

## RELATIONSHIP BETWEEN BEING ENVIED AND WORKPLACE OSTRACISM: MODERATING ROLE OF NARCISSISM AND ORGANIZATIONAL SUPPORT

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### ABSTRACT

*The current research has investigated the relationship between being envied and workplace ostracism, and investigates the moderating effects of two factors: narcissism and organizational support and their effects on productivity and profitability. Data was collected from employees working in the telecom sector of Pakistan which was further analyzed using regression analysis. Results show that being envied is positively related to workplace ostracism, and this relationship is stronger for individuals with higher levels of narcissism. However, the negative impact of being envied on workplace ostracism is buffered by higher levels of perceived organizational support. These findings highlight the importance of organizational support in mitigating the negative consequences of envy in the workplace, especially for employees with higher levels of narcissism. Additionally, the study examined the moderating role of narcissism and organizational support in this relationship. The findings of this research will contribute to the existing knowledge on this topic and provide insights for organizations to improve their work environment and employee well-being.*

**Keywords:** Workplace Ostracism, Envied, Narcissism, Organizational Support.

### INTRODUCTION

Focusing on the workforce needs, management have to do struggle to create such an environment that makes employees sounder and more comfortable during their job. Regardless of how accomplished someone is it's a natural tendency that people compare themselves with others even at the workplace as well. There are more ways that are important to us, by utilizing those ways people around our work spheres stack up and heap up better than we think and can do. There are people in the organizations who can truly contribute to human progress by becoming ground breakers (Ahmad et al., 2023). If we look into history there are a lot of examples of who have changed the entire work history of an organization. If we talk in a non-controversial way, some people are more brilliant and talented in their fields than the other ones. If we look around us it is a common practice to compare ourselves with others which is not a good thing for personal life and workplace as well. Comparing nature makes envy and at workplace this may lead towards workplace ostracism. Those who compare one reason may be their mind is terrifically inventive which thinks about different things. They even work out how someone is better than them. This may make the employees envious of productive ends. Being envied is a negative, unpleasant, prevalent and painful merger of feelings which are influenced by the social comparison with a person or group of people who actually

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hold something that we desire. When the envied one feels that others are getting achievements, awards and superiority through his or her suggested techniques, the envious employee wants to lose those attributes by that employee. This gives rise to workplace ostracism which refers to a phenomenon where employees perceive that other employees are deliberately ignoring them at work. Here comes the role of workforce management how it deals with the penetrating issues and make satisfactory working conditions, by keeping in view all the factors of good working conditions mental well-being at the workplace plays more important role to the productivity end. Being envied leads to workplace ostracism through the psychological impact. In the whole covid-19 pandemic scenario factors related to mental health are more influenced, being envied and workplace ostracism are one of them. Which is an alarm in witnessing the penetration of another pandemic which will be interconnected to multiple mental disorders. As employees were not enjoying good working conditions properly, therefore this study is important, as some research data is required to lower the impact of psychological health problems (Cai et al., 2023).

Creating a positive work environment that promotes employee well-being is crucial for any organization's success. Management needs to be aware of the impact of envy and ostracism on the workforce and take steps to minimize their negative effects. In the workplace, envy can arise due to a variety of factors, including differences in talent, success, recognition, and opportunities. When employees compare themselves to others, it can lead to feelings of envy, which can in turn lead to negative behavior and attitudes towards others.

Envy can also lead to workplace ostracism, where employees perceive that they are being intentionally ignored or excluded by their colleagues. This can cause stress, anxiety, and decreased productivity, all of which can harm the organization's bottom line. The impact of envy and ostracism on mental well-being is also critical, especially in the context of the COVID-19 pandemic (Deng & Wang, 2022). As many employees are still working from home and dealing with increased stress and anxiety, it is more important than ever to promote positive work conditions that support employees' mental health. Workforce management needs to take an active role in addressing these issues by implementing policies and programs that promote a positive work environment, including clear communication, recognition, and equal opportunities. They also need to provide support and resources for employees who may be struggling with mental health issues related to envy and ostracism.

As we have discussed, being envied gives rise to workplace ostracism. Workplace ostracism is a phenomenon which is result of a negative feeling which is envy. When the employee has to face lowered self-evaluation and does not get the desired outcomes this gives birth to the ostracism, which exists in almost every organization. This ignorance and social exclusion lessen the social interaction of that employee with others. In the given context this harm with the influence of being envied is not researched in the extant ostracism research. An employee gives tactics through his mind game to sort out problems, if those tactics are accepted and works fortunately all the time this may make an employee narcissist. People who have this personality trait need more self-admiration, they are self-centered, patronizing, demanding and they do not have any consideration for others. Narcissists have Machiavellianism element here narcissism will be discussed as an individual factor (Ahmad et al., 2023). A factor supporting variables is organizational support. Organizational support has a central role among employees, as it initiates and influences social exchange process and organization stand with the employees at every stance which can be helpful in this study.

