

THE MEDIATING EFFECT OF JOB SATISFACTION BETWEEN WORKPLACE OSTRACISM AND EMPLOYEE TURNOVER INTENTION

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ABSTRACT

This research has focus upon the role of social support at workplace in order to abate the ostracized behavior that develops among employees and ultimately leads towards Employee Turnover Intention. The mediating role of job satisfaction is tested specific in this relationship first time. Data was accumulated from employees having a managerial position in textile industry. The results obtained in this study are consistent with our hypothesis that ostracized behavior is interlinked with employee turnover intention rate. Employees undergoing ostracism have converse association with job satisfaction. This study has stress upon the role of managers or leader to implement fair practices in helping to diminishing ostracized behavior.

Key words: Workplace Ostracism, Job satisfaction, Employee Turnover intention

Introduction

Human is social animal by nature they cannot exist without interacting with each others. In modern world, the social relationship among staff member at a workplace is substantial as human spends maximum productive time over here. Healthy relationships among staff

member will boost energy and efficiency. In the era of globalization organizations face difficulties while managing a skilled labor. Without, a skilled and efficient labor the aim of getting maximum output cannot possible. Workplace ostracism is universal phenomena that exist throughout all organization and across the different cultures of the world. Ferris et.al (2008) defines ostracism as subjective phenomena in which employee are being ignored in a formal way by their colleagues. Williams and Jacksons (2008) in his research states that individual productivity capacity is directly or indirectly interlinked with the relationship that exist in a society. The positive and encouraging relationships gives a sense of social security and well-being. Ostracized behavior gives negative consequences towards employee organizational commitment. Yang and Treadway (2016) states employee who are ostracized are more chances to incline towards counterproductive behaviors.

Ferris, Brown, Berry and Lian, (2008) advocates ostracism at a workplace has bring detrimental effects towards employee well beings and increase withdrawal behavior and decline employee job performance as well. As Brown, et al., (2009) supports the argument in his research that companies tries to maintain their skilled labor in order to employ as a competitive edge in a market and high organizational cost is interlinked with hiring, recruitment and training.

Robbins (1993) and Spector (1997) elaborate the concept turnover is positively liked with employee job dissatisfaction. Employees behavior shapes towards quitting is the final step that an individual takes but many factors are interlinked with this such as regarding future growth and opportunities and continuously dissatisfaction at a workplace. Garboua Montmarquette & Simonnet, (2001) states that dissatisfaction is combination of bad experience that individual face at a workplace and future growth and promotion opportunity. Kossek & Ozeki (1998) elaborate the concept of dissatisfaction that it arise due to employee is not balancing personal life and occupational life. Leader role is significant in nurturing healthy and positive constructive relationship among the employees. Employee withdrawal behavior can be reducing through encouraging equal employee opportunities, appreciation and timely rewards and accomplishment. Pienaar (2007) describes that employee dissatisfaction about work is positively correlated with turnover intention. Zangelidis (2011), Simoens & Sibbald, (2006), has shown pragmatic association between job dissatisfaction and employee behavior towards withdrawal.

Gap in Research:

Ferris and brown (2016) states that ostracized behavior have a direct relationship with employee performance and productivity and it is also dimish employee social wellbeing, self-esteem. Ferris and Hitlan et al. (2006) further ostracism develops anxiety, gloominess, depression and also yield absenteeism. Mobley's (1977) states that employee job withdrawal behavior is ultimately interlinked with several other factors include: evaluation of present job versus switching and better alternatives and future growth opportunities. Griffeth and Hom (1991) predicted that dissatisfaction increases withdrawal behavior. There is improbable space is available to explore the above anticipated relationship.

Purposed Objectives of the Study:

The ultimate goal of this research is to test purposed relationship between specific variables in the light of anticipated research model. Employee’s turnover intention having a direct relationship with job satisfaction as dissatisfaction increases employee quit an organization rate increases as well.

So, research objectives are as under:

1. Explore the relationship between independent variable (workplace ostracism) and dependent variable (employee Turnover intention).
2. Investigate the mediator role of job satisfaction between the variables.
3. Empirically check the specific relationship in spinning industry (Textile sector) of Pakistan.

