

The Impact of Supervisor Base Ostracism on Employee Behaviours: A Case of Pakistan

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Abstract

The study aims to investigate the relationship between supervisor-based ostracism and ingratiation and extra-role behaviors in Pakistan, with job insecurity and political skills playing moderating and mediating roles, respectively. Supervisor-based ostracism, ingratiation, and extra-role behaviors were hypothesized to have a direct association with one another. The survey was administered and the data was analyzed using various regression models. The findings showed that except for political skills, all of the variables have significant positive relationships; supervisor-based ostracism has a positive relationship with ingratiation behaviors that lead to extra-role behaviors; and job insecurity mediates while political skills moderate the relationships. Managerial and theoretical implications are also discussed.

Keywords: Supervisor-based Ostracism, Ingratiation behaviours, Job Insecurity, Political Skills, Extra role behaviours

Introduction

A large portion of a person's waking life is devoted to their job. It is impossible to overestimate the importance of maintaining good rapport, as it paves the way for pleasant interactions to flourish among workers and has a knock-on effect on productivity and contentment on the job (Chang et al., 2019). A person's ability to function well on the job can be negatively impacted by the presence of annoyance during otherwise routine professional interactions (Blackhart, Nelson, Knowles, & Baumeister, 2019). Intentional exclusion by peers, supervisors, or even lower-ranking employees is one source of frustration in the workplace (Chang et al., 2019). To put it simply, ostracism is a sort of workplace rejection. Previous research has categorized many forms of social exclusion. For instance, "linguistic ostracism" describes "a circumstance in which two people's converse or chat in a manner incomprehensible to others" (Chung, 2015). The bulk of research has found that social exclusion is harmful; however, this is not always the case. The social stigma may have adverse effects on both parties. There are a variety of contextual or situational variables that can cause variation in outcomes (Mao, He, & Yang, 2020). The positive results may also be influenced by other, less direct factors, such as job insecurity, political expertise, etc. The study will look at the double effects of exclusion based on supervision. The proposed research would be consistent with the central tenet of the conservation of resources theory, which states that positive workplace outcomes, such as social exclusion, lead to emotions of loss. Feelings of sadness arise when an individual perceives that his need for interpersonal connection is being cruelly withheld from him (Li, Chen, Chen, Bai, & Crant, 2019; Pihkala, 2018). Individuals' regulatory priorities mean that they react differently to emotional stimuli. Both positive (extra role conduct) and bad (intrinsic role behavior) effects are possible after experiencing an emotional

trigger (ingratiatory behavior). Discretionary actions that go beyond what is expected of a worker in their primary role are said to be "extra-role behaviors" (Kiazad, Kraimer, & Seibert, 2019). Positive social behaviors outside of one's job description that benefit the organization and its members include things like helping to organize and prioritize work, pitching in to relieve the burdens of others, and providing moral support to others (Alnaimi & Rjoub, 2019).

The research study explored the positive and negative effects of supervisor-based ostracism on ingratiatory and extra-role behaviors. Ostracism's negative impacts were shown to be exacerbated and maintained in proportion to the degree to which an individual placed importance on regulating their environment (Kark& Van Dltk, 2019). To strengthen a relationship with another person, one may resort to ingratiation or ingratiatory behaviors, which involve the deliberate use of flattery, enhancing others, or engaging in opinion conformity, in which one affirms the opinions held or stated by another (Higgins and Judge, 2018). By combining emotional and logical reasoning, workers employ ingratiation as a powerful impression weapon to accomplish certain goals (Cooper, 2015). But it's possible that ingratiation won't always pay off. There are so many studies that suggest, that ingratiation is ineffective if people use it at the wrong times or with the wrong methods (Treadway et al., 2017). The study also hypothesized that the relationship between job instability and extra-role behaviors and ingratiatory actions may be tempered by political skills, which would be an indirect consequence of supervisor-based ostracism. The conservation of resources theory suggests that resource-poor people are particularly vulnerable to continued resource loss, although new resources may eventually serve to offset this trend (Lin et al., 2019). Employees' emotional and mental reserves are quickly depleted by ingratitude, which in turn exacerbates feelings of emotional exhaustion and job insecurity (Maslach et al., 2001; Lin et al., 2019). Principal research objectives are driven by an interest in and desire to learn more about, the impact of supervisor-based ostracism on ingratiatory and extra-role behaviors. The goal of this study is to learn how being shunned by a superior can affect one's sense of job security and how job insecurity affects people's prosaically and role-playing actions. Consider how job instability mediates the connection between ostracism from one's superior and gratifying or out-of-character actions on the part of subordinates. The purpose of the study is to investigate whether or not political competence attenuates the association between job instability and extra and schmooze-worthy behavior. Some studies reported that the link between supervisor-based ostracism and the extra role and ingratiatory acts could be mitigated through the development of political abilities. The impacts of job insecurity and political skills within the framework of the conservative resource theory on the idea of ostracism and, extra-role behaviors and ingratiatory behaviors in the workplace in a developing economy like Pakistan have not been studied before, to the best of my knowledge. In conclusion, the findings provide a foundation for companies to discover critical, novel approaches to boost the mental contentment of their employees; as a result, their output raises the degree of enjoyment in society. The research also provides steadily improving insight into the relationship between supervisor-based ostracism and employee behaviors.

