ORGANIZATIONAL CULTURE, WORKPLACE OSTRACISM, ORGANIZATIONAL CYNICISM, AND WORK-RELATED QUALITY OF LIFE IN CORPORATE SECTOR EMPLOYEES

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DEDICATION

This thesis is wholeheartedly dedicated to my beloved parents, family, teachers, and my best friend. A special feeling of gratitude to my parents for their unwavering support, encouragement, and belief in me. All the milestones that I accomplished in my life are the results of your prayers and constant support. Above all to Almighty Allah who always gave me strength, knowledge, and wisdom in everything I did.

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TABLE OF CONTENTS

Topic	Page No
CHAPTER-I	
INTRODUCTION	1-23
Rational of the study	25
Operational Definition	29
Research Objective	32
CHAPTER-II	
Literature Review	33
International Research	33
Indigenous Research	41
CHAPTER-III	
Theoretical Framework	48
Hypothesis of the Study	52
Conceptual Framework	53
CHAPTER-IV	
METHOD	54-58
Research Design	54
Participants	54
Measures	55
Procedure	58
Ethical Considerations	58

CHAPTER-V

RESULTS 60-86

Descriptive Statistics 61

Reliability Analysis 66

Person Product Moment Correlation analyses 68

Mediation Analysis 73

Fit Model 74

Direct Mediation 76

Indirect Mediation 79

Independent Mearures ANOVA 82

Summary of the Findings 86

CHAPTER-VI

DISCUSSION 88-96

Limitations and Future Recommendations 94

Practical Implications 95

Conclusion 96

References 98

Annexure 113

List of Tables

Table No.	Table Title	Page No.
Table 1	*Descriptive Statistics of the Demographic Characteristics of the Sample*	61
Table 2	*Descriptive Statistics and Reliability Analysis of Organizational Culture (Bureaucrative, innovative, supportive), Workplace Ostracism, Organizational cynicism (Cognitive, Affective, Behavioral), and work-related quality of life(Control at work, Gerenal well-being, Home-work interface, Job Career Satisfaction, Stress at Work, Working Condition)*	66
Table 3	*Bivariate Correlation Between Organizational Culture (Bureaucrative, Innovative, Supportive), Workplace Ostracism, Organizational cynicism (Cognitive, Affective, Behavioral), and work-related quality of life (Control at work, Gerenal Well-being, Home-Work Interface, Job Career Satisfaction, Stress at Work, Working Condition)*	69
Table 4	*Bivariate correlation between demographic variables (Marital Status, No.Of Children, Designation, Age, Work Experience, Total Experience, Department, Daily Work Hours, Income, Education, Field Specialization, Family System, Homeownership, Sectors of Practice, Medical Problem), and work-related quality of life (Control at work, Gerenal Well-being, Home-Work Interface, Job Career Satisfaction, Stress at Work, Working Condition)*	72
Table 5	*Fit Indices for Organizational Culture, Workplace Ostracism, Organizational Cynicism, and Work-Related Quality of Life In Cooperate*	74

Sector Employees

Table 6 *Direct Effect of Organizational Culture, Workplace Ostracism, and Organizational Cynicism, on Work-Related Quality of Life In Cooperate Sector Employee* 77

Table 7 *Indirect Effect of Workplace Ostracism, Organizational Cynicism, With Bureacrative Culture on Work-Related Quality of Life In Cooperate Sector Employees* 80

Table 8 *Indirect Effect of Workplace Ostracism, Organizational Cynicism, With Innovative Culture on Work-Related Quality of Life In Cooperate Sector Employees* 81

Table 9 *Indirect Effect of Workplace Ostracism, Organizational Cynicism, With Supportive Culture on Work-Related Quality of Life In Cooperate Sector Employees* 82

Table 10 *One-Way Analysis of Variance in Work-Related Quality of Life Across Different Sectors (Public Private Partnership, Private, Semi-Government)* 84

Table 11 *One-Way Analysis of Variance in Work-Related Quality of Life Across Different Departments (Human Resources, Finance, Supply Chain, Information Technology, Administration, Planning, Management Information Security, Marketing, and Electrical)* 85

List of Figures

Figure No.	Figure Title	Page No.
Figure 1	Conceptual Model	53
Figure 2	*Organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life in cooperate sector employees*	78

List of Appendices

Annexures	Page No.
Annexure A	113
Detailed Information Sheet & Informed consent	
Annexure B	116
Demographic Information sheet	
Annexure C-F	117
Measures	
Annexure G	124
Permissions	

List of Abbreviations

1	IV	Independent variable
2	DV	Dependent Variable
3	M	Mean
4	SD	Standard Deviation
5	*N*	Frequency
6	K	Number of items
7	*A*	Cronbach's Alpha Reliability
8	*P*	Significance Level
9	CI	Confidence Error
10	OCI	Organizational Culture Index
11	WOS	Workplace Ostracism Scale
12	OCS	Organizational Cynicism Scale
13	WRQOL	Work-related Quality of Life
14	*B*	Regression coefficients
15	SE	Standard Error
16	R^2	Effect size of Mediation
17	η2	eta square (effect size)

Abstract

The purpose of this study was to examine the relationships between organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life among employees in the corporate sector. It was hypothesized there would be a positive relationship between organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life. A correlation research design was used to conduct the study. A sample of 250 male participants with an age range of 25-45 years (*M*= 35.28, *SD* = 7.52) was selected through a non-probability purposive sampling Technique from different organizations in Rawalpindi and Islamabad. The measurements including the Organizational Culture Scale (Wallach, 1983), Workplace ostracism Scale (Ferris et al. 2008), Organizational Cynicism Scale (Dean et al. 1998), and Work-related quantity of life Scale (Brandes et al. 1999) were used to measure the constructs along with the demographic information sheet and informed consent. The results of Pearson product-moment correlation analysis showed that a positive relationship was found between organizational culture and work-related quality of life. Further, the analysis indicated that workplace ostracism was positively correlated with organizational cynicism and negatively correlated with work-related quality of life. Additionally, organizational cynicism was negatively associated with work-related quality of life. The results of the Structural equation model (SEM) through AMOS (Analysis of Moment Structure) showed that workplace ostracism and organizational cynicism were significantly serially mediated between supportive culture and work-related quality of life. Moreover, from a clinical perspective, organizational culture serves as a contributing factor in the demonstration of psychological distress symptoms

among employees and the presence of deviant behaviors. The presence of such behaviors is related to clinical psychology issues signifying that a strong and positive organizational culture can impact employees' work-related quality of life which can be observed in the form of well-being, satisfaction, and prevalence of ethical culture in the organization.

CHAPTER I

INTRODUCTION

The dynamic corporate environment has undergone a broad change in organizational culture, work, and employee-related factors in the last ten years, leading to a rise in research in this domain. In Pakistan, the corporate sector faces historic competition when it comes to maintaining a productive organizational culture and work-related quality of life among employees. When employers are in such a competitive environment and contesting for talent by providing all kinds of incentives, such as attractive wage packages, a pleasant working environment, and much more it can be difficult to handle issues regarding ostracism and cynicism at work and the provision of better organizational culture for employees. By preventing employees from leaving one organization for another, these incentives help them feel more a part of it, which in turn boosts their job performance. That is essential to an organization's efficient and productive running. As per numerous scholars and management experts, the highly valued and unanticipated resource that any firm can have is its human resources in today's era. An organization’s ability to effectively employ human, financial, material, and information assets greatly relies on its accomplishment or failure to form a culture (Amha & Brhane, 2020).

Today, organizations’ top priority is to comprehend and put into practice approaches that could improve workers' organizational effectiveness yielding the required results from them. Exploring the relationships between organizational culture, organizational cynicism, workplace ostracism, and work-related quality of life in

corporate sector employees is crucial given the demanding and competitive dynamics of this field. The ability of enterprises to adapt to shifting environmental needs, establish a strong position, maintain it, and extend the organization's life cycle and its goods/services have become administrators' top concerns. However, ignoring the social aspects of the organizations such as organizational culture, cynicism, and ostracism can result in many management techniques and tactics failing to work. Focusing purely and exclusively on the technological aspects of the business was found to be a serious issue and a major contributor to potential catastrophic failures, such as adversely affecting work-related quality of life (Demirci, 2019).

There is now widespread recognition that the ability of a company to adapt and thrive in an ever-changing environment is heavily reliant on the mindset and behavior of a company’s employees towards its management, their colleagues, and the company itself. These factors such as ostracism, cynicism, and organizational culture are considered among the most critical in determining the company's resilience and success. Businesses are aware of the value of their human resources as a competitive advantage and invest their resources in training, development, and other efforts to get the most performance out of their workforce, and no organization wants to part with their assets (Dakhoul, 2018).

Organizational Culture

A set of conventions, tenets, values, dispositions, and preconceptions that may not always be expressed openly is referred to as organizational culture. However, it has an impact on how a company's personnel behave and conducts business. When American

academics originally proposed the idea of organizational culture forty years ago, it received more attention than ever. Intellectuals and managers have come to the opinion that an organization's organizational culture is a core competency and affects the performance of its employees, teams, and overall organization. For scholars and executives, the study of culture continues to be crucial to understanding how organizations work maintaining that culture is one of the top three elements influencing the value of their company (Mesfin et al., 2020; Theodoridou., 2021).

According to (Chalmers & Brannan. 2020), culture can be examined and understood in different ways. One approach to assess an organization's culture is to use the Competing values framework, which is based on two dimensions that form the basis for four types of ideal culture. It helps determine where an organization's culture falls on these dimensions and identifies which ideal culture best describes it. The horizontal axis indicates the extent how which organizations focus on internal integration and emphasis versus external differentiation and emphasis. The vertical axis measures the organization's commitment to control and stability versus its ability to adapt and be flexible.

Each of the four types represented a different ideal culture: clan, adhocracy, hierarchy, and market.

Clan culture emphasizes cooperation and teamwork, with a strong focus on developing and supporting employees. What sets apart this particular organizational culture is that it allows employees to freely grow and learn within their environment, unlike many other companies that often restrict their workers. It provides employees with

a great deal of freedom to choose their paths and assume responsibility for the corporation's future (OCAI, 2017).

Market culture emphasizes competition and achieving market success. The approach to function in such a company is that employees are simply laborers who must follow orders, are under pressure to complete their tasks quickly and efficiently, and must abide by decisions made by upper management, negating any chance of employee empowerment. A market-oriented culture has the advantage of being very task-oriented. Such a formation may adapt to the preferences of its clients and competition because they have excellent information about both (OCAI, 2017).

Adhocracy culture values creativity and innovation, thriving in agile and transformative environments. This is a workplace that thrives on vigorously implementing new concepts, where taking risks is both highly valued and primarily promoted. The goals of these organizations include coming up with fresh ideas that could lead to brand-new products or services. It also provides a great deal of possibilities for expansion, which is a significant source of employee incentives (OCAI, 2017).

Hierarchy culture prioritizes control and structure, aiming for repeatability and dependability. It is a system of norms and practices that determine what will be done and how it will be done providing no room for independent judgment or creativity. One of the most important jobs that will define the trust of the organization is the manager's capacity to forecast specific events. These organizations also require control, and upper administration makes the important choices that are then shared with the staff (OCAI, 2017).

Organizational culture is valuably assessed and described using the competing values framework. Every organization has elements of each ideal culture type, and the competing values framework helps determine the degree to which each type is present relative to the others. Such an assessment might be significant in formulating assumptions considering the way in which organizational culture will affect variables like the accomplishment of particular organizational goals or the successful execution of initiatives to enhance quality (Chalmers & Brannan, 2020).

Organizational culture can also be demonstrated in terms of six traits, including holistic, historically based, anthropologically based, socially formed, soft, and difficult to modify. Employees' quality of life is significantly inclined to organizational culture and the quality of the working environment, and in the context of the current study, it can also be the resulting influence of cynicism and ostracism. These elements are crucial and simply cannot be taken for granted concerning the employees' work and work-related factors. It becomes a more pressing issue for those working for non-governmental entities such as corporate sector employees (Dhamija & Singla, 2017).

Organizational culture is a particular area of study in management expertise that has never lost favor in the academic community. Additionally, it is regarded as a crucial component for researching various facets of organizational life. The culture within a corporation can play a significant role in shaping its long-term productivity. Culture contributes to an organization's target accomplishment by setting up a sense of identity and establishing norms (Mesfin et al., 2020).

Wallach in 1983 explored the concept of cultural compatibility between individuals and organizations, highlighting the significance of aligning the values, beliefs, and behaviors of individuals with the culture of the organization they work for. Wallach argued that employees are more likely to be content, motivated, and dedicated to their work when there exists a substantial cultural match. The author discussed various factors that contribute to cultural compatibility, including the organization's mission, vision, and core values, as well as its communication style and decision-making processes. The author emphasized the value of creating a supportive and inclusive organizational culture inspiring the growth and development of its employees.

An organization's cultural affluence relies on the proposition that organizations should consider cultural fit during the recruitment and selection process to ensure that prospective employees possess the necessary values and attitudes to thrive within the organization. It also emphasizes the need for ongoing training and development programs that reinforce the desired cultural norms and help employees adapt to any changes in the organizational culture. Overall, Wallach emphasized the key role of cultural compatibility concerning individuals as well as organizations. The study provided insights into how organizations can foster an environment where employees' values and beliefs align with the organizational culture, leading to greater employee satisfaction and organizational success (Wallach, 1983).

To comprehend corporate culture's presence in a corporation, it is important to understand its three levels comprising artifacts, values, and assumptions. Moreover, organizational culture can have an impact on how people are treated internally, how power is dispersed within the organization, and how goals are achieved. In the modern

world, rapid progress forces businesses to stay one step ahead of their rivals. It is an activity that is incredibly difficult to do and frequently leads to failure. It is not just due to a poor strategy choice; many firms also do not comprehend the connection between the change and potential personnel effects. It is difficult to adjust, and when a company doesn't consider what it might do to its employees and makes a change that shifts the organization in a manner that would render the people unhappy, and can have very detrimental effects, because of the loss of the belongingness to the place in which they had been operating up until that point. In contrast to organizations that merely order and command, a strong culture allows for changes in policies and innovation that can have a beneficial impact on the company and are less likely to lead to failure (Kollárová, 2017).

Ineffectiveness in organizational culture is cited as one of the primary reasons behind the subpar performance and productivity of the business group. When diverse company organizations fail to effectively integrate their cultures, it negatively impacts the value for shareholders and the financial performance of the corporate group. Organizational transformation is not considered to be a minor aspect of the firm in today's competitive environment to thrive in the marketplaces. Top management always seeks to influence organizational culture to increase profit and improve the organization's reputation, informing staff members about all regulations and procedures that are pertinent to their tasks or employment. This encourages employees to have a sense of ownership of their company. When not viewed through a positive informational and relational perspective, this organizational shift opens the door to organizational cynicism (Tedla, 2016; Toheed et al., 2019).

Wallach (1983) explored the concepts of bureaucratic culture, innovative culture, and supportive culture:

Bureaucratic Culture

Bureaucratic culture refers to an organizational culture that emphasizes formal procedures, hierarchical structures, and adherence to rules and regulations. In a bureaucratic culture, there is a strong emphasis on stability, predictability, and consistency. Decision-making authority is typically concentrated at the top of the hierarchy, and employees are expected to follow established protocols and processes (Wallach, 1983).

Bureaucratic cultures often prioritize efficiency and control, with a focus on minimizing errors and maintaining standardization. Communication flows through formal channels, and there may be limited room for individual autonomy or creative problem-solving. While bureaucratic cultures can provide structure and order, they may also be criticized for being slow to adapt to change and stifling innovation (Wallach, 1983).

Innovative Culture

In contrast to bureaucratic cultures, innovative cultures prioritize creativity, flexibility, and experimentation. Organizations with an innovative culture encourage employees to think outside the box, take calculated risks, and generate new ideas. There is an emphasis on continuous learning, adaptation, and improvement (Wallach, 1983).

Innovative cultures often promote open communication, collaboration, and cross-functional teams. They value diversity of thought and encourage employees to challenge existing norms and assumptions. Mistakes are viewed as opportunities for learning, and

there is a willingness to embrace change and adapt to new circumstances. Organizations with an innovative culture tend to foster an entrepreneurial spirit, encourage autonomy, and provide resources for research and development. They create an environment that supports creativity, fosters a sense of curiosity, and rewards innovative thinking (Wallach, 1983).

Supportive Culture

A focus on employee well-being, teamwork, and mutual respect is characterized as a supportive culture. Organizations with a supportive culture prioritize the needs and growth of their employees, fostering a sense of belonging and a positive work environment. In a supportive culture, there is an emphasis on collaboration, open communication, and empathy. Leaders and managers are accessible and approachable, and organizations place a substantial focus on building relationships and trust. Employee participation in decision-making, idea-sharing, and raising issues are all encouraged. Supportive cultures often provide opportunities for professional development, mentoring, and work-life balance. They recognize and celebrate employee achievements, promote a healthy work environment, and prioritize employee engagement and satisfaction (Wallach, 1983).

