

impact of workplace ostracism on employee outcomes mediated by empowerment structure and moderated by restructuring of working culture in healthcare sector

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## **Impact of Workplace Ostracism on Employee Outcomes Mediated by Empowerment Structure and Moderated by Restructuring of Working Culture in Healthcare Sector**

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### **Abstract**

The purpose of this study is to examine the impact of workplace ostracism on employee outcomes mediated by empowerment structure and moderated by restructuring of working culture in healthcare sector. Data was collected through questionnaires which were distributed in Pakistani hospitals. Total 465 questionnaires were distributed and 450 returned. Data was gathered from one source which was nurses of Pakistani hospitals. Findings of this study showed that workplace ostracism has an impact on employee outcomes. Findings of this study showed that workplace ostracism has an impact of empowerment structure. Empowerment structures also have significant impact on employee outcomes. Workplace ostracism in organization showed a high ostracism which results in negative behavior of employees which shows employee outcomes. Results of study also showed that workplace ostracism has a relationship with employee outcomes through mediation effect empowerment structure. Findings of study also show that empowerment structure acts as a mediator between the workplace ostracism and employee outcomes in organization. Results of study also showed that restructuring of working culture was moderating relation between employee outcomes and empowerment structure and restructuring the working culture decline relationship.

**Keywords:** workplace ostracism, employee outcomes, empowerment structure & restructuring of working culture.

## 1. Introduction

Workplace ostracism is a universal phenomenon, which is basically a degree in which workers are disregarded and expelled by other workers during duty (Ferris et al., 2008). Workplace ostracism is necessary for individuals to cope up their psychological requirements which decrease chance of social relations. Workers physical health in fact forcefully effects by workplace ostracism (Heaphy & Dutton, 2008). Teamwork has considerably enhanced, suggested requirements of further social dealings and contact with colleagues this is particularly proven today (Sundstrom et al., 2000). Ostracisms is a considerable element which describes limited belonging and job involvement this is specifically proven by modern study (O'reilly & Robinson, 2009). Psychological difficulties are also caused by ostracism which is an interpersonal stressor (Williams et al., 2001). Ostracism intimately related to adverse result such as life misery and deprived physical condition this is shown by recent studies is called a psychological pain (Grandey & Cropanzano, 1999).

The association among psychological pain and workplace ostracism as a consequence is difficult to study. Ostracism comes across several social context including workplace and emotional needs (Ferris et al., 2017). Ostracism define as an individual or a person's group ignoring to take action which connect one more organizational associate when this would be habitual and suitable to cope up (O'Reilly et al., 2015). Workplace ostracism also has negative impact on nurses 'working situation (Gormley, 2011), disturbing nurses' work behaviors and manner (Tsai, 2011). In recent years in Pakistan, there has been increasing needs for nurses, due to better people's living standards, healthcare stress and aging residents. The shortage of nurses in hospitals is having a harmful effect on health management system, which has become a general problem around the world (Li, 2018). However, the blow of potential interpersonal factors between workplaces (for case workplace ostracism) is still limited in research in nursing professional. partial by the cultural accretion of sphere culture and sectarianism, as well as barring to dissidents and farming of trusted subordinates, workplace ostracism (WO) is common in health care sector (Li, 2018). Thus, this study focuses on ostracism trend among social group in nursing and investigates workplace ostracism blows on turnover target of nurses (Li, 2018).

Nursing absence is increasing because nurses are exit occupation, mostly as an outcomes of tough occupied situations (Guirardello, 2017) and unsettled workplace (Boamah et al., 2018). A current theory presented aspects affecting leaving can be a top nurses Turnover (Hauck et al., 2011), full assignments and absence of expansion chances (Naz Khan & Ud din Khan, 2017). Employee outcomes is explaining a unit of distress related a work and its major constituents (Mesmer et al., 2017), and can be measured to be a negative Nurses' outcomes are connected to skilled, individual and structural change (Zhao & Yu, 2020), and partial by mutually nurses' working situation and nurses' individual Features (Mesmer et al., 2017). Employee outcomes is a mutual performance in workplace, because it needs an assured quantity of assignment and rewards (Robbins et al., 2001). Obviously, somebody who works can have feelings of satisfaction or dissatisfaction with what they do (Pakphan et al., 2020). In other way, employee outcomes affect Nurse Performance. Empowerment structure is mediator in present research which shows its impact on health care department behaviors and the impact on itself by work

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place ostracism. Restructuring of working culture is moderator in present study use among relationship of workplace ostracism and empowerment structure state will enable us to understand whether it affects relationship along with other concern and issue that could make some variation for employees in the organizations.

