



How LMX Leads to Workplace Ostracism by Mediation of Perceived Power Status in Nurses of Pakistan

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ABSTRACT

In the modern world no one can deny the fact of workplace ostracism. There is a high competition among the businesses and Human Resource is the backbone of the any firm or business. Workplace ostracism impact the behavior of employees at the workplace which cause to impact the performance. Leader member exchange theory explains this ostracism and relation of employees with the leaders. This study is concerned particularly about the ostracism that how it is impacted by Leader member exchange theory and how the perceived power status can mediate this relationship. For this purpose, data was collected from the nurses working in the government hospitals of Pakistan. PLS was used to statistically examine the relationships among the variables. The main findings of the study were, Leader member exchange theory has significant positive impact on workplace ostracism and workplace ostracism is impacted by Leader member exchange theory up to 38.2%. Additionally, perceived power status used as mediator in the study has also significant mediating impact on the relationship. Thus, the study suggest that leaders should give focus on the issue of ostracism because it can affect the overall performance of an organization.



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1. Introduction

Leader member exchange theory (LMX) recommend that leaders make exchangeable relations with employees (Dienesch&Liden, 1986). Previous researches show that, LMX works in two ways but the main concern is to make relationship with employees (Northouse, 2010). LMX or exchangeable relationship both create energy and creativity in employees (Atwater and Came L, 2009, Northouse 2010). These are useful tools in building trust and loyalty in employees towards their leaders (Graen&Uhl-Bien, 1995). Harris et al. (2009) examined that, LMX theory is helpful in job satisfaction, low turnover and job performance. Theory is unique and have positive impact on employee manager relationship, it also has disadvantage that relations could be developed unfair and biased as well (McClane, 1991).

Leader member exchange theory is expensive for leaders in terms of time and energy that are required for establishing a good relationship with employees (Liden&Graen, 1980). Due to shortage of time and resources leaders usually don't make equal exchange relations with all employees. According to social comparison theory employees compare the LMX relationships with each other. This continuous comparison affects the mental health and satisfaction of employees, where employees who have low quality LMX relations are less satisfied in contrast to employees who have high quality relations (Kim et al., 2010).

This ongoing comparison of LMX exchange relations between coworkers create ostracism at workplace (Ferris et al., 2008). Robinson et al, (2013) defined workplace ostracism (WPO) as a process to exclude one employee or individual from social activities by other individuals or team members at workplace. Workplace ostracism can cause negative consequences at workplace like job dissatisfaction, higher turnover and clashes among coworkers (e.g., Ferris et al., 2008; O'Reilly & Robinson, 2009). workplace ostracism is an excruciating psychological experience (Williams, 1997), which cause social pain and psychological stress in individuals (Ferris et al. 2008).

Previous researchers argued that workplace ostracism is now emerging and becoming a critical issue in all organizations (Ferris et al., 2008; Wu et al., 2012). A survey is conducted to measure workplace ostracism, 66% respondents faced this silent treatment and 16% said it happens frequently (Fox & Stallworth, 2005). Same survey indicated 58% respondents who withheld knowingly, other 20% declared that this happens very often. Further from the survey, more than 42% described that the phone calls are not answered while more than 44% were even absent from the meetings. Another survey showed that the ostracism in workplace is very common, (Ferris et al., 2008; Hitlan et al., 2006b; Robinson et al., 2013; Wu et al., 2012; Zhao et al. 2013). Ostracism referred as the modern form of discrimination (Cortina et al., 2013). In gender discrimination females face higher ostracism at workplace than males (Zimmerman, Carter-Sowell & Xu, 2016).

Limited studies were found on workplace ostracism in Pakistani context (Mahfouz, 2017). There are many previous studies in Western region that specify the impact of workplace ostracism more specifically in hospitals while in Pakistan, very infrequent studies were established on workplace ostracism (Mahfouz, 2017). This study also has been conducted on nurses, working in the hospitals of Pakistan. The study indicated the negative impact of workplace ostracism in the healthcare sector of Pakistan that already had the shortage of staff (Simons 2006). Conferring by director general of Nursing council in the hospitals of Pakistan's province Punjab, 11,065 regular charge nurses and only 1,489 ad-hoc nurses are working, but According to the Pakistan Nursing Council, Hospitals in Punjab Province needs 19,900 nurses at least (The News on Sunday, 2016). Previous researches are not enough to fully explore the leadership characteristics in the workplace ostracism. Some previous studies shown that leaders' behavior with employees mitigate the workplace ostracism because it creates the trust between the employees and leaders which cause to enhance job commitment, involvement and performance, where coworkers made good relations with those who have high exchange relations for reciprocal returns (Colquitt et al. 2007). Other studies that investigated leader-member exchange theory (LMX) proposed that leaders cannot make good relations with all of their employees due to limited time and resources that create ostracism between employees (Dienesch & Liden, 1986).

