A Study on the Impact of Ostracism on OCB and its relationship with Organizational Identification on Youth in the industry

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Abstract

Ostracism is a procedure of excluding others; in spite of knowing the fact that they are your peer group or your family members which eventually lead to negative arousal of the feeling among the employees and negatively affect their productivity while Organizational identification is the stage where both employees and the organisation must bewitch the similar goals to target upon. Our study will show the ramification of ostracism on Organizational citizenship behaviour (OCB). Although, many studies have been conducted so far and found that there is negative relationship between organizational citizenship behaviour and ostracism while with organizational identification, it has been a significant positive relationship.

Keywords: Ostracism, Organizational Identification & Job Outcomes, Organizational Citizenship Behaviour

INTRODUCTION
OSTRACISM

We all are human being who are social in nature, and always keen to formulate social relationship among others. But what happened if someone gets ignored by the others, this situation is to be called as ostracism.

Ishfaq Ahmad, W.K (2018) stated that Ostracism means ignorance from a group and other authors like Baumeister &L Leary (2015) found that humans are social creatures; they always wanted to live in relationship and not in isolation. We want food, shelter, cloth which is the basic need; in the same way this is also our basic need to be social in nature. Isolation or exclusion sometimes even lead to death also as we have seen in this pandemic also as many celebrities have been found dead due to isolation.

Aggression is another side of Ostracism as people tend to loosen those patience level because of high level of aggression. Workplace Ostracism is a way of creating an environment to avoid or ignore the people. It could impact many things not only productivity but also self-esteem and decrease in individual well-being psychologically (Pharo,2019). Workplace ostracism is a feeling in which others led to tend others think that they are being ignored by us. It reduces social interaction and this they are not able to meet their psychological needs.

Work environment segregation is an exceptionally enticing variable in clarifying a disillusioned feeling of having a place and decreased work environment commitments. Regardless of the predominance and significance of work environment segregation, shockingly little research has analyzed the effect of this marvel (HAQ, I. U, 2019).Segregation may prompt to other maladaptive choices furthermore, practices exactly due to a need to have a place (Baumeister and Leary, 1995) also, to be acknowledged by others. Alienation can cause such a influentialsupport to have a place,

that a person can love a place to a such an extent that people's capacity to separate great from terrible may become weak up to the point that they gotten to be pulled in to any gathering that will have them, even factions and fanatic gatherings.

ORGANIZATIONAL IDENTIFICATION

Organisational identification is a situation which prevails when the employees and the organization shared the same goals and works together to achieve it.

Since the employees who are working in the organization have their own goals which they wanted to get it fulfilled but these are not helpful for the organization if they did not get matched with the organization because ultimately this will not benefit the organization. (Dr. M.D.T. De Jong, D. J. 2016). It acts as a factor in which indictaion of the individuals association of a person's and with the organization could be measured.It could be considered as an identification of accounting of human resource in any organization. (Alebert, Ashforth and Dutton, 2019).

ORGANIZATIONAL   CITIZENSHIP BEHAVIOUR

As we live in a coutry, or we are the citizen of this country then we may feel good about our country s as the same way Organizational Citizenship Behaviur (OCB) is a practice in whch an emplpyee feel themselves as apart of the organization like the citizen of a coutry. (Al-Zu'bi, H. A. (2019)).It is a voluntary process and even diffult to make them because it cannot be restricted till formal job requirementsbut boost the success of an organization.

Research conducted by Organ (1998) has proved that to enhance efficiency, good usages of assets, for steadiness, and capacity to adjust to ecological changes. OCB creates a positive impact on all of these. Thus, it could be considered as an important feature for the success rate of an organization.

Organ's (2018) "conceptualization of OCB includes five behaviour types – altruism, courtesy, sportsmanship, conscientiousness and civic virtue – all necessary for effective organizations and enhancing effectiveness of the organizations".

A study has been conducted on chinese workers in wester malaysia,role of social exchanged has been examined at work.Sample size of 247 workers is being used and collection tool was questionnaire. Various tools like Descriptive statistics, confirmatory factor analaysis ans structural equationmodelling has been used. Result out showed that social exchange realtionship pose the positive realtionship on reducing ostracism at work.(Ishfaq Ahmad, W.K 2014)

Another study has been performed by the Naumann (2019) which actually checking relationship between the dispositional factors like anger, aggression, stress and ostracism and their impact on aggressive behaviour.

The inferential statistics revealed that participants received higher level of provocation will have higher aggressive behaviour over all three blocks.

