons that can be used as precursors of stress as work over-burden, role haziness, role encounter, Individuals responsibility, lack of input, participation, synchronized with fast innovative & technological ideas, being in an advanced employment, career advancement, organizational design and condition, and recent occasional events.

The renowned researcher (Hobfoll, 1989) proposes that interfacing with such an unpleasant stressful condition drains the accessible assets for a person. The conservation of resources (COR) theory depicts what individuals do whenever they face an unpleasant situation. The main purpose of COR theory is that individuals struggle to get, hold, support, and encourage those things that are valuable for them. (Hobfoll, 2001). A person feels stress when its demands are greater than available resources and individual take part in such circumstances in that requires many assets along with returns on such assets invested is negative or zero and numerous other resources are invested to avert the future loss. COR theory clarifies that people make a decent attempt to get, safeguard, secure, and sustain significant or important resources. The work of (Hobfoll, 2001) characterized seventy-four work and non-work assets, along with it arranged them into 4 assemblages. These assets incorporate items, individual qualities, conditions, and strength. He presumed that when these above mentioned resources or assets are undermined, lost or do not give the normal outcome then in such situation stress occurs. Business and employment related stress is present everywhere, in small scale businesses or work spots or at large scale work areas, thus work stress has noteworthy effects over the performance of a worker or representatives (Anderson, 2003). In line with the above argument, it is theorized that:

H4: *Work stress mediates the association between workplace ostracism and employee's performance.*

2.4 The Moderating role of Family Motivation:

There is very little acknowledged about family motivation and surprisingly very few well established literature is found that how family motivates or inspires an individual to go to work for under unpleasant working conditions. Some of studies agreed on and

conceptualized the new construct of family motivation as the longing or wish of a person to support his/her family despite of the fact that working conditions are not favorable for him/her. I recommend that it might be a pivotal fundamental broker or can play as a role of referee that changes the immediate negative connection or association between work stress and employee's performance. A solid inspiration to go for work for family conveys a reason solid enough for doing disagreeable or unfriendly work (Menges et al. 2017). One another variable as Prosocial motivation is conceptualized as to want to stretch out vitality or uses own's strength for supporting others and family motivation is speculated as a craving to work for supporting one's family. It is different from customary type of prosocial motivation because it centers on recipients outside the working environment, who are not influenced straightforwardly by representative's work task commitments, items/products, or services yet, rather by, business itself and its affordances. (Grant et al., 2007). Family is very important for an individual and motivation from family is more solid and effective even when the working conditions are not favorable and job do not have important positive impact on family members or others. As employees working in different work settings can take their families with them starting from one employment in an organization then on to the next, just because family is foremost important thing for an individual and it is said that Family motivation ought to be increasingly predictable crosswise over various settings. Kobasa (1979) found that family support improves the harmful effects of work stress in male executives. As employees have strong and deep association with their family which includes parents, spouse, children, siblings and other kin folks etc., the willingness to go for work increases even if it is hectic or not of their choice. Individuals work hard and stay in offices for extended working hours and strengthen their job just doing for the sake of

family because they are motivated to do work for their families showing their deep and rich relationship with another. (Besley & Ghatak, 2018). At the point when representatives experience solid family motivation, they do not ignore and exclude themselves from looking for some kind of employment charming and important. They have to compromise with their present job due to many reasons for sake of their family. Despite the fact I can say and contend that family fills in an especially significant wellspring of importance even when work is lacking enjoyment. So it can be said that family motivation can coincide with happiness.

Interestingly, very few studies have checked the role of family as a motivator for a working employees. The research studies by (Dekas, Rosso & Wrzesniewski 2010) expressed with grief that although everyone knows and acknowledges that they have deep and rich relationship with their family yet very few researchers have studied the direct association of family and how it affects with the importance of one's working condition. Accordingly, so as to examine the direct relationship of work stress and performance of individual at work environment, the family motivation is introduced as a referee which can buffer the existing association and will further clarifies our understanding about this existing phenomenon. According to previous studies, it is theorized that the victims of workplace ostracism are frustrated, in spite of the fact they work hard and engage themselves with their work just for sake of family as he is sole supporter of his dependents at home.

Recent research studies (Menges, et al., 2017) concluded that in present environment only strong support and motivation from family encourages an employee to do work even in unpleasant working environment and it provides an authentic and enough

reason why many employees are doing hostile work. In many parts of the world specifically in Asia and North America where there is collectivist culture and these are named as collectivist societies and whole family is dependent on sole bread earner, it is conceptualized that people go to work just for their longing and wish to back one's family and to fulfill the needs and requirements of their beloved ones. (Brief et al, 1997; Morling & Kitayama, 2008). When there are dependents at home and they are relying on only one person it boosts up that individual to go for work and earn for livelihood. (Menges et al., 2017). As one of the researcher (Vroom, 1964) debated that the driver or stimulus for employee's good performance is family as doing work and backing or supporting one's dependents like relatives and family boosted and encourages the employees to work even under undesirable stressful circumstances. According to (Grant, 2007) when employees are encouraged to do work and this kind of motivation came only from their beloved ones with whom they have strong affection and blood relations then determination and passion to work even one is ostracized and victim of continuous encounters of such negative behaviors at workplace should be amplified.

There are four forms of resources in COR theory. Object and conditions resources are valued. Object resources are valued because of some aspect of their bodily nature. Objects have seldom been taken into consideration in stress studies, however are linked to socioeconomic popularity, which has been proven to be a vital aspect in stress resistance. In this scenario, it is argued that in our society socioeconomic conditions of different majority families is dependent upon one family member. That individual is the sole bread earner. So these conditions of family forced him/her to work for the sake of family. Likewise, conditions are resources to the extent that they are valued and well known.

Marriage, tenure, and seniority are examples of these. In our family system, the sole bread earner always feel social responsibility to support whole of his family single handily. Otherwise this society curse him for not supporting the family. On the basis of these arguments we perceive that, family motivation is an important boundary conditions to buffer the negative impact of work stress on employees performance.

All things considered, the motivation and inspiration from family ought to be a significant in cause of work character and a driver of employment performance. The adequacy of employee's commitments and contributions toward hierarchical objectives is the success of good job performances and growth of an organization. (Motowidlo, 2003). Therefore, in this manner family motivation is introduced as a moderator in proposed model. Many studies related to employee performance have been directed among various areas of world yet, there exists a gap in developing countries like Pakistan where work stress and ostracism are commonly observed and no one predicts the role of family motivation in all that scenario. As if a person is ostracized and having stress how he can ignore and make compromises on such behaviors for family. It is purely an employee driven variable. On basis of this, it is hypothesized as:

H₅: *Family motivation moderates the association between work stress and employee's performance in such a way if family motivation is high than this association would be weaker and if family motivation is low than this association would be stronger.*

2.4.1 Moderating role of Family Motivation between Work stress and Employee's Performance:

As very little research is done on family motivation yet some of the researchers like (Rosso et al., 2010; Menges et al., 2017) asserted family as an amazing basis or origin of significance along with that it can be considered as the inspiration at working environment. And inspiration or motivation from family is considerably more grounded when the work has no important effect at the work spots. By considering above discussion in literature it is said that family motivation has given adequate defense to be a solid inspiration for wards to do stressful and unpleasant or futile work. It also provides enough justification that family motivation constructs the subordinates' impression of significance, which, consequently, encourages them to be involved with work even under workplace ostracism by lessening their stress.

