Chapter I

Introduction

Social association (Adamic, Huberman, 2004; Granovetter, 1973) and socio-emotional attachment (Mesquita, 1993; Singh-Manoux, 1998) are the cardinal part of human life. These are well-connected with both psychological enrichment and physical health (Heapy & Dulton, 2008), important requirement for personal as well as group well-being. For achieving better life, human-being can build positive inter-personal relationship and make use of it in a successful manner. But due to differences of culture and language, everybody may not experience the same.

Researchers have proved that ostracized employees fail to concentrate on their job (Hofboll, 1989) and experience severe job dissatisfaction (Ferris, Brown, Berry, & Lian, 2008). Employees with cynic attitude have lower satisfaction and lower organizational commitment (Dean, Brandes and Dharwadkar 1998). Many a time, ostracized employees might be miffed to their immediate subordinates and hence cause poor interpersonal relationship. Emotional pain and sadness are common in these scenarios. In most of the organizations in India, the authorities and supervisors fail to have an amicable settlement with ostracized subordinates which cause organizational predicament leadings towards low productivity. Emotional stability is a better a predictor of job performance (Halim, Zainal, Khairudin, Wan Shahrazadn, Nasir, & Fatima, 2011). Due to ostracism, people become more anxious, jealous, depressed and lonely which in turn decreases their emotional stability (Leary, Tamber, Terdal, & Downs 1995). In line with these issues, the present investigator wants to examine the role of psychological capital and emotional intelligence towards different job attitudes among employees and also aims at giving suggestions to organizations for developing harmonious relationship among employees.

Exposure to workplace ostracisms may have adverse effects on work related outcomes like lower job satisfaction, commitment etc. Whereas psychological capital and emotional intelligence not only enhances ones work related outcomes, they can help to manage the adverse effect of exposure to workplace ostracism.
1.1 Definition and Characterization of Ostracism:

In simpler language, ostracism is defined when an individual is ignored or excluded by others (Williams, 2001). It is a common phenomenon occurring across age, gender and demographic lines (Williams, 1997). According to the survey by Williams (2007), ostracism is a universal experience, with most individuals either having experienced ostracism or having ostracized others. By and large, it is an agonizing and aversive experience often termed as “social pain” (Eisenberger, Liberman, & Williams, 2003). Simultaneously the experience of ostracism threatens four fundamental human needs. They are the need for self-esteem, the need to belong, the need for control and the need for a meaningful existence (Williams, 1997).

Individual may experience ostracism in different ways. My perception led me to analyze the different angles of ostracism. It might have different causes, different purposes, produce different consequences and different interpretation as well. If we examine seriously, no matter what content, intention or interpretations are, the effect of ostracism could be negative. For example, if an individual is not acknowledged by his/her fellow-being, he or she would feel isolated, rejected or excluded. The same thing will probably occur in all settings like family, society, workplace etc. Ostracism has its own independent functional attribution. They are, (a) target certain groups, (b) individual susceptibility to ostracism, (c) react physiologically, emotionally, cognitively to the hazardous situation and finally (d) duration of exposure to ostracism. These four are crucial part of individuals’ perception towards ostracism. And more, these circumstances of ostracism essentially depend on three factors such as (a) characteristics of the target, (b) the source itself, and (c) the situation (Williams, 2001, p.47). For example, women working in large sector industry, whose proportions are very less, may feel ostracized ostracism by their colleagues.

Researchers found that ostracism varies in terms of quantity of behavior; say for example, to what extent, individuals hopefully were involved in intimate conversation and being eye contacted by his or her fellow. Less intimate conversation, reduced eye contact, briefer utterance and loss of inflected verbal communication could affect predominantly the interpersonal relationship (Williams, 2001, p.55). Bearing in mind the
behavior of frequent isolation and disconnected attitude of people, classic researches illustrate ostracism in the form of social exclusion (Kurzban & Leary, 2001; Twenge, Catanese, & Baumeister, 2002), rejection (Prinstein & Alkins, 2004), abandonment (Baumister, Wotman, Stillwell, 1993), being out of loop (Jones, Carter-Sowell, Kelly, & William, 2009), threats to belonging (Richman & Leary, 2009) and language exclusion (Hitlan, Kelly & Zarate, 2006). William (1997), mentions that some behavioural manifestations of ostracism can be anticipated in social context, like, being overlooked, being avoided, and being ignored by other individual or group. The same could also be observed in the workplace (Fox & Stallworth, 2005; Hitlan, Kelly, Schepman, Schneider, Zarate, 2006).