Literature Review

Background of the study

The behaviors of employees have been largely centered on a variety of everyday challenges. Typically, satisfied employees are regarded as the primary reason for an organization's success. Several past research studies examined the numerous variables that can influence employees' ingratiating and extra-role actions.

Employees' Behaviors

Ingratiation/Ingratiatory and Extra Role Behaviors

The act of affirming the opinions held or voiced by another with the intent of strengthening one's relationship with that person is known as ingratiation (Higgins and Judge, 2004). Most studies focused on ingratiation's positive effects, such as increased social interaction, higher performance reviews, and career advancement (Lam et al., 2007). The term "ingratiation" was used by Westphal and Stern (2006) to describe the practise of showing respect to another person in order to gain their favor (Shropshire, 2010). According to a synthesis of 69 studies, interpersonal skills such as likability and ingratiation have a positive effect on professional advancement (Higgins et al., 2003). By combining emotional and logical reasoning, workers employ ingratiation as a powerful impression weapon to accomplish certain goals (Cooper, 2005). If workers' reserves of self-control are drained, they are more likely to engage in dishonest behavior (Gino et al., 2011). Furthermore, employees are more likely to become hostile toward their superiors since ingratiation may damage employees' excellent self-esteem, which in turn may lead to counterproductive job activities (Keeves et al., 2017). But it's possible that ingratiation won't always pay off. There is a lot of data to suggest that ingratiation is ineffective if people use it at the wrong times or with the wrong methods (Lam et al., 2007; Treadway et al., 2007). Overconfidence in one's own abilities can lead to a drop in productivity for the whole organization if the target person gets too comfortable in his own skin (Park et al., 2011). When people's self-esteem is damaged through ingratiation, they may become hostile toward the person they're trying to influence (Leach and Spears, 2008).

The models and studies of ingratiation and impression management that have been conducted suggest that the ingratiation's surroundings and temperament are two of the most important antecedents of these actions (Bozeman & Kacmar, 1997). Direct and indirect factors influence an individual's decision to engage in ingratiation actions, and role theory, which investigates the nature of individual roles within organizations and the processes by which these roles are constructed and formed (Dienesch & Liden, 1986), can explain this. In order to construct roles and role behaviors, a number of processes are carried out, each of which relies not only on the active participation of individuals, but also on a number of indirect variables. According to role theory, people who act in ways that are perceived as manipulative do so because they want to influence the future of the roles they play. The events that lead up to the decision to act in this way (direct influences) and the underlying dispositions that make people more likely to act in this way (indirect influences) all play a part in this (Scandura, Graen, & Novak, 1986). The study being presented adds two new things to the discussion of ingratiation in published works. To begin with, it helps us comprehend the factors that drive people to engage in ingratiation. There

are several ways in which this data can be useful. For instance, studies examining the causes of various forms of courtesy have yielded incongruent findings (Kristof-Brown et al., 2002). The second major contribution of this study is that it examines the effects of both direct and indirect elements (job insecurity and political; skills) on the ingratiation procedure.

Supervisor-based ostracism and employees' behaviors

A person's ability to function well on the job can be negatively impacted by the presence of annoyance during otherwise routine professional interactions (Blackhart, Nelson, Knowles, & Baumeister, 2009). Intentional exclusion by peers, supervisors, or even lower-ranking employees is one source of frustration in the workplace (Chang et al., 2019). Ostracism at work has been shown to have some unfavorable effects in the past, including a rise in aggressive, harassing, and conflict-prone behavior as well as a decrease in job satisfaction, organizational dedication, person-organizational fit, and organizational citizenship behavior (Chung, 2017). (Chung, 2015). The bulk of research has found that social exclusion is harmful; however, this is not always the case. The social stigma may have adverse effects on both parties. There are a variety of contextual or situational variables that can cause variation in outcomes (Mao, He, & Yang, 2020). The positive results may also be influenced by other, less direct factors, such as job insecurity, political expertise, etc. The suggested research would be grounded in the hypothesis that positive workplace uplifts, such ostracism, will lead to depressive feelings in workers. Feelings of sadness arise when an individual perceives that his need for interpersonal connection is being cruelly withheld from him (Li, Chen, Chen, Bai, & Crant, 2019; Yohana, Lubis, & Wibisono, 2018; Pihkala, 2018).

Individuals' regulatory priorities mean that they react differently to emotional stimuli. One emotional trigger can have two outcomes, one positive (additional role activity) and one negative (intrinsic role conduct) (ingratiatory behavior). Discretionary actions that go beyond what is expected of a worker in their primary role are said to be "extra-role behaviors" (Kiazad, Kraimer, & Seibert, 2019). Positive social behaviors outside of one's job description that benefit the organisation and its members include things like helping to organize and prioritize work, pitching in to relieve the burdens of others, and providing moral support to others (Alnaimi & Rjoub, 2019; Chen & Li, 2019). Ostracism's negative impacts were shown to be exacerbated and maintained in proportion to the degree to which an individual placed importance on regulating their environment (Kark & Van Dijk, 2019; Zhang, Zhang, Ng, & Lam, 2019). But it's possible that ingratiation won't always pay off. There is a lot of data to suggest that ingratiation is ineffective if people use it at the wrong times or with the wrong methods (Treadway et al., 2007). People who try to win others over through flattery risk being written off as dishonest, unreliable, and manipulative (Grant, 1996). Those who resort to such tactics are consequently less likely to be rewarded for their efforts and to develop meaningful relationships based on mutual trust and respect (Lam et al., 2007).

