

^Majors: Human Resource

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Social exclusion and Extra role work performance: A moderated mediation model of workplace misbehavior and negative emotionality



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Abstract

This research paper investigates the effects of social exclusion on extra role work performance. Social exclusion is an act of getting excluded or ignored by others, can have detrimental effects on an individual's well-being and job performance. The study utilizes a moderated mediation model to examine the relationship between social exclusion, negative emotionality, and extra role work performance, and how individual differences moderate this relationship. Responses were collected from the employees working in various organizations in the customer services industry.

Results of the study indicate that social exclusion is negatively associated with extra role work performance, mediated by negative emotionality. Furthermore, the study found that individual differences such as coping mechanisms and personality traits moderate the relationship between social exclusion and extra role work performance, with those who have stronger coping mechanisms and more positive personality traits being less affected by social exclusion.

Analysis of this study has important implications for managers and organizations. It highlights the need for managers to create an inclusive and supportive work environment that promotes positive emotions and well-being among employees. Additionally, providing support and resources to employees to help them develop effective coping mechanisms and it can also help study the negative effects of social exclusion on extra role work performance.

This study has limitations such as the study design is cross-sectional and the measures used to assess the variables may not capture all aspects of the phenomenon. Further research is to be done and extend the findings, and to examine the potential moderating effects of other individual differences such as demographic characteristics, work-life balance, and organizational culture.

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CHAPTER01: INTRODUCTION

1.1 STRUCTURE OF THE STUDY

The first chapter, or introduction, provides an overview of the research topic, including the background and motivation for the study, as well as the research objectives and significance. The second chapter, or literature review, presents a survey of the existing literature on the topic and develops hypotheses and a theoretical framework to guide the research. The third chapter, or methodology, describes the methods used to collect and analyze data, including the sample, research design, and measures. The fourth chapter, or results, presents the findings of the analysis and interpretation of the data. The fifth chapter, or conclusion, explains the limitations of the research conducted, future opportunities implications, and overall conclusion and recommendations.

1.2 BACKGROUND OF STUDY

The most important concern of companies is to make employees work more than their routine tasks and to help them achieve their optimal output levels. Performance levels are possible when employees work with higher efforts not forcefully but deliberately (Morris, 2009). It needs a positive work environment that may help employees to have a positive mindset. Employees tend to work more than they are asked for because they know the rewards and recognitions associated with that. Organizational research indicates that 19–66% of employees report experiencing some form of social exclusion at work (Fox S. &., 2005). It is very common in organizations where employees face the exclusion of different kinds. In studies, employees who face social exclusion think more irrationally, focus less on the future, have irregular time intervals, have higher response times, engage in unhealthy behaviors, fail to delay gratification, and procrastinate on tasks (Twenge, 2007).

This paper will focus on the direct effect of social exclusion on job performance, whereas coworker misbehavior will act as a moderating variable & negative emotionality as a mediator. This paper's focus is to review social exclusion's effects on overall job performance and how coworker misbehavior increases the intensity of the effect keeping in mind the negative emotionality as a concern as well. This study determines the role of negative emotionality to explain how extra role work performance might get affected when they feel excluded at workplace. In prior studies, it is stated that social exclusion in the workplace is a toxic social

behavior and an element of a hostile work environment (Ferris D. L., 2016). In major studies, hostile work environments have a very negative effect on job performance and emotionality. Prior research, however, has many theories regarding this problem statement but needs to provide clarity of the relationships between the variables in contrast to other factors included.

This paper will advance through the literature in the following ways. First, to study the relationship between social exclusion at a workplace and extra-role performance, affective events theory (AET) will be used. It will help us to review the factors that come into the relationship between social exclusion and extra-role work performance. Then, to study whether there is a need to identify more variables that may directly or indirectly affect our framework: coworker misbehavior and negative emotionality. Third, the focus is to study social exclusion and coworker misbehavior together so that it can be studied thoroughly how these two effects job performance in a direct way. However, these two variables are merely studied together in the prior research. This paper will help researchers to study the effects, magnitude, and intensity of these two factors on each other and on other variables combined. After that, the moderating effect of coworker misbehavior on social exclusion's relationships with negative emotionality and job performance.

1.3 INDUSTRY ANALYSIS

Customer services industry in Pakistan is booming from the last decade. Call centers, BPOs, third party international support centers and e-commerce business are contributing a lot in the country's GDP. The concept of extra role work performance is not enhanced in the public sector in the countries like Pakistan. This industry is majorly earning in a foreign currency, so employees are paid well. In the twin cities, many international companies are working on the same mode. In the Covid era, these businesses become very successful. This industry encourages working remotely way before the Covid era. In Covid era, they sustained far much better than other industries. There are 100s of call centers and customer support services companies alone in the twin cities. This industry has not been studied in the previous research nor they are focus of minor researchers in the twin cities. I chose this industry because I have worked in this industry and as per our research title and problem, in my opinion this industry has the same issues, and the relationship can be studied in the better way for our research model.

An industry analysis of the customer service industry would involve assessing the current state of the market, including trends, opportunities, and challenges, as well as the competitive landscape.

The use of technology in customer service, such as chatbots, virtual assistants, and social media monitoring, is becoming more prevalent. This can improve efficiency and provide 24/7 support to customers. Companies are placing a greater emphasis on providing a positive customer experience, as it can lead to increased customer loyalty and positive word-of-mouth.

Remote customer service is becoming more common, with companies offering support through phone, email, and chat, rather than in-person. Many companies are providing self-service options, such as FAQs and knowledge bases, to allow customers to find the information quickly and easily they need. The customer service industry is highly competitive, with many companies offering same products

Opportunities in the industry include the growing importance of customer experience and the increasing use of technology. Challenges include the need to adapt to changing customer needs and preferences, and the need to stay competitive in a highly crowded market.

It is important for companies in the customer service industry to stay up to date with the latest trends and technologies and to continuously improve their products and services to meet the evolving needs of customers.

1.4 RESEARCH PROBLEM

Social exclusion at workplace is experienced by every employee one way or other. But how does it effect the job performance or employee's behavior? That is the point to ponder. Negative emotionality is a personality trait that varies with every human. So, the effect of other variables is very significant. There is a need of research in Pakistan in customer services industry as it is overlooked and not studied thoroughly in Pakistan. Our model is complex in a way that the direct relationship of social exclusion at workplace and extra role work performance is studied in the controlled environment with the presence of negative emotionality and coworker misbehavior.

1.5 PROBLEM STATEMENT

How social exclusion at workplace affects the job performance in the Pakistan Customer services industry? The affects of the coworker misbehavior and negative emotionality make the relation between social exclusion and the job performance stronger.

1.6 RESEARCH GAP

The literature is explained in the chapter 2 where the previous studies are explained. The direct relationship of social exclusion and performance is studied in the previous studies but including the mediator and moderator has not been yet studied in any study previously. The gap identified is explained as the mediating effect of negative emotionality in the presence of coworker misbehavior has not been studied to determine the relation of the independent and the dependent variables. The gap is well seen in the customer services industry as well. So, the focus of the study to fill in this gap hence focusing on the emerging & booming customer services industry in Pakistan to review the relationship among thousands of employees in the twin cities. While some studies have investigated the moderating role of coping mechanisms on the relationship between negative emotionality and extra role work performance, more research is needed to fully understand the mechanisms through which coping strategies can mitigate the negative effects of negative emotionality on extra role work performance. Research has largely focused on the relationship between negative emotionality in general and extra role work performance, but more research is needed to investigate the specific types of behaviors that have the strongest impact on extra role work performance. Negative emotionality and extra role work performance may be influenced by cultural factors, such as collectivist or individualistic values, and more research is needed to examine how these cultural factors may moderate the relationship between negative emotionality and extra role work performance.

1.7 RESEARCH QUESTION

- What is the effect of social exclusion at workplace on extra role work performance?
- Does social exclusion at workplace affect negative emotionality in a direct proportion?
- How does negative emotionality affect extra role work performance?
- Does negative emotionality act as a mediator in the negative relationship of social exclusion at workplace and extra role work performance?
- What is the effect of coworker misbehavior on negative emotionality and how social exclusion at workplace acts in this relationship?
- How coworker misbehavior moderates the relationship of social exclusion at workplace and extra role work performance?