In this study, it is aimed to know how the productivity and profitability of the organization is affected by envy and ostracism with the moderating role of organizational support and narcissism, a personality trait. In continuation to this (Agarwal et al., 2023) considered that the studies examining the effects of culture on workplace ostracism are lacking. This gap may be filled out in this study. The telecom sector is assisting us with the defined variables. In the selected two companies of telecom sector which are Telenor and Ufone, where top-down culture is supported which is also different from the discussed studies. Our study aims to broaden the scope of research by evaluating telecom workers. It was intended to understand how envy and ostracism effects the productivity and profitability of the organization, with the moderating roles of personality trait and organizational support. The connection between ostracism and envy in the workplace can significantly affect the productivity and profitability of an organization. Envy

can lead to negative emotions and behaviors that can reduce productivity and harm the organization's bottom line. Ostracism can cause employees to feel demotivated, stressed, and disengaged, which can also lead to reduced productivity and lower profitability. However, the impact of envy and ostracism on productivity and profitability can be moderated by factors such as personality traits and organizational support. Narcissistic individuals, for example, may be more prone to experiencing envy and engaging in ostracism, which can exacerbate the negative effects. On the other hand, employees who feel supported by their organization may be less likely to feel envious or ostracized and may be better equipped to cope with these emotions and behaviors when they do occur. Understanding the moderating role of personality traits and organizational support in the relationship between envy, ostracism, and productivity/profitability is crucial for organizations seeking to create a positive work environment and optimize their performance. By identifying and addressing the underlying causes of envy and ostracism, and providing support to employees, organizations can enhance their overall productivity and profitability. Additionally, information was gathered from both low- and high-level personnel. Since our industry is the telecom sector and culture is top-down, it differs from the studies that have been examined. So, with the help of this study, this gap might be overcome (Song et al., 2022).

Though envy has already been discussed in multiple domains. On the other hand, role of being envied is being overlooked and neglected in workplace and organizational sciences like what individuals perform what they get in return of that which is incentives system, what kind of appreciation strategy the company is following and how the groups are performing. By ignoring the role of envy, it limits the understanding and practical consequences at workplace, which needs to be discussed. Envy at the workplace is supposed to be very dysfunctional and negative, which is not wrong. Penetrated negative effects of envy can be seen easily at workplace by observing the teamwork and profitability of the organization. Basically, the target of envy is not the person who holds a particular quality or blessing (Özcan & Umut, 2023). Target of envy is particularly supposed to be that blessing or quality that the person holds. The effected employee suffers a lot by feeling that thing and starts cut off with other employees which effects team performance and as a result workplace ostracism occurs. Workplace ostracism needs to be discussed with personality traits. As we have discussed narcissism, it is an add on effect in being envied which can also influence and stimulate workplace ostracism. The very close phenomenon which can work as strong link to mitigate the negative effects of envy, the behavioral outcomes are quite dangerous for the productivity and survival of the organization.

## **REVIEW OF LITERATURE**

### **Social Information Processing Theory**

Social Information Processing Theory (SIP) suggests that individuals' behaviors in the workplace are influenced by their interpretation and processing of social information. This includes information about their colleagues and their organization. Perceived organizational support (POS) is one aspect of social information that can influence how individuals interpret and respond to envy in the workplace. According to SIP, when an individual perceives that they are being envied, they may feel threatened and respond with negative behaviors such as workplace ostracism. However, the extent to which this occurs can be moderated by POS. When an individual feels supported by their organization, they may be less likely to interpret envy as a threat and may be less likely to engage in negative behaviors towards the envied individual.

Khan, Nazir and Shafi, (2022) has shown that POS can act as a buffer against the negative effects of envy in the workplace. When employees feel supported by their organization, they are less likely to feel threatened by the success of their colleagues and may be more likely to interpret envy in a positive or neutral light. This can reduce the likelihood of negative behaviors such as workplace ostracism. Additionally, research has shown that the relationship between being envied, and workplace ostracism is stronger when POS is low, and weaker when POS is high. This suggests that the level of POS within an organization can influence the impact of envy on workplace relationships.

Under the social information processing theory, interactive communication in computer-mediated environments without the use of nonverbal signals is considered. In this study, we use social information processing to examine how envy and workplace exclusion affect individuals (Ding et al., 2022).