Mediating role of job insecurity between supervisors-based ostracism and employees' behaviors

Stress and fatigue from worrying about one's employment prospects have been identified as a key component of job insecurity (Maslach et al., 2001). When workers worry that they aren't equipped to understand, predict, and handle the issues they meet on the job, they experience job insecurity (Schaufeli et al., 2009). Poor job performance, a high inclination to quit, and avoidant coping mechanisms are all linked to job uncertainty, in addition to the bad health implications (Knudsen et al., 2008). According to the concept of resource conservation, resource loss is more noticeable than resource gain, and hence provokes stronger mental and emotional reactions, such as fatigue (Hobfoll, 2001). As has been mentioned, ingratiation can be challenging, as it requires subordinates to think of ways to flatter their superiors, such as by displaying positive emotions and utilizing colorful words (Park et al., 2011). When employees see vital resources threatened or lost and are unable to produce expected returns, Bolton et al. (2012) write that they may experience emotional exhaustion and a sense of job insecurity.

Moderating role of political skills between Supervisors based ostracism and employees' behaviors

Academics have focused on power distance since it is one of Hofstede's (1980) four dimensions of cultural values (Lin et al., 2013). Different people have different opinions on how unequally power is distributed in organizations, and in this research we examine the political competencies that reflect those opinions (Kirkman et al., 2009). Organizational factors, leadership styles, and the relationship between superiors and subordinates have all been found to be strong predictors of power distance orientation (Hofstede, 2001). The employees are not allowed to display favoritism. That is to say, various employees with varying power distance orientations and political capacities may have different perspectives on ingratiation and react to it in different ways (Lin et al., 2013). Furthermore, individuals with high political skills may not worry about the ramifications of ingratiation, as they know how to handle the matter with superiors and hence require fewer emotional energy to do so (Mikula et al., 1998; Lian et al., 2012). Employees with low levels of political competence, on the other hand, are more likely to regard authority people as human and open to criticism (Farh et al., 2007). These workers are more susceptible to emotional exhaustion and job insecurity because they are more vulnerable to resource loss due to ingratiation and experience greater mental stress. This research so proposes the following hypotheses:

Research model

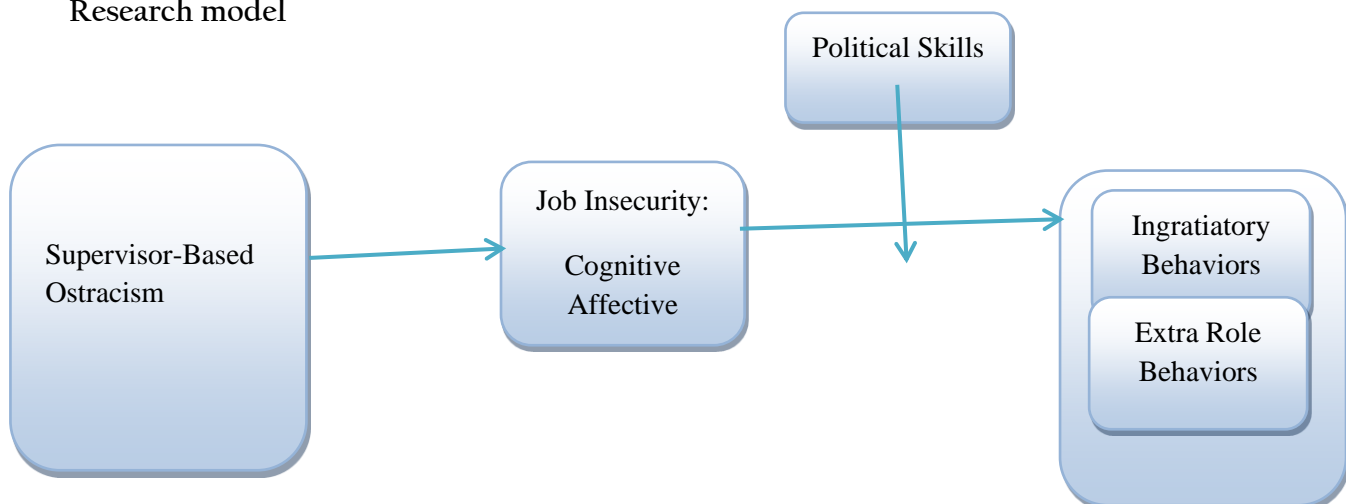




Fig. 01 Research model

Hypotheses of the study

After a thorough examination of the literature, the study developed the following hypotheses:

H1: Supervisor-based ostracism has a significant influence on ingratiation and extra-role behaviors.