It is important to emphasize that these cultural types are not mutually exclusive, and organizations can display characteristics of multiple cultures simultaneously. In other words, an organization may exhibit elements of various cultural types, combining and integrating them to create a unique cultural blend that reflects its values, norms, and

practices. The cultural dynamics within an organization can impact employee behavior, ostracism, and cynicism at work, and the work-related quality of life of employees.

The way an organization operates and the values it holds have a big impact on how employees interact with each other and behave at work, including whether or not workplace ostracism occurs. If the organizational culture is toxic or negative, with a focus on competition, favoritism, or excluding certain individuals, it is more likely that workplace ostracism will happen. As opposed to that, if the organizational culture is positive and inclusive, emphasizing collaboration, respect, and fairness, it can help prevent or reduce instances of workplace ostracism. The culture within an organization creates an environment that either discourages or encourages ostracism among employees (Shah & Hashmi, 2019).

Workplace Ostracism

Workplace ostracism refers to organizational dissuasion behavior such as direct actions and withholding behaviors. It is an unpleasant experience for the target individual that can have a big impact on their behavioral and attitude reactions and employees' work performance. Workplace ostracism is described as a pervasive occurrence that affects all businesses (Gkorezis & Bellou, 2016; Zaman et al., 2021).

Social scientists are paying more attention to the topic of workplace ostracism, and study has shown that it is detrimental to both individual and organizational performance. Workplace ostracism primarily emerged as a new study field when in a publication Ferris et al. devised a scale for assessing workplace ostracism and formally introduced the idea of ostracism at the workplace. Ferris et al. added that the stage

following this investigation might concentrate on examining the mediating mechanisms involving workplace ostracism along with its effects on employees and figuring out their underlying association (Ferris et al., 2008).

Ostracism at work is a situation that people who feel neglected or excluded go through in silence. Ostracism at work is ineffective for both individuals and organizations. It depletes social resources hence it might be considered a source of stress. Those who are rejected at work can experience stress, which can result in psychiatric issues. Reduced employee involvement is one of the most significant consequences of social exclusion, which negatively impacts the firm. Ostracism is the state in which people perceive themselves as being neglected, excluded, or victimized by others, and that this experience is more distressing than actual physical hurt. Unfortunately, this kind of isolation from various spheres of life both professional and social has become more common. Workplace ostracism denotes that one person or group is neglecting or disregarding another person or group (Ashraf, 2019; Ashraf et al., 2020).

Personal ostracism is referred to as excluding a specific person from individualistic or group interactions while they are at work. This type of failure to participate has been also referred to as task and personal ostracism. This includes not considering them to be a part of any conversations, purposefully withholding social support, and not inviting them to share a cup of tea with their coworkers during lunch or other group gatherings. Task ostracism refers to not including a coworker in project meetings, preventing a coworker from sending emails, and not responding to emails from a coworker, etc (Robinson & Schabram. 2019).

Employees may experience ostracism in a variety of ways, for example, coworkers may choose not to inquire about lunch plans with them, disregard suggestions made by their coworkers during meetings, etc. It impacts mental health, performance, satisfaction, and counterproductive behaviors. Experiencing workplace ostracism leads to negative emotions and can foster a sense of exclusion, which in turn may prompt those who feel excluded to engage in misconduct. This misconduct can manifest as intentions to leave the organization (turnover intention) and reduced commitment. In a nutshell, it can be stated that ostracism at work is an intangible activity, and the extent of it being ostracism or not is at least somewhat based on individuals' subjective perceptions (Liu & Xia, 2016).

Workplace ostracism is viewed as a threat to an employee's demands, self-worth, considerable possessions, authority, and sensitive presence, which harms the organization. Five explanations for ostracism could be used. Ostracism, by its very nature, is transient and can encompass fleeting emotions or perceptions of being overlooked or ignored. However, upon closer examination, it becomes evident that these experiences do not truly qualify as ostracism. "Role-required ostracism," which pertains to behaviors that may appear to disregard and exclude individuals but are considered conventional and accepted across different cultural contexts, can serve as another factor contributing to exclusion. Punitive ostracism is the term for ostracism that is employed as a punishment. Oblivious ostracism describes circumstances in which individuals feel unimportant or unattended. Individuals may be partially rejected by making modest linguistic changes (such as omitting the pronouns "I" and "you"), partially rejected within a certain field, or entirely rejected to the point that they feel they do not exist from the

perspective of the origin. Ostracism may be evident in formal or casual contexts, such as in an ex-communication (Tariq & Amir, 2019).

Ostracism typically occurs in the workplace when employees are relocated or transferred to unfriendly places missing necessities and resources, which negatively impacts their self-esteem. Apart from insults that are said or in written form and obscene bodily gestures, ostracism is largely invisible. Threatening employees by a boss is an example of ostracism and can lead to harsher problems and lower organizational performance (Fatima, 2016).

Ostracism's detrimental impacts at the workplace can be highly endured by individuals holding more cynical attitudes toward the organization. This means that they could be more resilient and less affected by social ostracism at work, which could potentially lessen the negative impact on their overall work-related quality of life. According to the context of the study, it was proposed that experiencing workplace ostracism could contribute to the employees being cynical about the organization. When individuals are subjected to exclusionary behaviors and feel socially isolated in their workplace, it can lead to a decline in trust and an increase in skepticism toward the organization and its policies. Consequently, this can influence how employees perceive the overall organizational culture and their work-related quality of life (Aplin-Houtz et al., 2022).

Organizational Cynicism

Cynicism is a complex mindset defined by unfavorable emotions including mistrust, impatience, and contempt for the organization's own rules and practices, from an organizational standpoint. The organizational culture's values have a big impact on how cynicism develops there have been substantial shifts in how enterprises operate during the recent decades, which has managed to raise cynicism within the organizational framework (Demirci, 2019).

In a vicious cycle of goal-oriented approaches, cynicism has frequently been conceptualized as a negative attitude, behavior, or personality feature that impairs the performance of the workforce. Employees frequently report feeling anxious and uneasy at work when working on changes; as a result, opposition to the change is a common response to the absence of participatory decision-making (Toheed et al., 2019).

Despite the modern approaches professionals and researchers have adopted to address organizational cynicism, it is a long-standing phenomenon. It is characterized by a sense of dissatisfaction regarding the perceptions of employees about organizations that the management is unjust, dishonest, and opaque (Durrah et al., 2019).

According to (Neves, 2012), organizational cynicism can be thought of as an overall attitude toward the organization because it encompasses more than just trust and fulfillment at work. It can transfer from one entity to another, as was already indicated, and frequently happens when workers' expectations of social interchange are not met.

Organizational cynicism is characterized to be a pessimistic viewpoint directed toward the employer organization and listing five key conceptualizations of cynicism was

done by Dean et al. (1998). These key conceptual frameworks are distinct from one another, but they do have certain commonalities. The recommended five areas to be studied are personality perspectives, socioeconomic focus, vocational cynicism, employee cynicism, and organizational transformation. This perspective also comprises three essential components that are cognitive, affective, and behavioral all play a significant role in how employees feel, act, and think about themselves and their roles in the corporation.

Cognitive cynicism

The cognitive dimension describes that organizations don't have integrity. Employees' perceptions of their employer's lack of integrity and honesty are reflected in it. Organizational cynics think that leaders in organizations are characterized by their self-interest and lack of moral character. Therefore, they hold the view that leaders frequently forgo the values of equality, integrity, reliability, and honesty in favor of practicality and that opportunity-seeking and illicit conduct are prevalent in their organizations. The choice of organizational policy orientations and goals, according to cynics, is mostly driven by the narrow interests of the leadership of the organization (Kahar, 2019).

Affective cynicism

Employees’ unfavorable attitude (such as feelings, emotions, rage, and contempt) toward the organization is represented by the affective component. This dimension includes strong emotional responses like derision, sarcasm, and contempt for the organization in addition to views and favorable judgments of organizations and their

leadership. Organizational cynics may also feel embarrassment when they think of or recall their organization, as well as annoyance, sadness, disgust, and aggravation. As a result, organizational cynics not only have preconceived notions and opinions about companies, but they also feel a variety of emotions that are in line with their viewpoints (Kahar, 2019).

Behavioral cynicism

Behavioral cynicism denotes adverse conduct against an organization, such as criticism, sarcasm, and dire predictions about its future and methods of operation. The behavioral aspect signifies an individual's engagement in unfavorable actions as a result of their cognitive beliefs and affective attitudes toward organizations. These actions can encompass behaviors such as procrastination, disseminating unfavorable information about a company in public, making malicious remarks, late arrival, leaving early, and so on (Pfrombeck et al., 2020).

It's also vital to note that all cynicism is thought to have a close link to organizational culture and workplace ostracism. Due to the very serious problems it has generated, numerous studies have been undertaken in the past two decades, and they have drawn growing attention to exploring that adaptive performance, task or job performance, and counterproductive work behavior are all directly connected with organizational cynicism. while the associations with the current study variables have not been studied exclusively (Khan, 2017).

Organizational cynicism often intervenes in the links between psychological contract violations and unproductive work habits of employees as well as the

relationships between rudeness in the workplace, unproductive work behavior, and ostracism. It has also been documented that organizational cynicism has mediating and moderating effects. It is believed in the current context that various factors will determine the relationship of cynicism with workplace ostracism, organizational culture, and work-related quality of life (Yıldırım, 2022).

When employees harbor a high level of organizational cynicism, it can significantly impact their work-related quality of life. This includes various aspects such as their satisfaction with their job, their ability to maintain a healthy work-life balance, their psychological well-being, and their overall contentment with their work environment. The negative perceptions and attitudes associated with organizational cynicism act as barriers that undermine their overall experience and satisfaction at work (Yasin & Khalid, 2015).

Therefore, it can be inferred that organizational cynicism in employees would adversely affect their work-related quality of life in the corporate sector in Pakistan. Thus, emphasizing the significance of addressing organizational cynicism and cultivating a positive organizational culture that fosters trust, transparency, and employee well-being. By doing so, organizations can enhance the employees' work-related quality of life, leading to increased satisfaction and overall better outcomes.

Work-related Quality of Life

The concept of work-related quality of life, in its most broad form, seeks to represent the core of a person's employment experience. The quality of life at work is affected by both the instantaneous occurrence of work and the various explicit and

implicit elements that influence this experience. The perception of one's work-related quality of life is not only influenced by the nature of their employment but also by their personal attributes, organizational policies, personality traits, emotional well-being, and the actual working conditions one encounters. Factors such as life satisfaction, overall well-being, and work engagement play a significant role in determining the work-related quality of life of individuals (Easton & Van Laar, 2018).

Working in one’s life is of prime importance because it allows people to make better use of their time and direct their life's energies toward a desirable aim. Also, it plays a significant part in the development of a relaxed mental state as a result of being fulfilled. But work is not only a source of income for people, it also contributes to people being more sociable and self-reliant and creates a developed environment. As a result, having better employees depends on people in companies with increased work-related quality of life. The term work-related quality of life refers to a wide range of themes among theorists who study both employers and employees (Hamad, 2018).

The work-related quality-of-life maintenance is the biggest asset to every firm today. For the last two decades, more emphasis has been put on employee-centered output initiatives. An improvement in work-life quality would benefit employees' well-being and, in turn, the well-being of the entire firm. In addition to reflecting best practices in human resource management, paying close attention to work-related quality of life is crucial for employers who have a responsibility under the law to ensure the well-being and safety of their workers (Easton & Van Laar, 2018).

The surroundings, tasks, social setting, institutional framework, and work-life balance are a few essential elements that affect someone's quality of work life. As a result, the phrase work-related quality of life generally refers to how well employees get along with one another and the overall working environment. The work-related quality of life is the extent to which a business anticipates work will enhance its employees' psychological and material well-being. Also, it describes the nature of the working environment and the relationships between employees (Hamad, 2018).

The work-related quality of life is assessed by the work-related quality of life scale which consists of six sub-scales capturing different aspects of work-related quality of life (Easton & Van Laar, 2018). Here is a summary of each dimension:

General Well-being

General well-being encompasses the influence of work on individuals and how it is influenced by various factors. It encompasses both psychological well-being and physical health aspects. An individual's performance at work might be impacted favorably or adversely by how they feel psychologically. People are more likely to perform effectively and enjoy their work when they are positive and at ease. However, when individuals experience low mood, anxiety, or discomfort, whether stemming from work-related issues or personal difficulties, their work is likely to be negatively impacted (Easton & Van Laar, 2018).

Furthermore, physical ill health can also have a detrimental effect on an individual's work performance, which in turn can diminish their sense of psychological well-being. Therefore, it is essential to proactively address the general well-being of

employees in the workplace. This involves focusing on prevention and promoting well-being, rather than solely reacting to problems when they arise.

Home-Work Interface

This sub-scale investigates the interplay between an individual's work and home life. Factors such as the extent to which work-related issues spill over into personal life and the ability to disconnect from work during non-working hours are assessed. Work-life balance evaluates how much control employees feel they have over their work in terms of timing, location, and manner. It indicates an individual's perception that they have a fulfilling life both within and outside of their paid work, benefiting not only themselves but also the organization and society as a whole. Specifically, the balance of work and life is analyzed through this factor and shows how much an employer is viewed as supporting its employees' personal lives outside of the workplace (Easton & Van Laar, 2018).

Job and Career Satisfaction

This aspect focuses on how satisfied employees are with their job and their progress in their careers. It looks into factors such as how fulfilling their work tasks are, the opportunities for growth and advancement, and their overall satisfaction with their job and career path. It reflects how much the workplace fulfills an individual's needs and provides them with positive experiences at work. It encompasses aspects that contribute to their well-being, like a feeling of accomplishment, the realization of their potential, and a high level of self-worth (Easton & Van Laar, 2018).

Control at Work

This factor measures how much employees feel they can exert an adequate degree of control inside their workplace as part of the scale for work-related quality of life. It assesses factors such as decision-making authority, independence, and the ability to have a say in how work is performed. This perception of control can be associated with different aspects of work, including the opportunity to have a say in decisions that impact them. Esteemed researchers surrounding this field contend that an individual's sense of stress and general health can be considerably influenced by their understanding of autonomous control. In other words, how much control an employee feels they have at work can greatly impact their stress levels and well-being (Easton & Van Laar, 2018).

Working Conditions

The working conditions factor in this model assesses the level of contentment a person has about the security, resources, and conditions required for effective work performance. One’s contentment with physical aspects of work like safety, health, and hygiene, significantly influences their overall work-related quality of life (Easton & Van Laar, 2018).

In the work-related quality of life model, the working conditions factor seems closely connected to the job and career satisfaction factor. While the latter focuses on how well the workplace provides you with positive aspects like personal growth, goal achievement, promotions, and recognition, the working conditions factor emphasizes the degree of fulfillment of one’s basic requirements in the work environment. This includes addressing any dissatisfaction one may have with the physical conditions at work. In essence, working conditions examine one’s satisfaction with fundamental working

conditions, while job and career satisfaction measure how much the place of work enables them to experience fulfillment and satisfaction.

Stress at Work

This sub-scale aims to capture the subjective awareness of the employees' level of stress they experience in their work setting. It assesses factors such as workload, job demands, time pressure, and the availability of resources to cope with work-related stress. This factor is determined by how much an individual perceives they are under excessive pressure and experience stress in the workplace. Stress is best understood as an adverse reaction someone has when facing high levels of pressure or demands. This definition acknowledges that an individual's experience of stress depends on their own perceptions of the situation and their belief in their ability to cope with it. According to another definition, work stress is a negative physiological and emotional reaction that develops when the demands of the job surpass an employee's abilities, resources, or aspirations (Easton & Van Laar, 2018).

These aforementioned factors capture both positive and negative aspects of the work environment. Through focused interventions and improvements, these aspects hope to facilitate a comprehensive knowledge of people's experiences in the workplace and improve the quality of life at work (Easton & Van Laar, 2018).

No organization can advance solely via the work of one or two people, it takes the efforts of the entire organization. Performance is a broad, multifaceted notion closely related to an organization's strategic goals. Numerous aspects of an organization's working environment have a big impact on how enthusiastic and productive the employees are. Therefore, it is proposed to investigate the organizational culture,

workplace ostracism, organizational cynicism, and quality of work life of the employees in the corporate sector. These factors impact the work environment both favorably and unfavorably. Many studies have been done to analyze the association between cynicism and organizational culture, organizational culture and quality of work life, workplace ostracism, and organizational cynicism contributing a significant deal of material to the knowledge base that is already in existence (Demirci, 2019; Tariq & Amir, 2019; Prajogo et al., 2020).

Significant structural and operational changes must be made together with an organizational culture revolution to bring about the quality and performance improvements required in the corporate sector. Therefore, it is crucial to comprehend organizational culture, workplace ostracism, organizational cynicism, and employees' quality of life at work as well as the connections between these factors that can have a prominent impact on employees in today’s corporate world.

