

**AN EXAMINATION OF WORKPLACE OSTRACISM AND WORK
ENGAGEMENT RELATIONSHIPS BETWEEN PERSONALITY TRAITS
AND WORKPLACE HELPING, VOICING AND DEVIANT BEHAVIORS**



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By

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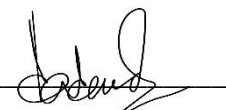
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DEDICATION

This thesis is dedicated, firstly to my parents and my wife for their remarkable fidelity and love for me. For my doing PhD, this is my dream, which has come true with the blessing of Allah. This thesis is dedicated, secondly to my spiritual mentor Hazrat Peer Syed Mehar Ali Shah Sahib (R.A) of Golra Shareef.

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ABSTRACT

This study attempts to explain the importance of workplace ostracism and its impact on work engagement, workplace behavior, workplace voicing behavior and workplace deviant behavior in an organization of Pakistan. Workplace ostracism has become a very serious issue within the organizations and ostracized individuals are harmful for the organizations as well as for the society (Williams, 2007). The main purpose of this research is to test a conceptual mediating model. This research enhances the understanding of variables and provides an intermediating mechanism of workplace ostracism and work engagement between personality traits (five factors) and workplace helping behavior, voicing behavior and deviant behavior. This investigation distinguishes the personality traits that influence the workplace ostracism work engagement and workplace behaviors (three types). This research addresses the issues and possible future calls in a gas sector company in the context of Pakistan. The deductive (quantitative) approach is adopted and 500 self-administered questionnaires were distributed to the SNGPL employees, who are working in the provinces KPK and Punjab.

In order to complete the research, the researcher used theoretical lenses of social exchange theory (SET) and Cognitive Consistency Theory. The probability stratified sampling technique is used to collect the data from the SNGPL. Furthermore, confirmatory factor analysis (CFA) and structural equation modeling (SEM) is used to model fit.

Keywords: Personality traits, workplace behaviors, workplace ostracism, work engagement

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LIST OF ACRONYMS

PT	Personality Trait
EX	Extraversion
AG	Agreeableness
CO	Conscientiousness
OP	Openness to experience
NE	Neuroticism
WE	Work engagement
WPO	Workplace ostracism
WHB	Workplace helping behavior
WVB	Workplace voicing behavior
WDB	Workplace deviant behavior
SPSS	Statistical package for the social sciences
AMOS	Analysis of moment structure
EFA	Exploratory factor analysis
CFA	Confirmatory factor analysis
CMIN	Minimum chi-square
VIF	Variance inflation factor
AGFI	Adjusted goodness of fit index
MSA	Measure of sampling adequacy
BTS	Bartlett's test of sphericity
GFI	Goodness of fit index
RMSEA	Root mean square error of approximation
PMR	Root mean square module
NFI	Normed fit index
CFI	Comparative fit index
TLI	Tucker Lewis index

CHAPTER ONE: THE INTRODUCTION

1.1 Background of the Study

Workplace ostracism is a destructive behavior that creates many serious issues and problems like mental disorder, low spirits, and low-performance issues between the workers. Powell et al. (2009) stated that the people who are living in the culture of collectivism they affected more than the other people who are not involved in a collectivist culture. Scholars attempted many studies to provide more knowledge to the management of the organizations by developing the links between the variables of the model.

Williams, (2007) highlighted those terrible increasing issues in the organizations at the workplace known as ostracism which is affecting negatively the behavior of working employees in the organizations. In the context of Pakistan, individuals who are working in the group they tried to create social identity, these unfriendly practices at work become the reason of ostracism, top management support is recommended in Pakistan due to the collectivism setting where workers and objectives interaction is required. Workplace ostracism is the perception of the workers at the workplace regarding their social exclusion by his supervisors and colleagues (Yang & Treadyway, 2018; Chung, 2018; Bhatti & Hussain, 2018). Workplace ostracism mediates the negative environment at the workplace in the form of high turnover and high job satisfaction (Chung, 2015). Ostracism is a falling in wage individuals think they are avoided, cut-off from the other workers and society due to many reasons (Williams, 1997). According to the statement of Williams et al. (2002), there may be many reasons for the ostracism other than

messaging and face to face interactions between the employees. It happened when any person feels that he is not being treated fairly by the other individuals or managers at work (Wang & Smith., 2003). Ferris et al. (2008) worked on this concept and further observed the ostracism in the workers, who were treated with disgraced behavior at the workplace. In the organizations, the workplace ostracism is very harmful and affect negatively in many ways on employees as well as the organizations. Williams (1997) warned that there are more chances of suffering from depression, paranoia in the ostracized workers in the reaction of workplace ostracism. The seriousness of this issue influences the researchers for further investigation on this topic, organizations are facing financial losses due to being unsatisfied employees and low performance of the workers. Workplace ostracism affects the physical health of the employees along with their mental diseases in the employees, these diseases commonly experienced in the individuals' lives (Zimmerman et al., 2016). Different studies show the negative significant effects between the workers and supervisors.

Chung (2017) observed the negative effects of workplace ostracism and suggested that it should be reduced at the workplace. The workers role in the organizations is very important, ostracized individuals think they are being rejected or excluded by the members of the organization (Hogg, 1988). In research, it is also observed the individuals who are affected with ostracism they think that they have less value and no importance at work in the organization (Leung et al., 2011). In the investigations of the researchers, workplace ostracism harmfulness for the employer and employees is proved. Barling, Dupre and Kelloway (2009) observed that the US faced \$ 200 billion of losses per annum due to workplace ostracism. So considering the

importance and harmful influence of construct workplace ostracism researchers completed this investigation in the public sector organization in the context of Pakistan.

Personality of anybody has a very important and distinct role within organizations and society. Five factors of personality traits are useful to understand the personality of the individual (Goldberg, 1992). No one can ignore the importance of individual personality traits in the workplace or in the society, characteristics of the individuals are playing a vital role and professional life also depends on these characteristics. Advanced countries consider personality traits while recruiting individuals for specific jobs or professions. According to Barrick and Mount (1991), personality traits are useful for an individual's professional life. Researchers worked on this construct, personality traits are developed and adopted by the different researchers. John and Srivastava (1999) worked on the five factors of personality traits and arrange the chart of types. Researchers observed the different effects of these factors, extraversion trait is considered a positive trait peoples having this trait is more talkative and energetic in their lives (Watson & Clark., 1997). Conscientiousness is also a personality trait, the collector of dutiful act, discipline, self-control are covered in this sector. The individuals with this trait are found more organized hard-working to achieve their goals (Costa & McCrae., 1992). Agreeableness trait is another factor that is helpful, kind and not doubtful for the others. The individuals having this trait are considered gentle, cooperative, trusting and decent (Costa et al., 1992). Openness to experience trait is different from the other discussed traits, it is the combination of admiration for art, different ideas, interest, values and imaginative values (John & Srivastava, 1999). Neuroticism trait is not considered a good factor, it means anger, helplessness, shy. This trait refers to the low confidence and weak personality with low

confidence is observed in the individuals (Lounsbury, 2008). The relationship of personality traits among the workplace ostracism is observed by the different researchers. Personality traits have significant effects on workplace ostracism and workplace behavior (Williams et al., 2002).

Workplace behaviors are the reflection of the organization's image and the reaction of these behaviors affect the worker's attitude at work. Researchers provided the many kinds of workplace behaviors but in this research three kinds of workplace behaviors are discussed due to their importance in the organizations. According to Podsakoff et al. (2003) the helping behavior, voicing behavior have an important role in organizational performance more than other kinds of behaviors. Researchers defined the definitions of behaviors in many ways and different definitions are part of the research literature. Pro-social behaviors divided into helping behavior, voicing behavior and workplace ostracism decreases the beliefs of the individuals (Chung & Yang, 2017). Researchers observed the negative relationship of construct workplace ostracism with workplace behaviors. The voluntary help of the workers to solve the problems at the workplace is known as helping behavior (Mossholder, Richardson and Settoon, 2011). Employee voicing behavior is a source of identifying the problem to resolve the problem to increase the productivity of the organization (Wilkinson & Fay, 2011). Workplace deviant behavior is considered a positive and at some places as negative workplace behavior of the employees. Deviant behavior is also known as antisocial behavior (Giacalone & Greenberg, 1997). Mangione and Quinn (1975) named it counter-productive behavior, the majority of the researchers' views about this kind of behavior observed a negative sense. According to Robinson (1995), a kind of behavior that violates ethics, rules, and organizational customs and put the well-being of the citizens in danger is known as workplace deviant behavior. The positive effect

of deviant behavior is also observed from the researchers in their studies. Scholars conducted a study in education Department in UK and relationship among the employee performance and deviant behavior was proved in this research (Petrides et al., 2018). The study shows the employees' output association between the deviant behavior and significant result proved the relationship among the variables.

According to Appelbaum and Batt (2014) deviant behavior has both positive and negative effects on the organizations. Deviant behavior creates problems in organizational decision-making and it also affects the production of the company due to changes in the financial cost of the products (Coccia, 1998). Barrick and Mount (1991) investigations find out the strong relationship between personality traits and professional workers life, personality traits are proved as a strong predictor in the investigation. Researchers observed the varying significant association between five factors of trait and workplace ostracism in their investigations from time to time to know the relationship of the constructs. Wu et al. (2011) investigated the association between workplace ostracism and personality traits, their findings show that workplace ostracism has a positive relationship with the personality trait neuroticism. This shows the direct relationship, it means in case of a personality having neuroticism trait, there will be more chances of affecting from the workplace ostracism. Personality traits relationships are observed through mediation (Ilies et al., 2002). In many studies, it is written that there is a positive relationship between personality traits and workplace voice behavior (Nikolaou et al., 2008).

Ferris (2008) observed a negative relationship with workplace ostracism and workplace behaviors in their investigations. Lian (2014) described the positive association of workplace ostracism and deviant behavior. Yang (2018) explained the negative relationship between workplace ostracism and helping behavior, less engagement is noted between the workplace ostracism and pro-social behaviors. In another study, negative relationships of workplace ostracism with workplace helping behaviors are noted (Peng & Zeng, 2017).

Kahn (1990) stated that work engagement is a statement of mind, during the performance of the job where a person thinks himself an emotional and cognitive position. Work engagement increases the performance of the workers and disengagement of employees stuck their emotional and physical defense in the organizations. Work engagement has three dimensions vigor, absorption, and dedication. Vigor is a mental flexibility and energy, dedication refers to enthusiasm, challenge and sense of work. Absorption is the full concentration of a worker and observed in other's jobs, in this situation times run speedily and employees want to carry on their jobs in the organization (Schaufeli, 2002). The importance of work engagement can be evaluated by the statement of researchers in casework engagement workers do harsh, involved and engrossed in their works and the relationships found positive with the employee's performance (Bakker & Demerouti, 2014). Kaya, Ataman, and Aydin (2017) conducted a study on personality traits, workplace ostracism, and work engagement and reported significant relationship with nature. Positive relationships are observed between organizational citizenship behavior and work engagement (Richman & Saks, 2006). Work engagement and workplace behaviors have a positive relationship and further workplace helping behavior becomes the reason for the improvement in the work engagement of the employees at the workplace (Bergeron et al., 2013).

Work engagement importance and association with personality traits, workplace ostracism, and workplace behavior are found significant relationships.

Kia et al. (2017) conducted research on work engagement association with workplace ostracism was found negative. The association of workplace ostracism, work engagement and personality traits were investigated, Workplace ostracism negatively affects personality traits and work engagement (Liung et al., 2011) and personality trait neuroticism became more strengthen with workplace ostracism. Association between personality traits, work engagement and workplace ostracism were found a significant relationship (Wu, Chen, Chen &Yong, 2011). The importance of work engagement is accepted, and it increases the employee's performance (Karatepe & Karadas, 2015).

Researchers are agreed that Work engagement, workplace ostracism, and personality traits have a significant relationship (Leung, Wu, Chen & Yong., 2011). Work engagement increases the efficiency and performance of the workers at the workplace. Albrecht (2010) described in his research that engaged workers have a high level of goals. Employees with work engagement are found friendly, helpful, due to these characteristics performance increased in the organizations (Bakker et al., 2008). Butler et al. (2009) explained the work engagement and provide useful information that management can control workplace ostracism by increasing work engagement in the organizations.

The uses of work engagement as a mediator in many studies are observed and constructs relationships are discussed with workplace ostracism and trust and self-efficacy (Kim et al.,

2013). Judge et al. (2001) mediation of work engagement observed between workplace ostracism and workplace behavior. The main objective of this study is to provide knowledge of workplace ostracism and its negative effects on the organizations. Direct and indirect relationships of the constructs are investigated in this study. Direct relations of personality traits (five factors) with the workplace ostracism and work engagement as well as with workplace helping behavior, workplace voicing behavior and workplace deviant behavior along with the mediation of workplace ostracism and work engagement between the personality traits and workplace behaviors are observed. In this study, the mediating mechanism of the constructs is investigated for a brief awareness of the constructs in the organization. In a study helping behavior and workplace ostracism, negative relation proved and furthermore, engagement decreases between workplace ostracism and prosocial behavior (Yang, 2018).

In public sector employees are also facing different attitudes at their workplace which affect their workplace behavior. In response, organizations have to face the problem and financial losses. In Pakistan, it is difficult to observe the satisfaction level of the employees by resuming long service in the same organization because due to unemployment there is no chance to leave the service or organization. Wu, Wei, and Hui (2011) stated that personality extraversion has negative relations with workplace ostracism and this research was conducted in China from the employees of the petroleum and gas companies.

United States faced \$ 200 billion of losses per annum due to workplace ostracism (Barling, Dupre & Kelloway, 2009). So, keeping in view the importance and harmful influence of workplace ostracism, researcher selected the SNGPL for investigation to find out the mediating

effects of workplace ostracism and work engagement among the personality traits and workplace behaviors in the public sector organization in the context of Pakistan.

1.2 Problem Statement

The importance of workplace ostracism is not ignorable but in Pakistan, organizations need to more consider its impact on workplace behavior and work engagement. Ostracism is observed in the employees of the organizations at the workplace (Ferris et al., 2008), negative effects of the workplace ostracism are common in the organizations and researchers pointed out there are more occurrence than the other types like harassment and bullying (O'Reilly et al., 2015). According to the statement of Robinson, O'Reilly, and Wang (2015) when organizations not willing to take action where needed and required socially, this negligence creates workplace ostracism. It is useful to put attention to prevent their employees from the negative effects of workplace ostracism within the organizations. Workplace ostracism has become a very serious issue at the workplace within the organizations; ostracized individuals are harmful for the organizations as well as for the society because they tend to engage in negative behaviors (Williams, 2007).

According to Sims (1992), an ethical attitude is dangerous in organizations and all administrators and managers consider it like cancers for the workplace in organizations and society. To avoid the harmful effects of workplace ostracism it is necessary to control workplace ostracism. Ostracized employees react in many ways like antisocial behaviors or pro-social behaviors. SNGPL like other organizations establish its short-term and long-term objectives and provide the gas facility in the provinces of Punjab and KP K through its pipeline network.

This organization also expects good services from its employees and committed to provide good services to its consumers. To improve the performance of the employees Sui Northern Gas Training Institute is performing its training role to train the employees of this organization. SNGPL is facing a serious problem of gas losses every year and initiating many necessary measures to control this serious issue. To avoid the harmful effects of workplace ostracism it is necessary to control workplace ostracism. Ostracized employees react in many ways like antisocial behaviors or pro-social behaviors. Organizations are annually facing costs in hundreds of billions in dollars due to negative behaviors of the employees (Robinson, Greenberg, 1998), so it is necessary to control these behaviors. Peterson (2002a) stated that it is very important and necessary to know the factors that affect workplace behaviors. Without understanding the factors that affect personality traits and workplace ostracism, work engagement and workplace behavior, it is impossible to control the negative effects of workplace ostracism on workplace behavior. To avoid the harmful effects of workplace ostracism it is necessary to control workplace ostracism. Ostracized employees react in many ways like antisocial behaviors or pro-social behaviors.

The good knowledge of the constructs can prevent and the organizations from loss and can improve profitability by providing good workplace behavior. This research is an effort to examine the influence of personality traits on workplace ostracism, work engagement on workplace behaviors. This is also an effort to become aware of the dangerous influence of workplace ostracism on work engagement and workplace behaviors in the gas sector company of Pakistan.

1.3 Issues in SNGPL

1.3.1 Profile of the Country

The name of my country is the Islamic Republic of Pakistan and it came into being on 14 August 1947 on the map of the world by the partition of Indo Pak known as Hindustan. The area of Pakistan is 796,096 km². Geographically this country has very important because it is situated on the junction of Central Asia and South Asia. Total Pakistan's neighboring countries are India in the East, and in north-east, China is situated, in the south-west around, in the north-west of Afghanistan is situated and in Southside Arabian Sea touch boundaries of Pakistan. Pakistan has an important geopolitical perspective due to its geographical and strategic location. Shaheen (2011) stated that Pakistan has become the center of activities of the great powers during the last few decades, it's important increases due to provide a route for transportation to Central Asia which are the main energy resources for oil and gas, Pakistan performed its frontline role against the terrorism.

1.3.2 Overview of the Gas Sector of Pakistan

Pakistan has gas and petroleum resources in its territory especially Qadirpur Sind and Sui Baluchistan are very famous and main resources of gas. Other than these resources many other resources are also providing gas for transmission gas companies. There are main two gas distribution companies in Pakistan which are known as Sui Southern Gas Pipelines Limited (SSGPL) distributing gas in the provinces of Sind and Baluchistan and Sui Northern Gas Pipelines Limited. In 1963, Sui Northern Gas Pipelines Limited (SNGPL) was established being

a private limited company and in 1964, this company was changed into a public limited company under the companies act 1913 and recently in 2017 it has registered in Stock Exchange Pakistan. SNGPL maintaining and controlling a large pipelines network Sui-Multan 217 miles 16 inches dia and 80 miles 10 inches dia from Pakistan Industrial Corporation. Rawalpindi- (Dhulian) Wah system consists of 82 miles pipelines from a truck oil company limited. SNGPL is providing the services to the 6.296 million consumers in KPK, Punjab, Azad Jammu and Kashmir. Executives and subordinates employees are running the business of the company and board of director look after our over the company business, company director chairman and managing director (MD) had the Board of Directors and look after and take decisions and ensure the compliance of Board of Director's decisions in the company.

1.3.3 Role of the Energy Sector in Pakistan

The role of the energy sector in any country is important because without overcoming the shortfalls of energy cannot boost its economy. In the case of Pakistan, the energy crisis was observed during the last decades and it has become a very serious issue for the Governments of Pakistan. Pakistan was facing an electric shortfall of 4500 MW between demand and supply in the advent of 2008 this happened due to a decrease in resources of gas and oil and increasing prices of oil in the world market (Asif, 2009). Pakistan consuming energy from different sources e.g. coal, gas, oil, uranium, hydropower, wind, solar energy, and biogas. In the gas sector, the natural gas is being distributed from the gas resources in all territory of Pakistan for commercial domestic and industrial purposes. Natural gas is a precious gift of Allah Pak and this is a very cheap source in comparison to the other energy sources.

Simply, the companies which are serving in the gas sector their survival also depend upon the overall country situation of the business. However, by decreasing the losses due to many reasons in the organization can be controlled, this effort can increase the profit of the organization as well as helpful for the development of the country. So it is important to overcome the deficiencies within the organizations due to its ostracized employees, by increasing good workplace behavior and work engagement.

1.3.4 Employee's Behaviors in Pakistan

Researches are evident and results show the employee's behavior in the organizations of Pakistani context. According to Mehar, Asif and Hassan (2018) conducted research in Lahore in the private and government organizations and concluded in his research that deviant behaviors normally considered negative in Pakistani society organizations. These research findings show the negative effect at the workplace and the positive relationship between deviant behavior and turnover intention is observed. In another investigation, the positive relationship is observed between voicing behavior and organizational citizenship behavior (Ullah, Bukhari, Ali & Shehzad, 2009). Hassan and Batool (2016) conducted a study in the service sector of Pakistan and observed the relationship between personality traits and voicing behavior.

1.4 Research Questions

1. Do Personality traits impact on workplace ostracism?
2. Do Personality traits impact work engagement?

3. Do Personality traits impact on Workplace Behaviors?
4. Does Workplace ostracism impact on workplace behaviors?
5. Does Work engagement impact on workplace behaviors?
6. Does Workplace ostracism impact on work engagement?
7. Does workplace ostracism harm and regulate the relationship between personality traits and workplace helping, voicing and deviant behaviors?
8. Does workplace ostracism harm and regulate the relationship between personality traits and Work Engagement?
9. Does work engagement regulate the relationship between personality traits and workplace helping, voicing and deviant behaviors?
10. Does work engagement affect the relationship between workplace ostracism and workplace helping, voicing and deviant behaviors?

1.5 Research Objectives

The main objectives of this research are given below.

1. To examine the relationship between personality traits and workplace ostracism.
 2. To determine the relationship between personality traits and work engagement.
 3. To investigate the relationship of personality traits and workplace helping behavior, voicing behavior and deviant behavior.
 4. To study the workplace ostracism impact on workplace behaviors (three types).
 5. To investigate workplace ostracism impact on work engagement.
 6. To find out the work engagement impact on workplace behaviors.

7. To investigate the workplace ostracism mediation between the personality traits and workplace helping behavior, workplace voicing behavior and workplace deviant behavior.
8. To know the impact of workplace ostracism between personality traits and work engagement.
9. To investigate work engagement relationships between personality traits and workplace helping, voicing and deviant behavior.
10. To investigate the work engagement effect between workplace ostracism and workplace helping, voicing and deviant behavior.

1.6 Research Gap

Workplace ostracism has been studied and its consequences and significant development during the current years can be seen. According to Chung (2017), more studies should be examined organizational behaviors and adopt the new programs which involved the employees for adopting the social context. Researchers should continue to examine the mechanism that can further be modeling the workplace ostracism, behavioral outcomes to understand, how it influences organizations and their employees extending the literature and bridging the gaps within the research? Gruman et al. (2006) stated workplace behaviors are associated and useful to prevent the workplace ostracism, future studies to control the in the organizations should be conducted on the onboarding programs for employees. Williams et al. (2002) suggested, consider the personality characteristics/traits to prove the negative association between ostracism and workplace behaviors. Furthermore, the researcher investigated the workplace ostracism and work

engagement relationship between personality traits and workplace behaviors. This is an effort to fill the gap in the context of Pakistani society; it is a great contribution in literature and practically for Pakistani organizations/industries. According to Powell (2009), ostracism in collective societies is taken in a different sense and more sensitive than the Western Societies because in second case attention is on the self-achievement on the individual level.

These observations provide the need for investigation in Pakistani society because the perception of helping and voicing behavior is different due to the nature of relations. Workplace ostracism boundary conditions are not included except in a few cases (Wu et al., 2012). Knowledge of workplace ostracism available in the researches but still according to Ferris (2008), more attention is required to decrease the possibility of workplace ostracism, these are the reason that scholars investigated this issue for a better understanding, how workplace ostracism affects the relationships? Many researchers suggested that further understanding of the facts of workplace ostracism can be discovered by using potential mediators (O'Reilly & Wang, 2013; Zhao & Sheard, 2013). Personality traits are although studied in various researches and in future scholars should examine personality traits with other outcomes related to performance like contextual and customer service outcomes (Zimmerman, Carter-Sowell & Xu, 2016). Ostracism may be high in the case of China due to high in collectivism. According to Powell et al. (2009), the workers in collectivist culture affected more than other cultures. Future researchers may replicate their investigations in different settings and can conduct more investigation on ostracism and its negative phenomenon in organizations to help the management to reduce its harmful effects.

1.7 Significance of Research

Workplace ostracism has become a very serious issue at the workplace within the organizations and ostracized individuals are harmful to the organizations as well as for the society because they tend to engage in negative behaviors (Williams, 2007).

This study provides an intermediating mechanism of workplace ostracism and work engagement between personality traits and workplace behavior. The literature on workplace ostracism and work engagement provide importance and association between the variables but Chung (2017) recommended more investigations on organizational behaviors and workplace ostracism mechanisms for the literature and practices. Therefore, this study is a theoretical contribution to the literature.

Workplace ostracism has a direct influence on deviant behavior because people deviant from pro-social to antisocial behavior to achieve their goals. This study is conducted in Pakistan where the personality traits and workplace ostracism, work engagement and workplace behaviors are receiving less importance, while the links of these variables are very important. This study addresses the issue in the context of Pakistan in the gas sector organization; in Pakistan, organizations provide less attention to improve the work engagement and workplace behaviors.

William et al. (2002) suggested onboarding programs to discuss the workplace behaviors and workplace relationships personality traits for the employees. Furthermore, the five personality traits are also important factors that can be used to decrease workplace ostracism,

personality traits can be helpful to increase the workplace behavior and work engagement, this research is significant due to its usefulness for the society as well as for the organizations.

1.8 Theoretical Framework

1.8.1 Base Theories

Cognitive consistency theory explained that it is motivation that engage the individuals and maintain their attitude, behavior which is related to their self-concept (Heither, 1950), persons with high organizational behaviors are more useful for the organization due to their cognitive consistency, this type of individual engage in pro-social behaviors like voicing behavior and helping behavior.

Gould (1979) stated that according to social exchange theory ostracized people are not motivated like other organizational employees. According to Twenge, (2007), it is proved that pro-social and social rejection has a negative relation other side social acceptance was found positive with the pro-social behavior like helping behavior and voicing behavior.

1.9 Dissertation Structure

Chapter 1 begins with the introduction that provides the background of this study. This heading provides an overview of the dissertation. All constructs are discussed and explained shortly, why the workplace ostracism is important for the work engagement and workplace helping behaviors like workplace helping behavior, workplace voicing behavior, workplace

deviant behavior. Problem of the research is highlighted, and detailed information is provided, how can this research problem be dangerous for the organizations as well as for the society in Pakistan. Questions are generated from the problem statement of the research, this chapter provides the objectives of the research and the significance of the study, finally, this chapter provides all definitions of the constructs, included in this research.

Chapter 2 literature review provides detailed information that starts from definitions of the constructs with detailed discussion along with theories that are provided, which support the proposed model of the research. This chapter provides the grounds for research predictors and the results on the workplace behaviors. In addition, the hypothesis is constructed and a detailed and comprehensive discussion with reference to previous studies is examined.

Chapter 3 explains the research methodology of this research. In this chapter study paradigms and research design are discussed. Therefore, this chapter provides a detailed discussion of the questionnaire used in data collection and responses received from the employees of a public sector company. Furthermore, proper justification is also given for adopting a quantitative approach. Measurement scale is adopted and further reliability and validity are explained as described in the previous researchers. This chapter also discussed statistical and techniques. These strategies techniques are used to examine the hypothesis of the research.

Chapter 4 discusses the data analysis of this study, data screening and missing values process provided and confirmatory factor analysis is done to complete the construct's reliability

and validity. This chapter explains the structural equation modeling (SEM). This covers the direct and indirect effects of the constructs and provides detailed information about the mediation of the model, finally, all models and its hypotheses results are provided in this chapter.

Chapter 5 this chapter is very important in the research thesis due to the comprehensive discussion on the output of the investigation. This chapter provides the discussion, why these hypotheses rejected or accepted. Furthermore, this chapter describes the theoretical, methodological as well as contextual implications of the research. This chapter provides suggestions to the management for policy-making in the organizations. Limitation and future directions are also provided in this chapter and finally, it closed with the conclusion.

1.10 Summary

This chapter provides the background of the study and also provides knowledge full information about a dangerous problem for organizations and society. Research objectives provide the main concern of this research. Furthermore, research questions from the problem statement discussed to fill the research gap. This study is also important to achieve the research objectives and to control the problems. This study also explains the main concepts and introduction of personality traits, workplace ostracism, work engagement and workplace behaviors such as workplace helping behavior, workplace voicing behavior and workplace deviant behavior.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The relationship of ostracism has become a dominant investigation area in the organizations, workplace ostracism harms the individuals and damaged the employee's workplace behaviors, in return of this damage organizations face losses in response to ostracized employees at the workplace within the organizations. Howard, Cogswell and Smith (2019) conducted research on the outcomes and antecedent of workplace ostracism, and the output of this research supported the workplace ostracism relationship with leadership characteristics and five factors of personality traits. Furthermore, the relationship of workplace ostracism was found with a strong association with deviance and performance outcomes like helping behavior and performance. The researcher also recommended further future investigations on this notion.

Heaphy and Dutton (2008) demonstrated that workplace ostracism has a negative effect on the health of workers included mental and physical conditions. Simply, workplace ostracism affects individual's mental and physical health. It is also very dangerous and harmful to the social relations and as well as human body needs. If employees are affected physically or mentally due to ostracism their health condition decrease and it also decreases the organizational output. Researchers are agreed and results of the previous researches have proved the negative effects of workplace ostracism on workplace behaviors, the relationship of workplace ostracism and workplace behaviors such as workplace helping behavior, workplace voicing behavior and workplace deviant behavior are briefly discussed by the researchers. The researcher highlighted

this terrible increasing issue in the organizations at the workplace is known as ostracism, which is a great threat to society and affecting negatively the behavior of working individuals in the organizations (Williams, 2007).

Researchers' results proved the acceptance of workplace ostracism relations with workplace behaviors and also proved a decrease in the level of workplace behavior due to workplace ostracism or social exclusion (Twing et al., 2007a).

Personality traits have become a very imperative research area in the field of psychology, understanding the different factors of the personality are important but its impact on the other variables has become a more discussed area for the researchers. Rodrigues and Rebelo (2019) research in the response of the researchers call for future investigation on the validity of personality variables, described the importance of this construct for further investigations in the future. Goldberg (1990) explained in his research five-factor of personality are very important features of personality. Previous researches on this topic accepted the importance of personality traits in the organizations. Bucher and Samuel (2019) stated in their research that the previous scholars are agreed on further investigations of the five factors personality traits model. During the last few decades, many comprehensive studies about the personality differences are done and findings provided the human personality framework (John, Naumann & Soto, 2008). In a study, five factors of personality role were examined by taking them as a predictor and the positive affect and negative affect were also tested through the mediation of construct passion (Dalpe, Demers, Filion & Vallerand, 2019).

Work is also a very important factor which is also an interesting area for the researchers to investigation in the sciences of psychology, this construct is expressed by the many scholars but in the early 1990s, Kahn explained the work engagement as a position or status or level of mind which people show in emotions by them during the performance of their job. In the case of disengagement, the performance and output of the employees stopped and they put their retention to defend themselves emotionally and physically at their workplace (Kahn, 1990). Scholars selected this area of investigation because work engagement is helpful to improve the workers' performance and also research is useful to understand the concept and to provide the guidelines for the betterment of the organizations. An investigation on medical residents was completed to know their role to improve voice behavior, speaking up, the authors studied the work engagement mediating role between support and control and voice behavior. Engagement decreases between workplace ostracism and prosocial behavior (Yang, 2018).

The findings of the study discussed and proved the association between support and voice behavior and work engagement also mediates its control and support. Finally, supportive supervisors are recommended to improve the sense of control in the health sector (Voogt, Taris, Rensen, Schneider, Noordegraaf & Shchaaf, 2019).

The relations of work engagement with workplace ostracism are significant and association of the variables is also prominent. Bakkar et al. (2014) concluded research and results provided that work engagement has become an unforgettable factor in the society and institutions getting benefits and increasing profit due to its positive effect on organization citizenship behavior and further for performance. Montani, Vandenberghe, Khedhaouria and Caercy (2019)

investigated the role of work engagement along with the workload and innovative work behavior. Work engagement mediation was observed between workload and innovative behavior. A research conducted and results revealed that the positive relationship between work engagement and ethical leadership and furthermore, work engagement mediates the relationship between ethical leadership and employee creativity (Asif, Qing, Hwang & Shi, 2019). Considering the findings and mediating role of work engagement, these reasoning provide the grounds to use the work engagement as a mediator for our research of the mediating model. The researcher has tried to cover the understanding and importance of work engagement in this research.

Workplace behaviors such as workplace helping behavior, workplace voice behavior, and workplace deviant behavior are the dependent variables of this research. Brief and Motowidlo (1986) stated in their research that workers think, they are in a position to pay an important role which is useful for the society as well as responsible for their jobs in the organizations, these feelings generated in their minds due to pro-social behaviors. The three important workplace behaviors are chosen for this research. Finally, in this research researchers tried to investigate the underlying relationship between the personality traits and workplace ostracism, relationship between the personality trait and work engagement, relationship between the personality traits and workplace behaviors, association of workplace ostracism with work engagement, workplace ostracism relation with workplace behaviors, work engagement association with workplace behaviors are briefly discussed and investigated. In addition to above- discussed investigations, researchers examined the mediating mechanism in this proposed conceptual model, the mediating role of workplace ostracism among the personality traits and workplace behaviors,

mediating effect of workplace ostracism between personality traits and work engagement is considered and investigated as well as the mediating role of work engagement between the workplace ostracism and workplace behavior is also a significant part of this study. All about research variables relationships are discussed and brief knowledge is added in the literature and this investigation also provides useful information to the practitioner, which are also helpful and useful for the organizations as well as for the scholars of this area of research.

2.2 Personality Traits

McDougall (1932) provided five separate factors named as, character, temperament, disposition, intellect, and temper on these factors. Digman (1990) further worked and recommended these factors should be considered for further investigations and more researches should be conducted on this concept. According to Goldberg (1992), five personality traits are very useful in future studies, it should be considered. In 1963 Norman worked on personality traits and gave the name of these five factors as, culture, emotional stability, conscientiousness, extraversion and agreeableness, and later on these traits were known as Norman's big five. Nikolaou et al. (2008) in research used these five factors and adopted with the name as openness to experience, neuroticism, conscientiousness, agreeableness, and extraversion. These five factors are very important and used to understand the personality of the individuals.

The concept of personality has become important since 1960, the dimensions of this concept has studied by the scholars, individual characteristics investigations became famous in the field of psychology, major five dimensions of personality is known as the five-factor model,

this addition was accepted as an important enhancement in personality investigation (Tett, Rothstein & Jackson, 1991). In 1990, personality traits studies explain the various aspects and have an association with other organizational activities. Barrick and Mount (1991) stated that personality traits are useful for any individual for his professional life. During the few decades, many broad studies about the personality variances are done and findings offer the human personality structure (John et al., 2008).

Alexander et al. (2018) stated in a study, there used personality traits as independent variables and students performance and self - efficacy relationship was observed. Mathews et al. (2003) described his investigations and explained in detailed and summarized the findings related to five factors of personality traits, this research provides knowledge to literature. As it is well-known that Personality traits are known as big five personality factors, personality factors included as Extroverts Personality (extraversion), Agreeable Personality (agreeableness), Conscientious Personality, Emotionally Stable Personality (neuroticism), Open to Experience Personality.

According to Goldberg (1990), five-factor of personality are the most important features of the personality which are helpful to understand the attributes of the individuals, which distinguish the individuals from each other. In the 1980s a lot of empirical studies are available on this issue it affects all areas of the society especially in the organizational working environment following areas are most identified, many pieces of research are available where the personality trait association was examined with vocational behavior, career success, job satisfaction and job performance etc. (Barrick et al., 1991; Judge, Kluger & Durham, 1998).

2.2.1 Five Factors of Personality Traits

Researchers have proved the importance of personality traits for success in occupational life (Barrick & Mount 1991). So no one can disagree with the impact of personality, but five factors have different relations with different variables such as workplace ostracism, work engagement, and workplace behaviors. In a study of five factors of personality, role was examined by taking them as a predictor and the positive affect and negative affect were tested through the mediation of passion (Dalpe et al., 2019). This reasoning provides the grounds to test this construct with the other variables. Five-factor personality traits are very comprehensive and explain the various aspect of personality (John et al., 1999). These five factors are explained and defined in various researches. Past studies on human personality traits are predicting its importance and effectiveness, investigations are providing the importance of traits of personality. Although five factors are explained by many scholars and their conclusions are available to the literature. John et al. (1999) re-arrange a chart of personality traits and explained that extraversion is known as the characteristics of sociable, forceful, energetic or activity, seeking of excitement positive emotion, the innovative commentary and knowledge provided regarding these traits provides guidelines to the future researchers. Recently, Rodrigues et al. (2019) investigation in the response of the researchers call for future study on the validity of personality variables proved and accepted the importance of this construct for further investigations in the future.

2.2.1.1 Neuroticism

Personality trait neuroticism is normally not considered an element or factor of an individual's personality due to its negative impact. Neuroticism is defined as a trend of failing horrible experiences such as depression, helplessness anger, and nervousness. Neuroticism means tense, angry, depression, shy, unconfident and irresponsible. Costa and McCrae (1992) stated that individuals with the personality of neuroticism have negative effects, including anger, anxiousness, moodiness, and irritability. Neuroticism personality has to face emotional distress, low self-confidence in their personality, and they are found in decreasing self-efficacy and also low-level of self-esteem and also no-confidence (Judge et al., 2001). According to Lounsbury et al. (2008) concluded that neuroticism has a negative position with carrier satisfaction, information technology and job satisfaction this person is not considered a positive trait of any individual. It is also observed that neurotic individuals are more affected by workplace ostracism rather than other traits of personality.

2.2.1.2 Extraversion

Extraversion is explained as a positive trait of an individual such as power, positive feelings, and the effort for inspiration in the group. the individuals who have extraversion characteristics they are supposed to be more talkative individuals like to go outside active and try to find excitement warm relationship, active energetic in their lives (Watson & Clark, 1997). In the case of contrast, the personalities which are totally opposite provide the different results and personalities are observed as introvert such as sober and introverted. Extroverts have the ability

to perform an active role in the society and provide good results to the events and easily handle the difficult situations in case of any difficulty, extroversion has the positive relationship with job success, job career job performance and life satisfaction (Williamson, Lounsbury & Pemberton, 2005). According to Buckmaster (2008), the quality of extraversion is related to the leadership, the persons having this trait or attributes are more useful for society due to this trait. Extrovert's people are social, energetic and confident. Extroverts enjoy interacting with others and feel more confident and like an environment that is supportable as per their sociable attributes. Buckmaster (2008) concluded in his research that extraversion trait personalities have superiority over the other traits being an effective personality in the society due to their strong relations with other individuals, which are necessary for an effective leader, researchers also further argued that it is not necessary that all effective leaders are extroverts.

2.2.1.3 Openness to Experience

Openness to experience is another trait that is also different from the previously discussed personality traits. It is defined by the researchers in different manners such as feeling, admiration for art, good ideas, different kinds of experience and interest. The trait of openness included characteristics like ideas, artistic, feelings, imaginative, actions, and values (John & Srivastava, 1999). The individuals who have an openness to experience trait and they show no validity, originality and open to experience, new things can be an effective personality. Openness to experience trait of personality makes the persons to do new things, it creates the quality of creativity in the persons.

2.2.1.4 Agreeableness

The personality trait of agreeableness is also considered a beneficial and useful attribute for any individual because it is helpful to survive in society and at the workplace. Agreeableness is defined as a trend to be kind, helpful and not aggressive or uncertain for others. Agreeableness is the combination of characters like forgiving, humanity, sincerity, confirmatory, reserve and kind. Agreeableness tends to be trusting, kind, gentle and cooperative, it involves interactions with each other at the workplace, these individuals are kind and decent and more modest (Costa McCrae, Costa, Martin, Oryol, Senin & Cleirigh, 2007). van Mol, Nijkamp, Bakker, Schaufeli and Kompanje (2018) personality trait agreeableness relationship with work engagement in health workers were found significant.

2.2.1.5 Conscientiousness

Conscientiousness personality trait is defined as, dutiful act, planned behavior, discipline, self-control and aims for success. Conscientiousness is explained as efficient, organized, dutifulness, motivated, self-discipline and reflection. Conscientiousness is also relevant to leadership these individuals come forward as a good leader. Individuals, who have the attribute of well-planned, show persistence in their deeds, these are very effective personalities. Conscientiousness quality individuals have qualified as an organized person. Costa and McCrea (1992) stated that Conscientiousness personality characteristics tend to deliberate, ordered following, organized, neat and self-disciplined, these individuals with this personality are found

hard-working and achieve their goals. van Mol et al. (2018) personality trait conscientious relationship with work engagement in health workers were found significant. Conscientious individuals are well disciplined and hard-working further planning is to achieve their goals. Furthermore, it is also observed the individuals with these characteristics are more efficient in the academic (Goff & Ackerman, 1992), the persons attend this trait are observed more efficient in academia with compared to other individuals who are lacking this trait.