In workplace, stress can be indicated as when employee feels ignored and un-safe due to undesirable working circumstances thus, resulting an individual in work stress. (Jamal, 1984). Unluckily, as discussed earlier that family in a sense of motivation and inspiration has not been acknowledged empirically by many researchers (Brief & Nord, 1990) and as per my information and knowledge, there is no published research about the association that inspected the negative link of outcomes of ostracism i.e. work stress and employees performance with moderating role of family motivation. According to literature, the study is meant to investigate the moderating role of family motivation and the extent to which it will affect the association between work stress and employee performance. As the study deals with examination towards stress and performance of employee, it is anticipated that motivated employees who are motivated to do work just for family irrespective of

having work stress will be more likely to maintain their good performance than their peers who are not motivated by family. From the viewpoints of motivation theories, I expect that family motivation will have positive direct relationship with employee's performance. As a result, it is hypothesize that:

H₆: *Family motivation is positively and significantly associated with employee's performance.*

2.5 Conceptual Framework:

This model displays the independent variable i.e. workplace ostracism and employees being ostracized feels work stress, it acts as mediator between workplace ostracism and their combined impact on dependent variable i.e. employee's performance. It is proposed that there exists a negative association among Workplace ostracism, Work stress and Employees' performance. It can be said that family can also motivate an employee if he is facing any unpleasant situation like stress etc. at workplace. So, I proposed that how family can motivate an employee even if he is in work stress cause by the continuous ignorance or workplace ostracism. Family motivation is introduced as moderator in proposed model. It is expected that family motivation shall moderate this negative association between workplace ostracism, work stress and employee performance in such a way that if family motivation is high, the strength of negative association will be weakened.

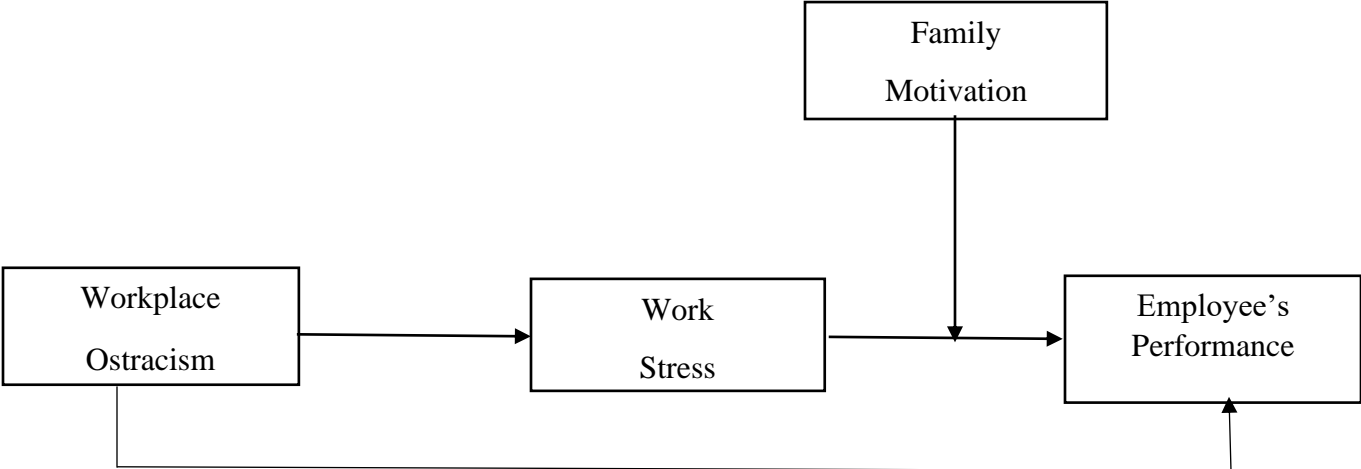


Figure 2.1 Theoretical Model

2.6 Summary of Hypothesis:

Following are the hypothesis of the study:

1. **H₁**: Workplace Ostracism is negatively and significantly associated with employee's performance
2. **H₂**: Workplace Ostracism is positively associated with work stress.
3. **H₃**: Work stress is negatively and significantly associated with employee's performance.
4. **H₄**: Work stress mediates the association between workplace ostracism and employee's performance.
5. **H₅**: Family motivation moderates the association between work stress and employee's performance in such a way if family motivation is high than this association would be weaker and if family motivation is low than this association would be stronger.
6. **H₆**: Family motivation is positively and significantly associated with employee's performance.

Chapter Three

3 Research Methodology

3.1 Introduction:

This chapter deals with a comprehension to the research methodology utilized for this research thesis. It explains about the research design and research standards of the present study. The methodology consists of research scheme, population, sample, measurement tools, data analysis technique and statistical tools utilized in this study for the analysis. It also provides the indication of the response rate of the questionnaire filled by respondents and proper explanation for quantitative data analysis method. Furthermore, this chapter deliberates about analytical strategy and the numerical methods.

3.2 Justification of Quantitative Approach:

In order to shape and examine the theories in the area of social sciences, usually two methods are used. Either deductive or inductive reasoning (Neuman & Celano, 2006; Trochim & William, 2006). Deductive reasoning (or a “top-down” approach) trickles down from the mostly over-all general to the specific. In this reasoning, researchers deliberates upon the philosophy of a research topic of attention, then constricts it down into specific hypotheses that is tested empirically to accept or reject hypotheses in order to settle or challenge the original theory. Whereas, inductive reasoning (or a “bottom up” approach) incomes from detailed explanations to wider generalizations and theories. In short, deductive reasoning travels from overall theories to exact events, explanations and cautious

hypotheses whereas inductive reasoning travels from exact events, explanations and cautious hypotheses to overall theories whereas (Trochim & William, 2006).

The purpose of this research study was to examine the association between Workplace ostracism and Employees' performance. More specifically, this study examined the mediating role of work stress between this associations. This research also examined family motivation as a moderator between the association of Work stress and Employees' performance. Conferring to Creswell, et al. (2012), the procedure of deductive reasoning is generally practical to measure the data. Similarly, quantitative methods, as the typical appropriate technique rotates about quantification in the group and data analysis (Amran & Zulkifili, 2006).

Survey is the maximum appropriate for replying the research question of "what" rather than "how" (Sekaran & Bougie, 2016). A review delivers material that is numerical in countryside and requests respondents about their feelings, opinions, ad historical or current attitudes (Neuman & Celano, 2006). As well, the survey technique is considerable a lesser amount of luxurious then receipts less time to behavior when casing a big sample size in diverse places. Moreover, founded on the literature review, the survey or quantitative method is the greatest extensively used data-gathering method in parallel or connected studies on organization outcomes (Fleming, 2005). So, quantitative technique is designated for this study.

3.3 Sample Design

3.3.1 Population:

A research population is described as the group of people or things that have similar qualities or possesses same characteristics in nature (Castillo, 2009). The participant for this study were 201 from different cities of Punjab Pakistan selected for data collection. As it is not an easy process to get data from many organizations, so individual employees who were working in services sector, more specifically in private banking sector were the total population of this research study.

3.3.2 Nature of Study

The study was causal in nature, targeted to estimate the impact of Workplace ostracism on Employee's performance through the mechanism of work stress in presence of moderating role of family motivation between Work stress and Employees' performance.

3.3.3 Study Setting

This was a field study as the questionnaires were got filled by the employees working in different private banks of Pakistan during working hours in their natural work environment and settings.

3.3.4 Time Horizon

Before the circulation of questionnaires, I having access to different branches of targeted private banks met with the branch managers of Human resource department to discuss about my research thesis and a suitable procedure in which to gather the information. It was additionally informed to the bosses that the main objective behind the

exploration or current research study was to gather the conclusions, judgments, and opinions of representatives at middle level management i.e. head of operations, collections, remittance etc. It was agreed with me to have access to distribute the surveys and that the data would be kept private and no one's personal data outcomes be sent to the administration. At Time 1 responses for items measuring i.e. Workplace Ostracism and Family Motivation (IV, Moderator) were recorded. I used to contact the same respondent with the interval of two weeks to take the Time 2 survey, which measured items measuring work stress and employee's performance (Mediator and DV). In order to get responses from the same respondent in T1 and T2, and to safe their data's anonymity, they were asked to mention their grandparent's names at the end of questionnaire. I clarified it to them that these names will help me to follow up my planned survey two weeks later. Of the 260 questionnaires distributed, 228 were returned completed. An overall response rate was 77 %. As a whole, this data collection process took two and half months.

3.3.5 Sample

The sample is the minimal factor that represents the whole of population. According to Ruane (2005), result from the sample is comprehensive and representative to the whole population. Choosing a sample out of entire population is really a tough task. Huge samples are attained where the population is heterogeneous, whereas smaller sample size is ascertained if the population is homogeneous. The growth of efficiency is not considered by raising the length of data. The population of the current study was the employees working in different Departments of Private Banks located in major cities of Pakistan. 201 questionnaires were included in the analysis.

