Chapter VI

Summary and Conclusion

6.1 Major Findings

i. For emotional intelligence, three factors (instead of four factor) explained 57.09% of the total variance. Factors are Appraisal and Regulation of self emotion, Others Emotional Appraisal and Use of Emotion. Two dimensions of EIS, namely self emotional appraisal (SEA) and regulation of emotion (ROE) are clubbed together. Therefore, the researcher gives a new nomenclature as appraisal and regulation of self emotion (ARSE) as one factor.

ii. For Psychological capital, three factors (instead of four factors) explains 57.23% of the total variance. Factors are Self efficacy, Hope & Optimism. Some items of resilience merge with self efficacy and optimism.

iii. The effect of workplace ostracism towards job involvement is significant and negative (β= -0.27). It means, employees who are having more ostracism feeling display lower job involvement in their workplace. The effect of workplace ostracism towards organizational commitment is significant and negative (β= -0.22). It means, employees who are having more ostracism feeling display lower organizational commitment in their workplace. The effect of workplace ostracism towards organizational change cynicism is significant and positive (β= 0.17). It means employees who are having more ostracism feeling display more cynical behavior to their organization.

iv. The negative relation between workplace ostracism and job involvement is weaker for employees with high level of emotional intelligence than those with low level of emotional intelligence.

v. The negative relation between workplace ostracism and organizational commitment is weaker for employees with high level of other emotional appraisal (OEA), use of emotion (UOE) and overall emotional intelligence than those with low on this level.
vi. The positive relation between workplace ostracism and organizational cynicism is stronger for employees with low level of Appraisal and regulation of self emotion (ARSE) and other emotional appraisal (OEA) than those with high.

vii. The negative relation between workplace ostracism and job involvement is weaker for employees with high level of psychological capital than those with low level of psychological capital.

viii. The negative relation between workplace ostracism and organizational commitment is weaker for employees with high level of optimism and psychological capital than those with low level of optimism and psychological capital. The positive relation between workplace ostracism and organizational cynicism is stronger for employees with low level of psychological capital than those with high level of psychological capital.

### 6.2 Implications

Based upon the findings of the present study, the researcher comes out with some useful implications both with respect to theory as well as practice. Since the study has been conducted in organizational set up, it seems to provide input with respect to the behaviour among the employees at their place of work. As per the first and second objectives of the present study, the nature and structure of both emotional intelligence and psychological capital scale come out to be different for the study sample. Compared to original four factors for both these scales (Luthans et al., 2007; Wong & Law, 2002), the EFA and CFA findings confirm three factor structure. Keeping this outcome in consideration, the present researcher proposes to the young researchers for further studies to confirm the structure of this two constructs in Indian context.

Conceptual model and empirical results of the present study also have significant practical implications. Findings of this study states that workplace ostracism really plays an important role both for workers and organizations because workers who experience ostracism are prone to have low levels of job involvement, organizational commitment and at the same time they develop more organizational cynicism which may lead to poor productivity. It’s a matter of concern for management of the organizations as well as
human resource managers. To reduce the level of workplace ostracism among employees and its negative impacts, the human resource department should attempt to create an atmosphere which can trim down the inter-group conflict related to varieties of exclusion. It will encourage employees to resolve problems through discussions and other strategies (Williams, 1997, 2001).

By studying negative consequence of workplace ostracism among employees, the present investigator found some inconsistencies over their work attitudes including low level of job involvement, organizational commitment and high level of organizational cynicism. It may be due to their lack of social support, group coordination and counseling. Unfortunately, the organizations covered for the study don’t seem to have these facilities. While visiting these manufacturing industries, the researcher noticed that authorities or human resources never thought of introducing scope for social support and counseling. Social support indicates the extent to which when an individual depends on the support of his/her coworkers in the workplace. Some prior studies have confirmed that poor social support among employees in the workplace may possibly increase vulnerability to suffer exhaustion (Baruch-Feldman, Brondolo, Ben-Dayan, & Schwarz, 2002; Carlson & Perrewe, 1999; Schaufeli & Greenglass, 2000). In addition, researchers like Jayartne and Chess (1983) found that high level of social support manage stress successfully at workplace. Similarly, researchers also agreed that support has a greater importance to cope in the stressful situation (House, 1981; Cohen & Wills, 1985; Ganster, Fusilier & Mayes, 1986). Research evidences suggest that social support is necessary and a significant contributor to balance the social conflict (Abbey, Abramis & Caplan, 1985; Adams, King & King, 1996). By referencing these studies, the researcher argues that social support should be maintained especially when employees are at threat of exclusion and ostracism. Social support can be placed as an important aspect to reduce the feelings of ostracism. The study participants basically belong to different cultures, language and religion. Besides that, these employees come from long distances. Feelings of apprehension, stress and loneliness are common for them. Then it would be worthy to speak on support of employees that their need of social support is a must in order to suppress the thought of uneasiness and to improve the quality of adjustment with a
variety of groups. Hence the authorities and human resource division should provide training facilities to employees to increase knowledge and enhance awareness about structured social support groups.