2.3 Definitions of Workplace Ostracism

Williams (1997) stated that when workers feel they are being rejected, ignored, excluded from society, avoided, shunned, cut-off, receiving silent treatment, these feelings show that they are being ostracized by others. The definition is very clear and comprehensive and explains the different reasons which create a base to be ostracized. So researchers are agreed, ostracism is harmful and also affect the workers or the individuals in the society. Ostracism is the reason of harm and its damages may be physically or mentally. Williams (2007) discussed the issue, how can control the workplace ostracism?

2.3.1 Importance of Workplace Ostracism

Almost in all researches the main reason behind the investigation is to resolve the problem and try to prevent from any harm or danger for the organization. It is confirmed that ostracism is also a kind of harm, these preconditions are required to control these elements in the organizations. Workplace ostracism importance is cleared, and many strategies used to control it,

workplace ostracism has a negative effect on the organizations. Workplace ostracism is not a clear structure or a physical thing, it is a state of mind that happened when an individual feels he is not being treated fairly at the workplace by the organizations or by his supervisor. Ostracism is unclear, people are not sure that they are deliberately being ostracized (Williams, 1997). Ostracism can happen in any condition like face-to-face or person interactions are not necessary it is also noted that it may happen in the reaction of messaging, ball toss games on computers or even in chat rooms (Smith & Williams, 2007; Williams et al., 2002). Investigations show the different results of the different researchers but the majority is in consensus that ostracism has a negative effect on the individuals or in an organizational environment. But in contrast, the results of a few pieces of research were found interesting and ostracized individuals provided good results than the other people who are being treated normally at the workplace. Ferris et al. (2008) further extended the concept of workplace ostracism and stated that due to perceived exclusion at the workplace and disgrace treatment by the other workers, individuals were facing ostracism. Workplace ostracism is a type of individual's negative behavior, Scholars provided different definitions of this concept but there is no consensus on a single definition, in this type of behavior like riding behavior, rejecting and excluding of eye contact these are the examples of this behavior.

Hitlane, Clifton and DeSoto (2006) described in his research passive-aggressive behavior that is noted in the organizations or in individuals and not clear such as ignorance, greetings, in response anything and silence with compared to bullying, uncivilized behavior, and abusive supervisors. Williams et al. (1997) worked on the contributions of the employees at the workplace for their organizations, interesting results were observed by the researchers, ostracized

women workers worked harder than others at the workplace in the organization. This observation was noted when the identification of the ladies workers was not in knowledge of these workers, this study shows the different results and proves incorrect judgment about the ostracized individuals (Williams et al. 2000). Individuals who are facing ostracism at the workplace are found suffering from different serious physical and mental diseases, it shows workplace ostracism is not only causes losses in the organization as well as it is very harmful to the physical health of the individuals, these findings are providing an alarming condition for the management and the responsible people who are authorized to look after the business of the organizations. Workplace ostracism has become a very serious issue because it is difficult to observe with bare eyes.

According to Williams (1997), the persons who are facing ostracism for a long time can be suffering from paranoia, depression and can attempt suicide in the reaction of this silent treatment. People started to think that they are useless and not helpful for society. Chung (2017) stated in his study, workplace ostracism has a negative impact on the thinking of the individuals and it is very important at the workplace to reduce the ostracism. Ostracized persons think they are out-group and excluded members of an organization (Hogg, 1988; Tajfel & Turner, 1986). Furthermore, the ostracized individual thinks they have less importance/value by their organizations (Leung et al., 2011). Workplace Ostracism is a common phenomenon and life which persons experience (O'Reilly et al., 2015; Zimmerman et al., 2016). According to Ferris et al., (2008), it is the result of negative circumstances that affect the sense of "social pain." Eisenberger et al. (2003) expressed the ostracism ostracized is a face of social rejection and experienced physical pain, it stimulated the brain activation. Fox and Stallworth (2005)

conducted research on 262 workers, 66% of workers accepted that they were ignored by the other workers at the workplace and the other 29% workers revealed that when they entered the workplace the workers already there left the place willingly.

According to the Heaphy and Dutton (2008) described that workplace ostracism has the effect on the mental and physical health of the workers, it is also very dangerous and harmful for the social relations and as well as human body needs. According to Scott, Restubog and Zagenczyk (2013) described that the workers who behave uncivilized manners at the workplace, they face reaction by the other workers in return of workplace ostracism. The investigation was completed by adopting the social exchange point of view across the two organizations' dyads workers. According to Barling, Dupre, and Kelloway (2009), the US faced \$ 200 billion per annum loss due to workplace ostracism.

Williams (2001) specify that workplace ostracism is normally ignored and no punishment is given to the workers became the reason for ostracism in the organizations. It is also difficult to observe or detect before occurring the ostracism these are the few facts which are the reason to not control or count it before happening. According to Williams (2001), ostracism can be punitive means intentional and the second form is unintentional because individuals are engaged in their own work and they ignore the other co-workers. Furthermore when individuals are unaware and engaged in their own work and this behavior excludes others socially in the response of this attitude non-purposeful ostracism occurred at the workplace (Robinson et al., 2013).

2.4 Work Engagement

Leiter and Maslach (1997) provided the definition of engagement as opposed to term burn out. Burnout has meant three factors, mental exhaustion, cynicism, and restricted professional efficiency while on the other hand engaged employees are involved, efficient, energized at work. Workplace engagement is a key factor that enhances the employee performance and growth of organizations (Harter, Schmidt & Hayes, 2002). The interest of the practitioners and researchers in work engagement importance has increased during the last two decades (Gruman and Saks, 2011). Work engagement is a state of mind, in 1990 Kahn defined that people express themselves emotionally, cognitively when they are doing their jobs with engagement. When a person is not working with the concentration, the engagement and performance decrease the expectation that of satisfactory results becomes unsatisfactory, and their reaction and years of the policies.

Kahn (1990) stated that in the case of disengagement individuals stopped working and used to stop their defense physically and emotionally when they are performing their jobs at the workplace. Work engagement is a concept which discusses and expresses the divergence between workers and also their commitment and further energy for work (Kahn, 1990), Workers work more efficiently, emotionally and concentrate on their work when they are engaged. Kahn (1990) provided the conceptual framework and operationalized engagement concept that was given by Schaufeli et al. (2002).

Work engagement is defined as a positive state of mind that included the characteristics of dedication and vigor and absorption (Schaufeli, Salanova, Bakkar & Gohzaes-Roma, 2002). Schaufeli et al. (2002) defined the meaning of vigor as a great power that increases mental and physical potential as well as energy to a willingness to put effort into work, dedication is explained as inspiration, activity, challenge, and sense of importance. Absorption is a position of an individual where he is deeply involved in his work and due to his concentration, he cannot feel that time has gone and also feels difficulty to separate him from work.

2.4.1 Dimensions of Work Engagement

This study also considers the three branches of work engagement as the previous researches considered vigor, absorption and dedication are considered. Work engagement "has a positive, fulfilling, work-related state of mind that is characterized by vigor and dedication and absorption." The meaning of Vigor is mental flexibility and a great level of energy while working and dedication refer to the enthusiasm, challenge, pride, and significance of experiencing a sense of work. Absorption meaning the full concentration and pleasantly absorbed in other's jobs, in this condition times run speedily but it is difficult for the employee to separate him from work (Schaufeli, 2002).

2.5 Workplace Behaviors

OCB is the optional behavior of the persons, which indirectly or clearly a reward which increases the effectiveness of the organization (Organ, 1988). Organ (1988) stated that organizational citizenship behavior has achieved importance in managerial and literature.

Researchers are agreed on the five dimensions such as helping behavior, helping behavior, sportsmanship, courtesy, and conscientiousness. Despite all five dimensions of personality traits helping behavior and voice behavior is an important role in organizational performance than other kinds (Podsakoff et al., 2003). Following are the kinds of workplace behavior, helping behavior, voicing behavior and behavior. According to Brief and Motowidlo (1986), employees feel they are more useful and responsible for the development of their organization due to pro-social feelings. Behavior has become more interested in their workplace and work engagement increased as they are more involved and become the workgroup and positive impact on workplace behavior.

2.5.1 Workplace Helping Behaviors

Organ (1988) described the organizational citizenship behavior as an optional behavior of the individuals, it is clearly or indirectly a kind of rewards to increase the effectiveness of the organization. OCB has many different kinds of behaviors but helping behavior and voice behaviors are very important. Podsakoff et al. (2000) stated that all factors of personality traits are important but helping behavior and voice behavior have more importance in organizational performance. Involuntary cooperation or the help of a worker with other workers for problem-solving purposes is known as helping behavior (Mossholder et al., 2011). Researchers provided with justification in their theoretical work like SET AND LMX (Liu et al, 2011; Wang et al., 2011), Equity theory (Williams et al., 2002), social network theory (Bowler and brass, 2006), social learning theory (Bommer et al., 2003; Newton et al., 2008) etc. Helping behavior is divided into two forms, proactive helping behavior and re-active helping behavior (Spitzmuller

& Van Dyne, 2013). Spitzmuller et al. (2013) stated that proactive helping behavior is an effort to satisfy the needs of helper and on other side, the active helping behavior is an effort to provide a positive response provided by other, researchers classify the helping behavior with reference to helper's perspective and not consider the proper behavioral aspects. Researchers classify the helping behavior letters helping in three forms,

2.5.1.1 Unsolicited Proactive Helping Behavior

In this kind of helping behavior employees help in the other co-worker's task, which is the future related to the request of a co-worker. The task is related to the near future and not present.

2.5.1.2 Unsolicited Reactive Helping Behavior

In this kind of helping behavior co-workers provide help before the request of a co-worker, this helping is related to the issue at work when a worker feels another worker may need his help.

2.5.1.3 Solicited Reactive Helping Behavior

In this kind of helping behavior, a worker helps another co-worker when co-worker requested for help regarding work. Workers performed completely for their own work and then helped other workers (Sparrowe, Soetjpto & Kraimer, 2006). Researchers have proved the relations of personality traits as a significant relation with helping behavior. Workplace helping

behavior is voluntary behavior of the workers to assist their coworkers for attaining their work, workers extra favor even not included in their contract to do this. Workplace helping behavior is a type of organizational citizenship behavior. In this kind employees voluntarily help the other employees at the workplace to finish other's jobs successfully (Tang et al., 2012; Oregon, 1988).

Podsakoff, Ahearn, and Decop (2003) and Liu et al. (2011) found a significant relationship of social exchange theory with helping behavior previous studies are evidence of the relationship of social exchange theory and helping behavior. The question regarding helping behavior is still waiting, what things become the reasons to motivate the workers for the act of help of other co-workers. There is a contradiction between the investigations of the different researchers' theoretical points of view such as some described with reference to impression management (Bolino, 1999), fewer researchers compared it with a pro-social perspective (Grant, 2007). Previous researches proved that there is a positive association between performance evaluations and helping behavior (Hui et al., 2004). Managers are recommended they should keep in mind that all workers should be treated equally at work side because organizational fairness and focus on employees are important for the performance of the employees, performance of valuation relation can create an effective system for organizational development as well to increase the employee helping behavior, managers should consider the helping behavior of the employees during workers evaluation process (Whiting et al., 2008).

2.5.2 Workplace Voicing Behavior

LePine et al. (1998) stated that voice is a depressing the interpersonal association between the individuals. It is the communication between the employees and management and

this can be arisen to change in the organization. According to O'Reilly et al. (2015), upward communications is useful for the management but when there is no cooperation and coordination between the employee and supervisors they feel difficulty in providing a suggestion for the improvement of the organizations, with providing the relation of trust organization can improve the good relations between the employees and management. Wilkinson and Fay (2011) stated that employee voice is a source of identifying the problem, productivity and quality issues within the organization and responses of lower-level individuals can be helpful to improve the productivity of the organization. According to Lenin and van Dyne (1998) in the new environment, it is very important to increase the knowledge and understanding of the concept of voice for business innovation and development. It is most important and compulsory for the organizations to provide an opportunity to their workers that they give suggestions regarding business for development and innovative environment within the organizations (Nikolaou et al., 2008).

Researchers have provided the guidelines that the suggestions of low-level workers are also important as well as top management, it is important for a successful business the employees' voice should be considered for the development of the organizations. The information or data collected from low-level employees is very useful and important due to its multi-perspective information which is compulsory for top management in making the policy decisions and solution of the problems before occurring in the organizations (Morrison, 2011).

LePine and van Dyne (2001) expressed the workplace voice behavior as an effort to speak up to provide the information regarding the new thinking. Simply it is the response of the workers which they provide about the situation in which they are facing at working place. In an

environment where the employees are silent and not giving any response or voice, this behavior increases the percentage of resignation as a bad effect on employees' personalities. Morrison and Milliken (2000) stated that Voice behavior is a very important element of the process of organizational change. It is also a necessary element for health and organizational adoption almost organizational favors and problems are being observed due to not proper employee or workplace voicing behavior.

Researchers are still working on the concept of voice behavior and even they are facing difficulties during the investigation due to many reasons. LePine et al. (1998) declared voicing behavior and an important element of the innovation process. Chung et al., (2017) stated that pro-social behaviors divided into helping behaviors and voicing behaviors, further explained that workplace ostracism become the reason to decrease the beliefs of the individuals and also negative relationship with the positive organizational behaviors like helping behavior, in-role behavior, and voicing behavior but on another hand, it increases the strength of unfavorable workplace deviant behavior. Fuller, Marler, and Hester (2013) conducted in a study in Taiwan, a sample of 206 supervisors was chosen the results of the investigation concluded that voice behavior relation with leader-member exchange was found positive, a mediation of LMX was examined between the voice behavior and work engagement. The researcher investigated the mediation and also provide a useful knowledge on the concept of voice behavior and its antecedents, researchers try to fill the gap how voice behavior can improve the relationship with supervisors at work and the results of the voice behavior, employee voice, and engagement relations via mediating LMX was investigated.

Organizational effectiveness can be increased by the good indications of the employee's voice (Detert & Burris 2007; LePine and van dyne 1998). According to Crant, Parker and Collins (2009) voicing behavior is a kind of proactive behavior or OCB. Voice behavior is a positive reaction of the employees which is helpful to develop the organizational good values. Gouldner (1960) managers are responsible to provide help and cooperation to their work for creating the exchange relationship environment in the organization.

2.5.3 Workplace Deviant Behavior

Deviant behavior is given the different names by the different researchers such as workplace deviance by Bennett and Robinson (2008) and antisocial behavior by Giacalone and Greenberg (1997) and counter-productive behavior by Mangione and Quinn (1975). Robinson et al. (1995) defined that behavior will be workplace deviant when it violates the organizational customs, ethics or rules and it put in danger the well-being of citizens as well as organizations, deviant behavior is harmful to the organizations. Bennett and Robinson (2000) investigated interpersonal deviance and organizational deviance behavior and explained both are harmful to the individuals in the organization and as well as for the organizations. Robinson and Bennett (1995) provided a definition which is very comprehensive, researchers have defined that work deviance behavior violates the specific norms of the organization as well as the well-being of members of the organization.

Petrides, Frederickson, and Furnham (2018) conducted a study in the UK and a sample of 650 individuals from the Education Department was taken, and the relationship between the

performance and deviant behavior was observed. Good presence was observed of the individuals who have the characteristics of the high trait of emotional intelligence. In this research, deviant behavior relation with the trait of emotional intelligence was observed and the effect was proved on academic performance. In the earlier studies deviant behavior is divided into four kinds, minor versus serious and interpersonal versus organizational considering these division employee deviance can be further divided into four kinds like production deviance, political deviance, property deviance and personal aggression (Robinson, 1995).

Appelbaum et al. (2014) conducted a research on deviant behavior and found its effects on the organization. The researcher explained the positive and negative workplace deviant behavior in his research. Coccia (1998) stated that in the case of deviant behavior organizations have to face the problem in decision-making as well as the production process and it becomes the reason for changes in the financial costs. Researcher's classified the deviant behavior in main two kinds, negative deviant behavior is a global problem of the organization, the effects of negative deviant behavior can be seen in the shape of damages of well-being, sexual harassment, disobey the instructions of manager, theft and slow down work and violation of organizational rules are the consequences of negative deviant behavior. Spreitzer and Sonenshein (2004) explained the difference between negative behavior and ethical behavior. Researchers defined iron ethical behavior as the violation of societal rules and on another side, negative deviant behavior is the breaking of specific organizational norms at the workplace. According to Sagarin (1975), only two definitions were found positive from 40 definitions. Robinson et al. (1995) divided into two kinds like minor or serious and organizational or interpersonal and deviant behavior. Petrides and Mavroveli (2018) confirmed the association among deviant behavior and employee performance.

In the organizational deviant behavior includes a grouping of the following behaviors like lateness, theft, sabotage, etc. classification of positive deviant behavior as the pro-social behavior following are the types of pro-social behavior. An organizational citizenship behavior is a corporate social behavior, whistle-blowing and innovation (Spreitzer & Sonenshein, 2004). These three kinds of behaviors are known as positive deviant behavior, whistle-blowing is also included in negative behavior (Miceli & Near, 1985). Verschoor (2005) described that due to non-surety about their concern no positive action will be received from the Private management in the organizations, so workers do not speak against any wrongdoing of the organizations. According to Spreitzer et al. (2004) speaking of a worker against the organizational illegal activities, where they are working, is a positive deviant behavior while organizations consider it the illegal or negative behavior of that employee, this behavior of the worker is whistleblowing and honorable act. But on the other hand, it may be the range from the organization or an activity to attain the financial gain from the organizations, the positive deviant behavior is are known as organizational citizenship behaviors.

OCBs increased the organizational performance but it is not necessary for deviant behavior, positive deviance achieves or not achieves the organizational goals (Spreitzer et al. 2004). Murphy (1993) stated that organizations are facing financial losses from \$ 6 billion to almost \$ 200 billion annually. These are losses that the organizations are facing due to counter-productive work behaviors. Gruys and Sackett (2003) defined the CWBs including the behavior of workers which is willingly or unwillingly damage the organization. Robinson and Bennett (1995) divided CWBs into two basic forms, organizational CWBs, and personal CWBs, personal counterproductive work behavior included minor and major students. Furthermore, Robinson et

al. (1995) provided the four dimensions of CWBs, personal aggression, production deviance, political deviance, and property deviance. Property deviance relates to the physical damage due to the willful action of the individuals which was not allowed to them (Hollinger & Clark, 1982). Managers never allow unethical behavior in their organizations because they want to prevent the effect of deviant behavior like theft, fraud and aggressive behavior in their organizations, deviant behavior affects the process of decision-making, financial costs, and productivity.

All deviant behaviors are not negative there are also some positive behaviors but also included in deviance, these are criticizing incompetent authorities these behaviors are helpful to achieve their goals. This behavior becomes the reason for creativity and innovation for the success of the organization (26). Employees' negative behaviors become the reason for workplace deviant behaviors (Cohen et al. 2007). Robinson et al. (1997) defined deviant behavior as a negative behavior of the employees which becomes the cause of damage for owners and organizations. Harper (1990) disclosed the reaction of negative behavior, it is dangerous for the social and financial position in the organization.

2.6 Theoretical Underpinning

2.6.1 Social Exchange Theory (SET)

Blau (1964) explained the social exchange theory (SET), obligations are not clearly explained but in case of favor of a party given by the other party, first-party also expect favor from second as repayment or return, this is a kind of economic exchange it may be in shape of

rewards of costs. Workers in the organizations choose a specific behavior according to the response of our favors from their organization. When individuals' relations with their supervisors are good at the workplace, they provide good results by working hard and feel it is their duty to provide the desired output to the organization. Leaders provide rewards that may be tangible or intangible with the expectation, in response they create good relationship and in return employees provide them good results. Employees have a great quality of LMX, it provides more contribution to the organization in a positive way (Blau, 1964). In terms of social exchange theory (Blau, 1964), SNGPL workers thought that it is their responsibility to provide a good range of services as required by their organization. If organization management provides good facilities and deals properly then the norm of the organization, this action will establish a good relationship with the organization management and customers or consumers of the organization (Cropanzano & Chen 2005).

Masterson, Lewis, Goldman, and Taylor (2000) and Tang and Tang (2012) expressed their views, workers who believe that their relations with their supervisors are fair or good they provide more contribution with reference to helping behavior. Dozens of researches are available in the literature, where SET is used to explain the different phenomenon which relate to OCB (Ma & Wu, 2011; Tang & Tang 2012), the relationship of supervisors and employees (Xu, Huang, Miao & Lam, 2012). Xu et al. (2012) stated that poor relationship with the employees is observed in case of abusive supervisors. Tang (2012) explained the organizations that provide the training to their workers, have benefits from the working staff and this action can be useful to inspire the workers this can convert the attitude of the employees and their work. Insulting behavior can affect citizenship behavior (Taylor, Kluemper & Bedeian, 2012). The concept of

social exchange is divided into three kinds in the hotel industry, such as customer employee exchange (CEEX), coworker Exchange (COEX) and leader-member exchange, LMEX is a relation of supervisors and employees (Ma & Qu, 2011). Lawler (2001) explained in the case of CEEX employees performance or services all changed in the reaction of consumers or customer's attitudes and behaviors. Ladd and Henry (2000) described COEX, the employees who received good behavior by coworkers they are more cooperative and willing to help other workers at the workplace.

2.6.2 Cognitive Consistency Theory

Cognitive consistency theory explained that it is motivation that engages the individuals to maintain their attitude, behavior which is related to their self-concept (Heither, 1950), persons with high organizational behaviors are more useful for the organization due to their cognitive consistency, this type of individual engage in pro-social behaviors like voicing behavior and helping behavior. Gould (1979) explained the social exchange theory that ostracized persons are not motivated like other organizational employees. According to Twenge (2007), the negative association of prosocial behavior with social rejection is proved and on the other side, social acceptance was positively related to pro-social behavior like helping behavior and voicing behavior.

SET (Blau, 1964) and norm of reciprocity theory (Gouldner 1960), described the quality of relationship as the workers perceive their obligation to reciprocate, workers think if they are getting reciprocity from the supervisors then it is their duty to return back a good response or

good results. The investigations of the Lam, Huang, and Snape (2007), Christian, Garza, and Slaughter (2011) and Dulebohn et al. (2011), verified the worker behavior such as voice behavior has the effect on supervisors and workers relationship like LMX depends on the employee voice, speaking up of motivation by the supervisors, correlation between the employees and supervisors can increase the performance of the organization. According to social exchange theory employees including supervisors and workers and become more motivated with the reciprocity flow, and in response, the motivated employees provide good work behavior or attitude like work engagement.

Expectancy theory explained that the workers' behaviors depend upon the expectations which they expect (Vroom 1964). Fuller et al. (2007) demonstrated in his research employees voice behavior depends on the followers wish to continue the good impression with their supervisors when employee expect they will get respects and good understanding to maintain the relationship with their supervisors they will carry on their attitude for good relationship between their supervisors. According to Speaker and Ferris (1997) voice is also included in the definition of contextual performance due to specific acts of voice come in this context. So in simple words, contextual performance is considered as a voice and the relationship of personality traits and voice behaviors is proved by the different researchers.

According to this theory, there is a linkage between personality traits and voice behavior antecedents. LePin et al. (2001) investigated the relationship of voice, task performance, and cooperative behavior individual's differences, under theory relationships or found significant. In

the organization workers voice behavior may differ due to personality traits difference, in response workers, the contribution will be different.

2.7 Relationships of Constructs and Development of Hypotheses

Relations of the constructs are very important part of the literature, in this part researchers discussed the relations of the variables with reference to conclusions of the previous investigations and also for future research, previous research findings of the researchers are compared with the proposed hypothesis of the research.

2.7.1 Personality Traits and Workplace Ostracism

There is a difference between western and eastern societies, workplace behaviors like helping behavior and voicing behavior have differently perceived in Eastern society. No doubt an individual character has an impact on the relationship of the variables i.e. both constructs workplace ostracism and personality traits and workplace behaviors relationships are observed significantly (Williams, et al., 2002). Personality traits are taken as a predictor variable in many studies. Personality traits three models were investigated, where personality traits were taken as a predictor variable with the self-efficacy and performance of the students (Stajkovic, Bandura, Locke, Lee, & Sergent, 2018).

Hobfoll (2001) stated that positive personality differences or traits are considered positive individual resources, in the other sense than negative personality differences or traits can become the reason for losses of the resources. Wihler, Meurs, Momma and Blicke (2017) conducted a study on consciousness, extroversion, the performance of field sales, emotional stability, narrow personality, social skill variables are examined, in German HR employees of the insurance company, for this study confirmatory factor analysis was used. Study results show that traits, which are relevant socially, can be more beneficial as consciousness. Hence the proposed hypotheses are:

H₁: Personality traits have an impact on workplace ostracism.

Wu, et al. (2011) demonstrated in his research that personality trait neuroticism has a positive relationship with workplace ostracism, Kaya, et al. (2017) observed the employees who

have neuroticism characteristics are more affected due to ostracism, neurotic employees and ostracism relations are negative. Researchers prove that neurotic individuals face more ostracism and have less inability to prevent negative behavior (Hitlan & Noel, 2009). Leung, et al. (2011) stated that in respect of personality traits the persons who are neurotic they become more sensitive to the ostracism. Leung et al, (2011) persons who have the neurotic personality more chances to be ostracized, this kind of person has more chances and threat by the workplace ostracism at their job.

Brookings, et al. (2003) described the direct relation of neuroticism and interpersonal rejection or ostracism, so the individuals who have characteristics of neuroticism affected more from ostracism and secondly, it is proved that neurotic individuals provide more reaction to the ostracism. Liung et al. (2011) stated that personality trait neuroticism increases the impact of workplace ostracism has a positive association between the constructs of the study. According to Robinson et al. (2013), the motive is not necessarily the element of the definition, in this condition ostracism may not be how anybody. But on another hand, it is purposeful when the other persons aware of their actions and as a result ostracized person harmed due to their intentional silent treatment are openly targeted. According to Williams (2001) ostracized persons think that they are separated from a group where they have relations with their coworkers, so it creates negativity and feeling that they can't stop it. Ostracism can be un-intentional because sometimes peoples are too engaged in their work besides intentional or punitive ostracism. Leung et al. (2011), a personality trait of neuroticism provides a positive effect or in other words, it more increases workplace ostracism. Kaya, Ataman, and Aydin (2017) stated that personality

traits such as neurotic workers are more affected negatively due to workplace ostracism. Hence the proposed hypothesis is:

H1a: Neuroticism trait significantly impact on workplace ostracism.

Hence the proposed hypotheses are:

H1b: Extraversion trait significantly impact on workplace ostracism.

H1c: Openness to experience trait significantly impact on workplace ostracism.

Wu, et al., (2011) demonstrated in his research which was conducted in China stated that personality trait such as agreeableness has negative relations with workplace ostracism. Hence the proposed hypotheses are:

H1d: Agreeableness trait impact on workplace ostracism.

H1e: Conscientiousness trait significantly impact on workplace ostracism.

2.7.2 Personality Traits and Work Engagement

The researches are available where the relationships of personality traits and work engagement have discussed. Burnsand and Machin (2013) conducted a research on the Norwegian teachers and concluded a composite over, association of personality trait and work engagement findings of the researchers proved the significant relationships between the

constructs. Kim et al. (2009) investigations proved the association of work engagement and personality traits. This was tested in a quick-service restaurant the most effective personality trait which affects the engagement was conscientiousness and neuroticism. Nazaryan and Esakhani, (2016) proposed in his investigation from 305 employees of an automotive manufacturing firm and argue individual differences relations with work engagement are positive and the same personality traits relations are observed positive with outcomes of the organizations and organizational citizenship behavior and further job satisfaction. Research also proved the positive relationship of work engagement with self-efficacy and personality trait conscientiousness with the work engagement. Leung, Wu, Chen and young (2011), finally this investigation strengthens the idea that personality traits affect the engagement level and outcomes which are related to behavior.

Leung et al, (2011), stated that personality trait neuroticism has a direct effect on work engagement. This study examines the role of traits in employee's works engagement, personality traits five factors are investigated with the work engagement. Wildermuth (2008) conducted a research in relationship was investigated finally conclusions provides the positive relationship between personality traits and work engagement and personality trait neuroticism significant relation was also observed. Burns and et al. (2013) stated that neurotic personality created negative emotions that become the reason of biases which affect the work engagement. Kim et al. (2009) proved the neuroticism personality trait negative association with work engagement in his investigation. The individuals for low neuroticism in their personalities are found more stable and have characteristics to easily adjust in their society and working environment. Therefore re-examined the relationship of personality trait with workplace ostracism and as well as with work

engagement. Kim et al. (2009) stated that the relationship of personality trait neuroticism and work engagement was also found more negative. Leung et al, (2011), stated that personality trait neuroticism has a direct effect on work engagement. Hence the proposed hypothesis is:

H_{2a}: Neuroticism trait negatively related to work engagement.

Burnsand and Machin (2013) conducted a research on the Norwegian teachers and concluded that the personality trait high extroversion and with low neuroticism provided the positive effects on work engagement. Wildermuth (2008) investigated personality traits five types and work engagement, research proved the significant relationship of engagement and trait extroversion. Hence the proposed hypothesis is:

H_{2b}: Extraversion trait positively related to work engagement.

Burnsand et al. (2013) conducted a research on personality traits and work engagement, results proved the positive association between openness to experience personality trait and work engagement. Hence the proposed hypothesis is:

H_{2c}: Openness to experience trait positively related to work engagement.

Burnsand et al. (2013) investigated and proved that the effect of personality traits such as agreeableness positively impact on work engagement. van Mol, et al. (2018) stated that the relationship between the personality traits of agreeableness has a positive association with work engagement. Hence the proposed hypothesis is:

H_{2a}: Agreeableness trait positively related to work engagement.

Kim, Shin and Swanger (2009) pointed out that a high level of conscientiousness association increased the worker's work engagement. This study provided the results in the hotel and restaurant industry. Wildermuths (2008) relationship of personality traits and engagement, according to the previous researches significant association is proved between engagement and three traits conscientiousness. Kim et al. (2009), proved the personality trait conscientiousness association with work engagement. A research was conducted in the USA State of California and the result revealed that there was a positive relationship between the engagement and personality trait conscientiousness (Rich, 2006; Kahn, 1990). The persons who have a high level of conscientiousness are more careful, organized and focused (Calvo & Mello, 2010). The employee who has these characteristics performed 57% better than others according to a meta-analysis study. All personality traits dimensions were tested and only conscientiousness made all performance criteria in the occupational groups (Dennis, 1995). Research in the chemical industry, telemarketing, consultancy agency, catering service has conducted an association between conscientiousness and engagement was observed and the results proved that personality traits moderate engagement and performance (Bakker, 2012). Van Mol, et al. (2018) proved positive association between conscientiousness and work engagement. Hence the proposed hypothesis is:

H_{2e}: conscientiousness trait positively related to work engagement.

2.7.3 Personality Traits and Workplace Behaviors

An investigation was conducted in Thailand and a sample of 114 individuals was taken from the sports sector. The relations of the different variables as five personality traits and organizational citizenship behavior and organizational commitments were evaluated by using the mixed method for this purpose questionnaire was distributed as well as interviews were also conducted. The regression method was used and the correlation of the variables was checked. The results of the finding indicated the positive association of the personality trait agreeableness, conscientiousness with OCB and emotionally stable personality with OCB or altruistic behavior.

Agreeable personality has significant effects on the behavior of sportsmanship, and agreeableness conscientiousness have a positive association with OCB or civic virtue behavior (Leephaijaroen, 2016) Even though criticism is also available in the literature but the results of meta-analysis have proved that personality is an important and useful variable during predicting workplace behavior and job performance. In 1994 Landy and Shankster stated that in 60's only a few scholars prediction regarding the little effect of personality was accepted. Buckmaster (2008) explains an extraversion trait or a person having this quality is energetic and friendly and feels confident with the interaction of other individuals. Shah and Rizvi (2016) conducted a research review and investigated the relation of pro-social behavior and personality five factors relationship, and concluded big five-factor model has impact on the society, in society pro-social behaviors have the special value and helping responses are included in pro-social behavior, this

review proved the relationship between personality traits and helping and voicing behavior as a pro-social behavior.

2.7.3.1 Personality traits and Workplace Helping Behavior

Researchers have proved that neurotic individuals face more ostracism and have less inability to prevent negative behavior (Hitlan & Noel, 2009). Ilies, Fulmer, Spitzmuller, and Johnson (2002) conducted a study in the USA and examine many structural models like personality traits such as agreeableness conscientiousness relations with the OCB. Researchers prove that the relationship of conscientiousness has a significant effect on OCB. Ilies et al. (2002) conducted research and significant results were observed between the agreeableness personality trait and organizational citizenship behavior. Ilies et al. (2002) stated in his study and observed the relationship between agreeableness and conscientiousness relations with CB through the mediating relation or effect of job satisfaction. Researchers observed that personality trait in agreeableness has more relationship with OC behavior, conscientiousness has less associated with OCB, in this research agreeableness relation direct and indirect with OCB are proved but conscientiousness has only direct relation with OCB. Researcher's investigations proved the personality traits relations with workplace behavior like helping behavior and voicing behavior because these are the kinds of OCB.

Brown and Taylor (2015) conducted a study in UK and investigation and construct of personality trait was taken as personality traits five numbers, neuroticism and conscientiousness were found a negative relationship with the individuals time to rating as well as money, or other

hand openness to experience trait has a positive effect. Personality traits are found a strong correlation with the time donations and money. So finally, it is concluded that the relationship between personality traits and charitable behavior, charitable behavior can be taken as a helping behavior in the organization are proved. Ruci, Allen and Zelenski (2018) conducted research in the relationship of helping behavior and pro-social traits are examined with some other constructs, it is proved in the studies pro-social traits are significantly related to helping behavior. Furthermore, it is also proved helping behavior is less sensitive for pro-social individuals. It is concluded the people with a high level of pro-social traits provided more performance than the other people with low pro-social traits.

The research concluded that the high level of pro-social traits is more useful and has affected the helping behavior. King, George, and Hebl (2005) stated in his investigation and sample of 374 women supervisors was taken for this investigation, the relationship of citizenship behavior and personality trait conscientiousness was examined. The relationship between the personality trait conscientiousness and helping behavior was found significant and on the other hand extraversion, agreeableness and emotional stability have also proved the relationship with helping behavior, these findings are useful for the practitioner as well as for the literature. Neuroticism trait is investigated and researchers found that individuals with psychological distress have an unrealistic approach and easily become more emotional, this stability and unrealistic approach is harmful to the individuals as well as for the organizations. The individual with this trait is almost observed unwilling to provide a suggestion for the betterment of the organization at work. So there is a negative relationship between the neuroticism trait and voice behavior. Hence the proposed hypotheses are:

H₃: Personality traits have an impact on workplace behaviors.

H_{3a}: Neuroticism trait negatively related to workplace helping behavior.

H_{3b}: Extraversion trait positively related to workplace helping behavior.

H_{3c}: Openness to experience trait positively related to helping behavior.

H_{3d}: Agreeableness trait positively related to helping behavior.

H_{3e}: conscientiousness trait positively related to helping behavior.

2.7.3.2 Personality Traits and Workplace Voicing Behavior

According to Milliken et al. (2003), a better understanding of voice protect the organization from an unnecessary turnover of its employees and understanding of employee personality provides an opportunity to the top management for organization success. An investigation was conducted in Malaysia in the sector of SME and proved the association of personality traits five factors and workplace voice behavior (Nikolaou et al., 2008). The relation between the personality trait openness to experience is a relation with the employee voice behavior (Premeaux & Bedeian, 2003).

In addition to the above statement, Avery in 2003 also proved the relations with the voice behavior of the individuals, the researcher provided the relationships of five factors with the voice. The relationship of the personality traits on employee voice behavior is proved and many

researchers. In a research conducted in an organization on the 500 employees, investigation proved that the Silent behavior of the employees is dangerous and harmful for the organizations, and organization have to pay this price in shape of humiliations and individual's negative attitudes and the dealing as unfair with the staff, this affect the relations of the employees as well as the productivity of the organization. The above line findings of the researchers proved that employee voice behavior is very important within the organizations to improve the productivity of the organizations.

Lepin et al. (2001) and Nikolaou et al. (2008) investigated the relationship between personality traits and workplace voicing behavior in their study. Nikolaou et al. (2008) stated that conscientiousness, neuroticism, and extraversion or observed to be the reason of increase in the employee voice behavior with contest to the performance of the employees so the relationship between these constructs are proved, the relation of personality traits like conscientiousness and extraversion are positively associated with employee voice behavior and on other hand neuroticism openness to experience and agreeableness are negatively associated with workplace voice behavior. In this research that voice behavior is very useful and effective for the supervisors comparatively the top-level management of the organization. According to the statement of Wilkinson et al. (2004) relationship of the employee personality traits and voice, behaviors are proved by the different scholars. Extrovert's individuals have more positive influence to voice behavior (Avery, 2003). According to work Nikolaou et al. (2008) extraversion personality trait has a positive relationship with employees voice behavior, extroverts individuals are optimistic, talkative sociable and affectionate, the behavior of these

peoples are always found strong and they feel secure at work. Hence, the extraversion trait is positively related to employee voice behavior.

H_{4a}: Extraversion trait positively related to workplace voicing behavior.

According to LePine et al. (2001) the individuals with personality trait openness to experience are found and joyful with the new things, it is also observed these people willingly accept new changes and don't like the status quo. Hence, individuals who have a trait of openness to experience are found with a positive relationship with voice behavior. However, Avery (2003) stated that openness to experience traits in the individuals makes them innovative and creative and helpful to increase their existing performance. The researcher's investigation observed the positive association between the workplace voice behaviors with the personality trait openness to experience. Therefore, the hypothesis is:

H_{4b}: Openness to experience trait positively related to voicing behavior.

Agreeableness is also a positive inability of the individuals, these people are cooperative and not in favor of creating any conflict or problem at the workplace, these peoples are always found with positive behavior (Avery, 2003). Van Dyne et al. (1998) stated in his study that agreeableness trait of personality is a part of ethical leadership, employee voice and personality trait in agreeableness with the role of mediation of ethical leadership was also examined. The relationship between voice behavior and trait of high agreeableness is observed unnecessarily for creating a good effect on the norms. Finally, researchers proved the voice behavior and personality trait agreeableness positive association. Another researcher Nikolaou et al. (2008)

explained that agreeableness has the relationship with voice behavior, an individual with this trait is always found helpful, straightforward, soft-hearted and also trust in the other persons.

Therefore, the hypothesis is:

H_{4c}: Agreeableness trait positively related to voicing behavior.

Prior studies proved that more conscientiousness factor of personality trait individuals provided more willing for voice in the organization for improvement and innovation (Barrick and Mount, 1991), the employee is having personality trait like conscientiousness are more useful for the organizations and provide the good information for making the good policies for the employees as well as for the organization and help to create an innovative environment. It is also observed during the previous studies that individuals with conscientiousness have good control on their jobs and this personality trait becomes the reason to increase their voice behavior (Avery, 2003). Cobert, Mount, Walter, Witt and Barrik (2004) examined the relationships of a worker's personality and deviant behavior with other constructs. Authors concluded that the positive work situation has a negative relationship with the workplace deviance or workplace deviant behavior, like conscientiousness, agreeableness and emotional stability also moderated or increased this relation. The workers who have less conscientiousness the relations were found stronger between the developmental environment and deviant behavior of the organization.

Conscientiousness has a positive relationship with employee voice behavior, this type of individuals are sounds very efficient and capable to do their works efficiently (Nikolau et al., 2008). Therefore, the hypotheses are:

H_{4a}: conscientiousness trait positively related to voicing behavior.

H_{4e}: Neuroticism trait positively related to voicing behavior.

2.7.3.3 Personality Traits have an impact on Workplace Deviant Behavior

According to Mount, Ilies, and Johnson (2006), personality traits factors relationship with counterproductive work behavior are proved in the individuals who are working in customer service. Agreeableness trait direct relations with counter-productive behavior and conscientiousness association with organizational behavior is proved. Counterproductive behavior is considered as a deviant behavior. Personality traits and deviant behavior relationships are proved in various researches (Dalal, 2005; Douglas & Martinko, 2001; Salgado, 2013). Salgado (2013) demonstrated that five personality traits are the predictor of deviant behavior and voicing behavior. In many studies personality traits conscientiousness, neuroticism and agreeableness proved the strongest predictors (Ones, Viswesvaran & Schmidt, 2003; Cullen & Sackett, 2003), scholars accepted conscientiousness is a very strong predictor (Sackett & DeVore, 2001). A study conducted by Salgado in 2013 and stated conscientiousness declared a good predictor for counter-productive behavior or deviant behavior. Furthermore, agreeableness relationship with counter-productive behavior is accepted a very effective. Boerrick et al. (2001) explained about personality trait relationship with deviant behavior. Personality trait agreeableness tends to un-cooperative or deviant behavior (Goldberg, 1990). Therefore, the following hypothesis proposed:

H_{5a}: Extraversion trait positively related to workplace deviant behavior.