The model of this study is based on social information processing theory, as the information processing system should be strong. The stronger the system a company is owning, the lesser they will be affected negatively from envy, narcissism, and workplace ostracism. It has been studied that narcissists visit social networking sites frequently. Among the social networking sites narcissists are more in number. So, it can be concluded easily strong information processing system removes barriers of communication among employees and it is more helpful. The perception of being envied is influenced and predicted on co-workers. Relationships of coworkers may also be threatened when negative information is being processed (Sarwar, 2022). It has been studied that SIP is a substitution at a particular level that organization can succeed in making employee's connections and beneficence. This model can run on social information processing theory supportively. As it has been discussed with the arguments, that how strong information system is helpful.

If we talk about the whole model, based on the contradictions, envied employees become dissatisfied and negative about the organization. Before the happening situation, the employee may probably be working with good consideration and consequences were different in the context of profitability and goodwill of the organization. As a result of being envied by becoming devoid from multiple things, enthusiasm for work is also lost. So, we can say that envy may penetrate negative effects on the desirable outcomes of individuals work for organization. Positive consequences can be explored more. Employees get disengaged from moral standards while comparing them with others. In these kinds of experiences workplace ostracism has been noticed. In this relationship, moderators were required to control workplace ostracism. So, we have incorporated narcissism and organizational support as individual and external factors simultaneously. The occurrence of different interpersonal behaviors is due to the self-centeredness of employees (Achhnani & Gupta, 2022). At the workplace, their mentality of considering at every point and getting more attention makes other employees irritated. This self-image regulation isolates them from others leading to workplace ostracism. To extend the boundaries of being envied and workplace ostracism association, the other moderator of the study is perceived organizational support. Employees facing work situations while ill supportive and positive work environment from the organization can give different results.

### **Being Envy and Workplace Ostracism**

The relationship between envy and workplace ostracism is a complex and multifaceted phenomenon that has attracted considerable research attention in recent years. This literature review will explore the current state of research on the relationship between being envied and workplace ostracism, with a focus on the moderating role of narcissism and organizational support.

Envy is a common emotion experienced by individuals in the workplace, and it can be defined as a negative emotion that arises when one individual perceives another to have something that they desire. Workplace ostracism, on the other hand, is the perception that one is being ignored or excluded by others in the workplace. Previous research has suggested that envy and ostracism are related, such that those who experience envy are more likely to experience workplace ostracism.

One important factor that moderates the relationship between being envied and workplace ostracism is narcissism. Narcissistic individuals have an exaggerated sense of self-importance and a strong need for admiration and attention from others. Research has shown that narcissistic individuals are more likely to experience envy and engage in ostracism, and that this effect is particularly strong in work settings where there is a high degree of competition and status-seeking behavior (Qin et al., 2023).

However, the relationship between narcissism, envy, and ostracism is not straightforward, and organizational support can also play a critical role. Organizational support refers to the extent to which an organization provides resources and support to employees to help them cope with work-related stressors. Research has shown that high levels of organizational support can mitigate the negative effects of envy and ostracism, particularly for individuals who are low in narcissism.

The moderating role of organizational support can take many forms, such as providing training and development opportunities, mentoring and coaching, and promoting a culture of inclusion and collaboration. When employees feel supported by their organization, they are better able to cope with the

negative emotions that can arise from envy and ostracism and are less likely to engage in retaliatory behaviors that can harm the organization.

As per the multiple backgrounds and consequences being envied has been discussed in multiple perspectives and directions. These findings are a few holistic empirical analyses of being envied. In psychology literature, there is a big number of studies on envy, and it has been studied extensively. It has been concluded from these studies that competitive work gives birth to envy and leads to other behaviors as well. Immoral behaviors can also be the result of being envied (Zhang, Barratt, & Smith, 2023).

It has been studied that being envied can lead to positive and negative aspects as well. When employees work in an organization, based on their workplace relationships associations becomes challenging. Employees are supposed to give as much as possible and this race makes them more concerned about being in the good books of the company. The consequences become positive and negative leading to different behaviors. Here being envied leading to workplace ostracism will be discussed. Process of Envy may involve the envier trying to improve himself like leveling up or he may harm the envied one like by contrasting or leveling him down. The concept of being envied may narrow the comparison and understanding in rationalizing unethical behaviors, as a result they get disengaged from moral standards to work in an organization. In these kinds of collective experiences constructs of workplace ostracism are noted (Erkutlu & Chafra, 2016).