To check the immatureness psychologically Pharo (2019) conducted a study between the age of 13-18 years (adolescence) and 18-25 years (adulthood), and checked how emotionally mature they are. This experiment was conducted in laboratory and when results came out and showed that adolescents and adults have an emerging risk of experiencing ostracism. Haq, 2014 has conducted a study to find the relationship between ostracism, psychological capital and performance.

Two pair respondents gave their responses and 229 respondents given their valuable time. The research was based on the relationship of workplace ostracism with job outcomes and also focussing on the effect of psychological capital. Results have been supported by the hypothesis as it proved that negative relationship occurs between job stress, turnover intention and performance. Relationship of workplace ostracism with the job stress was weaker. Williams,K (2016) reviewed that the social mental research on shunning, social avoidance and dismissal. Brief segregation results in misery, outrage and undermines needs.

In an industry of Jordon pharmaceutical, possess a good level of OCB among the Employees which has been proved by a research in which major factors were sportsmanship, altruism and consciousness which all creates a positive impact in knowledge sharing among the employees.

Organ (1998) has been given five dimensions of OCB which shows point to point examination and then different papers on different measurement has been studied.

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Results of the study conducted by Leung, Wu, Chen and Young (2019) shows that result of ostracism are lower level of engagement and poor citizenship behavior at work. An investigation has been done by Zhao et al (2016) to find out the link between workplace ostracism and counterproductive work behavior and showed positive correlations mainly with the counterproductive organizational behavior (CWB-O) and inter personal counterproductive behavior(Le,Peng and Gao et al 2016) has proved that employees who are actually suffering from workplace ostracism organizational behavior is a major characteristics showed by them.

In this research,he stated that ostracism is a factor that reduces a person's esteem in organizational identification as well as reduces the proactive behavior. (Lee,Chiang and Kwan et al 2015).Less citizenship behavior and self-esteem are the main determinants of workplace ostracism. (Ferris et al 2015). Negative behavior has been found as a result of the study of Wu et al (2019) as well as the same results has been proved by O'reily that workplace ostracism always show negative role with behavior.

H1: Workplace ostracism is negatively related to organizational citizenship behavior. According to Ashforth et al., (2018) Organizational identification impacts on affective and cognitive behavior of an employee. An Empirical investigation was done by Jos Bartels, O.P (2019), and they investigated that organizational identification was higher for men as compared to women, but if we talk about professional identification, it is just the same for both. Positive Relationship has been found

between professional and organizational identification and study shows that focus an continuity of the identity seem to impact employee's attitude, behavior and knowledge and thus have an impact on employee identification. Dick, Knippenber et.al in 2018 confirmed moderating effect of organisational identification on OCB.While Van dick et al (2016) confirmed that for prection OCB,OI is being considered an important variable.

Qureshi, Shahjehan Zeb and Saifulla(2019) mentioned that organizational identification as a significant predictor of organizational citizenship behavior, and development of organizational identification can be used as a strategy to motivate the employees and to enhance the extra role behavior or discretionary behavior in the organization. Organizational identification let an employee feel that they also possess some value in the organization and hence they used to follow the structure of an organization voluntarily and put give extra hard work than expected for the success of the organization. Alam et.al (2010). Jianhua Ge (2010) explained that organizational identification perfectly mediates the relationship between organizational history and OCB. Various constructs of organizational citizenship behavior like consciousness, sportsmanship, civic nature and helping behavior has been studied by Mustafa (2016)

H2: Organizational identification assumes OCB positively.

H3: There is no significant variance effect of age towards organizational Citizenship Behaviour.

H4: There is no significant variance effect of gender towards organizational Citizenship Behaviour.

RESEARCH METHODOLOGY

The Study & Procedure: Study was exploratory in nature and for data collection, questionnaire has been used and sent to the respondents online. Approx. 359 respondents have been contacted and out of which 312 were agreed to respond but ultimately 190 were selected for final analysis which were completely filled**.**

The Sample Design: Manufacturing unit organization employees were respondents in which 58% male employees and 42% females, in the age groups ranging from 23 years to 40 years representing 28% from above 30 years of age and remaining 72% were below 30 years of age. 57% employees were from manufacturing organizations of Delhi NCR and rest 43% were from Malanpur Industrial area near Gwalior city.

Measures
Three measures were used for collecting data. The responses were taken on 5 point scale.
Organizational Identification: A 10 item measure of Lars Moksness (2014) was used for Organizational identification 10 item scale.

Organizational Citizenship Behaviour: Pablo Cardona, Alvaro Espejo (2002) 12 item scale was used for collecting data on OCB
Perceived Ostracism: Brianna Barker Caza, Lilia M. Cortina (2007)5 item scale for measuring Ostracism along with 6 statements of interactional justice modified for measuring response were used for collecting data on Perceived ostracism. Since the 5-item scale used data on negative items a care has been taken to measure justice perception along with ostracism as the coding were reversed at the time of analysis.