Due to this contradictory literature on the role of leader member exchange theory on workplace ostracism, it is necessary to further explore the topic and would be even better with some suitable variables as mediator. Among the variables that are suggested in future direction of earlier studies, Employee Perceived Power Status was proposed to have negative link with LMX and Ostracism and purposed that it might be used to overcome the effect of ostracism (Wang, Z., & Li, G. 2018). Hence, there is a need to theoretically and empirically examine the suggested variable as mediator which would be the theoretical contribution in pervious literature.

1.1. Objectives of the study:

- To find out the impact of leader member exchange theory on workplace ostracism.
- To analyze the impact of leader member exchange theory on employee perceived status.
- To analyze the impact of employee perceived status on workplace ostracism
- To analyze the mediational effect of Perceived power status between the relationship of leader member exchange theory and workplace ostracism.

Sample for the recent study is female nurses' staff working in hospitals of Pakistan. It is however essential to declare that the findings of this enquiry would not necessarily reflect the entire population of the country, thus the study assessed the responses of the representative sample available. Hospitals that include in this study are government hospitals of Rahim yar khan (Shaikh Zaid hospital), Lodhran (District Head quarter Lohdrah), Bahawalpur (i.e.,

Bahawal Victoria Hospital) and Multan (Nistar Hospital). Unit of analysis is "female nurses" from all these total number of nurses from all hospitals which are approximately 2,496 female nurses.

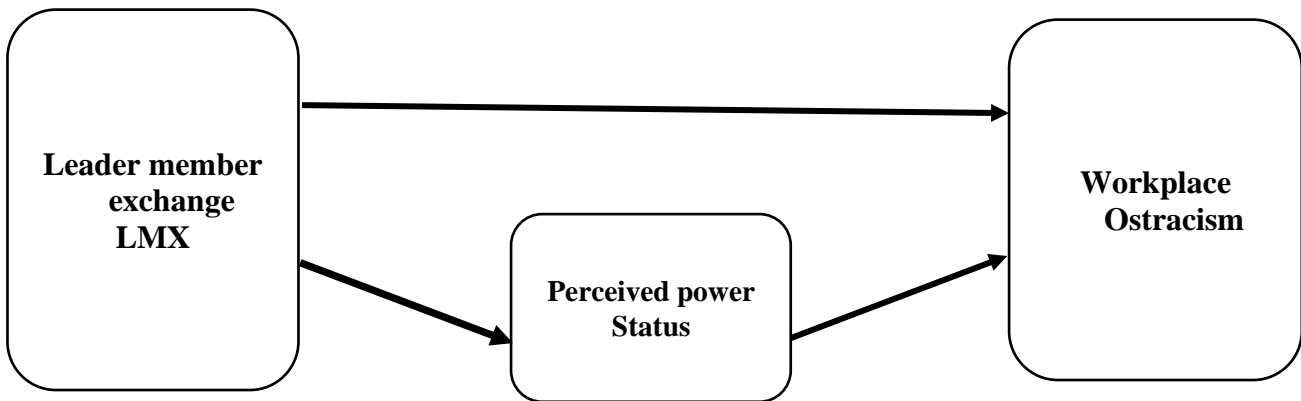


Figure 1. Conceptual Framework

2. Theoretical Background

2.1. Workplace Ostracism

Previous studies argued that workplace ostracism is emerging now a days and is becoming a critical issue in all organizations (Ferris et al., 2008; Wu et al., 2012). Workplace ostracism is a degree at which one individual, or some group members socially exclude or ignore other members from social groups (Robinson et al. 2013). Previous literature argued that, workplace ostracism creates employee silence and negatively affects the organizational identification (Smidts et al. 2001, Vakola & Bouradas 2005). Ostracism creates job tension in employees (Hobfoll, 2001), where with all other negative attitudes, employees happen to leave their jobs early which cause increase in employee turnover (Ozturk & Karatepe, 2019).