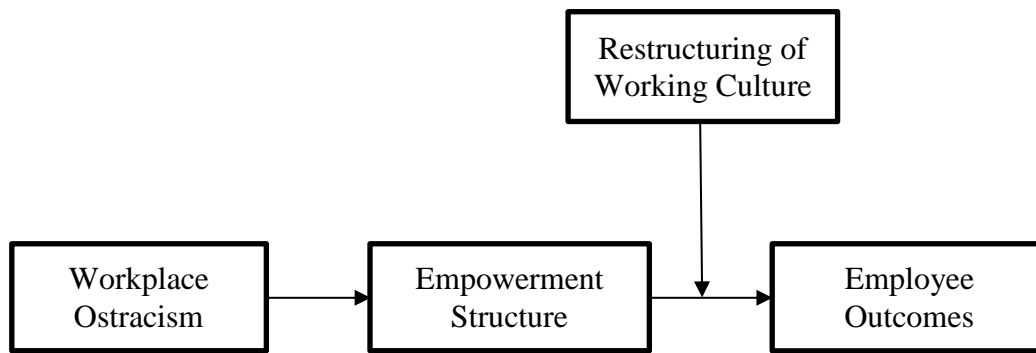
## 2. Literature Review

Conservation of Resource Theory (COR) was recommended by (Leung et al., 2011) as an associative strain theory which imitates both ecological and internal procedures with exceptionally same measures. Conservation resource (COR) assumption to discover significances of ostracism (Xia et al., 2019). The principle force of (COR) idea is that individuals scrap to achieve, preserve, undergo, and adoptive those things that they value (Leung et al., 2011). This indicates that people worker foremost resources with intention to tool self-regulations, approaches of their social connections and relationships, and to set up, act, and suitable into extra framework of businesses and subculture himself (Haq, 2014).

Conservation of useful resource (COR) principle anticipated by way of (Leung et al., 2011). Its miles precise that “(a) hazard of total failure of resources, (b) total shortage of assets, and (c) absence of valuable reserve acquire subsequent funding of assets. Each obvious and genuine losses or acquire is imagined like good enough for creating strain”. Whenever an enterprise offers possibilities for employees for conservation of their emotional sources, outcomes may be that a worker will deal correctly with work demands and ward off a worker from pessimistic work effects (Cizreliogullari et al., 2019).

With a view of (COR) concept recommended that employees whose psychological useful resource tarn isn't that correct enough, they'll shield their sources by way of reducing work engagement and failure their performance efforts ostracism diminishes assets of personnel, that it's going to hopefully impact empowerment shape and employee effects. Moreover, this instantly impact, individual with restructuring of operating subculture is more susceptible to hostile significances of place of business ostracism for two motives. First, man or woman with restructuring of working lifestyle could have an extra reaction towards ostracism at place of business to affect employee results. Second, restructuring of working culture has been related to relational negation difficulty (Leung et al., 2011) so, restructuring of working lifestyle individuals are more likely to study workplace ostracism whether it's miles abstract or real. (Leung et al., 2011) create that tremendously restructuring of running lifestyle individuals experienced advanced degrees of place of work ostracism and were less in all likelihood to constrain bad behaviors like empowerment structure and worker effects.

For that reason, on base of past declarations it method that whenever employee going through ostracize behavior, there might be an annoying state of affairs for employee and he/she needs to improve his/her resources to manage up with paintings state of affairs. Steady with this declaration (Williamson, 2012) mention that experiencing place of work ostracism is one among traumatic scenario for an employee. If worker is restructuring of operating way of life ultimately he/she will be able to incompetent to recover his/her sources efficaciously and in contrast operating behaviors takes vicinity and as an end result employee terrible final results. This could disturb enterprise very significantly.



**Figure 1: Research Framework**

## 2.1 Workplace Ostracism and Empowerment Structure

Workplace ostracism is a degree to which a separate or assembly neglects extra structural associate from attractive in informally appropriate accomplishments. This oversight may differ in objects and concentration; workplace employee could be deliberately instead accidentally disliked by numerous attentions such as administrators' dependents (Ferris et al., 2008). Deliberate ostracized happens while origin conscious to his or her intentionally ignores additional separate (board) while attractive in generally suitable performances (Robinson et al., 2013), being as negating a reverse through or escaping judge interaction with goal (Williams 2001). Here accidental workplace ostracism, therefore is extra mutual, resource did not know to their action informally rejected another. On behalf of occurrence, if we do not respond to the instructions of our generations, it does not mean that we are malicious; on the contrary, we can be busy or focus on our personal work (Zadro et al., 2006).