1.8 RESEARCH OBJECTIVES

- To investigate the relationship between social exclusion at workplace and extra role work performance.
- To study the significance of the effect of social exclusion at workplace on negative emotionality of an employee.
- To determine the impact of negative emotionality on extra role work performance.
- To identify the mediating effect of negative emotionality on social exclusion at workplace and extra role work performance.
- To study whether coworker misbehavior acts as a moderator in the relationship of social exclusion at workplace and extra role work performance.
- To check whether there is any relationship between social exclusion at workplace and negative emotionality while studying them in the moderating effects of coworker misbehavior.

1.9 RESEARCH SIGNIFICANCE

Social exclusion at the workplace and its effects on extra-role work performance is an important topic of research for several reasons. Social exclusion in the workplace can have negative consequences for employees, such as decreased job satisfaction, increased stress and psychological distress, and reduced motivation and engagement. By understanding how social exclusion affects extra-role work performance, organizations and managers can take steps to mitigate these negative effects and promote a positive and inclusive work environment.

Extra-role work performance is an important aspect of organizational success, as it can lead to increased productivity and innovation, as well as improved organizational reputation. By understanding how social exclusion affects extra-role work performance, organizations and managers can take steps to foster a work environment that encourages and rewards extra-role behaviors.

Research on social exclusion at the workplace and extra-role work performance can inform policies and practices aimed at promoting inclusion and diversity in the workplace.

Research on social exclusion at the workplace and extra-role work performance can provide valuable insights for organizations and managers looking to create a better and motivating work environment, and for researchers interested in the dynamics of social exclusion and performance.

Understanding the role that negative emotionality plays in the relationship between exclusion at workplace and extra-role work performance can help organizations and managers identify employees who may be particularly vulnerable to the sheer effects of social exclusion. This can inform targeted interventions to support these employees and expose the negative effects of social exclusion on their extra-role work performance.

Negative emotionality is associated with a range of mental health problems, such as depression and anxiety. By understanding the role that negative emotionality plays in the relationship between social exclusion and extra-role work performance, organizations and managers can take steps to promote employee well-being and prevent mental health problems.

Research on the mediating effect of negative emotionality on the relationship between social exclusion and extra-role work performance can help to expand our understanding of the complex dynamics of social exclusion and performance and inform the development of effective interventions to promote inclusion and positive performance in the workplace.

Overall, understanding the mediating effect of negative emotionality on the relationship between social exclusion at the workplace and extra-role work performance can help organizations and managers create a positive and inclusive work environment that promotes employee well-being and positive performance.

1.10 DEFINITION OF KEY TERMS

Social exclusion at workplace: Workplace social exclusion, the experience of being ignored, avoided, and/or rejected by at least one other organizational member, is a painful social experience that can thwart one's sense of belonging and acceptance at work (Banki, 2016).

Extra role work performance: Extra-role work performance contains out of tasks that contribute to a more effective and social organization and are less directly linked to organizational performance (Organ, 1988, 1997).

Negative Emotionality: Negative emotionality is the tendency to be easily irritated and become intensely upset. (T.A.WILLS, 2001).

Coworker Misbehavior: It is defined as any intentional action by members of organizations that violates core organizational and/or societal norms (Edit LUKÁCS, 2009)

CHAPTER 02: LITERATURE REVIEW

Workplace exclusion, also known as social exclusion or ostracism, refers to the act of excluding or isolating an individual or group of individuals from social interactions and activities in the workplace. This can include being ignored, excluded from important meetings or decision-making processes, or being excluded from social activities or events.

Workplace exclusion can have a significant impact on an individual's performance and well-being. When individuals feel excluded, they may experience feelings of rejection, isolation, and low self-esteem. This can lead to decreased motivation, engagement, and productivity. In addition, workplace exclusion can lead to increased stress and anxiety, which can negatively impact an individual's physical and mental health.

To prevent and address workplace exclusion, it is important for organizations to promote a culture of motivation and self-respect. This can include implementing policies and procedures to address discrimination and harassment, providing training on diversity and inclusion, and promoting open and effective communication among employees. Additionally, managers and leaders should be aware of the signs of exclusion and take steps to address any incidents that occur in the office. Hence social exclusion can have negative effects on an individual's work performance. Studies have found that employees who feel socially excluded at work are more likely to engage in behaviors that negatively impact their performance, such as absenteeism and turnover. Additionally, research has shown that social exclusion can lead to decreased motivation, reduced creativity, and lower job satisfaction. These factors can in turn lead to lower extra role work performance, such as reduced willingness to go above and beyond one's job duties and decreased involvement in organizational activities. Moreover, social exclusion can also have negative effects on an individual's mental and physical health, which can further impact their work performance. It is important for organizations to create a culture that promotes inclusion and belonging to minimize the negative effects of social exclusion on work performance.

2.1 SOCIAL EXCLUSION AND EXTRA ROLE WORK PERFORMANCE

Social exclusion at the workplace refers to the experience of being left out, ignored, or excluded from workplace activities, events, or decision-making processes. This can include being excluded from conversations, meetings, and social events, as well as being passed over for promotions, training, or other opportunities. Social exclusion can have a negative impact on an individual's mental and physical health, as well as their job performance and satisfaction. It can also lead to feelings of isolation, low self-esteem, and decreased motivation.

Social exclusion or Ostracism means to exclude from a society or a group, which is the focus of our study. Historically, many times, people voted to exclude a certain person from their society or even country. In Greece, it was a very common practice. In offices or society, we can see people neglecting even the presence of individuals and ignoring conversations with them daily. Social exclusion is a commonly experienced phenomenon; results of a large survey conducted in the United States indicate that approximately 66% of the participants have experienced it (Fox S. , 2005). It may either be intentional or unintentional. Nevertheless, both can affect the other person's performance or behavior differently.

This paper will also study the relationship between social exclusion with extra-role work performance. Extra role work performance is a set of behavior or response that may shape the functioning of the processes of the organizations. It proves to be very important in the success of daily procedural activities. Although social exclusion at the workplace is indirectly proportional to motivation at the workplace, and performance (Ferris B. D., 2008) it can be an indirect relation between social exclusion and their behavior towards the organization's functions. Deviant behaviors have been defined as being initiated by employees and that are against the norms of an organization. These behaviors have significant costs to be incurred by the organization. Organizations are considered the main source of satisfying the needs for individuals. It is important for the individuals to regulate themselves with the issues like performance and workplace deviation. The relationship between exclusion and self-regulation has important consequences for both the organization and individual. However, there is not much attention paid to this relationship by the researchers. One major reason of this lack of attention may be that no authentic measure of exclusion has been developed as yet.

(Clerqk, 2017) investigated the perception of employees about workplace exclusion and its impact on their performance. Additionally, the authors assessed how a negative relationship between these two variables can be controlled or affected through self-efficacy. Quantitative data was gathered by surveying the employees and their supervisors in different organizations. When employees believed that work environment and surroundings are preventing them from fulfilling their specific job duties effectively, there may be a disillusion developed regarding their employment situation and they may even consider switching their jobs. Workplace exclusion is a negative characteristic experienced by many employees in an organization. Exclusion does not allow the employees to interact socially with other employees within the same organization. This type of exclusion will have more serious impact on well being of the employees because it hurts the major need of belonging and meaningfulness. Although there are some common aspects between exclusion and other negative behaviors in the work place, it is conceptually much different than them. Past research on workplace exclusion shows that there are many physical and emotional consequences such as aggression and depression expressed by the employees. Additional research on employee behavior show that pro-social behaviors of the employees is reduced as a result of exclusion. Such employees show aggression even towards those employees who are not directly involved in the scenario. There is not much research focused on workplace exclusion and more specifically assessing its impact on employee's ability to achieve performance targets. Employees' ability to meet the preset targets remains a major concern for the employees as well as their organizations. The main aim of this study is to assess the impact of workplace exclusion on the in-role performance of the employee within the organization. However, there is not much work done on the impact of workplace exclusion on aspects like negative socialization. The authors gathered data from Pakistani employees working in multiple sectors such as banking, textiles, and telecommunications. The data was collected through three separate surveys having a time difference of three weeks between the measurement of independent variable and the dependent variable (job performance). The initial survey gathered the information from the employees regarding workplace exclusion, level of their jobs, and their demographics. The second survey was conducted around three weeks later to assess the levels of self-efficacy of the employees. The third survey was conducted simultaneously with the second one but with different respondents in that it was aimed at the supervisors in the same organizations as the employees. The gap between surveys ensured that there was no reverse

causality within the whole research process. This concept means that some employees were considered weaker by their peers and were excluded from the workplace. Additionally, the time period was also short enough to ensure that no significant event took place within the organization that could affect employee. The cover letter of surveys included all the surveys explaining the purpose of the study and ensuring complete confidentiality regarding the responses. 360 completed surveys were received out of 500 distributed. From these 360 respondents, 278 surveys were received in the second round. Supervisors of the employees provided 258 completed responses. Among the employees, 25% were women and 84% were aged less than 40 years whereas 46% held managerial positions. Job performance was operational by using a scale consisting of seven items taken from the past research containing job performance pertaining to the supervisors. Workplace exclusion as operational by using a ten-item measure. Examples of this scale included refusal of others talking to a certain employee and avoiding an employee at work. Self-efficacy was measured using a six-item scale including items such that I feel confident to solve a complexed problem and find its solution. Job level was divided among staff or a managerial position. A confirmatory factor analysis was applied to the three-factor measurement model supporting the assessment of different forms of validity for the model.