1.1.1 Ostracism in the Workplace:

Workplace is a physical setup where people work for a certain period. Generally, in workplace, tasks are assigned deliberately to the worker and at the same time the authority expects employees to complete the task successfully for which they get benefited. Each task or work has certain economic value. In addition to that, tasks are also distributed among employees in terms of their abilities, knowledge and skill. Workplace is such a platform where more than one individual work together. Workplace is like a society where groups of employees have relationship and share some cultural and social values, which are important ingredients of social inclusion. Thus social inclusion is very important in the workplace. However in spite of efforts for inclusion in the organizations, exclusion is experienced by employees at many places. Feelings of exclusion, in terms of gender, culture, power, status and religion etc cannot be avoided. Social exclusion is defined as “discrimination against culturally defined group” (De Hann, 1997). Groups are also discriminated against “either because of perception or prejudice” (Darity, 2012). Blummer (1958), mentions that exclusion deliberately happen through collective interest of people often motivated towards the sharing of material resources like land, jobs, decision making authority and rules and regulation. Theory of unfavorable inclusion (Sen, 2000) suggests that there are certain culturally identified groups who are forced to engage in inferior activities like low paid, polluting, low designated job who remain unnoticed, where as we give precedence to profitable, socially
coveted and high paid activities. This kind of practice might be a common phenomenon in workplace and organization. In India, women workers are engaged mostly in low income sector while few percentage of women (08%) workers are in better paying modern sector. In addition, women worker are paid only 60% of the wage of a male workers (Papola & Sahu, 2012). Women are employed in low position mostly laborer, attendant and machine operator. This is based upon the belief that women workers are less capable and active than male worker. Finally, the extent of exclusion is not less for migrant and outside employees. They are unable to cope due to their differences in culture, language, ethnic value, religion etc. It has been suggested that unemployment, low paid causal and informal employment without social security as forms of social exclusion having direct relationship with poverty and social relationship. It is found that people who are more excluded are more likely to be aggressive, both towards those who excluded them and uninvolved others (Twenge, Baumeister, Tice & Stuche, 2001). Ostracized people tend to show maladaptive responses and are less likely to engage in prosocial behavior (Twenge, et al., 2001). The literature makes us realize that ostracism prevails in organizations anywhere in world including India.

1.1.2 Theoretical frameworks related to Workplace Ostracism:

Workplace ostracism can be defined operationally as the employee perception that he or she is being ignored, over looked, excluded or avoided by other employees in the organization (Ferris et al. 2008). Most commonly researchers identify ostracism in the forms of social rejection, social exclusion and organizational shunning, especially in organizational context. Enough research has not been carried out on ostracism due to lack of theoretical attention. However it has been reported in the form of other constructs including work interpersonal deviance, social undermining, incivility or aggression (Ferris et al., 2008). It can also be reflected through other forms behavior like linguistic ostracism, information exclusion, mistreatment at work, bullying, retaliation, interpersonal conflict and harassment etc. The present investigator focuses here some related constructs or factors.