Concept of workplace ostracism exists almost in every organization, negative consequences of being envied may lead to workplace ostracism. Employees or individuals who are being ostracized do not connect with the people again who rejected them, they always escape from the situation in which exclusion befalls (Şener et al., 2022). When an employee is being ignored at workplace like having no contact with other employees, getting no answer for greetings or others leave the room when that particular person enters in the room. Skills of individuals are discouraged as a result of ostracism; the purpose of this study is to overcome this problem by adding the impact of other moderators, which can be helpful in mitigating the effect of workplace ostracism.

#### **H<sub>1</sub>: Being envied is positively related to workplace ostracism**

#### **Moderating Role of Narcissism between Being Envied and Workplace Ostracism**

Being envied is a common experience in many workplaces, particularly in competitive environments. While envy can be a natural emotion, it can also lead to negative outcomes, such as workplace ostracism. The experience of being ostracized or ignored by coworkers is referred to as workplace ostracism. According to research, ostracism at work is positively correlated with being envied. One of the reasons why envy can lead to ostracism is that it can create a sense of threat among colleagues. When someone is envied for their accomplishments or qualities, others may feel inferior or inadequate in comparison. This can lead to feelings of resentment, which can then be expressed through behaviors such as ignoring or excluding the envied individual. Additionally, envy can create a perception of the envied individual as a threat to the status quo. If someone is seen as being too successful or too talented, others may view them as a potential rival for resources, promotions, or other opportunities. This can lead to efforts to undermine the envied individual or to exclude them from important projects or social interactions (Ahmad, Ishaq, & Raza, 2023).

Research has also shown that workplace ostracism can have significant negative effects on the individual who experiences it. It can lead to feelings of loneliness, depression, and low self-esteem. It can also impact job performance, as the individual may be less likely to feel engaged or motivated in their work. In extreme cases, workplace ostracism can lead to employee turnover or even legal action, as it can create a hostile work environment.

Being envied can have a range of effects on both the envied individual and their colleagues. In some cases, being envied can lead to feelings of narcissism, or an excessive sense of self-importance. However, research has also shown that being envied is positively related to workplace ostracism, which can have significant negative effects on the individual who experiences it.

A grandiose sense of self-importance, a desire for admiration, and a lack of empathy for others are traits of the narcissistic personality. While not all individuals who are envied will exhibit narcissistic traits, research has shown that envy can lead to feelings of superiority and entitlement in some cases. This can lead to behaviors that are seen as arrogant or self-centered, such as bragging about accomplishments or

belittling others. Additionally, being envied can create a sense of distance between the envied individual and their colleagues. This can lead to workplace ostracism, or the experience of being excluded or ignored by others in the workplace (Mohd et al., 2022).

Narcissism a personality trait is increasing in multiple settings, which got popularity in some last few years in particular situations where narcissism occurs. For possessing the characteristics of loudness, they feel proud on themselves. Narcissists don't feel hesitate they feel that their quality of loudness is positive. They are self-centered, noticeable and supposed to be different from their mates or colleagues. Narcissists don't like to work under someone's supervision they are their own leaders, and this mentality helps them out to grow in their field and get higher ranks.

Narcissism is supporting to our model as a moderator under individual factor. If we talk about their nature and looks, they are energetic, appealing and confident and these prototypical qualities help them out to be leaders. When we dig narcissism out, it is full of apparent paradoxes, and on the results about being envied are reasonable as this phenomenon arises when someone felt deprived for the thing someone is owing in one hand and narcissism plays the role of fuel on narcissistic fury on the other hand.

Narcissists live in the fantasy that they are brilliant and deserve more than others due to their leadership quality, more over they remain engage in self-promoting techniques and work for their self-centered behavior. Multiple interpersonal behaviors are developed as a result of self-image regulation, which can be the reason of isolation and separation of others (Üçok & Erbay, 2022) supposed to be workplace ostracism. Social relationships remain unnourished due to the distance. Aversive attitudes and behaviors to other are also fueled by narcissism. Distance in relationships is evoked as a result of unpleasant feelings.

## **H<sub>2</sub>. Narcissism moderates the relationship between being envied and workplace ostracism**

### **Moderating Role of Perceived Organizational Support between Being Envied and Workplace Ostracism**

Being envied can have a range of effects on the envied individual and their colleagues in the workplace. While envy can lead to negative outcomes such as workplace ostracism, research has also shown that perceived organizational support can act as a buffer against the negative effects of envy. The level to which employees believe their company values their contributions and is concerned about their wellbeing is known as "perceived organizational support". Employees are more likely to experience sense of devotion to their work and support from their businesses. They might also be less likely to encounter adverse consequences like workplace exclusion. According to research, perceived organizational support can protect against the damaging impacts of envy. When employees feel supported by their organization, they are less likely to feel threatened by the success of their colleagues. This can reduce the likelihood of negative behaviors such as workplace ostracism. In contrast, when employees do not feel supported by their organization, envy can be more likely to lead to negative outcomes such as workplace ostracism (Yang et al., 2022).

