

Ostracism, Façade of Conformity and Employees Performance

A Moderated Mediation Model

* Azizullah Kakar, PhD Scholar (Corresponding Author)

** Prof. Dr. Jahanvash Karim, Professor

*** Prof. Dr. Zainab Bibi, Professor

Abstract



The current study examined the relationship of Ostracism, Façade of Conformity and Employees Performance with the mediating role of Career Motivation. In addition, psychological capital was used as a moderated mediator in the model. The survey approach was used, both the hard copies and online application link were shared with respondents for their response. The data was collected from 433 respondents from the government departments with grade 17 and above using convenience sampling technique. Career motivation mediated the relationship between ostracism and façade of conformity and between the ostracism and the employee's performance. The interaction effect of ostracism and psychological capital was insignificant on career motivation. The mediators had an indirect effect on these relationships but this mediation model was not moderated by the psychological capital. The organization shall develop such policies which may provide the opportunities to employees for better interaction like get together, group competition, morning meeting and plan for action so that an employee does not feel isolated.

Keywords: Ostracism, Façade of Conformity, Psychological Capital, Career Motivation and Employee's Performance

Introduction

Social ties among the people are important for their wellbeing (Zwolinski, 2012), so any intentional or unintentional threats to the social well-being like ostracism and rejection, bring distress (Williams et al, 2009). The definition of workplace ostracism is “the extent to which an individual perceives that he/she is ignored or excluded by other in the workplace” (Ferris et al, 2008, page 1348). Ostracism occurs when an employee is being ignored, eliminated by the other employee (Bilal et al., 2019, 2020; Choi, 2020; De Clercq et al., 2019) or it occurs when an individual is isolated from the organizational activities, either by a group or any other member of the organization (Peng and Zeng, 2017). According to Robinson et al., (2013), it excludes the people from social gatherings or the environment. The practice of ostracism affects the interpersonal behavior of the employees (Kouchaki and Wareham 2015).

According to Ferris et al., (2005; 2008 and 2015) that the behavior associated with ostracism is common in every organization, which decreases the social interactions, badly affects the psychological health, attitude and behavior towards their job, tasks and work. Ignored behavior at the workplace influences the career motivation and lessen the performance, job commitment, and engagement (Williams, 2007).

Ostracism affects the work behavior, seriously undermines the individuals' feeling of oneness to the organization, threatens the self-esteem and perception of meaningful existence (Zadro et al., 2005). Ostracism brings the feeling of loneliness, poor self-esteem, stress and inadequacy, which affects the career motivation of employees. Ostracism results in trust deficit, difficulties in developing the interaction opportunity and positive relationship and lack of support for their development (Baumeister & Leary, 1995).

Career motivation is considered as a staple aspect of career and its choices, and the employees show positive attitude and behavior with career motivation (Fang et al., 2018). The understanding and perception of career is different at different places, (Benson et al., 2019; Mayrhofer et al., 2016;

* Institute Of Management Sciences, University of Balochistan, Quetta Email: Aziz_kakar2002@yahoo.com

** Institute of Management Sciences, University of Balochistan, Quetta Email: j_vash@hotmail.com

*** Institute of Management Sciences, University of Balochistan, Quetta Email: znb2005@hotmail.com

Shen et al., 2015), the culture, norms and values bring differences when employees compare the career success as shown by the research (Spurk et al., 2018). The study by Billal et al., (2019); Tait, (2008) empirically proved that career resilience significantly predicts the career success. Performance is defined in terms of financial and non-financial aspects of the individuals who directly contribute to the performance and success of the organization (Jagannathan, 2014). It refers to the task and activities carried out by the individuals in an effective and efficient manner.

Façade of conformity is defined as “false representation created by employees to appear as if they embrace organizational values” it occurs when an individual show false presentation of themselves, as appear to the organization as they accept the organization’s values (Hewlin, 2003). It resembles like masking ones true identify.

The exchange relationship of organization and employees determine the nature of relations (Hershcovis and Barling, 2010) and the ignored individual would behave unethically (Blau, 1964), in addition unethical behaviors influence the climate (Mayer, 2014). Ostracism with any form, disturbs the individual’s capacity and self-efficacy, belongingness, bring groups biases (Hitlan and Noel, 2009), which influences the behavior. Unethical behavior is neither acceptable nor allowed by the people, and it is illegal (Jones, 1991), where social norms are deviated (Trevino~ et al., 2006).