Upon the physical and psychological impact of ostracism, prior researchers concluded that ostracism significantly affects employees' behavior (Twenge et al., 2007), organizational effectiveness (Williams and Anderson, 1991), and increases psychological stress (Heaphy and Dutton, 2008; Wu et al., 2012). Some studies even emphasized that WPO is the modern form of discrimination other than Demographics like traditions, customs, genders and races, a new way to target women or other subgroups and discriminate those groups (Cortina et al. 2013). Even according to (Mehra et al.'s 1998), workplace ostracism is likely to be the rejection of females from the group of males.

2.2. Leader Member Exchange Theory

Leader-member exchange (LMX) theory explains the logic that how different exchangeable relations are developed between leaders and their followers (Dansereau, Graen, & Haga, 1975; Graen & Cashman, 1975; Graen & Scandura, 1987; Vecchio & Gobdel. 1984). Exchange relationships are defined as communally beneficial dealings leading to the development of social relations over time (Hollander, 1978). For example, during such dealings, leaders may take advantage in form of status, esteem, loyalty, and the potential for more influence. In return, followers may enjoy intrinsic and extrinsic benefits like authority, relaxations, preference, financial benefits, and many more of the same. One of the types of evidence of LMX theory is that leaders develop special, higher quality relations with some of their followers with independence, and participation in decision making.

It's also discussed in prior studies that LMX depends on the relationship between the leaders and the members (Northouse, 2010). Quality of LMX in organization measured by the interaction between leaders and followers and supported by the positive organizational outcomes, frequency of promotions, better job attitude, support from the leader and participation by employees in decision making process (Liden et al., 1993; Graen and Uhl-Bien, 1995).

These findings from the prior literature emphasized that organizational effectiveness depends on the quality of LMX and gain more advantage from the good working relations between leaders and followers.

2.3. Perceived Power Status

Perceived power status of employees is gaining importance in now a day's (Masterson and Stamper, 2003). Simply it is the phenomena of self-concept (Chen et al., 2007), the degree of "how employee perceive their own status and power in organization" (Stamper and Masterson, 2002). This perceived status shows the belongingness of employees towards the organization where employees are divided into groups based on the relations with their leaders.

Employee with high quality relations come under "in groups" category and those who have low quality relations come in the "outer groups". Employees under "in-groups" category have high perceived status in organization as well (Cheng, 1995). Prior studies suggested that power also affects the behavior of individuals (McCroskey & Richmond, 1983), where Power is the capacity to influence behavior and decision of other's (Berger, 1994), and control the interaction with each other.

Power status means that individuals have status of power at which they influence other resources and take desired results from others in a social group (Sell, Lovaglia, Mannix, Samuelson, & Wilson, 2004). One has the status of power due to either respect or admiration by others (French and Raven 1959).

3. Hypothesis Development

3.1. Leader Member Exchange Theory and Workplace Ostracism

LMX theory means leaders have the exchange relationships with their members or employees. The theory also suggests that leaders are not capable to make high exchange relationships between all the members or employees that are working in organization. This is due to the limited time and resources of the leaders (Dansereau et al., 1975). Because of scarcity of time and resources, leaders made high quality exchange relationship with few members and ordinary relationship with all other employees (Dansereau et al., 1975). Due to different intensity of exchange relationship of leaders with different employees, leaders behave differently with members (Dulebohn et al., 2012).

Most of the studies has proven that people with high quality LMX relationship are ostracized by the other who have low quality LMX relations with leaders, because employees who have high quality LMX relationships received supervisor support, and other advantageous dealings. These expedient actions become the reason of ostracism to some extent. Researchers also argued that the employees with high quality LMX relationship happen to ostracize the employees who have low quality of LMX relations (Vidarthi et al., 2010). LMX provided the reasons of ostracism in many previous studies. Unequal distribution of LMX relations between the employees at workplace become the prime reason of ostracism in an organization. Thus, ostracism at workplace is somewhat increased by unequal LMX relations. The contradictory literature found on the role of LMX in ostracism at workplace, encouraged future study on this topic and it also recommended to move forward with the topic in many previous studies. This research will reveal the impact of LMX on the ostracism behavior of employees hence, the proposed hypothesis is:

H1: There is a significant relationship between leader member exchange theory and workplace ostracism.