Purposed hypothetical Model:

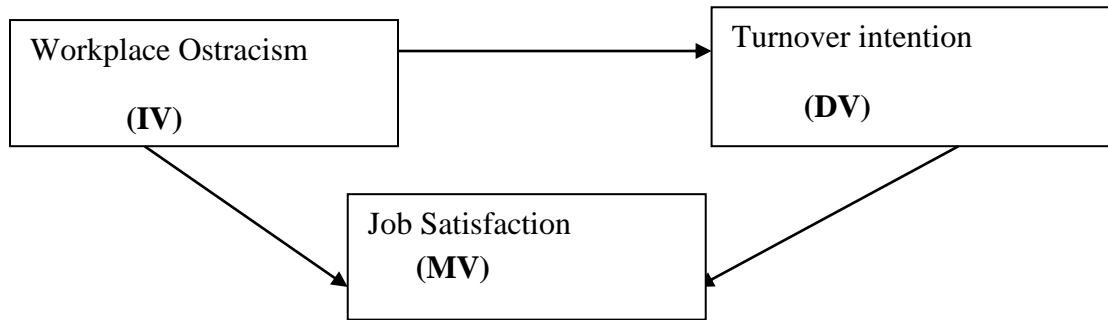


Diagram1: Purposed Hypothetical Framework of research

Research Hypothesis:

The research tries to explore relationship between variables. This research follows hypotheses that are as under:

- H1.** Workplace ostracism has a positive relationship with employee turnover intention.
- H2.** Workplace ostracism has a negative relationship with employee Job satisfaction.
- H3.** Job satisfaction plays a mediator role between ostracism and turnover intention.

Significance of the Research

The results accumulate from this study shows that ostracism having a positive relationship with Turnover intention. Employee ostracized behavior is interlinked with counterproductive behaviors. Ferris et al., (2008) states that being an ostracized employee there is more chances that turnover intention rate increases. Job satisfaction has inverse relationship with ostracism. Job satisfaction helps to maintain skilled workforce. Ostracized behavior is affecting employee as well as organizational productivity. The main objective is to abate the pessimistic behavior that interlinked in ostracism.

This study is carried out in spinning Industry to investigate the proposed relationship is valid or not and it will help them to explore the factors that responsible for development of such behavior that goes against the organizational objectives. The leaders/managers need to formulate and devise such strategies that help to point out such factors that effecting employee performance and needs to provide conducive environment along fair practices. The manager needs to encourage fair and healthy competition in order to diminish ostracism at a workplace.

Research Methodology

The research explores the relationship between variables. The sample size is 260 and data was collected from individual working in textile spinning industries located in Lahore. The convenient sampling technique was employed for data collection from the target population. The medium of data collection was through survey method.

Instrument

The questionnaire as a tool for data collection in this research the question is divided in to two sections and the first part relates with demographic age, qualification, experience. The second part of questionnaire related to the variables (independent, dependent mediating variables). Likert scale was used to record response with ranges starts from 1 to 5 (1 for strongly disagree, 5 for strongly agree). Statistical tool package SPSS (20 version) is used obtaining results. The research comprised three variables Independent variables Workplace ostracism (WOS), Dependent variable (Employee Turnover intention) and mediating variable (Job satisfaction).

Workplace Ostracism

Ferris et al. (2008B) develops ostracism scale and in this research only ten items were employing only while considering cultural barriers. Cronbach Alpha comes to be 0.816, that shows variable has good internal consistency.

Employee Turnover intention

Cammann and Klesh (1979) develop Michigan Organizational Assessment Questionnaire (MOAQ) for measuring employee turnover intention rate and all three items were used and Cronbach Alpha value comes to be 0.716.

Job Satisfaction

Weiss et al., (1967) develops Minnesota Satisfaction Questionnaire for measuring satisfaction and only 10 items were adapt by considering social and cultural factors. Cronbach alpha value is 0.900.