H1: Social exclusion at workplace will be negatively associated with extra role work performance.

2.2 SOCIAL EXCLUSION & NEGATIVE EMOTIONALITY

Negative emotionality is a personality trait that refers to the tendency to experience negative emotions such as anxiety, sadness, and anger. Individuals who score high in negative emotionality are more prone to experience negative emotions and may have a harder time coping with stress. They may also be more sensitive to negative stimuli and have a more negative outlook on life. Negative emotionality is a relatively stable trait that can be measured through self-report questionnaires and observed by others.

Negative emotionality is different from emotional instability, which refers to the tendency to experience emotional swings and have difficulty regulating emotions. Individuals with emotional instability may have a more difficult time controlling their moods and may be more prone to impulsive behavior.

It should be noted that high negative emotionality may not always be negative, as some people may learn to cope with their negative emotions and use them in a positive way, it also depends on the context and the way people deal with it.

Social exclusion and negative emotionality have a detrimental impact on an individual's emotional well-being. Social exclusion can lead to feelings of rejection, loneliness, and low self-worth, which can in turn increase negative emotionality, such as feelings of sadness, anger, and anxiety. Negative emotionality can also make an individual more susceptible to experiencing social exclusion, creating a vicious cycle.

Research has shown that social exclusion can also impact cognitive functioning, leading to decreased attention, memory, and decision-making abilities. This can further affect an individual's performance and productivity in the workplace.

To mitigate the negative effects of social exclusion, individuals can practice self-care and engage in activities that promote positive emotions and social connections. It's also important for organizations to promote a culture of inclusion and provide support for those who may be experiencing social exclusion. This includes creating opportunities for social interaction and encouraging open communication among employees. There is a belief that humans are social animals which is why they cannot survive without a quality relationship in their lives. They work to ignore or even eliminate the chances of exclusion. In AET, there are many studies that focused on the relationship between workplace incidents and the behavior of employees. Before determining the relationship between social exclusion and negative emotionality, let us explain negative emotionality. As exclusion is a painful experience, it tends to show many negative responses in terms of emotions: anger, anxiety, depression, sadness, distress, exhaustion, and low moods (Lustenberger, 2010). On the other hand, many studies state positive relations between negative events and negative behaviors.

H2: Social exclusion will affect negative emotionality positively.

2.3 NEGATIVE EMOTIONALITY & EXTRA WORK ROLE PERFORMANCE

Extra-role work performance refers to behaviors that go beyond the formal job requirements and are not officially recognized or rewarded by the organization. These behaviors can include things

like helping others, volunteering for additional tasks, or going above and beyond to achieve organizational goals.

- Examples of extra-role work performance include:
- Organizing social events for colleagues
- Providing assistance or mentorship to new employees
- Taking on additional responsibilities without being asked
- Going the extra mile to help customers or clients

Extra-role work performance can have a positive impact on the organization by improving employee morale, fostering a positive work environment, and increasing productivity.

It's important to note that extra-role work performance is voluntary and discretionary, as opposed to in-role work performance, which is the behavior that is expected of employees as part of their formal job duties.

The relationship between negative emotionality and extra work role performance can have a significant impact on an individual's emotional well-being and work performance. Negative emotionality, such as feelings of sadness, anger, and anxiety, can negatively affect an individual's motivation, engagement, and productivity. It can also lead to decreased cognitive functioning, making it more difficult for individuals to perform their job tasks effectively.

To mitigate the negative effects of negative emotionality and social exclusion, organizations can provide support for employees who may be experiencing these issues. This can include offering employee assistance programs, providing training on stress management and coping strategies, and promoting a culture of inclusion and open communication. Additionally, managers and leaders should be aware of the signs of negative emotionality and social exclusion, and take steps

Research has shown that social exclusion can lead to a decrease in job satisfaction, increased turnover intentions, and decreased organizational commitment. This can ultimately result in a negative impact on an organization's productivity and bottom line.

Previous research has shown that negative emotionality significantly affects work performance. It reduces the work effort and negatively affects the behavior towards the organization. The

relationship starts from the exclusion which can increase negative emotionality hence lowering down the motivation. Motivation derives from the behavior towards the workplace. Employees facing negative emotionality focus on the issues due to the negative emotionality rather than their work or organizational success. Scholars hold that negative emotions can increase one's disengagement from job duties (Van Yperen, 2008).

H3: Negative emotionality will affect the extra work role performance negatively.

2.4 Negative emotionality as a mediator

Negative emotionality refers to a personality trait characterized by the tendency to experience negative emotions such as anxiety, depression, and irritability. It is often considered a risk factor for mental health problems.

In research, negative emotionality can act as a mediator, meaning that it can influence the relationship between other variables. For example, a study may find that negative emotionality mediates the relationship between stress and depression, meaning that the higher a person's negative emotionality, the more likely they are to experience depression as a result of stress. This helps to explain how and why certain individuals may be more vulnerable to mental health problems than others. As we review the aspects of how social exclusion at the workplace affects other variables. As per our theoretical framework, we take negative emotionality as a mediator. So, we can check how it mediates the relationship between our main variables. Many few studies focus on these factors. After studying AET'S results, we can deduce that events occurring at a workplace affects emotions directly. It derives the nature and intensity of the behavioral outcomes, and we can expect negative emotionality to mediate the diminishing relationship or social exclusion and the extra role work performance. Positive emotions predict better performance, while negative emotion impairs performance (Biqian Zhang, 2022).

H4: Negative Emotionality will act as a mediator in defining the negative proportionality between social exclusion and extra role work performance.

2.5 COWORKER MISBEHAVIOR AS A MODERATOR

Coworker misbehavior can act as a moderator in the relationship between social exclusion at the workplace and performance. A moderator is a variable that can influence the strength or direction of the relationship between two other variables.

In this case, coworker misbehavior can moderate the relationship between social exclusion and performance by either weakening or strengthening the negative impact of social exclusion on performance. For example, if a coworker is behaving in a way that is supportive and inclusive, the negative impact of social exclusion may be lessened. On the other hand, if a coworker is behaving in a way that is hostile or discriminatory, the negative impact of social exclusion may be intensified. This highlights the importance of addressing coworker misbehavior in order to create a positive and inclusive work environment.

In general, organizations and managers should strive to create a culture that values respect, diversity, and inclusive, as well as have policies to address any kind of misbehavior to prevent negative effects on employee's performance and well-being. Coworker misbehavior is defined as, 'low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect' (Pearson, 1999). In the broader aspect, it does not have that high intensity effects on the other factors, but it increases the effects of other mediating factors that may change the outcome of our model. The ability of uncivil behavior to manifest as a social process spiraling into more intense negative emotional and behavioral responses (Pearson, 1999). We expect that coworker misbehavior will derive the relationship between negative emotionality and extra role work performance.

Coworker misbehavior can moderate the relationship between social exclusion at the workplace and negative emotionality suggests that the impact of social exclusion on negative emotionality may be stronger or weaker depending on the level of misbehavior exhibited by coworkers.