So, the current study proposes to assess the relationship of ostracism, façade of conformity and performance with the mediating role of career motivation, and psycap is used as a moderated mediator in the above relationship. The current study would answer the question like, is there any relationship between ostracism, façade of conformity and employee’s performance? Does career motivation mediate this relationship? And does psycap moderate the relationship between ostracism and career motivation? The contribution of the current research will be both theoretical and empirical testing of ostracism and its current conceptual model while connecting it with other variables. This is a widely researched area, but, no contextualized study has been conducted in Balochistan yet, which could show the relationship of ostracism with other variable in our context, therefore its generalizability remains a question in non-contextualized setting.

Literature Review

Ostracism and employees’ performance, the mediating role of career motivation.

The relationship of ostracism and employees’ performance

Ostracism has serious threats to employees and it negatively affects job performance (Inam 2014; O’Reily and Rubinson, 2009; Williams, 2007). Ostracism brings work deviance (Ferris et al, 2008), withdrawal behavior, low job satisfaction, low employees’ performance (Wu et al, 2011; Wu et al., 2012). Ostracism affects both physical and mental health, therefore, the performance of the employees is badly affected and ostracism brings high level stress, which affects the career success and employee’s performance (Yim et al., 2012; Twenge and Campbell, 2009). Ostracism badly affects the creativity (Baumeister and Leary, 1995) and it becomes hard to accomplish the task and enhance the performance with poor creativity. The employees who experience ostracism show decreased performance (Williams and Nida, 2011). Ostracism affects the cognitive functioning and the employees perform worse on cognitive tasks (Lustenberger et al, 2010; Baumeister and Showers, 1986) and negatively affects the jobs attitude and perceived control on job (Riggio and Friedman, 2006).

H1: Ostracism negatively influences the performance

The relationship of ostracism and career motivation

Ostracism badly affects the motivation to achieve the goals and sense of direction (Twenge and Campbell, 2009) and ostracism has detrimental effect on career motivation to work hard and succeed. Ostracism affects the psychological and physiological health and increases the burnout, which results in low satisfaction, tiredness, and less motivation to work (Baumeister and Leary, 1995) it has also a long-term impact on employee’s career motivation (Lammers, et al., 2006). Ostracism gives pain, demotivate the employees and affects the employees’ attitude (Li and Zhang, 2019). The individuals strive to achieve personal development and progress by demonstrating these attitudes with reflecting the dynamic and changing concept which is said to be career motivation (Najib et al., 2020; Fang et al., 2018). The study by Hennekam, (2015) shows the assumptions that CM may be the ability to adjust, feelings and belief, which are related to career change.

The relationship of career motivation and employees' performance

Career motivation with its dimensions is considered as an important aspect of career and its choices, and the employees show positive attitude and behavior with career motivation (Fang et al., 2018). The employees with high level of CM have positive behavior and attitude regarding their job (Amin et al., 2017).

Career motivation has positive relationship with performance, and the employees motivated from their careers show good performance, soared level of satisfaction, and more productivity (Pinder, 2014; Landy and Conte, 2010). CM provides the growth opportunities and job challenges which brings high level of job satisfaction and employees performance (Kanfer and Ackerman, 2004). CM prepares the ground to determine the performance, and the elements in career motivation, boasts the motivation and increases the performance, the factors in CM create and foster the environment necessary for better performance (Kanfer and Ackerman, 2004). Creativity and innovation capacities are enhanced by CM which has direct link with performance, as employees feel relax in the work environment (Hirst and Manley, 2011)

Career motivation mediates the relationship between ostracism and employees 'performance

Career motivation prepares the employees for adjustment in the organization (Kang et al., 2016), defines goals and objectives (You, 2017), which bring positive influence on performance of the employees. Ostracized employees showed poor job performance when the influence of career motivation was lower. The same results were shown in the study by Liu, et al., (2019) where career motivation mediated the relationship between ostracism and employee's performance. CM as a mediator has significant role in the relationship between ostracism and employee performance, and CM influences the effects of ostracism on employee's performance (Chen et al, 2013).

The ostracized employees are reported with poor employee's performance and the study by Lange et al., (2008); Rospenda, et al., (2005) proved the partial mediation role in this relationship which means that the effects of ostracisms were partially mediated by CM.