3.3.6 Sampling strategy

Sampling strategy denotes to the methods or process selected for choosing sample size from all population (Ruane, 2005). There are two plans adopted for such research studies; i) probability sampling; it means a method in which there are equal chances of selection out of the total population ii) non-probability sampling; it means a method in which there are no equal chances of selection out of the targeted population. In the current study, Non-Probability sampling or convenient sampling with time-lag technique is applied to examine the responses of different participants at different points in time.

3.3.7 Research Tools

This study research is based on field study. In this study, questionnaire as a research tool is being used to collect data. In the past, many studies evaluating the employees' performance have used the technique of questionnaire survey method for the collection of data. So that's the reason I adopted this method for data collection as this helps the respondents to answer according to their comfort and appropriate well understood responses.

3.3.8 Response Rate

The present study comprises of the population of the employees working in different departments of Private Banks located in major cities of Punjab, Pakistan. 260 respondents were contacted and humble request was made to finish the questionnaires. 228 respondents out of 260 returned the questionnaires. Out of 228 questionnaires 27 were omitted because of missing data values and the continuing 201 questionnaires were incorporated in all the statistical analysis. The response rate was 77 %. According to Ruane

(2005), confident population quantities like, designation, qualification, considering the phenomena, study and personal characteristics affect the real response rate.

3.4 Instrumentation

It is revealed fact that, it will be the most reliable measure to take account the opinions of the masses as we can get the overall viewpoint and thoughts that are popping in the variety of minds. Global trials make us bound to adopt the best way of questionnaire to carry out survey. The primary phase incorporates the structure of the questionnaire survey and the explanation for the prime variable, reliability and its validity actions.

3.4.1 Structure of the Instrument

The questionnaire has following five sections; i) Workplace ostracism ii) Family motivation iii) Work stress iv) Employee's performance and v) Demographic variables. The questionnaire is enclosed at the end of this research thesis.

3.4.2 Measures and Scale:

The scales used for measurement in the study were 'Likert' scales which ranges from 1 "Strongly Disagree" to 5 "Strongly Agree" for Work stress, Family motivation and Employee's performance whereas from 1 "Never" to 5 "Always" for Workplace ostracism.

3.4.2.1 Workplace Ostracism:

Workplace ostracism was reported by the employees, using 10-items scale developed by (Ferris D. L., 2008). Item examples include "*Others ignored you at work*". The reliability of this scale is shown by the value of Cronbach's alpha and it was $\alpha = 0.94$.

3.4.2.2 Work stress:

Work stress was reported by the employees, using 4-items scale developed by (Motowidlo et al, 1986). Item examples include “My job is extremely stressful job”. The Cronbach’s alpha value for scale of work stress was $\alpha = 0.72$. A modified version of stress is used to gauge the effect of being ostracized. Many of the available instruments were found in sufficient and thus a more closely related measure of job stress having two reverse scored statements was adapted just for the purpose of this research study. Sample items include “Very few stressful things happen to me at work.”® The responses were reported on a 5 point Likert scale ranging from strongly disagree to strongly agree. The total sum of four statements having justified reverse items made up the score for work stress at $\alpha = 0.72$.

3.4.2.3 Family Motivation:

Family motivation was reported by the employees, using 5-items scale developed by (Menges et al, 2017), Item examples include “*My family benefits from my job*”. The Cronbach’s alpha value for the scale of family motivation was $\alpha = 0.95$.

3.4.2.4 Employee’s Performance:

Employees’ performance was reported by the employees, using 8-items scale developed by (Tessema, 2006). Item examples include “*I am satisfied with my performance as it is mostly good*”. The reliability of this scale item was checked through the Cronbach’s alpha value and it was reported as $\alpha = 0.90$.

3.4.2.5 Control variables:

The demographic variables which may have impact on performance of employees includes: Gender, Age, Qualification and Experience. These can affect employee’s performance. Therefore, these demographics variables had been included in the study.

The table 3.1 presents the summary of all measures used in this research thesis.

Table 3.1: Summary of all Measures

Sr. No	Variables	Codes	Author of Scale	No. of Items	Reliability Value	Measurement Scale
1.	Workplace Ostracism	WO	Ferris D. L., 2008.	10	0.94	1= Never, 5= Always
2.	Work Stress	WS	Motowidlo et al, 1986.	4	0.72	1=Strongly Agree, 5=Strongly disagree
3.	Family Motivation	FM	Menges et al, 2017.	5	0.95	1 = SA, 5=SD
4.	Employee's Performance	EP	Tessema, 2006.	8	0.90	1 = SA, 5=SD
5.	Demographic variables		Self-developed	4	NA	NA

3.5 Statistical Techniques for Data Analysis

This study is dependent on underlying relations between variables in which the relationship among independent, moderating, mediating and dependent variables have been examined. This is a time-lag study which analyzed data from bankers at two points in time. Two soft wares were used for data analysis. SPSS software was used for analyzing the data related to frequencies, reliability analysis, descriptive statistics, correlation analysis and regression analysis (direct effects of IV on DVs), mediation and moderations while AMOS was used for CFA confirmatory factor analysis.

3.6 Data Screening

The screening of data is the way toward ensuring our data is perfect and then it is organized to proceed further, before we do data analysis. The data pertaining to any research study must be selected having a specific goal to guarantee the data is testable, dependable, and authentic for testing underlying proposed hypothesis. Therefore, I screened the data and deleted the cases having missing values.

3.7 Factor Analysis

Factor analysis is a procedure in which the estimations of observed data are imparted as functions of various possible causes with a specific end goal to discover which are the most important for analysis. However, I did confirmatory factor analysis to confirm the discriminant validity of my proposed model. The subsequent phase in defining the statistical validity of a model is to measure the goodness of fit. Additionally, CFA validates the appropriateness of separately element causal the concept. The goodness of model fit may be inspected over relating the principles of goodness of fit by its fit files. Anderson & Gerbing (1988) provide the standards of goodness of fit index for every fit index. Overall model fitness is checked or can be estimated by the help of multiple indices. The well-known fit indices which were described above to check the goodness of the proposed model were χ^2 = Chi-square; DF= Degree of Freedom; CMIN= Minimum Chi-square; GFI= Goodness of fit index; RMR= Root Mean Square Residual; RMSEA= Root Mean Square Error of Approximation; NFI= Normed Fit Index; TLI= Tucker Lewis Index; the CFI= Comparative Fit Index and AGFI= Adjusted Goodness of Fit Index.

Table 3.2 shows the satisfactory verge values of confirmatory factor analysis (CFA) related to each fit index.

Table 3.2: Acceptable Threshold Values of CFA

Name of Category	Description	Name of Index	Threshold Values	Remarks
Absolute Fit	Measures overall goodness-of-fit for both the structural and measurement models collectively.	CMIN (Chi-sq)	p-value ≤ 0.05	Sensitive to sample size ≥ 200 , non-significant at least p-value ≥ 0.05
		Root Mean Square Error of Approximation (RMSEA)	RMSEA ≤ 0.08	Range 0.05 to 0.10 acceptable
		Goodness-of-Fit Index (GFI)	GFI ≥ 0.9	GFI= 0.90 is a good fit
Incremental Fit	Measures goodness-of-fit that compares the current model to a specified “null” (independence) model to determine the degree of improvement over the null model.	Comparative Fit Index (CFI)	CFI ≥ 0.9	CFI= 0.90 is a good fit
		Tucker-Lewis Index (TLI)	TLI ≥ 0.9	TLI= 0.90 is a good fit
		Incremental Fit Index (IFI)	IFI ≥ 0.9	IFI= 0.90 is a good fit
Parsimony Fit	Measures goodness-of-fit representing the degree of model fit per estimated coefficient.	Chi-sq/ df	Chi square/ df ≤ 5.0	The value should be below 5.0

3.8 Correlation Analysis

With the intention to analyze the data, Pearson’s correlation is used to observe the association between gender, workplace ostracism, work stress, family motivation and employee’s performance. Correlation is the modest method to perceive the covariance (Amran & Zulkifili, 2006). This suggests that “when a variable departs from its mean, the other connected variable would similarly depart from its means in a comparable method”

(Berriman, et al., 2005). The important aspect of this technique is the confidence of this method on the dimension scales of variability. Although consuming the standardization method, the effect of diverse extent scales used to sum the correlation between the existing variables might be cancelled (Sekaran et al., 2011). This has, consequently, facilitated in emerging the Pearson product-moment correlation coefficient, which is active to measure the strong point of suggestion between variables. Consequently, to check the above stated situations Pearson's correlation coefficient analysis has been done so that the correlation coefficient ethics might be gained to square the benefit of respectively association.