H_{5b}: Openness to experience trait positively related to workplace deviant behavior.

H_{5c}: Agreeableness trait positively related to workplace deviant behavior.

H_{5d}: Conscientiousness trait positively related to workplace deviant behavior.

H_{5e}: Neuroticism trait negatively related to workplace deviant behavior.

2.7.4 Workplace Ostracism and Workplace Behavior

Ferris et al. (2008) stated in his investigation that the association between workplace ostracism and workplace behavior is observed negatively. In the social context where the workplace is a site where individuals spend a lot of interacts with other persons at the job. It is pertinent to mention here that individuals carry on their positive working relationship which affects the person's workplace attitudes and behavior (Chung, 2015). Researchers are agreed in the previous researches findings workplace ostracism and deviant behavior relationships are observed (Ferris, Berry, and Lian, 2008; Hitlan and Noel, 2009). Researchers' conclusions after Investigations have accepted that ostracism is related negatively with workplace behavior which is known as aggression (Twenge, Tice, & Stucke, 2001). Ostracized persons will be less engaged in positive working behavior as helping and pro-social behavior. According to Heimpel et al., 2006 when there is a threat to the individuals' become the result in rates self-regulatory ability, self-regulation helps the behaviors. In prior studies the harmful relationship of the workplace Ostracism with workplace behaviors and workplace attitude were observed (Stallworth, 2005).

In 2013 an investigation was conducted in China, in this research 239 supervisors and subordinates participated in dyads from the 21 Chinese hotels after completion of the research positive association was observed between workplace ostracism and employees of hospitality, furthermore, it was observed that proactive personality individuals have weak relationship with workplace ostracism and counterproductive behavior and on the other side, less proactive personality with less political skill shows a strong relationship with workplace ostracism and counter-productive work behavior (Zhao, Peng, & Sheard, 2013). Chung (2018) explained in his research model including workplace ostracism, voicing behavior and helping behavior variables, this study was completed in three steps. A sample of 225 workers from South Korea was taken and analyzed. Workplace ostracism and helping behavior were mediated by perceived stress, the investigation proved that workplace ostracism is a stressor, and its negative effects on behavioral outcomes can be decreased.

Ferris et al. (2006) described that workplace ostracism has a negative effect on interpersonal behavior and becomes a cause to decrease the performance of the employees. Research results proved the acceptance of the behaviors but on another side the investigations also proved the decrease in behavior due to workplace ostracism or social exclusion (Twing et al. 2007 a) and research experiments show the behavior that ostracized individuals donated four times fewer donations than the other students of the school. Baumeister et al. (2002) stated that there is a positive relationship between ostracism and destructive or unhealthy behaviors as well as mental performance. Therefore, the hypothesis is:

H₆: Workplace ostracism has an impact on workplace behaviors.

The researcher observed helping behavior and workplace ostracism negative association (Chung et al., 2017). Ostracized persons will be less engaged in helping and woodworking behavior and pro-social behavior. Peng and Zeng (2017) conducted a study in China and research data was collected from North Americans workers, investigations attend the negative association between helping behavior and ostracism. Xu, Huang, and Robinson (2017) stated in his study which was conducted in the sector of telecommunication from China, ostracized individuals are more suitable for others who want to behave on their wish. Ostracized individuals also increase helping behavior but on the other side decreasing social loafing to their groups. Therefore, the hypothesis is:

H_{6a}: Workplace ostracism negatively related to helping behavior.

Workplace ostracism harms the employees at the workplace, it changes the behaviors of the employees (Liu, 2015), and researchers have completed investigations on the construct organizational citizenship behavior (OCB) and counterproductive behavior (CPB). This research provided the negative results. According to Wu et al. (2010) negative relationship of workplace ostracism with organizational citizenship behavior was observed. Li and Tian (2016) conducted a study in China and a sample of 262 employees was taken to prove that there is a harmful association between workplace ostracism and voice behavior. In addition to the above lines, it is also observed that co-worker ostracism effects were not observed in employee voice behavior. Therefore, the hypothesis is:

H_{6b}: Workplace ostracism negatively related to voicing behavior.

The negative relationship between workplace ostracism with Workplace deviant behavior has been accepted (Ferris, 2008; Hitlan & Noel, 2009). Ferris, Brown and Lian (2008) have stated the direct relation of the workplace ostracism with behavioral outcomes such as job attitudes, workplace deviant behavior, and job withdrawal has been proved. Researchers prove that neurotic individuals face more ostracism and have less inability to prevent negative behavior (Hitlan & Noel, 2009). Twenge et al. (2003) stated that the state of negative cognitive of a person decreases it is self-awareness and as the result, his level of concern for organizational long-term goals also decreased, in result naturally individual's behavior will change in negative behaviors. The results of the previous researchers confirm the association of workplace ostracism and workplace behaviors like deviant behavior. (Ferris, Berry & Lian, 2008; Hitlan and Noel, 2009). Workplace ostracism was negatively related to workplace behaviors like aggression (Tice & Stucke, 2001) and workplace behaviors like deviant behavior (Hitlan & Noel, 2009).

Specter and Fox (2002) described that counterproductive work behaviors are the willful conduct of the workers which have become the reason for damaging to an organization as well as members of the organization, these behaviors are known as antagonistic work behavior. This behavior is now on by the different names one of them is workplace deviant (Lawrence & Robins, 2007). Previous studies are evident and proved that ostracized individuals are found aggressive and negative behaviors like defeating attitude due to their weak process of self-regulation.

It is observed during the last studies that ostracized individuals are found more undisciplined and used an unhealthy diet due to frustration (Baumeister et al., 2005). Finally, it is

observed that ostracized persons process social information incorrectly, and their decisions are not beneficial for society. According to Twenge et al. (2001) the individual who is ostracized and faces psychological frustration due to being excluded or ignored and in response to this behavior they become aggressive with other workers or individuals and society or workplace. Therefore, the hypothesis is:

H_{6c}: Workplace ostracism positively related to deviant behavior.

2.7.5 Work Engagement and Workplace Behavior

Bakker and Demerouti (2008) stated that engaged workers do harsh (vigor), involved (dedicated) and engrossed (absorbed) in jobs and in few studies positive relationship was proved between the work engagement and performance. The persons who believe they are useful and beneficial for their organization have positive values rather than following negative behavior which is harmful for the organization, it is proved there is a causal relationship between organizational behavior and deviant behavior (Ferris et al., 2009). In another investigation survey on 805 teachers was concluded, there was a negative correlation between work engagement and pupil's problem behavior. It is also observed that more resources availability decreased the negative association between the work engagement and problem behavior of the pupils (Bakkar, Hakanen, Xanthopoulou & Demerouti, 2007). Salanova et al. (2005) conducted research in the restaurant Hotel industry and found that workers in this field provided good services and loyalty due to their work engagement.

Schoufeli and Bakkar (2010) defined work engagement as an effective and positive state of energy that motivates and creates high-level attention and dedication with work. Bakkar et al. (2014) concluded that work engagement has become a very important factor in the public and private sectors due to its positive effect on organizational citizenship behavior and also for performance and creativity. Neuroticism personality trait was taken as a moderating variable between the workplace ostracism and work engagement, investigation was conducted in the local government workers, the negative association between the employees was observed in this study (Kaya, Atman & Aydin., 2007) furthermore, moderation of the personality trait neuroticism was also proved. The workers with the more neurotic trait are found more affected by the ostracism if the work engagement increases the ostracism effect decreases and vice versa. Finally, the negative relationship between workplace ostracism and work engagement was proved in this research. Richman (2006) and Saks (2006) stated that there is a positive relation of work engagement with employee productivity, performance, commitment, consumer satisfaction, and organizational citizenship behavior. Therefore, the hypothesis is:

H7: Work engagement has an impact on workplace behaviors.

MacKenzie (1997) described in their investigations that helping behavior increase the worker's performance and also useful for the employees' own well-being and effectiveness of the organizations along with workers. This behavior also increases the work engagement, and in response to this behavior quality and quantity of worker's performance also increased. Researchers investigations confirmed that employees who think to help other coworkers at work,

their own attention is on their work decreased due to helping behavior at five (Bergeron et al., 2013). Therefore, the hypothesis is:

H_{7a}: Work engagement positively related to helping behavior.

Srivastava (2016) conducted research in a non-Western country India and the sample of 200 individuals from middle-level management around the way was taken to investigate the construct of work engagement and workplace deviant behavior. The researcher proved the relationship of the variables, it was positively significant and furthermore, the moderation of ethical leadership was also observed positively significant relationship with these variables. Finally, the results proved a work engagement relationship with the employee's deviant behavior. Hence, we hypothesized the following:

H_{7b}: Work engagement negatively related to deviant behavior.

Einarsen, Skogstad, Rorvik, Lande and Nielsen (2018) conducted a study from the 495 workers of different sections of the Norwegian transport company and confirmed that bullying behavior has a negative association with work engagement. Research conducted in Taiwan from the 206 subordinates of the various companies and CFA method was used for the purpose of analysis the relationship of the voice behavior and work engagement with reference to social exchange theory and expectancy theory and leader-member exchange theory were observed and found that LMX has a positive relationship with work engagement. There are a strong relationship and influence between LMX and voice behavior (Cheng, Lu, chang & Johnstone,

2013). Fuller et al. (2015) voice behavior has a positive relationship with work engagement via LMX is proved it is a theoretical contribution of the researchers. Therefore, the hypothesis is:

H_{7c}: Work engagement positively related to voicing behavior.

2.7.6 Workplace Ostracism and Work Engagement

Work engagement mediation between workplace ostracism and service performance was studied and knowledge gained about the relationship. Researchers also observed the moderating role of neuroticism between workplace ostracism and work engagement, finding shows persons with high neuroticism perceive more negative impact by the workplace ostracism and researchers suggested more working on this issue to prevent organizations from its harmful effect (Leung, Wu, Chen, & Young, 2011). The financial and social losses of workplace ostracism are not ignorable and also the importance of work engagement is very clear in the organizations.

Kaya, Ataman, and Aydin (2017) conducted research in Turkey and 369 white-collar municipality employees from the local government were selected through convenience sampling. The results revealed the relationship between workplace ostracism and work engagement is found negative. Kia et al. (2017) described in his research that workplace ostracism and workplace engagement were moderated by the personality trait neuroticism and moderation was proved in this research, negative relation observed. The inverse relationship between workplace ostracism and work engagement was concluded. In this research, the researcher suggested that the role of employee personality should be applied to improve employee performance and far

decreasing workplace ostracism. In the researchers mediating mechanism personality trait five factors and workplace ostracism are being observed and a mechanism is developed to observe the direct and mediating relation investigations in our research.

According to Williams (2001) ostracized persons think that they are separated from group, where they were expecting relations with their coworkers. So it creates negativity, and feeling that they can't stop it. Ostracism can be un-intentional because sometimes peoples are too engaged in their work besides intentional or punitive ostracism. Investigations observed that work engagement and implies performance is damaged due to the impact of workplace ostracism (Leung et al., 2011), furthermore his investigation on the hotel's employees in China revealed service performance, and neuroticism, service performance, work engagement and workplace ostracism have the association with each other.

In this research, the researchers used the conservation of resources to investigate the impact of the variables. Data was 304 employees and collected from the 19 hotel supervisors and subordinates, findings of the results were observed. Workplace ostracism negative effect was observed on work engagement and personality trait neuroticism make more strengthen the workplace ostracism and its effect on work engagement, it means neuroticism increases the value of workplace ostracism it is proved the positive association and negative impact of workplace ostracism on the work engagement. Many that further understanding can be discovered by using potential mediators (O'Reilly & Wang, 2015; Zhao & Sheard, 2013).

According to Leung, Wu, Chen, and Yong (2011) concluded that there is an association between work engagement, workplace ostracism, and personality traits. Ferris et al. (2008) proved the harmful effect of workplace ostracism which decreases the motivation of the employees and furthermore he also examined work engagement mediation among workplace ostracism and performance. Kaya, Ataman, and Aydin (2017) conducted a study in the Istumbole, Turkey and 369 employees from the local government municipal committee, participated in the research and results show the negative relationship of work engagement and workplace ostracism and the results finding disclosed the inverse relationship between the constructs. Therefore, the hypothesis is:

H₈: Workplace ostracism significantly impacts on work engagement.

2.8 Mediating Variables of the Research

Many researchers suggested that further understanding of the facts of workplace ostracism can be discovered by using potential mediators (Robinson, O'Reilly & Wang, 2013; Zhao & Sheard, 2012). Workplace ostracism mediates the relation between personality traits and workplace behavior. As we have proposed in our hypothesis the relations between personality traits and workplace behaviors and workplace ostracism, these relations are supported for mediation relationships, based on our previous hypothesis, researchers suggested the mediation of work engagement with personality traits and workplace behaviors. Therefore, researchers propose:

Workplace ostracism mediates the relationships between personality traits and workplace Helping Behavior.

Peng and Zeng (2017) contended that ostracized individuals have a negative impact on workers helping behavior and become the reason to increase the deviant behavior. Researchers conducted in China and the USA supported the strong relationship between workplace ostracism and deviant behavior as well as helping behavior. Negative relationship between the workplace ostracism and helping behavior is observed. Ostracized individuals have a negative relationship with their coworkers (Ferris, 2015). Workplace ostracism and helping behavior relationship explained and workplace ostracism and behavioral outcomes also observed in the previous studies (Wu et al., 2016).

Balliant and Ferris (2012) investigated and results show variation with reference to previous studies, for example, ostracism tends to pro-social, more pro-social or less pro-social individuals. Findings of the investigations indicated that persons who are less future outcome conscious observed less pro-social at the workplace. Personality traits and workplace ostracism relations are observed personality trait neuroticism has positive relationship with workplace ostracism (Wu et al. 2011). Brookings et al. (2003) stated that personality trait neuroticism relation to ostracism and stated that neurotic individuals react more in condition of ostracism. Workplace ostracism harms the employees' behavior (Liu, 2015). Workplace ostracism and helping behavior relationships are proved negative impact on each other. Leung et al. (2011) conducted a study and reported the relationship between workplace ostracism and work

engagement and personality traits. On the basis of theoretical support in the previous researches thus, we hypothesized the following:

H_{9a}: Workplace ostracism mediates the relationship between neuroticism and helping behavior.

H_{9b}: Workplace ostracism mediates the relationship between Extraversion and helping behavior.

H_{9c}: Workplace ostracism mediates the relationship between Openness to experience and helping behavior.

H_{9d}: Workplace ostracism mediates the relationship between Agreeableness and helping behavior.

H_{9e}: Workplace ostracism mediates the relationship between Conscientiousness and helping behavior.

Workplace Ostracism mediation between Personality Traits and Workplace Voicing Behavior:

Li and Tian (2016) examined the relationship between workplace ostracism and voice behavior in China, the outcome of the investigation recorded the negative impact of supervisor's ostracism on the employee's voice behavior. Furthermore, in this study co-worker ostracism

impacts on the other employees were not observed. Researchers recommended the future researchers on personality traits for better understanding relationships with other constructs (Rodrigues et al., 2019). Thus the aforementioned studies reasoning provide the base for the following hypothesis:

H_{10a}: Workplace ostracism mediates the relationship between neuroticism and Voicing behavior.

H_{10b}: Workplace ostracism mediates the relationship between Extraversion and Voicing behavior.

H_{10c}: Workplace ostracism mediates the relationship between Openness to experience and Voicing behavior.

H_{10d}: Workplace ostracism mediates the relationship between Agreeableness and Voicing behavior.

H_{10e}: Workplace ostracism mediates the relationship between Conscientiousness and Voicing behavior.

Workplace Ostracism mediation between Neuroticism and Deviant behavior:

Salgado (2013) reported in his research that five factors of personality traits or the predictor of the counterproductive behavior, these are deviant behavior, absenteeism, and turnover. Furthermore, meta-analysis studies revealed that personality traits conscientiousness predicted deviant behavior and turnover, extraversion is, openness to experience, agreeableness, and emotional ability provided turnover criterion. Workplace ostracism is used as a mediator and

moderator in the previous studies, the moderation of ostracism between the job attitudes and individual counter-productive behavior is reported (Ghania & Saeed, 2019). Inconsistent with the findings of the previous researches researcher used workplace ostracism as a mediator and hypothesized the following:

H_{11a}: Workplace ostracism mediates the relationships between Neuroticism and Deviant behavior.

H_{11b}: Workplace ostracism mediates the relationships between Extraversion and Deviant behavior.

H_{11c}: Workplace ostracism mediates the relationships between Openness to experience and Deviant behavior.

H_{11d}: Workplace ostracism mediates the relationships between Agreeableness and Deviant behavior.

H_{11e}: Workplace ostracism mediates the relationships between conscientiousness and Deviant behavior.

Workplace Ostracism mediation between Personality Traits and Work Engagement:

Kaya et al. (2017) proved the inverse relationship between workplace ostracism and work engagement when the level of workplace ostracism increases as result work engagement level decreases and vice versa if the level of work engagement increases the level of workplace ostracism will be decrease. Personality traits relationship with workplace ostracism is proved in

the previous researches. Scholars accepted the impact of personality traits on workplace ostracism in their studies (Alexander et al., 2018; Hoobfool., 2001; wibler et al., 2017). Workplace ostracism mediation for future investigation is suggested to understand its impact on the different variables (O' Reilly et al., 2013; Zhao et al., 2013). Workplace ostracism mediation is observed in the studies of personality traits and workplace behaviors in the context of Pakistan (Zaidi et al., 2012). On the basis of previous researches thus we hypothesized the following:

H_{12a}: Workplace ostracism mediates the relationships between Neuroticism and Work Engagement

H_{12b}: Workplace ostracism mediates the relationships between Extraversion and Work Engagement

H_{12c}: Workplace ostracism mediates the relationships between Openness to Experience and Work Engagement.

H_{12d}: Workplace ostracism mediates the relationships between Agreeableness and Work Engagement.

H_{12e}: Workplace ostracism mediates the relationships between conscientiousness and Work Engagement.

Work engagement mediation between personality traits and workplace behaviors:

Kahn (1990) stated that three conditions are necessary for engagement like availability, meaningfulness, and safety. Resilience is also antecedents of work engagement, the engagement

model of Kahn was tested and proved by the different researchers like May, Harter and Gilson (2004), and positive relationships are proved with work engagement. According to Albrecht (2010), the individual who is engaged in work is found more active and competent with a high level of goals.

Furthermore, Schaufeli and Bakker (2004) stated that the individuals who are motivated are more valuable for the organizations, As a result of this experience positive emotions are observed and due to this they perform better and concentrate on their work. Simply work engaged individuals are friendly, and helpful for other workers and have a positive influence on other workers as the result of this performance of individuals increased (Bakker et al., 2014). Work engagement increased due to resilience and in result performance increased, work engagement has a positive impact on workplace behaviors. Previous researches results are consistent with our reasoning and work engagement mediates the relationship with many other variables. Olugbade (2016) conducted research in Nigeria and a sample of individuals were taken from a hotel industry of Nigeria, work engagement mediating role was observed with high-performance work practices (HPWPs) and worker's job outcome. In this study researcher examined the role of work engagement by using the Sobel test, work engagement mediation was proved because it was observed significantly. Work engagement mediating role was found very important and unforgettable and positive relationship was observed between the turn over intention and job resources. (Shahpoury, Namdari & Abedi, 2015). Tollerente, Salanova and Schaufeli (2012) conducted research by adopting the structural equation modeling and finally, the mediation of work engagement among the social resources and team performance was

observed and found positive. The mediation of work engagement is proved between performance and social resources.

Zaidy, Wajid and Zaidi (2012) found that four personality traits and work engagement have positive relationship and only neuroticism trait association with work engagement is found negative, except neuroticism all for traits relationship were found significant with work engagement, but the relationship intensity between both two variables was observed at low-level.

De Spiegelare, Gyes, Niesen, and Hootegem (2014) conducted research and stated that partial mediation of work engagement is observed between job security and innovative work behavior. Prayer studies highlighted the personality traits track relationship with work engagement and workplace behaviors, the mediation of work engagement is also reported between job security and innovative work behavior. Work engagement mediation between the resilience and job performance is investigated and observed the partial mediation between the disgust variables (Kasparkova, Vaculik & Schaufeli (2018). Gomes, Curral, and Caetano (2015) conducted a research in hospitals and explored the mediating relation of work engagement between the self-leadership and innovation of the individuals, innovation is also a factor which becomes the reason to engage in work, researchers proved the positive relationship between the constructs.vn Mol, Nijkamp, Bakkar, Schaufeli and Kompanji (2017) conducted research in hospitals ICU unit, and main focus was on work engagement the workers or professionals in ICU, sample of 53 intensivists and 262 nurses were taken and results show the relationships of the variables, the negative correlation of neuroticism and work engagement was observed. Personality traits Conscientiousness and agreeableness were positively correlated with work

engagement. This study shows the importance of personality in the hospital, especially in ICU. The mediation of work engagement was checked in the healthy working and personality, workers. Work engagement mediation with the constructs job satisfaction and tourism was tested and found positive relationship between the constructs and researcher suggested future research other variables like organizational commitment, organization citizenship behavior should be used to enhance the literature. The previous studies findings supported the reasoning inconsistent with the discussed studies, we hypothesized:

H_{13a}: Work engagement mediates the relationships between Neuroticism and Workplace Helping behavior.

H_{13b}: Work engagement mediates the relationships between Extraversion and Workplace Helping behavior.

H_{13c}: Work engagement mediates the relationships between Openness to experience and Workplace Helping behavior.

H_{13d}: Work engagement mediates the relationships between Agreeableness and Workplace Helping behavior.

H_{13e}: Work engagement mediates the relationships between Conscientiousness and Workplace Helping behavior.

Work engagement mediation between personality traits and workplace voicing behavior:

Researches proved work engagement is a useful and important construct, according to Kim, Kim and Kolb (2013) pointed out the nine studies where work engagement was used as a

mediator, and work engagement relationship was observed with other factors like workplace ostracism, trust, self-efficacy, etc. In this research, the researcher investigated the mediation of work engagement between personality traits and workplace behavior, and also between the workplace ostracism and workplace behavior.

Personality traits relationship found significant with work engagement and finally association between the variables is confirmed (Wildermuth, 2008). In the previous studies the impact of personality traits on work engagement is highlighted and scholars or agreed (Burnsand et al., 2008; Bakker et al., 2014). In the same way, and the relationship of personality five factors and workplace behaviors are investigated and proved in previous studies (Mount et al., 2006; Dalal, 2005; Salgado, 2013). Work engagement and workplace behavior relationships are also discussed in detail as well as the mediation of work engagement between personality traits and workplace behaviors or observed (Zaidy et al., 2019). Reasoning from the previous studies supported the scholar to investigate the mediation of work engagement. The previous studies findings supported the reasoning inconsistent with the discussed studies, as the current study hypothesized:

H_{14a}: Work engagement mediates the relationship between Neuroticism and Workplace Voicing behavior.

H_{14b}: Work engagement mediates the relationship between Extraversion and Workplace Voicing behavior.

H_{14c}: Work engagement mediates the relationship between Openness to Experience and Workplace Voicing behavior.

H_{14d}: Work engagement mediates the relationship between Agreeableness and Workplace Voicing behavior.

H_{14e}: Work engagement mediates the relationship between Conscientiousness and Workplace Voicing behavior.

Work engagement mediation between personality traits (5factors) and workplace Deviant behavior.

Zaidy et al. (2012) found that four personality traits have a positive relationship with work engagement and only neuroticism trait has a negative relationship. De Spiegelaere, Gyes, Niesen and Hootegem (2014), previous studies highlighted the personality traits track relationship with work engagement and workplace behaviors, the mediation of work engagement is also reported between the job security and innovative work behavior. Kasarkova et al. (2018) work engagement mediation between the resilience and job performance is investigated and observed the partial mediation between the discussed variables. Bhatti, Alshagawi and Juhari (2018) used work engagement dimensions vigor and dedication as a mediator between the five factors of personality traits and work performance. Bhatti, Mat and Juhari (2018) suggested the more investigation to know the factors and variables affecting work engagement and job performance, this research recommended the further investigations to know the effects of the variables on work engagement and through the work engagement. The previous studies findings supported the reasoning inconsistent with the discussed studies, we hypothesized:

H_{15a}: Work engagement mediates the relationship between Neuroticism and workplace deviant behavior.

H15b: Work engagement mediates the relationship between Extraversion and workplace Deviant behavior.

H15c: Work engagement mediates the relationship between Openness to experience and workplace Deviant behavior.

H15d: Work engagement mediates the relationship between Agreeableness and workplace Deviant behavior.

H15e: Work engagement mediates the relationship between Conscientiousness and workplace Deviant behavior.

Work Engagement mediation between Workplace Ostracism and Workplace Behaviors.

Chung et al. (2017) conducted a research in South Korea and 445 full-time workers sample was taken from finance and insurance companies' data was collected in three intervals, Amos 18 and CFA method was used to analyze the research. The researcher finding shows the relationships of workplace ostracism with organizational-based self-esteem used as a mediator and direct relation with deviant behavior. The researcher investigated workplace ostracism effect through OBESE on helping behavior, voicing behavior, and deviant behavior. The results proved the association between OBESE and organizational behaviors. Deviant behaviors and workplace ostracism have a positive relationship and finally, mediation of OBESE is proved between workplace ostracism and workplace behaviors.

According to Karatepe and Karadas (2015) stated that work engagement is a very important variable in organizations and used to increase the motivation of the employees. It is

also proved that workers who are disengaged to become the reason for losses, in USA organizations have to pay the amount of \$ 450-\$ 550 per their due to these engaged employees (Sorenson & German, 2013). Ok (2015) suggested more research on work engagement by using the theoretical foundation to understand the antecedents of work. According to Pereira and Gomes (2000), it is clear there is no consensus regarding the mechanism of the relationship between the employment outcomes and HPWPs. Why researchers used work engagement as a mediator, there are few reasons for using this concept as a mediator. Karatep (2014) stated that work engagement is an important construct to create motivation, which is necessary for performance outcomes. Researchers used the references of previous researches to provide the justification, where work engagement is used as a mediator between personality traits and workplace behavior. Bakker et al. (2008) stated that work engagement mediates the relationship between HPWPs and worker's output.

Fatima (2016) Conducted a study in Pakistan by using 250 individuals of the telecommunication Company and the SEM method was used to analyze the data and proved workplace ostracism association with counter-productive work behavior (CWB), however, mediation of job satisfaction is found partially mediated with the constructs. Judge et al. (2001) explained that mediation of work engagement workplace attitudes or behaviors are established, so it is accepted reasoning provides the grounds that we examined mediation of work engagement between workplace ostracism and workplace behaviors. Chung (2015) stated that there are few studies where mediation between workplace ostracism and workplace behavior is examined for example mediation of co-worker conflict was observed among the enrolled behavior and workplace ostracism. Organization fit was also taken as a mediator among the

workplace ostracism and deviant behavior and OCB. Liung et al. (2011) conducted research in the hotel industry from China and investigated the mediating effect of work engagement between workplace ostracism and service performance.

Leung et al. (2011) conducted a study in China and concluded that workplace ostracism is also harmful to the work engagement and performance of employees, and the persons who have the neurotic trait of personality are more victims of ostracism. Researchers concluded their findings of the research negative association between workplace ostracism and employee service performance was observed through mediator work engagement. Neuroticism personality traits increased the impact of workplace ostracism on work engagement. Furthermore, work engagement as a mediator between employee performance and workplace ostracism is also proved. The researcher used the work engagement mediating role between workplace ostracism and workplace behavior. Wu, Liu, Lee, and Kwan (2015) conducted research in the gas and oil sector companies of China and technical and office workers with their supervisors participated in this research. Workplace ostracism and citizenship behavior were found significant, it is also proved work engagement mediates between the workplace ostracism and citizenship behavior.

Work Engagement mediates the relationship between workplace ostracism and helping behavior.

Previous studies are evidence that when workplace ostracism increases than work engagement decreases, neurotic trait affects more on the workplace ostracism (Kaya, Ataman & Aydin, 2017). Chung and Yang (2017) described the relationship between workplace ostracism and organizational citizenship behavior through the mediation of person-organization fit. In a

study conducted in the educational sector, the stress mediation reported between the ostracism and counterproductive behavior (Nasir, Khaliq & Rehman, 2017). Engagement decreases between workplace ostracism and prosocial behavior (Yang, 2018). Investigations proved the significant impact of ostracism on workplace behaviors (Kozlowski & Bell, 2006; Cropanzano & Mitchell, 2005). Previous studies indicated the investigations of the researcher's findings, coworker conflict was used as a mediator between workplace ostracism and workplace behaviors, and thus a mediator was used, and workplace ostracism mediation was also observed between the organizational citizenship (Chung, 2015). Thus, we hypothesized as follows:

H_{16a}: Work Engagement mediates the relationship between workplace ostracism and helping behavior.

Work Engagement mediation between workplace ostracism and voicing behavior.

Workplace ostracism affects the new employee's voice behavior, study conducted in a technology company finding disclosed the negative effect on pro-voice behavior and prohibitive voice behavior. Psychological need satisfaction is used as a mediator between the workplace ostracism through mediation of psychological need satisfaction (Wu, Qu, Zhang, Hao, Tang, Zhao & Si, 2017). Lie et al. (2016) investigated a mediation relationship of power distance abundantly voicing behavior and workplace ostracism, negative mediation was observed. In another study, self-esteem mediating effect between workplace voice behavior and workplace ostracism is observed (Chung et al., 2017). Previous researches providing the mediation relationship of workplace ostracism and workplace voicing behavior, and mediation of work engagement is also proved in the previous studies. Thus, we proposed that:

H16b: Work Engagement mediates the relationship between workplace ostracism and voicing behavior.

Work Engagement mediation between Workplace Ostracism and Deviant Behavior.

Direct relationship between workplace ostracism and work engagement and deviant behavior are briefly discussed in the previous paragraphs, workplace ostracism and deviant behavior relationship through self-esteem mediation was observed in the previous researches (Chung et al., 2017). Self-esteem mediation between job performance and workplace ostracism was investigated and organizational citizenship behavior and deviant behaviors are the types of job performance (Borman & Motowidlo, 1997; Rotundo & Sackett, 2002). Chung (2017) reported the organizational fit mediation role between workplace ostracism and deviant behavior. Following the above reasoning which supported and thus, we hypothesized that:

H16c: Work Engagement mediates the relationship between workplace ostracism and deviant behavior.

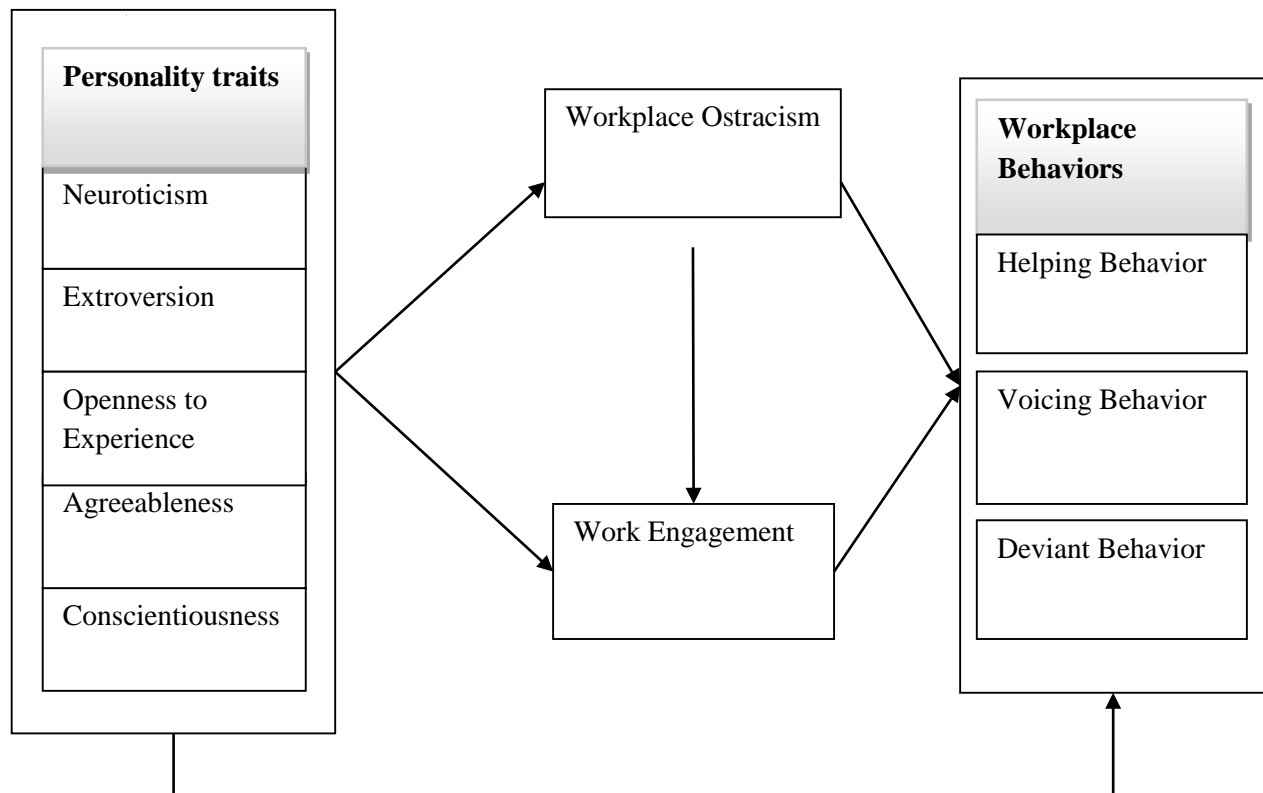
2.9 Research Proposed Model

In figure 1 the proposed model is presented. Model expresses direct personality trait or big five factors of personality or taken as dependent variables. Workplace ostracism and work engagement of the mediators in the model where independent variables or workplace behavior like workplace helping behavior, workplace voicing behavior and workplace deviant behavior. Workplace ostracism mediates between the personality traits and workplace behavior and on

other side work engagement also mediates between the personality trait and workplace behavior.

Mediation of work engagement is between workplace ostracism and workplace behavior

Figure 2.1: Proposed Research Framework



2.10 Summary of the Chapter

This literature review chapter introduces the brief history of the research, the importance of field and the country in research is important with reference to employee behaviors in Pakistan are discussed. Next, the following variables of this research are explained: (1) personality trait five factors (2) workplace ostracism (3) work engagement (4) workplace behaviors three kinds helping behavior, voicing behavior, deviant behavior. The main purpose of this research is to investigate personality traits five factors that influence the workplace helping behavior, voicing behavior and deviant behavior. Workplace ostracism and work engagement mediating relations between the personality traits and workplace behaviors are examined in this study along with getting knowledge of two theories, social exchange theory and cognitive theory, and underlying concepts of this study. Finally, in the end, the framework of this study is provided in this chapter.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In the previous two chapters a detailed discussion was carried out and all aspects of the research variables and their knowledge and ability to affect each other's word determined. This chapter provides a brief overview of the study approaches for the researchers of the social sciences, this chapter will provide a brief discussion on the philosophy general assumptions, why the quantitative approach is suitable to achieve this study objective and answer the questions from the participants of the research. Research is based on the paradigms to investigate the study of hypothesis with the perspective of quantitative and qualitative or mixed-method framework (Dellinger & Leech, 2007).

Chapter 3 provides the discussion of research paradigms and research design, it includes the restatement of the research problem, purpose, questions, research design, sample, data collection, instrument reliability, validity of data, and furthermore it explains the analytical strategy, statistical technique to examine the research questions and hypothesis of this study. Overall methodology chapter explains research design, research participants, survey instruments, hypothesis testing, and techniques are discussed to find the impact of personality traits five-factor model on workplace helping, deviant and voicing behaviors through workplace ostracism and work engagement.

This chapter is organized in many sections to provide a comprehensive discussion of all relevant headings under the different sections. The introduction of the chapter is given in section 3.1, section 3.2 discussed the research paradigms and philosophical assumptions. In section 3.3 research design, plan of study is described, section 3.4 justification of quantitative approach is provided under this heading and section 3.5 discusses the population sample, sampling strategy, response rate of the questions, instrumentation, this provides the discussion on the structure of the instrument that is used to measure/scales of the items by the different researchers, section 3.6 analytical strategy, statistical techniques are discussed, section 3.7 data analysis said strategy, section 3.8 provides statistical techniques are provided like data screening, missing value analysis, multi-variant analysis, multi-variant statistical assumptions, normality test, linearity, homoscedasticity, multicollinearity tests are discussed. Section 3.9 explains that analysis techniques 3.10 section discusses the factor analysis explain the adequacy of sample size, correlation metrics factorability, and CFA in section 3.11 and next section 3.12 discuss pilot testing and section 3.13 is for an instrument reliability to get the fair results and section 3.14 is instrument validity test this provides the accuracy of the instrument and discuss face validity, convergent validity, discriminate validity, nomological validity. Further section 3.15 correlation analysis examines the correlation between the variables, section 3.16 mediating analysis and provide the different approaches used by the scholars for mediation, section 3.17 bootstrapping, section 3.18 control variables and section 3.19 common method variance or explained and at the end of this chapter in section 3.20 summary is provided to summarize the all chapter discussion.

3.2 Research Paradigms

In 2006, Olsen, Hayes and weaver explained that research paradigms are the important assumptions that provide the direction of current research. According to punch (2006), the research paradigm works as a foundation for the research process. Creswell (2003) explained that researchers adopt the different assumptions to conduct research for determining their knowledge claim. Researcher's knowledge claims are known as paradigms (Lincoln & Guba, 2003). Positivism and interpretivism are two basic paradigms (Bryman & Bell, 2008; Creswell, 2012) and the third type of paradigms is pragmatism. In positivism, the researcher's view is objective, independent and external from social reality. According to Chapman and McNeill (2005) researcher role should be natural and unbiased in the research. In the case of a large sample size, the quantitative method for data collection is used to generalize the results of the larger population and this deductive approach is quantifiable and reliable.

In the case of directive research, the researchers generate the meaning from a subjective method for data collection (Creswell, 2003). According to the statement of Creswell (2003), the knowledge gained through the lens of positivism is based on numeric measurement, careful observation of the objective reality that exists in the world. The theories must be verified to get the knowledge of the world in case of positivism. In the qualitative method/approach where should be more than one realities or multiple realities and human behavior is subjective due to feelings and attitudes (Denzin and Lincoln, 2003). Qualitative approach, explanatory and exploratory are in nature (Creswell, 2012) and inductive naturally. In the case of a pragmatic approach, both approaches positivism and Constructivism are used jointly to solve the problem

(Badley, 2003). A comparison of three paradigms is given in table 3.1 based on ontology, epistemology, logic, and methodology.

Table 3.1: Paradigms Comparison

Positivism	Constructivism	Pragmatism	
Ontology	Naive Realism	Relativism	Accept external reality, choose explanations that produce best-desired results
Epistemology	Objective	Subjective	Objective + Subjective
Logic	Deductive	Inductive	Deductive + Inductive
Method	Quantitative	Qualitative	Quantitative + Qualitative

Source: adapted from Prouska (2006: 143)

The main objective of the study is to test the mediating model in the context of Pakistani organizations. Therefore, the quantitative approach is selected to test this research. Positivism approach is suitable for my study objectives, associational, descriptive and intervention studies are the types of quantitative research. For this kind of studies the survey method through, questionnaire items is used to collect the data (Frenkel & Wallen, 2000). Finally, many methods are used in the quantitative approach, since the objective of this research is to find out the association and impact of workplace ostracism and work engagement between the personality traits (five factors) and the three types of workplace behavior like helping deviant and voicing behavior. In my research work, the associational approach is used for data analysis. The quantitative approach allows more breeds on the other hand qualitative approach provides more depth in the studies (Patton, 2002). In this proposed model

In this proposed model ontology position to get the causal prediction by examining the relationship with the help of already used theories of SET and cognitive consistency theory.