H2: Career motivation mediates the relationship between ostracism and employees 'performance

B- Ostracism and façade of conformity, the mediating role of career motivation

The relationship between ostracism and façade of conformity

The theories of social influence and self-expression mostly explain the façade of conformity, and tell the way the individuals express themselves as per the consistency theory (Hewlin, 2009) where the individuals show or pretend to accept the organization values to get the rewards and fulfil the self-interests (Bolino, 1999). Façade of conformity is a false exhibition for compliance for organization values (Chou et al., 2019). For successful survival and receipt of personal interest, the employees pretend to follow the organizational values when their personal values are incompatible with that of the organization, (Akhtar et al., 2020; Hewlin et al.,2016). The inconsistency of the values from both the side creates psychological problems, depression, exhaustion, negative effects, which are highly influenced by the ostracism (Simha et al., 2014).

Ostracism brings negative behavior, generates hostile and inhuman attitude (Yaakobi and Williams, 2016), carries the feeling of redundancy and antisocial (Bastian and Haslam, 2010). So, ostracism keeps the employees to be engaged or create the façade when the fear of ostracism is evident (Hewlin et al., 2017). So, creating the façade of conformity, means hiding the core issues which in turn affects the innovation capacity, learning and capability (Hewlin, 2003). Studies have shown that individuals who experience more frequent ostracism may be more likely to adopt a façade of conformity in their behavior and attitudes, as a means of avoiding further rejection and regaining social acceptance (Williams and Sommer, 1997).

H3: Ostracism positively influences the façade of conformity

The relationship of career motivation and façade of conformity.

Three dimensions of career motivation contain the need, interest and personality related aspects (London, 1983) and these dimensions enhance the creativity and positive behavior. Individuals remain accepted when engaged in the conformity behavior (Biaumeister and Leary 1995), and career motivation gives the sense of purpose which counteracts the need to conform rather develop individuality and protect integrity (Haknan et al., 2006).

High level of CM brings job engagement, employees' performance to counter ostracism and reduces the group pressure to conform to their norms (Kim et al., 2014). CM improves the job engagement and enhances the job commitment and decrease the pressure to focus their own beliefs

which do not match the organization (Kim et al., 2014). The individuals better balance the demands of conformity in the presence of CM (Judge and Bono, 2001), High career motivation has a significant impact on the façade of conformity, and individuals who are highly motivated in their careers may feel pressure to conform to societal norms and expectations (Hülshager et al., 2009) in order to succeed. Such behaviors help suppress individuality or conforming to group norms in order to fit in (Hirschi et al., 2017; Hülshager et al., 2009).

Low career motivation augments the individual's façade of conformity as they may go through the motions of their job without being engaged truly or committed to the work they are doing (Kacmar et al., 2015). Research has shown that individuals who lack career motivation may be more likely to engage in impression management, which involves presenting a false image of themselves to others in order to maintain social norms or gain social approval. These behaviors can include agreeing with the opinions of others, downplaying one's achievements, or conforming to the expectations of others (Molinsky 2013).

Career motivation as mediator in the relationship between ostracism and façade of conformity.

Research has shown that high levels of ostracism leads to a decrease in career motivation and an increase in the adoption of a façade of conformity in the workplace. Studies have found that individuals who experience high levels of ostracism in the workplace are more likely to experience negative outcomes such as decreased job satisfaction and lower levels of career motivation (Jones and Jetten, 2011).

The study by Schmitt et al., (2018) found that ostracism was negatively related to career motivation, and individuals who experienced high levels of ostracism were more likely to engage in the façade of conformity as a means of regaining social acceptance and avoiding further exclusion. The research suggests that high levels of ostracism in the workplace leads to a reduction in career motivation (Gardner et al., 2018), and lowered CM lead to FC (Jones, and Jetten 2011) means an increase in the adoption of a façade of conformity.

The role of CM as a mediator is to support the employees to retain their individuality and counter the opinions and behavior confronting them (Lodewijkx et al., 2014). High level of CM brings the individuals to maintain their beliefs and values, rather confronting others (Dension and Mishra, 1995). Employees motivated by the career show self-reflection, know their biases, limitations and weaknesses, which hinders the development of the façade of conformity (Krambia et al, 2007). CM empowers the employees to control their work and lives in the presence of ostracism which supports employees to resist the confronting expectation which do not align their personal belief and values (Emmon, 2000).