3.9 Regression Analysis

The method that predicts to what degree a predicting variable affects outcome variable is regression analysis. It helps to give understanding of the fact that how value of criterion variable changes when a variation occurs in one or more independent variables. So it explains the fundamental or basic relationships between the variables while correlation analysis just explains the relationship between variables. The regression process is carried on by different tools (for example, Baron & Kenny, 1986) but here for the accessibility and appropriateness of the study, Hayes (2013) process method is used for analysis.

As indicated by Hayes (2008), Baron and Kenny (1986) method is outdated because it enforces a condition of absolute effect of interconnection for mediation while in some researchers' point of view, it is not necessary and even a limitation for gauging real impact (Preacher & Hayes, 2008). These researchers suggested that the effect of independent variable through mediation is also possible even if no evidences of direct effect between independent and dependent variables are present. Moreover, as the data in social sciences is always problematic due to the nature, current situation and background of individual

respondents so for the purpose of mediation, the bootstrapping technique in Hayes (2013) process method increases the likeability of realistic results because the sample is divided into many small bits and pieces and analysis is run on those smaller sized sub samples.

Chapter Four

4 Data Analysis

4.1 Introduction

This research is an effort to find out the impact of Workplace ostracism and work stress on Employee's performance under the moderating role of family motivation. This chapter presents the overall relationships of study variables using descriptive, CFA, correlation, regression analysis of the data.

4.2 Data Screening and Missing value

The present study comprises of the population of the employees working in different departments of Private Banks located in major cities of Punjab, Pakistan. 260 respondents were contacted and humble request was made to finish the questionnaires. 228 respondents out of 260 returned the questionnaires. Out of 228 questionnaires 27 were omitted because of missing data values and the continuing 201 questionnaires were incorporated in all the statistical analysis. The overall rate of response was 77%.

4.3 Sample Description

4.3.1 Gender

Table 4.1 represents the gender arrangement of the sample. The table shows that both genders male and female were included in sample. Out of 201 respondents 62% (125n) were male while 38% (76n) were female. However, the male respondents were in majority.

Table 4.1 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Males	125	62.2	62.2	62.2
Females	76	37.8	37.8	100.0
Total	201	100.0	100.0	

4.3.2 Age

Table 4.2 reflects the composition of age of sample. The table shows that respondents belonging to different age groups are included in present study. 10.9% (22n) belonged to 18-25 years of age group, 32.8% (66n) to 26-33 years, 34.8% (70n) to 34-41 years, 15.4% (31n) to 42-49 years and 6% (12n) belonged to 50 years or more. However, the age group of 34-41 years are majority in number.

Table 4.2 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18-25 years	22	10.9	10.9	10.9
26-33 years	66	32.8	32.8	43.8
34-41 years	70	34.8	34.8	78.6
42-49 years	31	15.4	15.4	94.0
50 and above	12	6.0	6.0	100.0
Total	201	100.0	100.0	

4.3.3 Qualification

Table 4.3 reflects the composition of qualification of the population. 1% (2n) of the respondents were having Matric, 2.5% (5 n) having intermediate, 23.9 % (48n) having bachelors, 64.2% (129 n) having masters degrees, 8.5 % (17 n) having MS/PhD level of education. The respondents having a master degree were in majority.

Table 4.3: Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Matric	2	1.0	1.0	1.0
Intermediate	5	2.5	2.5	3.5
Bachelors	48	23.9	23.9	27.4
Masters	129	64.2	64.2	91.5
MS/PhD	17	8.5	8.5	100.0
Total	201	100.0	100.0	

4.3.4 Experience

Table 4.4 reflects the composition of experience of population. 27.9% (56 n) were having 1-5 years of experience, 23.4% (47 n) having 6-10 years of experience, 30.8% (62 n) having 11-15 years and 8.5% (17 n),16-20 years of experience and 9.5% (19 n) were of 21 years & above.

Table 4.4 Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	56	27.9	27.9	27.9
6-10 years	47	23.4	23.4	51.2
11-15 years	62	30.8	30.8	82.1
16-20 years	17	8.5	8.5	90.5
21 & above	19	9.5	9.5	100.0
Total	201	100.0	100.0	

4.4 Descriptive Analysis

This analysis provides the brief summary of statistics of the variables. The descriptive analysis provides the size of sample (N), mean values of the sample (mean), minimum (min) and maximum (max) values and standard deviation (Std.Dev.) values of the data.

Table 4.5 Descriptive Statistics

	N	Min	Max	Mean	Std. Dev.
Workplace Ostracism	201	1.00	3.90	2.09	.84
Work Stress	201	1.00	4.75	2.92	.77
Family Motivation	201	1.60	5.00	3.92	.96
Employee's Performance	201	1.38	5.00	3.52	.70

Table 4.5 shows variables used in the study with their respective statistics. Details of the study variable are shown in the first column. Second informs about sample size. Third, 4th, 5th and 6th columns show min value, max value, mean and the values of standard deviation respectively. The sample size is 201. The scale used for measurement was ‘Likert’ scale which was ranging from 1 to 5. Workplace ostracism show mean = 2.89 and S.D. = 0.84, (independent variable). Work stress (mediating variable) shows mean = 2.92 and S.D. = 0.77. Family motivation (moderating variable) shows mean= 3.92 and S.D. = 0.96. And finally the Employee’s performance (dependent variables) show mean = 3.52 and S.D. = 0.70.

4.5 Control Variables

The demographic variables which may have impact on performance of employees includes: Gender, Age, Qualification and Experience. These can affect the performance of an employees. (Mawritz et al., 2012). Hence, these demographic variables has been used in the study. One way ANOVA is carried out to check whether demographic variables are significantly associated with dependent variables or not. However, it was found that only gender had significant effect on Employee’s performance. Thus, gender is controlled during the regression analysis. Result of one way ANOVA is shown below:

Table 4.6 One way ANOVA for Employee’s Performance

Control Variables	F	Sig
Gender	5.56	.004
Age	0.34	.850
Qualification	1.52	.197
Experience	0.70	.589

Sig. level $p < 0.05$

Table 4.6 shows that all demographics variables other than Gender i.e. Age, Qualification and Experience are not associated significantly with employee's performance in present research study. Only Gender is associated significantly with employee's performance, so it has significant effect on performance of an employee such as Gender (F=5.56, p<.05) and all other demographic variables such as Age (F=.34, p>.05), Qualification (F=1.52, p>.05) and Experience (F=.70, P>.05). So these three demographics have shown no impact on Employee's performance, therefore, these were not controlled during further analysis.

4.6 Correlations Analysis

The analysis shows relation between two variables (indicated by level of significance) and the direction of the relation. In this, positive (+) sign shows that same direction movements of both the variables and negative sign indicates opposite direction movements of the variables. In order to calculate the correlation coefficient, Pearson correlation analysis is used in this study. The value of coefficient lies between +1.00 to -1.00. Zero value indicates no correlation between variables.

Table 4.7 Correlations

	1	2	3	4	5
1. Gender	1				
2. Workplace ostracism	.039	1			
3. Work stress	.046	.307**	1		
4. Family Motivation	-.087	-.390**	-.125	1	
5. Employee's Performance	-.175*	-.588**	-.254**	.440**	1

*.Correlation is significant at the 0.05 level (2-tailed)

**Correlation is significant at the 0.01 level (2-tailed)

Correlation analysis among the study variables i.e. gender, workplace ostracism, work stress, family motivation and employee's performance have been demonstrated in Table 4.7. According to correlation table, gender is positively and insignificantly correlated with Workplace ostracism ($r = .03, p < 0.05$), Work stress ($r = .04, p < 0.05$), whereas it negatively and insignificantly correlated with Family motivation ($r = -.08, p < 0.05$), however it is negatively and significantly correlated with employee's performance ($r = -.17, p < 0.05$). Workplace ostracism is positively and significantly correlated with work stress ($r = .30, p < 0.01$), whereas it is negatively and significantly correlated with Family motivation ($r = -.39, p < 0.01$) and Employee's performance ($r = -.58, p < 0.01$). Work stress is negatively and insignificantly correlated with family motivation ($r = -.12, p < 0.05$) and negatively and significantly correlated with Employee's performance ($r = -.25, p < 0.01$). Family motivation is positively and significantly correlated with employee's performance as ($r = .44, p < 0.01$).