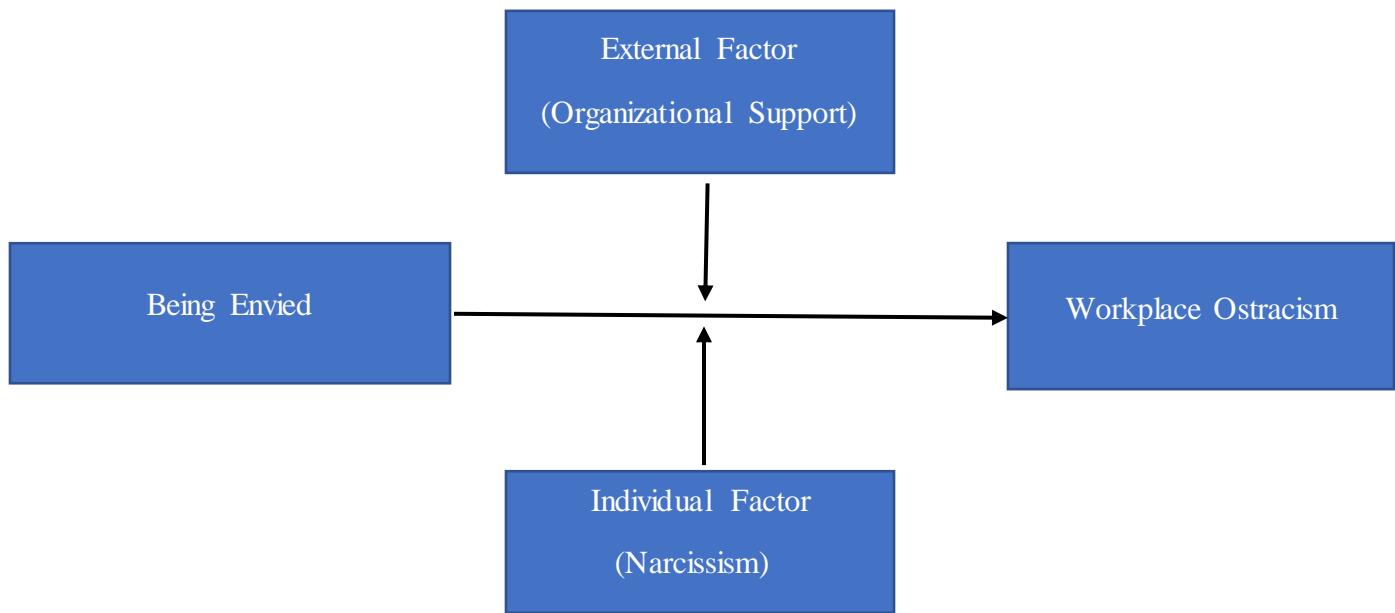
Employees who are envied feel themselves more sustained and depleted for the key resources. It was stated in a study (De Clercq et al., 2022). Envied individuals have to face injustice, lowliness and pain. Results of that study indicated that the sense of depletion were lasting and practical. To restore the discrepancies, envied employees try but remain unsatisfied with the organization. Efforts may go waste and employees lose enthusiasm and ultimately pull out from it. Being envied may be negatively associated with desirable outcomes from organization but there is a window for exploring positive consequences (Yuniati & Sitinjak, 2022) by testing the moderating role of perceived organizational support on the given model. Perceived organizational support is supposed to be an important organizational resource which will be helpful for the workers going through work situations while ill as a supportive and positive work environment. That harmful situation could also hinder the satisfaction of the employees in the absence of perceived organizational support.

In the organizational development and human psychology, workplace ostracism has been discussed in multiple ways. In the setting of increasing and decreasing workplace ostracism, recently (Schüler-Lubienetzki & Lubienetzki, 2023) have discussed in multiple social contexts like turnover intention and

organizational support etc. On the other hand, scholars have evaluated the characteristics of perceived organizational support in nullifying the effects of workplace ostracism and stress in the service industry. With the principal of reciprocity if organization supports their employees through good wage rate, appreciations, opportunities and developmental trainings organizations can achieve goals and would also be safe in maintain turnover rate and from losing employees also. If we talk about the perceived organizational support, we have multiple examples on it where organizations have served their employees through support. In the fear of COVID-19, employees were not able to think properly for work, as they were facing psychological distress and life dissatisfaction, like anxiety, stress and depression etc. We have an example of U.S government as they closed unimportant establishments and imposed orders for staying at home and work which was an important measure to alleviate the spread of virus and as a result avoiding stress and ostracism as well. Literature supports that perceived organizational support and managers support decreases employee's exhaustion and isolation (Iqbal, Ali, & Azam, 2022).