Ontology is the science or study of human beings (Blaikie, 1993). Ontology is researcher's claim, it explains about the reality and the thinking of researchers about the study. How can reality be measured, this question leads to the epistemology phenomena. Epistemology refers to the question, how reality can be measured. The current study based on the quantitative approach is associated with data analysis so detective is used to test the model and questions analyzing through the statistical method.

3.2.1 Philosophical Assumptions

A research paradigm is an essential element of the research process. After making a knowledge claim the researcher determines the procedure on the same assumptions regarding his study (Creswell, 2003). Brayman and Bell (2008) and Creswell (2012) stated that positivism and interpretivism are the true research paradigms. Positivists consider the world as objective, independent and external from reality. Detective Logic method is used for data collection (Creswell, 2012), in case of large sample size quantitative method of data collection is used to generalize the results of the large population, this method is taken as more quantifiable and reliable (Chapman et al., 2005). Positivism more focuses on numbers, facts, generalisability, and validity by using the survey method (Smith et al, 2008). On the other hand, interpretivism researchers take the broader sense of reality drive and by human interests and experiences (Eriksson and Kovalainen, 2008). Human behavior is not so simple to understand objectively, it is kind of subjective due to many feelings, attitudes, and influences on the people (Crossan, 2002).

Patton (2002) provided the difference between these two approaches: the quantitative approach is greater breadth while other qualitative is more in-depth. It is very important for the researchers to understand the research paradigms philosophical assumptions (Denzin and Lincoln, 2011) otherwise the quality of research will be doubtful and questionable (Bryman et al., 2012). According to the views of Denzin and Lincoln (2011) ontological, epistemological are fundamental assumptions of each research paradigm. The philosophical assumptions ontology and epistemology provide the base for selection research method, which quantitative or qualitative or mixed-method is best for our study. The literature review provides suitable guidelines to select the required and best method for research. Rational give its justification, paradigms of research are the fundamental reality and believe this provides the world view (Lincoln, 1998). Interpretivism and positivism are the paradigms (Bryman & Bell, 2008). In simple words positivism based on realism ontology and objectivity considered and in this case, objectivity is considered.

Table 3.2: Research Paradigms

View	Ontological Assumptions	Epistemological Assumptions	Methodological Assumptions	Remarks
Research paradigms	Nature of reality	Relationship of researcher	Process of research	Purpose
Quantitative	Objective	Researcher is independent of what is being researched	Deductive process, correlational or cause-effect	To explain and predict
Qualitative	Subjective	The researcher interacts with that being researched	Inductive process, mutually and simultaneously shaping factors	To understand and interpret to critique
Quantitative	Methods include			
Positivistic Experimental Empirical Traditional	Surveys, Experiments and Quasi-experiments			
Qualitative	Methods include			
Constructivists Interpretive Historical Post-modern/post positivistic	Phenomenology, Ethnography, Grounded theory, Case studies, and participatory action research			

Source: (Creswell, J. W., 1994; Culbertson, J. A., 1981)

Ontology is defined as a science or research of human beings in the social sciences (Blaikie, 1993), it expresses the claim of researcher, and assumptions are view about reality which really exists. The ontology phenomenon provides the perception of the people how they perceive it through objectivism either through experience or subjectivism (Hatch and Cunliffe, 2006). The next question is about to measurement of the realities, how can researchers measure these realities and this question leads to the epistemological phenomenon. According to the Blaikie (1993) it is science or theory of methods or knowledge of the ground. Epistemology provides the answer to the following questions, how can make difference between good and bad knowledge, what is the association between the two variables and how knowledge can be generated (Hatch and Cunliffe, 2006). We can summarize the both of terms as ontology explain the knowledge and realities in the subjective or objective term, and epistemology discusses the

way of measurement of these realities (Easter-Smith, Jackson and Lowe, 2008). This research is based on objective ontology (what actual reality is) and how to measure the reality with different statistical tools and techniques. This research conducted by adopting the positivist approach, quantitative data was collected through questionnaire for hypothesis testing and other analysis by using the statistical methods.

3.3 Research Design

After determining the paradigm the next step is research design for the purpose of investigation of research. It is a strategy, plan, and structure for attaining the purpose of the research for analyzing the study questions (Kerlinger and Lee, 2000). Research design is categorized in three types by (ZikMund, 1997) (a) exploratory research, this deals with some amount of data and answers the questions like i.e. why, how; (b) descriptive research, this type of research is conducted to provide answer does, is, when, where what; and (c) causal research investigates the relationship of cause and effect between the independent and dependent variables (MacKinnon et al., 2007). This study research design is an exploratory and descriptive because it explored workplace ostracism and work engagement mediating effect between the five factors of personality traits and workplace voice behavior, workplace deviant behavior and workplace helping behavior. Due to this reason scholar expected positive theoretical contributions in the organizational behavior studies. This study is also descriptive due to its nature where all variables are discussed in detail as discussed in the past researches, this study is important to explain the further new and explored area. This study is causal in nature because it investigates the relationship strength between the variables, it also investigates the cause and effect which is a more important factor that contributes in the organizational workplace behavior in a public sector organization's employees of Pakistan.

3.3.1 Induction and Deduction

Moreover, the researcher adopted the deductive approach and used statistical techniques to answer the study questions. The questionnaire is one part of the survey process in the opinion of many people, population, pretesting instruments, delivery methods determining, ensuring the validity and result analysis is the part of the survey process. This research is a cross-sectional research. Kline (2005) explained that from the different respondents are collected at different points in time. According to Sekaran and Bougie (2011) Unit of analysis shows research is on individual, dyads, organization or country level. The deductive approach is used for this research and research paradigm is positivism.

The purpose of this empirical research is to investigate workplace ostracism and work engagement among the personality trait and workplace behaviors in the sector organizations of Pakistan. The unit of analysis of this study is an individual. Data is collected from the SNGPL employees by using the questionnaire through a survey method and analyzed statistically (Sekaran & Bougie, 2011). Quantitative data considered as to realism, variable's measurement is the basic part of this quantitative research (Cavana et al., 2001). The deductive approach is being used for this research and the research paradigm is positivism.

3.4 Quantitative Approach Justification

For the purpose of theories building and testing two approaches are used by the previous scholars. Neuman (2006) stated that deductive reasoning and inductive reasoning are the two

main directions. Top-down approach is known as deductive reasoning, in this approach, first scholar thinks about theories and research problem then it goes down and become narrow or more specific hypotheses testing, and finally come to accept or reject these hypotheses to confirm or contradiction in the basic original theory. While the bottom-up approach is known as inductive reasoning, this approach proceeds from observations to broader theories generalization. It starts from the specific measurements of the observations, it seeks for regularities, patterns and then further proposes a tentative process and finally develop revisions or general theories (Trochim, 2006).

Figure 3.1 explains the deductive reasoning and inductive reasoning process of the social science theory. After the above discussion, it looks more suitable that the quantitative method is more suitable from the epistemological position of positivism and as well as deductive reasoning. Because the main purpose of our research was to examine the mediating relationship of workplace ostracism and work engagement between five-factor personality and three workplace behaviors, workplace voicing, workplace deviant and workplace helping behaviors. The above variables are used in our post-conceptual model of investigation before conducting this research and results are available quantitatively. The researcher developed the conceptual model by identifying the studies from the previous researches models and then hypotheses were developed and measured by using the statistical techniques. Deduction methods are used to quantify the data (Creswell, 2012). Sekaran and Bougie, (2011) adopted this method to answer the question "what" rather than how the survey is the most reasonable technique for data collection? (). According to Neuman (2006) Survey provides statistical formation in nature from the respondents regarding their beliefs, opinions and present and past behavior. Furthermore, this

method is less time consuming and cheaper cost. That's why it is used for data gathering cases of large sample sizes in different locations (Fleming, 2005). Therefore, researchers selected the quantitative method for this research.

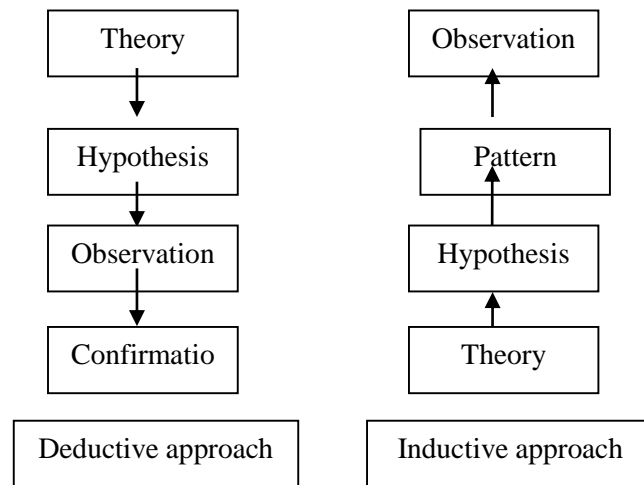


Figure 3.1: Deduction and Induction Approach

Source: Trochin (2006)

3.5 Data Collection Instrument

The following scales are used ranged from 1, "strongly disagree" to 5, "strongly agree"

3.5.1 Sample Included

“Intentionally worked slower than you could have worked” and “taken and additional or longer break than is acceptable at work.”

3.5.2 Control Variables

Demographic variables (age, gender, and tenure of the organization) are statistically controlled due to their potential effects on organizational-based performance (Aryee & Chen, 2007; Williams, 1991). Age of the participants and organizational tenure is given in years and gender is a dummy coded as male "0" and female "1". The questionnaire technique is adopted to collect the data from a large sample to quantitative analysis. Furthermore, questioners are designed on a Likert scale, type from 1 to 5 consist of strongly agree to strongly disagree.

3.5.3 Population

Many researches are done in different organizations, Sui Northern Gas Company from the gas sector is selected for this investigation, where supervisors/executives and subordinates are working in the fields and offices. The energy sector in Pakistan has become very important and the outcome of this investigation is helpful to decrease the effect of workplace ostracism and also increase the work engagement. According to the statement of Blerkom (2009) population is a set of observations and an increase chosen from a targeted gas sector organization as a population of the study Sui Northern Gas Pipelines Limited and Sui Southern Gas Pipelines Ltd company's distributing natural gas resources to the domestic consumers, commercial consumers and industries in Pakistan. SNGPL is a public limited company, it is distributing the gas in the province of Punjab and Baluchistan. Sui Northern Gas Pipelines Limited is divided into the three main departments which are known as Project, transmission, and distribution. Project is a main Department which is responsible for main pipelines laying projects under the areas of Punjab and Baluchistan in Pakistan. The second main Department is known as transmission, this department

is responsible to look after and maintenance of the main pipelines which are handed over by the project to this department. Transmission Department received the gas from the main well of gas resources and transmits to the distribution Department for further distribution. Distribution Department is responsible for the distribution or supply of gas in the cities and towns of Providence Punjab and Baluchistan, which is received from the transmission Department. The reason of choosing Sui Northern Gas Pipelines Limited as a population for this study is to explore the effect of workplace ostracism and work engagement as a mediator among the personality traits five factors model and workplace behaviors such as workplace voice behavior, workplace deviant behavior and workplace helping behavior within the public sector organization in Pakistan.

Many previous studies show the working or research in the gas sector but in the opinion of researcher, Pakistan is avoided and studies needed to examine the behaviors in the context of Pakistan especially in Pakistani culture. In public sector employees are also facing different attitudes at their workplace which affect their workplace behavior. In response to workplace ostracism and work engagement, the effects are observed in this study and finally, organizations have to face the problem and financial losses.

According to the best knowledge of the scholar, in Pakistan, there is a monopoly in the field of the gas sector that's why many difficulties have to face the public consumers as well as its employees. In Pakistan, it is difficult to observe the satisfaction level of the employees by resuming long service in the same organization because due to unemployment there is no chance to leave the service or organization. So, the factors which are affecting the workplace behaviors

of the employees are very important to study within the organization to save the company reputation and revenue. Research in the Sui Northern Gas Pipelines Limited explored the effects of the different factors/variables which were not observed by the researchers especially in this sector in Pakistan. Therefore, researchers decided to focus on this sector to find out the mediating effects of workplace ostracism and work engagement among the personality traits and workplace behaviors in the Sui Northern Gas Pipelines Limited Pakistan.

3.5.4 Sample Size and Procedure

A sample is a part or subset of the population which is chosen for the research, it represents the whole population (Hair et al., 2003). The results of the chosen sample generalized for the overall population (Ruane, 2005). Currently, almost 10,000 employees are working with the SNGPL, so the sample size is calculated by following the sample size criteria given by researchers. According to Leedy and Ormond (2001, P. 221) in the case of a heterogeneity population large sample is needed and in another case of homogeneous population small sample sizes required. Many rules and guidelines are being adopted to select the sample size from the population. Tabachnick and Fidell (2001) provided a formula for sample size $104+m$, where m is equal to numbers of independent variables. According to J.P. Stevens (2002, P. 143) at least 15 events are required for every predictor variable. Krejcie and Morgan (1970) provided a table for the sample size for a finite population. For population equal or more than 100,000 sample size is 384 and if population (N) is almost 15,000 then the sample size will be 375 as per this table. So in this study, we took a sample of 500. Therefore, 500 employees of SNGPL were taken as a sample size of this research.

3.5.5 Sampling Strategy

According to the Ruan (2005) sampling strategy is a process of selecting the sample size from a selected population. Probability and none probability are the main two strategies of sampling. In the case of probability sampling, every individual has the same or equal chance of selecting from the population. While in the case of non-probability sampling each member has not an equal chance of selecting from the population. In this study stratified sampling is used and the population is divided into three main stratas. SNGPL is divided for sampling in three stratum, main departments project (P) H.O, transmission (T) and distribution (D) are considered as separate strata, in stratified sampling, there is heterogeneity among the strata and homogeneity within the strata. Questionnaires were distributed among the employees of SNGPL on the bases of sampling with the ratio of their sections wise strength to participate in this study.

3.5.6 Response Rate

A total of 500 questionnaires were personally distributed to the SNGPL employees in the department of Project, transmission, and distribution Head Office. Out of which 433 filled questioners were received back after filling these forms from the employees (response rate observed $433/500 = 86.6\%$). According to the statement of the many researchers regarding the response rate of the participants, personally self-administered questionnaires have a more or greater response than the response of distribution of questionnaires through the mail and in person survey. While processing the screening of the questioners 14 questionnaires were eliminated due to missing values and 29 questionnaires were excluded due to outlier values.

Finally, 405 questionnaires were considered okay for the analysis (effective response rate was 81%). Response rate is affected due to population traits, such as qualification, designation, personality traits and knowledge of the phenomena. Overall 30% response rate is acceptable in the case of a large population (Ruane, 2006).

3.5.7 Sampling Technique

Stratified proportionate sampling technique is used to collect data from gas sector organization; SNGPL is a gas distribution company covers all areas of Province of Punjab and KPK in Pakistan. SNGPL is divided into 16 Regions, and the head office is situated at Lahore. For data collection SNGPL divided in to three stratum, distribution, Transmission and H.O and Project.

3.6 Instrumentation

The questionnaire is used to collect the data in case of a large population or organization because it's easy to manage the geographical changes during the survey.

3.6.1 Structure of the Instrument

A questionnaire is a set of many kinds of information such as:

- Demographic information
- Personality traits five factors

- Workplace ostracism
- Work engagement
- Workplace voicing behavior
- Workplace deviant behavior
- Workplace helping behavior

The questionnaire is attached to appendix A.

3.6.2 Big Five Personality Traits

Goldberg (1990) developed a 50 item scale which is used to measure the personality traits: extraversion, neuroticism, agreeableness, conscientiousness and openness to experience. Sample items are included: "I feel comfortable around people (extraversion)," "I get stressed out easily (neuroticism)," and "I am interested in people (agreeableness)," "I am always prepared (conscientiousness)," and "I have a rich vocabulary (openness to experience)."

3.6.2.1 Personality Trait Measure

Each factor of personality is measured by adopting international personality item pool (Goldberg, 1990; IPIP, 2001) it is used in behavioral sciences research (Aguinis, Mazurk, & Heggestad, 2009; Liao and Chuang, 2004; Liao and Chuang, 2007). The researcher assessed every factor on 5 point Likert scale via 10 items.

3.6.3 Workplace Ostracism

Ferris et al. (2008) developed a 10 item scale, to measure workplace ostracism researchers also used for this study. The following sample items are included: "others ignored you at work". "Others left the area when you entered," and "your gratings have gone unanswered at work."

3.6.4 Workplace Engagement

Work engagement is measured by adopting 17 items scale by Schaufeli and Bakker (2003) responses are ranged from 1, "strongly disagree," to 5, "strongly agree." The same scale is adopted for this study by the researcher. Sample items: "At work, I feel bursting with energy (vigor)," "When I get up in the morning, I feel like going to work (dedication)," and "I am immersed in my work (absorption)."

3.6.5 Workplace Behaviors Measurement

The construct of Workplace Helping Behaviour (WPHB) having 24 items adopted from a developed scale by Chang (2012), used to measure helping behavior. Sample items are: "I volunteer to do things for my group" and "I assist others in the group with their work for the benefit of the workgroup" Van Dyne and LePine's (1998) 6-item is used for measuring the Voicing behavior. Sample items are: "I develop and make recommendations concerning issues that affect the workgroup" and "I speak up and encourage others in the group to get involved in issues that affect the group." Sample items are: "I perform tasks that are expected" and "I

need formal performance requirements of the job. Bennett and Robinson's (2000), 19-item to measure deviant behavior.

3.7 Analytical Strategy

In this research data analysis was completed in two steps. First, after completing the screening of the data, exploratory factor analysis (EFA) was conducted. Secondly, after completing EFA analysis explored factors confirmed through the confirmatory factor analysis (CFA). The researcher analyzed the proposed model into basic steps. In the first step, structure equation modeling is used to investigate the predictor (personality traits) and outcome (workplace behaviors). In the second step, the mediating effect of workplace ostracism and work engagement were tested. However, reliability and validity tests were conducted before running the path analysis.

3.8 Data Analysis Statistical Techniques

In this study, researchers investigated the causal relationship of the independent, dependent and mediating variables. This study is cross-sectional, in this study data was collected within a time period as specified for the specific projects. According to Sekaram (2003), a cross-sectional study is suitable when investigating the causal relationships among the variables.

3.8.1 Data Screening

To make sure that the collected data through survey/questionnaire is complete in all respect to use in the different analyses which are required to address the research hypotheses of the study. There are various stages of data screening of the research data.

3.8.2 Missing Value Analysis

Researchers choose the different methods to handle the missing values of the data collected from the field. Many researchers used a list wise deletion approach to handle the missing values. In this study, the researcher applied manually list wise deletion method to achieve usable data for further analysis. According to the views of Alison (2002), the list wise deletion method is better than the other ways or methods used for missing values, these methods or multiple computations and the maximum likelihood method.

3.8.3 Deletion of multivariate outliers

To control the highest or extreme values impact on the data overall mean deletion of multivariate outliers test is used (Sekaran, 2003). Researchers' preference the Mahalanobies distance statistical analysis for the deletion of outliers (Hair et al., 2006). The researcher used this analysis method in this current study by the use of Amos 21. This test is useful to increase the quality of the research by using factor analysis. The results are shown in this test with the attached appendix.

3.8.4 Multivariate Statistical Assumptions

After completing initial tests of screening, reliability, the data is used for further factor analysis of the variables. To make the data final to run the regression analysis, multivariate statistical analysis is used. The following are the test to achieve clear and complete data for regression analysis.

3.8.5 Normality Test

To check the distribution normality many methods or given for data distribution analysis. In the current study regression, standardized residual histogram and normal probability plots were used. According to Amran (2006), the normal distribution is observed through the bell-shaped curve, a symmetrical on the standardized residual histogram and as well as a straight line on normal probability plots.

3.8.6 Linearity

According to Johnson and McClure (2004), a scatter plot straight-line is a well-accepted way to explain the linear relationships among the variables in the multivariate data analysis. In the opinion of the few researchers correlation (r), the testing method is good for testing the linear relationships. The relationship of the variables is linear or strengthen, the value of the correlation decide the category where these occur. But in the case of Pearson's correlation multi-linearity between the variables cannot be assessed. So to overcome this problem the researcher used the scatter plot's method to check the variable linearity.

3.8.7 Homoscedasticity

If the variables scores are observed the same and value of variability is not noted, this situation is called the Homoscedasticity (Amran, 2006). The homoscedasticity assumptions are checked by creating the standardized residue's scatter plot. According to the statement of Johnson and McClure (2004), in the case of homoscedasticity the residuals values are found to distributed or scattered and most values found in the center.

3.9 Analytical Strategy

3.9.1 Data Analysis

In this quantitative method research, AMOS software is used before hypotheses testing, CFA is conducted to check the fit of the model the normal fit index is measured.

The hypothesis is checked by using structural equation modeling (SEM).

3.9.2 Statistical Techniques for Analysis of Data

In this study, variables causal relations or investigated. The association of the independent variables to mediating variables and mediating variables relationship with dependent variables is observed. Furthermore, mediation between the independent and dependent variables or also investigated. Data was collected in a specific time period so this is a cross-sectional study.

3.9.3 Data Screening

Before testing the data, it is important to select the complete forms in all respect. After selecting the complete questionnaire that further tests are applied for the process. Data screening requires further steps.

3.9.4 Missing Value Analysis

To handle the missing values scholars adopted the different approaches for the missing value treatments. In this study, the scholar used the list wise approach, which is the most suitable way to treat the missing values. To deal with the missing values many other approaches are being used such as multiple imputations used in case of missing values. Comparatively the list wise approach is considered better than the other approach (Allison & Seeley, 2004).

3.9.5 Multivariate Outliers Detection

To obtain the good quality results of the research, outlier testing is very important. Factor analysis is used for this purpose (Johnson & McClure, 2004). Z - Score, box plot and mahalanobis distance analysis method are commonly used to control outliers. The method mahalanobis distance is considered good methods (higher et al., 2006). The researcher used this method by using the Amos 21. The output of the test is attached to this thesis.

3.9.6 Multivariate Statistical Assumption

After completing this screening and reliability test next test is done for factor testing. Before running the regression analysis different multivariate processes are completed.

3.9.7 Normality Test

Many tests are processed to check the distribution normality, further normality test many methods are used. According to Amran (2006) bell-shaped an asymmetrical curve on residual histograms, normally probability plots straight line represents the normal distribution.

3.9.8 Linearity

A scatter plot and Pearson's correlation test used to check the linear relationship of the variables. These tests are used to examine the strength of the variable's relationships with each other. Scholars utilize the scatter plots to know linear relations because nonlinearity relationships cannot be observed in Pearson's method.

3.9.9 Multicollinearity Test

The correlation strength is measured through this multicollinearity test. It is a necessity to check the two or more variables regression in any regression model. In the case of multicollinearity, the standard errors of the beta coefficient increase and this is not good for the model, this situation will affect the coefficient statistical impact (Amran, 2006). It is also

important, it becomes the reason for Type II error when the value of co-linearity found strong. It becomes the reason and there are more chances of rejection of a good hypothesis. Independent variables collinearity is calculated by the use of the variance inflation factor (VIF) and tolerance. If the value of tolerance is nearer to 1, this means multicollinearity is lower or less among the variables and in another case, if the tolerance value is nearer to the zero, it can be dangerous behavior and can be a reason of any problem. Tolerance value less than .01 shows the presence of multicollinearity between the variables (Johnson and McClure, 2004). Variance inflation factor is an alternative of the tolerance because it explains multicollinearity impact on the variance of the coefficient. Simply the VIF value nearer to zero, it provides the evidence that there is no correlation among the variables. VIF value of 5.00 is an indicating value which represents that there is no multicollinearity (Hair et al., 2006). The majority of the researchers adopted Hair's proposition and they think it is more inflexible.

3.10 Factor Analysis

The validity and reliability of the constructs are measured or investigated through the factor analysis. The earlier studies provide evidence of two classes of factor analysis (Henson & Roberts, 2006).

- (a) Exploratory factor analysis (EFA)
- (b) Confirmatory factor analysis (CFA)

3.10.1 Exploratory Factor Analysis

In this study researcher used exploratory factor analysis through the SPSS 21. Variables dimensions are needed to researcher theory construction are allowed through these dimensions. Four steps are adopted to complete the exploratory factor analysis.

3.10.2 Step 1: Adequacy of Sample Size

There is no consensus between the scholars on sample size. Scholars' opinion difference is very clear on this issue of the size of the sample. Sample size of 1000 is declared excellent, 500 is supposed very good, a good size, 200 sample size is considered fair and 100 sample size is suggested a poor (Hair et al., 2010). The researcher used a sample of 500 employees of SNGPL to investigate the personality traits five factors as a predictor and workplace ostracism and work engagement taken as a mediator and dependent variables are workplace voice behavior, workplace deviant behavior and workplace helping behavior.

3.11 Confirmatory Factor Analysis

Confirmatory factor analysis model validity analyses the goodness of fit of the model. To check the endogenous and exogenous relationship exploratory factor analysis is utilized. After this test, structural equation modeling is used to examine the results of SEM. CFA examined the Constructs each item suitability. Model goodness it can be tested with the value comparison by its fit indices. According to Hu and Benter (1999), goodness of fit index has the threshold values for the separate fit indices. Researchers used the many fit indices for the goodness of model are

GFI = goodness of fit index; X square = chi-squares; RMR = root mean square residual; DF= degree of freedom; AGFI= adjusted goodness of fit index; NFI= normed fit index; CMIN= minimum chi-square; RMSEA= root mean square error of approximation; CFI= comparative fit index and TLI= Tucker Lavis index.

3.12 Pilot Testing

Previous studies on workplace ostracism and work engagement have been investigated in many European countries. To examine the understanding of the respondents a pilot study was conducted to know the response of participants, about the understanding of researchers' objective of study. The questioner was adopted and validating, the reliability of the questionnaires is examined. All questions of the variables are adopted as it is given by the researcher for the survey.

3.13 Instrument Reliability

According to Amran (2006), the adopted questionnaire reliability evaluation is mandatory. A split of reliability test is used to estimate reliability. Scholars used Cronbach's Alpha value is to investigate internal consistency (Johnson and McClure, 2004). According to Cooper and Shindlar (2011), different scholars provided the different threshold for Crone batch is value. In this study 0.70 value is accepted as a reliability of the construct. The overall reliability of the construct is acceptable. In addition to this test, CFA is also recommended in this present research SEM analysis was also adopted. The average variance extracted (AVE) and

composite reliability (CR) tests should be taken as a basic line before running the CFA (McClure, 2004). Internal consistency was measured with CR and based on the parameters of the model (Cooper & Schindler, 2011). In this study researcher used CR and AVE measured by utilizing threshold values.

3.14 Instrument Validity

According to Hair et al. (2010), instrument validity is measurement, to instrumentation of accuracy of the instrument. Validity can be divided into two categories, internal and external validity. Internal validity shows the researcher's level of confidence in the relationship between the variables. External validity is related to the generalization of the results, findings are chosen to reality and theory. According to the statement of Amran (2006) in the different work settings, external validity may be the reason for many issues related to generalizability, both kinds of validity are related to the nature of experience.

In the case of a field experiment, external validity is more than the lab experiments. In the current study, the survey method is used to collect the data through questionnaire. CFA also provided the instrument validity along with the model fit. Construct validity and goodness of model fit are the parts of the measurement of validity. In structural equation modeling, the basic assumption is the validation of the instrument, measurement model or latent constructs provide the accuracy of the construct validity. Construct validity components and tested them in the current research.

- a) Face validity
- b) Convergent validity
- c) Discriminant validity
- d) Nomological validity.

3.14.1 Face Validity

The instrument is adopted and the relationship of the independent variables is examined. Instrument face validity was examined by conducting a pilot study to know the understanding level of the SNGPL employees and results show no face validity issue and results are acceptable.

3.14.2 Convergent Validity

It is a construct indicator and provides a quality of correlation between the variables the same concept measurements (Hair et al., 2010). Construct validity, construct loading and average variance extract (AVE) are covered through the convergent validity. The average variance is calculated with the standardized factor loading square. All items should be loaded of each constructs the average standard value is 0.50 or more to the further convergent validity analysis.

3.14.3 Discriminant Validity

This type of validity shows that instruments have a construct which is totally different from others. Similar constructs have distinct values. According to Hair et al. (2010) in the case of discriminate validity, the measurement of the responses is done without cross-loading, when

constructs of latent. When the average variance value is more than the inter-construct correlation's value, it is discriminant validity. Cooper and Schindler (2011) explained, if the correlation between exogenous construct is more than 0.85, it shows the violation of discriminant validity.

3.14.4 Nomological Validity

According to Hair et al. (2010), the measurement of nomological validity is done with the correlation and coefficients.

3.15 Correlation Analysis

In this study, the researcher used Pearson's moment correlation between personality traits five factors, workplace voice behavior, workplace deviant behavior, workplace helping behavior and mediating variables workplace ostracism and work engagement. According to Amran (2006), variance can be easily observed through the approach of correlation. Field (2005) stated that when deviation occurred in a variable from its mean, the delegation, in the same way, can be observed in the other related variables. But the reliance on this approach is not accepted by the researchers. Pearson's correlation coefficient was conducted for testing the coefficient values to examine each relationship's strength.

3.16 Mediating Analysis

Baron and Kenny (1986) and Amran (2006) approaches are well-known for mediation analysis. Many steps are necessary to run the mediation in every research.

- The independent variables must have a significant impact on dependent variables.
- The independent variables must have a significant effect on mediators.
- The effect of independent variables and dependent variables should decrease when the mediator release taken between the independent and dependent variables.

In this study, the researcher used the SEM approach to Amos 21 to check the mediating effects between endogenous variables and exogenous variables.

3.17 Bootstrapping

It is a hypothesis, estimation strategy (Hair et al., 2010). In this method, the sample is taken as a set of population, which shows the broad population of the sample.

3.18 Control Variables

Exogeneous variables called the control variables, these variables have a significant effect on endogenous variables and these were controlled. Demographic effects were controlled in different situations. In this study, demographic factors were assessed (age, experience, education) taken as control variables.

3.19 Common Method Variance

In this study researcher investigated common method through this single factor method, almost researchers discussed the common method issues of biases which is normally observed participants of research in survey self-reported (Willson et al., 2010).

3.20 Summary

In this study, the researcher adopted the quantitative approach as research paradigms. This is a causal and cross-sectional study in nature probability sampling is used for the re-known population, a positive approach is used and questionnaire constructive collection of data from a public limited company's employees. It is a descriptive method to get information about all variables studied in this research for measurement following scales are used ranged from 1, "strongly disagree" to 5, "strongly agree". Demographic variables (age, gender, and tenure of the organization) are statistically controlled due to their potential effects on organizational-based performance (Aryee et al., 2007; Williams, 1991). An effective response rate was observed 81%, and response rate is affected due to population traits, such as qualification, designation, personality traits and knowledge of the phenomena. The structure of the instrument is considered the following information. The questionnaire was developed by adopting researchers' items and scales for each variable.

Goldberg (1990) developed a 50 item scale, this is used to measure personality five traits extraversion, neuroticism, agreeableness, conscientiousness, and openness to experience. The

researcher assessed every factor on 5 point Likert scale via 10 items. Ferris et al., (2008) developed a 10 item scale, to measure workplace ostracism researchers is used for this study. Work engagement is measured with a nine-item scale by Schaufeli et al. (2012). The construct of Workplace Helping Behaviour (WPHB) having 24 items was adopted from a developed scale by Dyne and LePine's (1998) 6-item is used to measure Voicing behavior and workplace Deviant is measured by adopting the scale of Bennett and Robinson (2000).

. In this research data analysis was completed through confirmatory factor analysis (CFA). The researcher analyzed the proposed model into basic steps. In the first step structure equation modeling is used to investigate the predictor (personality traits) and outcome (workplace behaviors. Scholars used Cronbach's Alpha value to investigate internal consistency (Johnson and McClure, 2004). According to Cooper and Shindlar (2011), different scholars provided the different threshold for Cronbach value. In this study 0.70 value is accepted as a reliability of the construct.

CHAPTER FOUR: ANALYSIS AND INTERPRETATION OF DATA

4.1 Data Screening and Missing Values

In this research, 500 questionnaires were distributed in the employees Sui Northern Gas Pipelines Limited, from a total of 500 distributed questionnaires out of which 433 were returned back to the researcher, the response rate was observed 86.6%. All returned questioners were confirmed by adopting the procedure of the data screening process. In this study, 28 questionnaires were not considered due to missing values in the data analysis. By applying the case list wise deletion method missing values manually addressed. This method is used for deleting the questionnaires for the particular statistical analysis, the questionnaire having missing values were deleted.

4.2 Sample Description

The sample description of the employee's demographic working with SNGPL is given in table 4.1. A total of 405 questionnaires completed in all respect were chosen after running all necessary tests like missing value and screening tests. The respondent under the age of 30 years were found 17.0% and in the range of 30 to 39 years old were found 30.9% furthermore, workers age 40 to 49 were 36.0% and 50 to 59 years old employees were observed 16.0%. Furthermore, in this study male dominance observed, therefore most of the respondents were male (89.6% male and 10.4% female). Further information about demographics were collected on the basis of work experience of employees, 30.4% of employees were having experience under 10 years, 31.1% of employees were having experience 11 to 19 years, 33.3% of employees were having experience ranging from 20 - 29 years, and remaining 5.2% of employees having experience more than 30 to 42 years.

Table 4.1: Demographics (Frequency Table)

Demographic	Demographic features	Frequency	Percentage %
Gender	Male	388	96
	Female	17	4
	Total	405	100.0
Age	Under 30 years	69	17.0
	30-39 years	125	30.9
	40-49 years	146	36.0
	50-59 years	65	16.0
	Total	405	100.0
Work Experience	Under 10 years	123	30.4
	11 -19 years	126	31.1
	20-29 years	135	33.3
	30-42 years	21	5.2
	Total	405	100.0
Qualification	Below/ Matric	91	22.5
	Intermediate	86	21.2
	Graduation	109	26.9
	Master Degree or above	119	29.4
	Total	405	100.0
Dept. / Sec	Distribution	264	65.2
	Transmission	72	17.8
	Project	69	17.0
	Total	405	100.0

Moreover, 22.5% of employees were having qualification Matric or below, 21.2% of employees were having qualification Intermediate, 26.9% of employees were having graduation degree, and the remaining 29.4% of employees having a master's degree or above. Finally, information on department/section was collected and observed that 65.2% of employees were working in the distribution department, 17.8% of employees were working in the Transmission

department/section, and the remaining 17.0% of employees were working in project department/section.

4.3 Skewness and Kurtosis

Table 4.2: Skewness and Kurtosis

Name of Variables	Skewness	Std errors of Skewness	Kurtosis	Std. Error of Kurtosis
Extroversion	-0.085	0.121	-0.339	0.242
Conscientiousness	0.308	0.121	1.604	0.242
Agreeableness	0.17	0.121	0.621	0.242
Openness to Experience	0.269	0.121	-0.032	0.242
Neuroticism	-0.139	0.121	-0.12	0.242
Workplace Ostracism	0.535	0.121	0.284	0.242
Work Engagement	0.069	0.121	-0.806	0.242
Voicing Behavior	-0.641	0.121	-0.311	0.242
Deviant Behavior	0.543	0.121	-0.358	0.242
Helping Behavior	-0.84	0.121	2.001	0.242

4.4 Scale Reliability

Reliability is the instrument's capacity to create comparable results over the timeframe (Johnson and McClure, 2004). To get reasonable outcomes, the adjusted polls were assessed for unwavering quality (Amran, 2006). There are numerous systems to gauge the unwavering quality (for example split-half unwavering quality and test-retest and so forth.), yet the present investigation utilized Cronbach's alpha qualities. Cronbach's alpha is the generally utilized test for inward consistency (Johnson and McClure, 2004; Henson and Roberts, 2006).

Table 4.3: Scale Reliability

Name of variables	Cronbach's alpha	No. of items
Extroversion	.888	10
Conscientiousness	.813	10
Agreeableness	.754	10
Openness to Experience	.766	10
Neuroticism	.763	10
Workplace Ostracism	.844	10
Work Engagement	.905	17
Voicing Behavior	.881	6
Deviant Behavior	.933	19
Helping Behavior	.921	24

4.5 Correlational Analysis

Researchers used the data imputation method for creating the average value of every construct to know Pearson's moment correlation. In this research work, AMOS 21 is utilized for data analysis. Correlation values are given in table 4.4 of the constructs “Extroversion”, “Conscientiousness”, “Agreeableness”, “Openness to Experience”; “Neuroticism”, “Workplace Ostracism”, “Work Engagement”, “Workplace Voicing Behavior”; “Workplace Deviant Behavior” and “Workplace Helping Behavior”. The mean value of “Extroversion” was 3.0121 which closes to 3 and indicating that overall workers were found natural to the items measuring the trait extroversion, the standard deviation of the extraversion is found. 40676, this shows that there are 41% variations in the responses all the employees were neutral to the items measuring the Extroversion and the standard deviation of “Extroversion” was .40676 which means there are 41% variations in the responses. Moreover, Extroversion is positively and significantly associated ($r = .382^{**}$; $r = .377^{**}$; $r = .333^{**}$; $r = .377^{**}$ and $.151^{**}$, $P < 0.05$) with Agreeableness (AG), Conscientiousness (CO), Openness to experience (OP), Neuroticism and Work Engagement as well as negatively and significantly correlated ($r = -.193^{**}$

and $r = -.140^{**}$; $P < 0.05$) with Workplace Voicing Behavior (WPVB) and Workplace Helping Behavior (WPHB) respectively.

Furthermore, the mean value of “Agreeableness” was 3.0502, which is close to 3 and this shows that all workers were natural to the items measuring the agreeableness (AG) for agreeableness the value of standard deviation is 0.42275. This shows 42% variations in the responses. Moreover, Agreeableness is positively and significantly associated ($r = .195^{**}$; $r = .168^{**}$; $r = .243^{**}$ and $r = .116^*$, $P < 0.05$) with Conscientiousness (CO), Openness to experience (OP), Neuroticism (NE) and Work Engagement (WE) as well as negatively and significantly correlated ($r = -.186^{**}$; $P < 0.05$) with Workplace Voicing Behavior (WPHB). In addition, the mean value of “Conscientiousness” was 3.0703 which closes to 3 this represents that overall all employees were found natural to the items measuring the conscientiousness (CO), the standard deviation of the conscientiousness is found 0.42932, this shows that responses representing 43% variations. Moreover, Conscientiousness is positively and significantly associated ($r = .385^{**}$; $r = .346^{**}$ and $r = .145^{**}$, $P < 0.05$) with Openness to experience (OP), Neuroticism (NE) and Work Engagement (WE) as well as negatively and significantly correlated ($r = -.217^{**}$; $r = -.198^{**}$ $P < 0.05$) with Workplace Voicing Behavior (WPHB) and Workplace Helping Behavior respectively.

Additionally, the mean value of “Openness to Experience” was 2.9478 which is closes to 3 and this showing the overall relationship that employees were neutral to the measuring items of Openness to Experience (OP) and standard deviation of “Openness to Experience” was .40941 it means responses showing 40% variations. Moreover, Openness to Experience is positively and significantly associated ($r = .247^{**}$; and $r = .168^{**}$, $P < 0.05$) with Neuroticism (NE) and Work Engagement (WE) as well as negative significant correlation observed ($r = -.130^{**}$; $P < 0.05$) with Workplace Helping

Behavior respectively. Also, the mean value of “Neuroticism” was 3.2185 which closes to 3 and indicating that all workers are neutral related to the measurement of neuroticism (NE) and the standard deviation of “Neuroticism” is .44413 responses variation is found 44%. Moreover, Neuroticism is negatively and significantly correlated ($r = -.251^{**}$; $P < 0.05$) with Workplace Voicing Behavior respectively, Furthermore, the mean value of “Work Engagement” was 2.3007 which closes to 2 it is showing the complete opinions of the employees disagreed with the items measuring the Work Engagement (WE) and the standard deviation of “Work Engagement” was .60926 which means there are 61% variations in the responses. Moreover, Work Engagement is negatively and significantly correlated ($r = -.122^{*}$; $P < 0.05$) with Workplace Ostracism and positively correlated ($r = .104^{*}$; $P < 0.05$) with Workplace Voicing Behavior respectively.