Regarding strength, ostracized preserve variety from restricted comprehensive. Restricted ostracized can occur when a separate is accepted individual through sure associations, although in entire ostracism separate is accepted through every member (Robinson & Schabram, 2016). Past study has certain much courtesy toward influences prevented through existence of workplace ostracism. Certain influences preserve contains negative outcomes on workers and sectors and primarily distributed into two concepts: emotional and sensible effect (Robinson et al., 2013). Mutually are effect through a disagreement in system of common connections, intimidating essential human requirements and physical health and averting argument of numerous occupational resources. Emotional influence is connected degree to which goals observe that they are disregarded, prohibited or accepted by other workers in place of work (Ferris et al., 2008). Consequently, ostracism wills certain a physical affect in wisdom that directed single observes to the otherwise she is individual ostracized through others (Ferris et al., 2008, Robinson et al., 2013). Associated through practical possessions, these effects contain be examined widely through scholars and contain a selection of section; for instance, as stated by framework of ostracism thrive by Williams and classmates (Zadro, 2000), Past researches have established to ostracism intimidates some ultimate person requirements: require being appropriate, me work need for Interpersonal Relations.

H1: There is an impact of workplace ostracism on empowerment structure.

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## 2.2 Workplace Ostracism and Employee Outcomes

Workplace ostracism is reductions social interaction of workers, which is serious for workers to accomplish and create extreme yield in their occupation (Cetin, 2019). Being ignored excepted is comparatively mutual knowledge for workers. We incline to opinion ostracism workplace as reasonably shameless, essentially has a significant and durable negative impact on workers well-being, co employee approaches, and real outcomes. During certainty, ostracism workplace actually effects worker' physical and mental condition (Haq, 2014). Therefore, today, model of group work is increasing in arrange to enhance a social cooperation of workers which can increase performance and untimely release of work target (Haq, 2014).

Workplace ostracism can be in mean of others at job sealed you exposed of discussion, put down ground when you attain, you obligatorily be seated single in a congested have consume area at job, all overhead declared sources assumptions of turnover intention, and finally leaving job. Turnover is final stage on which he leaves job. It's established from ostracism and close on intend to turnover (Mahfooz et al., 2017). Workers outcomes usually can be separated in to instinctive or intentional (Haq, 2014). Employee outcomes happens when a worker desires to leave and ultimately selects to association with group commitments (Haq, 2014). It is likely workers' encirclements a situation which has a better management even if physical otherwise mystical with a special organization (Haq, 2014).

As defined beyond, it is nature of leaving that supervisor awareness and it will be confident impact on sector. Past studies play very important part in association between ostracism and employee outcomes. But they rewarded fewer courtesy to empowerment structure mediator on among relationship between ostracism workplace and employee outcomes. The workplace ostracism also develops negative feeling of an individual such as emotional complaint, unhappiness, sorrow, wariness, disgrace, fault, and embracement. These all feelings lead an individual towards pressure; the stress condition minimizes the self-awareness of an individual a person doesn't know how to respond in a current situation (Attell et al., 2017).

The workplace ostracism also has an impact on employee outcomes at workplace because of ostracism; the announcement breach will be increased between employees (Samo et al., 2019). Workplace ostracism is also motivating for workplace struggle the destructive manners of employee which makes employees' rough and they potency decrease the interface with other employees because of the negative situation at workplace (Chung, 2018). The workplace ostracism also decreases overall concert of employees and association because an employee cannot give his best concert if he is part of workplace ostracism or negative workplace situation, which made because of workplace ostracism (Chung, 2018). Workplace ostracism have effect on pressure it means that ostracized employees are expected to have knowledge of pressure, worry, and unhappiness (Ferris et al., 2008) and they also arrangement extraction behavior, and have fewer happiness to their jobs, which leads them to fewer innovative and obligation in their jobs because when an employee is ignored in organization then he will think that he will not be able to include himself in his work (Lichtenberger & Jagacinski, 2010).

H2: There is an impact of workplace ostracism on employee outcomes.

### **2.3 Empowerment Structure and Employee Outcomes**

According to Kanter's directive of organization should be producing situation for job efficiency through confirming workers have entrance to support information, support, and resources required to achieve job and that they are delivered continuing chance for progress. Workers who trust their work situation offer entrance to these aspect is empowered (Al-Atwi, 2017; De Clercq et al., 2019). Concentration of Kanter's theory is on workers' opinion of real position in work situation, and not on how they infer that figures physically. Empowerment structure has been originating to expect employee outcomes (Al-Atwi, 2017), Organizational Commitment Physical and work pressure & depression (Dalain, 2021) on staff nurse. Several researches have confirmed powerful association between empowerment structure and employee outcomes (Al-Atwi, 2017; Laschinger & Ravazzolo, 2009) detected that other nurses identify they have entrance to empowerment structure, are extra fulfilled with their work, and statement greater routine. Entrance to opportunities to study and create in work is mainly significant to employee outcomes (Lautizi et al., 2009). Workers can be fulfilled with basic relaxed of work, but can be irritated if do not allocate single to produce otherwise exchange in characters in different parts of sector.