Problem Statement

Understanding the complex and pivotal role of organizational culture and work-related quality of life is a challenge for the corporate sector. This research intends to sort the crucial associations by studying the relationship between organizational culture, work-related quality of life, workplace ostracism, and organizational cynicism among employees in the corporate sector. The study intends to acquire an understanding of how these characteristics affect organizational culture and work-related quality of life by studying the mediating roles of workplace ostracism and organizational cynicism in this association. As mediators in the present study, these parameters have not been assessed in this particular association with organizational culture and work-related quality of life before. This research aims to investigate how demographic factors affect the standard of living at work.

This study will advance knowledge of the relationships between organizational culture, work-related quality of life, workplace ostracism, cynicism, and other characteristics by thoroughly analyzing these variables. The deeper and thorough review of the variables in the literature will help develop a better comprehension of these factors and their collaborative role with each other as well as the analyses involved in the present context would also be a valuable source to observe novel findings related to the combined role of ostracism and cynicism at the workplace. The reports of these findings can guide organizational culture policies and initiatives intended to enhance worker fulfillment, prosperity, and overall quality of life at work. The findings ought to be of value to serve as a basis for evidence-based strategies and policies that promote a healthy organizational culture and improve the quality of life at work for employees in the corporate sector.

Rationale

Pakistan, as a developing nation, possesses a distinct socio-cultural and economic context that sets it apart from both developed countries and other developing nations. In the corporate sector, employees play a vital role in ensuring efficient operations and contributing to customer satisfaction. However, various factors can significantly affect employees' experiences at work and their overall work-related quality of life. The presenting work intends to investigate how organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life are interconnected among employees in the corporate sector of Pakistan. By investigating these factors, we hope to gain valuable insights into how workplace ostracism and organizational cynicism influence the overall organizational culture and employees' work-related quality of life (Kurdi et al., 2020).

Employee attitudes, actions, and performance are significantly influenced by organizational culture, which is characterized by the common principles, convictions, and behaviors inside an organization (Wong, 2020). However, scarcity of research is there specifically focusing on the relationship and impact of organizational culture on the work-related quality of life in the corporate sector of Pakistan. Therefore, the target of this work is to fill the necessary gap in the research and provide a comprehensive understanding of how organizational culture affects employees' work-related quality of life.

Workplace ostracism has negative effects on employees and can lead to negative attitudes such as organizational cynicism which can be observed in the form of exclusion,

rejection, and isolation of individuals within a work setting (Yang & Wei, 2018). However, for the association of organizational culture and work-related quality of life, the mediating role of workplace ostracism was not observed to be extensively studied in the corporate sector of Pakistan. Hence, this research intended to investigate how workplace ostracism influences the relationship between organizational culture and work-related quality of life.

Concerning organizational cynicism employees' negative beliefs, attitudes, and emotions toward their organization have been linked to decreased work-related quality of life. However, there is limited research examining the specific influence of organizational cynicism as a mediator for relating organizational culture to work-related quality of life in the corporate sector of Pakistan, therefore, the present study addressed the literature gap (Toheed et al., 2019; Mohammed et al., 2022).

Furthermore, the focus of this study is to investigate how demographic factors including age, education level, and employment status influence employees' work-related quality of life. Understanding how these factors interact with organizational culture, workplace ostracism, and organizational cynicism can provide a comprehensive understanding of the dynamics within the corporate sector of Pakistan and identify areas for improvement.

This study can be valuable for company managers in their understanding of the critical worth of organizational culture. The study focused on senior assistant managers and assistant managers who have successfully established effective organizational cultures in a corporate group in Pakistan. These participants were chosen for the study

because they provided a trustworthy source of direct evidence as they had relevant experience and knowledge about these parameters. For improving performance and productivity at work, a strong corporate culture must be established and preserved (Eaton & Kilby, 2015).

In today's corporate world, work-related quality of life has gained significant importance. Organizations recognize that improving the work-related quality of life for their employees can lead to desirable outcomes. Therefore, it is important to have a clear understanding of the concept of work-related quality of life (Gupta et al., 2019). Moreover, no theoretical connection between these factors has been mentioned in the literature regarding the conceptual framing of the work-related quality of life with the cynicism and ostracism at work and the organizational culture's influence. Therefore, in the present study, this theoretical gap is intended to fill through the mapping of these associations with underlying theories.

Senior Assistant Managers and Assistant Managers represent the largest group of employees in the corporate sector, which explains the extensive research conducted on concepts related to their work-related quality of life. The study's findings will have the potential to benefit corporate executives by giving them directions on how to raise the efficiency of their organizations. A successful and profitable company can benefit the public by offering employment opportunities (Bhende et al., 2020; Amin, 2022).

Existing research suggests that corporate sector employees' performance is influenced by their work-related quality of life. Therefore, identifying the factors that contribute to the work-related quality of life can provide valuable information for

organizations to maintain an organizational culture that makes the work-life appealing. It is essential to assess their workplace ostracism, organizational cynicism, organizational culture, and work-related quality of life as these factors directly influence the efficiency of the organization (Daniel, 2019).

There is a research gap regarding the interactions between organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life in the context of corporate sector employees, despite the growing recognition of the significance of organizational culture and its impact on employees' well-being. This study seeks to add to the existing body of literature by investigating the combined influence of organizational culture, workplace ostracism, and organizational cynicism on employees' employees' overall work-related quality of life.

Definitions of Key Terms

Operational Definitios of the veriables

Organizational Culture Organizational culture refers to the collective fundamental assumptions, values, and beliefs embraced by individuals within a particular organization. It encompasses the methods through which managers and employees address challenges and find solutions within the organizational context (Tedla, 2016). The aspects of organizational culture in the present study are bureaucratic culture, innovative culture, and supportive culture (Wallach, 1983).

Bureaucratic Culture refers to an organizational culture that prioritizes formal processes, hierarchical structures, and conformity to laws and regulations (Wallach, 1983)

Innovative Culture prioritizes creativity, flexibility, and experimentation. It refers to a culture in which organizations encourage their staff to think creatively, take prudent risks, and develop original ideas, emphasizing on continuous learning, adaptation, and improvement (Wallach, 1983).

Supportive Culture refers to an emphasis on teamwork, respect, and employee well-being in an organization. Businesses with a supportive culture put their employees' needs and professional development first, generating a sense of community and a productive workplace. Higher scores represent the presence of a warm and supportive culture in an organization and lower scores indicate lower levels of support and warmth (Wallach, 1983).

Workplace Ostracism

Workplace ostracism, which is defined as the exclusion, rejection, and isolation of people in a work environment, has a detrimental impact on employees and can result in unfavorable attitudes (Yang & Wei, 2018).

Organizational Cynicism

Organizational cynicism refers to a condition where employees hold a strong disdain for their organization's management, attributing selfish motives to them, demeaning and disparaging their colleagues, and exhibiting highly negative attitudes towards the organization. This concept encompasses three dimensions: cognitive, affective, and behavioral (Kokalan, 2019).

Cognitive dimension of cynicism refers to the notion that organizations lack integrity (Khalid, 2020).

Affective dimension refers to emotion-related reactions such as irritation, aggravation, worry, and tension (Khalid, 2020).

Behavioral dimension encompasses negative behavior toward an organization, such as criticism, sarcasm, and gloomy predictions about its future and methods of operation (Khalid, 2020).

Work-Related Quality of Life

The study defines the quality of interpersonal interactions within the employee-organization relationship as the work-related quality of life. It comprises six distinct psychosocial subscales: general well-being, the interface between home and work, job

and career satisfaction, perceived control at work, working conditions, and stress levels at work (Saklani, 2004).

According to (Easton &Van Laar, 2018) following are the components of work-related quality of life:

Job and Career Satisfaction evaluate an individual's job happiness and career path in general (Brandes et al., 1999).

General well-being refers to the entire psychological and physical well-being of a person at work (Brandes et al., 1999).

Working Conditions measure the degree of satisfaction an individual has with their working circumstances (Brandes et al., 1999).

Stress at work assesses an individual's subjective evaluation of the level of stress they encounter at work (Brandes et al., 1999).

Control at work refers to the level of autonomy and control an individual has over their work (Brandes et al., 1999).

Homework interface investigates how a person's job and home lives interact (Brandes et al., 1999).

Research Objectives

The present study's objectives are as follows:

1. To investigate the relationship between organizational culture, workplace ostracism, organizational cynicism, workplace ostracism, and work-related quality of life in the corporate sector.
2. To determine the mediating role of organization cynicism between the relationship of organizational culture and work-related quality of life.
3. To investigate workplace ostracism as a mediator between the relationship of organizational culture and work-related quality of life.
4. To investigate the serially mediating role of workplace ostracism and organizational cynicism between organizational culture and work-related quality of life.
5. The determine the impact of demographic variables (age, experience, designation, salary, etc.) on work-related quality of life in corporate sector employees
6. To empirically evaluate the suggested associations in the Pakistani context.

CHAPTER II

LITERATURE REVIEW

Considering the employees' work-related quality of life and their work environment requires an understanding of organizational culture dynamics, workplace ostracism, organizational cynicism, and their effects. Numerous kinds of research have been conducted in the field of organizational psychology including organizational culture, workplace ostracism, cynicism in organizations, and work related quality of life in corporate sector employees, this review of the literature presented relevant indigenous and international research.

The company's cultural profile, according to (Demirci, 2019), represents some of the key elements determining how employees feel and act toward their organizations and managers. Organizational culture, workplace ostracism, employee cynicism, and work-related quality of life are currently thought to be among the most contentious topics when employee attitudes and actions are under discussion. Insight into how organizational culture, exclusion, and cynicism impact employees' quality of life at work in the corporate sector will be provided by the international literature review that follows:

International Studies

In the Lorestan province of western Iran, (Hashemi et al.,2023) looked at how the work-related quality of life of emergency medical technicians relates to occupational stress. 430 participants from all emergency institutions in the province of Lorestan, who had worked in their concerned division for more than six months, were selected through a single-stage cluster sampling technique. Using two standardized questionnaires—the

health and safety executive questionnaire for assessing occupational stress and a work-related quality of life questionnaire—data were gathered between April and July 2019. The odds ratio with a 95% confidence interval was used in statistical analysis to establish the statistical relationship. The study's participants were all men and had an average age of 32±6.87 years. The health and safety executive scale's total mean score for workplace stress was 2.69±0.43, while the average score for work-related quality of life was 2.48±1.01. Both the average job stress and the average work-related quality of life values revealed being significantly influenced by the type of shift an individual worked. Additionally, two-thirds of individuals mentioned occupational stress and a poor quality of life due to their work.

Sahoo et al., (2023) investigated the connection between cynicism toward organizational change, workplace ostracism, and emotional intelligence. This study aimed to explore how different aspects of emotional intelligence influenced the relationship between workplace ostracism and organizational change cynicism. The authors aimed to investigate how the moderating variable and independent variable affected the results. To test their hypotheses, the researchers conducted moderated regression analyses and Pearson product-moment correlation. They utilized the AMOS software to assess the measurement model by analyzing data collected from employees in India, ensuring the reliability of the tools used. A simple random sampling technique was employed, involving 276 employees. The findings showed a link between organizational change cynicism and ostracism in the workplace. Nevertheless, the evaluation and control of one's own emotions and the evaluation of others' emotions—were discovered to be unfavorably correlated with cynicism about organizational change.

Another study by (Ramadhani & Setiawati, 2022) investigated the relationship between the performance of employees and organizational culture, using satisfaction at job as a mediator, at Yogyakarta's Ludira Husada Tama Hospital. Examining how job satisfaction influences the association of study variables with quality of work life was the key goal. The study used quantitative techniques and a questionnaire to gather data. Employing a census sampling technique, the population consisted of fifty-one employees, and the sample size was also the same. The results showed that the performance of employees is potentially influenced by organizational culture and work-related quality of life.

The research conducted by (Shirini & Xenikou, 2022) explores how different aspects of transformational leadership impact the overall effectiveness of organizations, taking into consideration the role of organizational culture as a mediator. The study focused specifically on Iranian knowledge-based companies, encompassing a total of 4551 companies during the data collection. The research data underwent analysis using structural equation modeling. Stratified random sampling was employed as the sampling method, resulting in a sample size of 354 companies to which online questionnaires were distributed. Ultimately, 175 completed questionnaires were collected and utilized for analysis. The study's findings indicated that organizational culture is significantly and positively affected by both the variables of ideal influence and motivation. Furthermore, organizational culture was found to have a positive and significant impact on organizational effectiveness.

Another study (Altinok, 2021) intended to analyze the degree of association between the management styles used in educational institutions and their organizational

culture. It included 389 educators from 8 high schools in the Yenimahalle district of Ankara, Turkey. It employed correlation analysis to ascertain the relation of variables and exploratory factor analysis was used to ascertain the organizational culture types and managerial techniques. Significant relationships were identified in the multiple linear regression model between managerial techniques and bureaucratic, innovative, and supportive company culture. According to research, bureaucratic organizational culture types have a detrimental effect on practices related to management, however supportive and creative organizational culture types have a positive influence.

A study by (Budiono, 2021) in Indonesia intended to shed light on the relationships between organizational culture, quality of work life, and employee organizational commitment and performance. This was a survey study and using path analysis the study variables were entered into a correlation matrix. The 275 participants were selected from the hospital employees using stratified random selection. The management of the hospital, the researchers, and the clients or patients would all benefit from this analysis' findings. Through this research, it is established that organizational commitment, quality of work life, and organizational culture all play a role in influencing employee performance.

Prior research (Astuti & Soliha, 2021) aimed to investigate how the quality of work life and commitment in organizations influence the health workers' performance at the Puskesmas in Gabus District, Pati Regency on a sample of 108 employees. The findings of the study revealed that the quality of work life positively impacts employee performance. Similarly, organizational commitment was observed to affect the performance of employees positively. Additionally, the study at the Gabus Health Center

discovered that organizational culture moderates the association between employee performance and organizational commitment as well as between employee performance and quality of work life.

Moreover, (Cicek et al., 2021) explored influence of organizational cynicism on turnover intention, with a focus on the mediating role of organizational support in technology firms in Istanbul. 289 employees and managers from 54 technology companies in Istanbul, Turkey participated in the survey. Following data collection, structural equation modeling with AMOS was used to examine the data. The study's conclusions showed that turnover intention is highly predicted by both the cognitive and affective elements of cynicism. Additionally, the findings demonstrated that organizational support played a mediating role in connecting the cognitive and affective aspects of cynicism with the intention to leave a company. This research added to current knowledge by providing a deeper understanding of how negative perceptions in the workplace can influence employees' intentions to leave their organizations.

Likewise, (Choi, 2020) aimed to examine and validate the relationship between workplace ostracism and job performance, drawing on the conservation of resource theory. It also investigated whether perceived organizational support could play a moderating influence in the direct relationship between ostracism and supervisor-rated in-role performance and organizational citizenship behavior. The data gathered from 256 Korean employees and their corresponding supervisors was used to do multiple regression analyses. The results of this study showed a negative link between workplace exclusion and organizational citizenship behaviors and in-role performance as judged by supervisors. Employees with lower levels of perceived organizational support exhibited

more of a negative association between workplace exclusion and supervisor-rated in-role performance/organizational citizenship behaviors.

Another study through (Daniel, 2019) analyzed the impact of quality work life on employee performance. It likely utilized empirical research techniques to gather information and examine how the quality of life at work affects employees' output. The study utilized a single source of data collection, primarily relying on secondary sources. These sources included textbooks written by various authors, journals, magazines, and internet information, alongside other issued and undocumented resources pertinent to the subject of study. The content analysis method was used to assess the data, which was chosen due to its reliance on secondary source data. The study's outcome showed a strong and favorable correlation between employees' job performance and their quality of working life.

Furthermore, (Kim et al., 2019) study looked specifically at what elements contributed to organizational cynicism within an official entity undergoing market-oriented reforms. 275 employees from Korea Post in Korea were chosen for the study. Through empirical analysis, findings indicated that organizational cynicism was reduced by trust among coworkers and transformational leadership, while the stress of the job had a positive impact on its increase. Additionally, it was found that the influence of job stress was more significant among employees who chose to remain silent rather than express their viewpoints in the workplace. These results imply that organizations can benefit from proactively managing factors that have the potential to influence the level of organizational cynicism among their employees.

According to (Kökalan, 2019), an investigation into how organizational cynicism affects satisfaction with the job, focused on the mediating function of perceived organizational spirituality. 472 people from a variety of industries, including manufacturing, banking, higher education, and the energy sector made up the sample for this study, which was chosen using a convenience sampling technique. Scales for measuring organizational cynicism, job happiness, and organizational spirituality were completed by participants. The association between affective cynicism and job satisfaction in addition to the association between cognitive cynicism and job satisfaction were both entirely explained by organizational spirituality. As a result, the detrimental impacts of organizational cynicism on job satisfaction are lessened, supporting the idea that corporate spirituality serves as a mitigating element.

Moreover, (Jiang et al., 2017) the association between deviant behavior in the workplace, authoritarian leadership, and the role of psychological contract violation and organizational cynicism as mediators were examined. The researchers aim to understand how employees' perception of authoritarian leadership affects their engagement in deviant behaviors in the workplace, and how this relationship is influenced by psychological contract violation and organizational cynicism. The authors emphasized the detrimental impact of authoritarian leadership on employee attitudes and behaviors, underscoring the significance of fostering positive psychological contracts and reducing organizational cynicism to mitigate deviant workplace behaviors.