To test this hypothesis, researchers could conduct a study in which they measure the level of social exclusion experienced by employees, the level of negative emotionality reported by employees, and the level of misbehavior exhibited by coworkers. The study could use statistical techniques such as multiple regression or moderated regression analysis to examine whether the relationship between social exclusion and negative emotionality is stronger when coworker misbehavior is high, and weaker when it is low.

It's worth noting that, when the level of coworker misbehavior is high, employees may be more likely to experience social exclusion and negative emotionality, as they may be more likely to be targeted by misbehavior. Additionally, they may be more likely to be emotionally affected by the misbehavior, which may strengthen the relationship between social exclusion and negative

emotionality. On the other hand, when the level of coworker misbehavior is low, employees may be less likely to experience social exclusion and negative emotionality, as they may be less likely to be targeted by misbehavior, and less likely to be emotionally affected by it. Thus, the relationship between social exclusion and negative emotionality may be weaker.

H5: Coworker misbehavior will moderate the direct relationship between social exclusion at workplace & negative emotionality and the relationship will have stronger effect when the coworker misbehavior is high and weaker when it is low.

After studying the effects of moderators and mediators on other variables we can deduce one more hypothesis that can help us to conclude the relationships of every variable included in the framework. Coworker misbehavior can moderate the indirect effects of social exclusion at the workplace on extra-role work performance. Specifically, the effects of social exclusion on extra-role work performance (such as volunteering for additional tasks, going above and beyond the call of duty, etc.) will be stronger when misbehavior is high and weaker when incivility is low.

When coworker misbehavior is high, it can create a toxic work environment that exacerbates the negative effects of social exclusion on extra-role work performance. This is because individuals who experience social exclusion and are also subjected to misbehavior may feel demotivated, disengaged and unsupported, which can negatively affect their willingness and ability to perform extra-role behaviors.

On the other hand, when incivility is low, the negative effects of social exclusion on extra-role work performance may be mitigated. This is because individuals who experience social exclusion but are not subjected to misbehavior may feel less demoralized and more likely to engage in extra-role behaviors in order to counteract the negative effects of social exclusion.

In sum, organizations and managers should strive to create a positive work environment where misbehavior is not tolerated, to mitigate the negative effects of social exclusion on employee's extra-role work performance.

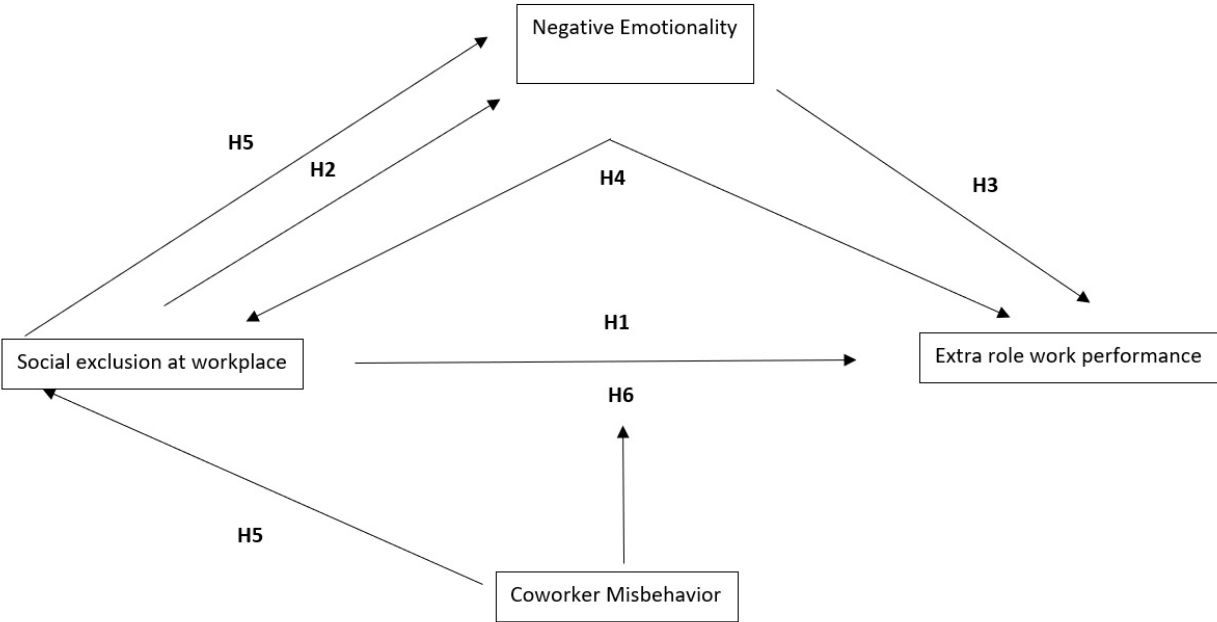
H6: Coworker misbehavior will moderate the indirect effects of social exclusion at the workplace and extra role work performance whereas the negative emotionality mediates the relationship between social exclusion and extra role work performance.

The idea that coworker misbehavior can moderate the indirect effects of social exclusion on extra role work performance through negative emotionality suggests that the indirect effect of social exclusion on extra role work performance may be stronger or weaker depending on the level of misbehavior exhibited by coworkers.

To test this hypothesis, researchers could conduct a study in which they measure the level of social exclusion experienced by employees, the level of negative emotionality reported by employees, the level of misbehavior exhibited by coworkers and the extra role work performance of employees. The study could use statistical techniques such as multiple regression, moderated mediation analysis or structural equation modeling to examine whether the indirect effect of social exclusion on extra role work performance through negative emotionality is stronger when coworker misbehavior is high, and weaker when it is low.

When the level of coworker misbehavior is high, employees may be more likely to experience social exclusion and negative emotionality, as they may be more likely to be targeted by misbehavior. Additionally, they may be more likely to be emotionally affected by the misbehavior, which may strengthen the indirect effect of social exclusion on extra role work performance through negative emotionality. On the other hand, when the level of coworker misbehavior is low, employees may be less likely to experience social exclusion and negative emotionality, as they may be less likely to be targeted by misbehavior, and less likely to be emotionally affected by it. Thus, the indirect effect of social exclusion on extra role work performance through negative emotionality may be weaker.

2.6 Theoretical Framework



CHAPTER 03: METHODOLOGY

In this chapter, we will decide the context of our research. The population for this study will be the international customer services industry including staff till managerial level in Islamabad. We have chosen this population because it is the fastest growing industry in Pakistan. The scope of organizations varies from very few employees to more than thousands of employees. This industry basically works 24/7 so we have a chance of getting more accurate data with more respondents available. Job performance is a quantitative variable that can be studied thoroughly in this industry. Every organization in this industry works under the same work model mostly as they cater to international customers, so the issues and the experiences are the same throughout our population.

3.1 RESEARCH DESIGN

The research design is the blueprint used to gather, measure, and evaluate data in order to reach a conclusion (Mackey, 2015). There are several different research designs that can be used to study the relationship between social exclusion at the workplace and extra-role work performance. In this study we are going to use surveys/questionnaires.

Surveys are a popular research design for studying social exclusion and extra-role work performance. Surveys can be used to collect data from many participants and can include a variety of measures such as self-report questionnaires, interviews, and behavioral assessments.

Questionnaires are a commonly used research design for studying the relationship between social exclusion at the workplace and extra-role work performance. When using questionnaires to study the relationship between social exclusion and extra-role work performance, researchers may include measures of both constructs. Additionally, researchers may include measures of other variables that may be related to the relationship between social exclusion and extra-role work performance, such as negative emotionality, job satisfaction, and organizational commitment. In this study, coworker misbehavior and negative emotionality is added in the items of the questionnaire.

The data can then be analyzed using statistical techniques such as correlation and regression analysis to examine the relationship between social exclusion and extra-role work performance.

It's important to note that questionnaires have some limitations. Measures may be subjected to response biases, such as social desirability bias, and survey results may not generalize to other populations or settings.

3.1.1 TYPE OF STUDY

This study focuses on the efforts of determining the correlation between social exclusion at workplace and extra role work performance keeping in the equation that negative emotionality can act as a mediator and coworker misbehavior will act as a moderator. The research for this paper will focus on qualitative methods where the analysis will be done on the qualitative data hence regression analysis will be conducted.

3.1.2 STUDY SETTING

This study has a non-contrived setting. The data is being collected via distributed questionnaires among the employees of customer services industry in Rawalpindi and Islamabad.