Empowerment structure is also connected with nurses 'wisdom of self-sufficiency and device above their repetition (Laschinger & Sabiston, 2000), create nurses who measured their work situation empower feel a Better logic of influence and sovereignty at job. Many researchers have sovereignty as a solution analyst satisfaction of nurses (Somerville & Howard, 2010). Lastly; empowerment has also been related to pressure & anxiety, especially between workers (Read & Laschinger, 2013; Walsh & Moxham, 2013). Explore the effect of empowerment on worker-fit and job commitment between nurse's staff. The research presented that empower superior might improve creature work appropriate and avoid stress (Manojlovich & DeCicco, 2007) states incapable staff is ineffectual, fewer happy with their occupation and further disposed to stress and disorder. Sudden, there is confirmation in staff literature that empowerment is suggestively related to employee independence, Strain and satisfaction of job (Smith et al., 2010) distinct a job empower situation a place of work in which staff has entrance four dimension of structure empowerment. First structure is information, stating to figures, practical data and proficiency that are compulsory effectually to satisfy somebody expert necessities (Lasvhiner & Havens 1996).

H3: There is an impact of empowerment structure on employee outcomes.

### **2.4 Mediating Role of Empowerment Structure**

Empowerment structures ass mediator relationship among workplace ostracism and employee outcomes. Our estimate is that workers in workplace are entrenched in common grids; this system can deliver chance for them to distribution of different types of resources (Al-Atwi et al., 2019) Reasonable assistances (entrance to power entrance to opportunity through support resources information) collective during these systems are important for ending job efficiently (Robinson & Schabram, 2016).

These advantages based on negative common relations and associations among employees retain with others (supporting squint, superior) (Al-Atwi et al., 2017). Workplace ostracism eliminates different symbols of common links with different sector members, meaning employee loses system assistances that are frequently bedded in these links (Williams & Zadro, 2001; Leung et al., 2011). These

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advantage that vanished because ostracism, in chance, direct to lesser work routine level (Leung et al., 2011); (Robinson et al., 2013). Accordingly, it preserves to be predictable that a positive relationship among an employee and his/ her different sector associates rises possibility that others member will be further prepared offer resources such as tools, criticism and info to simplify his or her duties. Others researches have create that work achieved through entities is dented due to lack of system benefits delivered by others in workplace (Zhao et al., 2013). The lack of resources to have a negative effect on self-perception spirits of sovereignty and workers guarantee to sector (Al-Atwi, 2017).

Practical impact of workplace ostracism beings with entrance to workplace empowerment detect himself as having other influence and consuming mechanism more circumstances that enable their responsibility (Al-Atwi, 2017) because workplace ostracism reasons workers to observe their practical entrance (information and opportunity), that are straight derivative from connecting with others associates in workplace are exhausted, they shall effort to reserve these resource in Instruction to contract with intimidating work situations (Leung et al., 2011). But preserving beside additional sufferers could be destructive in itself because vigor is depleted (Leung et al., 2011). According to Rychik & Lowenkopf (2000) familiar and recognizable formations are two means of structural empowerment. The main scope of the formal power is job prudence, appreciation and significance with the targets of the organization. The aspect of job prudence permits elasticity, variation and inspiration in work. The aspect of gratitude imitates visibility of workers' activities amongst colleagues and supervisors. Finally, significance to job refers to duties and activities of strategic strategy and goals of the organizations. The other solution general structure of the workplace empowerment is familiar power that comes out from employees' relationships building and union within the organization and outside. Structural empowerment is a key aspect of administrative and organizational efficiency and seems necessary for both the levels; individual as well as organizational (Besuner, 2017).

H4: There is a mediating role of empowerment structure among workplace ostracism and employees' outcomes.

## **2.5 Moderating Role of Restructuring of Working Culture**

Organizational culture is conclusively mainly significant feature confirming a pleasant and well sector. Many supervisors recognize implication of cultures, however limited understand characters and duties that rein force growth of organizational culture. Although dissimilar environment culture (i.e. control, character, job creature), some keystones - honesty and faith, empowerment and allocation, reliability and advisor should be comprised for advantage and positive progress of a sector (Kane & Urrabazo, 2006).