Another study by Tedla, 2016 explored the effective strategies employed by a corporate group in establishing a strong organizational culture to enhance performance through the case study method. The Denison organizational culture model was employed

as the study's foundation. Twenty senior managers from a corporate group in Ethiopia were chosen at random to engage in semi-structured face-to-face interviews. The chosen candidates had a minimum of five years of experience putting into practice successful organizational culture-building techniques within the corporate group. The interview data were recorded, divided into groups, and coded. The data were subjected to member checking and triangulation in order to assure the accuracy of interpretations. The results showed that fundamental business principles support a positive organizational culture and enhance corporate group performance. The study offered ideas for maintaining organizations and improving the quality of life at work for both employees and the neighborhood.

In 2015, Liu presented a review study on the impact of workplace ostracism on employee initiative behavior. Through empirical analysis of the literature, the study revealed workplace ostracism and employee initiative to be negatively linked, demonstrating that individuals who experience ostracism are less likely to demonstrate proactive and innovative work behaviors. The research emphasizes the importance of fostering inclusive work environments to promote employee well-being and productivity. This study shed light on the psychological and behavioral consequences of ostracism in a work environment.

Another previous research by (Valizadeh & Ghahremani, 2012) investigated the correlation between organizational culture and the quality of work life experienced by employees at the Islamic Azad University of Tabriz (IAUT). The survey's statistical population comprises all employees holding various positions within IAUT, with a total of 796 individuals (N=796). A sample size of 260 participants (n=260) was selected

using a stratified random sampling method, determined by the Cochran formula. To collect data, the authors employed the Hofstede Organizational questionnaire, which is based on the Queen and Gareth model, as well as the Walton work-life quality questionnaire. Both questionnaires were standardized and possess strong reliability and validity. The research findings indicated a significant positive relationship between organizational culture and the work-related quality of life and components of work life quality demonstrated a direct and significant relationship with each other.

Indigenous Studies

Iqbal et al., (2021) investigated the relationship between workplace ostracism and incivility, and their underlying impact on the organizational culture of projects, taking into account the counter effect of social exchange theory. The authors concentrated on the moderating effects of job stress and supervisor support in these connections. In the project sections of 218 middle-line managers in textile engineering enterprises in Pakistan, data was gathered using questionnaires that had been customized for this purpose. Using Smart PLS and SPSS to evaluate the data, it was found that workplace rejection, incivility, and support from managers have an impact on the organizational culture of projects. The study emphasized the negative association of workplace ostracism with project organizational culture and the positive association with job strain. The findings suggested that these negative behaviors undermine the development of a positive organizational culture within project-based settings. Additionally, the study established that supervisor support moderates the relationship between job strain and project culture. Therefore, the research suggested that negative workplace behaviors like

incivility, ostracism, job stress, etc. make it exceedingly difficult to sustain the organizational culture at the project site.

Likewise, (Ashraf et al., 2020) examined the impact of workplace ostracism on employee engagement within the healthcare sector. The study also sought to examine the moderating impact of psychological capital, drawing on the Conservation of Resource Theory (COR). Renowned privately owned hospitals in Karachi, Pakistan provided the data for this study. The sample consisted of 345 full-time healthcare employees. Following data screening and analysis, the results revealed a significant and negative relationship between workplace ostracism and employee engagement. The findings indicated that Psychological Capital played a significant moderating role between workplace ostracism and employee engagement. According to this research, the employee's work-related quality of life is significantly impacted if the factor of ostracism, or exclusion from a group or society, is present in the workplace or organization.

Saleem et al., (2020) investigated the predictive role of quality of work life with organizational effectiveness including 300 employees from various governmental and commercial sector organizations in Aligarh city, through convenience sampling. The efficacy of the organization and the work-related quality of life were measured using standardized instruments. The findings showed that organizational performance and its aspects were strongly and favorably connected to work-related quality of life. The general quality of the work environment, self-worth, wellness of workers, independence while working, advancement, employee health, and involvement also stand out as important indicators of employees' organizational performance. The study concluded that employees in the public and private sectors who reported greater levels of work-related

quality of life also demonstrated higher levels of organizational effectiveness proving truly effective inside the organization.

Another investigation conducted (Khalid, 2020) looked at the relationship between several types of organizational cynicism and employee performance (both task performance and contextual performance) in Pakistan. Participants in the study came from a variety of recognized Pakistani institutions and organizations. Faculty members made up the participants in the higher education sector, whereas nurses, physicians, and surgeons made up the participants in the healthcare sector. Managers, assistant managers, and department heads were contacted for the study in the banking, pharmaceutical, cement, and food industries. Data collection was done through self-administered questionnaires distributed in Islamabad, Rawalpindi, and Peshawar, and via email surveys sent to individuals in Lahore, Karachi, and Quetta. In each sector (manufacturing and service), 500 survey questionnaires were distributed, resulting in 361 completed questionnaires received from the manufacturing sector and 390 from the service sector. The findings revealed that occupational self-efficacy significantly impacts the relationships between different forms of cynicism in organizations (cognitive, affective, and behavioral) and the performance of employees in both sectors. Occupational self-efficacy significantly moderates the association between cognitive cynicism and worker task performance in the manufacturing sector. In the service industry, employee task performance and both cognitive and behavioral cynicism are substantially mediated by occupational self-efficacy.

Furthermore, another study looked into the issue of ostracism and how it affected Pakistani teachers at universities. The study adopted a qualitative and phenomenological

methodology and gathered information from 20 teachers who had been shunned in Pakistani public and private higher education institutions. The study's findings showed that during work, ostracism had negative psychological and practical effects on the participants. Many of the teachers who were ostracized claimed improved conduct, which could be attributed to their collectivist nature and the importance they placed on social relationships. These teachers employed resource investment strategies, such as improving their performance within their designated roles and going above and beyond (extra-role performance), demonstrating their desire to be reintegrated into the workplace and their determination to overcome the chronic prevalence of workplace ostracism. The participants did state that they intended to participate in negative behaviors, such as retreat, poor performance, and even resignation, if they continued to suffer exclusion in the future. These comments emphasized the negative impact of long-term exclusion on employees' devotion to their jobs and quality of life at work (Fatima et al., 2019).

Another study looked at the significance of employee retention in connection to organizational culture as mediated by work-related quality of life. 250 small and medium-sized enterprise employees were chosen at random to complete the structured questionnaire for the current study. Data analysis was done using a structured equation model with Smart PLS. The study's findings showed a direct effect of organizational culture on work-related quality of life and employee retention (Iqbal et al., 2019).

The study by (Tariq & Amir, 2019) focused on examining the relationship between workplace ostracism and organizational cynicism. The researchers proposed a research model to understand how workplace ostracism affects employees' perception of organizational cynicism. The study likely presented a theoretical framework and research

model that outlines the potential mechanisms through which workplace ostracism can lead to organizational cynicism. It discussed the implications of this relationship for employee attitudes, job satisfaction, and organizational outcomes.

Moreover, a study conducted by (Asif & Sajjad, 2018) aimed to understand the predominant type of culture and its impact on the performance of small and medium-sized enterprises in Pakistan. By using the competing value framework, the researchers identified and examined the cultural profile and dominant characteristics of SMEs to determine their relationship with organizational performance based on specific self-assessment factors. To gather the necessary information, the researchers collected primary data from 350 employees of small and medium-sized enterprises through a survey questionnaire that was self-administered, of which completed data of only 185 employees were utilized for further analysis. The findings revealed that the prevalent type of culture in these small and medium-sized enterprises is the 'hierarchy' culture, further indicating a potentially strong link between organizational culture and performance among the small and medium-sized enterprises included in the study.

Furthermore, (Khan, 2017) also looked into how ostracism at work affected unproductive work habits in a variety of Pakistani public sector enterprises. The study also looked at how organizational cynicism affects this relationship as a mediator. The study also looked at how neuroticism affected the relationship between organizational cynicism and workplace exclusion. Using a convenience sampling method, information was gathered from 237 people. The results showed a strong and favorable correlation between workplace exclusion and unproductive work habits. The findings also suggested that organizational cynicism significantly mediates the link between workplace exclusion

and unproductive work habits. The study emphasized the negative association between organizational cynicism and unproductive work practices as well as the negative effects of workplace exclusion.

Moreover, researchers (Yasin & Khalid, 2015) looked at the relationship between employee organizational commitment, work-related quality of life, and cynicism in the workplace. They also looked at the function of quality of life at work as a mediating factor in this association. To gather data, questionnaires were given to 150 male employees working in managerial positions in different Lahore-based organizations, who ranged in age from 28 to 50 (average age = 32.11, standard deviation = 5.36). These workers each had at least three years of professional experience. The results showed that two aspects of organizational commitment and five dimensions of work-related quality of life were significantly and negatively connected to three dimensions of organizational cynicism. Furthermore, two aspects of organizational commitment exhibited a substantial negative connection with two dimensions of work-related quality of life. Working conditions were revealed to mediate the relationship between affective cynicism and affective commitment utilizing structural equation modeling via AMOS. The study recommended that businesses seek to improve employee morale to increase productivity and the quality of their lives at work.

The literature review provides shreds of suggestion regarding the propositions of the presenting research work that the presence of a supportive culture will likely enhance the work-related quality of life of the workers in the corporate sector. Nevertheless, organizational culture seems to promote quality of life at work, but it is mostly reported that the cultures of organizations involving bureaucracy and innovation are less likely to

raise the levels of work-related quality of life. However, better work-related quality of life in the organizations was linked to the presence of a supportive culture (Abonyo, 2023; Ramadhani & Setiawati, 2022).

Moreover, it was also observed in the literature that the presence of ostracism impacted the overall work-related quality of life. It happened because the perception of exclusion, rejection, and being alone at the workplace causes the psychological health of the employees to decline thus influencing their work-related quality of life (Khan, 2017; Li et al., 2021).

Organizational cynicism was also observed adversely influencing the work-related quality of life which could be illuminated by the presence of negative and doubtful perceptions in employees about their authorities and management. Employees bearing such worsening beliefs and emotions during their work will ultimately become prone to a decline in their quality of life at work (Toheed et al., 2019).

CHAPTER III

THEORETICAL FRAMEWORK

The theories supporting the current research study are described as follows:

Herzberg's Two Factor Theory

Two-factor theory, also known as the Motivation-Hygiene Theory, delves into the factors that impact job satisfaction and dissatisfaction in work settings. It identifies two distinct sets of factors influencing employee motivation and contentment. The first set, known as Hygiene Factors or Dissatisfiers, comprises external elements that, when lacking, can lead to job dissatisfaction. These factors encompass aspects such as salary, working conditions, company policies, job security, interpersonal relationships, and organizational culture. The second set, referred to as Motivational Factors or Satisfiers, involves internal elements that, when present, can lead to job satisfaction and motivation. These factors encompass elements like recognition, achievement, challenging tasks, responsibility, and opportunities for growth and advancement. The theory's relevance to organizational culture and work-related quality of life is evident through various connections. Organizational culture, encompassing values, beliefs, norms, and practices, plays a significant role in shaping the work environment and interactions among individuals within the organization. Regarding organizational culture, the presence or absence of hygiene factors is influenced by the culture itself. A positive and supportive organizational culture is more likely to provide the necessary hygiene factors, fostering job satisfaction among employees.

Similarly, motivational factors are often linked to the organization's culture. Cultures that value employee development and recognize achievements are more likely to nurture motivation and job satisfaction among their workforce. The overall organizational culture plays a pivotal role in determining employee's level of job satisfaction and motivation. A positive culture that aligns with employee's values and needs can significantly enhance their overall work-related quality of life. Work-related quality of life, a measure of overall well-being and contentment in the workplace, is also affected by hygiene and motivational factors. Adequate fulfillment of hygiene factors, such as fair compensation, safe working conditions, and a reasonable work- life balance contributes to an improved work-related quality of life by reducing sources of dissatisfaction.

Moreover, the presence of motivational factors, such as challenging tasks and opportunities for advancement, positively impacts work-related quality of life by providing employees with a sense of accomplishment and growth. To improve work-related quality of life, it is vital to address both hygiene and motivational factors, as emphasized by Herzberg's theory. Organizations must prioritize creating a supportive and positive work environment (hygiene factors) while simultaneously offering opportunities for personal growth and recognition (motivational factors).

In conclusion, the Two-Factor Theory highlights the importance of hygiene and motivational factors in influencing job satisfaction and work-related quality of life. The organizational culture plays a crucial role in providing these factors, ultimately shaping employee experiences and overall well-being in the workplace. Herzberg, Two-Factor Theory is closely interconnected with organizational culture, work- related quality of life, organizational cynicism, and workplace ostracism. The theory identifies two types of

factors, namely hygiene (external) and motivational (internal), which play a crucial role in determining job satisfaction and dissatisfaction. The presence or absence of these factors is significantly influenced by the prevailing organizational culture. A positive and supportive culture is more likely to provide the necessary hygiene factors, leading to improved work-related quality of life and decreased organizational cynicism. Conversely, a negative culture can result in a lack of hygiene factors, contributing to workplace ostracism and cynicism. Moreover, motivational factors linked to the organizational culture can influence job satisfaction and help counteract cynicism. Addressing these factors allows organizations to cultivate a more positive work environment, promoting employee well-being while reducing cynicism and ostracism.

Conservation of Resource Theory

Conservation of Resources (COR) Theory is a psychological concept that posits an individual's drive to acquire, maintain, and safeguard their resources, with resource loss leading to stress and adverse outcomes. This theory sheds light on its logical relationship with workplace ostracism, cynicism, organizational culture, and work-related quality of life.

Regarding workplace ostracism, when employees experience social exclusion, they may suffer a loss of social resources, like support and belongingness, resulting in stress and strain on their psychological well-being. COR Theory helps explain the negative impact of ostracism by highlighting the loss of resources due to social exclusion.

Similarly, workplace cynicism, a negative attitude, and distrust towards the organization may arise due to the perceived loss of motivational resources and witnessing

or experiencing resource deprivations or injustices. COR Theory suggests that negative attitudes and behaviors like cynicism may develop as a means of protecting remaining resources in response to perceived resource losses. Organizational culture plays a significant role in resource availability and accessibility. A positive culture that values employee well-being and recognition fosters resource accumulation and maintenance, leading to better psychological well-being. On the contrary, a negative or toxic culture depletes resources, causing stress and negative outcomes, supporting COR Theory idea that a supportive culture helps employees cope with challenges and reduces stress. Work-related quality of life, encompassing well-being and job satisfaction, is influenced by resource access and maintenance.

COR Theory highlights that when individuals can maintain their resources, they experience higher well-being and job satisfaction. Conversely, resource loss due to stressors like ostracism, cynicism, or negative organizational culture can diminish work-related quality of life.