Besides social support, coordination among employees could also be a major step to enhance wellbeing. While visiting study sites, lack of proper coordination was observed among employees as they belong to different cultural and ethnic dimensions. Less amount of mutual help or cooperation were observed. They cannot work effectively to achieve shared goals. As a result, probability of conflict is very high. That is why employees may feel more ostracized. Studies substantiate the relationship between cooperation and conflict (Lamphere, 1974; Gilson & Mnookin, 1994; Syman, Long & Ellis, 1996). Owing to this interesting finding, one more important implication could that arrangements should be made to provide training program related to coordination and conflict resolution skill where employee can learn the strategy to overcome ostracism. This includes bargaining or negotiation technique of Pruitt and Carnevale (1993), a practice in which “opposite sides exchange offers, counteroffers, and concessions, either directly or through representativeness”.

Workplace counseling an important component in the area of Employee Assistance Program (Reddy, 1993), can be introduced to reduce organizational ostracism. It is a program where organizations can develop a variety of plan to act in response to critical happenings. Added to that, workplace counseling is essential for employees’ growth, development and well-being as equally similar to the society. It helps employees to recognize problems and difficulties due to the turbulence of their thought, emotion and feelings. Counseling at workplace reduces stress level (Ross & Altmaier, 1994; Cooper & Cartwright, 1997; Kirk & Brown, 2003). This can result in more employee performance and organizational productivity. Counseling also gives an immense benefit for alleviating the signs and symptoms of anxiety, depression and conflict at workplace (Fu & Shaffer, 2001; Arthur, 2002, 2005). It is a matter of regret that none of the organizations included in this study did have counseling facility to take care of problems such as workplace ostracism. Therefore, human resource professionals and management authorities should
initiate program for establishing counseling centers with trained industrial psychologists or counselors.

Besides counseling service, industrial psychologists can also provide training program on different psychological issues in order to enrich the performance at workplace. Matching with the findings for fourth and fifth objectives of the present study, training facilities should be there on psychological issues related to emotional intelligence and psychological capital. Because these models speak that both emotional intelligence and psychological capital effectively moderates the relationship between workplace ostracism and work attitudes.

Emotional intelligence is very much an individual construct. The level of emotional intelligence can vary from one person to another. When we investigated the level of emotional intelligence among employees using Wong and Law measures of EI employees were found to have different levels of OEA, ARSE, and UOE scores. The findings also project that the employees whose emotional intelligence are at high stage have better coping ability towards workplace ostracism and results in better job involvement and organizational commitment at work and vice versa. So the clear indication reveals here how emotional intelligence can be a helpful for stimulating performance. Employees possessing high emotional intelligence become able to manage proactively with the emotional cost of job insecurity, especially job related tensions, study said (Jordan, Ashkanasy & Hartel, 2002). Workplace ostracism is also a kind of job related tension because employees are at threat towards lots of negative issues at work including interpersonal deviant behaviors, organizational deviant behavior, turnover intentions, job search behavior and experiencing behavioral difficulties like anxiety and depression (Ferris et al., 2008). Findings from Jordan and his associates (2002), comes in the support of emotional intelligence that it can definitely be a needful component to reduce workplace ostracism. Goleman (1998) further suggests clear that emotional intelligence could be a best training program for employees who might help to manage work stress effectively by promoting teamwork and productive relationship. Similarity, high emotional intelligence could also help employees to understand different emotional states of other employees (George, 2000). From these theoretical evidences, the present
researcher makes out that how emotional intelligence can be improved among employees in order to enhance their work attitude like job involvement, organizational commitment and reduce the effect of organizational cynicism.