Moreover, the mean value of “Workplace Ostracism” was 3.1226, which closes to 3 and a showing that the overall workers are neutral to the workplace ostracism measuring items and value of standard deviation of workplace ostracism is .71132, it means that there is a variation of 72% in the responses. Furthermore, Workplace Ostracism is positively and significantly correlated ($r = .356^{**}$; $r = .117^{**}$ and $r = .211^{**}$; $P < 0.05$) with Workplace Deviant Behavior, Workplace Voicing Behavior, and Workplace Helping Behavior respectively. In addition, the mean value of “Workplace Deviant Behavior” was 3.4326 which closes to 3 and this is showing the employees are overall neutral to the workplace deviant behavior items measurements Workplace Deviant Behavior (WDB) and standard deviation of “Workplace Deviant Behavior” was .80878 which means there are 81% variations in the responses. Furthermore, Workplace Deviant Behavior significant positive correlation is observed ($r = .180^{**}$ and $r = .241^{**}$; $P < 0.05$) with Workplace Voicing Behavior and Workplace Helping Behavior respectively.

Likewise, the mean value of “Workplace Voicing Behaviour” was 2.6266 which closes to 3 is showing the employees are overall neutral to the Workplace Voicing Behaviour (WPVB) and standard deviation of “Workplace Voicing Behaviour” was .82305 which means there are 82% variations in the responses. Furthermore, Workplace Voicing Behaviour is found in a significant positive correlation ($r = .156^{**}$; $P < 0.05$) with Workplace Helping Behavior. In the end, the mean value of “Workplace Helping Behaviour” was 3.9899 which is almost 4 and showing that all employees were ready for measuring the items of Workplace Helping Behaviour (WPHB) and the standard deviation of “Workplace Helping Behaviour” was .39528 that shows the 82% responses variation.

Table 4.4: Correlational Analysis

	M	SD	EX	AG	CO	OP	NE	WE	WPO	WBD	WPVB	WPHB
EX	3.0121	0.40676	1									
AG	3.0502	0.42275	.382**	1								
CO	3.0703	0.42932	.377**	.195**	1							
OP	2.9478	0.40941	.333**	.168**	.385**	1						
NE	3.2185	0.44413	.377**	.243**	.346**	.247**	1					
WE	2.3007	0.60926	.151**	.116*	.145**	.168**	-.031	1				
WPO	3.1226	0.71132	-.022	.030	-.041	-.071	-.038	-.122*	1			
WPDB	3.4326	0.80878	-.048	-.005	-.033	-.069	-.041	-.078	.356**	1		
WPVB	2.6266	0.82305	-.193**	-.186**	-.217**	-.037	-.251**	.104*	.117*	.180**	1	
WPHB	3.9899	0.39528	-.140**	-.075	-.198**	-.130**	-.076	-.083	.211**	.241**	.156**	1

** . Correlation is considered significant at 0.01 level (two - tailed).

* . Correlation is considered significant at 0.05 level (two - tailed).

M= "Mean"; SD= "Standard Deviation"; EX= "Extroversion"; AG= "Agreeableness"; CO= "Conscientiousness"; OP = "Openness to Experience"; NE= "Neuroticism; WE = "Work Engagement"; WPO= "Workplace Ostracism"; WBD = "Workplace Deviant Behaviour"; WPVB= "Workplace Voicing Behaviour"; WPHB = "Workplace Helping Behaviour"

4.6 Factor Analysis

In this investigation scholar used confirmatory factor analysis to confirm the items contributing towards each variable phenomenon. Variables with dimensions confirmed through testing different models which are stated as follows.

4.7 Confirmatory Factors Analysis

As a necessary step in the examination of the framework, the reasonableness of the computed factors should be surveyed. Confirmatory factor examinations were completed on every one construct by the use of Amos 21. The consequences of CFA showed the qualities are inside the satisfactory reaches aside from the standard blunders (Byrne, 2001). Each model fit factor structure information fulfills the particle requirement for fit files, χ^2 =Chi-square; DF= Degree of Freedom; CMIN=Minimum Chi-Square; GFI=Goodness of Fit Files; RMR= Root Mean Square Residual; RMSEA=Root Mean Square Error of Approximation; NFI= Normed Fit Index; TLI= Tucker Lavis Index; CFI= Comparative Fit Index and AGFI= Adjusted Goodness Of Fit Index. Factor loadings and residual values of the item are the method to eliminate the items on the basis of factor loading by using these two methods. Factor loadings > 0.30 are more are selected to retain the item, while ± 2.80 was taken for the standard value of every residual to delete the items (Brown & Trevino, 2006).

4.7.1 Personality Traits

The construct personality traits five factors are taken (Extroversion, Agreeableness Conscientiousness, Openness to Experience and Conscientiousness, Openness to Experience and Neuroticism) having 10 items each adopted from the scale developed by Goldberg (1981). In the present study, dimensions of Personality Traits considered as independent variables and to investigate the extent to which dimensions of Personality Traits contributed towards Work Engagement, Workplace Ostracism and Workplace Behaviours (Workplace Deviant Behaviour, Workplace Voicing Behaviour and Workplace Helping Behaviour) confirmatory factor analysis performed.

4.7.2 Extroversion

The construct of Extroversion (EX) having 10 items adopted from a developed scale by Goldberg (1981), to investigate the extent to which Extroversion contributed towards Personality Traits confirmatory factor analysis performed. Extraversion construct factors are taken through confirmatory factor analysis and figure 4.1 explains the 10 items factor loadings of the construct. CFA model results are found good and Chi-square value was also in a good range. The standardized factor loading range in a single model is 0.452 to 0.76 this one is an acceptable range as given in the figure.

Table 4.5: Extroversion's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
Absolute Fit	χ^2	As close as to Zero	81.055
	DF	As close as to Zero	30
	CMIN/DF	As low as 2 and as high as 5	2.702
Incremental Fit	GFI	>.95	.961
	RMR	<.05	.045
	RMSEA	<.08	.065
	NFI	>.90	.954
	TLI	>.90	.955
Parsimony Fit	CFI	> .95	.970
	AGFI	> .90	.928

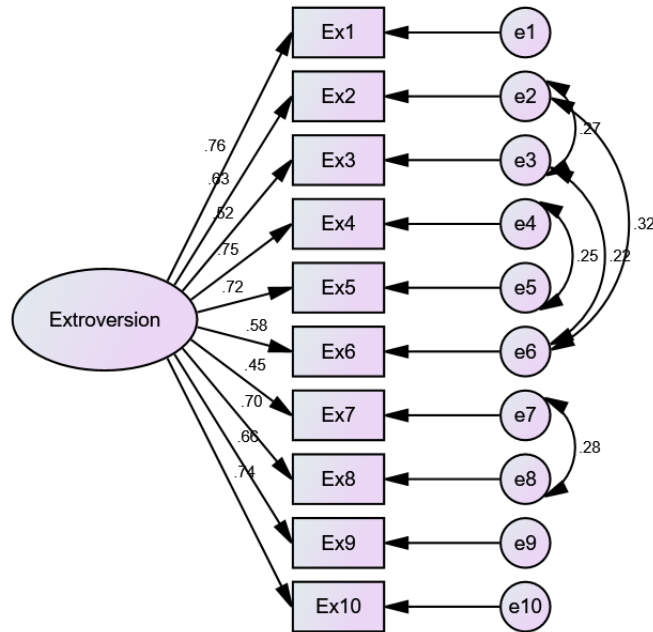


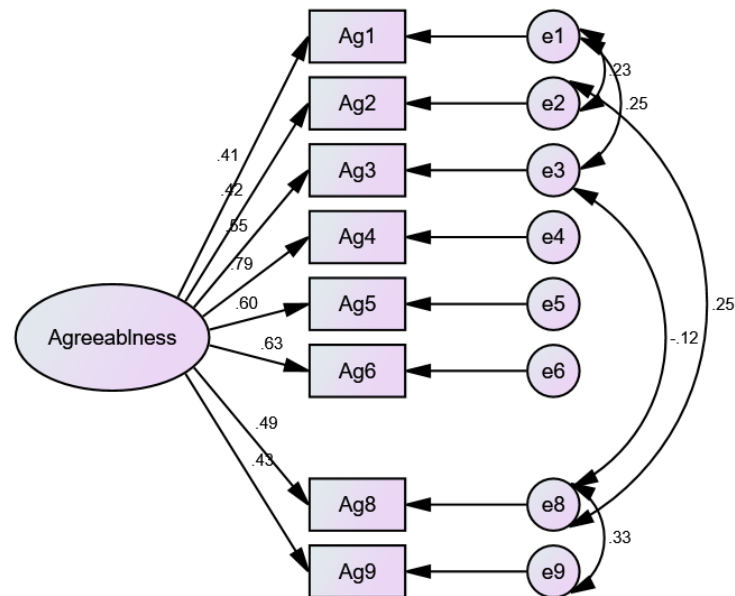
Figure 4.1: Extroversion's Confirmatory Factor Analysis

4.7.3 Agreeableness

The construct of Agreeableness (AG) having 10 items adopted from a developed scale by Goldberg (1981), to investigate the extent to which Agreeableness contributed towards Personality Traits confirmatory factor analysis performed. Agreeableness construct factors are taken through confirmatory factor analysis and figure 4.2 explains the 10 items factor loadings of the construct. CFA model results are found good and chi-square value was also in a good range. The Standardized factor loading range in a single model is 0.41 to 0.79 this one is an acceptable range as given in the figure. Factor loadings and residual values of the item are the method to eliminate the items on the basis of factor loading by using these two methods. Factor loadings > 0.30 are more are selected to retain the item, while ± 2.80 was taken for the standard value of every residual to delete the items (Brown, 2006).

Figure 4.2: Agreeableness's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
	χ^2	As close as to Zero	53.200
	DF	As close as to Zero	15
Absolute Fit	CMIN/DF	As low as 2 and as high as 5	3.574
	GFI	>.95	.967
	RMR	<.05	.060
	RMSEA	<.08	.079
Incremental Fit	NFI	>.90	.934
	TLI	>.90	.909
	CFI	>.95	.951
Parsimony Fit	AGFI	>.90	.921

**Figure 4.3: Agreeableness's Confirmatory Factor Analysis**

4.7.4 Conscientiousness

The construct of Conscientiousness (CO) having 10 items adopted from a developed scale by Goldberg (1981), to investigate the extent to which Conscientiousness contributed towards Personality Traits confirmatory factor analysis performed. Conscientiousness construct factors are taken through confirmatory factor analysis and figure 4.3 explains the 10 items factor loadings of the construct. CFA model results are found good and Chi-square value was also in a good range. The standardized factor loading range in a single model is 0.36 to 0.70 this one is an acceptable range as given in the figure.

Table 4.6: Conscientiousness's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
	χ^2	As close as to Zero	120.424
	DF	As close as to Zero	29
Absolute Fit	CMIN/DF	As low as 2 and as high as 5	4.153
	GFI	>.95	.945
	RMR	<.05	.078
	RMSEA	<.08	.088
Incremental Fit	NFI	>.90	.892
	TLI	>.90	.868
	CFI	>.95	.9915
Parsimony Fit	AGFI	>.90	.896

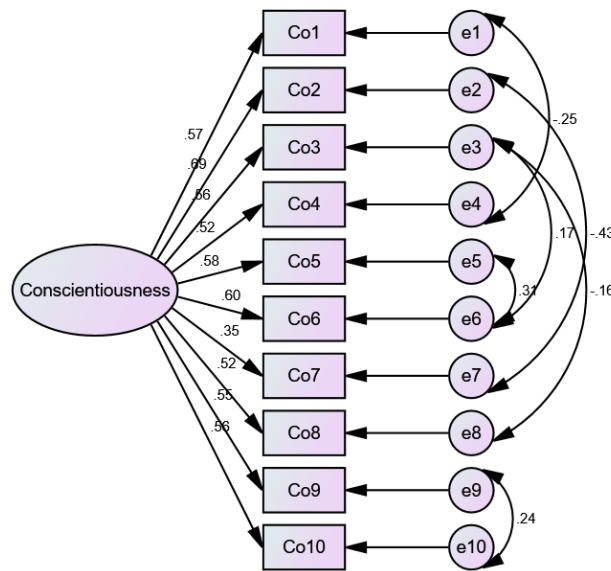


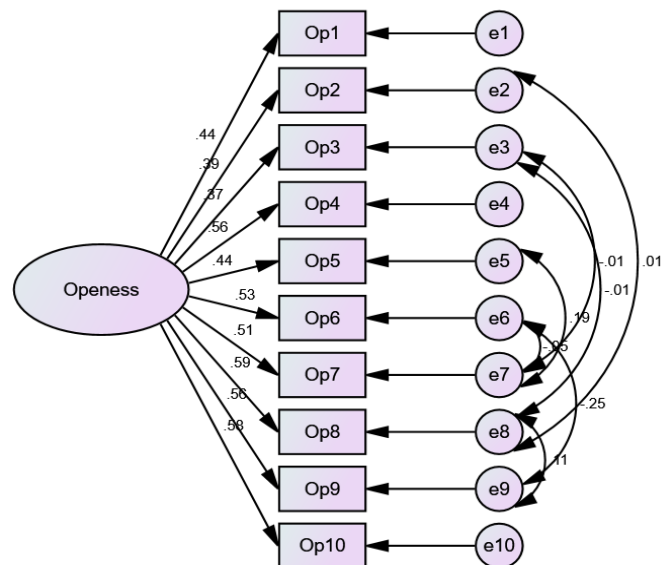
Figure 4.4: Conscientiousness's Confirmatory Factor Analysis

4.7.5 Openness to Experience

The construct of Openness to Experience (OP) having 10 items adopted from a developed scale by Goldberg (1981), to investigate the extent to which Openness to Experience contributed towards Personality Traits confirmatory factor analysis performed. Openness to experience construct factors is taken through confirmatory factor analysis and figure 4.3 explains the 10 items factor loadings of the construct. CFA model results are found good and Chi-square value was also in a good range. The standardized factor loading range in a single model is 0.37 to 0.59 this one is an acceptable range as given in the figure.

Table 4.7: Openness to Experience's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
	χ^2	As close as to Zero	77.871
	DF	As close as to Zero	28
Absolute Fit	CMIN/DF	As low as 2 and as high as 5	2.781
	GFI	>.95	.966
	RMR	<.05	.060
	RMSEA	<.08	.066
Incremental Fit	NFI	>.90	.889
	TLI	>.90	.878
	CFI	>.95	.924
Parsimony Fit	AGFI	>.90	.933

**Figure 4.5: Openness to Experience's Confirmatory Factor Analysis**

4.7.6 Neuroticism

The construct of Neuroticism (NE) having 10 items adopted from a developed scale by Goldberg (1981), to investigate the extent to which Neuroticism contributed towards Personality Traits confirmatory factor analysis performed. Extraversion construct factors are taken through confirmatory factor analysis and figure 4.5 explains the 10 items factor loadings of the construct. CFA model results are found good and Chi-square value was also in a good range. The standardized factor loading range in a single model is 0.41 to 0.57. This is an acceptable range as given in the figure.

Figure 4.6: Neuroticism's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
Absolute Fit	χ^2	As close as to Zero	62.186
	DF	As close as to Zero	31
	CMIN/DF	As low as 2 and as high as 5	2.006
	GFI	>.95	.970
	RMR	<.05	.051
	RMSEA	<.08	.050
Incremental Fit	NFI	>.90	.910
	TLI	>.90	.930
	CFI	> .95	.952
Parsimony Fit	AGFI	> .90	.947

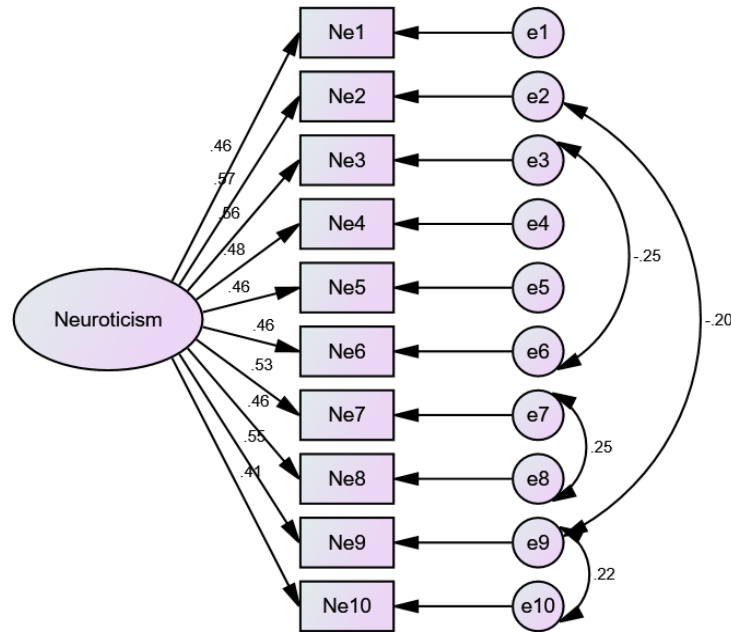


Figure 4.7: Neuroticism's Confirmatory Factor Analysis

4.7.7 Work Engagement

The construct of Work Engagement (WE) having 17 items adopted from a developed scale by Schaufeli and Bakker (2002), to investigate the extent to which Work Engagement contributed towards Work Behaviors confirmatory factor analysis performed. Work Engagement construct factors are taken through confirmatory factor analysis and figure 4.6 explains the 17 items factor loadings of the construct. CFA model results are found good and Chi-square value was also in a good range. The standardized factor loading range in a single model is 0.60 to 0.83 this one is an acceptable range as given in the figure. Factor loadings and residual values of the items are the method to eliminate the items on the basis of factor loading by using these two methods. Factor loadings > 0.30 are more are

selected to retain the item, while ± 2.80 was taken for the standard value of every residual to delete the items (Brown et al., 2006).

Table 4.8: Work Engagement's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
	χ^2	As close as to Zero	62.186
	DF	As close as to Zero	31
Absolute Fit	CMIN/DF	As low as 2 and as high as 5	2.006
	GFI	>.95	.970
	RMR	<.05	.051
	RMSEA	<.08	.050
Incremental Fit	NFI	>.90	.910
	TLI	>.90	.930
	CFI	> .95	.952
Parsimony Fit	AGFI	> .90	.947

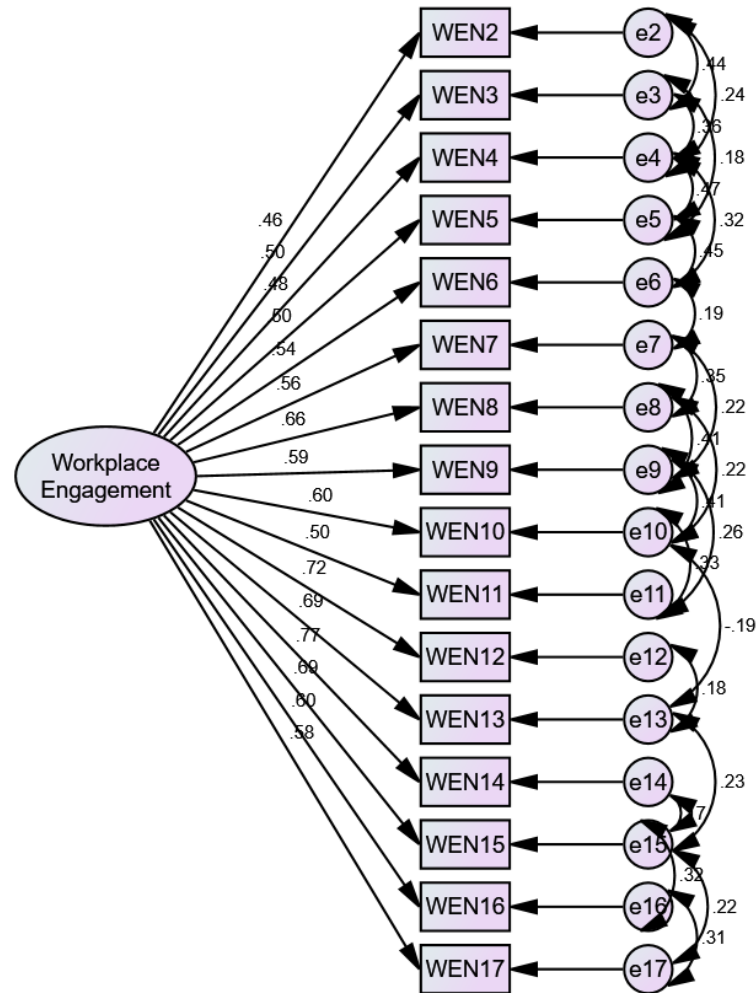


Figure 4.8: CFA of Work Engagement

4.7.8 Workplace Ostracism

The construct of Workplace Ostracism (WPO) having 10 items adopted from a developed scale by Ferris et al., (2008) to investigate the extent to which Workplace Ostracism contributed towards Work Behaviours confirmatory factor analysis performed. Openness to experience construct factors is taken through confirmatory factor analysis and figure 4.7 explains the 10 items factor loadings of the construct. CFA model results are found good and Chi-square value was also in a good range. The

standardized factor loading range in a single model is 0.39 to 0.80 this one is an acceptable range as given in the figure.

Table 4.9: Workplace Ostracism's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
	χ^2	As close as to Zero	109.781
	DF	As close as to Zero	29
Absolute Fit	CMIN/DF	As low as 2 and as high as 5	3.786
	GFI	>.95	.950
	RMR	<.05	.053
	RMSEA	<.08	.083
Incremental Fit	NFI	>.90	.922
	TLI	>.90	.909
	CFI	> .95	.941
Parsimony Fit	AGFI	> .90	.906

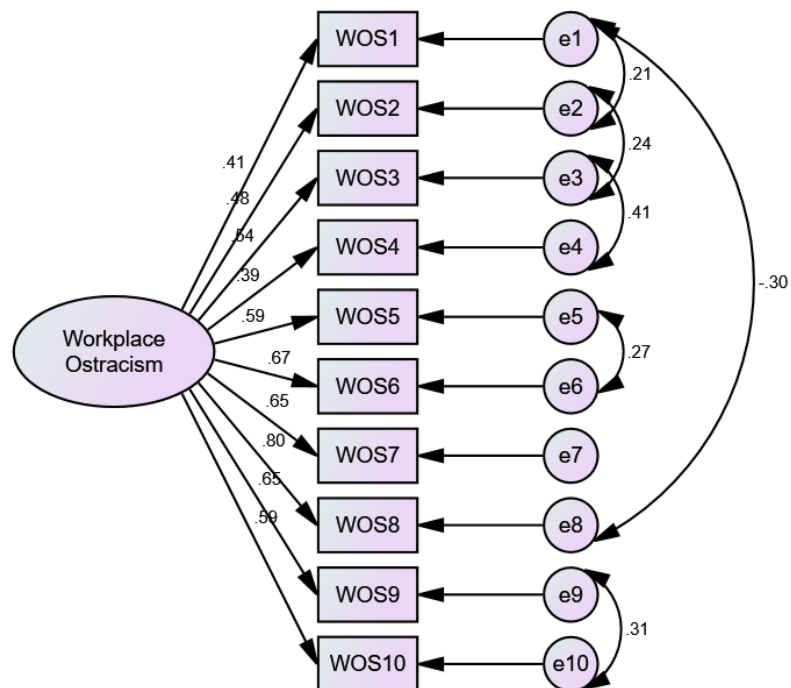


Figure 4.9: CFA of Workplace Ostracism

4.7.9 Workplace Deviant Behavior

The construct of Workplace Deviant Behaviour (WDB) having 19 items adopted from a developed scale by Bennett and Robinson's (2000), to investigate the extent to which Workplace Deviant Behaviour contributed towards Work Behaviours confirmatory factor analysis performed. Workplace Deviant Behavior construct factors are taken through confirmatory factor analysis and figure 4.8 explains the 19 items factor loadings of the construct. CFA model results are found good and Chi-square value was also in a good range. The standardized factor loading range in a single model is 0.49 to 0.75 this one is an acceptable range as given in the figure.

Table 4.10: Workplace Deviant Behavior's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
	χ^2	As close as to Zero	549.617
	DF	As close as to Zero	128
Absolute Fit	CMIN/DF	As low as 2 and as high as 5	4.294
	GFI	>.95	.9849
	RMR	<.05	.121
	RMSEA	<.08	.090
Incremental Fit	NFI	>.90	.891
	TLI	>.90	.884
	CFI	>.95	.913
Parsimony Fit	AGFI	>.90	.776

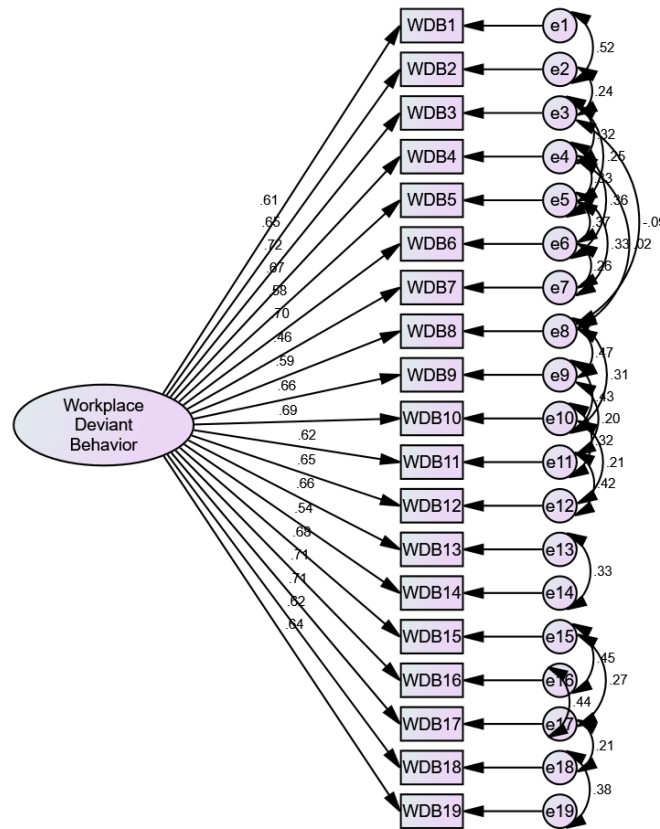


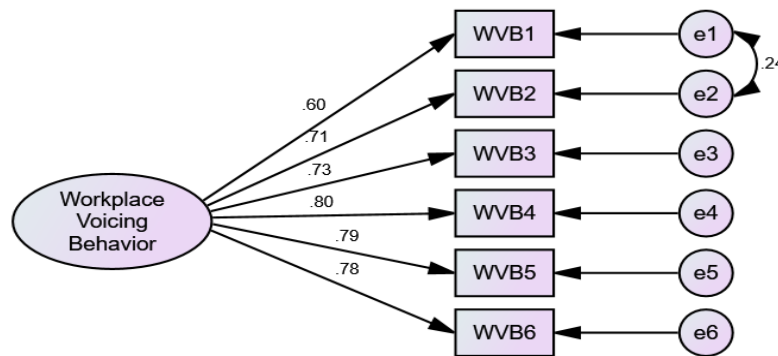
Figure 4.10: CFA of Workplace Deviant Behavior

4.7.10 Workplace Voicing Behavior

The construct of Workplace Voicing Behavior (WPVB) having 6 items adopted from a developed scale by Van Dyne and LePine's (1998), to investigate the extent to which Workplace Voicing Behavior contributed towards Work Behaviors confirmatory factor analysis performed. Workplace Voicing Behaviour construct factors are taken through confirmatory factor analysis and figure 4.9 explains the 6 items factor loadings of the construct. CFA model results are found good and Chi-square value was also in a good range. The standardized factor loading range in a single model is 0.60 to 0.80 this one is an acceptable range as given in the figure.

Table 4.11: Workplace Voicing Behavior's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
	χ^2	As close as to Zero	29.689
	DF	As close as to Zero	8
Absolute Fit	CMIN/DF	As low as 2 and as high as 5	3.711
	GFI	>.95	.975
	RMR	<.05	.034
	RMSEA	<.08	.082
Incremental Fit	NFI	>.90	.974
	TLI	>.90	.965
	CFI	> .95	.981
Parsimony Fit	AGFI	> .90	.935

**Figure 4.11: CFA of Workplace Voicing Behavior**

4.7.11 Workplace Helping Behavior

The construct of Workplace Helping Behaviour (WPHB) having 24 items adopted from a developed scale by Chang lug (2012), to investigate the extent to which Workplace Helping Behaviour contributed towards Work Behaviours confirmatory factor analysis performed. Workplace Helping Behaviour construct factors are taken through confirmatory factor analysis and figure 4.10 explains the 24 items factor loadings of the construct. CFA model results are found good and Chi-square value was also in a good range.

The standardized factor loading range in a single model is 0.37 to 0.74 this one is an acceptable range as given in the figure. Factor loadings and residual values of the item are the method to eliminate the items on the basis of factor loading by using these two methods. Factor loadings > 0.30 are more are selected to retain the item, while ± 2.80 was taken for the standard value of every residual to delete the items (Brown et al., 2006).

Table 4.12: Workplace Helping Behavior's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold Value	One factor model
Absolute Fit	χ^2	As close as to Zero	968.88
	DF	As close as to Zero	197
	CMIN/DF	As low as 2 and as high as 5	4.916
	GFI	$>.95$.838
	RMR	$<.05$.046
	RMSEA	$<.08$.098
Incremental Fit	NFI	$>.90$.838
	TLI	$>.90$.827
	CFI	$>.95$.866
Parsimony Fit	AGFI	$>.90$.774

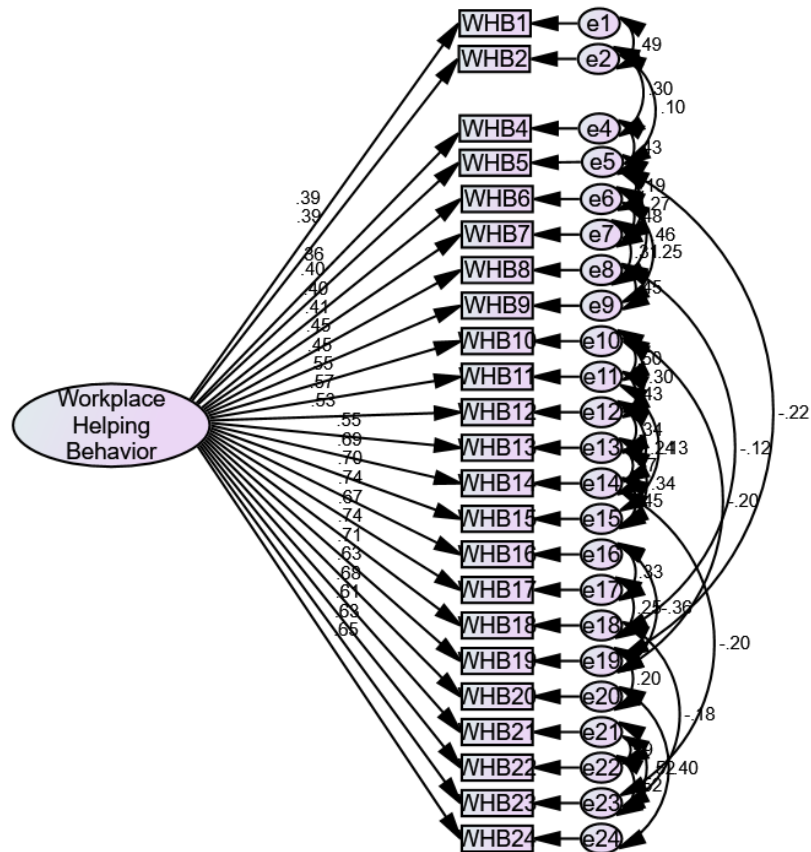


Figure 4.12: CFA of Workplace Helping Behavior

4.8 Measurement Model

All tested and confirmed items through confirmatory factor analysis are further analyzed to check all confirmed items of the constructs in the measurement model, whether they contribute significantly to the proposed model of this research. In confirmatory factor analysis, all items of the constructs were tested individually. The researcher tested the measurement model in six stages. At the first stage, the 5-factor model was investigated with the constructs like dimensions of personality traits i.e. Extroversion, Conscientiousness and, Agreeableness, Openness to Experience and Neuroticism. The results of all the stages of measurement model shows in the Table below.

Statistics	Fit indices	Acceptable Threshold Value	5-factor Model	6-factor Model	7-factor Model	8-Factor Model	9-factor Model	10-factor Model
Absolute fit	χ^2	As close as to Zero	2492.089	3617.718	4554.963	6994.219	10863.629	11885.446
	DF	As close as to Zero	1044	1889	2553	4080	6299	6988
	CMIN/DF	As low as 2 as high as 5	2.387	1.915	1.784	1.714	1.725	1.701
	GFI	>.95	.770	.760	.750	.714	.676	.699
	RMR	<.05	.094	.083	.078	.081	.070	.070
	RMSEA	<.08	.059	0.48	.046	.045	.042	.042
Incremental Fit	NFI	>.90	.860	.699	.680	.670	.636	.630
	TLI	>.90	.765	.815	.816	.819	.796	.795
	CFI	>.95	.782	.827	.827	.828	.804	.803
Parsimony Fit	AGFI	>.90	.741	.736	.728	.694	.657	.650

Table 4.13: Overall Measurement Model of All Constructs

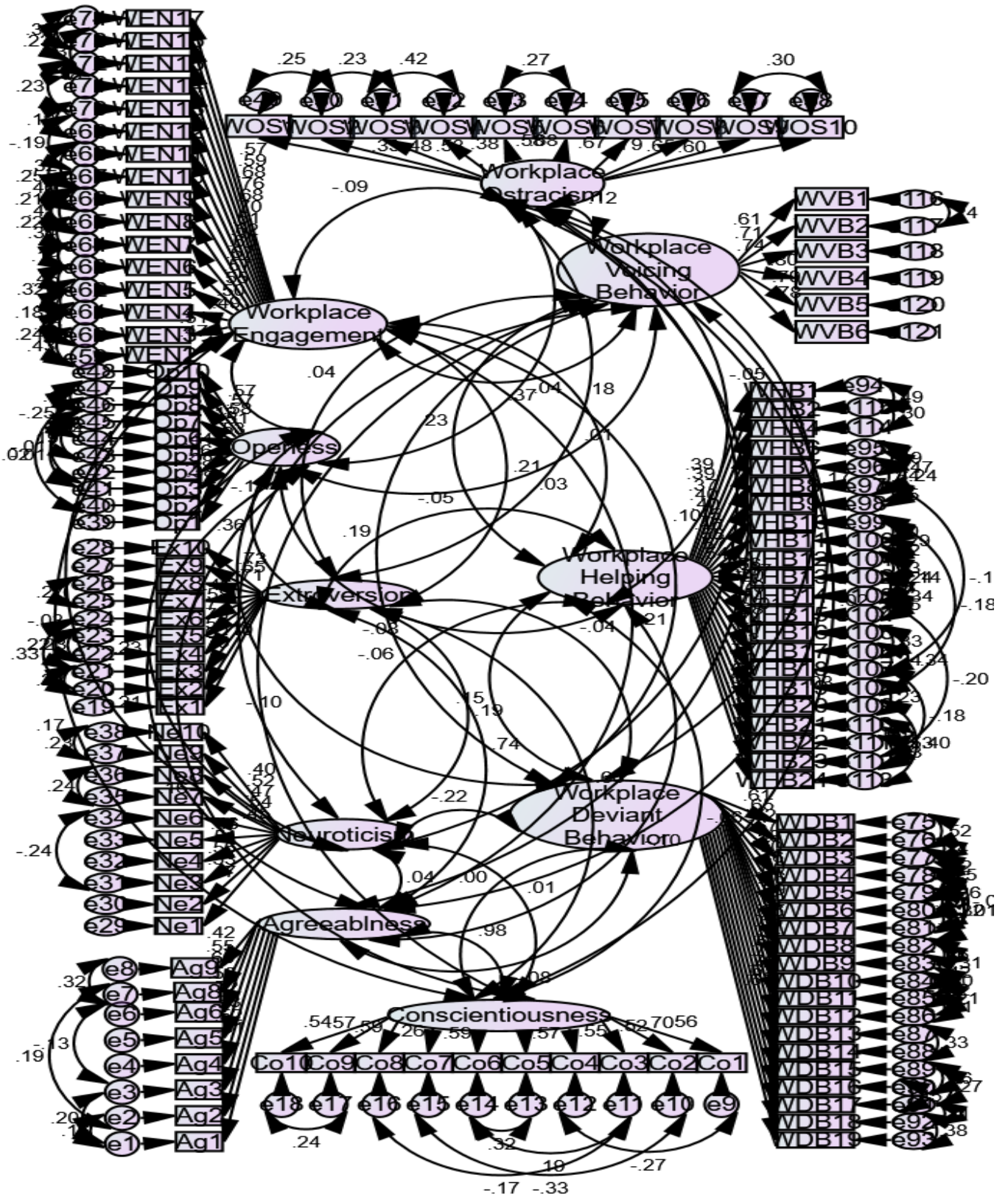


Figure 4.13: Overall Measurement Model of All Constructs

4.9 Instrument Validity

Instrument Validity alluded to measures what is utilized to quantify (Amran, 2006; Hair et al., 2010) and validity additionally measured to examine the correctness of instrument. Validity is divided into primary parts, inside validity and outer validity. Inner unwavering quality delineates level certainty of analyst on variables relationship. Outer validity manages speculation results that how shut discoveries from hypothesis and reality. Outside validity may bring about separate issues generalizability of outcomes in various work settings (Cooper & Schindler, 2011; Sekaram & Bougie, 2013). Inside and outer validity relies upon the way of analysis. A field test moderately contains more outside validity than a lab test. The present study manages field trials and information gathered through overview procedure. The reason to assess corroborative variable investigation not solely to fit model likewise gives instrument validity. Measurement validity comprises the decency of model fit and develops validity. A center supposition continues basic condition displaying that instrument ought to accept. Idle builds are estimation model mirrors the precision of developing validity. There are four parts to build validity that analyzed in present study 1) face validity, 2) convergent validity, 3) discriminant validity and 4) nomological validity.

4.9.1 Face Validity

In this study, instruments were adopted to investigate the relationship of Personality Traits (Extroversion, Agreeableness, Conscientiousness, Openness to Experience and Neuroticism) with Work Behaviours (Workplace Deviant Behaviour, Workplace Voicing Behaviour and Workplace Helping Behaviour) with the mediating effect of Work Engagement and Workplace Ostracism. Along these lines, no issue about-face the validity of the questionnaire because in Pakistan English is the

official language. In this manner, each member effectively comprehended the wording of the questionnaire.

4.9.2 Convergent Validity

Convergent validity develops markers that mirror a lot of shared extent of fluctuation among factors. It decides to measure the relationship among measures the same idea (Amran, 2006, Churchill, 1997; Hair et al., 2010). Convergent validity manages to build loading, normal difference removed (AVE) and develops reliabilities. The normal change removed is a whole square of institutionalized component loadings to speak amount variety in every item clarified by idle. Normal fluctuation extricated is normal rate variety clarified by estimation items in build. The standard value of AVE is .50 or more prominent. To break down joined validity, it vital to examine whether every item is altogether stacked on build. Table 4.16 speaks relapse weights a considerable number of items that are stacked essentially develop at P-esteem under 0.05.