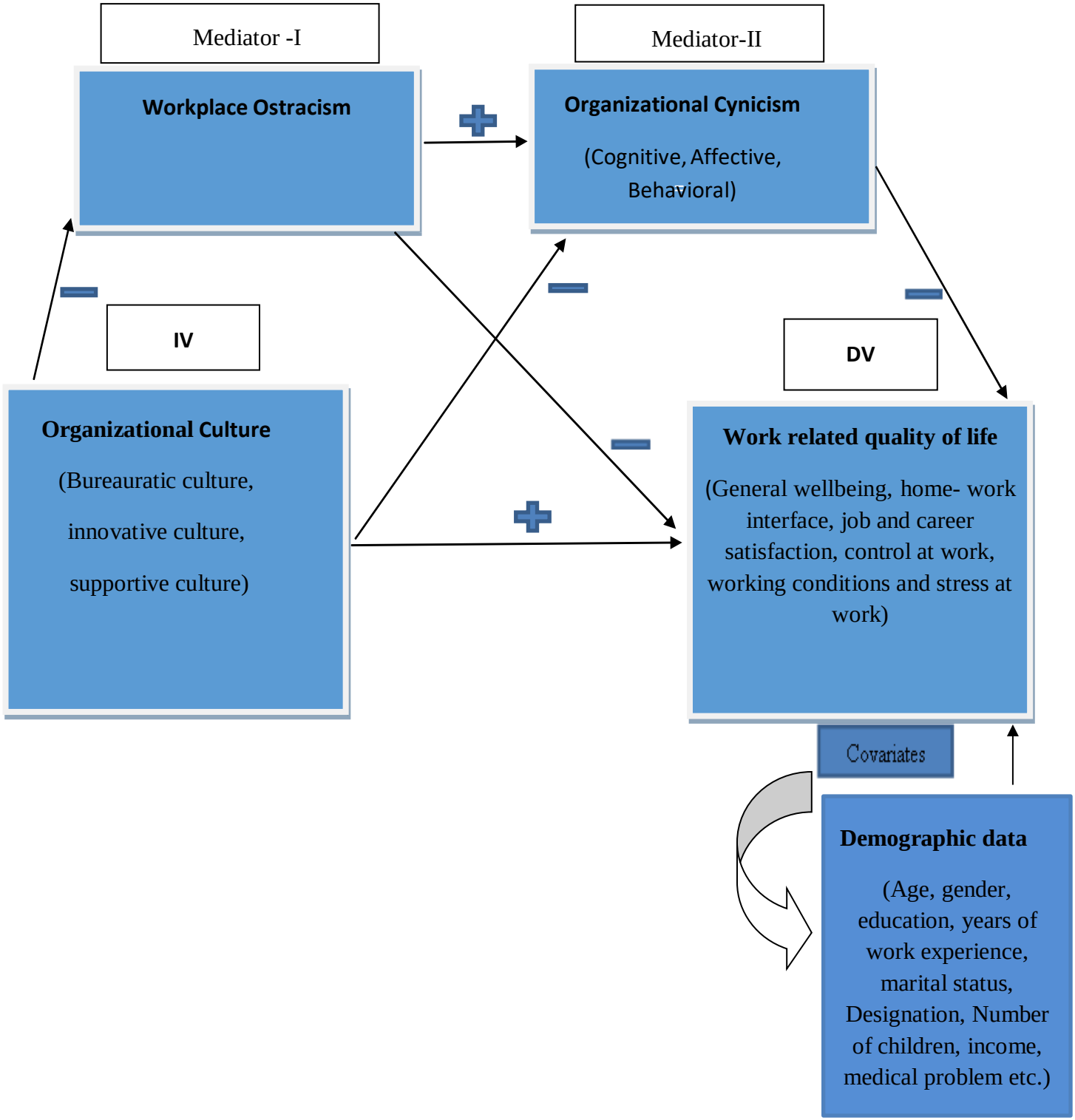
In conclusion, the Conservation of Resources (COR) Theory offers a valuable framework for comprehending the connections between workplace ostracism, cynicism, organizational culture, and work-related quality of life. By recognizing individual's efforts to preserve resources and the consequences of resource loss, the theory emphasizes the significance of fostering a supportive and resource-rich work environment to enhance employee well-being and job satisfaction.

Hypotheses of the study

1. There will be a relationship between organizational culture and work-related quality of life and between workplace ostracism and organizational cynicism in corporate sector employees.
2. Workplace ostracism will mediate the relationship between organizational culture and work-related quality of life in corporate sector employees.
3. Organizational cynicism will mediate the relationship between organizational cultureand work-related quality of life in corporate sector employees.
4. Workplace ostracism and organizational cynicism will serially mediate the relationship between organizational culture and work-related quality of life in corporate sector employees.
5. There will be an impact of demographic variables (age, experience, designation, salary, etc.) on work-related quality of life in corporate sector employees.

Conceptual Framework

Fig 1: Hypothetical Model showing the causal relationship between organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life among corporate sector employees.



CHAPTER IV

METHODOLOGY

Research Methodology

The current study looked into how organizational culture, workplace ostracism, organizational cynicism, and employees' work-related quality of life in the corporate sector were related.

Research Design

A correlational (cross-sectional) design was used.

Sampling

The participants of the study were employees working in different organizations from the corporate sector of Rawalpindi and Islamabad. A sample of 250 employees calculated from g power (Faul et al., 2009), including only males with the age range 25-45 years (M=35.28 and SD=7.52) years, were recruited by using a non-probability purposive sampling technique.

Inclusion Criteria

- Only those participants were included who were working in the position of senior assistant managers (SAM) and Assistant managers (AM).
- Employees with a minimum having 1 year of working experience as senior assistant managers (SAM) and Assistant managers (AM), in the current organization were included.

Exclusion Criteria

- Contract-based employees were excluded.
- Employees with physical impairment.

Measures

1. Organizational Culture Scale (Wallach, 1983)
2. Workplace Ostracism Scale (Ferris et al. 2008)
3. Organizational Cynicism Scale (Dean et al. 1998)
4. Work-related quantity of life Scale (Brandes et al. 1999)
5. Informed consent and demographic information sheet.

Organizational Culture Index

Wallach's (1983) Organizational Culture Index was utilized to assess three aspects of organizational culture: bureaucratic, innovative, and supportive. Participants had to use a 4-point rating scale to indicate how well 24 items characterized their organization. It has three subscales: bureaucratic culture includes items no. 3, 4, 10, 12, 14, 20, 21, and 24, innovative culture comprises items 1, 6, 7, 11, 13, 18, 19, and 23, and supportive culture includes items 2, 5, 8, 9, 15, 16, 17, and 22. The response possibilities on the scale were 0 to 3 depicting a range from not at all to most of the time description of the organization. 0.98 Cronbach’s alpha was noted for this scale representing it as a highly reliable scale. High scores on the Organizational culture index indicate a strong organizational culture with optimal levels of bureaucratic, innovative, and supportive cultures while low scores represent a weak organizational culture.

Workplace ostracism scale

A scale consisting of 13 items, adapted from Ferris et al. (2008), was employed to assess employees' perceptions of workplace ostracism. On a scale with a range of 1 (never) to 5 (very often) participants were asked to indicate how much they agreed with each statement. Example items included: "Others ignored you at work" and "Others at work treated you as if you weren't there." Cronbach's alpha indicated that this scale has an internal consistency of 0.86. Higher scores on this scale represent that employees perceive more ostracism at work, while lower scores indicate that employees feel less ostracized in their workplace.

Organizational Cynicism scale

The Organizational Cynicism Scale developed by Dean et al. (1998) was utilized in this study. The 13 items on the scale are broken down into three subscales: cognitive includes items 1-5, affective comprises items 6-9, and behavioral comprises of 10-13 items number. On a scale from 1 (never) to 5 (always), participants were asked to rate their agreement with each statement. As determined by its internal consistency $\alpha = .81$, the organizational cynicism scale was shown to be reliable. Higher scores on this scale represent that employees perceive more cynicism at work, while lower scores indicate that employees feel less cynical in their workplace.

Work-related quality of life scale

This is a reliable and valid psychometric instrument consisting of 23 items. The scale encompasses six distinct psychosocial sub-factors, including general well-being (item: 4, 9, 10, 15, 17, 21), home-work interface (item: 5, 6, 14), job and career

satisfaction (items 3, 8, 11, 18, 20), control at work (items 2, 12, 23), working conditions (item no: 13, 16, 22), and stress at work with two items 7 and 19 respectively. It was employed in this study to assess how employees perceived quality of life by capturing various aspects of their work experience. Each item was assessed on a scale from 1 (strongly disagree) to 5 (strongly agree) by the participants. The Cronbach's alpha coefficient for the scale was .87, indicating excellent internal consistency. Higher scores on this scale indicate greater perceived quality of working life while lower scores represent a perception of decreased quality of working life (Brandes et al., 1999).

Informed consent and demographic information sheet

The informed consent form was used to provide participants with the information they need to decide to volunteer for this study. Demographic information sheet comprised statements estimating demographic characteristics with details about age, education, family system, marital status, number of children, salary, current company’s experience in years, work experience, and department, etc.

Procedure

The present study was initiated after the review and approval from the research committee of Bahria University Islamabad. Permission was sought from the concerned authors of the instruments to be used. This study employed a purposive sampling technique for recruiting participants from the corporate sector organizations in Islamabad and Rawalpindi including Bestway Cement Ltd, Askari Cement, Fauji Cement Ltd, and Askari Commercial Bank Ltd. The participants were given a form to obtain their informed consent. They were informed about the research topic and procedure. The participants' responses were collected directly using pens and paper questionnaires. They were instructed to answer thoughtfully and truthfully, as their responses would impact the study's results. All 250 participants in the study completed the questionnaires and returned them, resulting in a 100% response rate. Lastly, data analysis was conducted to obtain the research findings.

Ethical Considerations

The study was carried out following strict ethical guidelines:

- Approval had been obtained from the departmental review committee (DRC) of Bahria University.
- Before collecting data, permission was obtained from the relevant organizations.
- The author’s permission was attained to utilize the scales.
- The study's guiding principles were fully explained to the participants, and they were given the freedom to leave at any time.

- All participants provided informed consent, confirming their comprehension and willingness to take part.
- The participants received assurance that their information would be handled in a private, anonymous manner and used only for study.
- The research subjects underwent no psychological or physical injury during the study.

CHAPTER V

RESULTS

The current study sought to assess how organizational culture, workplace ostracism, organizational cynicism, and employee's work-related quality of life are related in the corporate sector. In *Step I* descriptive statistics were calculated for demographic characteristics. Descriptive statistics and reliability analysis were also calculated for organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life among corporate sector employees. In *step II* Pearson product-moment correlations analysis was carried out to examine the relationship between organizational culture, workplace ostracism, organization cynicism, and work-related quality of life. Moreover, Pearson product-moment correlation analysis was also carried out with demographic variables (age, income, total work experience, daily working hours, no. of children, designation, etc.) and work-related quality of life. In *step III*, Structural equation modeling (SEM) was carried out through AMOS to investigate the mediating role of workplace ostracism and organizational cynicism in the relationship between organizational culture and work-related quality of life. In *step IV*, one-way ANOVA was carried out for the work-related quality of life across different departments (human resources, finance, supply chain, etc) and among different sectors, (public-private partnership, private, semi-government).

Descriptive Statistics

The descriptive statistics of demographic characteristics (age, income, total work experience, daily working hours, religion, marital status, no of children, designation, no of siblings, department, education, family system, homeownership status, sector of practice, and medical problem status) of the participants are presented, also the descriptive statistics and reliability analysis of organizational culture (bureaucratic, innovative, supportive), workplace ostracism, organizational cynicism (cognitive, affective, behavioral), and work-related quality of life (control at work, general wellbeing, homework interface, job career satisfaction, stress at work, working condition) are presented.

Table 1

Descriptive Statistics of the Demographic Characteristics of the Sample (*N =250)*

variables	***f***	***(%)***	***M***	***SD***
Age (years)			35.28	7.52
Income			108397.20	66610.41
Total work experience (years)			9.06	5.86
Daily working hours			8.22	1.00
Marital Status				
Unmarried	78	31.2		
Married	170	68		
Separated	2	0.8		

Variables	*f*	*(%)*	*M*	*SD*
No. of Children				
0	117	46.8		
1	37	14.8		
2	49	19.6		
3	30	12.0		
4	13	5.2		
5	2	0.8		
6	2	0.8		
Designation				
Seniors Assistant Manager	106	42.4		
Assistant Manager	144	57.6		
Number of Siblings				
0	5	2		
1	28	11.2		
2	51	20.4		
3	44	17.6		
4	34	13.6		
5	1	4.4		
6	12	4.8		
7	3	1.2		
8	1	0.4		

Variables	*f*	*(%)*	*M*	*SD*
Department				
Human Resources	51	20.4		
Finance	27	10.8		
Supply Chain	24	9.6		
Information Technology	31	12.4		
Mechanical	13	5.2		
Administration	19	7.6		
Planning	18	7.2		
Manage Information security	18	7.2		
Marketing	33	13.2		
Electrical	16	6.4		
Education				
Bachelor	107	42.8		
Masters	143	57.2		
Family system				
Joint	187	74.8		
Nuclear	63	25.2		
Homeownership Status				
Homeowner	187	74.8		
Renter	63	25.2		

Variables	*f*	*(%)*	*M*	*SD*
Sector of Practice				
Public-Private Partnership	21	8.4		
Private	177	70.8		
Semi-Government	52	20.8		
With Medical problem				
Yes	49	19.6		
No	201	80.4		

Note**:** *f*=frequencies of demographic variables, % = percentage M= mean and SD= standard Deviations

Table 1 showed that the average age of the participants was found to be 35.2 years with an SD of 7.52. The average income (in Pakistani rupees) of the participants of our sample was 108397.20 with SD=66610.41. The total work experience in years of the participants in our sample was 9.06 with SD=5.86. The daily working hours of the participants were 8.22 with SD=1.00. Other variables are mentioned only with frequency and percentage, respectively. Based on marital status 78 participants (31.2%) were unmarried whereas 170 participants (68%) were married and 02 participants (0.8%) were separated.

In a total sample of 250 participants, 106 participants were senior assistant managers (SAM) whereas 144 were assistant managers (AM). The respondents belonged to different types of departments including human resources department (20.4%), finance

(10.8%), supply chain (9.6%), information technology (12.4%), mechanical (5.2%), administration (7.6%), planning (7.2%), mis (7.2%), marketing (13.2%) and electrical (6.4%). The family system of the 250 respondents showed that 187 respondents (74.8%) belonged to the joint system and 63 participants (25.2%) from the nuclear system. When asked about their homeownership status 187 participants (74.8%) reported that they were homeowners whereas 63 participants (25.2%) were rented. When asked about their sector of practice 21 participants (8.4%) reported they worked in the public-private partnership sector whereas 177 participants (70.8%) were in private and 52 participants (20.8%) were in semi-government.

Table 2

Descriptive statistics and Reliability Analysis of Organizational Culture (Bureaucratic, Innovative, supportive), Workplace Ostracism, Workplace Cynicism (Cognitive Affective, Behavioral), and Work-Related Quality of Life (N=250)

Variables				*Range*		
	K	*M*	*SD*	*Actual*	*Potential*	α
Organization Culture	24	-	-	-	-	-
Bureaucratic	8	25.34	7.20	10-40	8-40	.84
Innovative	8	25.21	7.52	9-40	8-40	.85
Supportive	8	26.35	7.93	8-40	8-40	.88
Workplace Ostracism	13	40.34	15.73	20-88	13-91	.85
Workplace Cynicism	13	35.44	9.46	14-57	13-65	.83
Cognitive	5	14.24	4.05	5-23	5-25	.74
Affective	4	10.90	4.97	4-20	4-20	.93
Behavioral	4	10.33	3.13	4-20	4-20	.47
Work-related Quality of Life	23	74.12	18.25	37-115	23-115	.92
Control at work	3	9.52	3.00	3-15	3-15	.69
General wellbeing	6	16.03	4.23	6-25	5-30	.73
Homework Interface	3	9.48	3.18	3-15	3-15	.74
Job Career satisfaction	6	19.37	5.88	8-30	6-30	.82
Stress at Work	2	6.44	2.09	2-10	2-10	.52
Working Conditions	3	9.80	3.28	3-15	3-15	.82

Note: K=Number of items, M=Mean, SD=Standard Deviation, and α= Cronbach alpha reliability

Table 2 shows the descriptive statistics and reliability analysis of the study variables including their sub-scales. Mean, standard deviation, and the number of items of organizational culture, workplace ostracism, workplace cynicism, and work-related quality of life including their sub-scales were presented. Organizational culture and its subscales (bureaucratic culture, innovative culture, and supportive culture) have respective Cronbach alpha reliabilities of .94, .84, .85, and .88 as revealed by the reliability analysis. This analysis also showed .85 alpha reliability for the workplace ostracism scale.

Furthermore, the reliability analysis showed that Cronbach alpha reliabilities for the workplace cynicism scale and its subscales (cognitive cynicism, affective cynicism, and behavior cynicism) were .83, .74, .93, and .47 respectively. Lastly, the reliability analysis showed that Cronbach alpha reliabilities for the work-related quality of life and its sub-scales (general well-being, control at work, job-career satisfaction, home-work interface, working conditions, and stress at work) were .69, .92, .82, .73, .74, .82, and .52 respectively.

Pearson Product Moment Correlation Analysis

It was hypothesized that demographic variables (marital status, number of children, designation, age, number of siblings, work experience, total experience, daily work hours, department, income, education, field specialization, family system, home ownership, sectors of practice, medical problem) will have an impact on work-related quality of life (home-work interface, control at work, working conditions, stress at work, job career satisfaction, and general wellbeing). To analyze the correlation of organizational culture, workplace ostracism, and organizational cynicism with work-related quality of life, Pearson product-moment correlation was conducted.