3.1.3 TIME HORIZON

The data for the analysis is collected at a single point in time through questionnaires.

3.1.4 RESEARCH APPROACH

The deductive technique has been used in this study. The process starts from hypothesis development. The significance of the hypothesis is tested through a research technique. This method involves collecting and analyzing non-numerical data such as interview transcripts, observation notes, and focus group discussions. This method can provide rich, in-depth information about the experiences and perspectives of employees who feel socially excluded at work. Through qualitative research, it is possible to understand the underlying mechanisms and processes that lead to social exclusion and its impact on extra role work performance.

3.1.5 UNIT OF ANALYSIS

Employees of the customer services industry are the units of this analysis.

3.2 SAMPLE AND PROCEDURE

The participants were approached to submit responses on an online questionnaire. The questionnaire contains 11 questions. The questions are divided in sections as per the variables used in the theoretical framework. The questions are inter-linked as we had to validate the

mediation as well as the moderation effect in our model. The questionnaire was sent to 400 people in the customer support services industry. The organizations targeted are Motive, Skyscrapers Ltd, Zones LLC and few small support centers in Islamabad/Rawalpindi. The questionnaire is filled by different tiers of hierarchy. After getting the responses from the participants, 276 responses were valid and submitted in the whole form. Out of 276 responses, 31 responses were incomplete as few of the questions were not answered. The sample size is also according to the sample size guidelines (Hair, 2010).

3.3 SCALES AND MEASURES

The questionnaire used for this study is already being used in the previous studies. It is a short and direct questionnaire where respondents respond to the few demographic questions and items of social exclusion at workplace, extra role work performance, coworker misbehavior & negative emotionality. A simple Likert scale is used where the responses are measured in a five-point scale ranging from strongly disagree to strongly agree.

3.4 DATA ANALYSIS TECHNIQUE

To analyze the data and to deduce the results, SPSS is used to run the regression analysis to check the correlation between the variables. 276 responses were gathered from the questionnaires and the testing was done on 80 responses in order to check the validity of the tests or our study.

CHAPTER 4: FINDING AND ANALYSIS

Correlation coefficient and linear regression are commonly used statistical tests for analyzing the relationship between social exclusion at the workplace and extra-role work performance in survey research.

The correlation coefficient, such as Pearson's r , measures the strength and direction of the linear relationship between two variables. A correlation coefficient of 1 indicates a perfect positive correlation, a coefficient of -1 indicates a perfect negative correlation, and a coefficient of 0 indicates no correlation.

Linear regression is a statistical method used to model the relationship between a dependent variable (extra-role work performance) and one or more independent variables (social exclusion). The model can be used to predict the value of the dependent variable based on the values of the independent variables.

The analysis for this data will be done on SPSS. We are going to measure the co relations and the statistical findings based on the data gathered through questionnaires. The questionnaires are going to be distributed among the sample from our specified industry. We aim to gather the data in a way that we can study our hypotheses and second our expected results through statistical proofs. Regression and multiple regression models will be run against the data gathered from the questionnaires to determine the relationship and the strength of the co-relation between the variables.

4.1 RELIABILITY STATISTICS

Cronbach's Alpha is a statistical measure of the internal consistency or reliability of a multi-item scale, such as a Likert scale. A value of $\alpha > 0.7$ is generally considered to indicate good internal consistency, while a value of $\alpha < 0.7$ is considered to indicate poor internal consistency. It is important to note that this is a general guideline, and the appropriate level of internal consistency can vary depending on the specific context and research question.

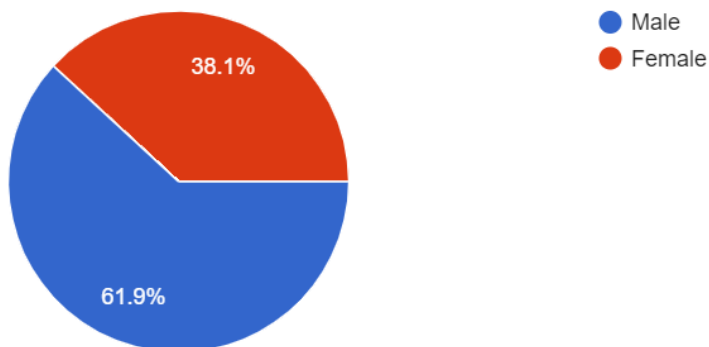
Reliability Statistics

The Cronbach Alpha reliability analysis shows the reliability of the instrument (5-point Likert scale) used. The results of the reliability analysis of social exclusion at workplace are $\alpha = 0.901$ shows that (α) > 0.700 as suggested by (U, 2003) that reliabilities in the 0.7 range are considered acceptable, and reliabilities above 0.8 are considered good, indicating that the variable items have good internal consistency and reliably measure the variables

Variables	Cronbach's Alpha	N of items
Social exclusion at workplace	0.901	6
Extra role work performance	0.879	2
Negative emotionality	0.713	4
Coworker misbehavior	0.811	3

4.2 DEMOGRAPHIC STATISTICS

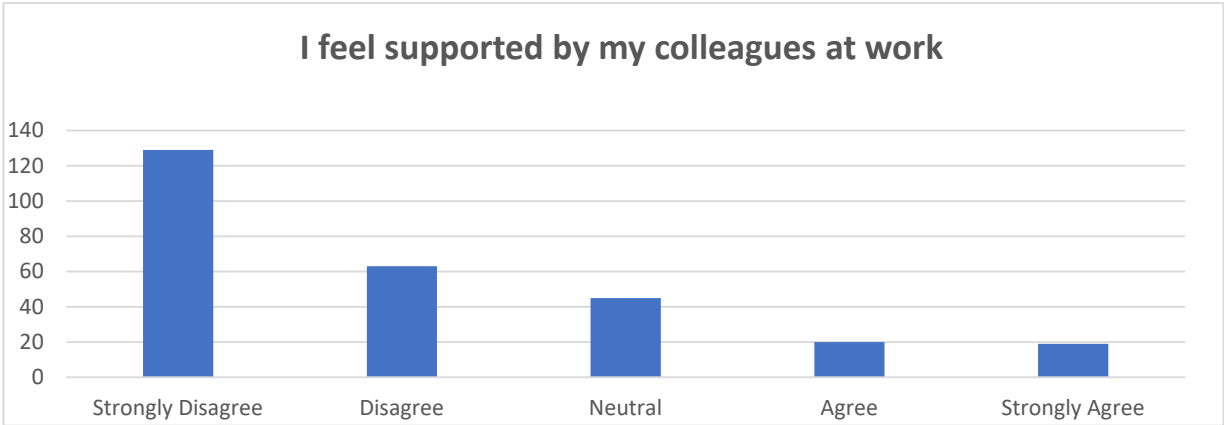
Further explained, we can see how our control variables are working in our questionnaire. Control variables are important because they can play important role in reviewing employees' behaviors (Williams, 1986). Out of 276 responses, 76.2% of the responses are in between 25-30 years of age and 19.2 % of the respondents are in the age range of 30-35 years. Out of 276 respondents, 171 respondents are male that becomes 61.9% of the total population.



In terms of the hierarchy, 33.9% of the respondents are at executive level, 22% are at managerial level. 30.9% of the total population are at team lead/ assistant manager level and rest are at top management that is 13.1%.