Population and Sampling

The unit of analysis in present study is individual. Being an agrarian state Pakistan economy is based on textile sector and it comprising 8.5% to the total GDP. Since inception Textile sector contribute more day by day in national economy. Textile manufactured goods are vital for human need for survival. In order to meet production needs, organization strives for betterment as skilled labor is considered a great asset for organizational survival in competitive

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market. Organizations aims and objectives are interlinked with skilled labor. Textile sector has many other segments. In present research, only one sector is considered and it is spinning industries and geographically located in Lahore and registered with APTMA (All Pakistan Textile Mills Association) as a members. Whole Pakistan textile industry is huge and one fragment of spinning industry is large so our target population is only Lahore industries and data was collected from employee designation starting from officer till GM (General Manager) through questionnaire. APTMA registered organization specific spinning is 45 and only 12 industries is located in Lahore. It is assure that the data collected through questionnaire will be only used for academic purpose. The data has been collected from spinning industries whose operational offices are located in Lahore and organizations are Farhad Textile, Crescent Group Mills, Shahkaam Spinning, Qadeer Textile Mills, Nayyar Spinning Mills, Sapphire Spinning Mills, Orient Mills, Nishat Mills, Ibrahim Spinning Industries, US Apparel Denim unit, Shahtaj textile unit, Combine Fabrics. Ryan, (2013), Solvin Formula is used in order to estimate sample size of population.

The count of industries considered for this research is 12 and no of workers are 2800 and margin of error is considered as 0.05 and response rate is 74.2%.

Data Analysis and Results

In demographic analysis the male respondents rate is 86.2 %and female with 18.2% and we look into different categories of age so 20-30years age respondents were 68.1% , 31-40years were consist of 21.5%, 41-50 years is comprised of 9.2% and last 51-60 years were consist of 1.2% of the total population. Considering participants educational backgrounds like: F.A/FSC/others degree holder comprised of 6.9% and B.A/B.COM/others degree holder response rate was 22.7%, 140 respondents has a Graduate and their response rate was 53.8%, post graduate/MS degree holder has 16.5%. If we consider job experience(in years), that are categorized in years 1-5 years of experience were 161 and 6-10 years of experience were 52 respondents,11-15 years of experience were 23respondents, Individual with more than 16 to 20 years' experience respondents are 13 respondents, and people ranges with more than 20 years above experience are 11.

260 respondents are considered for data accumulation. 38 respondents are officers, 75 were executives and 78 respondents are on Assistant Manager (AM) position and 16 respondents are Deputy Manager (DM) and 39 respondents are Manager and 9 respondents are with Head of Department (HOD) and are 5 respondents are on General Manager (GM) position. Details can be seen at below Table.

Table 1

Demographic Characteristic

The mediating effect of job satisfaction

Characteristics	Frequency	(%)
Gender		
Male	224	86.2
Female	36	13.8
Age		
21 years -30years	177	68.1
31 years -40 years	56	21.5
41 years -50 years	24	9.2
51 years -60 years/above	3	1.2
Education		
F.A/I.COM/others	18	6.9
B.A/B.COM/others	59	22.7
Graduate/Master/equivalent	140	53.8
Post-Graduate/MPhill	43	16.5
Job Experience		
1-5 years	161	61.9
6-10 years	52	20.0
11-15 years	23	8.8
16-20 years	13	5.0
21 years and above	11	4.2
Job Position/Designation		
General Manager(GM)	5	1.9
Head of Department(HOD)	9	3.5
Manager	39	15.0
Deputy Manager(DM)	16	6.2
Assistant Manager(AM)	78	30.0
Executive	75	28.8
Officer	38	14.6

Descriptive Statistics

In Table 2 illustrates that 1.84 is the mean value with 0.57 standard deviation for workplace ostracism. 2.97 is the mean value with a 0.88 standard deviation that comes for turnover intention. 3.57 is the mean value with 0.66 standard deviation for job satisfaction.

Table 2

Descriptive Statistics

Variables	Mean	Standard Deviation	Variance
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Workplace Ostracism	1.84	0.57	0.32
Turnover intention	2.97	0.88	0.78
Job satisfaction	3.57	0.66	0.44

Correlation between variables:

In the light of literature review, there is positive association between independent and dependent variable and has inverse relationship with job satisfaction. The Pearson correlation test (2 tailed) is performed in order to test the relationship between variables.