H2: Supervisor-based stigmatization is significantly associated with job insecurity.

H3: There is a significant relationship between job insecurity and ingratiation and extra-role behaviors.

H4: The relationship between supervisor-based ostracism and ingratiation and extra-role behaviors is significantly mediated by job insecurity.

H5: Political skills significantly moderate the association between job insecurity and ingratiation and extra-role behaviors.

Research Methodology

Employee behavior (EB) was examined using the following three factors: supervisor-based ostracism, job insecurity, and political skills. The supervisor ostracism scale was established by Ferris et al. (2008), the job insecurity scale was established by Schaufeli et al. (1996), and the political skills scale was established by Kirkman et al. (2008). The ingratiation scale utilized was Kumar and Beyerlein's (1991) Measure of Ingratiation Behaviors in Organizational Settings (MIBOS), while the extra-role behavior scale was derived from a study by Eisenberger et al. (2001), and it measured such things as helping, innovation, and voice behavior (2001).

Questionnaire Design

All structures include at least five components, and all scales were selected for their clarity in English. This was the tactic that Brislin used (1970). A five-point Likert scale ranging from "strongly agree" to "strongly disagree" was used by the researchers to compile these statistics.

Data Collection

The survey's questions were laid up in a Google online form, and respondents were contacted by E-mail and WhatsApp to fill it out. Employees from 12 different Pakistani manufacturing firms like as textile industry served as responders. Time-lagged data from supervisor-employee pairs at different textile firms in Pakistan has been used for this study. We reached out to managers with authority over the questionnaire, explained our academic purpose to the participants, and emphasized the anonymity of the survey to ensure the smoothest possible progress and the highest possible accuracy of the completed questionnaires. There were three separate occasions on which to collect the data. At Time 1, 500 participants were polled to learn more about their

experiences with stigmatization from their superiors. We kept in touch with 1200 responders on a regular basis to collect the data. A breakdown of the sample's demographics is provided in the following Table 1.

Table 1: Demographic Summary

Variable	Mode	Frequency %
Sex	Male	70
	Female	30
Education	Intermediate	15
	Bachelor	30
	Master	55
Age	20-30 years	60
	30-40 years	25
	40-50 years	15

Results and Findings

SPSS and AMOS 22 have utilized for the investigation's empirical analysis because AMOS is rarely used for large sample sizes. According to SPSS Inc., (Singh and Verma, 2018) argued that sample power is more important for power complete analysis. Falk and Savalei's (2010) and Zameer, Wang, and Yasser's (2019) approaches are unsuitable for testing hypotheses and mediating relationships. According to the method presented by (Zameer et al. 2019), correlation analysis is frequently employed in the estimating process. This investigation makes use of indirect methodology, regression analysis, and mediation estimation. Data reliability has measured with Cronbach's alpha. Cronbach's alpha was greater than 0.70, according to the calculations. Values greater than 0.70 imply acceptance, as stated by Zameer et al. (2019). The descriptive statistics provides the information of collected data regarding the minimum, maximum, mean, and standard deviation shown in Table 2. As the table shows the mean value for the supervisor-based ostracism is 3.40 with a standard deviation of 0.482, and Ingratiatory is has a minimum value of 3.33 with standard deviation of .715. extra-role behavior has a mean value of 3.74 with a standard deviation of .497, job insecurity has a 3.61 mean value with a standard deviation of .667. Lastly, the political skills have the 3.04 mean values with the standard deviation of .477.

Table 02: Descriptive Summary

Variable Name	N	Minimum	Maximum	Mean	Std. Deviation
Supervisor based ostracism	380	1.72	4.72	3.4027	.48211
Ingratiatory behavior	380	1.34	6.00	3.3321	.71515
Extra role behavior	380	2.22	6.00	3.7472	.49702
Job insecurity	380	1.80	5.00	3.6125	.66725
Political skills	380	2.71	5.27	3.0472	.47221

The Table 3 stated that relationship between supervisor-based ostracism and ingratiation behavior with R^2 53.7%. It means that regression model explains 53.7% variation in ingratiation behavior. The B value of supervisor-based ostracism is 0.334*** indicated that supervisor-based ostracism has a positive association with ingratiation behavior at 1 % significance level, other things remain constant. The more than one regression evaluation as indicated inside the above desk illustrates the electricity, check and track of affiliation of demographic variables with impartial & dependent variables. Unimportant dating of gender, literacy, and age with client respondents is evident in the regression analysis gender ($\beta = .033$, unimportant), education ($\beta = .203$, unimportant), , Age ($\beta = .004$, unimportant).

Table 03: Regression Analysis with Respect to Ingratiation Behaviour

Variables	Ingratiation Behaviour
	B
Constant	.415
Sex	.033
Education	.203
Age	.004
Supervisor based ostracism	.334***
R^2	.537

The Table 4 reported that relationship between supervisor-based ostracism and extra role behavior with R^2 61.4%. It means that regression model explains 61.4% variation in extra role behavior. The B value of supervisor-based ostracism is 0.223*** indicated that supervisor-based ostracism has also a direct relationship with extra role behavior at 1 % significance level, other things remain constant.