Table 4.14: Unstandardized and Standardized Regressions Weights

Indication of relationship of variables		Unstandardized Estimates	Standardized Estimates	S.E.	C.R.	P	Label
EX1	<---	EX	1	0.759			Significant
EX2	<---	EX	0.787	0.633	0.064	12.317	*** Significant
EX3	<---	EX	0.624	0.522	0.062	10.016	*** Significant
EX4	<---	EX	1.103	0.749	0.075	14.662	*** Significant
EX5	<---	EX	0.914	0.718	0.065	13.977	*** Significant
EX6	<---	EX	0.674	0.576	0.061	11.116	*** Significant
EX7	<---	EX	0.512	0.448	0.06	8.524	*** Significant
EX8	<---	EX	0.954	0.702	0.069	13.793	*** Significant
EX9	<---	EX	0.92	0.655	0.072	12.816	*** Significant
EX10	<---	EX	1.013	0.737	0.07	14.521	*** Significant
AG1	<---	AG	1	0.484			Significant
AG2	<---	AG	1.033	0.449	0.157	6.562	*** Significant
AG3	<---	AG	1.208	0.581	0.158	7.658	*** Significant
AG4	<---	AG	1.77	0.749	0.206	8.583	*** Significant
AG5	<---	AG	1.063	0.6	0.136	7.818	*** Significant
AG6	<---	AG	1.351	0.626	0.169	7.98	*** Significant
AG7	<---	AG	0.33	0.178	0.112	2.96	0 Significant
AG8	<---	AG	1.056	0.493	0.153	6.896	*** Significant
AG9	<---	AG	0.867	0.438	0.134	6.458	*** Significant
AG10	<---	AG	0.294	0.142	0.118	2.497	0.01 Significant
CO1	<---	CO	1	0.565			Significant
CO2	<---	CO	1.444	0.688	0.149	9.674	*** Significant
CO3	<---	CO	1.003	0.567	0.115	8.685	*** Significant
CO4	<---	CO	0.919	0.524	0.125	7.378	*** Significant
CO5	<---	CO	0.99	0.578	0.113	8.755	*** Significant
CO6	<---	CO	1.11	0.62	0.121	9.197	*** Significant
CO7	<---	CO	0.624	0.361	0.105	5.941	*** Significant
CO8	<---	CO	0.912	0.501	0.115	7.958	*** Significant
CO9	<---	CO	1.027	0.55	0.121	8.479	*** Significant
CO10	<---	CO	1.047	0.564	0.121	8.63	*** Significant
OP1	<---	OP	1	0.443	-	-	- Significant
OP2	<---	OP	0.924	0.398	0.165	5.594	*** Significant
OP3	<---	OP	0.949	0.389	0.175	5.415	*** Significant
OP4	<---	OP	1.245	0.549	0.183	6.798	*** Significant
OP5	<---	OP	1.026	0.471	0.164	6.273	*** Significant
OP6	<---	OP	1.206	0.496	0.189	6.373	*** Significant
OP7	<---	OP	1.197	0.544	0.18	6.655	*** Significant

OP8	<---	OP	1.476	0.584	0.215	6.862	***	Significant
OP9	<---	OP	1.145	0.51	0.177	6.472	***	Significant
OP10	<---	OP	1.289	0.577	0.185	6.952	***	Significant
NE1	<---	NE	1	0.462	-	-	-	Significant
NE2	<---	NE	1.191	0.535	0.173	6.891	***	Significant
NE3	<---	NE	1.375	0.573	0.196	6.996	***	Significant
NE4	<---	NE	1.255	0.486	0.192	6.537	***	Significant
NE5	<---	NE	1.076	0.462	0.17	6.341	***	Significant
NE6	<---	NE	1.205	0.465	0.195	6.194	***	Significant
NE7	<---	NE	1.25	0.539	0.181	6.885	***	Significant
NE8	<---	NE	1.115	0.465	0.177	6.31	***	Significant
NE9	<---	NE	1.28	0.515	0.19	6.732	***	Significant
NE10	<---	NE	0.948	0.41	0.162	5.833	***	Significant
WEN1	<---	WE	1	0.255	-	-	-	Significant
WEN2	<---	WE	1.958	0.492	0.383	5.105	***	Significant
WEN3	<---	WE	2.117	0.531	0.468	4.528	***	Significant
WEN4	<---	WE	2.239	0.516	0.498	4.497	***	Significant
WEN5	<---	WE	2.126	0.519	0.472	4.505	***	Significant
WEN6	<---	WE	2.381	0.576	0.518	4.6	***	Significant
WEN7	<---	WE	2.399	0.602	0.518	4.632	***	Significant
WEN8	<---	WE	2.837	0.698	0.599	4.738	***	Significant
WEN9	<---	WE	2.546	0.629	0.546	4.666	***	Significant
WEN10	<---	WE	2.703	0.622	0.58	4.66	***	Significant
WEN11	<---	WE	2.216	0.514	0.493	4.493	***	Significant
WEN12	<---	WE	2.871	0.693	0.607	4.732	***	Significant
WEN13	<---	WE	2.623	0.647	0.56	4.685	***	Significant
WEN14	<---	WE	3.075	0.746	0.644	4.777	***	Significant
WEN15	<---	WE	2.774	0.667	0.59	4.702	***	Significant
WEN16	<---	WE	2.551	0.575	0.555	4.597	***	Significant
WEN17	<---	WE	2.386	0.559	0.522	4.571	***	Significant
WPO1	<---	WPO	1	0.407				Significant
WPO2	<---	WPO	1.166	0.476	0.17	6.855	***	Significant
WPO3	<---	WPO	1.265	0.542	0.195	6.483	***	Significant
WPO4	<---	WPO	0.962	0.387	0.176	5.479	***	Significant
WPO5	<---	WPO	1.361	0.591	0.204	6.679	***	Significant
WPO6	<---	WPO	1.603	0.673	0.229	6.99	***	Significant
WPO7	<---	WPO	1.503	0.651	0.217	6.932	***	Significant
WPO8	<---	WPO	2.026	0.8	0.296	6.84	***	Significant
WPO9	<---	WPO	1.562	0.646	0.226	6.903	***	Significant
WPO10	<---	WPO	1.445	0.593	0.216	6.695	***	Significant
	<---				-	-	-	T

	<---							***	Significant
	<---							***	Significant
WDB4	<---	WBD	1.133	0.697	0.097	11.698		***	Significant
WDB5	<---	WBD	0.943	0.621	0.088	10.673		***	Significant
WDB6	<---	WBD	1.167	0.72	0.097	12.036		***	Significant
WDB7	<---	WBD	0.77	0.486	0.089	8.682		***	Significant
WDB8	<---	WBD	0.902	0.592	0.088	10.217		***	Significant
WDB9	<---	WBD	0.984	0.66	0.088	11.236		***	Significant
WDB10	<---	WBD	1.068	0.698	0.091	11.753		***	Significant
WDB11	<---	WBD	0.971	0.637	0.089	10.915		***	Significant
WDB12	<---	WBD	1.023	0.661	0.091	11.27		***	Significant
WDB13	<---	WBD	0.936	0.628	0.087	10.814		***	Significant
WDB14	<---	WBD	1.022	0.52	0.111	9.201		***	Significant
WDB15	<---	WBD	0.972	0.654	0.087	11.145		***	Significant
WDB16	<---	WBD	1.068	0.681	0.093	11.521		***	Significant
WDB17	<---	WBD	1.051	0.667	0.093	11.325		***	Significant
WDB18	<---	WBD	0.914	0.59	0.089	10.259		***	Significant
WDB19	<---	WBD	1.011	0.605	0.097	10.471		***	Significant
WVB1	<---	WPVB	1	0.604	-	-		-	Significant
WVB2	<---	WPVB	1.144	0.709	0.089	12.894		***	Significant
WVB3	<---	WPVB	1.257	0.734	0.11	11.47		***	Significant
WVB4	<---	WPVB	1.308	0.801	0.108	12.121		***	Significant
WVB5	<---	WPVB	1.366	0.79	0.114	12.022		***	Significant
WVB6	<---	WPVB	1.332	0.784	0.111	11.97		***	Significant
WHB1	<---	WPHB	1	0.412	-	-		-	Significant
WHB2	<---	WPHB	0.988	0.411	0.112	8.854		***	Significant
WHB3	<---	WPHB	0.625	0.31	0.124	5.029		***	Significant
WHB4	<---	WPHB	0.995	0.41	0.164	6.059		***	Significant
WHB5	<---	WPHB	0.991	0.389	0.169	5.86		***	Significant
WHB6	<---	WPHB	1.017	0.439	0.161	6.303		***	Significant
WHB7	<---	WPHB	1.022	0.435	0.163	6.269		***	Significant
WHB8	<---	WPHB	0.933	0.451	0.146	6.396		***	Significant
WHB9	<---	WPHB	1.076	0.483	0.162	6.641		***	Significant
WHB10	<---	WPHB	1.247	0.533	0.179	6.967		***	Significant
WHB11	<---	WPHB	1.244	0.559	0.175	7.125		***	Significant
WHB12	<---	WPHB	1.071	0.532	0.154	6.96		***	Significant
WHB13	<---	WPHB	1.258	0.559	0.177	7.108		***	Significant
WHB14	<---	WPHB	1.589	0.691	0.205	7.739		***	Significant
WHB15	<---	WPHB	1.605	0.688	0.208	7.731		***	Significant
WHB16	<---	WPHB	1.617	0.736	0.205	7.884		***	Significant
WHB17	<---	WPHB	1.477	0.678	0.193	7.667		***	Significant

WHB18	<---	WPHB	1.56	0.725	0.198	7.87	***	Significant
WHB19	<---	WPHB	1.576	0.688	0.205	7.707	***	Significant
WHB20	<---	WPHB	1.221	0.618	0.165	7.412	***	Significant
WHB21	<---	WPHB	1.386	0.674	0.181	7.678	***	Significant
WHB22	<---	WPHB	1.232	0.586	0.17	7.265	***	Significant
WHB23	<---	WPHB	1.277	0.608	0.173	7.374	***	Significant
WHB24	<---	WPHB	1.171	0.645	0.155	7.558	***	Significant

4.9.3 Construct Loadings

Amran (2006) stated that items having 0.50- factor loading or more value, it represents a sufficient amount of convergent validity of the instrument. However, factors contributing to all the constructs i.e. organizational cynicism, work-family conflict, and turnover intention have factor loadings more than 0.50. The researcher further investigated the suitability of these items of construct reliabilities. If these items produce reasonable construct reliability, then these items are retained for further analysis. Table 4.15 shows construct loadings of all the variables which are undertaken in the conceptual model of the study.

Table 4.15: Construct Factor Loadings

Items constructs	of	EX	AG	CO	OP	NE	WE	WPO	WBD	WPVB	WPHB
EX1		0.759									
EX2		0.633									
EX3		0.522									
EX4		0.749									
EX5		0.718									
EX6		0.576									
EX7		0.448									
EX8		0.702									
EX9		0.655									
EX10		0.737									
AG1			0.484								
AG2			0.449								
AG3			0.581								
AG4			0.749								
AG5			0.600								
AG6			0.626								
AG7			0.178								
AG8			0.493								
AG9			0.438								
AG10			0.142								
CO1				0.565							
CO2				0.688							
CO3				0.567							
CO4				0.524							
CO5				0.578							
CO6				0.620							
CO7				0.361							
CO8				0.501							
CO9				0.550							
CO10				0.564							
OP1					0.443						
OP2					0.398						
OP3					0.389						
OP4					0.549						
OP5					0.471						
OP6					0.496						
OP7					0.544						
OP8					0.584						
OP9					0.510						

OP10	0.577		
NE1	.462		
NE2	.535		
NE3	.573		
NE4	.486		
NE5	.462		
NE6	.465		
NE7	.539		
NE8	.465		
NE9	.515		
NE10	.410		
WEN1		.255	
WEN2		.492	
WEN3		.531	
WEN4		.516	
WEN5		.519	
WEN6		.576	
WEN7		.602	
WEN8		.698	
WEN9		.629	
WEN10		.622	
WEN11		.514	
WEN12		.693	
WEN13		.647	
WEN14		.746	
WEN15		.667	
WEN16		.575	
WEN17		.559	
WPO1			.407
WPO2			.476
WPO3			.542
WPO4			.387
WPO5			.591
WPO6			.673
WPO7			.651
WPO8			.800
WPO9			.646
WPO10			.593
WDB1			.632
WDB2			.674
WDB3			.750
WDB4			.697
WDB5			.621
WDB6			.720
WDB7			.486
WDB8			.592

WDB9	.660	
WDB10	.698	
WDB11	.637	
WDB12	.661	
WDB13	.628	
WDB14	.520	
WDB15	.654	
WDB16	.681	
WDB17	.667	
WDB18	.590	
WDB19	.605	
WVB1		.604
WVB2		.709
WVB3		.734
WVB4		.801
WVB5		.790
WVB6		.784
WHB1		.412
WHB2		.411
WHB3		.310
WHB4		.410
WHB5		.389
WHB6		.439
WHB7		.435
WHB8		.451
WHB9		.483
WHB10		.533
WHB11		.559
WHB12		.532
WHB13		.559
WHB14		.691
WHB15		.688
WHB16		.736
WHB17		.678
WHB18		.725
WHB19		.688
WHB20		.618
WHB21		.674
WHB22		.586
WHB23		.608
WHB24		.645

EX= "Extroversion"; *AG*= "Agreeableness"; *CO*= "Conscientiousness"; *OP*= "Openness to Experience"; *NE*= "Neuroticism"; *WE*= "Work Engagement"; *WPO*= "Workplace Ostracism"; *WBD*= "Workplace Deviant Behavior"; *WPVB*= "Workplace Voicing Behavior"; *WPHB*= "Workplace Helping Behavior"

4.9.4 Average Variance Extraction (AVE)

AMOS is not able to figure average variance extraction. With the lines, AVE can be calculated manually. By using the SPSS 21 researcher calculated the Crone batch Alpha value is of every item, then the sum of every item is reliabilities in the construct was obtained and divided by its total number of items in a construct. Table 4.16 demonstrates normal variance extraction of develop and outcomes of all builds were found more than .5, normal change extraction, which shows all suitable measure of joined validity. And results demonstrated that all builds more than .50 normal change extractions, which demonstrates all develops adequate measure of joined validity.

Table 4.16: Average Variance Extraction (AVE)

Constructs	Items	Crone batch Alpha if Item deleted	Sum of Reliabilities	Average Variance Extracted
Extroversion	EX1	0.872		
	EX2	0.876		
	EX3	0.883		
	EX4	0.872		
	EX5	0.874		
	EX6	0.88		
	EX7	0.889		
	EX8	0.874		
	EX9	0.879		
	EX10	0.874	8.773	0.88
Agreeableness	AG1	0.729		
	AG2	0.73		
	AG3	0.727		
	AG4	0.701		
	AG5	0.729		
	AG6	0.721		
	AG7	0.764		
	AG8	0.721		
	AG9	0.727		

	AG10	0.774	7.323	0.73
	CO1	0.798		
	CO2	0.788		
	CO3	0.793		
	CO4	0.802		
Conscientiousness	CO5	0.788		
	CO6	0.783		
	CO7	0.819		
	CO8	0.801		
	CO9	0.792		
	CO10	0.792	7.956	0.8
	OP1	0.752		
	OP2	0.755		
	OP3	0.76		
	OP4	0.741		
Openness to Experience	OP5	0.75		
	OP6	0.749		
	OP7	0.742		
	OP8	0.733		
	OP9	0.743		
	OP10	0.737	7.462	0.75
	NE1	0.747		
	NE2	0.741		
	NE3	0.742		
	NE4	0.746		
Neuroticism	NE5	0.747		
	NE6	0.754		
	NE7	0.736		
	NE8	0.743		
	NE9	0.735		
	NE10	0.747	7.438	0.74
	WEN1	0.908		
	WEN2	0.901		
	WEN3	0.9		
	WEN4	0.9		
Workplace Engagement	WEN5	0.899		
	WEN6	0.899		
	WEN7	0.9		
	WEN8	0.897		

	WEN9	0.898		
	WEN10	0.899		
	WEN11	0.902		
	WEN12	0.898		
	WEN13	0.899		
	WEN14	0.897		
	WEN15	0.898		
	WEN16	0.9		
	WEN17	0.901	15.296	0.9
	WPO1	0.843		
	WPO2	0.832		
	WPO3	0.825		
	WPO4	0.84		
Workplace Ostracism	WPO5	0.829		
	WPO6	0.823		
	WPO7	0.827		
	WPO8	0.819		
	WPO9	0.829		
	WPO10	0.83	8.297	0.83
	WDB1	0.93		
	WDB2	0.929		
	WDB3	0.928		
	WDB4	0.929		
	WDB5	0.93		
	WDB6	0.928		
	WDB7	0.933		
	WDB8	0.931		
	WDB9	0.929		
Workplace Deviant Behavior	WDB10	0.929		
	WDB11	0.93		
	WDB12	0.929		
	WDB13	0.93		
	WDB14	0.933		
	WDB15	0.929		
	WDB16	0.928		
	WDB17	0.929		
	WDB18	0.93		
	WDB19	0.93	17.664	0.93

	WVB1	0.875		
	WVB2	0.86		
Workplace Voicing Behavior	WVB3	0.859		
	WVB4	0.855		
	WVB5	0.857		
	WVB6	0.858	5.164	0.86
	WHB1	0.919		
	WHB2	0.919		
	WHB3	0.92		
	WHB4	0.919		
	WHB5	0.919		
	WHB6	0.918		
	WHB7	0.918		
	WHB8	0.918		
	WHB9	0.918		
	WHB10	0.918		
	WHB11	0.917		
Workplace Helping Behavior	WHB12	0.918		
	WHB13	0.918		
	WHB14	0.915		
	WHB15	0.916		
	WHB16	0.916		
	WHB17	0.916		
	WHB18	0.916		
	WHB19	0.916		
	WHB20	0.918		
	WHB21	0.916		
	WHB22	0.918		
	WHB23	0.917		
	WHB24	0.917	22.02	0.92

4.9.5 Construct Reliabilities

To register the build of variables reliabilities, institutionalized factor loadings used every variable in the wake of researching confirmatory factor analysis (CFA) by AMOS. Like AVE develop reliabilities additionally inferred physically. Table 4.17 demonstrates build unwavering quality

estimation of every variable. The limit value of build dependability is .70 or above (Amran, 2006; Cooper & Schindler, 2011). Table 4.17 demonstrates that develops satisfactory unwavering quality of all buildings ranges from .881 to .948. Along these lines, the present study not abuse united validity of constructs.

Constructs	Items	Factor Loadings	Error	Calculation of Construct Reliabilities	Construct Reliability
Extroversion	EX1	.759			0.99
	EX2	.633	.064		
	EX3	.522	.062	(.759 + .633 + .522 + .749 +	
	EX4	.749	.075	.718 + .576 + 448 + .702 +	
	EX5	.718	.065	.655 + .737) ² / [((.759 + .633 +	
	EX6	.576	.061	.522 + .749 + .718 + .576 +	
	EX7	448	.060	448 + .702 + .655 +	
	EX8	.702	.069	.737) ² +(.064+.062+.075+.065+.06	
	EX9	.655	.072	1+.060+.069+.072+.070)]	
	EX10	.737	.070		
Agreeableness	AG1	.484			0.94
	AG2	.449	.157		
	AG3	.581	.158	(.484 + .449 + .581 + .749 +	
	AG4	.749	.206	0.60 + .626 + .178 + .493 +	
	AG5	0.60	.136	.438 + .142) ² / [((.484 + .449 +	
	AG6	.626	.169	.581 + .749 + 0.60 + .626 +	
	AG7	.178	.112	.178 + .493 + .438 + .142) ² +	
	AG8	.493	.153	(.157+.158+.206+.136+.169+.112+.153+.134+.118)]	
	AG9	.438	.134		
	AG10	.142	.118		

Table 4.17: Construct Reliabilities

Table 4.17: Construct reliabilities (Continue)

Constructs	Items	Factor Loadings	Error	Calculation of Construct Reliabilities	Construct Reliability
Conscientiousness	CO1	.565			
	CO2	.688	.149		
	CO3	.567	.115		
	CO4	.524	.125		
	CO5	.578	.113		
	CO6	.620	.121		
	CO7	.361	.105		
	CO8	.501	.115		
	CO9	.550	.121		
	CO10	.564	.121		
Openness to Experience	OP1	.443			
	OP2	.398	.165		
	OP3	.389	.175		
	OP4	.549	.183		
	OP5	.471	.164		
	OP6	.496	.189		
	OP7	.544	.180		
	OP8	.584	.215		
	OP9	.510	.177		
	OP10	.577	.185		
Neuroticism	NE1	.462			
	NE2	.535	.173		
	NE3	.573	.196		
	NE4	.486	.192		
	NE5	.462	.170		
	NE6	.465	.195		
	NE7	.539	.181		
	NE8	.465	.177		
	NE9	.515	.190		
	NE10	.410	.162		

Table 4.17: Construct reliabilities (Continue)

Constructs	Items	Factor Loadings	Error	Calculation of Construct Reliabilities	Construct Reliability
Workplace Ostracism	WPO1	.407			.95
	WPO2	.476	.170	$(.407 + .476 + .542 + .387 + .591 + .673 + .651 + .800 + .646 + .593)^2 / [((.407 + .476 + .542 + .387 + .591 + .673 + .651 + .800 + .646 + .593)^2 + (.170 + .195 + .176 + .204 + .229 + .646 + .651 + .800 + .296 + .217 + .216 + .226 + .216)]$	
	WPO3	.542	.195		
	WPO4	.387	.176		
	WPO5	.591	.204		
	WPO6	.673	.229		
	WPO7	.651	.217		
	WPO8	.800	.296		
	WPO9	.646	.226		
	WPO10	.593	.216		
Workplace Engagement	WEN1	.255			
	WEN2	.492	.383	$(.255 + .492 + .531 + .516 + .519 + .576 + .602 + .698 + .629 + .622 + .514 + .693 + .647 + .746 + .667 + .575 + .559)^2 / [((.255 + .492 + .531 + .516 + .519 + .576 + .602 + .698 + .629 + .622 + .514 + .693 + .647 + .746 + .667 + .575 + .559)^2 + (.383 + .468 + .498 + .472 + .518 + .518 + .599 + .546 + .580 + .493 + .607 + .560 + .644 + .590 + .555 + .522)]$	
	WEN3	.531	.468		
	WEN4	.516	.498		
	WEN5	.519	.472		
	WEN6	.576	.518		
	WEN7	.602	.518		
	WEN8	.698	.599		
	WEN9	.629	.546		
	WEN10	.622	.580		
	WEN11	.514	.493		
	WEN12	.693	.607		
	WEN13	.647	.560		
	WEN14	.746	.644		
	WEN15	.667	.590		
	WEN16	.575	.555		
	WEN17	.559	.522		

Table 4.17: Construct reliabilities (Continue)

Constructs	Items	Factor Loadings	Error	Calculation of Construct Reliabilities	Construct Reliability
	WDB1	.632			
	WDB2	.674	.067		
	WDB3	.750	.097		
	WDB4	.697	.097		
	WDB5	.621	.088	(.632 + .674 + .750 + .697 +	
	WDB6	.720	.097	.621 + .720 + .486 + .592 + .660 +	
	WDB7	.486	.089	.698 + .637 + .661 + .628 + .520 +	
	WDB8	.592	.088	.654 + .681 + .667 + .590 + .605) ² /	
Workplace Deviant Behavior	WDB9	.660	.088	[(.632 + .674 + .750 + .697 +	.99
	WDB10	.698	.091	.621 + .720 + .486 + .592 + .660 +	
	WDB11	.637	.089	.698 + .637 + .661 + .628 + .520 +	
	WDB12	.661	.091	.654 + .681 + .667 + .590 +	
	WDB13	.628	.087	.605) ² +(.067+.097+.097+.088+.097+.089+.088+.088+.091+.089+.091+.087	
	WDB14	.520	.111	+ .111+.087+.093+.093+.089+.097)]	
	WDB15	.654	.087		
	WDB16	.681	.093		
	WDB17	.667	.093		
	WDB18	.590	.089		
	WDB19	.605	.097		
	WVB1	.604			
Workplace Voicing Behavior	WVB2	.709	.089	(.604 + .709 + .734 + .801 +	.97
	WVB3	.734	.110	.790 + .784) ² /[(.604 + .709 +	
	WVB4	.801	.108	.734 + .801 + .790 +	
	WVB5	.790	.114	.784) ² +(.089+.110+.108+.114+.111)]	
	WVB6	.784	.111		

Table 4.17: Construct reliabilities (Continue)

Constructs	Items	Factor Loadings	Error	Calculation of Construct Reliabilities	Construct Reliability
Workplace Helping Behavior	WHB1	.412			.98
	WHB2	.411	.112		
	WHB3	.310	.124		
	WHB4	.410	.164		
	WHB5	.389	.169		
	WHB6	.439	.161	(.412 + .411 + .310 + .410 +	
	WHB7	.435	.163	.389 + .439 + .435 + .451 + .483 +	
	WHB8	.451	.146	.533 + .559 + .532 + .559 + .691 +	
	WHB9	.483	.162	.688 + .736 + .678 + .725 + .688 +	
	WHB10	.533	.179	.618 + .674 + .586 + .608 + .645) ² /	
	WHB11	.559	.175	[(.412 + .411 + .310 + .410 +	
	WHB12	.532	.154	.389 + .439 + .435 + .451 + .483 +	
	WHB13	.559	.177	.533 + .559 + .532 + .559 + .691 +	
	WHB14	.691	.205	.688 + .736 + .678 + .725 + .688 +	
	WHB15	.688	.208	.618 + .674 + .586 + .608 +	
	WHB16	.736	.205	.645) ² +(.112+.124+.164+.169+.161+.163+.146+.162+.179+.175+++.154+.17	
	WHB17	.678	.193	7+.205+.208+.205+.193+.198+.205+.165+.181+.170+.173+.155)]	
	WHB18	.725	.198		
	WHB19	.688	.205		
	WHB20	.618	.165		
	WHB21	.674	.181		
	WHB22	.586	.170		
	WHB23	.608	.173		
	WHB24	.645	.155		

4.9.6 Discriminant Validity

Discriminant validity shows a degree that a construct included in eight and that exactly different from all others. Discriminant validity is a degree that represents the different values in the similar constructs. Discriminant validity will be damaged when the connection among the exogenous increases more than .85 (Amran, 2006; cooper & Schindler, 2011). In discriminant validity estimation of normal fluctuation, extraction ought to surpass than estimation of among build relationships.

Table 4.18 demonstrates to build relationships that are acquired from AMOS output.

Table 4.18: Inter-Construct Correlations and Squared Inter-Construct Correlations

Indications of relationship of variables			Inter Construct Correlations	Squared Inter-Construct Correlations
AG	<-->	EX	.382**	0.145924
CO	<-->	EX	.377**	0.142129
OP	<-->	EX	.333**	0.110889
NE	<-->	EX	.377**	0.142129
WE	<-->	EX	.151**	0.022801
WPO	<-->	EX	-.022	0.000484
WBD	<-->	EX	-.048	0.002304
WPVB	<-->	EX	-.193**	0.037249
WPHB	<-->	EX	-.140**	0.019600
CO	<-->	AG	.195**	0.038025
OP	<-->	AG	.168**	0.028224
NE	<-->	AG	.243**	0.059049
WE	<-->	AG	.116*	0.013456
WPO	<-->	AG	.030	0.000900
WBD	<-->	AG	-.005	0.000025
WPVB	<-->	AG	-.186**	0.034596
WPHB	<-->	AG	-.075	0.005625
OP	<-->	CO	.385**	0.148225

NE	<-->	CO	.346**	0.119716
WE	<-->	CO	.145**	0.021025
WPO	<-->	CO	-.041	0.001681
WBD	<-->	CO	-.033	0.001089
WPVB	<-->	CO	-.217**	0.047089
WPHB	<-->	CO	-.198**	0.039204
NE	<-->	OP	.247**	0.061009
WE	<-->	OP	.168**	0.028224
WPO	<-->	OP	-.071	0.005041
WBD	<-->	OP	-.069	0.004761
WPVB	<-->	OP	-.037	0.001369
WPHB	<-->	OP	-.130**	0.016900
WE	<-->	NE	-.031	0.000961
WPO	<-->	NE	-.038	0.001444
WBD	<-->	NE	-.041	0.001681
WPVB	<-->	NE	-.251**	0.063001
WPHB	<-->	NE	-.076	0.005776
WPO	<-->	WE	-.122*	0.014884
WBD		WE	-.078	0.006084
WPVB		WE	.104*	0.010816
WPHB		WE	-.083	0.006889
WBD		WPO	.356**	0.126736

WPVB	WPO	.117*	0.013689
WPHB	WPO	.211**	0.044521
WPVB	WBD	.180**	0.032400
WPHB	WBD	.241**	0.058081
WPHB	WPVB	.156**	0.024336

Table 4.19 speaks to squared amongst build relationships every variable and average variance extraction. Results show that all develop satisfactory discriminant validity as average variance extricated is more prominent squared amongst build relationships every variable furthermore estimations of bury develop are under .85. It implies results give adequate confirmation of the discriminant validity of the constructs.

Table 4.19: Squared Inter-Construct Correlations and Average Variance Extraction

Constructs		Squared Inter-Construct Correlation			Average Variance Extracted
Extroversion		0.145924,	0.142129,	0.110889,	0.99
		0.142129,	0.022801,	0.000484,	
		0.002304,	0.037249,	0.019600	
Agreeableness		0.038025,	0.028224,	0.059049,	0.94
		0.013456,	0.000900,	0.000025,	
		0.034596,	0.005625,	0.145924	
Conscientiousness		0.148225,	0.119716,	0.021025,	0.97
		0.001681,	0.001089,	0.047089,	
		0.039204,	0.142129,	0.038025	
Openness to Experience		0.061009,	0.028224,	0.005041,	0.94
		0.004761,	0.001369,	0.016900,	
		0.110889,	0.028224,	0.148225	
Neuroticism		0.000961,	0.001444,	0.001681,	0.94
		0.063001,	0.005776,	0.142129,	
		0.059049,	0.119716,	0.061009	
Work Engagement		0.014884,	0.006084,	0.010816,	0.95
		0.006889,	0.022801,	0.013456,	
		0.021025,	0.028224,	0.000961	
Workplace Ostracism		0.126736,	0.013689,	0.044521,	0.92
		0.000484,	0.000900,	0.001681,	
		0.005041,	0.001444	0.014884	
Workplace Behavior	Deviant	0.032400,	0.058081,	0.002304,	0.99
		0.000025,	0.001089,	0.004761,	
		0.001681,	0.006084,	0.126736	
Workplace Behavior	Voicing	0.024336,	0.032400,	0.013689,	0.97
		0.010816,	0.063001,	0.001369,	
		0.047089,	0.034596,	0.037249	
Workplace Behavior	Helping	0.019600,	0.005625,	0.039204,	0.98
		0.016900,	0.005776,	0.006889,	
		0.044521,	0.058081,	0.024336	

4.9.7 Nomological Validity

To check the correlation among the construct does it reality-based or does not nomological validity is referred. According to Hair et al. (2010), nomological validity is measured through correlations and co-variances.

Table 4.20: Covariance Estimates of Constructs

Indications of relationship of variables			Estimate	S.E.	C.R.	P	Label
Extroversion	<-->	Neuroticism	-.200	.028	-7.067	***	Significant
Conscientiousness	<-->	Neuroticism	-.185	.027	-6.927	***	Significant
Neuroticism	<-->	Agreeableness	-.200	.028	-7.250	***	Significant
Neuroticism	<-->	Openness	-.169	.028	-6.043	***	Significant
Agreeableness	<-->	Openness	.291	.026	11.222	***	Significant
Conscientiousness	<-->	Openness	.310	.026	11.925	***	Significant
Extroversion	<-->	Openness	.298	.027	11.204	***	Significant
Conscientiousness	<-->	Agreeableness	.298	.025	11.883	***	Significant
Extroversion	<-->	Agreeableness	.288	.026	11.208	***	Significant
Extroversion	<-->	Conscientiousness	.304	.026	11.854	***	Significant

Table 4.21 represents the reality-based relationship and correlation among variables this can be noticed. Therefore the results show that this study mediates the nomological validity in all constructs of the research.

Table 4.21: Correlation Estimates of Constructs

Indications of relationship of variables			Estimate	Significance
AG	<-->	EX	.382**	Significant
CO	<-->	EX	.377**	Significant
OP	<-->	EX	.333**	Significant
NE	<-->	EX	.377**	Significant
WE	<-->	EX	.151**	Significant
WPO	<-->	EX	-.022	Insignificant
WBD	<-->	EX	-.048	Insignificant
WPVB	<-->	EX	-.193**	Significant
WPHB	<-->	EX	-.140**	Significant
CO	<-->	AG	.195**	Significant
OP	<-->	AG	.168**	Significant
NE	<-->	AG	.243**	Significant
WE	<-->	AG	.116*	Significant
WPO	<-->	AG	.030	Insignificant
WBD	<-->	AG	-.005	Insignificant
WPVB	<-->	AG	-.186**	Significant
WPHB	<-->	AG	-.075	Insignificant
OP	<-->	CO	.385**	Significant
NE	<-->	CO	.346**	Significant
WE	<-->	CO	.145**	Significant
WPO	<-->	CO	-.041	Insignificant
WBD	<-->	CO	-.033	Insignificant
WPVB	<-->	CO	-.217**	Significant
WPHB	<-->	CO	-.198**	Significant
NE	<-->	OP	.247**	Significant
WE	<-->	OP	.168**	Significant
WPO	<-->	OP	-.071	Insignificant
WBD	<-->	OP	-.069	Insignificant
WPVB	<-->	OP	-.037	Insignificant
WPHB	<-->	OP	-.130**	Significant
WE	<-->	NE	-.031	Insignificant
WPO	<-->	NE	-.038	Insignificant
WBD	<-->	NE	-.041	Insignificant
WPVB	<-->	NE	-.251**	Significant
WPHB	<-->	NE	-.076	Insignificant
WPO	<-->	WE	-.122*	Significant
WBD	<-->	WE	-.078	Insignificant
WPVB	<-->	WE	.104*	Significant
WPHB	<-->	WE	-.083	Insignificant
WBD	<-->	WPO	.356**	Significant
WPVB	<-->	WPO	.117*	Significant
WPHB	<-->	WPO	.211**	Significant
WPVB	<-->	WBD	.180**	Significant

WPHB	<-->	WBD	.241**	Significant
WPHB	<-->	WPVB	.156**	Significant

4.10 Structural Equation Modeling (SEM)

In this investigation, AMOS 21 is used to run the structural equation modeling (SEM) for path analysis of the exogenous and endogenous variables. The diagram shows the results of the mean value of every construct, which is achieved after data imputation for mean value. The total changes due to exogenous variables in the endogenous variables might be observed in each path.

4.10.1 Direct Effects

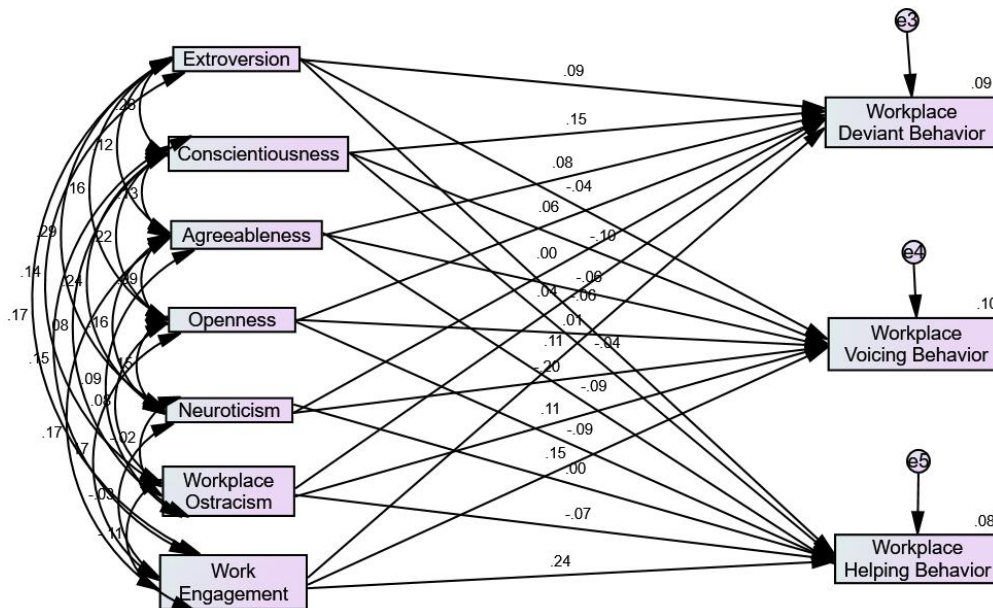


Figure 4.14: Direct Model

Table 4.22: Standardized Direct effect of Constructs

Relationship of Variables			Standardized Estimate	Unstandardized Estimate	S.E.	C.R.	P	Label
WPVB	<---	WPO	.037	.035	.045	.761	.447	Insignificant
WDB	<---	WPO	.106	.143	.066	2.155	.031	Significant
WPHB	<---	WPO	-.071	-.046	.032	-1.435	.151	Insignificant
WPHB	<---	WE	.242	.134	.028	4.739	***	Significant
WDB	<---	WE	.153	.176	.058	3.017	.003	Significant
WPVB	<---	WE	.109	.086	.040	2.145	.032	Significant
WPVB	<---	EX	.086	.104	.063	1.641	.101	Insignificant
WPVB	<---	CO	.155	.201	.066	3.023	.003	Significant
WPVB	<---	AG	.084	.100	.058	1.712	.087	Insignificant
WPVB	<---	OP	.057	.069	.060	1.139	.255	Insignificant
WPVB	<---	NE	-.002	-.003	.065	-.045	.964	Insignificant
WDB	<---	EX	-.041	-.072	.093	-.782	.434	Insignificant
WDB	<---	CO	-.100	-.191	.097	-1.968	.049	Significant
WDB	<---	AG	-.063	-.109	.085	-1.276	.202	Insignificant
WDB	<---	OP	.014	.024	.088	.274	.784	Insignificant
WDB	<---	NE	-.195	-.361	.096	-3.781	***	Significant
WPHB	<---	EX	-.062	-.053	.045	-1.173	.241	Insignificant
WPHB	<---	CO	-.035	-.032	.047	-.683	.495	Insignificant
WPHB	<---	AG	-.087	-.073	.041	-1.756	.079	Insignificant
WPHB	<---	OP	-.088	-.075	.043	-1.760	.078	Insignificant
WPHB	<---	NE	-.003	-.003	.046	-.058	.953	Insignificant

4.10.2 Indirect Effect

4.10.2.1 Personality Traits x Workplace Ostracism x Work Behavior

Table 4.23: Standardized Regression Weights

Relationship of Variables			Standardized Estimates	Unstandardized Estimate	S.E.	C.R.	P	Label
WPO	<---	EX	0.088	0.094	0.07	1.349	0.177	Insignificant
WPO	<---	CO	-0.076	-0.086	0.084	-1.021	0.307	Insignificant
WPO	<---	NE	0.484	0.427	0.04	10.596	***	Significant
WPO	<---	AG	-0.041	-0.045	0.072	-0.626	0.531	Insignificant
WPO	<---	OP	-0.122	-0.129	0.069	-1.864	0.062	Insignificant
WPVB	<---	WPO	0.002	0.002	0.046	0.049	0.961	Insignificant
WDB	<---	WPO	0.186	0.294	0.068	4.307	***	Significant
WPHB	<---	WPO	-0.039	-0.044	0.058	-0.761	0.446	Insignificant
WPVB	<---	EX	0.199	0.209	0.065	3.228	0.001	Significant
WPVB	<---	CO	0.101	0.112	0.078	1.45	0.147	Insignificant
WPVB	<---	AG	0.284	0.307	0.067	4.598	***	Significant
WPVB	<---	OP	0.112	0.117	0.064	1.808	0.041	Significant
WPVB	<---	NE	-0.025	-0.022	0.042	-0.526	0.599	Insignificant
WDB	<---	EX	0.046	0.078	0.096	0.814	0.416	Insignificant
WDB	<---	CO	-0.059	-0.104	0.115	-0.906	0.365	Insignificant
WDB	<---	AG	-0.041	-0.07	0.099	-0.71	0.478	Insignificant
WDB	<---	OP	-0.194	-0.324	0.096	-3.388	***	Significant
WDB	<---	NE	0.444	0.62	0.063	9.921	***	Significant
WPHB	<---	EX	0.136	0.166	0.082	2.021	0.043	Significant
WPHB	<---	CO	0.088	0.113	0.098	1.148	0.251	Insignificant
WPHB	<---	AG	0.06	0.074	0.085	0.88	0.379	Insignificant
WPHB	<---	OP	0.223	0.268	0.082	3.285	0.001	Significant
WPHB	<---	NE	-0.103	-0.104	0.053	-1.942	0.042	Significant