Table 3

Pearson Correlation Test

		Workplace ostracism	Turnover intention	Job satisfaction
Workplace ostracism	Pearson Correlation	1	0.261**	0.296**
	Sig. (2-tailed)		0.000	0.000
Turnover intention	N	260	260	260
	Pearson Correlation	0.261**	1	0.221**
Job satisfaction	Sig. (2-tailed)	0.000		0.000
	N	260	260	260
Job satisfaction	Pearson Correlation	-0.296**	-0.221**	1
	Sig. (2-tailed)	0.000	0.000	
	N	260	260	260

If value of r shows 1 its means the relationship between variable is exist and it is strong as well. If Pearson correlation is r value is less than 0.5it means relationship exist but not strong. Coefficient value of r is 0.261 and significance value p is 0.00 that shows it is relationship is significant positive as well.

Results are follows as under:

$r=0.261^{**}$, $N=260$, $p < 0.00$

If $r=-0.221^{**}$ and $p= 0.00$ which mean weak relationship exist between variables. Results are follows as under:

$r=-0.221^{**}$, $N=260$, $p < 0.00$

If value of r is -0.296 that shows that inverse relationship exist between independent and mediating variable. The negative value shows that as if there is increases in one variable then other decrease. The Results can be follows as below:

($r=-0.296^{**}$, $N=260$, $p < 0.00$).

Mediation Analysis

The mediation model comprised of three variables independent variable (X), Dependent variable (Y) and Mediating Variable (MV). Figure 2 shows the causal relationship between variables. Process by Andrew F. Hayes was used for analyzing mediator role.

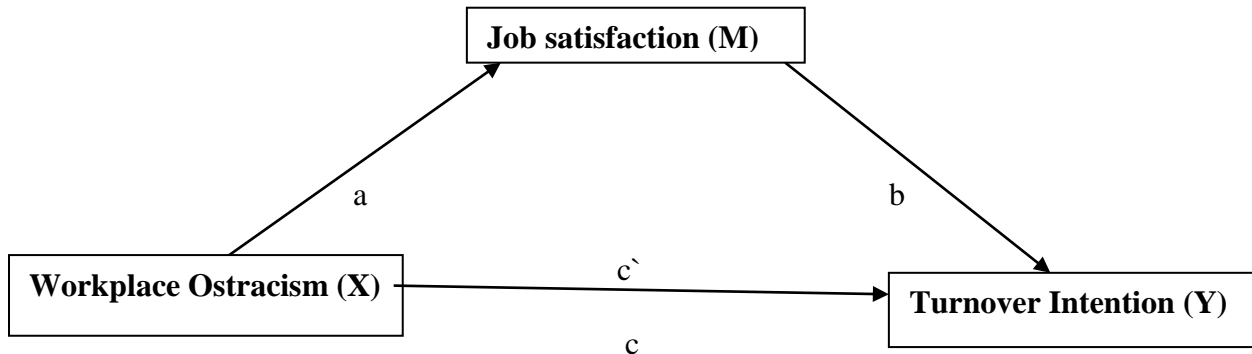


Figure 2: Theoretical framework representing relationship among variables.

Mediation analysis through process By Andrew F. Hayes:

Symbol	Variable
Y	Dependent variable (DV)
X	Independent variable (IV)
M	Mediating variable (MV)

Table 4

Independent Variable significantly predicts Dependent variable.

Model Summary						
Coefficient Correlation (R)	R square	Mean Squared Error(MSE)	F	Df1	Df2	Significance
0.2939	0.0864	0.3341	24.3861	1.00	258.00	0.00
Model						
	Coefficient	Standard Error (SE)	T	Significance (P)		
Constant	4.1787	0.1231	33.948	0.000		
Ostracism	-0.3160	0.0640	-4.9382	0.000		

In Table 4 the coefficient correlation (b) is 0.31 and t value is = 4.93, significant level (p) value is 0.00 that shows that independent variable significantly predicts dependent variable in the presence of mediating variable. The R square value is 8.64% variance in dependent variable.

Table 5

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Independent variable (WOS) significantly predicts Mediating variable (Job satisfaction)

Model Summ						
Coefficient Correlation (R)	R square	Mean Squared Error(MSE)	F	Df1	Df2	Significance
0.3145	0.098	0.710	14.1058	2.0000	257.0000	.0000
Model						
	Coefficient	Standard Error (SE)	T	P		
Constant	3.1899	0.4198	7.598	.0000		
JS	-0.2403	0.0908	-2.645	.0086		
WOS	0.3540	0.0977	3.624	.0003		

In Table 5 illustrates that independent variable significantly predicts dependent variable in the absence of mediating variable of the value of coefficient correlations (b) comes 0.35 at t=3.62 and the significance level (p) is 0.00. Mediating variable significantly predicts dependent variable the value of coefficient correlations (b) comes to be -0.24 at t= -2.64 and the significance level (p) is 0.00. The value of R-square shows variance of 9.8% in dependent variable.