Different sector assurance of numerous sector cultures is another thoughtful feature that comes into show in stir of health sectors unions, achievements and restructurings. Therefore, supervisors must substance structure and attitude after connected devices to generate chances for workers to authorize themselves for vocation improvement and promotion individual and organization efficiency (Oaten et al., 2008). Fresh workers incline to belief their counselors, and may impression dedicated to sectors, as they know how to answer questions mark up by others. Actually, counselor improvements satisfaction job and reduce separation in workplace hence growing efficiency and falling employee outcomes (Nietlisbach & Maercker, 2009). Counselor programmers raise logic of consistency and

affection to a sector. Hard expressively to their jobs, staffs will not dispensational organizational easily (Ferris et al., 2008).

In a common way, secure to and organization refers to workers' physical accessory to such, as different further work-related methods such as satisfaction of job (worker wisdom of self-fulfillment consequent from their work) and sector empathy (worker intellect of closeness with association (Zhao et al., 2013). A figure of elements concludes employee commitment to an organization containing assurance to one's supervisor, job, profession (Hitlan et al., 2006). Organizational commitment strains employee guarantees to organization, and generally serve as a display to determine efficacy, e.g. intend to turnover, work performance, and satisfaction of job (Hitlan et al., 2006). This research was directed stressed restructuring of working culture manner in organize to extent culture and problems face by organization and to study organization achievement in supervision alteration practices happening in hospital.

H5: There is a moderating role of restructuring of working culture among Empowerment structure and Employees outcomes

### **3. Research Methodology**

#### **3.1 Research Design and Participant**

This study is an important investigation that entities to study fundamental effect of Workplace ostracism on Employee Outcomes in Private Hospitals of Lahore. Its further more studies one likely instrument i.e. Workplace ostracism origin employee outcomes in the employees, and also studies one possible moderator restructuring of working culture which moderates' relationship of workplace ostracism and empowerment structure. In the confines of time, cross-sectional study is supported out and data is collected at one period of the argument. The examination which done is built on these data. The questionnaires were directed distribute to nurses working in the different private Hospital in Lahore and they were requested to fill questionnaires without any force by researcher. This research is used to examine impact of workplace ostracism on employee outcomes for that co-relational study has been used in this research.

For this persistence, nurses from private hospitals of Lahore have been embattled to get compulsory data needed to get reliable results. Initially 465 questionnaires were distributed but 450 as responses were collected. The sample that was selected for this research is assumed to represent the whole population of Pakistan. This will facilitate to simplify results from sample figures that will likely to be displayed by whole population of Pakistan. This study targeted 450 nurses approximately working under managers and supervisors in private hospital of Lahore. As hospitals of Lahore organizations are emerging source of competitive advantage. Hospitals are essential part of Pakistan and require of every person. To make information gathered from the respondents more precise so that it represents whole population, data was collected only from private hospitals. These hospital nurses were communicated by investigator then facts of research were collective after which hospitals gave the essential authorization into attain data from their nurses by giving them the previously organized questionnaires. For data gathering, for calculating four variables of apprehension i.e. workplace ostracism, employee outcomes, empowerment structure and restructuring of working culture were distributed and explained according to their education level for better understanding among 450 nurses.



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Questionnaire for nurses includes 45 questions i-e demographics, Workplace ostracism, restructuring of working culture, empowerment structure and employee outcomes questionnaires. Demographic information which contains variables (Gender, Age, Qualification, Experience) were also collected in directive to create results further correct and true by creative it sure that information provided by contributors will be reserved secret. Questionnaire distribute 465 but the collected question is response to 450. So, we had a total response of 96% out of 100%.

## **3.2 Measures**

### **3.2.1. Workplace ostracism**

Workplace ostracism would be measured with the ten items, developed by (Zhang & Dai, 2015). Sample items are others ignored you at work and others at work treated you as if you weren't there. All items were measured using a five –point Liker scale ranging from 1 strongly disagrees to 5 strongly agrees.

### **3.2.2. Empowerment structure**

Empowerment structure was assessing with an 11-item scale adapted from the condition of work efficacy questionnaire (MacPhee et al., 2017). The scale is initially made up of four sub-dimensions that is opportunity, information, support and resources, with each having items. Sample items include; opportunity (I have the chance to gain new skills and knowledge on the job), information (I am informed about the policies and procedures to do my job well), support (I get specific information about things I do well) and resources (I have the resources I need for my job). All items were measured using a five –point Liker scale ranging from 1 strongly disagrees to 5 strongly agrees.