The control variables in regression analysis indicated gender ($\beta = .042$), education ($\beta = .300$) age ($\beta = .003$) with extra role behaviour. This also suggests that patron of supervisor base ostracism varies as an outcome of influences apart from employee demographics for the goal inhabitants.

Table 4: Regression Analysis with Respect to Extra Role Behaviour

Variables	Extra role behavior
	B
Constant	.312
Sex	.042
Education	.300
Age	.003
Supervisor based ostracism	.223***
R^2	.614

The table 5 reported direct, indirect, and total effect of mediation analysis. The table 6 reported that Supervisor based ostracism has (B=0.334. t=4.22, p=0.000) with ingratiation behaviour, indicating that Supervisor based ostracism has positive and significant relationship with ingratiation behaviour at 1% significance level in *Direct Effect*. The job insecurity has (B=0.548. t=10.34, p=0.000) with ingratiation behaviour, indicating that job insecurity has positive and significant relationship with ingratiation behaviour at 1% significance level in *Direct Effect*. The supervisor-based ostracism has (B=0.389. t=7.07, p=0.000) with job insecurity, indicating that supervisor-based ostracism has positive and significant relationship with job insecurity at 1% significance level in *Direct Effect*. The supervisor-based ostracism has (B=0.704. t=10.51, p=0.000) with ingratiation behaviour and controlling for job insecurity, indicating that supervisor-based ostracism has positive and significant relationship with ingratiation behaviour at 1% significance level while considering job insecurity in *Total Effect*. By using Sobel test the results stated (B=0.37. z=9.49, p=0.000) suggested that job insecurity significantly mediated the relationship between supervisor-based ostracism and ingratiation behaviour *Indirect Effect*. By using Bootstrap method, the results stated (B=0.37. LL95%CI=0.15, UL95%CI=0.78) proposed that job insecurity significantly mediated the relationship between supervisor-based ostracism and ingratiation behaviour *Indirect Effect*.

Table No. 5: Direct, Total and Indirect Effects: Mediation Effects of Job insecurity in the relationship between Supervisor-Based Ostracism and Ingratiation Behaviour

Direct and Total Effects				
Description	B	S. E	T	p-value
Supervisor based ostracism regressed on Ingratiation behaviour (<i>Direct Effect</i>)	0.334	0.079	4.22	0.000
Job Insecurity regressed on Ingratiation behaviour (<i>Direct Effect</i>)	0.548	0.053	10.34	0.000
Supervisor based ostracism regressed on Job Insecurity (<i>Direct Effect</i>)	0.389	0.055	7.07	0.000
Supervisor based ostracism regressed on Ingratiation behaviour controlling for Job Insecurity (<i>Total Effect</i>)	0.704	0.067	10.51	0.000
Indirect effect using normal distribution (Sobel Test)				
	B	S. E	Z	p-value
	0.37	0.039	9.49	0.000

Indirect effect using Bootstrap

B	Boot S. E	LL95% CI	UL95% CI
0.37	0.057	0.15	.78

Note: *** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$, Bootstrap sample size= 5000, LL= lower limit, UL= Upper limit and CI= Confidence level.

The table 6 described direct, indirect, and total effect of mediation analysis. The table 8 reported that Supervisor based ostracism has (B=0.223. $t=6.96$, $p=0.000$) with extra role behaviour, indicating that Supervisor based ostracism has positive and significant relationship with extra role behaviour at 1% significance level in *Direct Effect*. The job insecurity has (B=0.723. $t=5.52$, $p=0.000$) with extra role behaviour, indicating that job insecurity has positive and significant relationship with extra role behaviour at 1% significance level in *Direct Effect*. The supervisor-based ostracism has (B=0.432. $t=4.85$, $p=0.000$) with job insecurity, indicating that supervisor-based ostracism has positive and significant relationship with job insecurity at 1% significance level in *Direct Effect*. The supervisor-based ostracism has (B=0.813. $t=13.55$, $p=0.000$) with extra role behaviour and controlling for job insecurity, indicating that supervisor-based ostracism has positive and significant relationship with extra role behaviour at 1% significance level while considering job insecurity in *Total Effect*. By using Sobel test the results stated (B=0.59. $z=6.94$, $p=0.000$) suggested that job insecurity significantly mediated the relationship between supervisor-based ostracism and extra role behaviour *Indirect Effect*. By using Bootstrap method, the results stated (B=0.59. LL95%CI=0.455, UL95%CI=0.679) reported that job insecurity significantly mediated the relationship between supervisor-based ostracism and extra role behaviour *Indirect Effect*.