The relationship between high levels of ostracism, low levels of career motivation, and the adoption of a façade of conformity in the workplace is well-supported by research (Ferris et al., 2009; Gardner et al., 2018). Employees who experience high levels of ostracism may be more likely to engage in behaviors that prioritize fitting in and conforming to social expectations over pursuing their own career goals and objectives. This, in turn, can lead to decreased career motivation and hinder career development (Ferris et al., 2009; Gardner et al., 2018).

H4: Career motivation mediates the relationship between ostracism and façade of conformity

Psychological capital as a moderator

The research study investigated the role of psychological capital (PsyCap) in moderating the relationship between workplace ostracism and career motivation and found that PsyCap significantly moderated the relationship such that the negative effect of ostracism on career motivation was weaker for individuals with higher levels of PsyCap (Liu, et al., 2020). The researchers suggest that this finding has practical implications for organizations as it highlights the importance of promoting psychological capital among employees as a way to mitigate the negative effects of workplace ostracism on career motivation. It suggests that organizations should focus on promoting PsyCap as a way to support employees and promote their career motivation (Liu et al., 2020).

Employees with higher levels of PsyCap are better able to cope with ostracism and maintain their engagement in work. Ostracism can also impact an employee's sense of belonging in the workplace, but this negative relationship can be moderated by psychological capital (Shi et al., 2017). Employees with higher levels of PsyCap are better able to maintain their sense of belonging even in the face of ostracism.

H5: PsyCap would moderate the relationship between ostracism and career motivation.

Research Methodology

Research Design and Target Population

The sampling frame proposed for the current study were the individuals from the public sector organizations including the universities of Balochistan. The public sector is defined as the government department and universities grade 17 and above both the academic and non-academic staff. The sampling technique used for this study was convenience sampling. All the tiers and administrative units in the public sector organization were included in the sampling frame.

In total 400 questionnaires were distributed in hard form and only 258 filled questionnaires were received. Another option adopted for data collection was android based application. Which was shared with the target sample during the data collection. 981 participants accessed the application and only 230 respondents submitted the responses.

Measures

Data was collected using a structured questionnaire, adopted from literature to measure the constructs. Ostracism was measured on a 10 items scale developed and tested by Ferris et al., (2008). Career Motivation on a 30 items scale developed and tested by Grzeda and Prince (1997). Performance from the work of May et al., (2002) and Brockner et al., (1992), who used a six items self-rated questionnaire to measure the performance. Façade of Conformity was measured using six items developed by Hewlin (2009). Psychological Capital was measured using the modified scale of 12 items developed and tested by Luthans, Youssef, and Avolio (2007).

Analysis and Results

Table 1	Mean	STD	Ostra	Pycap	Cm	Peff	Facad	Ageyears
Ostra	2.6354	1.13833						
Pycap	4.6150	0.60520	-.096*					
Cm	4.6535	1.12463	.136**	.190**				
Peff	1.6564	0.81379	-.110*	.573**	.204**			
Facad	2.5739	0.49854	.114*	.243**	.223**	.105*		
Ageyears	35.3025	6.68597	-0.014	.116*	0.024	0.033	0.014	
Age	3.0346	0.69469	0.012	0.071	0.010	-0.020	0.010	.895**

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

Descriptive Statistics and Correlation

The Mean, standard deviation, maximum and minimum for al variables are given in the below table 1. Correlation between psychological capital and Ostracism is -0.096^* ($p < 0.01$) this shows there exists a negative relationship between the two variables. Correlation between psychological capital and Career motivation is 0.19^{**} ($p < 0.01$), which means that there is a positive relationship between the two constructs and the double steric sign shows that the relationship is significant. Correlation between psychological capital and Façade of conformity is positive 0.243^{**} ($p < 0.01$) and significant. The correlation between ostracism and performance is $-.110^*$ ($p < 0.05$) and this correlation is negative and significant.