### **3.2.3. Restructuring of Working Culture**

Restructuring of working culture would be measured with the twelve items, developed by (Devine, 1975; Litwienko & Cooper, 1994; O'Reilly et al., 2015) Sample items are you comfortable with your workplace culture and is there a culture of teamwork and cooperation within the organization there. All items were measured using a five –point Liker scale ranging from 1 strongly disagrees to 5 strongly agrees.

### **3.2.4. Employee Outcomes**

The employee outcomes would be measure 12 item scale adapted from the dependent variable section is to measure employee outcomes of job satisfaction and organizational commitment and turnover intention. The four questions were adopted from job satisfaction (Ferris et al., 2008; Harmon-Jones, 2019) the five questions are adopted from organizational commitment (Kwan et al., 2018; Zheng, Yang, Ngo, Liu, & Jiao, 2016). The three questions adopted from Choi Sang Long. The examples of the questions are: (i) Overall, I am satisfied with my jobs (ii) I feel emotionally attached to this organization. All items were measured using a five –point Liker scale ranging from 1 strongly disagrees to 5 strongly agrees.

## **3.3 Reliability Analysis of scale used**

Reliability is method of giving similar reliable answer over and more again when particular items is checked more several time, same is used for scale. Reliability scale reveals ability of scale to present

reliable results when it is being tested for several times. I have examined reliability test through Cronbach alpha, it tells about internal ability of variables and tells about if those variables have a link between them or not along with that it measures single construct. Cronbach alpha has a range from 0 to 1. The greater value, higher is dependability of scales to measure hypothesis its mean to degree. Value of alpha above 0.7 is measured to be reliable and below 0.7 is measured to be less dependable in calculating the selected set of constructs. In Table 3.9, Cronbach alpha of all rulers used in data gathering are shown. All values of Cronbach alpha for items used under study are above 0.7. Cronbach alpha value for variable workplace ostracism is 0.905 and 10 item scale. Cronbach alpha value for variable Empowerment Structure is 0.727 and 11 items scale. Cronbach alpha value for variable Restructuring of Working Culture is 0.814 and 12 item scale. The Cronbach alpha value for variable employee Outcomes 0.781 and 12 item scale.

Table 3.3 Scale Reliabilities

Variables	Cronbach's Alpha	Items
Workplace ostracism	0.905	10
Empowerment Structure	0.727	11
Restructuring of working culture	0.814	12
Employee Outcomes	0.781	12

### 3.4 Correlation analysis

An association inspection used below this assessment is widely used coefficient for review connection between associations. Usually, Pearson correlation assessment is used to discover association stable is most commonly supposed check a procedure dependence between two sums. Estimations of connection go from -1.00 to +1.00 Where +1.00 values relate a positive connection, while negative regard several negative correlations between components. Regardless, the regard goes - 1.0 to - 0.5 or 1.0 to 0.5 is strong/High connection, they consider develop -0.5 to -0.3 or 0.3 to 0.5 is straight association and regard run - 0.3 to -0.1 or 0.1 or 0.3 is located delicate/low association, so far when estimation of connection is 0 this implies there is no association between factor beings measured.

Correlation Analysis Table 3.4

Variables	1	2	3	4	5	6	7	8
1. Gender -	1							
2. Age	-.038	1						

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3. Qualification	-.027	.380**	1					
4. Experience	-.112**	.215**	.252**	1				
5. Workplace Ostracism	.178**	.200*	.388**	-.017	1			
6. Empowerment Structure	-0.96*	-.034	.025	.047	.263**	1		
7. Restructuring of Working Culture	-.008	.056	.171**	.026	.247**	.504**	1	
8 Employee outcomes	0.05	0.030	.176*	*.001	.345	.307**	.396**	1

\*correlation is significant at 0.05 level (2-tailed) \*\*, correlation is significant at 0.01 level (2-tailed)

3.4 table display correlation between variables of this research. Workplace ostracism is highly and significantly correlated with Empowerment Structure ( $r=.263^{**}$ ,  $p=.038$ ), and Workplace ostracism is moderately and significantly correlated with ( $r=-.247$ ,  $p=.000$ ), while Workplace Ostracism and Employee Outcomes workplace behaviors are significantly correlated with ( $r=.345$   $p=.003$ ). Correlated between with empowerment structure between restructuring of working culture ( $r=.504^{**}$ ,  $p=.000$ ), While correlation between empowerment Structure and Employee Outcomes is also high and significant with ( $r=.307^{**}$ ,  $p=.000$ ). Restructuring of working culture is moderate and significant with Employee Outcomes with ( $r=.396^{**}$ ,  $p=.000$ ).