Social Rejection and Exclusion at Work: Social rejection occurs “when one person seeks to form and maintain at least temporary alliance or relationship with someone else
and that other person says no” (Blackhart, Nelson, & Knowles, 2009). People having dishonest and malicious intent are not treated favorably by other people and mostly they are socially rejected. Both social rejection and social exclusion are identical in nature but small difference exists. Unlike social rejection, social exclusion refers to an individual’s feeling of loneliness and deprived social contact (Blackhart et al., 2009). Belongingness theory maintains that people have strong desire to be connected to and belong to something meaningful. Exclusion, whether it is real or perceived has lot of negative emotional effects like sadness, aloneness, envy, guilt, embarrassment and anxiety (Leary, Koch, & Hechenbleikner, 2001). Researchers have also observed a positive relationship between being excluded at work and negative consequences (Parks & Kidder, 1994; Beirman & Wargo, 1995; Twenge et al., 2001). It’s worth saying that, both rejection and exclusion might be detrimental for workplace in establishing positive interpersonal relationship without any turbulence. Linguistic ostracism occurs when an individual cannot understand the other’s language in their host place (Dotan-Aliaz et al., 2009). Its language based exclusion where people feel rejected and uncomfortable. India is a multi-linguistic country. People are working in different organizations in every corner of India. It is noticeable that they are experiencing a lot difficulty to grasp languages due to larger disparity. Similarly, information exclusion has also been seen in the form of ostracism (Jones et al., 2009). Information exclusion refers when an individual believes that he/ she is uninvolved in the information sharing process of a group. They might be deprived of both group inclusion and being felt out of the loop as well. In addition to that, people experience ostracism through gender-exclusive language. Some people make use of pronouns that refer to one gender only and ignore other. One study reveals that women are affected mostly by gender exclusive language (Stout & Dasgupta, 2011). It’s almost passive form exclusion but always a target group suffers. Furthermore, supervisor undermining has also been observed in the workplace in the form of direct (verbal attack) and in indirect (silent treatment) in which an employee unable to sustain positive interpersonal relationship, work related successes and at the same line, has unfavorable effect on employee behaviors and organizational climate (Duffy, Ganster, & Pagon, 2002; Tepper, 2007).
Work Alienation: Alienation is another related construct of ostracism. It has been defined by Karl Marx (1932) as a condition in which individual becomes isolated, discontinue the product of his/her work, deliberately impede his/her desire of self expression and hold his/her own fate at work. According to Fromm (1955), alienation is a kind of experience where a person feels as an alien or separated from the self. The term ‘alienation’ has been thought been as a most appropriate construct for many social settings including workplace (Aiken & Hage, 1966; Allen & LaFollette, 1977). Two distinguished sociologists like Aiken and Hage, argue that alienation in the workplace reflects two forms of organizational analyses, (a) estrangement from work and (b) estrangement from expressive relations. Blauner (1964) developed a structure with four dimensions. These are powerlessness, meaninglessness, isolation and self estrangement. According to Frost (1980), alienation is a major obstruction especially in the inter-personal relationship. It can also be assumed that organization is a source of alienation. Researchers have explored the structure of alienation i.e., a dissociative condition or a sense of separation from environment (Kanungo, 1979; Schacht, 1970). Some researchers have done studies on alienation in the context of Indian organization (Pestonjee, Singh & Singh, 1980; Kanungo, 1982; Nair & Vohra, 2010). Nair and Vohra (2010) found that lack of meaningful work, inability of work to allow for self expression and poor quality work relationship are strong predictions of alienation. However alienation differs from ostracism on the basis of its well-designed role and functions. Alienation is more psychological or subjective orientation where the individual remains detached from the group due to his/her own perceived hazard. Based on these literatures on work alienation and its negative effects, the present researcher may assume that ostracism will have similar negative effect on employees.

Interpersonal Mistreatment at Work: Positive interpersonal interaction is just opposite of interpersonal mistreatment. Interpersonal interactions play a vital role for enriching work environment. Interpersonal mistreatment primarily depended on characteristics of perpetrator (Hauge, Skogstad, & Einarsen, 2009; Reio & Ghosh, 2009). According to Cortina & Magley (2003), workplace interpersonal mistreatment recognizes the behavior of the person responsible for troubling normative positive communication towards employees. Workplace Interpersonal mistreatment has negative consequences for
employees and organizations (Cortina & Magley, 2003, Cortina, Magley, Williams, & Langhout, 2001; Liu, Nuata, Spector, & Li, 2008; Pearson, Anderson, & Wegner, 2001). Individuals experience mistreatment from others as it involves some dispositional characteristics like negative affectivity, agency, cognitive ability, submissiveness, conflict avoidance, and quietness (Bowling & Beehr, 2006; Milam, Spitzmueller, Penney, 2009). Researchers have also studied empirically two forms of workplace interpersonal mistreatment such as workplace interpersonal conflict and workplace ostracism (Cullen, Fan, & Liu, 2012). From this viewpoint, researcher assumes that like workplace interpersonal treatment, workplace ostracism would have negative consequences in organization.