Mediating effect of Career Motivation

The mediation analysis was carried out using the process menu model number 4, the mediator career motivation was regressed on the relationship between ostracism, performance and façade of conformity. Ostracism was positively related to façade of conformity ($b=0.083$, $t=3.36$, $p < 0.05$), The ostracism had positive relationship with CM ($b=.1347$, $t=2.8569$, $p=.0045$) and CM had positive relationship with façade ($b=0.0462$, $t=2.1255$, $p=0.034$). It was found that career motivation ($b=0.0462$, $t=2.1255$, $p < 0.05$) mediated the relationship between ostracism and façade of conformity, and the mediation was partial as the direct relationship between ostracism and façade was still significant in the presence of mediator. The indirect effect of CM was found significant ($b=0.0062$, $SE=.0037$, $LLCI-ULCI= 0.0001, 0.0146$). The relationship of ostracism with employee’s performance was negative ($b= -0.177$, $t= -4.31$, $p < 0.05$). The relationship between ostracism and CM was positive and significant ($b=0.1390$, $t=2.94$, $p=0.0014$), the relationship between CM and performance was positive and significant ($b=0.2926$, $t=8.2206$, $p=0.000$). CM ($b=0.2936$, $t=8.2206$, $p < 0.05$) mediated the relationship between the ostracism and the employee’s performance, and this mediation was partial, and it was evidenced by the data that the career motivation positively mediated this relationship. The indirect effect was positive and significant.

Moderated mediation effect of PsyCap

For moderated mediation analysis, model number 7 of process macro was used. Moderator was regressed on the mediation model. Both the ostracism and moderator were converted into z scores in order to produce the interaction term. PsyCap had no interaction effect between the ostracism and CM, the interaction effect of ostracism and psyCap produced an insignificant effect on CM (b= 0.0136, t=0.2606, p=0.7946) psyCap and ostracism have association or relationship with the mediators in the model. The test of highest order unconditional interactions of ostracism and psyCap with career motivation was insignificant (F=.0679, P=.7946). The indirect effect was still significant and career motivation had positive indirect effect. The moderated mediation effect of psyCap on the mediation model was not significant (B= 0.006, SE=.0029, 95% CI= (-.0055, 0.0067).

Ostracism and psyCap produce the interaction term to mediate the relationship in the presence of employee's performance, It can be seen from the results that the ostracism and psyCap produced an insignificant interaction term, here, psyCap and ostracism have association or relationship with the mediators in the model.

Table 2: testing the mediating effect of ostracism on façade and performance

Predictor	On CM				On Façade				On Performance			
	B	SE	P	95%CI	B	SE	P	95%CI	B	SE	P	95%CI
Ostracism	.1347	.0471	.0045	.0420,.2274	.0834	.0249	.0009	.0346,.1223	-.1774	.0412	.0000	-.2583,.0964
CM					.0462	.0217	.0341	.0035,.0889	.2936	.0357	.0000	.2234,.3638
R2	.0186		.0042		.1748		.0000		.1912		.0000	
F	8.16				22.66				20.18			

Table 3: testing the moderated mediating effect of ostracism on façade and performance

Predictor	On CM				On Façade				On Performance			
	B	SE	P	95%CI	B	SE	P	95%CI	β	SE	P	95%CI
Ostracism	.1749	.0529	.0010	.0710,.2789	.0950	.0283	.0009	.0393,.1506	-.1851	.0459	.0001	-.2751,.0949
CM					.0462	.0462	.0341	.0053,.0889	.2831	.0352	.000	.2139,.3523
Ostra*psy cap	.0136	.0521	.7946	-.0889,-.1161								
R2	.0605		.000		.1748		.000		.1880		.000	
F	9.21				22.66				24.45			

The test of highest order unconditional interactions of ostracism and psyCap with career motivation was insignificant (F=.0679, P=.7946). The indirect effect was still significant and career motivation had a positive indirect effect. The moderated mediation effect of psyCap on the mediation model was not significant (B=.0038, SE=.0154, 95% CI=(-.0258, .0349,).

The interaction effect of ostracism and psyCap produced an insignificant interaction effect on CM (b= 0.0136, t=0.2606, p=0.7946). the indirect effect was there, but the mediation model was not moderated by the psyCap. During the analysis it was observed that the indirect effect was positive with dependent variable façade of conformity.

Discussion

Ostracism was negatively related to performance and the same results were found in the study by Inam (2014) which means that the performance of ostracized employees would be lower (O'Reily and Rubinson, 2009). Ostracized individuals would have decreased performance and less satisfaction (Wu et al., 2012). The study by Lustenberger et al, (2010) proved that ostracism affected the performance, it interfered the ability to perform the cognitive tasks.