#### 4. Regression Analysis

##### 4.1 Model between Workplace ostracism and Empowerment structure

Variable	R <sup>2</sup>	B	t	sig
Workplace ostracism	0.069	0.174	5.776	0.000

Dependent Variable: empowerment structure, \*p < 0.05.

#### INTERPRETATION

Table 4.1 shows the simple regression which is conducted to analyze the impact of workplace ostracism on empowerment structure. The ANOVA<sup>a</sup> sig value is 0.00 which is less than 0.05 which shows that the model is fit. We will use the value of R-squared which is 0.069 which shows the change of 1 unit in workplace ostracism will cause 6.9 % change in empowerment structure. The sig value of coefficient is .000 which is less than 0.05 which show that the relationship between workplace ostracism and empowerment structure is significant. The value of b is 0.174 which shows impact workplace ostracism on empowerment structure. So, the hypothesis 1 is accepted.

#### 4.2. Model between Workplace ostracism and employee outcomes

Variable	R <sup>2</sup>	B	t	sig
Workplace Ostracism	0.119	0.244	7.789	0.000

Dependent variable: employee outcomes, \*p < 0.05.

#### INTERPRETATION

Table 4.2 shows the simple regression which is conducted to analyze the impact of workplace ostracism on employee outcomes. The ANOVA<sup>a</sup> sig value is 0.00 which is less than 0.05 which shows that model is fit. We will use value of R-squared which is 0.119 which shows the change of 1 unit in workplace ostracism will cause 11.9% change in employee outcomes. The sig value of coefficient is .000 which is less than 0.05 which show that the relationship between workplace ostracism and employee outcomes is significant. The value of B is 0.244 which show impact of workplace ostracism on employee outcomes. So, the hypothesis 2 is accepted.

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### 4.3 Model between Empowerment structure and Employee Outcomes

Variable	R <sup>2</sup>	B	t	sig
Empowerment structure	0.094	0.328	6.830	0.000

Dependent Variable: employee outcomes, \*p < 0.05.

### INTERPRETATION

Table 4.3. Shows the simple regression which is conducted to analyze the impact of empowerment structure on employee outcomes. The ANOVA<sup>a</sup> sig value is 0.00 which is less than 0.05 which shows that model is fit. We will use value of R-squared which is 0.094 which shows the change of 1 unit in empowerment structure will cause 9.4 % change in employee outcomes. The sig value of coefficient is .000 which is less than 0.05 which show that the relationship between empowerment structure and employee outcomes is significant. The value of b is 0.328 which shows positive impact of empowerment structure on employee outcomes. So, the hypothesis 3 is accepted.

### 5. Mediation Analysis

**Table 5: Mediation analysis using Bootstrap**

Relationships	$\beta$	P	Bootstraps @		Hypotheses
			95%		
			LL	UL	
<i>WO→ES→EO</i>					
Direct effect	0.2005	***	0.1385	0.2624	
Indirect effect	0.0431	***	0.0208	0.0813	

Note: WO=workplace ostracism, ES=empowerment structure, EO=employee outcomes, \*\*\*p<0.01

The mediating hypothesis was tested through 1000 bootstraps at 95% confidence of interval and identified lower and upper boundaries. Regarding the mediating role of empowerment structure between workplace ostracism and employee outcomes, the indirect effect ( $\beta = 0.0431$ , LL = 0.0208, UL = 0.0813, P < 0.01) was found less comparing direct effect ( $\beta = 0.2005$ , P < 0.01), further, there was no zero between lower and upper limit; therefore, H4 is accepted (see Table 4). Since, the direct as well as indirect effect both are significant, thereby empowerment structure is found to be partially mediate between the association of workplace ostracism and employee outcomes.

## 5.1 Moderation-Analysis

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Variables	<i>B</i>	<i>R</i> <sup>2</sup>	<i>P</i>
<i>Empowerment Structure (ES)</i>	0.276	0.114	***
Restructuring Working Culture (RWC)	0.417	0.224	***
ES x RWC	0.062	0.223	***

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**Note: Dependent Variable = Employee outcomes**

While moderation analysis, we found empowerment structure significantly affect the employee outcomes ( $\beta = 0.276$ ,  $p < 0.01$ ) with proportion of variance  $R^2 = 0.114$ . Similarly, the moderator restructuring working culture significantly affect the employee outcomes ( $\beta = 0.417$ ,  $p < 0.01$ ) with proportion of variance  $R^2 = 0.22$ . The interaction term (empowerment structure x restructuring working culture) is also statically significant ( $\beta = 0.062$ ,  $p < 0.01$  which shows that the restructuring working culture moderate the association of empowerment structure and employee outcomes. Therefore, our hypothesis H5 is also accepted.