Table 3

Bivariate Correlation between Organization Culture (Bureaucratic, Innovative, Supportive), Workplace Ostracism, Workplace Cynicism (Cognitive, Affective, Behavioral), and Work-related Quality of Life (Control at work, General well-being, Homework interface, Job and Career satisfaction, Stress at Work and working Conditions) (N=250)

Variables	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*	*14*	*15*	*16*
1. Organization Culture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2. Bureaucratic	-	.86**	.83***	-.17**	-.23**	-.12**	-.35**	.00	.61***	.55***	.54**	.49**	.60**	-.05	.51**
3. Innovative	-	-	.88**	-.17**	-.24**	-.10	-.38**	.01	.61**	.52**	.57**	.47**	.61**	-.02	.49**
4. Supportive	-	-	-	-.22**	-.30**	-.12	-.46**	-.020	.65**	.55**	.60**	.50**	.63**	-.02	.55**
5. Workplace Ostracism	-	-	-	-	.24**	.14*	.27**	.098	-.40**	-.38**	-.36**	-.32**	-.41**	.03	-.33**
6. Organizational Cynicism	-	-	-	-	-	.78**	.82**	.706**	-.38**	-.34**	-.31**	-.27**	-.33**	-.19**	-.30**
7. Cognitive	-	-	-	-	-	-	.40**	.420**	-.21**	-.22**	-.13*	-.11	-.20**	-.16**	-.12*
8. Affective	-	-	-	-	-	-	-	.373**	-.50**	-.43**	-.45**	-.43**	-.43**	-.09	-.43**
9. Behavioral	-	-	-	-	-	-	-	-	-.07	-.06	-.04	.02	-.04	-.24**	-.06
10. Work-related Quality of Life	-	-	-	-	-	-	-	-	-	.84**	.92**	.83**	.94**	-.06	.89**
11. Control at work	-	-	-	-	-	-	-	-	-	-	.71**	.69**	.80**	-.25**	.72**
12. General wellbeing	-	-	-	-	-	-	-	-	-	-	-	.69**	.84**	-.08	.84**
13. Home-work Interface	-	-	-	-	-	-	-	-	-	-	-	-	.73**	-.15*	.72**
14. Job Career satisfaction	-	-	-	-	-	-	-	-	-	-	-	-	-	-.19**	.79**
15. Stress at Work	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-.13**
16. Working Conditions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**p<.05, **p<.01, *** p<.001.*

Table 3 showed that the organizational culture subscale of bureaucratic culture was found to be significantly negatively correlated with workplace ostracism, and organizational cynicism including its subscales, (cognitive, affective, and behavioral), and bureaucratic culture was spontaneously correlated with work-related quality of life including its subscales that are (control at work, general wellbeing, home-work interface, job career satisfaction, stress at work), the values are (-.17**,-.23**,-.12**,-.35**, and -.05).

Whereas the organizational culture subscale of innovative culture was found to be significantly negatively correlated with workplace ostracism, and organizational cynicism including its subscales that is (cognitive, affective, and behavioral), and innovative culture was spontaneously correlated with work-related quality of life including its subscales that are (control at work, general wellbeing, home-work interface, job career satisfaction, stress at work), the values are (-.17**,-.24**,-.10,-.38**, and -.02).

However, the organizational culture subscale of supportive culture was found to be significantly positively correlated with workplace ostracism, and organizational cynicism including its subscales that is (cognitive, affective, and behavioral), and supportive culture was spontaneously correlated with work-related quality of life including its subscales that are (control at work, general wellbeing, home-work interface, job career satisfaction, stress at work), the values are (.65**,.55**.60**.50**,.63**and .55**).

Whereas workplace ostracism was found to be significantly positively correlated with organizational cynicism and its subscales (cognitive, affective, and behavioral) the

values are (.24**,.14*,.27**), and workplace ostracism was spontaneously negatively correlated with work-related quality of life and subscales that are (control at work, general wellbeing, home-work interface, job career satisfaction, stress at work), the values are (-.40**,-.38**,-.36**,-.32**,-.41**, and -.33**).

Moreover, organizational cynicism was found to be significantly negatively correlated with work-related quality of life and subscales that are (control at work, general well-being, home-work interface, job career satisfaction, and stress at work), the values are (-.38**,-.34**,-.31**,-.27**,-.33**,-.19** and -.30**) respectively.

Table 4

Bivariate Correlation between demographic variables (Marital Status, Number of Children, Designation, age, Number of siblings, Work experience, total experience, Daily work hours, department, income, education, field specialization, Family System, home ownership, sectors of practice, Medical Problem) and Work-related quality of life (Control at work, general wellbeing, homework interface, job career satisfaction, stress at work, and working conditions) (N=250)

Variables	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
1. Marital Status	.55**	-.24**	.45**	.10	.29**	.41**	-.01	-.00	.28**	.09	.01	.15*	.09	-.02	-.08	.01	-.02	.04	.06	-.01	-.01	-.00
2. Number of Children	-	-.18**	.65**	.26**	.42**	.62**	-.07	-.06	.30**	.12	-.06	.22**	.11	.04	-.09	.06	.03	.07	.05	.09	-.12	.06
3. Designation			-.41**	-.02	-.30**	-.36**	-.10	-.13*	-.34**	-.00	-.10	-.09	-.09	.14*	.20**	-.04	-.07	-.04	-.05	.02	-.07	-.01
4. Age	-	-	-	.15*	.68**	.88**	-.02	-.06	.38**	.18**	-.01	.19**	.04	-.01	-.22**	.19**	.195**	.13*	.16*	.15*	.03	.14*
5. Number of siblings	-	-	-	-	.05	.19**	-.12*	-.01	-.02	.08	-.09	.10	.10	-.08	-.15*	.00	-.02	-.02	-.01	.01	.09	.00
6. Work experience	-	-	-	-	-	.72**	-.05	-.01	.30**	.15*	-.07	.24**	.13*	-.13*	-.09	.24**	.17**	.21**	.18**	.21**	.10	.19**
7. Total Experience	-	-	-	-	-	-	-.10	-.06	.34**	.16**	-.10	.23**	.15*	.02	-.25**	.18**	.14*	.11	.15*	.17**	.06	.13*
8. Department	-	-	-	-	-	-	-	.19**	.09	-.21**	.97**	-.16*	-.05	-.10	.00	-.11	-.133*	-.05	-.03	-.12	-.12*	-.09
9. Daily work hours	-	-	-	-	-	-	-	-	-.05	-.11	.18**	-.00	-.03	.02	-.04	-.29**	.20**	-.27**	-.22**	-.26**	-.00	-.30**
10. Income	-	-	-	-	-	-	-	-	-	.12*	.08	.03	.03	-.13*	-.09	.04	.01	.06	.04	.00	.05	.02
11. Education	-	-	-	-	-	-	-	-	-	-	-.18**	.05	-.01	.12*	.02	.11	.12*	.08	.12*	.10	.00	.08
12. Field specialization	-	-	-	-	-	-	-	-	-	-	-	-.15*	-.08	-.10	-.01	-.12*	-.14*	-.06	-.04	-.14*	-.12*	-.09
13.. Family System	-	-	-	-	-	-	-	-	-	-	-	-	.49**	.10	-.06	.09	.02	.05	.06	.11	.03	.12
14. Homeownership	-	-	-	-	-	-	-	-	-	-	-	-	-	.10	-.10	-.07	-.13*	-.06	-.08	-.05	.03	-.03
15. sectors of practice	-	-	-	-	-	-	-	-	-	-	-	-	-	-	.17**	-.03	-.03	-.03	-.05	-.04	.00	.03
16. Medical Problem	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	.15*	.06	.16*	.11	.16*	-.04	.16**
17.Work-Related Quality of Life	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	.84**	.92**	.83**	.94**	-.06	.89**
18. Control at work	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	.71**	.69**	.80**	-.25**	.72**
19. General wellbeing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	.69**	.84**	-.08	.84**
20. Home-work Interface	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	.73**	-.15*	.72**
21. Job-Career satisfaction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-.19**	.79**
22. Stress at Work	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-.13*
23. Working Conditions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**p<.05, **p<.01, *** p<.001.*

Table 4 showed the correlation among demographic variables (Marital status, no. of children, designation, age, no. of siblings, work experience, total experience, department, daily working hours, income, education, field specialization, family system, homeownership, sector of practice, medical problem) with work-related quality of life and its subscales. In the table, work-related quality of life was found to be significantly positively related with subscales (control at work, general well-being, homework interface, except job career satisfaction and stress at work). While work–related quality of life subscales were positively correlated with age, work experience, and total experience, whereas work-related quality of life was negatively correlated with working hours, designation, number of children, education, and field of specialization. While no. of siblings, total experience, daily work hours, and home ownership were found to have a non-significant related to the work-related quality of life and its subscales (control at work, general well-being, homework interface, job career satisfaction, and stress at work).

Mediation Analysis

Through AMOS (Analysis of Moment Structure), a structural equation model (SEM) was used to investigate the mediating role of workplace ostracism, organizational cynicism (cognitive, affective, behavioral), and organizational culture (bureaucratic, innovative, supportive) in work-related quality of life (working conditions, stress at work, control at work, job career satisfaction, homework interface, and general well-being). The following table showed the model fit.

Table 5

Fit Indices for Organizational culture (bureaucratic, innovative, supportive), Workplace ostracism, Organizational cynicism, and Work-related quality of life in cooperate sector employees(N=250)

Model	χ^2	*Df*	χ^2/df	*GFI*	*CFI*	*NNFI*	*RMSEA*	*SRMR*
Initial model	486.40	93	5.23	.82	.84	.82	.13	.11
Model fit	299.98	92	3.26	.87	.92	.89	.09	.09

Note. All changes in chi-square values are computed relative to the model, χ^2>.05. GFI= Goodness of fit index, CFI=comparative fit index, NFI = normed fit index; RMSEA=root mean square error of approximation, SRMR=Standardized root mean square.

The model fit indices were indicated for organizational culture (bureaucratic, innovative, supportive), workplace ostracism, workplace cynicism (cognitive, behavioral, affective), and work-related quality of life in cooperate, sector employees.

The research frequently suggested a wide range of fit indices to assess data consistency with the tested Model, i.e., model fit. This is because it is believed that the chi-square test for absolute model fit is sensitive to the size of the sample and the number of estimated parameters in the SEM model. As a result, the model fit was assessed using the indicated fit indices GFI, CFI, NNFI, RMSEA, and SRMR.

Whereas as χ^2/df should be in the range of 0 and 3, RMSEA and SRMR should be .08 or lesser, CFI, FI, and NFI indices of .90 or higher are considered excellent .9 ≤ .8 can be acceptable in some cases (Hair et al. 2010; and Bentler, 1990).

So, the χ^2/df was 5.23 of the initial model whereas the RMSEA and SRMR were .13 and .11. However GFI, CFI, and NNFI indices were .82, .84, .82 respectively. Hence, the sample variance-covariance and population variance-covariance were invariant.

After modification of the model fit, So, the χ^2/df was 3.26 of the model whereas the RMSEA and SRMR were .09 and .09. However GFI, CFI, and NNFI indices were .87, .92, .89 respectively.

The estimates to be analyzed for direct, and indirect effects of organizational culture (bureaucratic, innovative, supportive), workplace ostracism, workplace cynicism (cognitive, behavioral, affective), and work-related quality of life in cooperate sector employees.

Table 6

Direct effect of Organizational Culture (bureaucratic culture, innovative culture, supportive culture), Workplace Ostracism, and Organization Cynicism on Work-related Quality of Life in Cooperate sector employees (N=250)

	Mediators				**Consequent**	
Antecedent	**Workplace Ostracism**		**Organizational Cynicism**		**Work-related quality of life**	
	B	*SE*	*β*	*SE*	*β*	*SE*
Bureaucratic Culture	-.02	.13	.11	.12	-.26*	.09
Innovative Culture	.14	.14	.06	.12	.13	.10
Supportive Culture	-.34*	.14	-.56**	.12	.22**	.11
workplace ostracism	-	-	.17**	.06	- .26***	.05
organization cynicism	-	-	-	-	-.19**	.07
Covariates						
Current Experience					.05	.01
Total Experience					.10*	.24
Psychological Condition					.17***	.01
R^2	.05		.24		.56	

Note: *β* = standardized regression coefficient, *SE*= standard error

The results of the direct effect showed that the organizational culture subscale, bureaucratic culture was found to be a non-significant predictor of workplace ostracism, and organizational cynicism, but significantly negatively predicted work-related quality of life.

Moreover, results showed that the organizational culture subscale, innovative culture was found to be a non-significant predictor of workplace ostracism, and organizational cynicism, but significantly negatively predicted work-related quality of life.

On the other hand, results showed that the organizational culture subscale, supportive culture was found to significantly but negatively predicted workplace ostracism, and organizational cynicism were significantly positively predicted work-related quality of life.

Moreover, workplace ostracism was found to be a significant positive predictor of organizational cynicism, but a significantly negative predictor of work-related quality of life. Similarly, organizational cynicism was found to be a significant negative predictor of work-related quality of life.

However, covariates (total experience, psychological condition) were found to be significantly positive predictors of work-related quality of life. Meanwhile, the covariate (current experience) was found to be a non-significant predictor of work-related quality of life. Whereas R-squared (R^2) values of workplace ostracism were (.05), organizational cynicism was (.24), and work-related quality of life was (.56) respectively.

Figure 2

Organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life in cooperate sector employees (N=250)

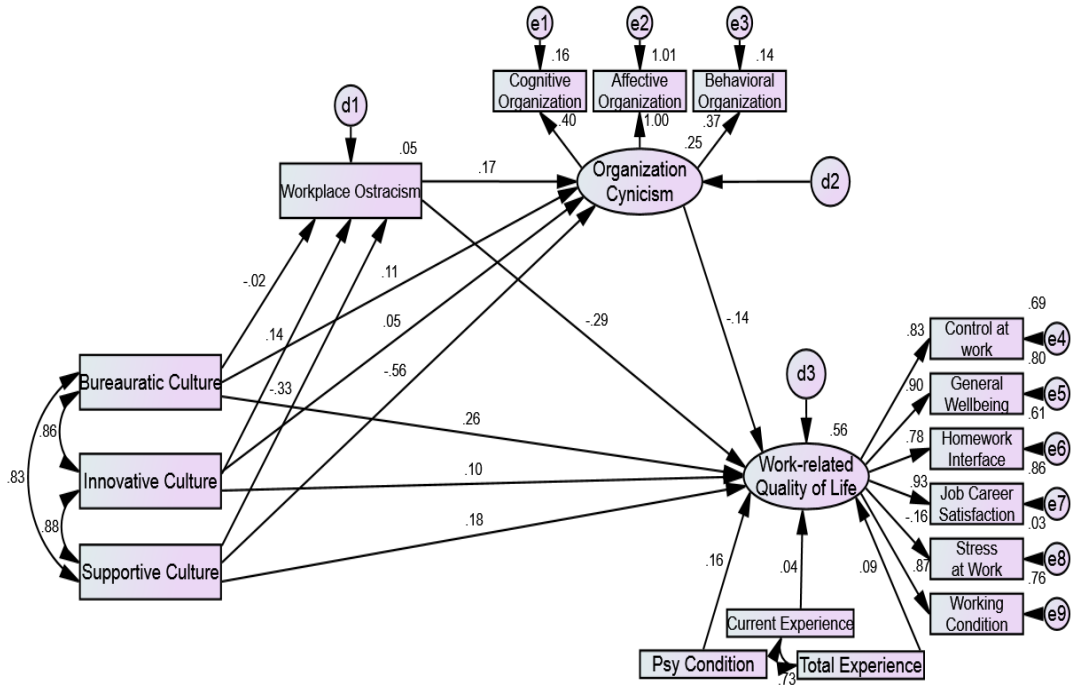


Table 7

Indirect Effect of Workplace Ostracism, Organization Cynicism between Bureaucratic Culture and Work-related Quality of Life (N=250)

Variables	Work-related Quality of Life		
	ß	95% *CI*	
		LL	*UL*
Indirect			
Bureaucratic Culture→ Ostracism	.00	-.01	.02
Bureaucratic Culture→ Cynicism	.00	-.02	.00
Bureaucratic Culture→ Ostracism→ Cynicism	.00	.00	.00

Note:****p <.001, CI*=Class Interval, *LL*=Lower Limit, *UL*=Upper Limit.

The results of the indirect effect showed that workplace ostracism and organizational cynicism were found to be non-significant and mediated the relationship between bureaucratic culture and work-related quality of life. Whereas serial mediation of workplace ostracism and organizational cynicism was also found to be non-significantly bureaucratic culture and work-related quality of life.

Table 8

Indirect Effect of Workplace Ostracism, Organizational Cynicism between Innovative Culture and Work-related Quality of Life (N=250)

Variables	Work-related Quality of Life		
	ß	95% *CI*	
		LL	*UL*
Indirect			
Innovative Culture→ Ostracism	-.01	-.03	.00
Innovative Culture→ Cynicism	.00	-.02	.00
Innovative Culture→ Ostracism→ Cynicism	.00	.00	.00

Note:****p <.001, CI*=Class Interval, *LL*=Lower Limit, *UL*=Upper Limit

The results of the indirect effect showed that workplace ostracism and organizational cynicism were found to be non-significant and mediated the relationship between innovative culture and work-related quality of life. Whereas serial mediation of workplace ostracism and organizational cynicism was also found to be non-significantly innovative culture and work-related quality of life.

Table 9

Indirect Effect of Workplace Ostracism, Organizational Cynicism between Supportive Culture and Work-related Quality of Life (N=250)

Variables	Work-related Quality of Life		
	ß	95% *CI*	
		LL	*UL*
Indirect			
Supportive Culture→ Ostracism	.02*	.01	.05
Supportive Culture→ Cynicism	.03**	.01	.06
Supportive Culture→ Ostracism→ Cynicism	.00	.00	.01

**p<.05, **p<.01*

The results of the indirect effect showed that workplace ostracism and organizational cynicism were found to be significant and mediated the relationship between supportive culture and work-related quality of life. Moreover, when increased the supportive culture tends to decrease workplace ostracism and organizational cynicism, which in terms increases work-related quality of life. Whereas the serial mediating effect of workplace ostracism and organizational cynicism was also found to be significant between supportive culture and work-related quality of life. This showed that an increase in supportive culture tends to decrease workplace ostracism and organizational cynicism and a decrease in organizational cynicism in terms of work-related quality of life.

