

The Bright Side of Nostalgia: Workplace Ostracism as a Response to Interactional Injustice and Workplace Nostalgia

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Abstract

Involvement of employees in decision-making along with fair treatment boosts their sense of connectedness for an organization which seems impossible in case of interactional injustice. The study aims to investigate the effect of interactional injustice on workplace ostracism in the presence of workplace nostalgia as a mediator. The study used a cross-sectional approach to accumulate the data from bank employees. The areas selected for the particular study are the twin cities of Rawalpindi and Islamabad. The study is survey-oriented and 318 banking employees participated from different branches of 6 banks operating within twin cities. The collected data is analyzed using SPSS 23.0. Generated results disclosed the significant correlation between Interactional Injustice, Workplace Ostracism, and Workplace Nostalgia. Furthermore, outcomes revealed workplace nostalgia as a significant mediating variable in the relationship between Interactional Injustice and workplace Ostracism. Managers can encourage the practices of workplace nostalgia to develop a sense of belongingness in newly hired employees. The study will facilitate researchers, scholars, and practitioners to investigate relational features of association that exists between the variables that impact several outcomes at the workplace.

Keywords: Interactional Injustice, Workplace Ostracism, Workplace Nostalgia, Organizational Justice, Organizational Behavior, Employee satisfaction.

Introduction

Human Resource Management is considered a crucial factor for survival and growth in a competitive world facilitating organizational development and maintenance of sustainable growth. Along with the severe competition, the steady growth of the economy has changed the pulse of employee-related perceptions like performance, physical & mental health, and development. Organizations must pay attention to employees' attitudes to understand the influence of their behaviors on organizational and individual performance (Malik & Naeem, 2011).

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Organizational behavior literature, the investigation of practices of organizational injustice mainly interactional injustice as a responsible factor for bringing change in employee preferences to conclusions regarding work is taken as a serious and sensitive issue (Dijkea, Wildschut & Sedikides, 2019). While taking critical decisions, insights of fairness from a human resource point of view plays a vital role (Jang, Lee, & Kwon, 2019). More accurately, employees are naturally bound to act by the compensation they are receiving, the information they are getting from their organization, and the amount of participation they take when decisions are made about them.

Organizations nowadays make sure that their employees are focused on accomplishing organizational aims and objectives jointly instead of focusing on the achievement of personal goals (Dijkea, Sedikides, Wildschut & Leunissen, 2015). This highlights that if employees perceive compromise on their sense of social connectedness, they may become less concerned about the productivity of the organization (Dijkea et al., 2015) as result cooperation will get damaged (Dijkea et al., 2015). The decline in the social connectedness of employees is dependent on the perceptions of low interactional justice (Tyler & Blader, 2003).

According to Dijkea et al., (2019), interactional injustice is a destructive phenomenon for not only for employee welfare but their social relations as well, as staff feels detached from the firm and coworkers. The concept can be defined as hostile, insulting attitudes and unjust relationships with the supervisor or coworkers while keeping employees uninformed of the imperative information related to decisions that the organization take about them is interactional injustice (Charash & Spector, 2001). Such situations lead to the development of perceptions of being an unwelcomed employee. Ostracism is one of the forms of social peril where the social connectedness of employees gets threatened.

The phenomenon mainly exists in the absence of interaction (Lustenberger & Williams, 2009) along with impolite and indecorous treatment individual face. Employees as a result give depreciated input in the organization (Berger, Ridgeway, Fisek, & Norman, 1998), and feelings of disconnection socially appear (Mayer, Thau, Workman, Dijkea, & Cremer, 2012). It is the snubbing, avoidance, and exclusion of one person by the other or group that hinder an individual's ability to develop and boost positive and fruitful relationships interpersonally, progress in organization, or damage status within the workplace (Hitlan, Kelly, Schepman, Schneider, & Zarate, 2006). To support the argument a study

by Liu, Yan and Gu (2021) found that workplace ostracism is an antecedent of interpersonal injustice and conflicts.