## 6. Theoretical Contribution

The study has several theoretical contributions. First, employee outcomes (turnover intention, job satisfaction, or organizational commitment) in healthcare is least studied, but essential to be study because of its applied importance to both patients and hospitals. In line, we used combined instrument scale of employee outcomes which is patient-oriented and practically noteworthy in the COVID-19 pandemic situation. Second, our study finds that personal resources, i.e. workplace ostracism can help healthcare professionals to make employee outcomes better in non-Western settings similar to the findings of research in the Western context (e.g. (Sergent et al., 2020) but its contributions towards COVID-19 is a novel extension. Third, this study suggested that workplace ostracism influence the employee outcomes negatively in dealing with pandemic situations.

Fourth, the findings of our study extend COR theory by identifying empowerment structure mediates the association of workplace ostracism and employee outcomes. Fifth, specifically, we noted that nurses' aptitude perform better is limited in the presence of workplace ostracism which has been observed high in current debacle environment. Therefore, in the presence of workplace ostracism nurses strive to obtain, protect, and retain resources (e.g. empowerment structure) that can support employee outcomes and social relationships in coping unique challenges. Finally, the findings of the moderating role of restructuring working capital extend the attributes of COR theory.

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## **6.1 Practical Contributions**

This study provides several practical implications for the healthcare administration and policy makers. First, this study examined that those healthcare professionals who experiences workplace ostracism from coworkers are unable to perform better. In such an environment, hospitals face rising costs due to the turnover of such nurses that are committed with their organization (hospital). Thus, hospital management needs to focus on promoting a healthy workable environment. Second, ostracized environment can be controlled by observing uncivil conducts, resolving conflicts between coworkers, providing training, devising effective rules and policies, setting zero tolerance policy against ostracism and recruiting person-organization fit.

Third, this study also suggests hospital management to work on job satisfaction and organizational commitment of nurses. Past studies have suggested various organizational levels and individual level factors that positively impact on nurses' job satisfaction and commitment. Training and favorable work environment can serve the purpose as both positively contribute towards employee outcomes, which is the need of the hour.

Fourth, since nurses are the frontline employees in facing and dealing variety of patients currently related to COVID-19, thus, hospital management should consider their hands-on-information in making policies for COVID-19 patients. Fifth, the opinions of healthcare professionals are essential in helping supervisors (doctors) and management in determining the extent of their job satisfaction and commitment. Thus, hospitals' management should encourage the healthcare professionals to provide opinions with motivation. Sixth, turnover intention of nurses can bring negative consequences for hospitals, therefore the policy makers of hospital should strive to minimize their turnover intention. Finally, this study contributes by suggesting the key focusing areas of hospitals that are empowerment structure and restructuring working culture. Policy makers of Pakistani hospitals should draw such policies which encourage the empowerment structure along with working culture.

## **7. Limitations& Future Directions**

The Present research has tested to elaborate all difficulties, but static there are certain confines that must be evade in future. Firstly, that sampling and data collection was gathering through cross functional method owed to time and resource restrictions. In a cross functional study data were collected from respondents at one exact point of time. Consequently, sample size was small and influence not present all ostracized nurses 'population of Pakistan, because the sample was not complete and results may change if sample size strength raise.

Secondly, Data sampling technique used for study was convenience sampling due to time and resource constraint. In convenience sampling respondents are chosen who are convenient for researcher. Thirdly, thus this research attentive on just private hospitals of Lahore for collection of data, but it influences also impact results of this research because working situation and support for ostracized employees are working in many different sectors such as Public sector.

This study just focused on health sector and ignores other sector. Additional Researches may repeat this study in different sector. Furthermore, this study also ignored person characteristics of individuals

that may impact the outcomes. Therefore, future studies should deliberate on demographic variables to have approaching the sympathetic of understudy variables.

## 8. Conclusion

The purpose of current research was to examine relationship among workplace ostracism and employee outcomes. It also examined mediating role of empowerment structure between workplace ostracism and employee outcomes. More, moderating impact of restructuring of working culture was examined between relationship between empowerment structure and employee outcomes.

The current study led to speak to separated medical employees working in work situation of Pakistani private sector curative centers with link between workplace & performance practices of medical attendants. The after effects of it examine validated that empowerment structure mediated the association between work situation barring and performance practices of employees. The outcomes likewise established that excited working culture directs relationship of working situation barring and empowerment structure. The findings were reliable for working situation exclusion and performance outcomes with the past investigations. The study creates that when little medical attendants are being excepted will quick negligence regarding curative capacity. In this method, working in an ignored condition will improve their hostage success.

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