3.2. Leader Member Exchange Theory and Perceived Power Status of Employees

Prior researches proved that LMX positively affects the employee perceived status in organization (Chen et al., 2007). It also has been proved in studies that LMX relations with employees differently affect the employee in an organization, and also affect the identities of employees differently under "in-groups" and "out groups" categories (Graen and Uhl-Blen., 1995). Leaders give different advantages to different type of employees like more support, trust, promotions to employees who have high quality LMX relations with leaders, in comparison to employees who have low quality LMX relation with leaders. Based on these reasoning, it is to be said that LMX significantly affect the insider status of employees in organization (Stamper and Masterson, 2002). Other studies also gave evidences that LMX positively affects the

employee perceived status in organization (Chen and Aryee 2007). Studies also demonstrated the entrustment as main feature in high quality LMX relation that significantly affect the employee perceived status. LMX is positively related to the perceived power status of employees in an organization. Therefore, this theory directly affects the perceived status of employees. According to the relation, power status of employees changed, indicating the degree of perceived power status depends on the range of relationship of leaders with employees (Chen & Aryee, 2007). From the above discussion, developed hypothesis will be as:

H2: There is a positive significant relationship between leader member exchange theory and perceived power status of employees.

3.3. Employee Perceived Status and Workplace Ostracism

Status of employees plays an important role in development of ostracism Hitlan et al. (2006); Bozin and Yoder (2008), it tells that how ostracized people react to ostracism and reveals the intensity of ostracism to employees (Robinson et al. 2013). It's difficult to find that higher status employees ostracized lower status employees but establishing status in organization and within the group is become necessity of people now a days (Anderson et al., 2001). Sometime ostracized employee take acknowledgment from other who ostracize them from persuading by their status in organization, but sometimes victims of ostracism fulfills their need from other social groups (Baumeister and Leary, 1995). Vongas and Al Hajj (2015a, 2017) argued that the individual with high status are more powerful and they exercise the power to victimize the new targets of ostracism at workplace. Individuals which are in low status tend not to try the aggression on others as in the fear of loss of power. Ostracism from the high-power status in workplace are more hurtful because the leaders and subordinate authority are highly expected as responsible to become the helpful hand and present the positive image of organization (Mackey et al., 2017). In the light of previous literature, third hypothesis formulated is:

H3: There is a significant relationship between workplace ostracism and perceived power status of employees.

3.4. Mediated Effect of Perceived Power Status between LMX and Workplace Ostracism

Workplace ostracism created by power imbalance at workplace, it usually performed as when employee is in relation with leader and supervisor due to which high status workers ostracized the coworker who is in the low power status (Raskauskas & Stoltz, 2004). It also proved from literature that workplace ostracism is due to imbalance of power in many organizations between ostracizer and victim (Crothers et al., 2009; Raskauskas & Stoltz, 2004). Power imbalance is due to the race, gender, intellectual abilities but mostly it due to "outer group" and "in-group" employees, where "in-group" employees are those who have high quality LMX relations with supervisors (Dupre & Barling, 2006). The power inequity possibly generate a condition in low power status employees that they lose control over the resources of organization and on other coworkers, due to this, they aggressively exclude and ostracized the high power status employees for regain their equity in groups. (Dupre & Barling, 2006; Inness et al., 2008). Women at workplace are usually in low power status and in many organizations, this phenomenon is used by those for gaining their equity or power that they lose due to ostracism. Observed hypothesis from the above discussion can be formulated as

H4: Perceived power status mediates the relation between leader member exchange theory and workplace ostracism.

4. Research Methodology

In any research, methodology is the important and fundamental phase which depends on the research objective and question (Hameed, Basheer, Iqbal, Anwar, & Ahmad, 2018). It demonstrates that which type of research is assumed and which type of methods and

techniques are used. Methodology also provides the reason of instrument and measure that are used in the research. The research is quantitative in nature. Data for the research is collected from nurses working at government hospitals in different cities of Pakistan like Rahim Yar Khan, Bahawalpur, Lodhran and Multan. Data is primarily collected through dropdown method. Convenient sampling technique is used for data collection. It is the simple and efficient form of non-probability sampling. Questionnaires given to respondents by hand. Five-point Likert-scale was used in questionnaire. In the questionnaire, 1 is used for strongly Disagree and 5 for strongly agree. Other related number are present on semantic pace within the 1 and 5.