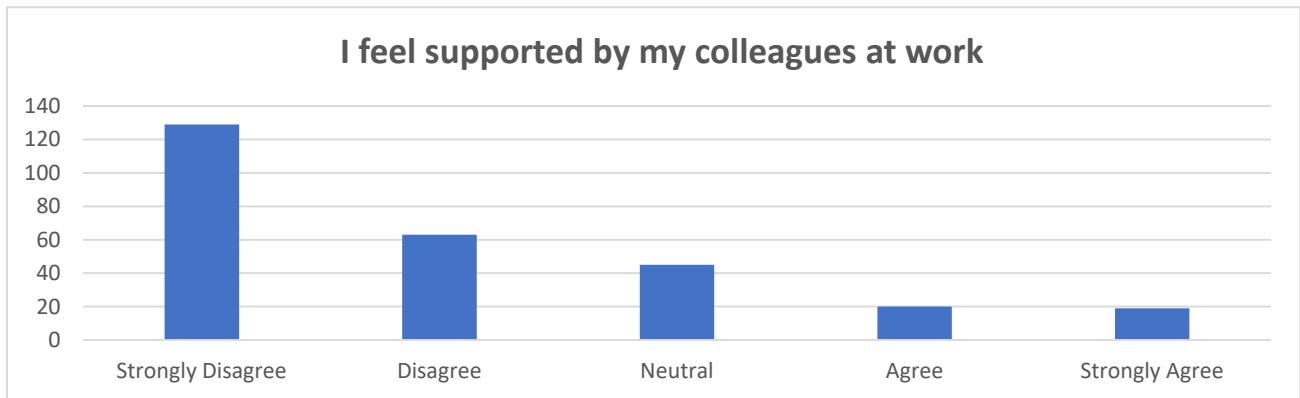
One item in the questionnaire is about the times a co-worker has misbehaved with them. The average number of misbehavior instances is around 2.2 so in the industry chosen as a population has a probability of instances of mis behavior or fights amongst the colleagues. The average time, respondents have spent in the organization is around 3 years, so the data gathered is more accurate for our study.

The items which were used to check the responses for the independent variable had the responses as follows.

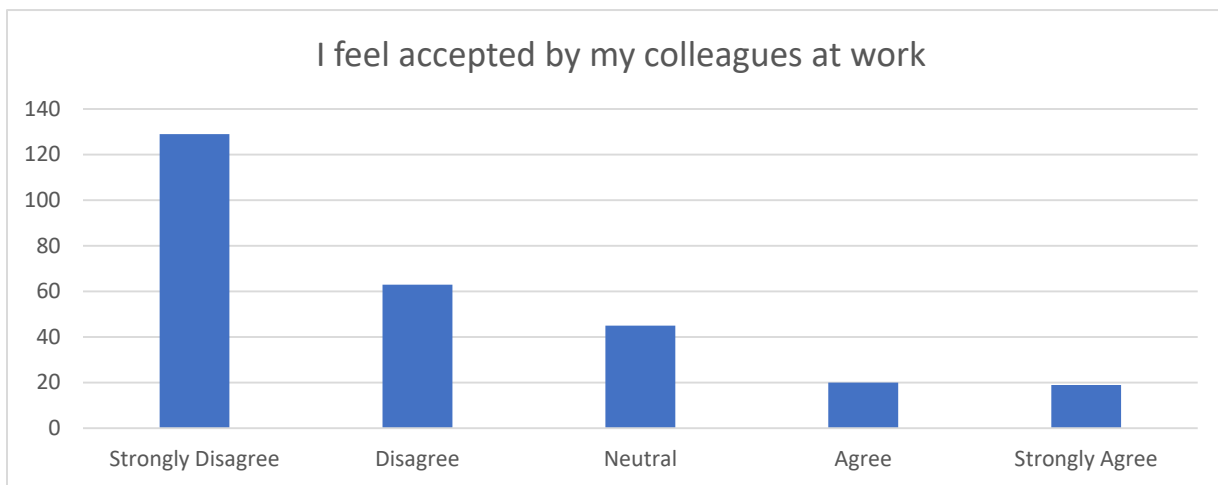


52% of the respondents responded that they do not feel supported by their colleagues at work. 52% of the responses were of strongly disagreement. 29% of the responses was of disagreement.

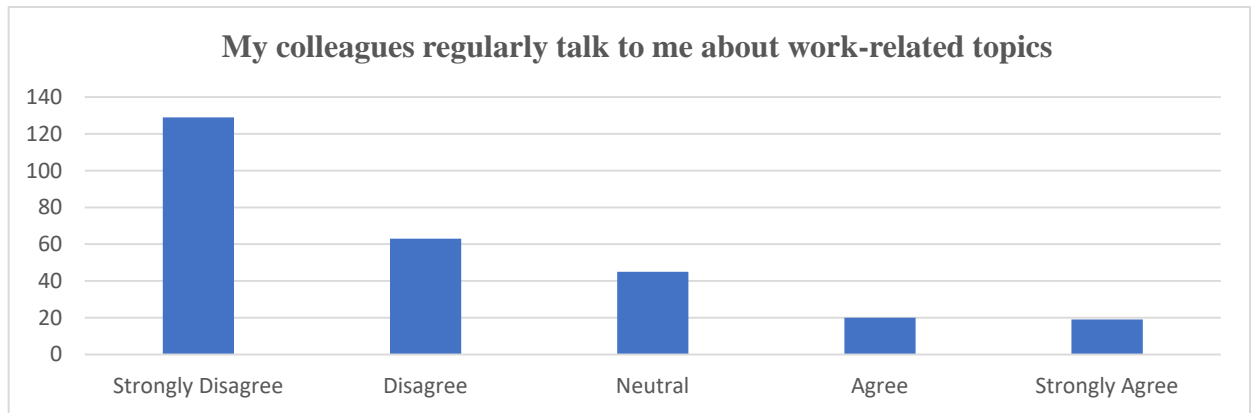
So, in total 81% of the responses were in the disagreement of the statement.



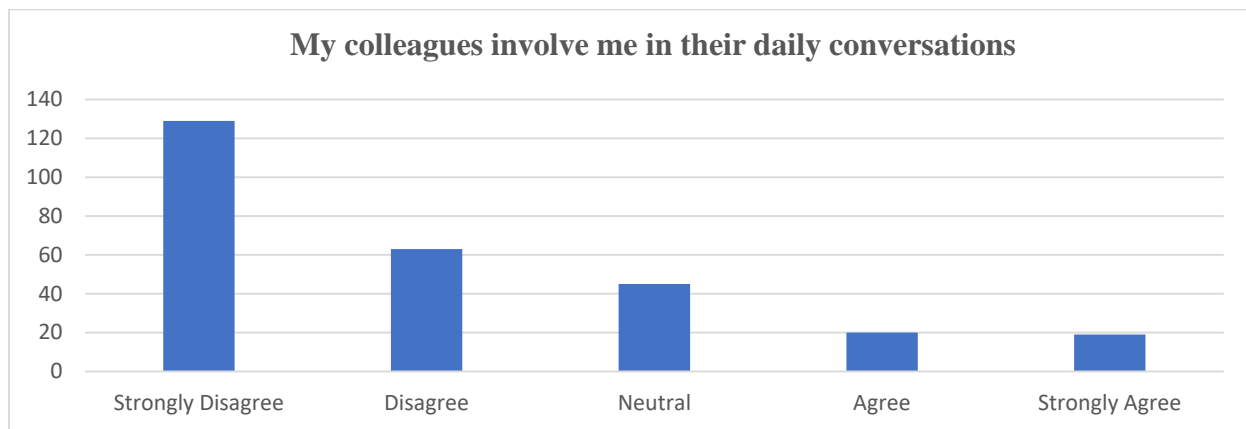
In this item, most of the responses were inclined towards the disagreement as well. 68% of the responses were for strongly disagree and disagree. 17% of the responses were neutral.



Third item for the independent variable was also responded in a disagreement to our statement of the item. Almost 70% of the responses were for strongly disagree or disagree.



In this item, 77% of the responses were in the disagreement of the statement of the items.



The last item that is measuring the independent variable is also in disagreement of the statement where 78% responses were against the statement.

4.3 REGRESSION ANALYSIS

We have used SPSS for our analysis and the results. As per our questionnaire, we have run mediation and moderation regression analysis. We have run it multiple times to check the strength of both our moderator and the mediator.

A high R-square value would indicate a strong relationship between social exclusion and extra role work performance, meaning that a significant proportion of the variation in extra role work performance can be explained by social exclusion. A low R-square value, on the other hand, would indicate a weak relationship, meaning that social exclusion is not a strong predictor of extra role work performance.