1.2 Work Attitudes

An attitude is a cognitive evaluation of the world. We can develop our attitude through the affect and cognition associated with an object (Zanna & Rampel, 1988). In organizational psychology, researchers have given special focus upon job attitudes, which are based on employees’ feelings, likings or dislikings, preferences or choices towards the job. Depending upon the situation, employees may show either positive or negative attitudes. Positive attitudes are job satisfaction, organizational commitment, job involvement, employee engagement while cynicism and turnover intention are considered negative attitudes.

1.2.1 Organizational Commitment: Organizational commitment is the employees’ psychological attachment towards their organization. It simply refers to the positive attitude of employees’ and their relationship with organization. According to Porter, Steers, Mowday and Boulian (1974), commitment is the relative strength of an individual’s identification and involvement in a particular organization. It has also been defined as employee’s loyalty to the organization, eagerness to attempt on behalf of the organization, and aspire to preserve membership (Bateman and Strasser, 1984). There are three independent dimensions of organizational commitment (Meyer and Allen, 1991). These are affective, continuity and normative. Affective commitment is defined as an emotional attachment of employees’ towards organization. The term ‘affect’ is behavioral component where an employee is mostly regulated through his/ her identification and
involvement with particular task in a job. The employees with high affective commitment
give importance to their values and beliefs about organization. Some factors influencing
affective commitment identified by Steers (1977) and Mottaz (1988), are job
characteristics, job performance, perceived organizational support and dependence.
Continuance commitment refers employees’ commitment with economic as well as non-
economic perspectives. Economic perspectives play a major role for employee existence
as far as finance matter is concerned. Employees’ working relationship with co-workers,
job security, job skills for particular task, retirement investment, career investment,
community involvement are non-economic resources which are non-transferable and
important determinants for continuance commitment (Jha, 2011). Finally, normative
commitment is the third component which denotes the ethical and moral reasons of
employees’ commitment. Normative commitment can be characterized as “the general
value of loyalty and duty” (Wiener, 1982).

1.2.2 Job Involvement: When a person is involved psychologically in his or her job and
generated interest in it, is called job involvement. It is linked to individual’s daily routine
task or life related to his/her job (Reitz & Jewell, 1979). According to Kanungo (1982),
the employees whose involvement in job is high can be said that the job is important to
his/her self image. Job involvement measures the degree to which a person identifies
psychologically with his/her job and considers the perceived performance level important
to self-worth. There are three important characteristics of job involvement like decision
making role, continuous progress and transform initiative. Research supports that job
involvement has been playing a major role towards organizational efficiency as it has the
ability to enhance decision making power among employees (Miller & Monge, 1986).
According to Brown (1996), Job involvement was found to be associated with
supervisory behavior in their decision making role. Continuous progress of work
performance and job involvement are related to each other. Lastly, transform initiative
reflect a shift or change towards other positive activities in the organization such as in
mentoring, recruiting, selecting, facilitating, or involved with positive organizational
culture (Kossek, Lobel & Brown, 2006). Though it seems that employee engagement is
similar to job involvement but they are quite different in terms of their conceptual
explanation. In contrast to job involvement, employee engagement is the degree to which
employees express and interpret their work physically, cognitively and emotionally (Khan, 1990).

1.2.3 Organizational Cynicism: Organizational cynicism is a negative attitude towards one’s employing organization, composed of the belief that the organization is untrustworthy and lacking in integrity (Abraham, 2000). According to Dean et al., (1998), organizational cynicism is a critical behavior towards the organization which comprises three dimensions, - a belief that the organization lacks integrity, negative affect towards the organization, and tendencies to disparaging and critical behavior those are consistent with these beliefs and affect. Research evidences suggest that cynicism results in lowered job satisfaction, reduced commitment and deterred citizenship behavior (Abraham, 2000).