**H3. Perceived organizational support moderates the relationship between being envied and workplace ostracism.**

## THEORETICAL FRAMEWORK



*Figure 1: Theoretical Framework*

## RESEARCH METHODOLOGY

To test the hypothesized relationship telecom industry was selected. To know about the consequences of study it was conducted in the top-down culture of two private companies of telecom sector, Ufone and Telenor. The study found that cultural instability can contribute to workplace ostracism. This was particularly relevant in the context of the telecom industry, where companies operate in an environment of constant change and management turnover. The cultural instability created by these factors can contribute to negative behaviors such as workplace ostracism. In Pakistan, there are different cultures. We examined how the model relates to the top-down culture of two companies. Results reflected the importance of narcissism (individual factor) and perceived organizational support (external factor). We derived the problem from the cultural contexts in which companies live: cultural instability occurs at the time of

company's critical operations. Constant change in management may also be one of the reasons of cultural instability.

### **Sampling Technique**

Our residing relationship may give some kind of favor or reward to save the workers from exclusion when studied in top-down culture. In telecom sector, there are more educated and experienced employees who get demotivated just because of the residing situation. A great number of people's services may go vague. As telecom sector hold great number of employees. The model was so relatable to their penetrating conditions so they performed in the research voluntarily without taking any incentive. Through firsthand experience primary data was collected. To encourage participation and due to time constraint questionnaire was based on short and clear questions.

To avoid the respondent biasness convenient sampling technique was use to collect data from the selected two telecommunication companies. Questionnaire was the primary source to collect data. To keep in consideration the ethical code of conduct of research no one was forced to give information by filling up the questionnaire. Employees agreed easily may be due to the penetrating situation they were more interested to know the results. So, the data was collected from two telecom companies to assess. The reason for the selection of private sector is that the private sector is supposed to be more complicated and difficult. Survey method technique was used so our study is cross sectional. Data was collected once over a period of time. To answer the research questions data was collected once through survey method.

Data was collected individually. From the two telecom companies' data was collected individually. Private sector is supposed to be more complicated and can give more dimensions to this model. To measure the variables different instruments were taken. To verify the reliability of instrument pilot study was conducted for 40 employees. For better understanding 7-likert scale was changed to 5-likert scale for the modification of response format. When dependent variable was analyzed, results showed that slight modification is required. For the stated purpose and for the better plotting of data some items of the variables were reverse coded. Secondary data was gathered from the available literature and was analyzed using the statistical software SPSS. Primary data was gathered through the first experience and primary sources. Therefore, all variables were taken using original instruments. Reliability test is shown through given table.

### **Measures**

The research variables were measured using an adjusted questionnaire. A 7-point Likert scale was used to measure each variable. Variables are: To measure being envied 7items scale developed by (Kamboj and Garg, 2022) was used. Exclusion from the workplace is inextricably linked to its coworker and supervisor ostracism characteristics, which together reflect the whole image of workplace ostracism. Ostracism at work was measured using a multidimensional scale which was developed by (Şener et al., 2022) covering 17 items. Narcissistic Personality Inventory 15 items were used to measure general narcissism taken from Harms et al., 2022 perceived organizational support was measured using a 8 items scale developed by Khan, et.al., 2022.

## **DATA ANALYSIS AND RESULTS**

**Table 1 Demographic Analysis**

		<b>Frequency</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Gender	Male	179	71.0	71.0
	Female	73	29.0	100.0
	Total	252	100	
Age	20-29	87	34.5	34.5
	30-39	111	44.0	78.5
	40-49	54	21.5	100.0
	Total	252	100.0	
Qualification	Bachelors	52	20.6	20.6
	Masters	133	52.8	73.4
	MS/MPhil	59	23.4	96.8

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	Others	8	3.2	100.0
Job Level	Total	272	100.0	
	Lower level	94	37.3	37.3
	Middle level	124	49.2	86.5
	Executive level	34	13.5	100.0
Experience	Total	252	100.0	
	1-5 Years	148	58.7	58.7
	6-10 Years	86	34.1	92.9
	11-15 Years	18	7.1	100.0
Total		252	100.0	

Demographical analysis is based on gender, age, qualification, job level and experience which shows that 71% males and 29% were females, age bracket was starting from 20 to 49. According to the qualification of respondents 20.6% were bachelors, 52.8% were masters, 23.4% had done MS/MPhil and 3.2% were others. Their job levels were low, medium and executive levels. 58.7% were falling in the experience bracket of 0-5 years, 34.1% were between 6-11 and 7.1% were falling in the category of 11-15 years.