RESULTS AND DISCUSSION

Reliability Measurement

Table: 1 Reliability Measure

Measures	Cronbach's alpha value	No. of Items
Organizational Citizenship Behavior	.762	12
Ostracism	.728	11
Organizational Identification	.700	10

HYPOTHESIS TESTING

ANCOVA is a mainly used method for finding out the effect of covariates along with categorical independent variables. The error variance across groups was measured through Levene's measure where F=1.941, p=.124 indicating that variance of residuals is equal.

Further the F value in tests-between subject effects indicate that Ostracism (F= 46.086, β= -.286, p=.000) and Organizational Identification (F=333.345, β=.965, p=.000) predicts OCB significantly. Although the results of Age and Gender was not evident as signified by values (F=.875, P=.351) for Gender and (F=1.946, P=.165) for age.

The Beta value in Ostracism indicate that those who feel excluded and do not even trust the things told to them during normal interaction are less likely to engage in extra role behaviours. On the other hand those who identify themselves

with the organization tend to have high regards for citizenship behaviors.
The hypotheses are explained below:

Ho1: There is no significant variance effect of age towards organizational Citizenship Behaviour.

The effect of age towards organizational citizenship behavior shows with the help of F value which is .012 at .914% level of significance. Therefore, null hypothesis was not rejected because F value was not found significant difference of age group towards organizational citizenship behavior.

Ho2: There is no significant variance effect of gender towards organizational Citizenship Behaviour.

The effect of gender towards organizational citizenship behavior shows with the help of F value which is .149 at the level of significance

.699%. Therefore, null hypothesis was not rejected. There is no significant difference of organizational citizenship behavior in gender.

Ho3: There is no significant relationship effect of Ostracism over Organizational Citizenship Behaviour.
Effect of ostracism over organizational citizenship behaviour showed with the help of t value we can find as t value of ostracism which is -6.725 at .000 significant is negatively significant therefore interpretation can be drawn that there is a negative effect of ostracism over organizational citizenship behaviour. Therefore, null hypothesis was rejected.

H04: There is no significant effect of Organizational Identification over Organizational Citizenship Behaviour.
In this case the t value is 18.208 at p= .000 indicating that there is a significant impact of organizational identification on organizational citizenship behaviour.

As per the results, there is no difference effect because of gender difference towards organizational citizenship behaviour because perception of male and female andwas not having any proportionate difference. And also, the impact was found insignificant of different age groups towards organizational citizenship behaviour because of age was not having any major difference of sample population.

Ostracism and organizational citizenship behaviour
This study shows that there is a negatively significant effect of ostracism over organizational citizenship behaviour because the value was found to be negatively insignificant. As in similar studies ostracism was found creating impact over organization. To support this result, we can take example of Ishfaq Ahmed, W. K. (2014) they conducted the study over chinese workers of service sector to identify the significant role of soial exchnage relations at work, results found that presence of social relations can have positive impact in reducing ostracism.

This study conducted on employees of manufacturing organizations they have the negative behaviour towards organizational citizenhship behaviour because of ostracism which prooves that feeling of ostracism always affects the behaviour of employees towards organization and their citizenship behaviour can negatively affected.

Organizational Identification and organizational citizenship behaviour
This study was conducted on the employees of manufacturing organizations; the results found significant positive impact of organizational identification over organizational citizenship behaviour which means if feeling of organizational identification will increase then organizational citizenship behaviour will also increase positively, because it creates positive impact.

CONCLUSION
Now days, employees are indispensable part for the organization and their behaviour also creates an impact on the overall productivity of the organization and thus organizations are calculating their behaviour along with the defined parameters. Ostracism is the feeling of ignorance from a group, Organizational identification is that how employees will identify themselves as a person of the organization while OCB is considering himself/herself as a citizen of country as well as a citizen of an organization.

The aim of this study was to check the effects of ostracism, OCB and organizational identification on employees at manufacturing unit and it showed that there is negative effect of ostracism over organizational citizenship behaviour.

Further Identification has been done to study the impact of organizational identification over organizational citizenship behaviour and it was found positively significant which says there is a positive effect of organizational identification over organizational citizenship behaviour. In demographic factors we considered age group below 30 and above 30 as well as gender. The

results reflected that there was no difference in Organizational citizenship behaviour because of age and gender. Study simply reveals that there is impact of ostracism and organizational identification on organizational citizenship behaviour.

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