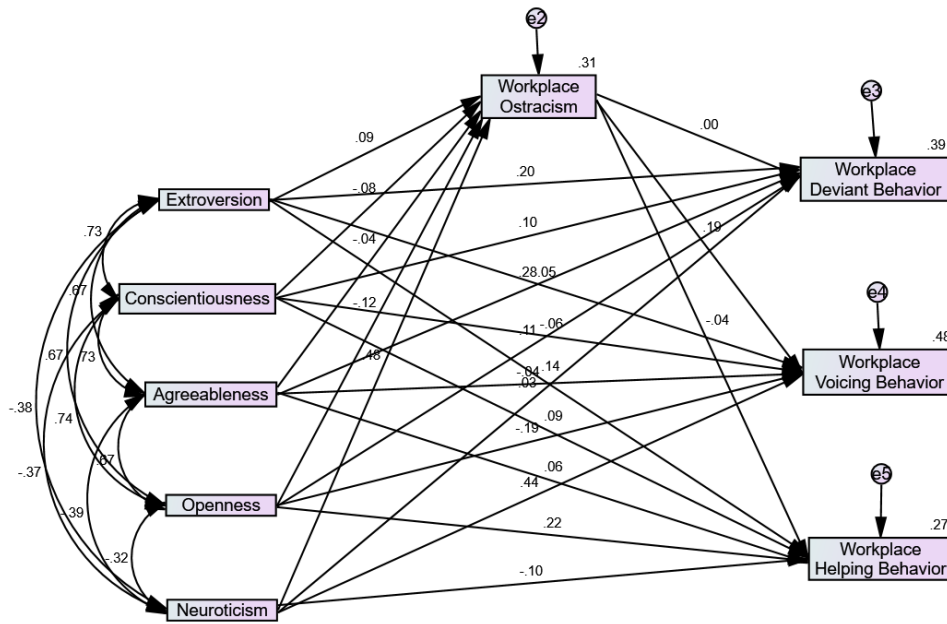


Figure 4.15: Path Model of Constructs

Table 4.24: Direct, Indirect and Total effect of Constructs

Exogenous Variables	Effect	OP	AG	NE	CO	EX	WPO
Workplace Ostracism (WPO)	Direct	-0.122	-0.041	0.484	-0.076	0.088	0.000
	Indirect	0.000	0.000	0.000	0.000	0.000	0.000
	Total	-0.122	-0.041	0.484	-0.076	0.088	0.000
Workplace Helping Behavior	Direct	0.223	0.060	-0.103	0.088	0.136	-0.039
	Indirect	0.005	0.002	-0.019	0.003	-0.003	0.000
	Total	0.228	0.062	-0.122	0.091	0.133	-0.039
Workplace Deviant Behavior	Direct	-0.194	-0.041	0.444	-0.059	0.046	0.186
	Indirect	-0.023	-0.008	0.090	-0.014	0.016	0.000
	Total	-0.217	-0.049	0.534	-0.073	0.062	0.186
Workplace Voicing Behavior	Direct	0.112	0.284	-0.025	0.101	0.199	0.002
	Indirect	0.000	0.000	0.001	0.000	0.000	0.000
	Total	0.112	0.284	-0.024	0.101	0.199	0.002

4.10.2.2 Personality Traits x Work Engagement x Work Behavior

Table 4.25: Standardized Regression Weights

Relationship of Variables			Standardized Estimates	Unstandardized Estimate	S.E.	C.R.	P	Label
WE	<---	EX	.187	.226	.072	3.156	.002	Significant
WE	<---	AG	.140	.173	.074	2.342	.019	Significant
WE	<---	NE	-.126	-.126	.041	-3.056	.002	Significant
WE	<---	CO	.129	.164	.086	1.915	.045	Significant
WE	<---	OP	.218	.260	.071	3.663	***	Significant
WPHB	<---	WE	.253	.255	.055	4.593	***	Significant
WDB	<---	WE	-.065	-.091	.068	-1.344	.179	Insignificant
WPVB	<---	WE	.151	.132	.044	2.974	.003	Significant
WPVB	<---	EX	.170	.180	.065	2.773	.006	Significant
WPVB	<---	CO	.081	.091	.077	1.176	.240	Insignificant
WPVB	<---	AG	.263	.284	.067	4.273	***	Significant
WPVB	<---	OP	.078	.082	.065	1.268	.205	Insignificant
WPVB	<---	NE	-.005	-.005	.037	-.121	.904	Insignificant
WDB	<---	EX	.075	.127	.099	1.278	.201	Insignificant
WDB	<---	CO	-.064	-.114	.118	-.971	.331	Insignificant
WDB	<---	AG	-.039	-.068	.102	-.667	.505	Insignificant
WDB	<---	OP	-.202	-.338	.099	-3.425	***	Significant
WDB	<---	NE	.526	.734	.057	12.863	***	Significant
WPHB	<---	EX	.086	.104	.081	1.286	.198	Insignificant
WPHB	<---	CO	.058	.075	.096	.777	.437	Insignificant
WPHB	<---	AG	.026	.032	.083	.389	.697	Insignificant
WPHB	<---	OP	.172	.207	.080	2.575	.010	Significant
WPHB	<---	NE	-.090	-.090	.047	-1.941	.042	Significant

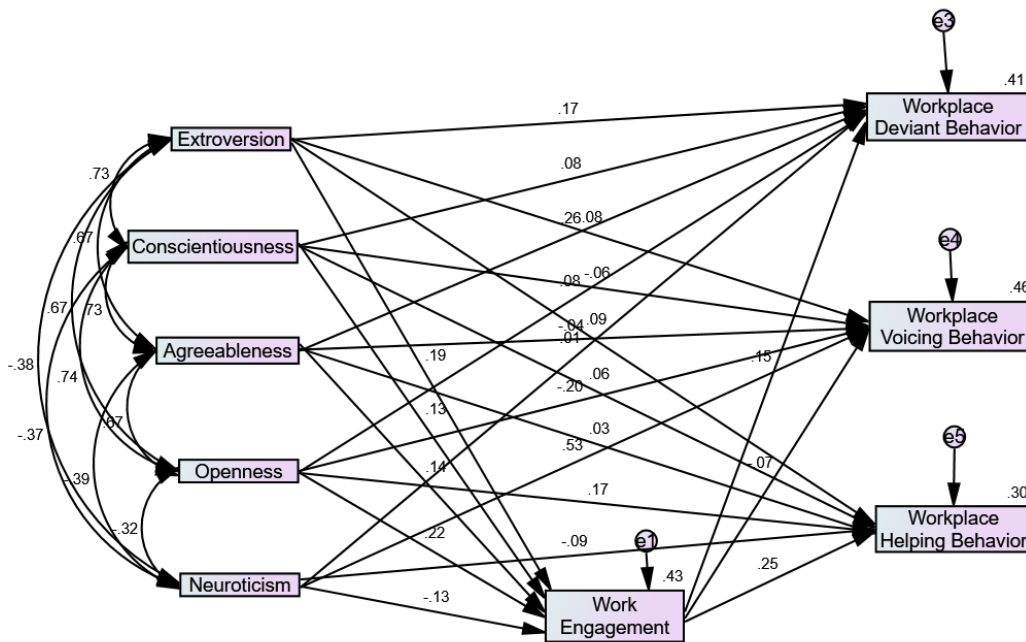


Figure 4.16: Path Model of Constructs

Table 4.26: Direct, Indirect and Total effect of Constructs

Exogenous Variables	Effect	OP	AG	NE	CO	EX	WE
Work Engagement (WE)	Direct	0.218	0.129	-0.126	0.140	0.187	0.000
	Indirect	0.000	0.000	0.000	0.000	0.000	0.000
	Total	0.218	0.129	-0.126	0.140	0.187	0.000
Workplace Helping Behavior	Direct	0.078	0.081	-0.005	0.263	0.170	0.151
	Indirect	0.033	0.020	-0.019	0.021	0.029	0.000
	Total	0.111	0.101	-0.024	0.284	0.199	0.151
Workplace Deviant Behavior	Direct	-0.202	-0.064	0.526	-0.039	0.075	-0.065
	Indirect	-0.015	-0.008	0.008	-0.009	-0.012	0.000
	Total	-0.217	-0.073	0.534	-0.048	0.063	-0.065
Workplace Voicing Behavior	Direct	0.172	0.058	-0.090	0.026	0.086	0.253
	Indirect	0.055	0.033	-0.032	0.035	0.047	0.000
	Total	0.227	0.091	-0.122	0.061	0.133	0.253

4.10.2.3 Personality Traits x Workplace Ostracism x Work engagement

Table 4.27: Standardized Regression Weights

Relationship of Variables	Standardized Estimates	Unstandardized Estimate	S.E.	C.R.	P	Label
WPO <--- EX	.088	.094	.070	1.349	.177	Insignificant
WPO <--- CO	-.076	-.086	.084	-1.021	.307	Insignificant
WPO <--- NE	.484	.427	.040	10.596	***	Significant
WPO <--- AG	-.041	-.045	.072	-.626	.531	Insignificant
WPO <--- OP	-.122	-.129	.069	-1.864	.047	Significant
WE <--- EX	.194	.234	.072	3.268	.001	Significant
WE <--- AG	.137	.170	.074	2.298	.022	Significant
WE <--- NE	-.091	-.091	.047	-1.956	.049	Significant
WE <--- CO	.124	.157	.086	1.837	.048	Significant
WE <--- OP	.209	.250	.071	3.510	***	Significant
WE <--- PO	-.073	-.082	.051	-1.621	.105	Insignificant

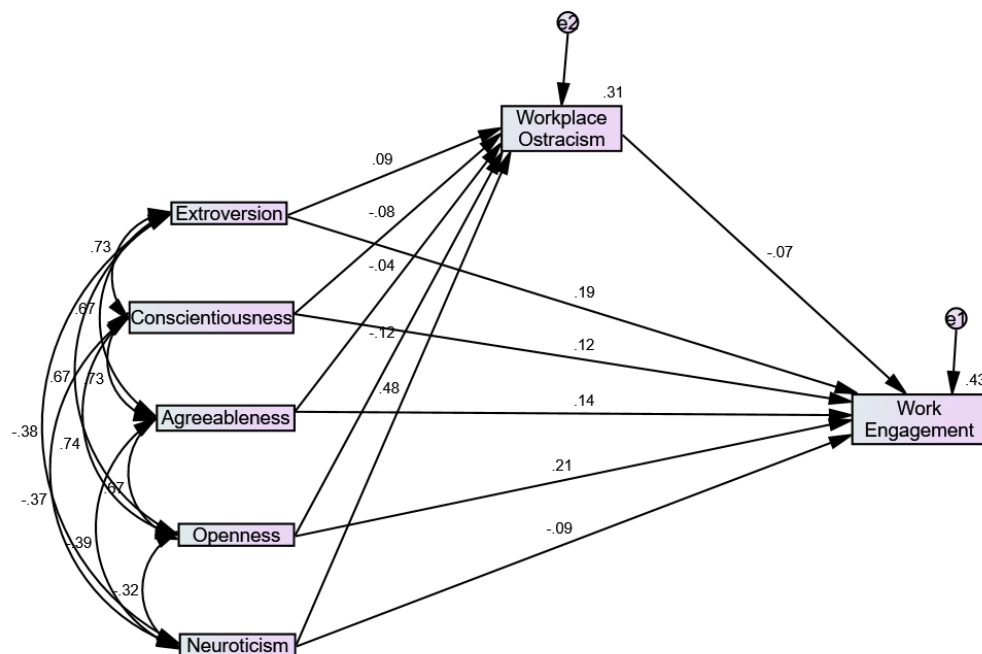


Figure 4.17: Path Model of Constructs

Table 4.28: Direct, Indirect and Total effect of Constructs

Exogenous Variables	Effect	OP	AG	NE	CO	EX	WPO
Workplace Ostracism	Direct	-0.122	-0.041	0.484	-0.076	0.088	0.000
	Indirect	0.000	0.000	0.000	0.000	0.000	0.000
	Total	-0.122	-0.041	0.484	-0.076	0.088	0.000
Work Engagement	Direct	0.209	0.137	-0.091	0.124	0.194	-0.073
	Indirect	0.009	0.003	-0.035	0.006	-0.006	0.000
	Total	0.218	0.140	-0.126	0.129	0.187	-0.073

4.10.2.4 Workplace Ostracism x Work Engagement x Work behaviors

Table 4.29: Standardized Regression Weights

Relationship Variables	of	Standardized Estimates	Unstandardized Estimate	S.E.	C.R.	P	Label
WE <---	WPO	-.315	-.355	.053	-6.660	***	Significant
WPVB <---	WPO	-.068	-.067	.045	-1.483	.138	Insignificant
WPHB <---	WPO	-.100	-.113	.052	-2.185	.029	Significant
WPHB <---	WE	.450	.453	.046	9.852	***	Significant
WPDB <---	WE	-.259	-.362	.061	-5.953	***	Significant
WPVB <---	WE	.467	.408	.040	10.243	***	Significant
WPDB <---	WPO	.418	.660	.069	9.601	***	Significant

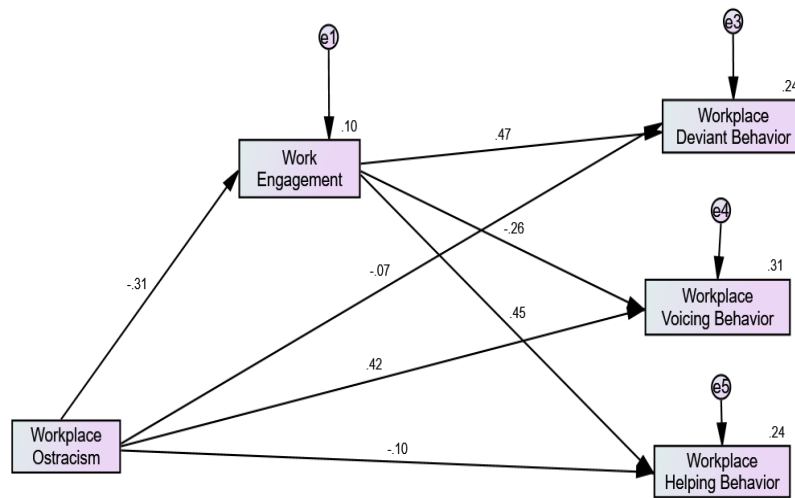


Figure 4.18: Path Model of Constructs

Table 4.30: Direct, Indirect and Total effect of Constructs

Exogenous Variables	Effect	Workplace Ostracism	Work Engagement
Work Engagement (WE)	Direct	-0.315	0.000
	Indirect	0.000	0.000
	Total	-0.315	0.000
Workplace Helping Behavior	Direct	0.418	-0.259
	Indirect	0.082	0.000
	Total	0.500	-0.259
Workplace Deviant Behavior	Direct	-0.100	0.450
	Indirect	-0.142	0.000
	Total	-0.241	0.450
Workplace Voicing Behavior	Direct	-0.068	0.467
	Indirect	-0.147	0.000
	Total	-0.215	0.467

4.10.2.5 Full Model

Table 4.31: Standardized Regression Weights

Relationship of Variables			Standardized Estimates	Unstandardized Estimate	S.E.	C.R.	P	Label
WPO	<---	EX	.088	.094	.070	1.349	.177	Insignificant
WPO	<---	CO	-.076	-.086	.084	-1.021	.307	Insignificant
WPO	<---	NE	.484	.427	.040	10.596	***	Significant
WPO	<---	AG	-.041	-.045	.072	-.626	.531	Insignificant
WPO	<---	OP	-.122	-.129	.069	-1.864	.042	Significant
WE	<---	EX	.194	.234	.072	3.268	.001	Significant
WE	<---	AG	.137	.170	.074	2.298	.022	Significant
WE	<---	NE	-.091	-.091	.047	-1.956	.043	Significant
WE	<---	WPO	-.073	-.082	.051	-1.621	.105	Insignificant
WE	<---	CO	.124	.157	.086	1.837	.046	Significant
WE	<---	OP	.209	.250	.071	3.510	***	Significant
WPVB	<---	WPO	.013	.013	.046	.289	.772	Insignificant
WDB	<---	WPO	.182	.288	.068	4.216	***	Significant
WPHB	<---	WPO	-.021	-.023	.057	-.413	.680	Insignificant
WPHB	<---	WE	.251	.253	.056	4.546	***	Significant
WDB	<---	WE	-.049	-.069	.067	-1.030	.303	Insignificant
WPVB	<---	WE	.152	.133	.045	2.988	.003	Significant
WPVB	<---	EX	.169	.178	.065	2.742	.006	Significant
WPVB	<---	CO	.082	.091	.077	1.188	.235	Insignificant
WPVB	<---	AG	.263	.285	.067	4.278	***	Significant
WPVB	<---	OP	.080	.083	.065	1.287	.198	Insignificant

WPVB	<---	NE	-.012	-.010	.042	-.239	.811	Insignificant
WDB	<---	EX	.056	.094	.097	.970	.332	Insignificant
WDB	<---	CO	-.052	-.093	.115	-.810	.418	Insignificant
WDB	<---	AG	-.034	-.059	.100	-.590	.555	Insignificant
WDB	<---	OP	-.184	-.307	.097	-3.165	.002	Significant
WDB	<---	NE	.440	.614	.063	9.787	***	Significant
WPHB	<---	EX	.088	.107	.081	1.315	.188	Insignificant
WPHB	<---	CO	.057	.073	.096	.758	.448	Insignificant
WPHB	<---	AG	.025	.032	.083	.380	.704	Insignificant
WPHB	<---	OP	.170	.205	.081	2.536	.011	Significant
WPHB	<---	NE	-.080	-.081	.052	-1.541	.123	Insignificant

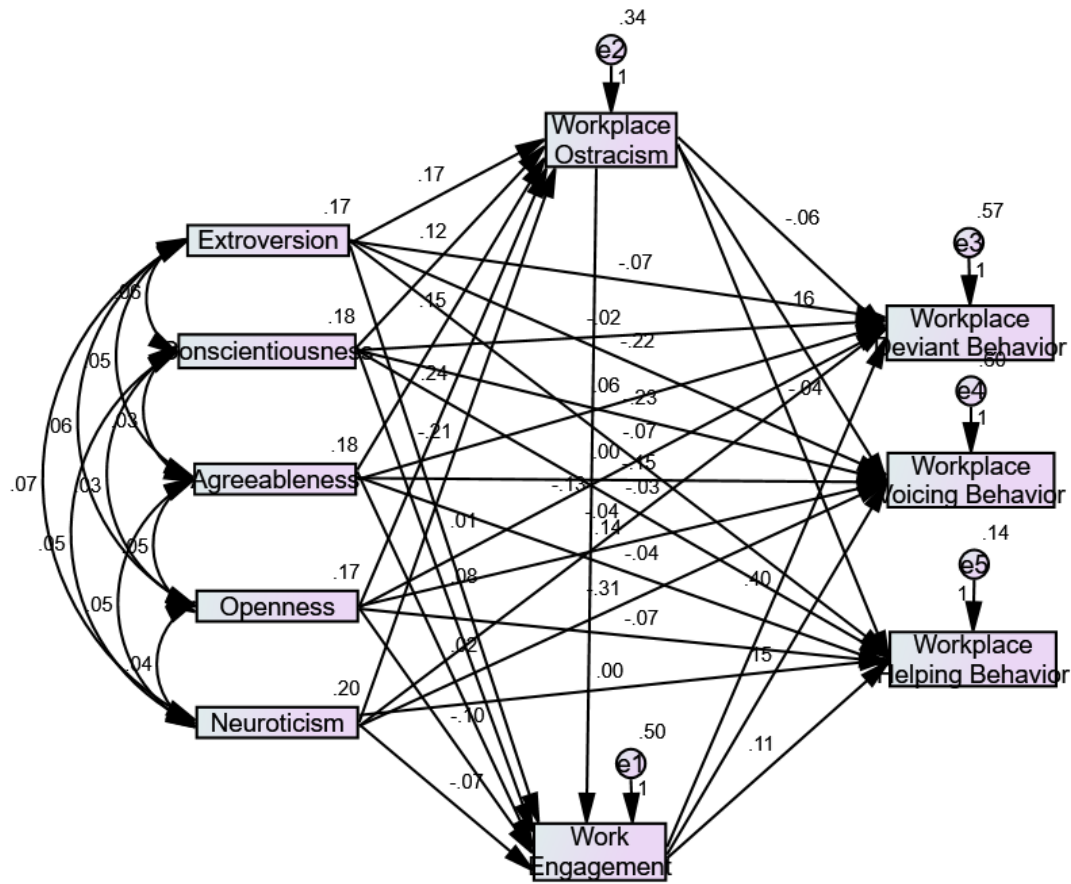


Figure 4.19: Full Path Model of Constructs

Table 4.32: Direct, Indirect and Total effect of Constructs

Exogenous Variables	Effect	OP	AG	NE	CO	EX	WPO	WE
Workplace Ostracism (WPO)	Direct	-0.122	-0.041	0.484	-0.076	0.088	0.000	0.000
	Indirect	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	Total	-0.122	-0.041	0.484	-0.076	0.088	0.000	0.000
Work Engagement (WE)	Direct	0.209	0.137	-0.091	0.124	0.194	-0.073	0.000
	Indirect	0.009	0.003	-0.035	0.006	-	0.000	0.000
	Total	0.218	0.140	-0.126	0.129	0.187	-0.073	0.000
Workplace Helping Behavior	Direct	0.170	0.025	-0.080	0.057	0.088	-0.021	0.251
	Indirect	0.057	0.036	-0.042	0.034	0.045	-0.018	0.000
	Total	0.227	0.061	-0.122	0.091	0.133	-0.039	0.251
Workplace Deviant Behavior	Direct	-0.184	-0.034	0.440	-0.052	0.056	0.182	-0.049
	Indirect	-0.033	-0.014	0.094	-0.020	0.007	0.004	0.000
	Total	-0.217	-0.048	0.534	-0.073	0.063	0.186	-0.049
Workplace Voicing Behavior	Direct	0.080	0.263	-0.012	0.082	0.169	0.013	0.152
	Indirect	0.032	0.021	-0.013	0.019	0.030	-0.011	0.000
	Total	0.111	0.284	-0.024	0.101	0.199	0.002	0.152

4.11 Summary of Hypothesis Testing

Table 4.33: Summary of Results

Research Questions	Hypotheses	Result
RQ1: Do Personality traits impact on workplace ostracism?	H1a: Neuroticism trait significantly impact on workplace ostracism.	Supported
	H1b: Extraversion trait significantly impact on workplace ostracism.	Not Supported
	H1c: Openness to experience trait significantly impact on workplace ostracism.	Supported
	H1d: Agreeableness trait impact on workplace ostracism.	Not Supported
	H1e: Conscientiousness trait significantly impact on workplace ostracism.	Not Supported
RQ2: Do Personality traits impact work engagement?	H2a: Neuroticism trait negatively related to work engagement.	Supported
	H2b: Extraversion trait positively related to work engagement.	Supported
	H2c: Openness to experience trait positively related to work engagement.	Supported
	H2d: Agreeableness trait positively related to work engagement.	Supported
	H2e: conscientiousness trait positively related to work engagement.	Supported
RQ3: Do Personality traits impact on Workplace Behaviors? a- Do Personality traits impact on Workplace Helping Behaviors?	H3: Personality traits have an impact on workplace behaviors.	
	H3a: Neuroticism trait negatively related to workplace helping behavior.	Not Supported
	H3b: Extraversion trait positively related to workplace helping behavior.	Not Supported
	H3c: Openness to experience trait positively related to helping behavior.	Supported
	H3d: Agreeableness trait positively related to helping behavior.	Not Supported
RQ3: Do Personality traits impact on Workplace Behaviors? b- Do Personality traits impact on Workplace	H3e: conscientiousness trait positively related to helping behavior.	Not Supported
	H4a: Extraversion trait positively related to workplace voicing behavior.	Supported
	H4b: Openness to experience trait positively related to voicing behavior.	Not Supported
	H4c: Agreeableness trait positively related to	Supported

Voicing Behaviors?	voicing behavior.	
	H4d: conscientiousness trait positively related to voicing behavior.	Not Supported
	H4e: Neuroticism trait positively related to voicing behavior.	Not Supported
	H5a: Extraversion trait positively related to workplace deviant behavior.	Not Supported
RQ3: Do Personality traits impact on Workplace Behaviors?	H5b: Openness to experience trait positively related to deviant behavior.	Supported
c- Do Personality traits impact on Workplace Deviant Behaviors?	H5c: Agreeableness trait positively related to deviant behavior.	Not Supported
	H5d: conscientiousness trait positively related to deviant behavior.	Not Supported
	H5e: Neuroticism trait negatively related to workplace deviant behavior.	Supported
RQ4: Does Workplace ostracism impact on workplace behaviors? (Workplace Helping Behavior, voicing behavior, deviant behavior)	H6a: Workplace ostracism has an impact on workplace helping behaviors.	Not Supported
	H6b: Workplace ostracism negatively related to voicing behavior.	Not Supported
	H6c: Workplace ostracism positively related to deviant behavior.	Supported
	H7a: Work engagement has an impact on workplace helping behavior.	Supported
RQ5: Does Work engagement impact on workplace behaviors?	H7b: Work engagement positively related to deviant behavior.	Supported
	H7c: Work engagement has an impact on workplace voicing behavior.	Supported
RQ6: Does Workplace ostracism impact on work engagement?	H8: Workplace ostracism significantly impacts on work engagement.	Supported

MEDIATING HYPOTHESES OF THE RESEARCH

RQ7: Does workplace ostracism harm and regulate the relationship between personality traits and workplace helping behavior?	H9a: Workplace ostracism mediates the relationship between neuroticism and helping behavior.	Partially Supported
	H9b: Workplace ostracism mediates the relationship between Extraversion and helping behavior	Partially Supported
	H9c: Workplace ostracism mediates the relationship between Openness to experience and helping behavior.	Partially Supported
	H9d: Workplace ostracism mediates the relationship between Agreeableness and helping	Partially Supported

	behavior.			
	H9e: Workplace ostracism mediates the relationship between Conscientiousness and helping behavior.			Partially Supported
	H10a: Workplace ostracism mediates the relationship between neuroticism and Voicing behavior.			Not Supported
RQ7: Does workplace ostracism harm and regulate the relationship between personality traits and workplace voicing behavior?	H10b: Workplace ostracism mediates the relationship between Extraversion and Voicing behavior			Not Supported
	H10c: Workplace ostracism mediates the relationship between Openness to experience and Voicing behavior.			Partially Supported
	H10d: Workplace ostracism mediates the relationship between Agreeableness and Voicing behavior.			Not Supported
	H10e: Workplace ostracism mediates the relationship between Conscientiousness and Voicing behavior.			Not Supported
	H11a: Workplace ostracism mediates the relationships between Neuroticism and Deviant behavior.			Partially Supported
RQ7: Does workplace ostracism harm and regulate the relationship between personality traits and workplace deviant behaviors?	H11b: Workplace ostracism mediates the relationships between Extraversion and Deviant behavior.			Not Supported
	H11c: Workplace ostracism mediates the relationships between Openness to experience and Deviant behavior.			Partially Supported
	H11d: Workplace ostracism mediates the relationships between Agreeableness and Deviant behavior.			Not Supported
	H11e: Workplace ostracism mediates the relationships between conscientiousness and Deviant behavior.			Not Supported
	H12a: Workplace ostracism mediates the relationships between Neuroticism and Work Engagement			Partially Supported
RQ8: Does workplace ostracism harm and regulate the relationship between personality traits and Work Engagement?	H12b: Workplace ostracism mediates the relationships between Extraversion and Work Engagement			Not Supported
	H12c: Workplace ostracism mediates the relationships between Openness to Experience and Work Engagement.			Not Supported
	H12d: Workplace ostracism mediates the relationships between Agreeableness and Work Engagement.			Not Supported

	H12e: Workplace ostracism mediates the relationships between conscientiousness and Work Engagement.	Not Supported
	H13a: Work engagement mediates the relationships between Neuroticism and workplace Helping behavior	Partially Supported
RQ9: Does work engagement regulate the relationship between personality traits and workplace helping, voicing and deviant behaviors?	H13b: Work engagement mediates the relationships between Extraversion and workplace Helping behavior	Not Supported
	H13c: Work engagement mediates the relationships between Openness to experience and workplace Helping behavior	Not Supported
	H13d: Work engagement mediates the relationships between Agreeableness and workplace Helping behavior	Not Supported
	H13e: Work engagement mediates the relationships between Conscientiousness and workplace Helping behavior	Not Supported
	H14a: Work engagement mediates the relationship between Neuroticism and workplace Voicing behavior.	Partially Supported
RQ9: Does work engagement regulate the relationship between personality traits and workplace helping, voicing and deviant behaviors?	H14b: Work engagement mediates the relationship between Extraversion and workplace Voicing behavior.	Partially Supported
	H14c: Work engagement mediates the relationship between Openness to experience and workplace Voicing behavior	Partially Supported
	H14d: Work engagement mediates the relationship between Agreeableness and workplace Voicing behavior.	Partially Supported
	H14e: Work engagement mediates the relationship between Conscientiousness and workplace Voicing behavior.	Partially Supported
	H15a: Work engagement mediates the relationship between Neuroticism and workplace deviant behavior.	Not Supported
	H15b: Work engagement mediates the relationship between Extraversion and workplace Deviant behavior.	Not Supported
RQ9: Does work engagement regulate the relationship between personality traits and workplace helping, voicing and deviant	H15c: Work engagement mediates the relationship between Openness to experience and workplace Deviant behavior.	Not Supported
	H15d: Work engagement mediates the relationship between Agreeableness and workplace Deviant behavior.	Not Supported
	H15e: Work engagement mediates the relationship	Not

behaviors?	between Conscientiousness and workplace Deviant behavior.	Supported
RQ10: Does work engagement affect the relationship between workplace ostracism and workplace helping, voicing and deviant behaviors?	H16a: Work Engagement mediates the relationship between workplace ostracism and helping behavior. H16b: Work Engagement mediates the relationship between workplace ostracism and voicing behavior. H16c: Work Engagement mediates the relationship between workplace ostracism and deviant behavior.	Partially Supported Partially Supported Supported

CHAPTER FIVE: DISCUSSION AND CONCLUSION

5.1 Recapitulation of the Research

This research work is an effort to find out the relationships of the constructs which affect workplace behaviors, voicing behavior, helping behavior and deviant behavior. Workplace ostracism and work engagement mediating relations between the personality traits and workplace behaviors are investigated to meet the requirement of this era, where organizations are facing the changing behaviors of the employees (Inyang, Gao, Yao, Xue & Zimmerman, 2016). Organizations are facing many challenges which can be the reason to decrease or increase the workplace behaviors within the organizations (Heaphy & Dutton., 2008). The main objective of this research was to discuss the direct and mediating relationship between the constructs. Proposed mediating model was tested by using the theoretical lenses of SET and Cognitive consistency theories in the Sui Northern Gas Pipelines Limited a public sector organization in Pakistan. Researchers conducted many studies to understand the relationships of the workplace ostracism and work engagement being the mediator. Yalabik, Patchara, Chowne, and Bruce (2013), examined the mediating relationship of work engagement between job satisfaction, job performance, findings proved the mediation relationships between intention to quit and job satisfaction (Chung, 2015). This chapter discusses the findings of the research, it is an attempt to express discrepancies and consistencies of the research results with reference to the past empirical results.

In this research, very important constructs and issues known as workplace ostracism and work engagement were discussed as a mediator between the personality traits and workplace behavior with the context of Pakistan. Researchers advised for further investigation of this unique construct of work

engagement (Maslach, Schaufeli & Leiter, 2001; Hallberg and Schaufeli, 2002; Demerouti and Cropanzano, 2010; Halbesleben, 2010). To collect the data from the SNGPL employees for the purpose of comprehensive research, a proposed model and research questions were formulated, in this study 16 hypothesis were developed to examine the direct and mediating relationships and further in-depth study each factor was investigated through the sub hypothesis and expected relationships of the variables were observed. The researcher attempted an effort to address the theoretical, methodological and latest research contextual gaps in the research. According to the researcher's workplace behaviors are associated, useful to prevent the workplace ostracism, future studies to control the in the organizations should conduct on the onboarding programs for employees (Gruman et al., 2006).

Furthermore, the researcher extended the mediating role of workplace ostracism and work engagement. Powell (2009) stated that ostracism in collective societies is taken in a different sense and more sensitive than the Western Societies because in second case attention is on the self-achievement on the individual level, by taking the five factors of personality traits as a predictor and workplace behaviors like workplace helping behavior, workplace voicing behavior and workplace deviant behavior as its outcome variables. To investigate the aforementioned associations of the constructs, the quantitative approach of research was adopted and a questionnaire was used to collect the data from the SNGPL employees.

A total of 500 self-administered questionnaires were distributed in the SNGPL employees and 433 questionnaires were received back after filling from the employees. The responses of the research participants are observed 86% and this shows the interest of the workers in this study. This might be happened due to the personal interest and relations with the employees being a part of this organization. The employees feeling fear and they got assurance that their names or identity will not

be opened at any stage during the research or after completing the research. This Department was ignored and there was a need to do research to find out the workers who may be ostracized at their workplace. According to the researcher's knowledge, no research was conducted on this serious issue of ostracism in the organizations.

Furthermore, 405 questionnaires were finalized after scrutiny 33 questions were not able to consider in the research due to missing values, leaving questions were taken for further normality test. Finally, 405 questioners were found usable for data analysis and other questioners were rejected due to the detection of outliers and their observations were deleted. Amos 21 was used to confirm each construct confirmatory factor analysis (CFA), chi-square was used to compare every model and then finalized that the single factor model is the best fit. The results show significant or insignificant status for predictors as well as outcomes of the constructs of the model.

In this research structural equation model (SEM) was used to express the path analysis of exogenous and endogenous variables through Amos 21. Direct effects of personality traits five factors with the workplace helping behavior, workplace voicing behavior and workplace deviant behaviors and indirect effects relations of personality traits and workplace behaviors through mediation of workplace ostracism and work engagement were observed. The partial mediating relationship of work engagement is also observed between workplace ostracism and workplace behaviors. Finally, the total effects of the constructs were noted and results of the research questions were answered through the proposed hypotheses, some relations are found significant, partially significant and also insignificant. The insignificant results observed due to the differences in the contextual changes and the Government rules and political instability in Pakistan. Furthermore, mediation of the constructs was and partial relations were observed between the exogenous and endogenous variables.

5.2 Discussion on Findings

With respect to the relationships of the constructs and research questions are addressed through the hypotheses. Hypotheses are developed and further divided into the sub hypothesis to address all the aspects of direct and indirect relationships. The results are written supported, not supported and in case of mediating relationship results are also observed and written as partially supported.

H1: The first hypothesis, personality traits have an impact on workplace ostracism is further divided into five sub hypothesis. The first hypothesis neuroticism trait significantly impact on workplace ostracism. Findings indicate the significant results of the research. It means workplace ostracism increases when this trait is the part of any individual. Our study findings supported our claim and hypothesis. Previous studies findings also supported research results that neurotic individuals face more ostracism and have less capability to save against the negative behavior (Judge, Ilies, Bono & Gerhardt, 2002; Lounsbury et al., 2007; Hilton & Noel, 2009; Leung et al., 2011; Brookings et al., 2003). Research findings proved and extend the previous researchers' conclusions.

In the hypothesis, extraversion trait significantly impact on workplace ostracism. The findings of this research are observed insignificant. The results of this research regarding the importance of extraversion trait impact on workplace ostracism are not supported. It means in the SNGPL if someone has the characteristics of extrovert not able to enforce this quality and failed to provide a positive impact on workplace ostracism. Research conducted in the same petroleum and gas sector companies in China and negative relationships of extraversion trait and workplace ostracism were observed this proved there is a negative relationship between the constructs (Wu, Wei & Hui, 2011). There are so many reasons, which affect the findings of the stud and the important one is the cultural differences of

the organizations, in the context of Pakistan the results may differ from the European countries and other cultures of foreign countries. The results also differ from individual to individual and environmental differences are also the main reason for differences in the results. Furthermore, the government rules and regulations also affect the environment and individual's perception regarding his working environment. The cooperative environment is observed always supported and strict restrictions from the government or from the organizations have an important impact and become the main reason for differences in the results of the same researches in the different regions or countries.

Openness to experience trait significantly impact on workplace ostracism, this hypothesis is found significant and proved. It expressed that the employees who have a good experience in their fields and working for many years in the organizations have an impact on the workplace ostracism. Their experience can be helpful to control the workplace ostracism in the organization. An employee with the characteristics of openness to experience is able to control workplace ostracism is easy. Liung et al. (2011) accepted the negative relationship of workplace ostracism with personality traits. Personality trait agreeableness impact on workplace ostracism, the results are found insignificant and not supported. Agreeableness trait is considered a very polite and cooperative attitude of any employee or worker at the workplace. In the research our hypothesis is not supported it means in this organization the cooperative attribute of the employee is also not supported to control workplace ostracism. Normally the previous researches proved that there is an impact of personality traits on workplace ostracism. Liung et al. (2011) verify the relationship of workplace ostracism with personality traits.

This difference is observed due to cultural differences in the context of Pakistan where unemployment hitting the record. Conscientiousness trait significantly impact on workplace ostracism

the findings of this research was not supported. A person having this trait is considered a dutiful act fish and well organized and motivated person, this trait normally have an effective role in organizing the people or employees in the organization. In the field of academics this trait is considered a key to success, but in SNGPL research insignificant results received and our hypothesis not supported. This happened due to the traditional culture in the context of Pakistan. The working environment also supported the ineffectiveness of this trait and has no impact on workplace ostracism in this organization as results showing. Liung et al. (2011) accepted the negative relationship of workplace ostracism with personality traits. According to Wu, Wei and Hui (2011) Conscientiousness may be helpful for workplace ostracism, a great level of conscientiousness can more focus on the tasks, and the same as a person with the trait of openness to experience is more able to provide good solutions of the problems. Conscientiousness and openness to experience both traits negatively related to the workplace ostracism. It is observed in the study that conscientiousness trait and openness to experience trait can also be helpful for workplace ostracism.

H2: The second hypothesis in the discussion is personality traits have a positive relationship with work engagement accept neuroticism trait which has negatively related to work engagement. Neuroticism trait was negatively related to work engagement this hypothesis is supported. These study results are found significant and it is proved that there is a negative relationship between neuroticism and work engagement. Negative relationships among the neuroticism trait and work engagement found in the previous studies (Kim et al., 2009; Leung et al., 2011; Burnsand et al., 2013; Wildermuth et al., 2008). Extraversion trait positively related to work engagement this hypothesis is also supported and results of the research were found significant. The individuals who have extraversion characteristics they are forced to more talkative individuals and pay their active role and tidy find out excitement and

energetic role in their lives (Watson & Clark, 1997). Previous studies also proved the positive relationship between extraversion and work engagement. Previous studies proved the positive relationship, extraversion trait and work engagement (Burnsand et al., 2013)

Openness to experience trait positively related to work engagement, this hypothesis is also supported in this research. This significant result of this study proved that there is a positive relationship between work engagement and openness to experience trait. The characteristic of this trait is included artistic, ideas, actions and values and imaginative feelings (John & Srivastava, 1999). The individuals having this personality trait like to do things and further consider themselves creative persons or employees in the organizations. The relationship between these two constructs is proved in previous studies (Burnsand et al., 2013).

Agreeableness trait positively related to work engagement, as we know this trait is a beneficial attribute for the employees due to its helpfulness in society and as well as at the workplace. The individuals having this trait are more kind and progressive for others due to their attributes of forgiving humanity sincerity and kind. Agreeableness involves interactions with others will attribute to trusting kind and cooperative and decent and more modest (Costa & McCrae, 1992). Positive relationship observed in the previous researches (van Mol et al., 2018; Burnsand et al., 2013). Conscientiousness trait positively related to work engagement this hypothesis is also supported in this research and the findings of the results proved the significant results show that there is positive relationship between these two constructs and characteristics of this personality has the positive response and impact with the work engagement there is no doubt the disciplined employees involved in work engagement with their hard-working attribute. these, both constructs positive relationship

observed and discussed in previous investigations (van Mol et al., 2018; Bakker, 2012; Mello, 2010; Kim et al., 2009; Wildermuth et al., 2008; Kahn, 1990).

H3: Personality traits have an impact on workplace helping behavior. Helping behavior and personality traits relationships were observed significant in the scholars' research (Ruci et al., 2018). Hitlan et al, (2009) stated that researchers have proved neurotic individuals face more ostracism and have a low level of capability to save from negative behaviors. Neuroticism trait negatively related to the workplace helping behavior not supported. The research results were observed insignificant. With reference to SNGPL, the person who has the neurotic trait his attitude or behavior should be negative in case of helping behavior as proposed in the hypothesis. But in this institution helping behavior is not changed, and employees are still ready to help each other or customers in case of the public. It is a good thing which is observed in this study.