4.7 Confirmatory Factor Analysis (CFA)

All the four variables used in the study i.e. Workplace ostracism, Work stress, Family motivation and Employee's performance were answered by employees, therefore it becomes essential to establish that whether respondents perceived these construct distinct from one another and model was fit for the purpose or not. Thus to check the discriminant validity of the variables, I carried out (CFA) confirmatory factor analysis using AMOS 24.0 through structural equation model.

Anderson & Garbing, (1988) suggested that the value of chi-square statistics and fit indices of RMSEA, TLI and CFI are required for the overall fitness of model. (Schumacher & Lomax, 2004) suggested that the value less than 3 of CMIN/df indicates good fit of

model. (Hu & Bentler, 1999) suggested that the value less than .06 of RMSEA indicates good fit of the model, whereas its value between 0.06 to 0.08 and 0.08 to 0.10 indicate fair fit and mediocre fit respectively and Byrne, (2001) suggests that if this value is greater than 0.10, it shows poor fit of the model. Anderson & Gerbing, (1988) suggested that values of TLI and CFI more than 0.90 predict a good fit of model.

Table 4.8 Results of Confirmatory Factor Analysis

	CMIN/DF	RMSEA	IFI	TLI	CFI	NFI
Values	1.60	.05	0.95	0.94	0.95	0.91

Table 4.8 indicates that value of CMIN/df (1.60), which indicates good model fit (less than 3), RMSEA (.05) indicates good fit (between 0.06 to 0.08). TLI (.90) and CFI (.91) value are equal to acceptable threshold. The results of CFA indicates that the full CFA model was adequately fits the data well. The Figure 4.1 shows the CFA diagram.

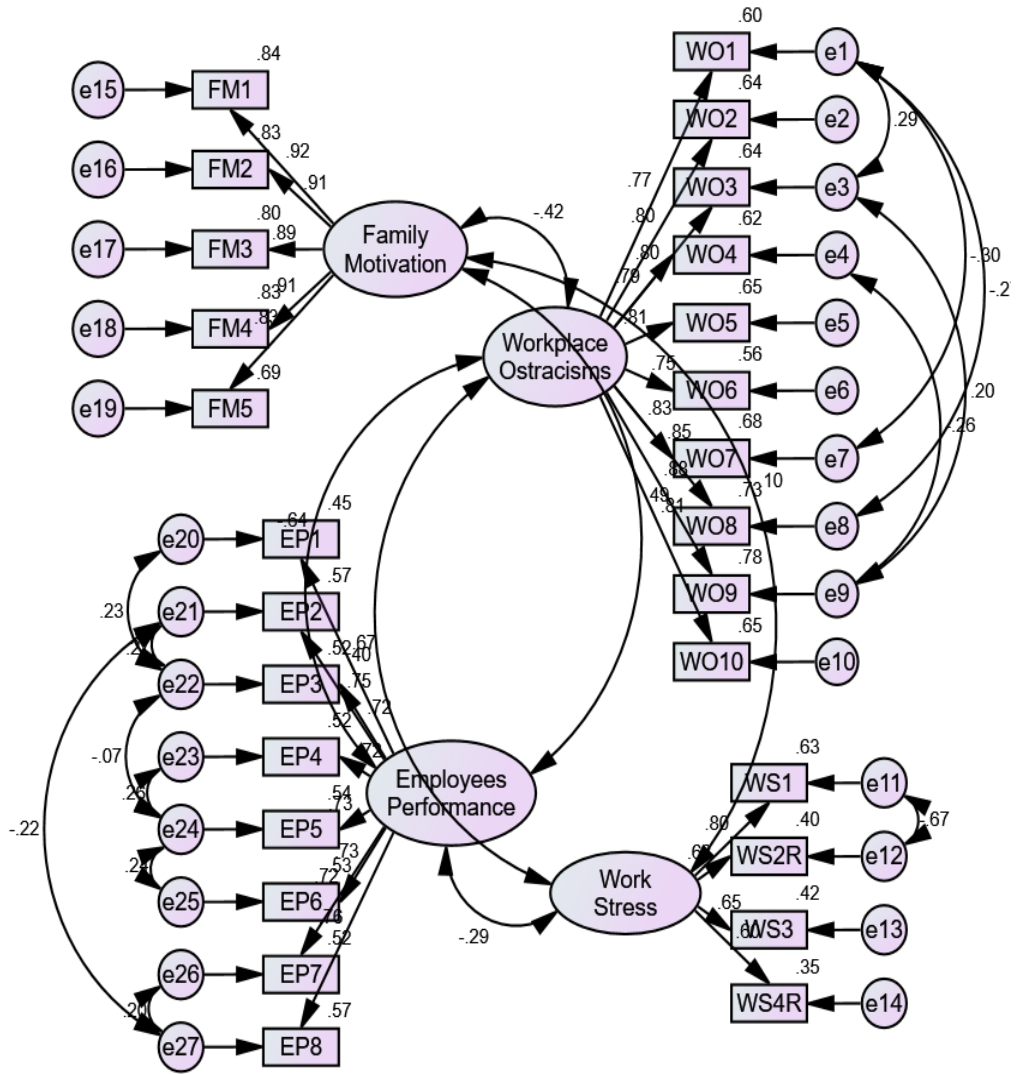


Figure 1 CFA Diagram

4.8 Regression Analysis

As indicated by Hayes (2008), Baron and Kenny (1986) method is outdated because it enforces a condition of absolute effect of interconnection for mediation while in some researchers' point of view, it is not necessary and even a limitation for gauging real impact (Preacher & Hayes, 2008). These researchers suggested that the effect of independent variable through mediation is also possible even if no evidences of direct effect between independent and dependent variables are present. Moreover, as the data in social sciences is always problematic due to the nature, current situation and background of individual respondents so for the purpose of mediation, the bootstrapping technique in Hayes (2013) process method increases the likeability of realistic results because the sample is divided into many small bits and pieces and analysis is run on those smaller sized sub samples.

Tables 4.9 – 4.13 inform the results of regression analysis performed by using Hayes (2013) process method.

H₁: Workplace Ostracism is negatively and significantly associated with employee's performance.

Table 4.9 reflects that workplace ostracism is negatively and significantly associated with Employee's performance ($\beta = -.32$, $t = -5.87$, $p < .05$) thus, accepting the first hypothesis. It means that workplace ostracism decreases 32% Employee's performance. P value indicates the significant level of t values which provides strong grounds to accept the hypothesis.

Table 4.9. Regression analysis for direct effect of workplace ostracism on employees' performance

Variables	β	S.E	t	R	ΔR^2	P	LL 95%CI	UL 95%CI
Workplace ostracism \longrightarrow employees' performance	-.32	.05	-5.87	.36	.33	.00	-.430	-.214

*p < .05, **p < .01, ***p < .001

As second hypothesis is as follows:

H₂: Workplace Ostracism is positively associated with work stress.

Table 4.10., reflects that workplace ostracism is positively and significantly associated with work stress ($\beta = .28$, $t = 4.52$, $p < .05$) thus, accepting the second hypothesis. It means that workplace ostracism increases 28% of work stress. P value indicates the significant level of t values which provides strong grounds to accept the hypothesis.

Table 4.10. Regression analysis for direct effect of workplace ostracism on work stress

Variables	β	S.E	t	R	ΔR^2	P	LL 95%CI	UL 95%CI
Workplace ostracism \longrightarrow Work Stress	.28	.62	4.52	.09	.09	.00	0.15	0.40

*p < .05, **p < .01, ***p < .001

Third hypothesis is as follow:

H₃: Work stress is negatively and significantly associated with employee's performance.