Table No. 6

Independent variable significantly predicts Dependent variable

Model Summary						
Coefficient Correlation (R)	R square	Mean Squared Error(MSE)	F	Df1	Df2	Significance
0.2727	0.074	0.7274	20.7285	1.000	258.00	.000
Model						
	Coefficient	Standard Error	T	P		
Constant	2.1859	0.1816	12.0359	.0000		
WOS	.4299	.0944	4.5529	.0000		

The mediating effect of job satisfaction

Above Table No. 6 illustrates that indirect effect values is $b=0.07$ with a confidence interval value is 0.95%. For indirect effect the value of b in between 0.01 and 0.16 and the indirect effect value (b) come 0.04.

Table No. 7: Total effect size of Independent variable(X) on dependent variable(Y)

Table 10:
Ratio of Indirect to Total Effect of X on Y

Effect	Standard Error(SE)	T	P
0.422	0.094	4.552	0.00

Above mentioned Table No.7 the mediation effect value is 0.422 that shows that workplace ostracism is a significant predictor of dependent variable.

Table No. 8: Indirect effect Independent variable (X) on dependent variable(Y)

	Effect	Boot SE	Boot LLCI	Boot ULCI
JS	0.0759	0.0353	0.0143	0.1607

Table 8 results illustrates that with a 95%confidence interval there is significant 0.07 effect size. The value of R square is ranges (0 to 1) at a 95% Confidence interval of B Ca CI (0.00, 0.16); the indirect effect comes 7.59% which means there is significant considerable effect.

Table 9 Normal Theory tests (Measuring Indirect Effect

Effect Size	Standard Error	Standard score(Z)	P
0.0759	0.033	2.295	0.021

In above mentioned Table No. 9 indirect effect size is calculated through Sobel's test the effect Size (b) value comes to be 0.07 at the value of standard error 0.03 and standard score (z) value are 2.29 at the significant level (p) of 0.02.

Effect	Boot SE	Boot LLCI	Boot ULCI	In Table No.10 results
0.1766	0.1049	0.0319	0.4674	

indicates that there is indirect influence of workplace ostracism on employee turnover intention through mediating role of job satisfaction $b=-0.01$ B CaCI (0.03, 0.46) and $b=0.02$ BCaCI (0.00, 0.06).

Representation of Mediation between variables

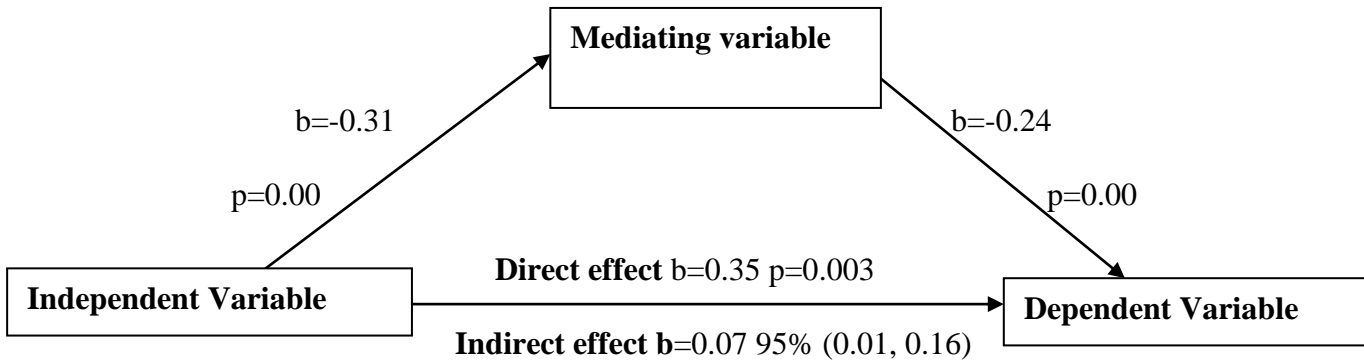


Figure No. 3: Representation of Mediation between variables (Independent variable, dependent, and mediating variable)

In figure3 shows the significant influence of ostracism on turnover intention through role of job satisfaction. The path a shows effect size of 0.31 and path (b) shows value of 0.24 of effect size.