In this research the sample size of 333 was taken which is considered as very good according to Comrey and Lee (1992). Data was collected from employees working nurse in hospitals. Thus, five hundred (500) questionnaires were distributed out of which three hundred and eighty-seven (387) questionnaires received back and three hundred and thirty three (333) were used for data analysis which shows 66.6% response rate after data entry, because remaining questionnaires were having missing values and outliers which were excluded. According to Sekaran (2003), the response rate of 30% is enough for analysis when the data is collected. Objective of this study is to find the link between leader member exchange theory and ostracism along with mediation effect of employee perceived power status in female nurses working at different government hospitals of Pakistan. For analyzing PLS 3 is used because PLS 3 is an appropriate tool for the models that have mediation and moderation effect. PLS-SEM is employed by succeeding the recommendations of (Hair Jr, Hult, Ringle, & Sarstedt, 2016; Henseler, Ringle, & Sinkovics, 2009)

4.1. Measures

At the workplace, ostracism create negative outcome in the sense of lack of commitment, high turnover and low performance. Measures that used for measuring the ostracism are adapted from the workplace Ostracism Scale (WPO) by (Ferris et al. 2008). Items for measuring the leader member exchange theory are adapted from the study of Graen and Uhl-Bien (1995). With experience of high level of perceived status in organization employees feel more trustworthy and motivated in organization and intended to improve any problem that faced by any employee in organization. Measured the employee perceived status in organization by using the scale of Hinkin and Schriesheim (1989).

5. Results

5.1. Measurement Model Assessment

Firstly, reliability and validity of data was measured before testing the hypothesis, as measurement of reliability and validity is the first and important step in the data analysis. Reliability measured for checking the consistency in the measuring instruments, and validity for quality of research design. Hair and Lukas (2014) reliability is measured by the Cronbach's alpha with acceptance level of 0.7. Factor loading, and average variance extracted (AVE) was used for assessing the inter item consistency and convergent validity. Factor loading, and AVE should be greater than 0.5 (Hair & Lukas, 2014, Hair et al 2010). In analysis of this article Cronbach's alpha and composite reliability is more than 0.7 further factor loading and AVE is also greater than 0.5 which is accepted and showed in Table 1 and figure 2.

Table 1
Internal Consistency, Reliability and Validity

Construct	Cronbach's alpha	Composite Reliability	AVE
Workplace Ostracism (WPO)	0.965	0.969	0.760
Leader Member Exchange Theory (LMX)	0.880	0.907	0.583
Employee Perceived power status (PPS)	0.892	0.917	0.613