One-way Independent Measures ANOVA

It was hypothesized that demographic variables which include, sectors of practice (public-private partnership, private, and semi-government) and different departments (human resources, finance, supply chain, information technology, mechanical admin, planning, managing information security, marketing, and electrical) will have an impact on work-related quality of life. One-way independent measures ANOVA was carried out to investigate the differences in sectors of practice and departments across work-related quality of life.

Table 10

One-way Analysis of Variance in Work-related Quality of Life across Different Sectors (Public-Private Partnership, Private, and Semi-Government)

Variables	*Public-Private Partnership*		*Private*		*Semi-Government*				
	(n=21)		*(n=177)*		*(n=52)*		*F*		
	M	*SD*	*M*	*SD*	*M*	*SD*	*(2,247)*	*P*	η2
Work-related Quality of life	76.52	23.47	74.03	18.22	73.48	16.18	.21	.80	.002

Note: M=Mean, SD= Standard Deviation, *p*= Significance Level, η2= eta square (effect size)

One-way analysis of variance was carried out in terms of work-related quality of life across different sectors (public-private partnership, private, and semi-government). Results depicted that there were non-significant differences found among work-related quality of life across different sectors (Public Private Partnership, private, and semi-government). Whereas, as significance value (*p)* of work-related quality of life was .80, which was found to be non-significant. While, eta Square (η2) value was .002 and *F* value was (2, 247 = .21). Hence, there were no statistically significant differences in work-related quality of life among different sectors (Public Private Partnership, private, and semi-government).

Table 11

One-way Analysis of Variance in Work-related Quality of Life across Different Departments (Human resources, Finance, Supply Chain, Information Technology, Mechanical Admin, Planning, Manage Information Security, Marketing, and Electrical) (N=250)

Variables	Human resources (n=51)		Finance (n=27)		Supply chain (n=24)		Information Technology (n=31)		Mechanical (n=13)		Admin (n=19)		Planning (n=18)		Manage information security (n=18)		Marketing (n=33)		Electrical (n=16)		F (9,240)	P	η2
	M	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*			
Work-related quality of life	76.75	20.28	79.22	17.54	75.29	20.48	73.74	16.18	72.15	14.98	71.00	11.65	71.22	16.55	67.61	18.29	71.06	19.64	78.44	20.31	.94	.48	.03

Note: M=Mean, SD= Standard Deviation, *p*= Significance Level, η2= eta square (effect size)

One-way analysis of variance was carried out in terms of work-related quality of life across different departments (human resources, finance, supply chain, information technology, mechanical admin, planning, managing information security, marketing, and electrical). Results depicted that there were non-significant differences found among work-related quality of life across different departments (human resources, finance, supply chain, information technology, mechanical admin, planning, managing information security, marketing, and electrical). Whereas the significance value (*p)* of work-related quality of life was .48, which was non-significant. While eta Square (η2) value was .03 and *F* value was (9,240= .94). Hence, there were no statistically significant differences in work-related quality of life among different departments.

Summary of the Findings

- The findings from the Pearson product-moment correlation indicated the presence of significant positive relationships between organizational culture and work-related quality of life and a negative association of organizational culture with workplace ostracism and organizational cynicism. The findings also described the conditions of the dependent variable (work-related quality of life) and its relationships with covariates, such as marital status, age, income, family system, daily work hours, number of siblings, and number of children.
- Mediation analysis showed that workplace ostracism and organizational cynicism had mediating effects on the relationship of bureaucratic culture, innovative, and supportive culture with work-related quality of life. Likewise, supportive culture was found to significantly positively predict the work-related quality of life, while bureaucratic culture was found to significantly negatively predict the work-related quality of life, and innovative culture was found to be non-significant.
- The outcome of the indirect effect indicated that workplace ostracism and organizational cynicism were found to negatively predict work-related quality of life. Indirect effect results also showed only supportive culture to significantly predict work-related quality of life in a positive direction.
- Non-significant outcomes were indicated by one-way analysis of variance for work-related quality of life across different sectors (public-private partnership, private, and semi-government) and different departments (human resources, finance, supply chain, information technology, mechanical admin, planning, management information security, marketing, and electrical). These findings

indicated no impact of the working sector and department on the work-related quality of life in employees of the corporate sector.

CHAPTER VI

DISCUSSION AND LIMITATION

The present research intended to investigate the associations of quality of life related to work, organizational culture, organizational cynicism, and workplace ostracism in corporate sector employees. In the initial steps, the association between all study variables was investigated. In the next step, it was investigated that organizational cynicism and workplace ostracism affected the organizational culture and work-related quality of life. The findings indicated several important relationships among the study variables. These findings are explained and elaborated in this section employing the previous literature in support or in contradiction presenting a meaningful justification of the results. The analysis overall supports the assumptions of the study.

First, it was hypothesized that there would be a correlation between organizational culture, the quality of life at work, workplace ostracism, and cynicism in organizations among employees in the corporate sector. The results confirmed this proposition, showing that greater levels of work-related quality of life were connected with strong organizational cultures. The results showed organizational culture and work-related quality of life to be positively linked, which was consistent with a prior study by (Hermawati, 2021), which suggested that a positive organizational culture is subsequently accompanied by a good contribution to the work-related quality of life.

Organizational culture characteristics including bureaucracy, innovation, and supportive are all associated significantly with the quality of life at work. These results concur with those of (Valizadeh & Ghahremani's, 2012) study, which demonstrated a

significant and unquestionable positive relationship between organizational culture and employees' work-related quality of life.

The findings revealed a significantly positive association of supportive culture with the work-related quality of life. Other studies (Abonyo, 2023; Budiono, 2021; Dhamija & Singla, 2017) also confirm these findings suggesting that a positive and supportive organizational culture can greatly enhance the overall work-related quality of life of employees and contribute to their workplace experiences.

The study by (Ramadhani & Setiawati, 2022) provided additional support for the existing findings that discussed the connection between employee performance, organizational culture, and work-related quality of life. Their findings suggested a link between corporate culture and work-related quality of life. As a result, it can be inferred that an organization's culture is likely to be supportive and positive when employees report a higher quality of life at work. Therefore, it can be inferred that an organizational culture that places a high value on workers' work-related quality of life can enhance their work experiences in the corporate sector.

The findings also indicated a connection between ostracism and cynicism in a positive manner among employees in the corporate sector. These findings were under the prior literature (Khan, 2017; Otori et al., 2020; Elhanafy & Ebrahim, 2022). These studies indicated a positively strong connection between ostracism and cynicism. It can therefore be evaluated that as the impact of ostracism grows, the predisposition of corporate sector employees toward cynicism also grows and influences the employees to act in ways that can lower their work-related quality of life.

Another finding revealed that the organizational culture (supportive, innovative, and bureaucratic) was significantly negatively correlated with workplace ostracism. These results in congruence with the research by (Shah & Hashmi, 2019), suggested that a supportive organizational culture mitigated the negative effects of workplace ostracism on employees' performance such as their work-related quality of life.

Other studies (Ashraf et al., 2020; Iqbal et al., 2021) also highlighted the association of ostracism at the workplace and organizational culture to be negative. Research has consistently shown that organizations with a culture that promotes inclusivity, support, and respect raised higher levels of employees' productivity and organizational success, highlighting the negative association of workplace ostracism with organizational culture.

Present study outcomes indicated organizational culture and cynicism within organizations to be negatively correlated. The earlier research (Kaya et al., 2014; Prajogo et al., 2020) that highlighted the conflict between organizational culture and cynicism supported this idea. They proposed that lower employee levels of cynicism are related to an encouraging and positive business culture. This suggests that employees were less likely to form unfavorable attitudes and beliefs about the company when they perceived a strong and good corporate culture, creating a more positive work environment.

The findings showed that organizational cynicism and work-related quality of life were negatively correlated. This result agrees with a study by Mohammad et al., (2022) that showed a connection between work-related quality of life and cynicism to be negative. Likewise, other studies (Yasin & Khalid, 2015; Brown et al., 2020), also

confirmed the finding that organizational cynicism (cognitive, behavioral, and affective) is negatively related to the work-related quality of life.

The second hypothesis proposed that workplace ostracism would mediate the relationship of organizational culture with work-related quality of life. Mediation analysis supported this hypothesis indicating that workplace ostracism was reported to be a mediator in the suggested relationship. This is consistent with the study by Choi (2020) that investigated the impact of workplace ostracism on employees' performance maintaining that when employees experience ostracism in the workplace, it adversely affects their perception of the organizational culture and their overall work-related quality of life.

It has been evidenced that an unfavorable organizational culture has a negative effect on employees' work-related quality of life and that this impact is spread through experiences of being ostracized. The effects of workplace ostracism on several organizational concepts were disclosed in a subsequent study indicating its influence on organizational culture and the quality of life at work (Li et al., 2021).

The third hypothesis was that organizational cynicism will mediate organizational culture and work-related quality of life association. Analysis revealed the mediating role of cynicism which is consistent with (Otori, 2020) study in terms of only the mediating role of cynicism because no existing literature reported the mediating influence of cynicism between work-related quality of life and organizational culture.

Likewise, other literature (Rehan, 2017; Kökalan, 2019) also reported the impacts of cynicism on employees’ work-related outcomes but no study specifically investigated

the influence of cynicism as a mediator on the relationship between organizational culture and work-related quality of life. Hence, regarding the present study findings, understanding and addressing the mediating factor of cynicism is crucial for promoting a positive and inclusive organizational culture to improve employees' work-related quality of life.

The fourth hypothesis was that workplace ostracism and organizational cynicism will serially mediate the association of organizational culture and work-related quality of life in corporate sector employees. This hypothesis was accepted that is under the study by Ugwu et al. (2023) regarding the collective impact of cynicism and ostracism on organizational variables of counterproductive work behaviors conceptually related to work-related quality of life and organizational politics theoretically related to organizational culture (Masoomzadeh, 2013; Khan et al., 2021; Suyasa, 2017). While the present study analyzed the connection between organizational culture and the quality of life at work in connection to the literature, however, a novel aspect of this study is exploring how cynicism and workplace ostracism collectively contribute to this relationship which was previously overlooked context.

Lastly, the fifth hypothesis was that there would be an impact of demographic variables (age, experience, designation, salary, etc.) on work-related quality of life in corporate sector employees. Utilizing the comparative analysis that highlighted the non-impact of demographic variables on work-related quality of life, such as age, experience, designation, and salary, this hypothesis was rejected. The findings are consistent with the prior research (Mahesh., 2020) suggesting that demographic factors did not have an impact on work-related quality of life.

Another study that focused on the impact of socio-demographic variables on work-related quality of life indicated that among socio-demographic factors, on the basis of gender, a significant difference was noticed while age, educational level, and employment status did not significantly influence the work-related quality of life (La Torre et al., 2018).

The results indicated no difference in the work-related quality of life on the basis of the sector in which the employees worked. In congruence, a study by (Daniel, 2019) analyzed and suggested various external and internal factors influence the work-related quality of life in employees, but no report of the impact of demographic variables on the work-related quality of life was observed.

Overall, these findings emphasize the significance of fostering a positive organizational culture that is supportive, innovative, and non-bureaucratic. By addressing workplace ostracism and reducing organizational cynicism, organizations can enhance employees' work-related quality of life. Organizations must create an all-encompassing and positive work environment, promote healthy interactions among employees, and provide adequate support to enhance employees' overall well-being and satisfaction. Future research can delve deeper into the mechanisms through which these variables influence each other and explore potential interventions or strategies to improve work-related quality of life in the corporate sector.

Limitations and Future Recommendations

The following limitations of the present investigation should be taken into account:

- Data were only collected from senior assistant managers and assistant managers, while other higher personnel may have different experiences and provide novel findings with the same variables.
- Only data from a specific area and a particular industry (corporate sector) was collected which limited the results' generalizability.
- Moreover, to gain an in-depth comprehension of the relationship between organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life in the corporate sector employee participants must be from various industries and geographic locations. This would improve the findings' generalizability and give a thorough analysis of the relationships between the variables.
- Researchers might observe changes over time and determine causal and effect relationships between study variables by conducting longitudinal studies. This would give a comprehensive understanding of how these variables interact.
- A greater understanding of the experiences and perspectives of employees regarding organizational cynicism, organizational culture, workplace ostracism, and work-related quality of life might be possible by combining qualitative methods with quantitative measures, such as focus groups or interviews. This would give the quantitative findings more depth and a wider scope. Likewise, collecting data from employees other than managers such as supervisors, directors, and subordinates will provide more valuable information.

- Future research should take into account adjusting for possible confounding factors that may affect the link between the variables of interest, such as employment tenure, educational attainment, and job position.

Implications

The results of the study provide theoretical, methodological, and practical implications.

- The first implication contributes to highlighting the importance of a supportive organizational culture to promote inclusivity, collaboration, and support among employees, rather than a bureaucratic culture.
- This study will contribute to a greater understanding of how ostracism at the workplace and organizational cynicism affect organizational cultures and how to protect employees' work-related quality of life.
- The findings of the study contribute to understanding that enhancing work-related quality of life should be a priority, which can be achieved through supportive and innovative organizational culture and mitigating cynicism and ostracism.
- Moreover, from a clinical perspective, organizational culture is observed as a contributing factor in the demonstration of psychological distress symptoms among employees and the presence of deviant behaviors (Dextras-Gauthier & Marchand, 2018).
- Employee's work-related quality of life which can be observed in the form of well-being, satisfaction, and prevalence of ethical culture in the organization (Di Stefano et al., 2017) is related to the clinical psychology domain signifying that strong and positive organizational culture can impact employees work-related quality of life.

- The work-related quality of life is an important psychological perspective highly studied in the context of clinical psychology as it relates to the experiences of satisfaction, happiness, and well-being of individuals. This parameter is closely related to the psychological health of the employees (Wang et al., 2023).
- Moreover, the concept of organizational cynicism being part of the present study is related to the clinical psychology perspective in terms of developing negative emotions that ultimately cause emotional, mood, and psychological disturbances thus affecting the quality of life and resulting in psychological problems and personality dysfunctionality (Frumer et al., 2019).

Conclusion

Significant relations were observed between organizational culture (bureaucratic, innovative, and supportive), workplace ostracism, organizational cynicism (cognitive, affective, behavioral), and work-related quality of life in corporate sector employees. It was discovered that supportive culture and work-related quality of life were significantly positively correlated with organizational culture. A substantial positive predictor of work-related quality of life was found to be the supportive culture. The findings revealed that workplace ostracism and organizational cynicism were found to mediate the association of organizational culture and work-related quality of life in a potentially negative manner. These findings suggested a positive organizational culture promotes a better work environment, leading to higher work-related quality of life. On the other hand, workplace ostracism and organizational cynicism were found to have detrimental effects, lowering employees' work-related quality of life. No significant differences were reported to exist

in the employees' work-related quality of life based on their working sector and the departments.

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APPENDIX A

Detailed Information Sheet

I, **Shahana Karim** am a student of MS (clinical psychology) in the Department of Professional Psychology, Bahria University, Islamabad. I am conducting research on **"Organizational Culture, Workplace Ostracism, Organizational Cynicism and Work-Related Quality of Life in Corporate Sector Employees"** under the supervision of **Dr. Muhammad Faran.** You are invited to take part in this research study but before you decide to participate or not, it is important for you to understand why the research is being conducted and what it will involve. Please take time to read the following information carefully.

Purpose of the study

The purpose of the study is to explore the association between organizational culture, workplace ostracism, organizational cynicism and work-related quality of life of employees in the corporate sector.

What you will be asked to do

A set of questionnaires will be given to you to fill up. Approximately 15 to 20 minutes will be required to complete the questionnaires. The questionnaires include questions about your organizational culture, workplace ostracism, organizational cynicism, and work-related quality of life.

What will happen to your responses to the questionnaires?

A code number instead of your name will be used on the questionnaires and only this code number will be linked to your answers which will be stored in a computer file. Only researchers and the university professor who is supervising our study will have access to these computer files. In reporting the results of this study, all the answers from all participants will be combined and it will not be possible to identify any particular individual's responses. Thus, the anonymity and confidentiality of data will be maintained.

You're Rights

Your participation is voluntary and you have the right to withdraw from participation at any time without giving a reason. Nothing bad will happen to you as a result.

Your decision

It is up to you to decide whether or not to take part if you decide to take part you will be given this information sheet to keep and be asked to sign the consent form. If you have any queries regarding study or participation you may ask. You may contact us through email.

Supervisor **Student**

Dr. Muhammad Faran ShahanaKarim

Mfaran.buic@bahria.edu.pk shahanakarim96@gmail.com

Thank you for taking time to read the information sheet.