Psychological capital with respect to workplace or organization is one of the recent factor for employees’ wellbeing and performance. Earlier studies demonstrate that employee performance can be improved by increasing psychological capital. Employees could be more positive at work by being more optimistic, hopeful and resilient, if appropriate intervention towards enhancing psychological capital is given to them (McDermott & Snyder, 1999; Snyder, 2000). The present study findings reveal that psychological capital influences job involvement and organizational commitment positively and at the same time has negative relationship with workplace ostracism. It can be suggested that employees higher in psychological capital are more connected or attached with organization making them more advantageous in present workplace circumstances. So we may guess appropriately here that employees with higher psychological capital have good interpersonal understandings which may reduce the chance of experiencing workplace ostracism. This study also supports the negative influences between psychological capital and organizational cynicism. Supporting to this, Avey and his associates (2008) have claimed that the development of psychological capital among employees could be most excellent potential source to neutralize cynicism and support constructive change within organization. Indicative of these observable facts, the present researcher came with a valid argument that psychological capital is an indispensable component for employees overall progression. So it is crucial for the contemporary human resource professionals to think how psychological capital can be returned back in right form among employees. The necessary step for cultivating and improving psychological capital could be through programs and interventions and more specifically change towards supportive climate.

To include psychological capital into the training module, the researcher and practitioners can follow the guideline, which have already been developed by past investigators (Luthans et al., 2005; Snyder, 2000). It can help the Indian researchers and practitioners to prepare the training module with respect to Indian culture, belief and
practice. The management authority should hire experts who are trained in both assessment and training. Or else, human resource can train existing staffs like psychologists and counselors by inviting proficient persons or researchers having adequate knowledge, research experience and training handiness on psychological capital. Experts can also be involved in assessing psychological capital during the recruitment process. Besides that, human recourse can provide training to each section of employees including daily wage worker to managerial level. To get better outcome, the human recourse professionals should conduct workshops, round tables and seminars where employees can participate directly to earn knowledge and awareness regarding the development and origin of dimensions of psychological capital like hope, optimism, resiliency and self-efficacy. Through these programs and training, the experts can design different methods in entertaining way to involve employees in educational game and role playing in order to enhance each component of psychological capital. The most important duty for experts is to carry out pre and post analyses when they provide interventions to employees.

For flourishing psychological capital among employees, the human recourse professionals or practitioners should attempt to foster a supportive climate in the workplace. Researchers have already explored the positive relationship between organizational supportive climate and psychological capital (Luthans et al., 2008). Subsequent to this observable remark, the present author suggests human resource professionals to provide organizational climate through care, love, support, motivation, proper communication, combined effort and collaborative relations.

Introducing yoga and meditation in the workplace is suggested by the present investigator. In consideration of present findings, two reasons may be made cleared. Firstly, yoga and meditation have been found to decrease stress and depression significantly (Delmonte, 1984; Galantino, Baime & Maguire, 2005; John, Sharma & Sharma, 2007; Dunn, 2009; Shephard & New, 2009; Hartfiel, Havenhand, Khalsa & Clarke, 2011; Deshpande, 2012; Sharma & Chauhan, 2012). These two psychological troubles are commonly found among ostracized employees (Ferris et al., 2008). Secondly, in present world, lots of researches have proved that regular practice of
meditation and yoga results in improved emotional quotient and quality of life (Tischler, Biberman, & McKeage, 2002; Rathore & Choudhary, Wilson, ; Ganapat & Nagendra, 2011). Even, some experts have developed and practised a program called “Self Management of Excessive Tension” (SMET) for emotional intelligence (Khemka, Ramarao & Hankey, 2011; Kumari, Hankey & Nagendra, 2013; Meenakshy, Hankey & Nagendra, 2013). Indian researchers have adopted this program systematically among Indian people which has resulted in significant improvement of emotional intelligence (Adhia, Nagendra, & Mahadevan, 2010). So the management authority may appoint yoga experts where they can provide these services to all employees in the organization. Emotional intelligence and psychological capital are somehow similar so far as “state characteristics” are concerned. Therefore, being involved in yoga and meditation may progress psychological capital. Some evidences are available in the literature which indicate that daily habit of practicing yoga and meditation can improve individuals’ quality of life through making the individuals more self-confident (Bharadwaj & Agrawal, 2013), hopeful and optimistic (Elscot, 2001), and resilient (Hartfiel et al., 2011). So HR professionals should encourage employees about these services along with SMET Program, relaxation training, different types of breathing exercises, sun salutation etc.