Table 4.11., reflects that work stress is negatively and significantly associated with employees performance ($\beta = -.14$, $t = -.265$, $p < .05$) thus, accepting the third hypothesis. It

means that work stress decreases 14% of performance of a worker. P value indicates the significant level of t values which provides strong grounds to accept the hypothesis

Table 4.11. Regression analysis for direct effect of work stress on employees performance

Variables	B	S.E	t	R	ΔR^2	P	LL 95%CI	UL 95%CI
Work Stress → Employees' Performance	-.14	.05	-.265	.09	.06	.00	-.245	-.036

p < .05, **p < .01, *p < .001*

The fourth hypothesis was:

H₄: Work stress mediates the association between workplace ostracism and employee's performance.

The Table 4.12., shows the mean indirect effect of workplace ostracism on Employee's performance with the mediation of work stress is significant. The bootstrapping values for indirect effects are -.143 to -.027 with a 95% confidence Interval excluding zero. These results suggest sufficient support that work stress mediates the relationship between workplace ostracism and Employee's performance. Hence the fourth hypothesis is also accepted.

Table 4.12. Mediation analysis results for work stress

Indirect effect of IV on DV		Bootstrap results for indirect effects	
β	S.E	LL95%CI	UL95%CI
-0.06	.02	-.143	-.027

Note. Un-standardized regression coefficients reported. Bootstrap sample size 5000. LL = lower limit; CI = confidence interval; UL = upper limit

IV=Independent variable=workplace ostracism, DV=Dependent variable=Employees performance.

Hypothesis for moderation was as follow:

H₅: Family motivation moderates the association between work stress and employee’s performance in such a way if family motivation is high than this association would be weaker and if family motivation is low than this association would be stronger.

Finally Table 4.13., supported Hypothesis 5 which claimed that the moderation among the relationship of variables as work stress and employee’s performance is due to family motivation, in such a way that higher the family motivation, weaker the association and lower the family motivation, stronger is the association between work stress and employee’s performance and results are significant ($\beta = .104$, $t = 1.99$, $p < .05$). So fifth hypothesis is also accepted.

Table 4.13. Regression Analysis for Moderation

Variables	B	SE	R	ΔR^2	T	P	LL 95%CI	UL 95%CI
Work stress \times Family motivation \rightarrow employees' performance	0.10	0.05	.34	.14	1.99	.04	.001	.207

*p < .05, **p < .01, ***p < .001

The result of moderation is also supported through moderation graph shown in figure 4.2.

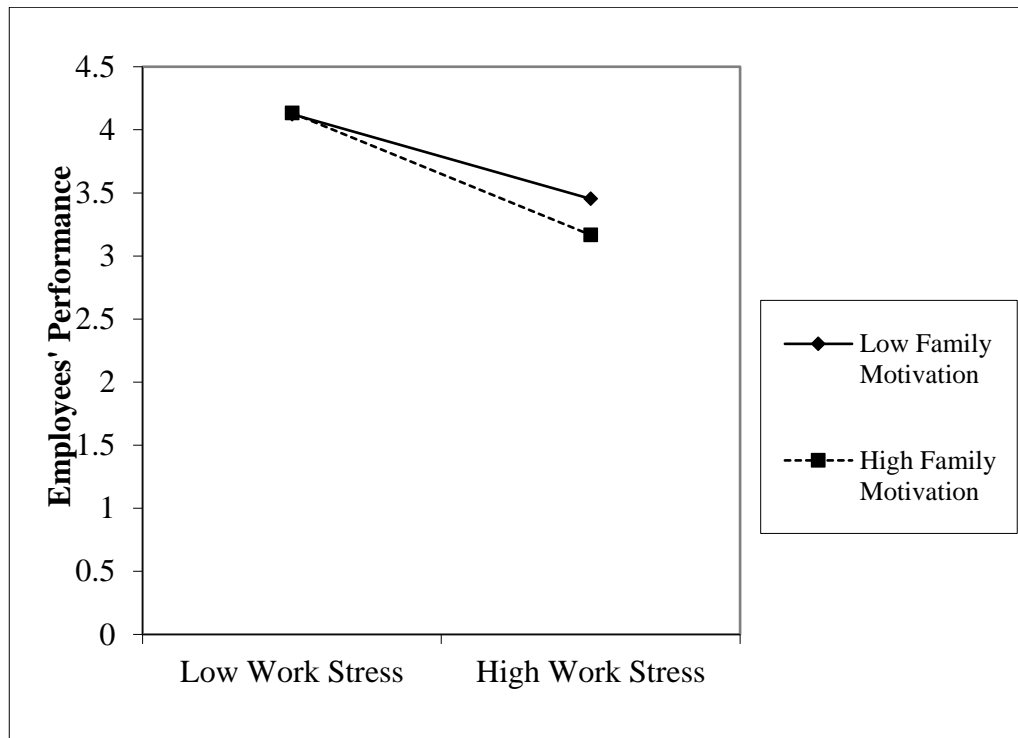


Figure 2 Moderation Graph

Many past studies (e.g. Brief et al., 1997) debated that one of the basic reason to do job is doing work for family. So the results are showing that family motivation used as a moderator has the capacity to buffer to some extent the direct relationship of work stress and employee's performance. Downward slope of the lines indicates a negative association between work stress and employee's performance. The dotted line represents high family motivation whereas bold line reflects low family motivation. Position of the lines represents the relationship between work stress (mediator) and employee's performance (Dependent variable). As dotted line lies below the bold line with a lower steeper slope, it represents that in case of high family motivation the association between work stress and employee's performance is weaker, while the bold line lies above the dotted line with less steeper slope which shows that in case of low family motivation, the association between work stress and employee's performance is stronger. The graph clarifies the buffering role and direction of family motivation between work stress and employee's performance which gives additional support for the acceptance of hypothesis 5.

Table 4.14. Summary of Hypothesis

No.	Hypothesis	
H ₁	Workplace Ostracism is negatively and significantly associated with employee's performance	Accepted
H ₂	There exists a positive association between workplace ostracism and work stress.	Accepted
H ₃	There is a negative and significant association between work stress and employees' performance	Accepted
H ₄	Work stress mediates the association between workplace ostracism and employee's performance.	Accepted
H ₅	Family motivation moderates the association between work stress and employee's performance in such a way if family motivation is high than this association would be weaker and if family motivation is low than the association would be stronger.	Accepted
H ₆	There is positive and significant association between family motivation and employees' performance.	Accepted

Chapter Five

5 Discussion and Conclusion

In this chapter, logical discussion of the results along with the explanation of some of the important findings of the current research are provided. Overall, this chapter is sorted out into three sections and it covers all the discussion of findings, conclusion, limitations of the study, practical and theoretical implications and recommendations for future researches. The first part begins with the explanation and detailed discussion of interesting findings related to the proposed hypothesis and its interpretations. While, the rest of two parts consists of limitations of this research thesis, Implications of the research and future recommendations of the study.

5.1 Discussion

This study was meant to investigate the negative relationship between workplace ostracism and employees' performance and especially the mechanism through which workplace ostracism influences the employees' performance. The effect of work stress along with the interaction of family motivation on employees' performance was also proposed. It was found through empirical evidence that all the proposed relationships of theoretical model in the study were supported.

Along the lines of the primary objective of the study i.e. to explore the outcomes of workplace ostracism and identify the mechanisms through which it effects outcomes. In first phase, considering the concerns of workplace ostracism and how it effects an

employee is important so according to literature there exist an adverse relationship between the two variables and the results of this study affirmed that workplace ostracism is negatively and significantly related with employee's performance. As a person who is ostracized feels himself in an inferiority complex, he feels insecure about these basic psychological needs. The ostracized person accepts himself/herself as he/she is expelled out of social settings or feels himself ignorant because of his unique nature from other staff members (Robinson et al., 2013). This leads to stress and affects the inclusive performance of the working employee. So this study built up the significance of these unpleasant behaviors like ostracism in the organizations for decreasing employees' performance.