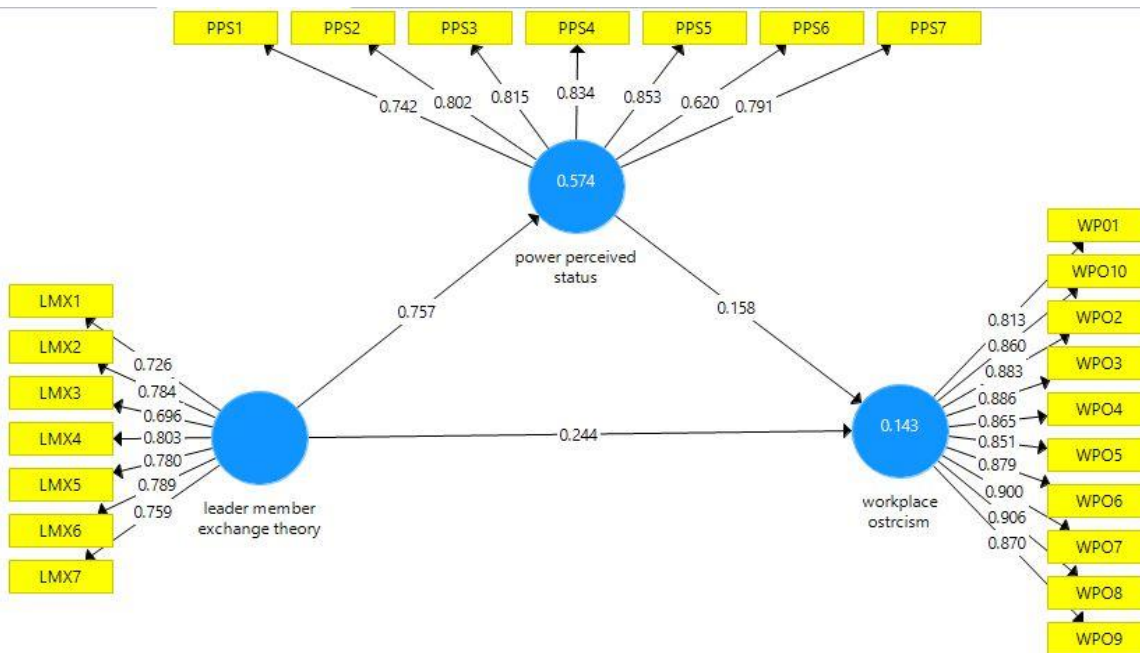


Figure 2: Measurement Model

For checking the external consistency, discriminant validity used and usually measured through three ways in PLS 3 e.g., the square root of AV, cross loadings and through Heterotrait-Monotrait ratio (HTMT). In this study HTMT ratio used for checking validity. It is showed in Table 3. Acceptance level of HTMT ratio is less than 0.9 Chin (1998). In below given table HTMT ratio not greater than 0.9 and it is acceptable.

Table 2
HTMT Ratio

	LMX	PPS	WPO
LMX			
PPS	0.85		
WPO	0.388	0.376	

Discriminant Validity (Heterotrait-Monotrait ratio)

5.2. Structural Model Assessment

For testing the hypothesis, bootstrapping through PLS was run and given table 9 was generated. It is confirmed that if t values are greater than 1.96 then hypothesis can be accepted else rejected. Hypothesis of the research that are H1, H2, H3 are accepted by the t values in below given table 9 which are greater than 1.96. Beta value (β) values tells that the relation is negative or positive. In given table beta value is positive that shows, relation that were made through hypothesis appositive.

Table 3
Direct Effect

Hypothesis	Path	(β)	T-stat	P Values	Decision
H1	leader member exchange theory_ -> workplace ostracism	0.244	3.420	0.001	Supported
H2	Leader member exchange theory_ -> power perceived status	0.757	23.393	0.00	Supported
H3	power perceived status -> workplace ostracism	0.158	2.124	0.034	Supported