Informed Consent Form

I Mr/Ms _____State that I voluntarily agree to participate in the MS Psychology research entitled **Organizational Culture, Workplace Ostracism, Organizational Cynicism and Work-Related Quality of Life in Corporate Sector Employees"** conduct by Shahana karim under the supervision of **Dr. Muhammad Faran**, Department of Professional Psychology, Bahria University Islamabad Campus. The researchers have explained the purpose and procedure of the research to me. They have informed me that I may withdraw from participation at any time without prejudice or penalty. Furthermore, they have assured me that any information that I give will be used for research purposes only and will be kept confidential and anonymous.

Signature of Researcher

_____

Date: _____

Signature of Participant

_____

Date: _____

APPENDIX B

Demographic information sheet

1. **Gender**
   - ☐ Men
   - ☐ Women

2. **Religion**
   - ☐ Muslim
   - ☐ Non-Muslim

3. **Marital status**
   - ☐ Married
   - ☐ Unmarried
   - ☐ Separated

4. **Number of children (if any) _____**

5. **Designation**
   - ☐ SAM
   - ☐ AM
   - ☐ Other_____

6. **Age _____**

7. **Number of siblings_____**

8. **Work experience in current organization _____**

9. **Total working experience_____**

10. **Department _____**

11. **Daily Working Hours_____**

12. **Income_____**

13. **Education_____**

14. **Field of specialization_____**

15. **Family system**
    - ☐ Joint
    - ☐ Nuclear

16. **Homeownership Status**
    - ☐ Homeowner
    - ☐ Renter

17. **In which sector your practice?**
    - ☐ Public Private Partnership
    - ☐ Private
    - ☐ Semi- Government

18. **Any Medical problem:**
    - ☐ Yes
    - ☐ No

APPENDIX C

Scale 1

Organizational Culture Index

Kindly, read every statement carefully and select the option that fits well for you.
1= Strongly Disagree; 2 = Disagree; 3 Neutral ; 4= Agree 5= Strongly agree

No	Statements	SD Strongly disagree	D Disagree	N Neutral	A Agree	SA Strongly agree
1	We follow our own procedures in our organization.	1	2	3	4	5
2	Our organization has a hierarchical structure.	1	2	3	4	5
3	Our institutions have policies, ways, and methods.	1	2	3	4	5
4	In our institution, the order-command chain must be treated in a proper manner.	1	2	3	4	5
5	There is a pattern in our institution.	1	2	3	4	5
6	There are strict rules to be observed in our organization.	1	2	3	4	5
7	Our organization acts cautiously in all matter.	1	2	3	4	5
8	It is important to have position and status in our organization.	1	2	3	4	5
9	Our organization supports all kinds of cooperation.	1	2	3	4	5
10	Our organization creates the necessary environment for the formation of good relations among employees.	1	2	3	4	5
11	Our organization supports and encourages our employees.	1	2	3	4	5
12	Our organization organizes activities to socialize.	1	2	3	4	5
13	Employees in our organization can act freely in all matters.	1	2	3	4	5
14	Our employees are treated equally.	1	2	3	4	5
15	We are trustworthy in every aspect of our organization.	1	2	3	4	5

16	Our organization is safe in every respect.	**1**	**2**	**3**	**4**	**5**
17	Our organization inspects the risks in each issue.	**1**	**2**	**3**	**4**	**5**
18	Our organization is focused on results.	**1**	**2**	**3**	**4**	**5**
19	Our organization is creative.	**1**	**2**	**3**	**4**	**5**
20	Our organization forces its employees to do better.	**1**	**2**	**3**	**4**	**5**
21	Our organization is an entrepreneur.	**1**	**2**	**3**	**4**	**5**
22	Our organization is encouraging us to do better in our work.	**1**	**2**	**3**	**4**	**5**
23	Our organization is generally stable.	**1**	**2**	**3**	**4**	**5**
24	Our organization encourages us to work by arousing curiosity.	**1**	**2**	**3**	**4**	**5**

APPENDIX D

Scale 2

Workplace Ostracism

Kindly, read every statement carefully and select the option that fits well for you.

1= Strongly Agree; 2 = Somewhat Agree; 3= A Little Agree; 4= Neither Agree or Disagree 5= A Little Disagree; 6= Somewhat Disagree; 7= Strongly Disagree

No	Statements	1 Strong agree	2 Somewhat agree	3 Little agree	4 Neither agree or disagree	5 Little Disagree	6 Somewhat disagree	7 Strongly disagree
1	Others ignored you at work.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
2	Others left the area when you entered.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
3	Your greetings have gone unanswered at work.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
4	You involuntarily sat alone in a crowed lunchroom at work.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
5	Others avoided you at work.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
6	You noticed others would not look at you at work.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
7	Others at work shut you out of the conversation.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
8	Others refused to talk to you at work.	**1**	**2**	**3**	**4**	**5**	**6**	**7**

9	Others at work treated you as if you weren't there.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
10	Others at work did not invite you or ask you if you wanted anything when they went out for coffee break.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
11	You have been included in conversations at work. *	**1**	**2**	**3**	**4**	**5**	**6**	**7**
12	Others at work stopped talking to you.*	**1**	**2**	**3**	**4**	**5**	**6**	**7**
13	You had to be the one to start a conversation in order to be social at work. *	**1**	**2**	**3**	**4**	**5**	**6**	**7**

APPENDIX E

Scale 3

Organizational cynicism

Kindly, read every statement carefully and select the option that fits well for you.

SD= strongly disagree; D= Disagree; Neutral= N; A= Agree SA= Strongly Agree

No.	Statements	SD Strongly disagree	D Disagree	N Neutral	A Agree	SA Strongly agree
1	I believe that my company says one thing and does another.	1	2	3	4	5
2	My company policies, goals, and practice seem to have little in common.	1	2	3	4	5
3	If an application was said to be done in my company, I'd be more doubtful whether it would happen or not.	1	2	3	4	5
4	In my company expects one thing of its employees, but rewards another.	1	2	3	4	5
5	In my company I see very little resemblance between the events that are going to be done and events which are done.	1	2	3	4	5
6	When I think about my company, I get angry.	1	2	3	4	5
7	When I think about my company, I experience irritation.	1	2	3	4	5
8	When I think about my company, I experience tension.	1	2	3	4	5
9	When I think about my company, I feel a sense of anxiety.	1	2	3	4	5
10	I complain about what is going on at work to my friends at the outside.	1	2	3	4	5
11	We look at each other in a meaningful way with my colleagues when my company and its employees are mentioned.	1	2	3	4	5
12	I talk with others about how work is being carried out in the company.	1	2	3	4	5
13	I criticize the practices and policies of my company to people outside the organization.	1	2	3	4	5

APPENDIX F

Scale 4

Work-Related Quality of Life

Kindly, read every statement carefully and select the option that fits well for you.

SD= strongly disagree; D= Disagree; Neutral= N A= Agree; SA= strongly agree

No	Statement	SD Strongly disagree	D Disagree	N Neutral	A Agree	SA Strongly agree
1	I have a clear set of goals and aims to enable me to do my job.	**1**	**2**	**3**	**4**	**5**
2	I feel able to voice opinions and influence changes in my area of work.	**1**	**2**	**3**	**4**	**5**
3	I have the opportunity to use my abilities at work.	**1**	**2**	**3**	**4**	**5**
4	I feel well at the moment.	**1**	**2**	**3**	**4**	**5**
5	My employer provides adequate facilities and flexibility for me to fit work inaround my family life.	**1**	**2**	**3**	**4**	**5**
6	My current working hours / patterns suit my personal circumstances.	**1**	**2**	**3**	**4**	**5**
7	I often feel under pressure at work.*	**1**	**2**	**3**	**4**	**5**
8	When I have done a good job it is acknowledged by my line manager.	**1**	**2**	**3**	**4**	**5**
9	Recently, I have been feeling unhappy and depressed.*	**1**	**2**	**3**	**4**	**5**
10	I am satisfied with my life.	**1**	**2**	**3**	**4**	**5**
11	I am encouraged to develop new skills.	**1**	**2**	**3**	**4**	**5**
12	I am involved in decisions that affect me in my own area of work.	**1**	**2**	**3**	**4**	**5**
13	My employer provides me with what I need to do my job	**1**	**2**	**3**	**4**	**5**

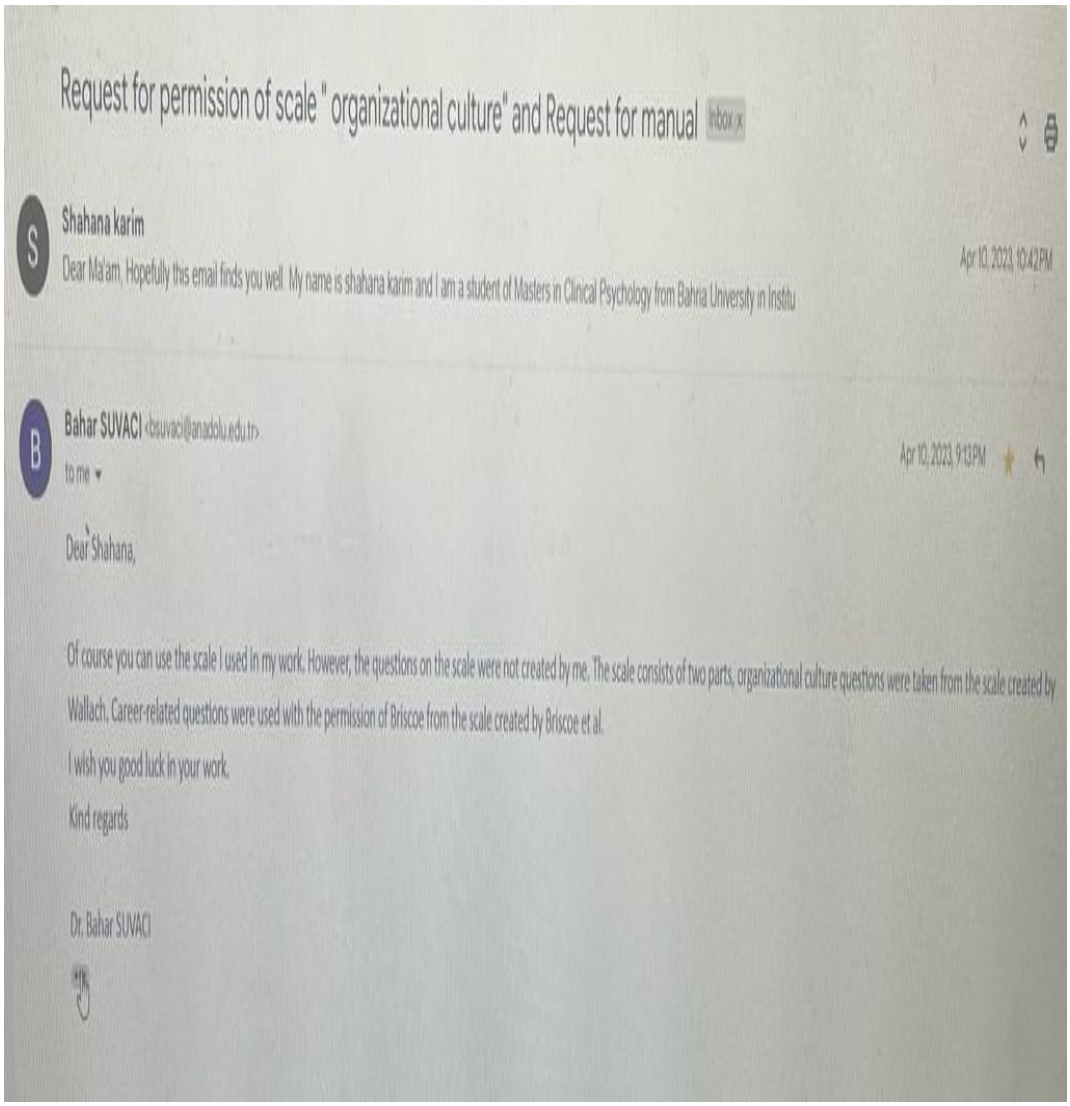
	effectively.					
14	My line manager actively promotes flexible working hours / patterns.	**1**	**2**	**3**	**4**	**5**
15	In most ways my life is close to ideal.	**1**	**2**	**3**	**4**	**5**
16	I work in a safe environment.	**1**	**2**	**3**	**4**	**5**
17	Generally things work out well for me.	**1**	**2**	**3**	**4**	**5**
18	I am satisfied with the career opportunities available for me here.	**1**	**2**	**3**	**4**	**5**
19	I often feel excessive levels of stress at work. *	**1**	**2**	**3**	**4**	**5**
20	I am satisfied with the training I receive in order to perform my present job.	**1**	**2**	**3**	**4**	**5**
21	Recently, I have been feeling reasonably happy all things considered.	**1**	**2**	**3**	**4**	**5**
22	The working conditions are satisfactory.	**1**	**2**	**3**	**4**	**5**
23	I am involved in decisions that affect members of the public in my own area of work.	**1**	**2**	**3**	**4**	**5**

Thank you for your time!

APPENDIX G

Permission

Organizational Culture Index



Request for permission of scale " organizational culture" and Request for manual Inbox x

Shahana karim

Apr 10, 2023, 10:42 PM

Dear Ma'am, Hopefully this email finds you well. My name is shahana karim and I am a student of Masters in Clinical Psychology from Bahria University in Institu

Bahar SUVACI <bsuvaci@anadolu.edu.tr>

to me

Apr 10, 2023, 9:13 PM

Dear Shahana,

Of course you can use the scale I used in my work. However, the questions on the scale were not created by me. The scale consists of two parts, organizational culture questions were taken from the scale created by Wallach. Career-related questions were used with the permission of Briscoe from the scale created by Briscoe et al.

I wish you good luck in your work.

Kind regards

Dr. Bahar SUVACI

APPENDIX H

Permission

Workplace Ostracism

Request for permission of scale : " workplace ostracism" Inbox

S me 12 Mar

Dear Sir Hopefully this email finds you well. My name is shaha...

F Ferris, Lance 12 Mar

to me

Hi there,

Sure, I've attached the article here, and the questionnaire is at the end of it. Only the first 10 items are used. Scoring and interpretation is easy – you just add up the scores and higher scores indicate greater ostracism.

Best,

Ferris et al 2008 JAP.PDF

PDF PDF

APPENDIX I

Permission

Organizational Cynicism

R

Ravi Dharwadkar 17 Mar

to me, Pamela

All the best!

Ravi Dharwadkar, Ph.D.

Whitman Advisory Council Professor & Chair, Department of Management | Whitman School of Management

Laura J. and L. Douglas Meredith Professor of Teaching Excellence | Syracuse University

https://whitman.syracuse.edu/faculty-and-research/faculty-staff-directory/details/rdharwad

AMRCynicism.pdf PDF

BrandesDharwadkarDeanCynicism... PDF

EAM.pdf PDF

S

me 19 Mar

to Ravi, Pamela

Thank you so much!

APPENDIX J

Permission

Work-Related Quality of Life

Darren Van Laar 10 Jan
to me

Dear Shahana,

Please go ahead and use the scale as you describe. For further
information about using the WRQoL scale, including permissions and the
basis on which we offer our scale, please see the following link:

http://www.qowl.co.uk/researchers/qowl_research_validation.html

You can find the scales themselves, the user manual, scoring keys and
other resources in our downloads
area.
http://www.qowl.co.uk/researchers/qowl_download_intro.html

You can also find more information about translating the scale here:

http://www.qowl.co.uk/researchers/qowl_translate_scale.html

Best of luck with your research, and please let me know if I can help
further.

Dr Darren Van Laar

Dr Darren Van Laar
Director of the Graduate School
University of Portsmouth
St Andrew's Court
St Michael's Road
Portsmouth PO1 2PR

APPENDIX K

Permission

Data collection letter

Bahria University
Discovering Knowledge

22-Mar-2023

TO WHOM IT MAY CONCERN

REQUEST FOR DATA COLLECTION

It is stated that **Ms. Shahana Karim** Enrollment No. 01-275202-021 is a student of MS Clinical Psychology Bahria University Islamabad Campus conducting research on "**Organizational culture, workplace ostracism, organizational cynicism and work related quality of life in corporate sector employees**" under supervision of undersigned. It is requested that kindly allow her to collect the data from your esteemed institution.

Regards.

Dr. M. Faran
Assistant Professor
Bahria School of Professional Psychology
Bahria University
E-8 Islamabad

Bahria School of Professional Psychology Shangrilla Road E-8 Islamabad
Tel: 051-9260002 Ext. No. 1406 Fax: 051-9260889

APPENDIX L

Plagiarism

Thesis

ORIGINALITY REPORT

17%	13%	12%	6%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.econstor.eu Internet Source	2%
2	Submitted to Higher Education Commission Pakistan Student Paper	2%
3	repository.belmont.edu Internet Source	1%
4	es.scribd.com Internet Source	1%
5	Mübeyyen Tepe Küçükoğlu, Meltem Akca. "chapter 7 Servant Leadership and Work-Related Quality of Life in Organizations", IGI Global, 2020 Publication	1%
6	Submitted to Staffordshire University Student Paper	1%
7	cornerstone.lib.mnsu.edu Internet Source	1%