The current study also identified the mechanism through which workplace ostracism affects employees' performance. Work stress was proposed as the mediating mechanism between the association of workplace ostracism and employees' performance. This mediating mechanism was supported through empirical evidence of the data. It is found that workplace ostracism positively and significantly caused work stress for employees.

In literature, (Chung, 2015) mentioned that yet, many people can review and express their feelings of being avoided and ignored from their personal experiences encountered in many social settings including their work places so they very often involve themselves in positive work involvements. There is another research by (Leung et al, 2011) he described that the person who is ostracized and have been the victim of continuous encounters of such adverse behaviors is less likely to behave actively because these unpleasant situations ad bullying damages his cognition and the ability to do good work depletes. Resultantly, according to the depletion of resource perspective from conservation

of resource (COR) theory, the declining in cognitive ability source may result in stress and that work stress leads to reduced engagement at work and effects the Employee's performance. Consistent with past research (Ferris, et al., 2007), my results shows that ostracism negatively impacts employee's performance. As hypothesized the regression results shown workplace ostracism has negative and significant association with employee's performance and likewise work stress is also negatively and significantly associated with employee's performance. Also workplace ostracism is positively related to work stress. The results from mediation analysis suggest sufficient support that workplace ostracism is positively & significantly associated with work stress and the mediator i.e. Work stress is also negatively and significantly associated with employee's performance. Whereas work stress mediates the relationship between workplace ostracism & employee's performance.

In addition to existing knowledge about ostracism, it can undermine four basic needs such as the requirement or need for confidence, the need to have a place, the need to control, and the requirement for a significant presence in one's life and in this way it stimulates in bringing up for the negative or unpleasant results. Due to continuous ignorance and politics at working place will affect the performance of individual. Other than workplace, For instance I can say in a contextual way that ostracism is present everywhere at home, in collectivist culture, in families, at any working place etc. and it is very common phenomenon if someone is ignored, or excluded out of group it immediately affects his cognition and that ostracized individual will get frustrated and resultantly have to face stressful experiences. This stress will definitely affects his overall performance and attention in any work. As employees are the intellectual property of an organization. They

provide support to organization with development of strategic plans. Though, intentions of employees can be influenced by workplace ostracism. That is why workplace ostracism has been recognized an essential attention by organizations from many years. Workplace ostracism played additional role in bringing work stress which in return affected progress and performance of employees' working in banking sector.

Interestingly, there is little research done on emphasizing the family as means for motivation. Some of studies agreed on and conceptualized the new construct of family motivation as the longing or wish of a person to support his/her family despite of the fact that working conditions are not favorable for him/her. For the purpose of this research study, I predicted that it might be a pivotal fundamental broker or can play as a role of referee that changes the immediate negative connection or association between work stress & employees performance. The results are describing the fact that family motivation used as a moderator has the capacity to some extent to buffer the direct relationship of work stress and employees performance.

According to (Grant, 2007) when employees are encouraged to do work and this kind of motivation came only from their beloved ones with whom they have strong affection and blood relations then determination and passion to work even one is ostracized and victim of continuous encounters of such negative behaviors at workplace should be amplified. In contrast, it is not generally be applicable to all individuals that everyone has family support. It is not wrong to say that in our society one is free from stressful situation. Everyone is facing various types of unpleasant situations and thus living in state of restlessness which causes stress and depression. As per in our societies which is purely collectivist there is one sole bread earner and others are relying on him and it was the basic

aim of this study to check the level or to what extent negative behaviors such as workplace ostracism effects the performance of an employee. In that it is seen that there is significant association between concerned variables. And it yields to work stress which further initiates the existing negative association and in turn decreases the performance of an employee. In all that situation if one has supporting family, he can stay confident and do anything even under undesirable situations.

The stress is present at every stage in life and everywhere. It starts at low level to upper level and in encounters with such situations will show more clearly the importance of family as it is human nature that he feels comfort and safe and secure with his family in any difficult situation. In present study, it is said that family motivates an employee to do work for sake of family irrespective of the facts that he is not feeling good at that workplace, he has to compromise with his work because of family. But it can also be noticed while compiling the results that it depends on the status of an individual either he is single, married or old age. Results depicts that majority of respondents were of the age group of 34-41 years. So it can be said that they are married having children and are supposed to fulfill the needs of their families including their parents as well. Because in our societies there is joint family system and it is duty of the individual to take care of his parents and his own spouse and children too. According to results, this age group depicts the highest level of stress along with highest level of family motivation which balances his overall performance in working environment. The results are also aligned with the past researches like (Ryff & Singer, 1998) who debated that there is need to do more research studies from different aspects how family is important influencer for an individual they

considered that one of the basic reason or adding meaning to a person's life is a happy family.

The capacity or ability to convert useless and undesirable work into interesting and important work is just in form of motivation from family, as it gives a solid reason to an individual to go to work. For the intention to discuss importance of family, I can relate it to the contextual example as stress related several issues are present everywhere, for example a child is in stress due to continuous decline in his grades and position in class. He feels unsecure and discomfort from his class environment due to such negative behaviors of his peers, friends along with teachers that he has to face favoritism, being an average student he is ignored by others or even excluded out of group he feels being ostracized and thus remains in state of stress which decreases his overall performance in class. As it is human nature when person feels unsecure he calm and relax himself by discussing the matter with his beloved ones. In case of above example, an ostracized child may discusses all his tension and stress with his parents and siblings who are the most important ones for him and here comes the role of family they listened to the problem of their child carefully and communicated well by encouraging him to do hard work and get good grades and don't pay attention to others. The family has the ability to know the psyche of a person specifically parents, so they motivated their child by setting a target for him to get good grade by offering a super gift of their child's choice that if the target is achieved he will be rewarded and that is motivation for a child from family, he works hard and compromises on class environment and pays attention to his own work just because he has now a reason to do hard work.

By considering above example, it can be truly applicable to young trainees or employees who are fresh in job environment and the results of present study shows that there are second age group majority ranging from 26-33 years are present. So the above example relates to this age group in which the extent of family motivation is seen very high. Thus, the buffering title role of family motivation is proved to be significant as proposed in study hypothesis. In present study, it is found that family motivation moderate the relationship between workplace ostracism and employee's performance in a way if family motivation is high it will weaken the strength of negative association. This association is aligned with the findings of previous study. (Steinbauer, 2018). The findings of work stress are also associated with the arguments that work stress effects the employee's performance working in any organization. (Anderson, 2003). The results indicates the extent to which family motivation affects the negative associations of workplace ostracism & work stress with the employee's performance. For moderation to exist both the hypothesized association showed significant results which means that family motivation moderates the relationship between concerned variables. In line to the hypothesis, it is found that inspiration and support from family and friends actually strengthened the harmful effects of ostracism on one's sense of belonging. Hence, fifth hypothesis is also accepted.

5.2 Conclusions

This thesis consists of two related sides on the theme problem. In the first part, inter-relationship among study variable is scrutinized and then in second phase, mediation-moderation analysis is done. As employee's performance is dynamic for all types of organizations. The achievability of the organizational objective is directly linked with well-

directed and efficient performance of its employees. This current study was meant to investigate the association between workplace ostracism, work stress and employees performance. When I go through the literature regarding performance of employees I saw that performance is an amalgam of skills, inspiration, ability, capability, and motivation. Ability is considered to be the skills of an employee or individual, their teachings and resources required for performance of a task. Whereas, motivation is an inward force of the employees that drive them to achieve the objectives and goals.

There are various factors that helps in increasing the performance of employees along with there are many other factors which affect the performance of employees. Workplace ostracism is one of those which badly affect the performance level of employees who are being ostracized. Literature is well documented regarding the empirical examination of the association between WO and EP in different societies and culture. Literature confirms that ostracism exists in most of the societies however, it is on higher side in developing countries like Pakistan.