Extraversion trait positively related to workplace helping behavior this hypothesis was also not supported due to insignificant results. Extraversion trait positively related to workplace helping behavior, findings not supported due to insignificant results. In this case, extrovert traits relation with helping behavior was expected to act positively but results not supported the hypothesis. In view of the outcome of the study extraversion trait not affecting the helping behavior. King et al. (2005) confirmed the relationship of personality trait conscientiousness with helping behavior. Furthermore, extraversion and agreeableness and emotional stability traits relationship with helping behavior is also proved. Openness to experience trait positively related to helping behavior results received as above, not supported and findings were found insignificant. As in the previous results, helping behavior relations not supported, this result also not favoring the positive relationship of openness to experience with helping behavior.

Agreeableness trait positively related to helping behavior, the findings of the research was found unsupported due to insignificant results. The conscientiousness trait positively related to helping behavior, this hypothesis was also not supported. Surprisingly, the hypotheses of five factors of personality traits were not supported in this research. Many kinds of research results are found in favor of the positive relationship between personality traits and workplace helping behavior. King et al, (2005) investigated the personality trait conscientiousness relationship with helping behavior and significant result observed. Brown et al. (2015) reported in their investigation that the construct of personality trait was taken as big five, personality traits neuroticism and conscientiousness were found a negative relationship with the individual's time to rating as well as money, or other hand openness to experience trait has a positive effect. Personality traits are found a strong correlation with the time donations and money. Finally, it is concluded that there is a relationship between personality traits and charitable behavior, charitable behavior can be taken as a helping behavior in the organization.

It may be happened due to the differences in the contextual changes, changes in the environment as well as the differences in organizational cultures. It means personality traits not proved any kind of impact on the workplace helping behavior. But generally, it is assumed that personality traits have an impact on the workplace helping behavior.

H4: The fourth hypothesis, personality traits have an impact on workplace voicing behavior. A research conducted in the Malaysia and relationship of personality traits and workplace voicing behavior was proved in this research (Nicolaou et al., 2008). The research conducted to answer the question of the research and each trait was investigated with reference to voicing behavior. Neuroticism trait positively related to workplace voicing behavior, this hypothesis is not supported and results are found insignificant. Almost neuroticism is considered a negative element of the personality,

its negative impacts, and similarly voicing behavior is also considered as a negative behavior at the workplace by the employees. Due to the common negativity impact, the hypothesis was developed that there is a positive relationship between both constructs. The research outcomes not supported this hypothesis and due to insignificant results we achieved the conclusion that there is a negative relationship between neuroticism and voicing behavior. Lepin et al. (2001) and Nicolao et al. (2008) investigated the relationship between personality traits and employee voice behavior. His studies proved the positive relationship of neurotic traits with employee voice behavior.

Extraversion traits positively related to workplace voicing behavior. The findings of this research regarding this hypothesis were found significant. The hypothesis is supported and researchers' investigation proved the positive relationship between extraversion trait and workplace voicing behavior. The previous studies are also proving the positive relationship between the constructs extraversion and voicing behavior ((Avery, 2003; Lepin et al., 2001; Nicolaou et al., 2008). Openness to experience trait positively related to voicing behavior and the results found against this hypothesis, and this was not supported due to insignificant findings of the research. The differences in the results of the research may be observed due to the difference in the contextual differences, differences in the culture especially Western and Pakistani cultural differences are observed very vastly. Changes in the rules of business and some other restrictions may be the reasons that the response of participants was amazed by the relationship between the above-mentioned two constructs. While the findings of previous studies show the negative relation with openness to experience and helping behavior (Nicolaou et al., 2008; Wilkinson et al., 2004; Avery, 2003).

Agreeableness trait positively relating to voicing behavior, research findings are supporting the hypothesis. Relationship of agreeableness trait and voicing behavior are found significant and

positively related to each other. It means in SNGPL employees accepted that voicing behavior and agreeableness traits both are positive. Our findings were proved by Van Dyne et al. (1998), a positive relationship was observed among the agreeableness and voicing behavior. While the finding of some previous studies show the negative relation with agreeableness trait and helping behavior (Nicolaou et al., 2008). Lepin et al. (2001) prove the relationship between personality traits and employee behavior. Wilkinson et al. (2004) investigations finding also proved the personality traits relationship with voice behavior. Conscientiousness trait positively related to voicing behavior, the positive relationships between the two constructs were not supported in this study. These relations are also observed insignificant with reference to the research on this topic. The results are not supported and proved that there is no positive relationship between these two constructs. While in the previous studies positive relations between the personality trait conscientiousness and voice behavior were observed (Lepin et al., 2001; Nicolaou et al., 2008; Wikinson et al., 2004).

H5: Fifth hypothesis, Extraversion trait positively related to workplace deviant behavior, as we know the extraversion trait of any individual considered a quality of good communication skill. Having this characteristic any employee can perform in a good way and can handle the difficult changing position in the organizations (Williamson et al. 2005). Deviant behavior has given the different names by the different scholars in the literature, Bennett et al, (2003) gave the name of workplace deviance behavior. Boerrick et al. (2001) explained about personality trait relationship with deviant behavior. When employees violate the organizational customs, rules, and regulations and put in danger the well-being of other employees of the organization this deviant behavior at the workplace is harmful to the organizations. So in this hypothesis the findings of the results of our insignificant, hypothesis not supported. It means if organization even a person has a good quality of extraversion, he

is not providing any impact on the deviant behavior in this organization. There may be many reasons for not supporting the results main reason is the cultural and environmental differences in the context of Pakistan. Another hand is also proved that the changes in the rules and regulations by the government also affect the impact of personality traits on deviant behavior.

Openness to experience traits positively related to deviant behavior. As we have discussed in the previous discussion the personality of this trait has the following characteristics, admiration for art, good ideas, and experiences. In the hypothesis, the positive relationship between openness to experience trait and deviant behavior was proposed. The research outcomes found significant and the hypothesis is supported. Counterproductive behavior is considered deviant behavior. The relationship is proved between personality traits and deviant behavior at the workplace (Dalal, 2005; Douglas & Martinko, 2001; Salgado, 2013). Agreeableness trait positively related to deviant behavior, in the previous discussions researcher, has explained agreeableness trait as a trend to be kind, helpful gentle and cooperative person. This hypothesis was not supported and results were found insignificant. Boerrick et al. (2001) explained about personality trait relationship with deviant behavior. It means the attribute of agreeableness is not found support in case of deviant behavior in the organizations.

Conscientiousness trait positively related to deviant behavior, this attribute is explained as dutiful act planned behavior, discipline and self-control and aim for success. This trait is very useful and in helping to achieve success. Sagrin (1975) stated that only two definitions were found positive out of 40 definitions of deviant behavior. Negative deviant behavior has a negative effect and the same positive deviant behavior becomes the reason for creativity and innovation for the success of the organization (Harper, 1990). The results of this research not supported the hypotheses; it means a

person having trait conscientiousness has a positive impact on deviant behavior because the results are found insignificant.

Neuroticism trait negatively related to workplace deviant behavior, normally neuroticism trait is considered a negative personality of an individual correlation with deviant behavior is found significant. An employee with anger or nervousness attitudes increases the chance of deviance in the organizations and vice versa employees receive more emotional distress and depression (Costa & McCrae, 1992). If we consider the deviant is positive behavior and results supported the positive relationship with neuroticism trait, it means it has a negative effect on the deviant behavior. Hypothesis six, workplace ostracism has an impact on workplace helping behavior. We have had discussed in the previous lines about workplace ostracism and helping behavior. The results of this hypothesis are found insignificant and not supported. According to this research, there is an impact of workplace ostracism on the attitudes of the workers who helped the other colleagues at their workplace. In case of SNGPL ostracism is not affecting the helping behavior of the employees. It is a very good thing, which is observed in the study. But some individuals are ostracized and they are not affecting the other employees' behavior according to this research.

H6: Ferris et al. (2008) observed a negative relationship between workplace ostracism and workplace behavior. Previous studies results affirm the negative relationship with the workplace ostracism and workplace helping behavior (Heimpel et al., 2006; Stallworth, 2005). However, few studies outputs results observed the positive relationship among workplace ostracism and counter-productive behaviors (Ferris et al., 2008; Zhao et al., 2013; Chung, 2018; Baumeister et al., 2013). Many studies show the negative relationship between workplace ostracism and workplace helping behavior, (Chung et al., 2017; Peng et al., 2017; Xu & Huang, et al., 2017). The relevancy of the

results shows the consistency of our study outcomes. It is a very positive sign of this research where workplace ostracism is not affecting the employee's workplace helping behavior.

Workplace Ostracism negatively related to voicing behavior. This hypothesis is also not supported in SNGPL, the results were observed during the research were found insignificant. According to hypothesis workplace ostracism negatively related to the voicing behavior, is there are ostracized people in the organization they will not raise their voice in the organization for the betterment of the organization and welfare of the employees. The results show that even employees are ostracized they are not negatively affecting the voicing behavior in the SNGPL. It shows the positive sign in the employees of SNGPL. Previous studies concluded that workplace ostracism, aggression or voice behavior has a negative relationship (Twenge et al., 2001; Wu et al., 2010; Li & Tian, 2016). Workplace ostracism positively related to deviant behavior, this hypothesis is supported and results are found significant. This is proved that there is a positive relationship between workplace ostracism and deviant behavior. If employees are ostracized then there will be expectedly deviant behavior, in other words in the absence of ostracism chances of deviant behavior will be minimized. However, many scholars explained the positive and negative deviant behaviors in their research. Coccia (1998) stated that the organization has to face problems in decision-making and in the production process due to deviant behavior. The results of negative deviant behaviors appeared in the shape of damages of well-being, sexual harassment, disobey the instructions of the manager as well as theft and slowdown of work and violation of the rules in the organizations are the example of negative deviant behavior. According to Sagari (1997), only two definitions were found positive from 40 definitions of deviant behavior. Previous researches indicated the relationship of workplace ostracism and deviant behavior

(Ferris et al., 2008; Hillan et al., 2009; Hitlan & Noel, 2009; Twenge et al., 2003; Tice & Stucke, 2001; Lawrence & Robins, 2007)

H7: Work Engagement has an impact on workplace helping behavior. Researchers investigated the work engagement and expressed their views that work engagement is a combination of three values vigor, dedication and absorption. It means engaged workers do harsh (vigor), involved (dedicated) and engaged (absorbed) in their jobs, positive relationship are observed between the work engagement and work output (Bakker et al., 2008).

The investigation's results confirm the positive impact of work engagement on workplace helping behavior, which is also consistent with the previous studies (Bakker et al., 2007; Salanova et al., 2005; Schoufeli et al., 2010). The results of this investigation supported the hypothesis work engagement has an impact on workplace helping behavior. Bakkar et al. (2014) explained the importance of work engagement in public and private sectors due to its positive impact on behaviors such as helping behavior, voicing and deviant behaviors. This research also proved that there is a positive impact on work engagement on workplace helping behavior.

Work Engagement positively related to deviant behavior. Work engagement relationships with deviant behavior are also proved in this research, results are found significant. The results supported, work engagement is also related to workplace deviant behavior, it means employees are engaged therein will be low chances of deviant behavior and this deviant behavior is taken as a negative deviant behavior. With reference to SNGPL sporting results are showing the positive sign a relationship is proved as hypothesized. According to Ferris et al. (2009), the causal relationship between the constructs is proved. Previous researches also support of study hypothesis and consistent with research

(Richman et al., 2006). Helping behavior and work engagement relationship was investigated and proved (Baumeister et al., 2013). In an Indian study the positive relationship between these constructs was also observed (Srivastava, 2016).

Work Engagement has an impact on workplace voicing behavior. The results of this research also found significant, it means the hypothesis is supported. Significant results proved the work engagement impact on workplace voicing behavior, this shows the work engagement has the relationship and impact on workplace voicing behavior in the SNGPL as per data received of this organization. Some scholars investigated the impact of work engagement on bullying behavior and negative relationship was observed (Einarsen et al., 2018). Another study discussed the presence of a positive relationship, work engagement and workplace voicing behavior (Fuller et al., 2015). A study in SNGPL proved that work engagement has an important and association with voicing behavior.

H8: Workplace ostracism significantly impacts on work engagement. In this conducted research, the results are found significant therefore the hypothesis is proved and supported. Workplace ostracism has a significant impact on work engagement, it means in case of ostracized employees the results will be in decrees of work engagement. Ostracized employees will not engage in his work, the final result will come shape of low progress, slowdown and finally it leads to the financial losses in the organizations. The results of the previous investigations confirmed the negative relationship among the workplace ostracism and work engagement (Kaya et al., 2017; Williams, 2001; Leung et al., 2013).

H9: Mediating hypotheses of this research, workplace ostracism mediates the relationships between personality traits (five factors) and workplace Behaviors. This hypothesis is partially supported, the word partially in the mediation is used in this case when there is decrease observed in

the path X to Y but not equal to zero. In the case of mediation in the independent variable does not influence the dependent variable directly but through the middle mediator variable (Baron and Kenny, 1986). Sometimes mediator is known as the intervening variable. In the case of full mediation, the relationship only observed between independent and dependent variables through the mediator, M is the mediator in this chain the relationship will become zero. In the case of partial mediation if the mediating variable is not between the X and Y, but still, the relationship is observed but weak is known as partial mediation. Baron and Kenny (1986) provides the four conditions for complete mediation between X and Y through mediator M.

1. There should a correlation between the independent variable and outcome variables X and Y.
2. There should be a correlation between independent variables X and mediating variables M.
3. Dependent variable Y and mediator M should also be correlated.
4. In the case of full mediation, the effect of the independent and dependent variables by controlling the mediator variable should be zero. If the result is not zero then there is partial mediation.

Preacher and Hayes method is used to examine the mediation effects of the variables.

O'Reilly et al. (2013) and Zhao et al. (2013) suggested that further investigation on workplace ostracism by using as a mediator between personality traits and workplace behaviors. The results of the previous investigations confirmed the negative relationship among the workplace ostracism and work engagement (Kaya et al., 2017; Williams, 2001; Leung et al., 2013).

H9a, Workplace ostracism mediates the relationship between neuroticism and helping behavior, the statistical result is partially supported.

Hypothesis H9b, Workplace ostracism mediates the relationship between Extraversion and helping behavior, the statistical result is partially supported.

H9c: Workplace ostracism mediates the relationship between Openness to experience and helping behavior, the statistical result is partially supported.

H9d: Workplace ostracism mediates the relationship between Agreeableness and helping behavior, the statistical result is partially supported.

H9e: Workplace ostracism mediates the relationship between Conscientiousness and helping behavior, the statistical result is partially supported.

Hypothesis is found partially supported and results are considered by using the Preacher and Hayes method.

H10: Workplace ostracism mediates the relationships between personality traits (five factors) and workplace Voicing Behavior.

O'Reilly et al. (2013) and Zhao et al. (2013) suggested that further investigation on workplace ostracism by using as a mediator between personality traits and workplace behaviors. The finding of this research was found insignificant, workplace ostracism relationship between neurotic and voicing behavior, extroverts and voicing behavior, agreeableness and experience, and conscientiousness traits were observed not sporting only the relationship of workplace ostracism between the openness to experience and wipe helping behavior is found partially support.

H10a: Workplace ostracism mediates the relationship between neuroticism and Voicing behavior, not supported.

H10b: Workplace ostracism mediates the relationship between Extraversion and Voicing behavior, not supported.

H10c: Workplace ostracism mediates the relationship between Openness to experience and Voicing behavior, partially supported

H10d: Workplace ostracism mediates the relationship between Agreeableness and Voicing behavior, not supported

H10e: Workplace ostracism mediates the relationship between Conscientiousness and Voicing behavior, not supported.

Workplace ostracism partially mediates the relationship openness to experience trait and voicing behavior.

H11: Workplace ostracism mediates the relationships between personality traits (five factors) and workplace Deviant Behavior.

The previous studies investigation's results are observed (Ghania & Saeed, 2019; Salgado, 2013). Mediation of the workplace ostracism between neurotic trait and deviant behavior is found partially supported. Mediation between the extraversion traits and deviant behavior was not supported.

Workplace ostracism between the openness to experience and deviant behavior not supported. Workplace ostracism mediation between openness to experience and deviant behavior partially supported. Workplace ostracism between openness to experience and deviant behavior partially supported. Workplace ostracism mediation between agreeableness and deviant behavior and found the same conscientiousness trait and deviant behavior were not supported.

H11a: Workplace ostracism mediates the relationships between Neuroticism and Deviant behavior, partially supported

H11b: Workplace ostracism mediates the relationships between Extraversion and Deviant behavior, not supported.

H11c: Workplace ostracism mediates the relationships between Openness to experience and Deviant behavior, partially supported

H11d: Workplace ostracism mediates the relationships between Agreeableness and Deviant behavior, not supported.

H11e: Workplace ostracism mediates the relationships between conscientiousness and Deviant behavior, not supported.

H12: Workplace ostracism mediates the relationships between personality traits (five factors) and Work Engagement

H12a: Workplace ostracism mediates the relationships between Neuroticism and Work Engagement, partially supported.

A study was conducted in the hotel industry of China relationships through mediation were observed, workplace ostracism negatively affected the work engagement and personality traits. The neurotic trait increased the effect of workplace ostracism (Leung et al., 2011). This study results also partially supported due to partial mediation between the constructs.

H12b: Workplace ostracism mediates the relationships between Extraversion and Work Engagement, not supported. According to Leung et al. (2011), relationships of personality traits, workplace ostracism, and work engagement was observed. Ferris et al. (2008) observed the negative relationship through the mediation of workplace ostracism between personality traits and performance. In the case of extraversion, openness to experience, agreeableness, and conscientiousness were also found insignificant and hypotheses are not supported.

H12c: Workplace ostracism mediates the relationships between Openness to Experience and Work Engagement, not supported.

H12d: Workplace ostracism mediates the relationships between Agreeableness and Work Engagement, not supported.

H12e: Workplace ostracism mediates the relationships between conscientiousness and Work Engagement, not supported.

This investigation's output not supported the hypotheses due to differences in the political condition of the country, unemployment problem, and law and order situation of the country. The results may be different due to the contextual differences as written in the previous lines.

H13: Work engagement mediates the relationships between personality traits (5factors) and workplace helping behavior

The results of this research about work engagement mediation between all five personality traits and workplace helping behavior were observed and found insignificant only partial mediation is observed among neurotic trait and helping behavior through work engagement.

H13a: Work engagement mediates the relationships between Neuroticism and Workplace Helping behavior, partially supported. Negative correlation between neurotic personality trait and work engagement was found while the positive correlation of personality traits agreeableness and conscientiousness were found while work engagement was used as a mediator (vn Mol et al., 2017). The people who are engaged in the work, they are supposed to be more friendly and helpful and have a positive influence to increase the employee's performance (Bakker et al., 2014). This shows the positive relationship of work engagement with the employees' behavior. Schaufeli et al. (2002) also supported the positive emotions of the workers and work engagement

Previous researches the mediating role of work engagement between the different constructs like job satisfaction, tourism, variables like organizational citizenship behavior and organizational commitment and importance of relationships of the work engagement admitted by the researchers (Kim, et al., 2013; Gomes, Curren & Caetano, 2015).

H13b: Work engagement mediates the relationships between Extraversion and workplace helping behavior, not supported.

H13c: Work engagement mediates the relationships between Openness to experience and workplace helping behavior, not supported.

H13d: Work engagement mediates the relationships between Agreeableness and workplace helping behavior, not supported.

H13e: Work engagement mediates the relationships between Conscientiousness and workplace helping behavior, not supported.

A study results not supported the work engagement mediation between the personality traits and helping behavior, only work engagement mediation partially supported between the neuroticism traits and helping behavior. In the other four cases, hypotheses could not be supported due to differences in the political condition of the country, unemployment problem, and law and order situation of the country. The results may be different due to the contextual differences of the study in our region spatially Pakistan.

H14: Work engagement mediates the relationships between personality traits (5factors) and workplace voicing behavior

H14a: Work engagement mediates the relationship between Neuroticism and workplace voicing behavior, partially supported. Work engagement mediates the relationship between personality

traits and workplace voicing behavior. The results affirm the partial mediation, this situation indicate that work engagement partially mediating between the constructs. Tollerente et al. (2012) investigated the work engagement mediating the relationship between the social resources and team performance and results of the study affirm the mediation.

H14b: Work engagement mediates the relationship between Extraversion and workplace voicing behavior, partially supported.

H14c: Work engagement mediates the relationship between Openness to experience and Workplace Voicing behavior, partially supported.

H14d: Work engagement mediates the relationship between Agreeableness and workplace voicing behavior, partially supported.

H14e: Work engagement mediates the relationship between Conscientiousness and workplace voicing behavior, partially supported.

These study results are not supported the work engagement mediation between the personality traits and voicing behavior, only work engagement mediation partially supported the neuroticism trait and helping behavior. In the other four cases, hypotheses could not be supported due to differences of political condition of the country, unemployment problem, and law and order situation of the country

H15: Work engagement mediates the relationships between personality traits (5factors) and workplace Deviant behavior

Mediation of work engagement between personality traits and workplace deviant behavior was not supported. In this study, results rejected the mediation of work engagement between the constructs. Kim et al., (2013) discussed the mediating role of work engagement and explained more than nine studies show the mediation role of work engagement. In this research, the researcher investigated the mediation of work engagement between personality traits and workplace behavior, and also between the workplace ostracism and workplace behavior

H15a: Work engagement mediates the relationship between Neuroticism and workplace deviant behavior, not supported.

H15b: Work engagement mediates the relationship between Extraversion and workplace Deviant behavior, not supported.

H15c: Work engagement mediates the relationship between Openness to experience and workplace Deviant behavior, not supported.

H15d: Work engagement mediates the relationship between Agreeableness and workplace Deviant behavior, not supported.

H15e: Work engagement mediates the relationship between Conscientiousness and workplace Deviant behavior, not supported.

The work engagement mediation relationship between the personality traits and workplace deviant behavior was not supported in this study due to many reasons. The results difference shows

that the differences in the context and other social and economic grounds variances from European countries to Pakistan.

H16: Work Engagement mediates the relationship between workplace ostracism and workplace behaviors.

H16a: Work Engagement mediates the relationship between workplace ostracism and helping behavior, partially supported.

Work engagement mediates the relationship between the workplace ostracism and helping behavior, research findings indicate the partial mediation so, and results are partially supported. The results are consistent with the finding of scholar Fatima (2016), who observed the relationship between workplace ostracism and counterproductive behaviors however job satisfaction partially mediates between the constructs. In study work engagement mediation between workplace ostracism and workplace, behaviors were observed (Judge et al., 2001).

H16b: Work Engagement mediates the relationship between workplace ostracism and voicing behavior, partially supported.

Work engagement mediates the relationship between workplace voicing behavior, findings of this research confirms the partial mediation of these constructs and results are consistent with the study of Judge et al. (2001), scholars investigated the work engagement mediation between workplace attitudes and workplace behaviors. Chung (2015) proved the mediation of co-worker conflict between workplace ostracism and workplace behavior.

H16c: Work Engagement mediates the relationship between workplace ostracism and deviant behavior, partially supported.

Partially mediation of work engagement mediation between workplace ostracism and workplace deviant behavior is affirmed in this study which is consistent with the previous researches where mediation or partial mediation was proved. In research in work engagement mediates between workplace ostracism and employee service performance (Leung et al., 2011; Wu et al., 2015). Research findings proved the mediation of work engagement between workplace ostracism and citizenship behavior.

5.3 Implication of this Study

5.3.1 Theoretical, Methodological and Contextual Implications

The current study has many theoretical and methodological and contextual implications. Previous researches explain the importance of workplace ostracism and work engagement, the mediating role of both constructs is available in the literature (Ferris et al., 2008; Leung et al., 2011; van Mol. Kompanje & Bakker, 2017). The current study has many theoretical implications. This research explored the workplace ostracism and work engagement as a mediator between the five factors of personality traits and workplace helping behavior, workplace voicing behavior and workplace deviant behavior. In this research the mechanism of how workplace ostracism and personality traits affect the workplace helping behavior, workplace voicing behavior and workplace deviant behavior in the gas sector of Pakistan.

The main theoretical contribution of this research is that the scholar explored the partial mediation of workplace ostracism between the five factors of personality traits and helping behavior. Another theoretical contribution of this study is explored the partial mediation of work engagement between personality traits (five factors) and workplace voicing behavior. Work engagement partial mediation was also observed between workplace ostracism and workplace helping behavior, workplace voicing behavior and workplace deviant behavior.

However, the findings of the study revealed insignificant and mediation of work engagement between the five factors of personality traits and workplace deviant behavior. Insignificant results also observed for mediation of work engagement between personality traits five factors and helping behavior, only partial mediation of work engagement was observed between the neurotic trait and workplace helping behavior. Meanwhile, the insignificant results not supported the mediation of workplace ostracism between the personality traits five factors and workplace voicing behavior acceptable in case of openness to experience trait, in this case partially mediation was observed. The only two personality traits were found with partial mediation of workplace ostracism between neurotic, openness to experience traits and workplace deviant behavior. Researchers also explored the direct relationships and effects of the constructs of the study. The findings of the research found significant and in some cases insignificant and in response researchers, theoretical contribution is an addition in the literature. The strength of this research work is that this study covers all five factors of personality traits associated with the mediating variables and dependent variables of this research.

Methodological, this study adopted the research questioners of the previous researches. Control variables are examined by using the Amos analysis. While in previous studies the conventional approach was used to control variables were analyzed by using the ANOVA variance method. Control

variables can be used as separate variables, the results may also differ due to these relations (Williams et al., 2002). Demographic variables (age, gender, and tenure of the organization) are statistically controlled due to their potential effects on organizational-based performance (Aryee et al., 2007; Williams, 1991). Contextually, this research has a major contribution and according to the researcher's knowledge no research on workplace ostracism and work engagement mediating relationship between five factors of personality trait and workplace helping behavior, workplace voicing behavior and workplace deviant behavior was conducted in the context of South Asian collective society of Pakistan. Especially the public sector organization from the gas sector was totally ignored, and no research was conducted on this area of research.

5.3.2 Managerial Levels of Policy Implications

This research provides several implications for the management of organizations like SNGPL and the HR department in Pakistan. First, the findings of the research are found significant and in some cases insignificant. However, it is observed that the neurotic personality trait has a negative relationship with workplace ostracism and openness to experience has a positive impact on workplace ostracism. It is evident that workplace ostracism depends on the employee's personality traits. Organizational management should understand the importance of personality traits and the harmfulness of workplace ostracism. Due to the significant results of this study, the managers should consider the harm of the workplace ostracism. Management should take necessary action by providing the training on its employees to increase the awareness of workplace ostracism, so that employees can understand the concept of workplace ostracism and how can they prevent themselves from it and how to thought and control the ostracism of the organizations.

Second, five factors of personality traits and work engagement relationships are found insignificant it means that management can increase the work engagement by considering the personality traits of organizational employees. Management should implement managerial practices, decentralization, participants' decisions, flexible working hours, etc. in the organizations to increase the work engagement. Additionally, HR management can increase the work engagement of employees by avoiding workplace ostracism, stress, and health problems (Thompson, Galinsky, & prottas, 2002; Butler, Grzywacz, Ettner, & Liu, 2009; Origo & Pagani, 2008).

Third, two personality traits extraversion and agreeableness relations were found significant these relations represents the importance of personality traits with the voicing behavior and personality trait affect the voicing behavior.

Fourth, personality trait openness to experience and neuroticism affects the deviant behavior, this significant results proved the evidence of its relationship. Management should consider it while making policies for organizational employees.

Fifth, the impact of workplace ostracism relationship with deviant behavior is supported and this shows that management can avoid deviant behavior by controlling workplace ostracism.

Sixth, findings of the study revealed that significant results relationships of work engagement among the workplace helping behavior, voicing behavior and deviant behavior. These results provide useful information for management. Human resource management does all necessary actions to create the work engagement to increase the workplace helping behavior, workplace voicing and workplace deviant behavior for creating an ideal environment in the organization.

Seventh workplace ostracism and work engagement relationships are supported in the results of the researches. The relationship shows that it is impossible to create work engagement in the organization without controlling the workplace ostracism. According to Ferris et al. (2008) workplace, ostracism is harmful and decreases the employees' motivation, so the mediation of work engagement relationships between workplace ostracism and performance outcome was examined.

Eighth, research findings show that workplace ostracism mediates partially between the personality traits of five factors and helping behavior. Researchers demonstrated that previous studies supported the mediation mechanism and link the workplace ostracism and workplace behaviors outcome (Chaung, 2017; Ferris et al., 2015; Scott et al., 2015; Wu et al., 2016).

The relationships between workplace ostracism and workplace and helping behavior, voicing behavior through mediation of perceived stress were discussed.

5.4 Limitations and Future Directions

This project has also limitations like every field of researches. First, to avoid the data self-administered questionnaire was used and time lags data collection method not applied as many researchers used it to control the single source biases (Podsakoff et al., 2003).

Peers and supervisors should be taken as multi-raters for the workplace behaviors (Stewart, Bing, Davison, Woehr, & McIntyre, 2009).

Second, this study is conducted in Pakistan and cultural characteristics may affect the results of the study. In the case of workplace ostracism, collective societies are considered more sensitive than western societies, where individualism and self-achievements are more important for individuals. The findings may differ from the Western society researchers.

The third collection of data from all sectors can hand the generalizability of the findings.

Control variables can be used as separate variables, the results may also differ due to these relations (Williams et al., 2002).

Researchers used a cross-sectional method to collect data, the use of longitudinal research and qualitative methods by intervening in the employees can also make it a more comprehensive study on these variables.

Other variables may be investigated to enhance the more understanding of the variables, which can be useful to control the workplace ostracism and increase the work engagement in the organization workplace ostracism disturb the life of the employees along with the organizational is outputs, family life also found related to the workplace ostracism. Managers can improve work engagement and control workplace ostracism by using the information concluded in this research.

5.5 Future Directions

This study discussed the mechanism of the variables with the mediation of workplace ostracism and work engagement between the personality traits and workplace behaviors. Future investigations should consider the more other factors that can be helpful to control the workplace ostracism. Organizational socialized may be effective and positive variables to control the workplace ostracism (Gruman, Saks, & Zwing, 2006). This study is limited in the bond of a public sector organization like SNGPL, it makes it limited (Wu, Yim, Kwan, & zhang, 2012). Another underlying link mechanism should be considered to now the relationship between workplace ostracism and workplace behavior. This investigation highlighted the importance of workplace ostracism and its negative effects on work engagement, workplace helping voicing behavior and deviant behavior. The workplace ostracism

mediation and work engagement mediation is not supported in several cases. However, in a few cases, partial mediation is observed while almost the results of the mediation and direct relationship are supported and in few cases not supported. In future investigations, the other constructs should be examined by enhancing the sample size and including the public sector and private sectors in Pakistan.

5.6 Conclusion

In this study, the quantitative method is chosen to investigate the harmful as of workplace ostracism and the importance of work engagement to workplace helping behavior, workplace voicing behavior and workplace deviant behavior. Five factors of personality traits affect the workplace ostracism, work engagement and workplace behaviors are observed. The questionnaire was distributed to collect the data from the SNGPL employees. A Stratified sampling method was obtained to collect unbiased data from the employees and the five-point Likert scale was used. Completely filled questionnaires were used for the statistical analysis to those regularly of any.

The results findings are very interesting, different type of association of the variables are observed in this research, such as personality traits five factors relationship with work engagement supported in all five factors, work engagement relationship with workplace helping behavior is also supported in all cases. Similarly, the mediation of workplace ostracism between personality traits and helping behavior is partially supported in all five cases. Furthermore, the mediation of work engagement between personality traits five factors and workplace voicing behavior is also partially supported and vice versa the work engagement mediation between workplace ostracism and workplace voicing behavior is partially supported in all three cases.

On the other hand work engagement mediation between the personality traits and deviant behavior is not supported in any single case, work engagement mediation between the personality traits and helping behavior not supported except neuroticism trait with helping behavior is partially supported while in other cases mediation of work engagement is not supported. In the case of workplace ostracism mediation between the neuroticism traits and work, engagement is partially supported the other four cases not supported. In many cases, mediation is partially supported and in some cases not supported and the same situation is observed in the tracking relationship of the variables.

The finding of the research verifies the previous studies' outcomes. While in some cases the results observed the different and not supported the previous studies' researches due to differences in the culture, Government policies and unstable political condition of Pakistan. Ongoing research is needed to achieve the generalized findings by applying the different methodology by considering the differences in the research in the context of Pakistan. Lenses of SET and cognitive theory have given the theoretical support for the causal relationship. Finally, the differences in the society culture, this research supported the ways applied in developing countries like Pakistan.

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APPENDICES

APPENDIX A **SUPERIOR UNIVERSITY OF LAHORE** Department of Management Sciences/Business Studies

Dear Participant,

I am a PhD candidate at Superior University of Lahore. I am conducting research on Workplace Ostracism and Work Engagement Relationships between Personality Traits and Workplace Behaviors within the organization. Your help by completing the attached questionnaire will be highly appreciated by me and I also assure you that your responses will also be held confidential and will only be used for education purposes.

Thanks in advance for your kind help and cooperation.

Sincerely,

Rashid Ahmad.

APPENDIX B
QUESTIONNAIRE

Name (Optional)Q. ID.....P.1

1-Gender <input type="checkbox"/> Male <input type="checkbox"/> Female	2- Age <input type="checkbox"/> Under 30 years <input type="checkbox"/> 30 - 39 <input type="checkbox"/> 40 - 49 <input type="checkbox"/> 50 - 59	3- Experience <input type="checkbox"/> Under 10 years <input type="checkbox"/> 11 - 19 <input type="checkbox"/> 20 - 29 <input type="checkbox"/> 30 - 42	4-Qualification <input type="checkbox"/> Matric/ UM <input type="checkbox"/> FA/FSc/DAE <input type="checkbox"/> Bachelor <input type="checkbox"/> Master Degree/+
5- Department/ Section			

Personality Traits

SDA=1=strongly disagree, DA=2= disagree, N=3= neutral, A=4=agree, SA=5= strongly agree

Sr.	Select one no from above to fill in blank		Sr.	Select one no from above to fill in blank
A1	I am the life of the party.		C6	I have little to say.
2	I feel little concern for others.		7	I have a soft heart
3	I am always prepared.		8	I often forget to put things back in their proper place.
4	I get stressed out easily.		9	I get upset easily.
5	I have a rich vocabulary.		10	I do not have a good imagination.
6	I don't talk a lot.		D1	I talk to a lot of different people at parties.
7	I am interested in people.		2	I am not really interested in others.
8	I leave my belongings around.		3	I like order.
9	I am relaxed most of the time.		4	I change my mood a lot.
10	I have difficulty understanding abstract ideas.		D5	I am quick to understand things.
B1	I feel comfortable around people.		6	I don't like to draw attention to myself.
2	I insult people.		7	I take time out for others.
3	I pay attention to details.		8	I shirk my duties.
4	I worry about things.		9	I have frequent mood swings.
B5	I have a vivid imagination.		10	I use difficult words.

6	I keep in the background.		E1	I don't mind being the Centre of attention.
7	I sympathize with others' feelings.		2	I feel others' emotions.
8	I make a mess of things.		3	I follow a schedule.
9	I seldom feel blue.		4	I get irritated easily.
10	I am not interested in abstract ideas.		E5	I spend time reflecting on things.
C1	I start conversations.		6	I am quiet around strangers.
2	I am not interested in other people's problems.		7	I make people feel at ease.
3	I get others done right way.		8	I am exacting in my work.
4	I am easily disturbed.		9	I often feel blue.
C5	I have excellent ideas.		10	I am full of ideas.

1=SDA= strongly disagree, 2=DA= disagree, 3=N= neutral, 4=A= agree, 5=SA= strongly agree
P. 2

✓ Tick one which is your answer 1 to 5		SD A= 1	D A= 2	N= 3	A = 4	SA =5 5
Section: B: Workplace Ostracism (OB)		1	2	3	4	5
1	Others ignored you at work.					
2	Others left the area when you entered.					
3	Your greetings have gone unanswered at work.					
4	You involuntarily sat alone in a crowded lunchroom at work.					
5	Others avoided you at work.					
6	You noticed others would not look at you at work.					
7	Others at work shut you out of the conversation.					
8	Others refused to talk to you at work.					
9	Others at work treated you as if you weren't there.					
10	Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break.					
Section: C: Work Engagement (W.E)Never =1, Rarely=2, sometimes=3, very Often=4, always=5,(Vigor)		1	2	3	4	5
1	At my work, I feel like bursting with energy.					
2	At my job I feel strong and vigorous.					
3	When I get up in the morning, I feel like going to work.					

4	I can continue to work for long periods of time.					
5	At my job, I am mentally resilient.					
6	At my job, I always persevere, even when things do not go well.					
	(Dedication)					
7	I find the work that I do meaningful and purposeful.					
8	I am enthusiastic about my job.					
9	My job inspires me.					
10	I am proud of the work that I do.					
11	My job is challenging.					
	(Absorption)					
12	Time flies when I am at work.					
13	When I work, I forget everything else around me.					
14	I feel happy when I work intensively.					
15	I am immersed in my work.					
16	I get carried away when I work.					
17	It is difficult to detach myself from my job.					
	Section: D: Voice. Behavior strongly disagree =1, slightly disagree= 2, neither angry nor disagree=3, slightly agree=4, strongly agree=5,	01	02	03	04	05
1	I develop and make recommendations to my supervisor concerning issues that affect my work.					
2	I speak up and encourage others in my work unit to get involved in issues that affect our work.					
3	I communicate my opinions about work issues to others in my work unit, even if their opinions are different and they disagree with me.					
4	I keep well informed about issues at work where my Opinion can be useful.	01	02	03	04	05
5	I get involved in issues that affect the quality of life in my work unit.					
6	I speak up to my supervisor with ideas for new projects or changes in procedures at work.					
	Section: E: Deviant Behavior					
1	Made fun of someone at work.					
2	Said something hurtful to someone at work.					
3	Made an ethnic, religious, or racial remark at work.					
4	Cursed at someone at work.					
5	Lead a mean rant on someone at work.					
6	Acted rudely to word someone at work.					
7	Publicly impressed someone at work.					
	(Ogl. Deviant. Beh.)					
8	Taken property from work without permission.	1	2	3	4	5
9	Spent too much time fantasizing instead of working					
10	Falsified a receipt to get reimbursed for more money than you spent on business expenses.					

11	Taken and additional or longer break than is acceptable at your workplace					
12	Come in late to work without permission.					
13	Littered your work environment.					
14	Neglected to follow your boss's instructions.					
15	Intentionally worked slower than you could have worked.					
16	Discussed confidential company information with an unauthorized person.					
17	Used and illegal drug all consumed alcohol on the job.					
18	Put little effort into your work.					
19	Dragged out work in order to get overtime.					
	Helping Behavior	1	2	3	4	5
1	It happens a lot that I help coworkers with heavy workloads.					
2	It happens a lot that I help coworkers who have been absent.					
3	It happens a lot that I help coworkers who have work-related problems.					
4	It happens a lot that I willingly adjust my work schedule to accommodate other employees' requests for time off.					
5	It happens a lot that I go out of the way to make newer employees feel Welcome in the workgroup.					
6	It happens a lot that I take added responsibility when my supervisor (s) is (are) absent.					
7	It happens a lot that I assist by supervisor (s) with my supervisor (s) work (when not asked).					
8	It happens a lot that I help my supervisor (s) when my supervisor (s) has (have) heavy workloads.	1	2	3	4	5
9	It happens a lot that I pass along work - related information on my supervisor (s).					
	Part -2 My involvement in my work-----					
1	Helps me to understand different viewpoints and this helps me be a better family member.					
2	Helps me to gain knowledge and this helps me be a better family member.					
3	Helps me acquire skills and this helps me be a better family member.					
4	Puts me in a good mood and this helps me be a better family member.					
5	Makes me feel happy and this helps me be a better family member.					
6	Makes me cheerful and this helps me be a better family member.					
7	Helps me feel personally fulfilled and this helps me be a better family member.					
8	Provides me with a sense of accomplishment and this helps me be a better family member.					
9	Provides me with a sense of success and this helps me be a better family member.					
10	Provides me with information that can be used in family life and this helps me be a better family member.					
11	Provides me with interpersonal relationships and this helps me be a					

	better family member					
12	Provides me with social connections and this helps me be a better family member.					
13	Provides me with flexible working schedule and this helps me be a better family member.					
14	Provides me with flexible working location and this helps me be a better family member.					
15	Puts me in better material situation and this helps me be a better family member.					

Thanks for your cooperation.

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