The relationship between CM and performance was positive and significant. The ostracism had positive relationship with CM which were different from the other studies. Ostracism badly affects the motivation (Twenge and Campbell, 2009) and has detrimental effect on career motivation. The employees with high level of CM have positive behavior and attitude regarding their job (Amin et al., 2017). Ostracism stops the development of the meaningful relations, but instead promotes several levels of anxiety and maladaptive behavior and brings the destructive effects on the individuals and organizations (Jahanzeb and Fatima, 2018).

The relationship between ostracism and CM was positive and significant. These results are different from other studies, it is shown here that ostracism could not influence CM as CM had three different facets, which mitigate the effects of ostracism or in the presence of CM, the influence of ostracism is removed. The study by Zhang et al., (2016) found that perceived ostracism in the workplace was negatively related to employees' career motivation, as well as their job satisfaction. They suggest that this may be because ostracism threatens individuals' sense of belonging and identity

within the workplace, leading them to feel less invested in their careers and less willing to expend effort to achieve their goals.

CM mediated the relationship between the ostracism and the employee’s performance. The ostracized employees are reported with poor employee’s performance and the study by De Lange, et al., (2008) proved the partial mediation role in this relationship which means that the effects of ostracisms were partially mediated by CM

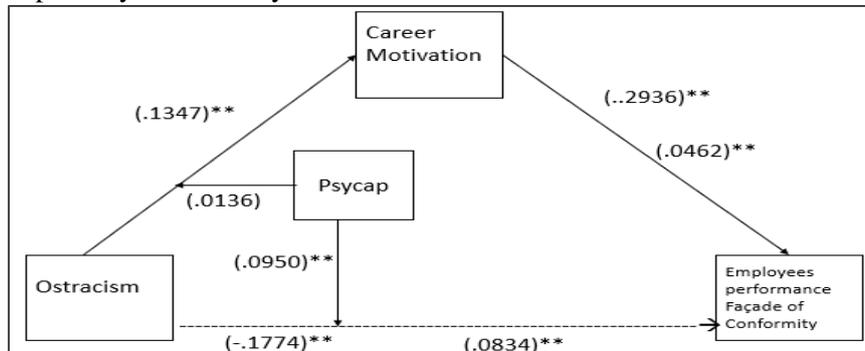


Figure 1: Career motivation mediates the relationship between ostracism, employee’s performance and façade of conformity, while psycap moderate the relationship between ostracism and career motivation

As hypothesized that ostracism positively influenced façade and the same results were found and other studies also support this claim. CM has positive relationship with façade, and the findings from other studies are the same. Career motivation impacts the individuals to face unfavorable conditions and setbacks in the career (London, 1983) which affects the negative activity of the façade of conformity (Zhao et al., 2007). The behavior and decision in the career motivation (London, 1983) remove the tension given to the employees by the difference in their personal and organizational values (Bell, 1990; Meyerson, 2001) The difference, conflict or contradiction caused by the difference of the values will disappear in the presence of the career motivation.

It was found that career motivation mediated the relationship between ostracism and façade of conformity. High level of CM provides a source of help, appreciation, encouragement and support which reduces the negative effects of ostracism (Rogghe and Icks, 2003). CM provides protection against the negative influence of ostracism by identifying and showing the direction and purpose to counter the social isolation (Emmon, 1986) and CM reduces the occurrence to conform to others (Rogghe and Icks, 2003).

It was found and evidenced by the data that the employees who were ignored, isolated, and rejected by peer, groups and immediate supervisor would have poor performance, On the other side such employees will adopt different tactics in the organization to avail benefits and promotion or remain fit in the organization. Ignored or isolated behavior at the work place impacts the career motivation and ostracism decreases the performance, job commitment, and engagement (Williams, 2007). Ostracism bring the feeling of loneliness, poor self-esteem, stress and inadequacy, which affects the career motivation of employees to succeed. Ostracism results in trust deficit, difficulties in developing the interaction opportunity and positive relationship and lack of support for their development (Baumeister & Leary, 1995). The ignored employees will never put much efforts to provide a distinctive position to the organization. Such ignored employees with poor job satisfaction and poor performance will not stay longer and will incur cost on their replacement. The tactics adopted by the employees to remain fit in the organization will distort the environment of the organization; such attitude will push them in organizational politics, which will disturb their creativity. The creativity and innovation capacities are negatively influenced by social rejection; low self-esteem and poor confidence are the consequences of ostracism (Baumeister & Leary, 1995). Therefore, the employees fail to think out of the box and come up with new and innovative ideas (Baumeister & Leary, 1995).When the employees remain silent, or adopt the political attitude; it harms the innovative capacity of the organization. When the employees cannot highlight the core problems or issues openly, it will negatively influence the organizations in term of innovation capacity, learning and capability (Hewlin, 2003). The employees will not be able to integrate themselves in to the work context, work processes, and enhance their satisfaction when they hide their values and identify with the organization (Chou et al., 2019). The ignored employees’ face different psychological problems, are easy target of the stress and other problems, in such situations, the