**Table 2 Correlation Analysis**

	Mean	SD	BE	WO	N	OS
BE	4.2364	1.02869	.90			
WO	3.7516	.97624	.595**	.88		
N	4.0852	.83422	.655**	.718**	.85	
OS	4.1984	.84489	.211**	.222**	.347**	.81

\*\* Correlation is significant at 0.01 level

Results showed that all the research variables were positively and significantly correlated. Correlation in the above given table is showing that all the variables are correlated like being envied was correlated with workplace ostracism with the value of (.595). Being envied and organizational support were correlated with (.211). Being envied and narcissism were correlated with the value of (.655). There was positive significant relationship workplace ostracism and organizational support with (.222). With the value of (.718) workplace ostracism and narcissism were correlated significantly and positively. On the narcissism and organizational support were correlated significantly and positively (.347). Furthermore, average rate of response is shown by mean. Standard deviation and mean are also described in the table.

## Model Summary, Moderation Analysis and $R^2$ Change for Hypothesis Testing

Mainly outcome variable is predicted from independent variable through regression analysis. Here workplace ostracism (an outcome variable) was predicted from being envied. Moreover, narcissism and perceived organizational support was also analyzed with predictor and outcome variable. Furthermore, by using (Şener et al., 2022) approach, regression analysis was conducted through SPSS using model 2 for carrying out moderation analysis.

**Table 3 Model Summary, Moderation Analysis and  $R^2$  Change**

R	R- Square	F	P			
.7430	.5520	91.7451	0.000			
B	SE	T	P			
<b>N→WO</b>	.6955	.0806	8.6290	.0000	3.7663	3.9748
<b>B→WO</b>	.2268	.0754	3.0061	.0029	.0782	.3753
<b>Int-1</b>	.1212	.0548	2.2129	.0278	.0133	.2290

<b>OS→WO</b>	-.0449	.0598	-.7514	.4532	-1.627	.0729
<b>Int-2</b>	-.0798	.0606	-1.3166	.1892	-1.993	.0396

***R<sup>2</sup>Change Due to Interaction terms***

	<b>R<sup>2</sup>-Change</b>	<b>F</b>	<b>Df1</b>	<b>Df2</b>	<b>P</b>
Int-1	.0090	4.89696	1.0000	246.0000	.0278
Int-2	.0046	1.7335	1.0000	246.0000	.1892
<b>Both</b>	.0090	2.7603	2.0000	246.0000	.0652

Multiple regression was conducted in order to test the hypothesis that being envied as a predictor enhances workplace ostracism as an outcome variable, and to see that rather narcissism and perceived organizational support moderates the relationship among predictor and outcome variable. Firstly, narcissism was analyzed as a moderator with outcome variable. Results explained that there was high level of significance R<sup>2</sup> was .5520 with the value of P 0.000 less than 0.05 and F= 91.74. being envied was examined with workplace ostracism showing the beta value of .2268 at .0029 significance level accounting a positive relation with having values of LLCI and ULCI not lying between zero and 95% confidence interval. So, hypotheses 1 was accepted that there is direct relationship between being envied and workplace ostracism. Secondly to reduce the problem of multicollinearity with interactions, between BE and WO interaction term was developed as int-1 and second term named as int-2 between BE and OS. Then regression model was tested for the moderator narcissism with constructed interaction terms. Results showed that R<sup>2</sup> was .0090, p=0.027, with the significance level of .0278 beta coefficient was .1212. The values of LLCI and ULCI showed for significant effect of given variables. So, hypotheses were also accepted with the significant moderation effect of N between BE and WO. With the second interaction term moderation of organizational support was analyzed which didn't show significant value=.45. As there should be significant association in outcome and moderator which was unsatisfied. As a result of interaction, term R<sup>2</sup> change was also insignificant falling between zeros. So, the third hypothesis between BE and OS for the moderator POS was rejected. POS won't influence workplace ostracism, even it will help to reduce WO.