Table No. 6: Direct, Total and Indirect Effects: Mediation Effects of Job Insecurity in the relationship between Supervisor-Based Ostracism and Extra Role Behaviour

Description	Direct and Total Effects			
	B	S. E	T	p-value
Supervisor based ostracism regressed on extra role behaviour (<i>Direct Effect</i>)	.223	.032	6.96	0.000
Job Insecurity regressed on extra role behaviour (<i>Direct Effect</i>)	.723	.131	5.52	0.000
Supervisor based ostracism regressed on Job Insecurity (<i>Direct Effect</i>)	.432	.089	4.85	0.000

Supervisor based ostracism regressed on extra role behaviour controlling for Job Insecurity (Total Effect)	.813**	.06	13.55	0.000
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Indirect effect using normal distribution (Sobel Test)

B	S. E	Z	p-value
0.59	0.085	6.94	0.000

Indirect effect using Bootstrap

B	Boot S. E	LL95% CI	UL95% CI
0.59	0.096	0.455	0.679

Note: *** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$, Bootstrap sample size= 5000, LL= lower limit, UL= Upper limit and CI= Confidence level.

Table No. 7 shows the results of moderated regression analysis. Results show the direct effect of job insecurity ($\beta=3.03$, $p=0.000$) and political skills ($\beta=0.34$, $p=0.000$) have significantly positive impact on ingratiation behaviour. Then political skills was examined as a simple moderator of the relation between job insecurity and ingratiation behaviour. The simple moderation was examined using PROCESS. The values show that the overall model was significant ($F=45.26$, $p=.000$) accounting for 61.2 % of the overall variance in ingratiation behaviour ($R^2 = 0.469$). Political skills interact significantly with job insecurity ($\beta= -2.09$, $p=0.000$). The combine effect of job insecurity and political skills explained 2.1% variance ($\Delta R^2=0.021$, $F =16.23$, $p=0.000$) on ingratiation behaviour predicting negative and weaker the relationship between job insecurity and

ingratiatory behaviour. Therefore, the results prove the mediation effect of political skills between job insecurity and ingratiatory behaviour and support hypothesis no. 8.

Table No. 7: Results of Main Effects and Moderated Regression Analysis for Political Skills with respect to Ingratiatory Behaviour

Model Summary						
	R	R ²	F	df1	df2	P
	0.612	0.469	45.26	6.0	403.0	0.000
Path Coefficients						
	B	SE	T	P	LLCI	ULCI
Constant	2.31	0.53	4.36	0.000	1.21	5.79
Step I: JI	3.03	0.43	7.05	0.000	1.283	4.646
Step II: PS	0.34	0.08	4.25	0.000	0.124	2.311
Step III: JI*PS	-2.09	0.34	-.615	0.000	-5.73	-1.223
Interactive Term: JI*PS						
	ΔR ²	F	df1	df2	P	
Ji*PS	0.021	16.23	1.0	404	0.000	

Note: *** p ≤ 0.001, ** p ≤ 0.01, * p ≤ 0.05, Bootstrap sample size= 5000, LL= lower limit, UL= Upper limit and CI= Confidence level.