6.3 Strength

The current study has a number of strengths. Workplace ostracism, the independent variable, is completely a new concept in the present Indian context. Adding to this, psychological capital and emotional intelligence as moderators and job involvement, organizational commitment, and organizational cynicism as outcome variables have been applied. Another aspect challenge is that the study has targeted lower class employees like, daily wage earners, site workers, and lower grade technicians working in manufacturing organizations. Presently, majority of research works targets higher class employees like CEO, managers, supervisors, officers etc. especially while measuring psychological capital (Paterson et al., 2009; Walumbwa et al., 2009; Avey et al., 2010; Paterson et al., 2011; Walumbwa et al., 2010) and emotional intelligence (Jain & Sinha, 2005; Singh, 2007; Guleryuz, Guney, Aydin & Asan, 2008; Kulkarni,
Janakiram & Kumar, 2009; Singh, 2010; Mishra & Mohapatra, 2010; Kaura, 2011; Naderi Anari, 2012). So employing these measures upon this sample is perhaps a much needed step. Thirdly, examination of nature and factor structure of emotional intelligence and psychological capital in Indian context is another strength. For this, the researcher used exploratory factor analyses and found three factors each for emotional intelligence and psychological capital. To the best of researcher’s knowledge, no previous Indian researcher has conducted this analysis upon these variables so far. Besides this, to verify construct validity better, the author performed confirmatory factor analyses (CFA) for all variables included in the questionnaire. After CFA, the author rechecked their standardization through cronbach alpha. Thus the psychometric properties of the scales to operationalise the variables have been maintained effectively. Finally, the investigator examined the moderating role of each dimensions of emotional intelligence and psychological capital upon the relationship between workplace ostracism and work attitudes. In other words the study not only explains some contents, but also the dynamics involved among study variables.

6.4 Limitation and Suggestions for Future Researchers

In spite of having above mentioned strengths, the researcher is not in a position to arrive at broad generalization. Before going for that, the researcher focuses on limitations and future research directions. The present study findings such as explorations of three factors (originally four factors) of emotional intelligence and psychological capital, relations of workplace ostracism with work attitudes viz job involvement, organizational commitment and organizational cynicism and lastly findings from moderated effect of EI and PsyCap on workplace ostracism and work attitudes may not be generalized to different types or categories of samples, circumstances and even diverse performance measures. However, the present investigator has discussed the reasons behind potential limitations vigilantly.

Since the study was restricted to manufacturing sector, it would be unwise to generalize the findings to other types of organization. In this study, survey data were used among employees and the researcher could not include employees working over other
sectors like banking, software, teaching etc. Practically, it is unfeasible and inaccessible because of time and monetary constraints. In order to get wider results, the future researchers may investigate the same variables upon different samples from variety of sectors. Future studies may be extended to these sectors with wide coverage of areas all over India.

The present researcher has arrived findings with a sample size of 276 employees. Nonetheless, as per the objectives, statisticians agree with the sample size used in this study but findings could be better if we could include more employees in the sample. It would also be unwise to generalize the findings to the managerial level as the data were collected from employees working under below supervisory level including odiya female and non-odiya group. Findings would be more prominent if future researchers collect data from all categories of staffs working in the organization.