Discussion

In this chapter tries to explore outcomes in context with previous existing studies the results obtained is persistence with previous researches. This study carried out in textile sector in specific spinning mills and all are registered as a member with APTMA (All Pakistan Textile Mills Association). Job satisfaction is considered as a mediating variable in this research. Ostracized behavior develops when employees is continuously ignored or excluded. Consistent ostracized behavior brings job dissatisfaction in employee and ultimately quitting is the final step. Our present research relies upon few hypotheses and 1st hypothesis describes the association among independent variable and depended variable and hypothesis has been proved through Pearson correlation test and the outcomes shows that the value of coefficient correlation (r) is 0.26 at a significant level (p) of 0.00. Results shows that positive relationship between workplace ostracism and turnover intention through direct effect size value (b) is 0.31 at significant level (p) at 0.00. Ferris and brown (2008) states ostracized behavior is prevalent

throughout all organization and it is considered as universal phenomena. There are few factors that develop such behavior among staff and it leads towards quitting.

Ostracized behavior resultantly increased employee turnover intention. First hypothesis has been acceded with previous studies as Yang & Treadway (2016) illustrate that positive association exist between turnover and ostracism. Zhao (2012) states that there is a relationship between job dissatisfaction and counterproductive work behaviors. The 2nd hypothesis is discovering association between job dissatisfaction and employee quit rate. Results is consistent with literature and shows the coefficient correlation value is -0.22^{**} at a significant level (p) at 0.00. Chung (2015B) points out that when employees' feels ostracism they are more engage in counterproductive behaviors. Mobley's (1997) elaborate the decision of quitting a job is final step being an ostracized. Chaulagain and Khadka (2012) express same views that dissatisfaction ultimately leads towards employee turnover intention.

Isles (2004) states that the negative consequences of dissatisfaction resultantly increase employee turnover rate and productivity will be hampered. Mobley (1977) support the argument with isles (2004) that turnover intention is combine effect of dissatisfaction and few other factors. This study results findings, shows that Job satisfaction having appreciably relationship with other variables. Job satisfaction has been used first time in relationship with other variables. Our third hypothesis is the mediation role of job satisfaction among independent and dependent variables. The hypothesis has been proved this through Pearson correlation test and the value of coefficient correlation (R) value is -0.29^{**} at the significant level of 0.00. Brief (1998) describes that that there is relationship deviant behavior and productivity. Rosse and Saturay (2004) demonstrate that frustration towards job is directly link with more unconstructive behaviors. Cropanzano and Folger (1998) argument support that equity must be bring along fair practice that gives healthy environment for employee development. According to the Martin (2007) dissatisfaction is bone of contention for employee turnover intention. Bashir et al., (2012) in his research states that job dissatisfaction is directly interlinked with quitting.

Conclusion

In the era of globalization human skills development is considered as important as our basic requirement to survival in competitive market. Every organization is facing difficulties for retention highly skilled workforce. Organizational costs are increasing day by day for hiring, training and retained of skilled staff. So, ostracized behavior is affecting employee as well as organizational productivity. Psychosomatic factors like stress, employee satisfaction, less conducive working conditions and working hours develops ostracized behavior among employee due to which resultantly turnover intention rate increased. This behavior is prevalent throughout and accreted counter productivity that goes against organizational objectivity. Through positive practices and encouraging environment we can decree ostracism at a workplace. The role of co-worker and Managers/leader is important in brining psychological safety to worker.

Limitations and Future Directions

The current research explores to eliminate all concerns, but few constraints that need to be considered. There are numerous restrictions in our research method. Our study is cross-sectional type with limited time and available resource. The research sample size is limited to spinning industries located in Lahore as textile sector is huge and as compare to our sample size the results obtained in this research cannot be generalize to other sectors. So, results do not conclude the general trend representing of whole data specific to spinning industry. The prospect research can be done in future by considering relationship between variable by using longitudinal technique.

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