employees fail to get the required resources to complete the job. Ostracism brings emotional exhaustion, leads to high level stress, which affects the career success and employee's performance (Yim et al., 2012).

The results in the moderated mediation model were different from the early studies and It can be seen that the ostracism and pscap produced an insignificant interaction term. The moderated mediation effect of pscap on the mediation model was not significant. These results seem un usual. Ostracism can lead to decreased job performance among employees, but this negative relationship can be moderated by psychological capital (Zhang et al., 2021). Specifically, employees with higher levels of PsyCap are better able to cope with ostracism and maintain their job performance. These studies suggest that psychological capital plays an important role in how employees respond to ostracism in the workplace, and can buffer the negative effects of ostracism on employee outcomes.

The analysis was conducted for dependent variable façade of conformity and employee's performance. The pscap had no interaction effect on the mediation model, the interaction effect of ostracism and pscap produced an insignificant interaction effect on CM. ostracism shows the negative attitude while pscap is a positive attitude and they cancel out each other influence, therefore, this interaction does not mediate the relationship. Data quality also matters in this regard, as respondents have not observed the interventions of pscap in their organizations. Research has shown that PsyCap can moderate the relationship between ostracism and career motivation. For example, a study by Liu, Wang, and Liao (2014) found that high levels of PsyCap could buffer the negative effects of ostracism on career motivation.

The study by Liu et al. (2014) found that employees who experienced high levels of ostracism had lower levels of career motivation, but this relationship was weaker for those who had high levels of PsyCap. In other words, employees with higher levels of PsyCap were more resilient to the negative effects of ostracism and were more motivated to achieve their career goals. This finding suggests that PsyCap can be a valuable resource for employees who experience ostracism in the workplace. By developing their PsyCap, employees may be better able to cope with the negative effects of ostracism and maintain their motivation to succeed in their careers.

Implication

The decision made at the organization level shall be on merit, inclusive and participatory. In addition, for better social interaction and enhancement of communication, the employees shall be kept on job rotation as well. The role of the head of the organization is important to create a pleasant working environment with trust, support and friendly culture.

Organizations can benefit from promoting and developing employees' psychological capital, as it can help employee's better cope with challenges and maintain their job performance, creativity, and intention to stay with the organization.

The organizational structure and system shall be designed in way to improve the performance which will decrease the façade, and the organization shall listen openly to the employees and be participatory, so that they accept and align with the values of the organization.

The ostracized employees will behave unethically (Akhtar et al., 2020) and lead to unethical climate and worse interpersonal relationship while curbing the interest of the organization. The organization shall in depth analyze their behavior, and provide trainings to modify their behaviors.

Limitations

The ostracism was explored in the current study, but what coping strategies should be adopted to minimize its effects needs investigation. Yet another limitation of the study was to investigate as how the effects of the ostracism changes over time, and what shape do these effects form. Every organization has a unique environment and require different strategy to cope with the ostracism, the modes of ostracism shall be explored as well in which it occurs.

The effects of ostracism remain somehow uniform, but largely not the same, a cross sectional study shall be carried out to investigate the negative effects across time and situations. The outcomes of ostracisms were beyond the scope of the current study; therefore, we may not understand the nature and effects brought by the ostracism.

This study did not account for the sources of ostracism; therefore, the nature of ostracism may not be clearly understood. Yet another limitation of the study was the duration of ostracism, as how long would it remain? And as when, why and how long the effects remain, these dimensions will have different psychological results.

Conclusion

The current study used a moderated mediation model to test the relationship of ostracism, façade of conformity and employee's performance. CM was used a mediator while psycap was used a moderator. CM significantly mediated the relationship between ostracism, façade of conformity and performance, while there was no role of moderator in the mediation model, though there was an indirect effect, but psycap did not moderate the relationship between ostracism and CM.

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