1.3 Workplace Ostracism and Work Attitudes

In the present workplace situation, many negative events take place in the organization due to ostracism like lowered social interaction and poor mental health. This makes people unable to fulfill their psychological need. Many a times, ostracism acts as interpersonal stressor leading to psychological distress (Williams, 1997, 2001). This distressed experience of employees often leads to undesirable outcomes such turn over and poor physical health (Grandey and Cropanzano, 1999). These consequences reflect that there is a relationship between workplace ostracism and psychological distress. Research evidences support that workplace ostracism is negatively associated with job performance and job satisfaction (Ferris et al. 2008). In organizational psychology, enough studies are there based on their causal relationship between performance and work attitudes (Harrison, Newman & Roth, 2006; Judge et al., 2001; March & Sutton, 1997; Schwab & Cummings, 1970). In addition to that, a meta-analytic study reveals that work attitudes influence performances (Riketta, 2008). On this basis we can assume that workplace ostracism is related to unhealthy attitudes.
1.4 Emotional Intelligence:

Man without emotion is totally meaningless. Emotion can affect life both positively as well as negatively. Proper use of emotion can enhance the success especially in workplace where we encounter conflict, turbulence, mal adjustment etc. In order to prosper in work life, employees need to use emotions in efficient manner. Taking into consideration the importance of emotion at work, the researcher views it as a novel form of intelligence requisite for performance improvement. Emotional intelligence is a highly popular term among management practitioners and consultants in industrial and organizational psychology being linked with work-related accomplishment (Palmer, Gardner, Stough, 2003; Ciarrochi, Chan, Caputi, 2000). Salovey and Mayer (1990) are propounder of ‘emotional intelligence’ and they consider it as a component of social intelligence which defines “as the ability to monitor one’s and others’ feeling and emotions, to discriminate among them and to use this information to guide one’s thinking and action”. After it was popularized by Daniel Goleman (1998) through his well-known book ‘Emotional Intelligence: Why it can matter more than IQ’, it became a known variable for research work in managerial and organizational field. He identifies the important dimensions of emotional intelligence as self-awareness, self-management, empathy and social skill. Based on theory, emotional intelligence can be understood as the ability to accurately perceive, express, understand, use and manage emotions in one’s own self and others in order to facilitate cognitive, emotional and social growth and development (Mayer & Salovey, 1997; Mayer, Salovey & Caruso, 2000; Salovey, Mayer & Caruso, 2002). Emotional intelligence is, for the most part, environmentally determined and could be improved by training (Carr, 2004). In India, numerous research works have been carried out on emotional intelligence in the context of workplace and organization (Das & Mangaraj, 2012; Singh, 2010; Kulkarni, Janakiram & Kumar, 2009; Modassir & Singh, 2008;). Through empirical examination, emotional intelligence is generally articulated in two models - the “ability model”, measuring maximal performance (Mayer’s et al. 2000) and the “personality trait model”, measuring typical performance (Petrides & Furham, 2001).
Emotional intelligence has different notions by different researchers. Pertaining to its characteristics and dimensions, it has been interpreted differently by different psychologists. Emotional intelligence can be best conceptualized in terms of four dimensions by Wong and Law (2002). These are - (i) Self emotional appraisal (SEA), which focus primarily on individual’s appraisal and expression ingredient in order to understand own deep feelings and emotions. Higher level of SEA would develop a sense of ability to recognize own emotions better than others’. (ii) Others emotional appraisal (OEA), mainly stresses the ability to understand the emotions of others. Higher in this area, individual would perfectly read others’ mind and their behavior with regard to feelings and emotions. (iii) Regulation of emotion (ROE), a part which deals with stress and anxiety well because it helps the individual to regulate his or her own emotions effectively. (iv) Use of emotion (UOE), speaks about how individual utilizes own emotion in an efficient manner with the intention of productive activities and individual performance.

Many research evidences suggest that emotional intelligence is highly related to individual’s success in every sphere of life, personal aspect to group level and all positive performances could be predicted by emotional intelligence better than cognitive abilities. Researchers have attributed applications of emotional intelligence to effective organizational leadership and work teams. Across organizational sizes and managerial level, elements of emotional intelligence account for about two thirds of the competencies sought by organizations as critical to high performance, become more substantial at higher professional level and managerial position. Emotional intelligence is one of the foremost factor of job performance which can be articulated through employees’ desirable attitude in the form of organizational commitment (Downey, Roberts, & Stough, 2011; Carmeli, 2003).