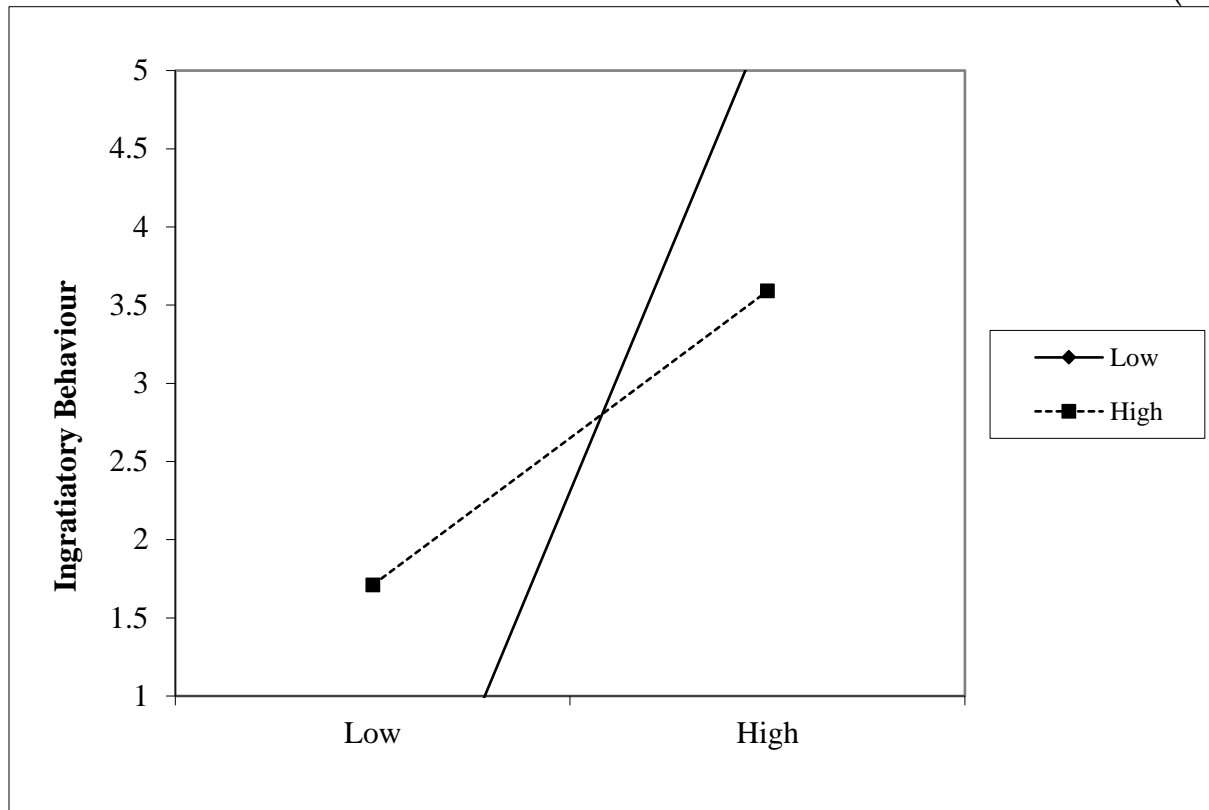


Fig 3: Slope Test with respect to Ingratiatory Behaviour

It was also hypothesized that political skills would moderate the relationship between job insecurity and extra role behaviour (Hypothesis 9). Table No.8 shows the results of moderated regression analysis. Results show the direct effect of job insecurity ($\beta=1.93, p=0.000$) and political skills ($\beta=0.09, p=0.000$) have significantly positive impact on extra role behaviour. Then political skills was examined as a moderator in the relation between job insecurity and extra role behaviour. The simple moderation was examined using PROCESS. The values show that the overall model was significant ($F=45.63, p=.000$) accounting for 63.1 % of the overall variance in extra role behaviour ($R^2 = 0.426$). Political skills interact significantly with job insecurity ($\beta=2.53, p=0.000$). The combine effect of job insecurity and political skills explained 1.4% variance ($\Delta R^2=0.014, F=12.34, p=0.000$) on extra role behaviour predicting positive and strengthen the relationship between job insecurity and extra role behaviour. Therefore, the results proved that political skills significantly moderate the relationship between job insecurity and extra role behaviour and support the study hypothesis no. 9.

Table No. 8: Results of Main Effects and Moderated Regression Analysis for Political Skills with respect to Extra Role Behaviour

Model Summary						
R	R ²	F	df1	df2	P	

0.631 0.426 45.63 5.0 405.0 0.000

Path Coefficients						
	B	SE	T	P	LLCI	ULCI
Constant	3	0.93	3.23	0.000	0.27	5.69
Step I: JI	1.93	0.41	4.71	0.000	0.81	4.15
Step II: PS	0.09	0.02	4.5	0.000	0.04	1.27
Step III: JI*PS	2.53	0.19	12.36	0.000	1.04	4.13

Interactive Term: JI*PS					
	ΔR^2	F	df1	df2	P
JI*PS	0.014	12.34	1.0	404.0	0.000

Note: *** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$, Bootstrap sample size= 5000, LL= lower limit, UL= Upper limit and CI= Confidence level.