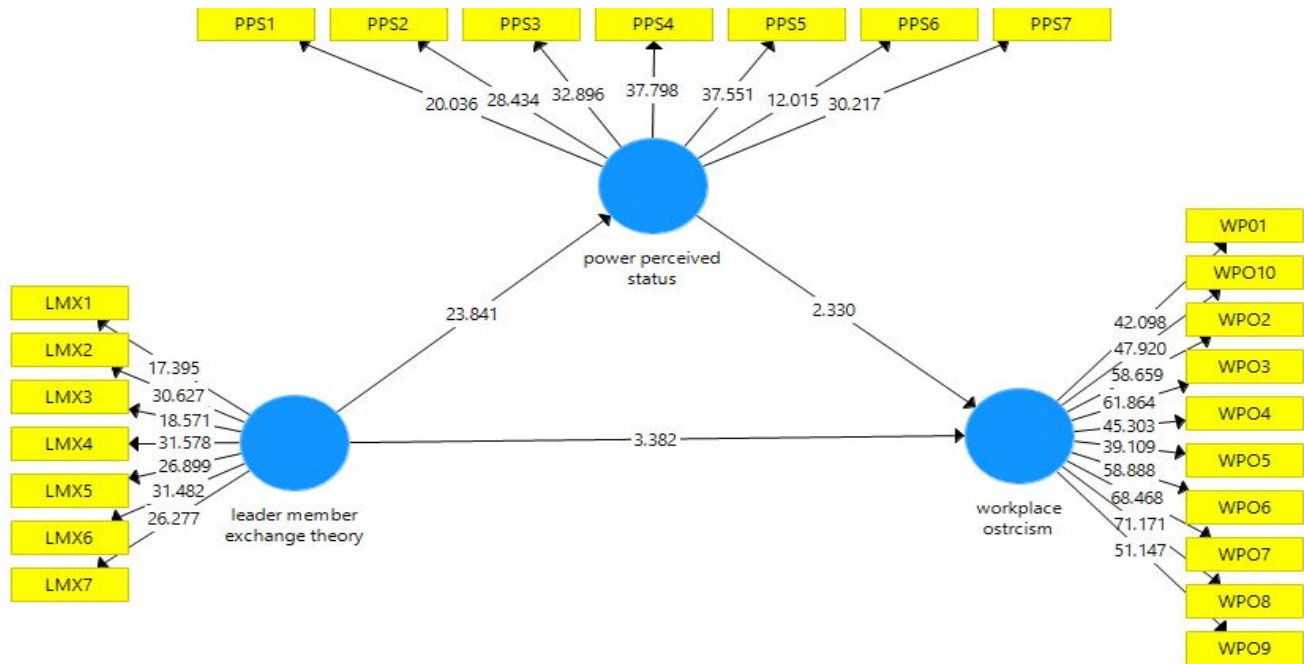


Figure 2: Structural Model

In-direct relation (mediation) is showed in below table. In indirect effect t value are greater than 1.96 means mediation of perceived power status of employees (PPS) exist between leader-member exchange theory (LMX) and workplace ostracism (WPO). H4 of this study can be accepted.

**Table 4
In-Direct Effect**

Hypothesis	Path	(β)	T values	P Values	Decision
H4	Leader member exchange theory -> PPS -> Workplace ostracism	0.12	2.102	0.036	Supported

Variance explained (R2) shows the change in dependent variable and in mediator due to independent variable. Value of variance explained is 0.57 which is moderate (Chin 1998). It means that 57% change in perceived power status of employees is due to the leader member exchange theory. After testing, value returned 0.143 which means 14.3% change in Workplace ostracism due to leader ember exchange theory. This value is shown in Table 5.

**Table 5
Variance Explained (R²)**

Latent Variable	Variance Explained
perceived power status	0.574
workplace Ostracism	0.143

5.3. Discussion

In this research, link studied between the Leader member exchange theory and workplace ostracism with mediation of perceived power status of employees in the female nurses working in the public hospitals of Pakistan. Analysis of the study show that leader member exchange theory has significant positive impact on workplace ostracism. In In-direct effect analysis T-values returned 7.228 and β value returned 0.382. T-values in this analysis are greater than the 1.96 which means that independent variables put substantial positive effect on dependent variable. Also clarified that increase in LMX relationship significantly increase ostracism at workplace. High quality LMX create high ostracism in employees at workplace. These results are in support of prior literature (Kim et al., 2010, Maslyn & Uhl-Bien, 2001, Ferris et al., 2008). It is proved from many studies that people with high quality LMX relationship are ostracized by the other who have low quality LMX relations with leaders, because employees who have high quality LMX relationships received supervisor support, and other advantageous dealings. These advantageous actions become the reason of ostracism to some extent. (Vidyarthi et al., 2010).

In contrast of previous literature, evidences about the negative impact of LMX on organizations provided Harris & Kacmar, (2006), where negative effect was described as employees having high quality relations have high status in organizations and make good relations with high quality LMX employees, for good return in response. As high quality LMX creates mutual respect, devotion and dependence between the employees (Graen & Uhl-Bien, 1995). But results by this study goes with those previous studies where LMX was identified to have positive impact on the workplace ostracism. From the analysis, it is obvious that leader member exchange theory has significant positive impact on perceived power status of employees. T-values in this analysis are greater than the 1.96 which means that independent variables put substantial positive effect on mediator. Study also clarified that increase in LMX relationship significantly increase the perceived power status of employees. Literature proposed that LMX positively affect the employee perceived status in organization (Chen et al., 2007). Stamper and Masterson (2002), stated that LMX significantly affect the insider status of employees in organization. This study relation goes with past studies (Chen and Aryee 2007, Dasborough et al. 2012).

Study results show that perceived power status of employees has significant positive impact on workplace ostracism. T-values in this analysis are greater than the 1.96 which means that mediator put substantial positive effect on dependent variables. Also clarified that increase in perceived power status of employees increase in workplace ostracism. Status of employees, as an important role in reaction of ostracism, as high perceived power status ostracized low power status employees and, in some conditions, high power status employees ostracized by low power status employees (Hitlan et al. 2006, Bozin and Yoder 2008, Lutgen- Sandvik, Tracy, & Alberts, 2007, Kagan, 1961, Thau et al., 2007, Keltner et al., 2003).