1.5 Psychological Capital

The concept of “capital” is usually thought as advancement in economic sciences. Capital is generally referred as investment of resources with expected returns in the market place (Lin, 2001). It is a broader concept, specific to economics, commerce and sociology but it has different notion in behavioral science. This study focuses the
psychological aspect of capital and tries to portray the significance of human potentiality which involves individual capacity in one hand and organizational outcome in the other hand. That are completely psychological, can be developed, generated and managed successfully. Luthans, Avey, Avolio, Norman, & Combs (2006) audaciously proposed “capital” in the form of psychological way which reflected the positive approach towards the “human at work”. By the beginning of the twentieth century, the term “capital” has been explained with the spirit of positive psychology approach. It has wide application and important ingredients to social and human services (Ronel, 2006), leadership (Avolio, Gardner, Walumbwa, Luthans & May, 2004; Gardner & Schermerhorn 2004; Luthans & Avolio, 2003), management (Ghoshal, 2005) and organizational sciences (Cameron, Duttan & Quinn, 2003; Luthans, 2002a, 2002b). Luthans attempts to classify capital into four categories which are essential and shows its values to human at work and research development. These are “traditional economic capital” or “what you have” (Luthans, Luthans & Luthans, 2004), “human capital” or “what you know” (Luthans et al., 2004), “social capital” or “who you know” (Putnam, 1993), “positive psychological capital” or “who you are” (Luthans et al., 2004; Luthans & Youssef, 2004).

1.5.1 Components of Psychological Capital: As discussed above, psychological capital has four dimensions which are state-like construct. For better understandings, the author has explained each dimension in a few words below.

**Hope:** Hope is a prime component of psychological capital. It is a state-like construct, which involves clear defined goals, along with the perceived capacities to produce the routes to those goals. So both agency (goal directed energy) and pathways (planning to meet goals) are important domains of hope (Snyder, Irving, & Anderson, 1991). Snyder’s basic postulate is that hope is a cognitive state which helps the individual to become more realistic about his or her expectations about the desired goals through self determination, perception and energy. Therefore, Snyder et al. (1991) defined hope as an agency and will power. Later, the concept of hope was modified slightly as “agency” and “way power” because the individuals having these components are capable of generating alternative ways for the desired goals (Snyder, 2000; Snyder, Ilardi, Michael, & Cheavers, 2000). Hopeful thinking is more beneficial in work related behaviour. Indeed
hope characterizes the productive work setting as well as successful worker. Hope theory suggests that the person in work setting identifies the important goals to break larger goals into sub goals that are easier to reach and to learn to reach desired goals by alternative routes especially in stressful situation (Luthans & Jensen, 2002).

**Optimism:** Martin Seligman, who was formerly known for his “helplessness theory” defined optimism as causal attribution to explain positive and negative experiences or events. Helplessness theory is the theoretical root to explain optimism. Optimism can be classified into two forms - learned optimism (Seligman, 1998) and dispositional optimism (Scheier, & Carver, 1985). Luthans took Seligman’s learned optimism concept as one of the most valuable component of psychological capital. Learned optimism can also be defined in terms of distance between negative outcomes (past) and positive outcomes (future). That means the individual always tries to maintain distance from past and link himself positively to the future, called optimism. In order to achieve high performance at work, learned optimism proves as the best tool for developing psychological strength. Following Seligman’s theoretical framework on explanation style of optimism, Schneider (2001) explores three components for establishing complete ideology of optimism in the context of workplace which include - leniency for the past, appreciation for the present and opportunity seeking for the future.

**Resiliency:** Resiliency is another important state of psychological capital. Like hope, optimism, and self efficacy, resiliency is measurable (Block & Kremen, 1996, Wagnild and Young, 1993). Positive emotionality is the important determinant of resilient people (Block & Kremen, 1996) or have greater ability to rebound from negative circumstances, especially when recognize threats (Masten, 2001). It is the capacity of the individual to adapt positively to the different negative environmental occurrences like conflict, adversity, difficulty and failure or happening positive events with individual like increased status and responsibility. Masten and Reed (2002), defines resilience as a process of positive adaption to the different adversities and risk. It is essential for life as society is competitive and ever changing. In an organization, resiliency in an employee is beneficial. It is applicable and related to performance in the workplace (Coutu, 2002; Luthans et al., 2005; Luthans Vogelgeslang, & Lester, 2006; Waite & Richardson, 2004).
**Self Efficacy:** If we raise a question of ‘what a person can do’? Or ‘how can a person do a task’? The answer will probably reflect upon individuals’ competencies or beliefs like ability, skill, and knowledge - popularly termed as “self efficacy”. It can be viewed interchangeably as individuals’ confidence and conviction in order to examine their complete enrichment. According to Bandura (1997), self efficacy is “peoples belief in their capabilities to produce desired effects by their own actions”. Some Indian psychologists emphasize the relevance of self efficacy in different work environments (Gupta, & Sawhney, 2010; Varma, 2010; Punia & Kaushik, 2012). Self efficacy helps in fostering competence for performance (Pethe, Chaudhari, & Dhar, 1999). According to them occupational self efficacy has six independent factors like confidence, command, adaptability, personnel effectiveness, positive attitudes and finally individuality. Self efficacy can be inculcated through four ways - employee’ task mastery, modeling behavior, positive feedback and physiological and psychological arousal (Bandura, 1997).