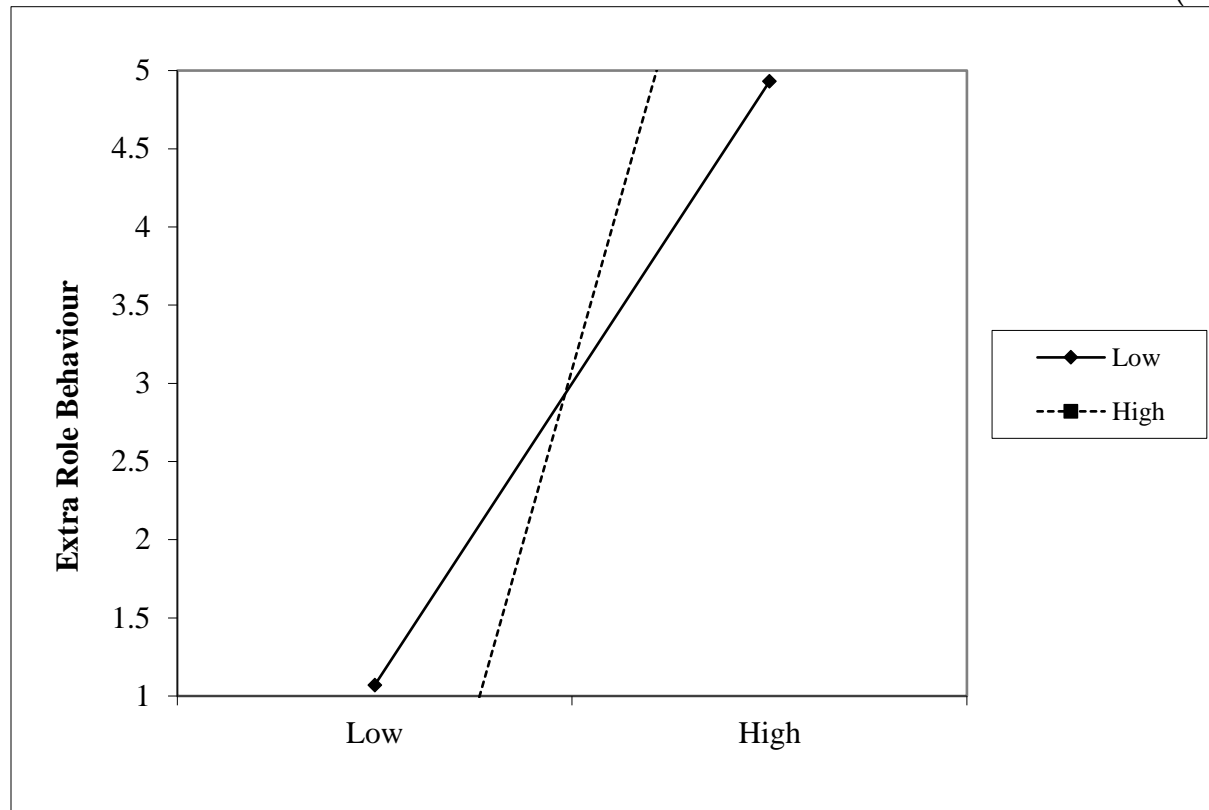


Fig 4: Slope Test with respect to Extra Role Behaviour

Theory 1 (H1 & H2): Supervisor-based ostracism has a significant relationship with ingratiation and extra-role behaviors. Outcomes of the regression analysis state that supervisor-based ostracism has robust, fine dating with ingratiation and extra-role behaviors. As indicated within the consequences, these elements help the theory that supervisor-based ostracism has significantly related to ingratiation and extra-role behaviors. It proved the first and second hypotheses of the study.

Theory 2 (H3): Supervisor-based ostracism has a significant relationship with job insecurity. The results indicate the connection between supervisor-based ostracism and job insecurity. The findings suggest that supervisor-based ostracism has a significant relationship with job insecurity. The results proved the third hypothesis of the research study.

Theory 3 (H4 & H5): Job insecurity has a significant association with ingratiation and extra-role behaviors. The results of the analysis indicate Job insecurity has a significant impact on ingratiation and extra-role behaviors and the study proved fourth and fifth hypotheses.

Theory 4 (H6 & H7): Job insecurity significantly mediates the relationship between supervisor-based ostracism and, ingratiation and extra-role behaviors. Results of regression analysis and the Sobel test show that Job insecurity is directly proportional to ingratiation and extra-role behaviors. Mediation analysis is performed by using the Sobel test concept, wherein the

mediator has a significant influence between supervisor-based ostracism and ingratiation and extra-role behaviors, so the research proved the sixth and seventh hypotheses of the study.

Theory 5 (H8 & H9): Political skills negatively moderate the relationship between job insecurity and ingratiation while positively moderating the relationship between job insecurity and extra-role behaviors. The results evaluated that political skills are a good moderator between job insecurity and, ingratiation and extra-role behaviors. The research proved the eighth and ninth hypotheses of the study.

Conclusion and Managerial Implications

Conclusion

The focus of this study is how being shunned by a supervisor affects workers' behaviors. The study investigated the link between supervisor-based Ostracism and employee behaviors. The findings indicate a unique association between ostracism from a supervisor and employee behavior. The results of study show that companies can set an example for the rest of the world by creating a successful framework for employee behaviors. To the exception of the hypothesis regarding political skills, the study's findings stress to very high positive association between variables. While political skills moderate the negative association between job insecurity and ingratiation behaviors, it also increases the positive association between job insecurity and extra-role behaviors. Our findings support the theoretical propositions that improved relations between managers and their subordinates can be attributed to training programs that teach workers how to effectively use politics.

Theoretical Contribution

At first glance, the establishment of this concept and the development of the model implied reported significant relationships exist between various variables and employee behaviors, implying that these actions are lucrative for the firms. In spite of the numerous studies that have been performed utilizing a wide variety of research methods, up to my knowledge no one has yet developed a model that incorporates this idea and investigate the relationships.

And second, the study fills the huge gap with credible sources, leading to the desired outcomes. The results will have simple practical ramifications and may lead to dynamic outcomes. The social and economic benefits of this study are mutually reinforcing. Finally, the study isolated the effects of job security on employees' sense of mental well-being and centered our research on that dimension. This research also lends credence to the idea that workers should be able to negotiate successfully. These results will help the company's strategic planners rethink what constitutes "best practices" in the workplace and apply that knowledge to their competitive advantage.

Managerial Implications

Job insecurity and political skills are found to mediate the relationship between supervisor-based ostracism and ingratiation and extra-role behaviors in Pakistan. The focus of this research is on the underlying causes that contribute to the associations between social exclusion and extra-role behaviors. This research is relevant because it examines ingratiation and extra-role behaviors in Pakistan and then examines the mediating role of job insecurity and moderating role of political

skills in the relationship between supervisor-based ostracism and employees' behaviors. The information could be used by executives and managers in relevant companies to find the best possible pairing of supervisors and subordinates.

Limitations and Future Directions

The study aims to explore the nexus between supervisor-based ostracism and extra-role and ingratiation behaviors in Pakistani workplaces. This does not rule out the possibility of other practices being present in the study or of their influencing the extent to which supervisor-based ostracism and ingratiation and extra-role behaviors are congruent. This study was also conducted in Pakistan, thus while it may be applicable in other developing countries, it may produce different results in more developed nations. The study can be done in a setting unrelated to production if that is more convenient.

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