Researcher cannot disregard the possibility of response biases because of nature of items contained in the scales. Most of the items are positive and desirable from respondents’ point of view. To avoid this, the future researches may be taken up in a way where respondents’ bias effect can be minimized. While collecting data, in some of the cases it was noticed that respondents were giving responses matching with the research perspective. This may be a threat, especially while looking for nature and factor structure of variables. The emphasis of the present study was upon structure of emotional intelligence and psychological capital. And also this study describes about the moderating role of these two variables upon the relationship between workplace ostracism and work attitudes. However, the findings revealed that the psychological capital partially moderates between workplace ostracism and organizational commitment. For emotional intelligence, the researcher also got partial moderation on the relationship between workplace ostracism and organizational commitment as well as organizational cynicism. The fact is that the questionnaire designed for the study is self-rated. Thus relationships might be overstated due to common method bias. It might be a reason for partial moderations as suggested by previous experts (Pierce et al., 1993). In order to get more authentic data, future researchers may attempt to control it as much as possible by applying strategies like forced-choice items, neutral questions, randomized response
method and proxy subjects etc (Nederhof, 1985). The findings of this work are encouraging that both moderators have moderated effectively but the investigators have not included other work related attitudes like job satisfaction, work engagement, turnover intentions, Job search behaviour etc. For better clarification of an enhanced model, future researchers may include these variables in their research. No study has attempted so far in Indian context.

Antecedents of workplace ostracism have not been addressed in this study. It would be quite interesting to know the circumstances influencing workplace ostracism. These may be associated with differences in culture, practice, and belief. For the first time, researchers studied dispositional antecedents among employees of petroleum and gas firm in the northwest town of China (Wu, Wei & Hui, 2011). According to them, personality traits like extraversion, agreeableness and neuroticism significantly influenced workplace ostracism. Another theoretical article suggests some organizational antecedents like low task interdependence, inadequate alternative means through formal policies and flat hierarchical structure; high stress situation, environmental dispersion and finally disagreement about social appropriateness due to weak culture and workplace diversity (Robinson, O'Reilly, & Wang, 2013). Following these pieces literatures, future researchers may examine these antecedents as well as to include some more factors pertinent to Indian context like language based discrimination, distance and organizational mistreatment etc. In addition to this, the present work examines the relationship of workplace ostracism with work attitudes restricted to job involvement, organizational commitment and cynicism. Model could be extended to include other work related attitudes like job satisfaction, turnover intention, job search behavior and various organizational measures including work performance, self esteem, organizational citizenship behavior etc.

To date, workplace ostracism is a new construct employed so far in India. Though the present study includes this variable, the investigator has not examined the differences among various categories of demographic variables upon workplace ostracism. The demographic variables for this present study include age, sex, tenure, and distance with two or three groupings. Besides, exploring relationship of overall score of workplace
ostracism with outcome variables, the future investigator may examine the significant differences between groups by employing ANOVA with post-hoc analysis. With the help of these analyses, the researcher will be able to know about the types of groups victimized more due to workplace ostracism.

Across the world, the experience of ostracism is painful and aversive experience. The experience of ostracism can be varied from one individual to another due to some moderators existing within the individual. Studies suggest that individuals with extremely neurotic or narcissistic personality can be more easily broken and easily threatened sense of self (Bolger & Schilling, 1991; Bolger & Zuckerman, 1995; Twenge & Campbell, 2003). The current study did not examine these behaviors. The author has also left the ‘self construal theory’ of Singelis (1994). According to him, employees with high interdependent self construal may experience workplace ostracism more than do employees with an independent self construal. Future researchers need to check these individual variables among employees. Religion and caste, as important demographic variables have been ignored in this study. These are still vital concepts in Indian culture. In India, there are so many people who are ignored and neglected or still isolated by higher caste people and religion. So, future researchers may examine whether workplace ostracism is influenced by caste or religion within organizational context.

The author experienced unwanted difficulties while employing simple random sampling technique for the present study. After getting the list of employees, the authors used lottery method where names of the employee written in a piece of paper and folded and put in a box. Then blind choice method was adopted to meet desired sample size. When the author met employees accordingly, a number of employees were found missing at the time of actual visit and in some cases they were unable to spend time as they were busy in their work. Adding to this, some employees were not seen interested to be part of this study. As a result, the author had to restrict the sample size to 276. The present study has used questionnaire approach for data collection. Sometimes, it may not be possible to extract all the relevant information through questionnaire. Therefore, future researches may follow some qualitative procedures like focused group discussion or in-depth interview to corroborate with the quantitative methods like questionnaire.