**1.6 Psychological Capital & Work Attitudes**

A number of researches have tested the relationship between psychological capital and employee attitudes. Employee attitude is a functional aspect associated with employee’s organization which might be interpreted in terms of positivity (desirable aspect) or negativity (undesirable aspect). In order to gain profit, the organization lays more emphasis upon employees’ desirable attitude like job satisfaction, organizational commitment and job involvement. However, the undesirable attitudes like cynicism should also be paid attention.

Research evidence suggests that employees having high psychological capital report being more satisfied (Luthans, et al., 2007) and having higher organizational commitment (Luthans, Norman, Avolio, Avey, 2008). It is also argued that employees show high level of commitment where organizations are able to satisfy their need of self efficacy and other psycap states. In line with this argument, we may assume that employees will be involved enthusiastically to their work termed as employee engagement in similar situation. Another study is by Cetlin, (2011) found that
psychological capital was positively related to organizational commitment and job satisfaction attitudes.

Job involvement is subjective in nature which implies employee’s personnel as well as psychological level towards his or her job. Employee engagement is work-related, which identifies the employee’s attachment to his or her work through rigorous dedication, vigor and absorption (Schaufeli & Bakker, 2004). According to Avey et al. (2008), psychological capital is significantly related to employee engagement and positive emotion plays an important resource which is associated with the desired attitude of an organization. Sweetman and Luthans (2010), gave clear cut proposition that PsyCap would be positively related to work engagement. Therefore, we can assume that psychological capital would be related to job involvement.

An organizational cynical attitude is an undesirable attitude. Positive employees are helpful for positive change in organization. There are some reasons ‘why do high PsyCap employees would experience lower level cynicism’. Two major components of PsyCap capabilities like hope and optimism are important source for generating positive emotion (Snyder, Harris, et al., 1991). These can make the employees more comfortable to increase their success probability and target accomplishment through positive appraisal. Second, employees’ agentic and pathways thinking flourishes the alternative routes to achieve success. And finally, employees’ way power plays an important role to experience fewer negative feelings in obstacles (Snyder et al., 2000). They exhibit lesser deviance and less cynical and more citizenship behavior (Avey, Wernsing, and Luthans, 2008). Psychological capital has also been found to be negatively related to cynicism (Avey, Luthans, and Youssef, 2010).

1.7 Rationale of the Study:

India is a multi-cultural and multi-linguistic country. So employees from different socio demographic background work in organizations all over India, conceptually referred as employee migration. Employee migration is more or less reflected through economic genesis like low paid work, job insecurity, poor living condition etc. In any organization we come across with two groups of employees -
dominant group and submissive group. The minority group employees in an organization usually belong to this submissive group. These minority employees may include employees from either ethnic, religious, linguistic and gender base. Generally their representations in any organizations are less. Many a times, they may have the feelings of being ostracized by other employees in the workplace (Ferris et al. 2008). This can reduce sense of belongingness and workplace contribution (O’ Reilly & Robinson, 2009), which can lead to anger (Chow, Tiedens, & Goven, 2008), negative mood (Gonsalkorale & Williams, 2007) and lower level of satisfaction (Hitlan et al. 2005). Adequate number of studies has not been carried out to examine the relationship of workplace ostracism with work related attitudes like job involvement, organizational commitment and organizational cynicism etc. The present study will be a major contribution towards that.