In the analysis of this study, mediation of perceived power status of employees was analyzed. In in-direct effect analysis T-values is 2.263 and β value is 0.12. T-values in this analysis are greater than the 1.96 which means that mediation positively mediate the actual relation between independent and dependent variable. It's proved that perceived power status of employees positively mediates the relationship between LMX and workplace ostracism. Results form this study are not supportive with employees who have high level of power and are used by other employees for rewards and for personal benefits (Vigoda-Gadot et al., 2003). This phenomenon also associated with low job satisfaction and low job performance (Harris & Kacmar, 2005; Vigoda, 2000). The perceived power status of employees also links with ostracism in literature (Lutgen-Sandvik et al. 2007, Kagan, 1961, Crothers et al., 2009; Raskauskas & Stoltz, 2004).

6. Conclusion

Finally, from the study it is concluded that workplace ostracism is a painful experience and provide negative outcome. New nurses can't ask question about patients from old nurses due to ostracism and it leads to negligence in care of patients (Griffin 2004) In a way Workplace ostracism negatively impact the healthcare sector of Pakistan that already have shortage of staff (Simons 2006). According to some previous studies, leaders should give focus on this issue and employee itself should be focused to resolve this (Oh and Labianca, 2004, Blumberg and Pringle, 1982). According to supporting literature and by the results, current study suggest that leaders don't imbalance the relations with subordinates. They act like all employees are equal and no one has high quality exchange relations with supervisors. Because due to these relations employees who have high quality exchange relations take return and advantages that other employees don't. These high-quality exchange relations create ostracism at workplace. To overcome this issue leaders should focus to balance their relations with subordinates.

Trait of nurses that is studied in this research is perceived power status. In perceived power status, nurses with high power status are in good relations with leaders and/or due to the race, color and/or gender. High power status nurses ostracized low power due to exert power on others and low power status nurses ostracized the high-status nurses. This power status imbalance create ostracism at workplace. Nurses should focus on their relations also their power statuses and leaders must focus on nurses that they don't put fake powers on others and don't misuse their power status on other counterparts. It concludes that above discussed traits of leaders and employees help in overcoming the ostracism at workplace. Leaders should focus on their relations and on employees' relations with their coworkers.

6.1. Theoretical Implications

Study is supplemented with literature about the ostracism. It's also proved from previous studies that researchers have not fully explored leadership characteristics in workplace ostracism (Leung et al., 2011). Employee trust on leadership and organizational leader traits are important for an organization (Palanski and Yammarino, 2009). Some previous studies shown that leader behavior with employees mitigate the workplace ostracism because it creates the trust between the employees and leaders and enhance job commitment, involvement and performance (Colquitt et al. 2007). Other studied that investigates leader- member exchange theory (LMX) said that leaders cannot make good relations with all their employees due to limited time and resources that rate ostracism between employees (Dienesch & Liden, 1986). These contradictory results need future study. This study also overcome this contradiction in results. The study goes with those who proved positive relationship between LMX and ostracism. Previous study proposed that power perceived status of employees overcome the effect of ostracism by help of leader member exchange theory Wang, Z., & Li, G. (2018), but in this study its proved that Perceived power status of employees positively affect ostracism and positively link the leader member exchange theory and ostracism. It would be the theoretical contribution of the study in pervious literature.

6.2. Practical Implications

Study has many practical implications for leaders and employees working in organization. First, leaders want to know deeply about the ostracism that how much pain and stress this phenomenon, creates. They not only know about this stressful phenomenon but also take steps to overcome this from organizations. Leaders think that employee related issues are the cause of negative outcome at workplace. They ignore psychological stress. Practical implications for hospitals of Pakistan that leaders and subordinates should focus on this issue and use the findings of this study to overcome ostracism. Nurses should focus on their coworker's issues and their perceived power status and leaders also focus on the exchange relationship with leaders. Organizations or hospitals should conduct seminars on perceived power status and on how exchange relations and power is in limits, as these are dimension used against ostracism. Results of this study practically implied in hospitals as well as in many other organizational sectors. HRM department of organizations not only concern with appraisals and compensation but also focus on social ties between employees. This work is done properly, and quality based but there are also some limitations in the study. Data was collected only once, to see a more accurate result it can be gathered in different time lags. Similarly, this study is limited to Pakistani females only working in public hospitals of some regions. Advanced data analysis dimensions can increase the reliability of the test. Further research can be conducted by taking a sample of Pakistan's and other countries' companies for the same time period in order to be able to compare the results and conclude broader conclusions. A recommendation for further research is to test further characteristics of leaders and employees like warmth and competence, narcissism, and other leaders' characteristics.

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