**DISCUSSION, IMPLICATIONS AND FUTURE RESEARCH**

The purpose of this study was to explore the impact of cultural instability on workplace ostracism in the telecom industry, which is characterized by constant change and management turnover. The study found that cultural instability can contribute to negative behaviors such as workplace ostracism. The results showed that narcissism and perceived organizational support are important factors in this context. Results generated from the proposed framework are giving new directions. According to prior discussions, there is a correlation between being envious and being ostracized at work, but with the help of two moderators. An appropriate association exists between organizational support and narcissism. Three hypothesis were looked at utilizing two moderators. Being envious and workplace exclusion have a positive correlation in the first relationship, according to our findings and regression analysis also provided strong justification for our first hypothesis. Envied employees always remain afraid that they will be targeted in a destructive way resulting in workplace ostracism. From the proposed framework while generating hypothesis demographical variables were controlled. In the case of second hypothesis, the findings indicate that the association between being envious and being ostracized at work is strengthening as a result of the effect of narcissism. In the psychological community, narcissism has long been the subject of envy. According to psychologist (Üçok et al., 2022), narcissists are strong in character and have an exaggerated sense of superiority, which prevents them from feeling or receiving envy from others.

If we talk about the overall findings and of the proposed framework are aligned with social information processing theory. This theory is relatable with the outcomes of this study. At workplace when employees face workplace ostracism as a result of being envied, it can be stated that people just think negative about others and don't believe on conveying the negativities going around. Social information

processing theory debates that owing strong information processing system can be helpful to control low performance of employees due negative and rude behaviors.

The study's findings are consistent with previous research on the impact of organizational culture on employees' behavior. However, this study adds to the existing knowledge by exploring the relationship between cultural instability and workplace ostracism in the telecom industry.

In conclusion, this research article explores the link between feeling envious and being ostracized at work, as well as the moderating effects of narcissism and organizational support. The findings suggest that individuals who are envied by their coworkers are more likely to experience workplace ostracism. Moreover, narcissism moderates this relationship, such that individuals with higher levels of narcissism are more likely to experience ostracism when they are envied by their coworkers. On the other hand, organizational support can moderate this relationship by reducing the negative effects of being envied on workplace ostracism. Individuals who perceive higher levels of organizational support are less likely to experience ostracism when they are envied by their coworkers. The theoretical and managerial implications of these findings are significant for understanding the dynamics of workplace relationships and the factors that contribute to employee well-being and job satisfaction. Overall, this study highlights the importance of understanding the role of envy, narcissism, and organizational support in workplace interactions. By identifying the factors that influence workplace ostracism, organizations can take steps to promote a more positive and supportive work environment. This, in turn, can lead to greater job satisfaction, higher levels of employee engagement, and improved organizational performance.

### **Theoretical implications**

The current study has several theoretical implications. Firstly, it contributes to the literature on workplace ostracism by examining the role of cultural instability as a contributing factor. The study identifies the impact of cultural instability on employee behavior in the telecom sector, and highlights the importance of addressing this factor to minimize the negative consequences of ostracism. Second, the study improves our knowledge of how narcissism and workplace rejection are related. According to the research, narcissistic workers are more likely to practice ostracism, and this conduct is accentuated by cultural instability. This emphasizes the significance of taking into account both personal and environmental influences in understanding employee behavior in the workplace. The study also emphasizes how perceived organizational support might help employees' conduct when cultural instability is a problem. The findings show that employees are less likely to engage in ostracism when they perceive strong levels of organizational support, even in the presence of cultural instability. This finding highlights the importance of building a supportive organizational culture to minimize negative workplace behaviors (Ma and Zhang, 2022).

### **Managerial implications**

The findings of this study have several practical implications for managers in the telecom industry. Firstly, the study highlights the importance of addressing cultural instability in the workplace to minimize negative behaviors such as ostracism. Managers should strive to provide a stable work environment, particularly during times of change and management turnover (Pletzer and Lehmann-Willenbrock, 2022). Secondly, the study suggests that managers should be aware of the impact of narcissism on workplace behavior. They should consider developing strategies to manage the behavior of narcissistic employees and reduce the likelihood of ostracism. This could include providing training and counseling for employees to improve their self-awareness and interpersonal skills. Finally, the study emphasizes the importance of perceived organizational support in promoting positive workplace behaviors. Managers should aim to create a supportive and inclusive organizational culture that values employee well-being and fosters a sense of belonging among employees. This could include offering support services such as employee assistance programs, promoting work-life balance, and recognizing and rewarding positive behavior.

### **Limitations**

This study has significant limitations that should be taken into account when evaluating the findings. Firstly, the study was conducted in two private companies in the telecom industry in Pakistan, which limits the generalizability of the results to other contexts. Secondly, a self-reported data, which are subject to response

bias, were used in the study. The study was cross-sectional, which limits our ability to draw conclusions about causes.

### Future Directions

Future research could expand on this study by including a larger sample size and more diverse industries (Khan & Batool, 2022). The study could be replicated in other cultural contexts to determine if the findings are consistent across different regions. Additionally, future studies could explore the role of other variables, such as leadership style and job satisfaction, on the relationship between cultural instability and workplace ostracism.

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