Accordingly, the performance of employees in such societies is not satisfactory due to which the precious resources of these organization are not effectively utilized which ultimately cause loss to these organizations. So the main aim of this study was to investigate the negative effect of workplace ostracism on Employee's performance. Particularly the mechanism or process through which workplace ostracism affects the employee performance was required to be investigated. As the research regarding this mediating mechanism was less studied so there was a need to identify such mechanism between this associations. Literature suggested that work stress is the potential mechanism between this associations, so the aim of this study was to examine it empirically is

achieved. There was also a need to identify the boundary condition of such factors which buffer this existing associations. Family motivation is amongst such factors that buffers the association between stress and performance. So the overall purpose of this research study was to test the proposed model empirically in Pakistani context. For purpose of this research, while considering the building blocks of family motivation i.e. responsibilities, family support, appreciation and also by improving his/her self-efficacy, I define family motivation as:

“A wish to exert extra effort that can benefit one’s family. As it is hard to survive but doing for the sake of family. It is need driven phenomenon for the fulfillment of family responsibilities that motivates an individual to exert extra energy against prospects outside family environment.”

By keeping in mind the COR theory the moderating role of family motivation on work stress and Employee’s performance is studied. Conversely, little support give the impression for having positive effect of work stress at job which increases the performance of employees.

This study empirically establishes that workplace ostracism reduces the employees’ performance through mediating mechanism of work stress. This study fills the gap in literature by exploring the mechanism which was previously missing in the literature. The current examination answers that how workplace ostracism causes work stress for employees which leads to reduction in their performance. It also explains that family motivation plays a moderating role between work stress and employees’ performance in such a way that higher the family motivation, weaker the association and lower the family motivation, stronger is the association between work stress and employee’s performance

so overall results depicts it will reduce the work stress to some extent for employees which leaves less room for decreasing their performances.

5.3 Theoretical and Practical Implications

The findings of this study have made three very important theoretical contributions in the expanding body of literature. Firstly, it provides an empirical support for the negative relationship between Workplace ostracism and Employees' Performance in eastern setting for the first time. These findings are aligned with the findings of previous study conducted in western setting (Richman & Leary, 2003). Secondly, this study identified a mediating mechanism between the relationship of workplace ostracism and employees performance. Work Stress proves to be a boosting mediating mechanism between this negative association of Workplace ostracism and Employees' Performance. So this study bridges the literature gap by identifying a mechanism between workplace ostracism and Employees' performance. Thirdly, I identified moderating role of family motivation between work stress and Employees' performance. This sets up that when the family motivation is moral or high, the performance of employees will not reduce too much. Many past studies (e.g. Briefetal. 1997) debated that one of the basic reason to do job is doing work for family. So the results are showing that family motivation used as a moderator has the capacity to buffer to some extent the direct relationship of work stress and employee's performance. Thus, we need to focus more family motivation for employees in our organizations in order to develop good attitude among them and then eventual reduction in such negative events like ostracism and stress at workplaces.

5.4 Recommendations

The current study has identified very important mediating mechanism i.e. Work stress between the associations of workplace ostracism and employees' performance. Yet further empirical research is required to identify more mediating variables between workplace ostracism and employees' performance. The conclusions of current study also reveals an important moderating relationship i.e. how family motivation shall moderate the negative association among the variables named workplace ostracism and work stress with employee's performance. The results concludes that if family motivation is high, the strength of negative association is weakened. The focus of the study was Pakistani private banking sector that is a collectivist society with greater power distance leaving more space for stress. The scope of the investigation should be extended to other service sector organizations like hospitals and as well as manufacturing industries and telecom sectors which possibly have higher rates of workplace ostracism and stress. Moreover cross cultural analysis to the individualist societies would also increase the generalizability of the results. In future, researches should be conducted which further explains the fundamental mechanism of the relationships between work stress and motivation while considering both the responses of employees and employer. In this study, responses are taken from the employees on their performance while it is recommended for future studies that response on the employees performance should be taken from the employer instead of the employees it will give the better results and such investigation may be helpful in evaluating the performance of an employee working in any organization.

In terms of the consequences of family motivation, it is encouraged to future researchers to examine other issues such as organizational commitment, turnover

intentions, burnouts etc. Also more research can be done on other related negative behaviors occurring due to different types of ostracism other than just workplace ostracism.

5.5 Limitations

This research study offered some useful theoretical as well as practical implications but yet this study has some limitations also which can be addressed in future empirical research. I approached the employees of banks only for collection of data which might be a hurdle for generalizability of the results across various industries. In future research data may also be collected from other industries as well. Secondly, due to time and resources constraints, I collected data only from private banks with gap of two weeks just, so it is logical to consider that some of the situational factors such as moods, work load and time limitation at the time of data collection may bias the responses. Thus in future data should also be collected in different time lags having gap of one or two month at least from different sectors.

6 References

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Appendix

QUESTIONNAIRE (T-1)

Dear Respondent,

As M.Phil. Student at PIDE, Islamabad, I am collecting data for my Research Thesis. Title: **Workplace Ostracism, Work stress and Employees' Performance: Moderating Role of Family Motivation**. It will take your 20-25 minutes to answer the questions by providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire. Thanks a lot for your help and support!

Sincerely

Ayesha Mahjabeen

M. Phil (Business Economics) Research Scholar

Department of Business Studies

Pakistan Institute of Development Economics, Islamabad

Section: 1

The following statements concern your practical views about the behavior of your co-employees/supervisors/managers towards yourself within the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

Sr. No.	Items	Never	Rarely	Sometimes	Often	Always
1.	Others ignored you at work.	1	2	3	4	5
2.	Others left the area when you entered.	1	2	3	4	5
3.	Your greetings have gone unanswered at work.	1	2	3	4	5
4.	You involuntarily sat alone in a crowded lunchroom at work.	1	2	3	4	5
5.	Others avoided you at work	1	2	3	4	5
6.	You noticed others would not look at you at work.	1	2	3	4	5
7.	Others at work shut you out of the conversation.	1	2	3	4	5
8.	Others refused to talk to you at work.	1	2	3	4	5
9.	Others at work treated you as if you weren't there.	1	2	3	4	5
10.	Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break.	1	2	3	4	5

Section: 2

The following statements concern your views about your family. For each item of the statements below, please indicate one choice by ticking the appropriate number:

Sr. No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	I care about supporting my family.	1	2	3	4	5
2.	I want to help my family.	1	2	3	4	5
3.	I want to have a positive impact on my family	1	2	3	4	5
4.	It is important for me to do good for my family	1	2	3	4	5
5.	My family benefits from my job.	1	2	3	4	5

QUESTIONNAIRE (T-2)

Dear Respondent,

As a M.Phil. Student at PIDE, Islamabad, I am collecting data for my Research Thesis. Title: **Workplace Ostracism, Work stress and Employees' Performance: Moderating Role of Family Motivation**. It will take your 20-25 minutes to answer the questions by providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire.

Thanks a lot for your help and support!

Sincerely
Ayesha Mahjabeen
M. Phil (Business Economics) Research Scholar
Department of Business Studies
Pakistan Institute of Development Economics, Islamabad

Section: 3

The following statements concern your practical views about your job within the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

Sr. No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	I feel a great deal of stress because of my job.	1	2	3	4	5
2.	Very few stressful things happen to me at work. ®	1	2	3	4	5
3.	My job is extremely stressful.	1	2	3	4	5
4.	I almost never feel stressed at work. ®	1	2	3	4	5

Section: 4

The following statements concern your practical views about your performance within your present organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

Sr. No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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1.	My performance is better than my colleagues with similar qualification	1	2	3	4	5
2.	I am satisfied with my performance as it is mostly good	1	2	3	4	5
3.	My performance is good because I would like to take initiatives	1	2	3	4	5
4.	I firmly believe that clear understanding of the situation will allow me to reach a settlement	1	2	3	4	5
5.	My center of attraction is to assess and balance the interest of different customers and respond to changing demand.	1	2	3	4	5
6.	I try to find innovative solution in unique situation, which improve productivity.	1	2	3	4	5
7.	Adapting and managing to changing circumstances is the key for my success	1	2	3	4	5
8.	Equal sharing of the information in a team and unit, help to improve my group cooperation.	1	2	3	4	5

Section: 5

Gender

1	2
Male	Female

Qualification

1	2	3	4	5
Matric	Inter	Bachelor	Master	MS/PhD

Age

1	2	3	4	5
1 – 5	6 – 10	11 – 15	16 – 20	21 & above

Experience

1	2	3	4	5
18 - 25	26 – 33	34 – 41	42 – 49	50 and above