It's important to note that R-square is a measure of association, not causality. Therefore, even if R-square is high, it does not necessarily mean that social exclusion causes a decrease in extra role work performance. To establish causality, additional research methods such as experiments, or causal modeling techniques would be needed.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.445	.798	.168	.947

- a. Predictors: (Constant), seriously1, accepted1, supported1, involve, accepted, supported, involve1, seriously

The first model explains the moderator's effect on our dependent variable in the presence of the independent variable. The below table shows that the independent variables account for 79% change in the dependent variable whereas the remaining change is due to other variables which have not been included in the model. So social exclusion at workplace explains almost 80% of the change in the extra role work performance.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.821	.069		40.911	.000
	accepted	-.019	.089	-.019	-.209	.034
	accepted1	.089	.092	.088	.968	.034
	supported	-.258	.085	-.312	-3.033	.003
	supported1	-.040	.084	-.049	-.477	.034
	involve	-.207	.107	-.217	-1.927	.045

involve1	.009	.104	.009	.084	.033
seriously	.148	.090	.184	1.647	.101
seriously1	-.110	.094	-.129	-1.172	.242

a. Dependent Variable: Your peer's attitude towards you affects your performance

In this table, our focus is on the significance of the variable studied. As it is a moderation analysis through linear regression model, we are going to study the p-value or the significance of each item. If the relationship is strong or if the moderator influences the relationship of the independent variable and the dependent variable. All the values except one is lower than 0.05, this means co worker misbehavior pacifies the relationship of social exclusion at workplace and the extra role work performance.

In the mediation analysis, the effect of the independent variable on the mediator is studied and the causal effect of the prior relationship on the dependent variable is studied. the mediating analysis indicate that negative emotionality is a significant mediator of the relationship between social exclusion and extra role work performance, it would suggest that negative emotionality plays a role in explaining why social exclusion negatively affects extra role work performance.

It's worth noting that, just like R-square, this type of analysis only provides evidence of association, and does not prove causality.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.456 ^a	.607	.175	.954

- a. Predictors: (Constant), Inv2, comfort1, inv1, support1, comfort, support, comfort2, inv, support2

This model explains the mediation effect of our model. The R square explains that the independent variable effects the mediator with the strength of 60%.

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.826	.070		40.320	.000
	comfort	.131	.084	.133	1.571	.018
	comfort1	.075	.073	.070	1.034	.002
	comfort2	-.165	.085	-.168	-1.935	.034
	support	-.092	.077	-.123	-1.185	.037
	support1	-.074	.063	-.077	-1.188	.036
	support2	-.078	.083	-.107	-.937	.005
	Inv	-.146	.083	-.162	-1.763	.069
	inv1	.075	.068	.073	1.113	.267
	Inv2	-.077	.085	-.085	-.898	.370

- a. Dependent Variable: Negative attitude of your colleagues towards you affect you emotionally

We can see that except 3 of the variables, all the other variables have a significance level of less than 0.05 and which is desired in the Coefficient table. The P-value determines the relationship of the independent variable and the mediator. It is deduced from this table that social exclusion at workplace effects the negative emotionality in way that enhances the causal effect of the independent variable of the extra role work performance.

This study is focusing on a conditional process model to verify the relationship on social exclusion at workplace, Coworker misbehavior, negative emotionality, and the extra role work performance. Social exclusion at workplace and negative emotionality has a negative relationship in between them so if the negative emotionality and social exclusion at workplace work side by side, it effects the extra role work performance negatively as well. After reviewing the data collected through the questionnaires, if an employee feels accepted and supported by his colleagues, the extra role work performance is enhanced drastically. There is a negative association between social exclusion at workplace, employee's behavior, and attitudes (Hitlan, 2006). So as per the modes and the strength of relationship being ($r=.445$) and ($r=.456$). So, there is no difference in the strengths of the relationships of our both models.

Significance of our assumed hypothesis can be reviewed in a sequence as per the theoretical framework. The H1 was defining the relationship between the independent variable and dependent variable. The data and the analysis show that there is an indirect relationship between social exclusion at workplace and the extra role work performance. If exclusion at workplace is high, it tends to decrease the extra role work performance. The data collected through the questionnaires can deduce that the items of independent variables having responses in strong disagreement affects the items regarding extra role work performance in a negative way. Furthermore, more conclusive studies are required to check the relationship and what external factors are there in this direct relationship model.

H2 was defining the relationship of independent variable with the mediator. Social exclusion at workplace has a direct and negative effect on the negative emotionality. If a person is excluded socially at the workplace, they tend to feel sad or depressed while working in a controlled environment (Fox S. , 2005). The data collected from the respondents showed significant

relationship between these two variables. If the responses to the items of independent variables were in disagreement, the items of negative emotionality were scored high.

H3 was defining the relationship between negative emotionality and the extra role work performance. Although, in general context these two variables are indirectly proportional to each other. If negative emotionality is high, the extra role work performance is low. Data collected from our questionnaire was declining towards the same concept, but it was not that significant. Further experimental studies are needed to study the relationship of these two variables significantly.

H4 was defining the mediating effect of negative emotionality on the relationship of social exclusion at workplace and extra role work performance. As per the data collected, it showed the significant effect of the mediator on the relationship of social exclusion at workplace on extra role work performance. To test for the mediating effect of negative emotionality, researchers would conduct a study in which they measure social exclusion, negative emotionality, and extra role work performance in a sample of employees. They would then use statistical techniques such as multiple regression or mediation analysis to examine whether the relationship between social exclusion and extra role work performance is partially or fully mediated by negative emotionality.

H5 was defining the moderating effect and mediation on the independent variable. In terms of direct relationship, the effect of independent variable on the negative emotionality was not significant independently but in the presence of the coworker misbehavior as a moderator, the significance is higher. So, H5 is assumed correct but as per the constraints of this study, there are many other possibilities in the presence of external factors.

H6 was defining the presence of moderator in the relationship of the social exclusion at workplace and the extra role work performance. The regression analysis showed the significant values for the moderating effect of the variables in the model.

Managerial implications

The investigation of relationship between social exclusion at workplace and extra role work performance has many practical implications. If an employee believes that he or she is ignored or excluded from the workplace, they may be frustrated and organizations should reduce this occurrence. This aspect also means that some employees are more reluctant or hesitant to report that they feel insulted. Organizations should be proactive in gathering the data regarding workplace exclusion. Organizations should also create specific guidelines regarding what should or should not be considered workplace exclusion. Additional guidelines should be provided to specify how and when should other employees be involved in social interaction by the other employees. These guidelines should also show the specific guidelines regarding expertise and competencies required to develop specific characteristics within the employees. A very important aspect is the way in which existing employees should interact with the newcomers within the organization. From the perspective of human resource, the study shows that organizations should focus on instigating positive features related to workplace within the employees so that career success can be obtained and the negative workplace aspects can be avoided. Employees should be trained and educated about how to avoid organizational misbehavior that can exclude other members. Dedicated training programs can be arranged by the organization to increase the awareness of the negative results caused by workplace exclusion. These measures together can benefit the whole organization especially if the managers can succeed in creating the organizational culture making social exclusion a critical issue. However, human resource

managers will have to acknowledge that a minimal level of workplace exclusion will be inevitable in the organizations. This is especially true with the organizations facing a strong competition in terms of internal resources cannot eliminate social exclusion past a certain level. The current study has revealed that employees having a higher skill level will be better prepared to cope with social exclusion. Organizations can leverage the resources such as self-efficacy to minimize the stress caused by social exclusion. Additionally, organizations may also find it easier to minimize the negative aspects of social exclusion. Factors such as self-efficacy have important implications for the recruitment process followed by the organizations. If organizations can find employees who have ample confidence in their capabilities, adequate performance levels can be maintained by the employees even if some level of social exclusion is there. Human resource managers will also be helped from predicting and assessing the intrinsic factors that motivate employees. More specifically, the motivation is derived from applying specific personal aspects to the jobs. Additional to benefiting from recruiting employees who are highly motivated, organization should try and enhance the skills that are required to manage negative relationships among employees. Skills should be categorized as being the most important to the least important. Some of the employees should be shown as role models for the others to be followed. These role models will also help the employees in fulfilling their job duties more effectively.

Social exclusion at the workplace can have several negative effects on both the excluded individual and the organization. Some possible managerial implications include:

Individuals who feel excluded may experience lower job satisfaction and motivation, which can lead to decreased productivity and a higher likelihood of turnover. Negative impact on team dynamics: Social exclusion can create tension and conflict within teams, which can negatively

affect communication, collaboration and ultimately the performance of the team. Decreased creativity and innovation: When individuals feel excluded, they may be less likely to share ideas and perspectives, which can lead to a lack of diversity in thinking and problem-solving.