**Secondly,** ostracism threatens four fundamental needs of human beings like self esteem, belonging, control and meaningful existence (Williams, 1997, 2001). Lower fulfillment of these needs decrease well being and more negative work attitudes and productivity. But few studies have been carried out to examine the relationship between workplace ostracism and work attitudinal behavior like job involvement, organizational commitment and cynicism. The present study is a modest attempt towards this.

**Thirdly,** the academicians, researchers and consultants must try to identify dominant factors which can withstand or reduce the negative outcomes of workplace ostracism. Two such emerging constructs are psychological capital and emotional intelligence. Psychological capital, which consists four dimensions like hope, optimism, self- efficacy and resiliency, has been found to predict job satisfaction and organizational commitment (Larson & Luthans, 2006), lower organizational cynicism (Avey et al. 2008). The employees who are high in emotional intelligence are more likely to be more committed to their organization (Abraham, 2000; Gardner, 2003). We can assume that both emotional intelligence and psychological capital would moderate the effect of workplace ostracism on job involvement and organizational cynicism. Higher level of ostracism often tends to low organizational commitment and job involvement. Instead of having negative experiences from ostracism and loosing trust in the organization, employees may strive to be more committed and involved towards organizations if they
have enough psychological capital and higher emotional intelligence. Studies reveal the positive effect of emotional intelligence and psychological capital towards human happiness and well-being (Furhnam & Christoforou, 2007; Singh & Khan, 2013). Happiness and well-being may lead to belongingness, understanding and realizing ‘meaning’ and excellent sense of control which are negatively associated with workplace ostracism (Ferris, et al., 2008). It is quite understandable that employees need to be emotionally and psychologically stable. If they have good skills for understanding and managing feelings of others along with psychological capital, they can have healthy work performance. Thus, the researcher forecasts that emotional intelligence and psychological capital may moderate the relationship between workplace ostracism and work attitudes in Indian context. The present study is an attempt to verify these assumptions. The findings from the study will definitely provide valuable inputs for designing training and intervention program in organization.

**Fourthly,** one problem that has caught particular interest is the factor structures of emotional intelligence and psychological capital. The nature of these scales may be fluctuated with respect to participants’ culture, belief, language and environmental settings. However, Hofstede (2001) has argued that cultural differences could affect psychological constructs of human behavior. A meta-analytic study about the nature of emotional intelligence, points out that there are no fixed factors. Some emotional intelligence tests show unclear dimensions or structures and some also indicates global score (Perez, petrides & Furnaham, 2005). One such global scale of emotional intelligence is Wong and Law emotional intelligence scale (WLEIS). This test was validated with four dimensions on Chinese population (Wong & Law, 2002) and Pakistan population (Karim, 2010). Similarly, in the year 2005, Luthans and his research team applied these four scales to Chinese factory workers for the first time and found only three factors including hope, optimism and resiliency being associated with performance outcome positively. They found high shared mechanisms among three constructs and rated higher relationship with performance. The same questionnaire had been administered in USA and revealed four factors of psychological capital on two different samples such as management students and engineers (Luthans et al., 2007) where higher psychological capital were found to be associated positively with performance and
satisfaction. Similar, this questionnaire of psychological capital has also been administered in South African sample where experts found three factors through exploratory factor analyses (Du Plesis & Barkhuizen, 2012). Based on these findings, the researcher became interested to know the structure of emotional intelligence and psychological capital in Indian context. These two variables may be perceived differently in Indian context. Therefore, one of major purpose of the present study is to focus on the factor structure of psychological capital and emotional intelligence in Indian sample.

1.8 Research Objectives: The researcher framed objectives for the present study based on rationales.

1. To examine the nature and structure of emotional intelligence Indian context.
2. To examine the nature and structure of psychological capital in Indian context.
3. To investigate the relationship of workplace ostracism with work attitudes, i.e.
   a) job involvement
   b) organizational commitment and
   c) organizational cynicism.
4. To examine the moderating role of emotional intelligence towards the relationship between,
   a) workplace ostracism and job involvement,
   b) workplace ostracism and organizational commitment and
   c) workplace ostracism and organizational cynicism
5. To examine the moderating role of psychological capital towards the relationship between,
   a) workplace ostracism and job involvement,
   b) workplace ostracism and organizational commitment and
   c) workplace ostracism and organizational cynicism