Social exclusion can lead to feelings of isolation, depression, and other mental health issues, which can have a negative impact on employee well-being and overall productivity. Legal implications: Social exclusion that is based on discrimination can result in legal action against the organization.

Individuals who feel excluded may experience negative emotions such as anger, frustration, and sadness. These emotions can further affect their job satisfaction, motivation, and overall well-being. Social exclusion can lead to a lack of positive emotions such as joy, satisfaction, and contentment. This can lead to decreased overall well-being, increased stress and negative attitudes. Social exclusion can lead to feelings of isolation, depression, and other mental health issues, which can have a negative impact on employee well-being and overall productivity. Social exclusion can lead to chronic stress, which can have negative effects on physical health, such as increased risk for various diseases. Social exclusion can lead to lower job satisfaction, motivation, and engagement, which can negatively impact employee productivity and job performance.

Employees who experience coworker misbehavior may experience lower motivation and engagement in their work, which can lead to decreased productivity and a higher likelihood of turnover. Coworker misbehavior can create tension and conflict within teams, which can negatively affect trust and cooperation among team members. This can lead to a lack of collaboration and teamwork, which can hinder the performance of the team.

Experiencing coworker misbehavior can lead to decreased job satisfaction, which can affect an individual's overall well-being and productivity. Coworker misbehavior can lead to a decrease in extra role work performance, such as less willingness to go above and beyond the job requirements and less participation in organizational activities. Coworker misbehavior that is based on discrimination can result in legal action against the organization.

It is important for managers to be aware of the potential effects of social exclusion on extra role work performance and to take steps to prevent and address it in the workplace. This can include creating an inclusive workplace culture, providing training on diversity and inclusion, and actively addressing any instances of exclusion or discrimination. Additionally, promoting a positive and healthy work environment that encourages open communication, support, and respect can decrease the negative effects of social exclusion on negative emotionality.

CHAPTER 5: CONCLUSION

5.1 LIMITATIONS

The current study is prone to several limitations including time and financial resources. Additionally, despite using the most appropriate variables and their ordering, the nature of data gathered has limited the causality and direction of the relationships between the chosen variables. The nature of the data is cross-sectional which has also limited the relationship between these variables. A better alternative is to undertake a longitudinal study so that direction of the proposed relationships can be supported efficiently. In future, a multi-dimensional experiment should be done to review the effects of these variables on each other (Spector, 2013). The causality can also be established, and it was not possible to explore the change effects of the variables over time. Although the theoretical tenets used in the analysis were applied properly to our sample; however, the use of convenience sampling method has restricted the generalization of the findings. Researchers in the future may look for more robust sampling techniques to cover this issue. Along with these limitations, there have been many possible aspects of future research provided by the current analysis (Cheng and D, 2008). Negative attitude and workplace exclusion have been considered mediating and moderating factors in the current study. Another option for the analysis is to use different variables as mediation and moderation. These variables may include optimism, hope, and resilience. Certain personality dispositions such as self-compassion can also be included in to the analysis because such individuals do not judge themselves in case of rough or merciless experiences. As per our best knowledge, there has been no study investigating the moderating role of social inclusion or self-compassion. Social exclusion can be subjective, meaning that it can be perceived differently by different individuals. This can make it difficult to measure and study objectively. Social exclusion can manifest in

many different ways and can be the result of various factors, such as discrimination, lack of inclusion, or interpersonal conflicts. This complexity can make it difficult to study and understand fully. Social exclusion is a complex construct that is difficult to measure. There is no widely accepted measure of social exclusion and the measures that do exist may not capture all aspects of the phenomenon. The results of studies on social exclusion at the workplace may not be generalization to other workplaces or cultures due to the unique characteristics of each organization and context. Studies on social exclusion often rely on self-report data which can be affected by participants' recall bias and their current emotions, which might affect the results of the study. Many studies on social exclusion do not have control groups, which makes it difficult to establish causality between social exclusion and negative outcomes. Research on social exclusion may raise ethical concerns such as maintaining the anonymity of participants and ensuring that they do not experience any further harm as a result of the research.

It is important to keep in mind these limitations when interpreting and generalizing the findings of studies on social exclusion at the workplace and to consider the unique characteristics and context of each organization when applying the findings to practice.

5.2 CONCLUSION

Based on the current findings, the major conclusion of this study is that social exclusion at the workplace can have serious issues for the employees and the organization simultaneously. As per our hypotheses, almost all the statements are proved somehow true. As per prior studies, bad workplace relations show low extra role work performance and vice versa (M. A. Anjum, 2022). It was found that small mistreatment behaviors can have considerable impact on the employees and organization. Employees can feel depleted and run-down, and hence their performance is

also hurt. The negative emotional behavior may affect the work culture of the organization. When employees will be dissatisfied due to negativity, they will be putting in a lower level of effort into their work hurting almost all the departments of the organization. The organization should identify the causes of such happenings and avoid them in future so that employee morale does not go down.

This study focuses on moderated mediation model is a statistical model that examines the relationship between an independent variable (e.g. Social exclusion at workplace), a mediating variable (e.g. negative emotionality), and a moderating variable (e.g. coworker misbehavior). In the context of workplace misbehavior and negative emotionality, such a model explained how different forms of misbehavior (e.g. bullying, harassment) lead to negative emotions (e.g. anger, sadness), and how individual differences (e.g. coping mechanisms, personality) moderate this relationship.

The results of a moderated mediation model of workplace misbehavior and negative emotionality may show that certain forms of misbehavior have a stronger effect on negative emotionality than others. It may also show that individual differences moderate this relationship, such that certain individuals may be more or less affected by misbehavior depending on their coping mechanisms or personality.

Based on the findings, managers may be able to develop interventions that target specific forms of misbehavior and address the needs of specific groups of employees. For example, if the model shows that bullying has a stronger effect on negative emotionality than other forms of misbehavior, managers may want to focus on preventing and addressing bullying in the workplace. Additionally, if the model shows that individuals who have strong coping

mechanisms are less affected by misbehavior, managers may want to provide resources and support to help other employees develop effective coping strategies.

Social exclusion at the workplace has a significant impact on employee well-being and performance, including on extra role work performance. The result of this model shows that social exclusion leads to negative emotions such as anger, frustration, and sadness, which in turn, can negatively affect extra role work performance. It may also reveal that individual differences moderate this relationship, such that certain individuals may be affected by social exclusion depending on their coping mechanisms or personality.

Based on the findings, managers may be able to develop interventions that target specific forms of social exclusion and address the needs of specific groups of employees. For example, if the model shows that social exclusion based on discrimination has a stronger effect on extra role work performance than other forms of exclusion, managers may want to focus on preventing and addressing discrimination in the workplace. Additionally, if the model shows that individuals who have strong coping mechanisms are less affected by social exclusion, managers may want to provide resources and support to help other employees develop effective coping strategies.

In conclusion, a moderated mediation model of workplace misbehavior and negative emotionality can provide managers with a deeper understanding of how different forms of misbehavior affect employee well-being and how individual differences moderate this relationship. This information can be used to develop targeted interventions that aim to promote positive emotions and well-being among employees and improve the overall performance of the organization. Understanding the relationship between social exclusion, negative emotionality and extra role work performance, and how individual differences moderate this relationship, can provide managers with valuable insights on how to promote positive emotions, well-being, and

performance among employees. By addressing social exclusion and providing support to employees, managers can create an inclusive and supportive work environment that can foster employee engagement, motivation and ultimately improve the overall performance of the organization.

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6. Appendix

Questionnaire

Age
25-30
30-35
35-30
30 & above
Gender
Male
Female
Position in the organization
Top Management
Manager
Team lead
Executive
How many times did you had an argument with your colleague that resulted in a misbehavior?
1
2
More than 3 times
Numerous times
How many years have you worked in this organization?
I feel supported by my colleagues at work
I feel accepted by my colleagues at work
I like to work with my colleagues
I feel comfortable around my colleagues at work
My colleagues involve me in their daily conversations
My colleagues take me seriously
My colleagues show their appreciation for my performance at work

I think that I am an important member of my team at work
I like to be part of the team of colleagues
My colleagues regularly talk to me about work-related topics
My colleagues treat me no different than other colleagues
Having good relations with your colleagues help you to perform good in extra role work activities
Your peer's attitude towards you affect your performance
Negative attitude of your colleagues towards you affect you emotionally