Such undesirable circumstances create barriers in the way of an organization's success. We propose that such hindrances can be mitigated when an employee tries to lessen the negative effects of injustice by utilizing psychological resources. To facilitate the idea, nostalgia plays a significant role. Hepper, Ritchie, Sedikides, and Wildschut (2012) explained nostalgia from a plebeian's point of view as a desired emotion that encourages a person's wish or desire to go back to good old times. Nostalgia along with the addition of emotional advancement is the reason for constructing a relationship between one's present and past (Dijkea et al., 2019). Interactional injustice is responsible for causing nostalgia while environmental and cultural variations can also be the reason. Moreover, in situations where practices of interactional injustice exist employees seek help from the past and prefer to often look back to pleasant memories they had in the firm. Nostalgia is also in charge of amplifying employees' enthusiasm to neutralize uncertainties within the organization which involves the feeling of being excluded from a group at the workplace (Dijkea et al., 2019; Spreitzer, 2008).

Researchers are of the view that variation in the perception of justice or a minor shift in the idea of the prevalence of fair treatment might provide brief knowledge of the situation of justice practices at the workplace. (Hauenstein, McGonigle, & Flinder; 2001, Ambrose & Arnaud, 2005). Interactional injustice itself can generate disastrous results but together with ostracism, it can cause employees' exit and burnout (Tahir, 2018). Since research in this area is limited, we assess perceptions of injustice on ostracism in the presence of nostalgia within the Pakistani context. Such information, which develops an understanding of the work environment of bankers, will be beneficial for these financial institutions and decision-making authorities in Pakistan and similar settings in reviewing human resource policies and encouraging employee-centered practices to improve the functionality of respective organizations. This study makes two main contributions to the conservation of resources theory. We present novel empirical evidence on investigating the practices of interactional injustice that leads to workplace ostracism and examine the mediating impact of nostalgia on the unpleasant organizational phenomenon.

Literature Review

Interactional Injustice and Workplace Ostracism

Workplace ostracism is the resultant of employees' mental disturbance (Nolan & Rowley, 2020), a bad work environment usually caused by abusive or unethical practices of supervisors or coworkers (Pradhan, 2020), interpersonal and interactional complications. Workplace ostracism holds two extents that are supervisors' ostracism (Hitlan & Noel, 2009) and coworkers' ostracism (Peng & Zeng, 2017). Supervisor ostracism is an unseen supervisors' mistreatment such as excluding the employee from work, absence of acknowledgment, lack of attention, and eye contact (Jahanzeb, Fatima, & Malik, 2018). Whereas coworkers' ostracism is the feeling of exclusion or silent mistreatment from group activities by peers.

These mental strains and offended feelings affect employees' communication, interaction at the workplace, trust over colleagues and supervisors. This psychological ailment makes the person feel devalued, have low self-worth, and have no identification, or presence at the workplace (Ambrose & Ganegoda, 2020) generating workplace ostracism.

Interactional Injustice Leading to Workplace Ostracism

Workplace ostracism is the resultant of employees' mental disturbance (Nolan & Rowley, 2020), a bad work environment usually caused by abusive or unethical practices of supervisors (Pradhan, 2020), interpersonal and interactional complications. These mental strains and offended feelings affect employees' communication, and interaction at the workplace, trust over colleagues' supervisors. This psychological ailment makes the person feel devalued, have low self-worth, and have no identification, or presence at the workplace (Ambrose et al., 2020) generating workplace ostracism. Whereas abusive environment, lack of respect, supervisors' rudeness, and dishonesty in the organization is part of interactional injustice (Roch & Shanok 2006). The relationship between interactional injustice and workplace ostracism is also supported by interactional justice theory. Bies, (2015) suggests that justice perception of employees is mainly dependent on the interpersonal and interactional relationship within the organization. If the organization and workers' practices show unfair treatment, employees get isolated and ostracized.

In contrast justice in the organization diminish workplace ostracism led by moral and honest practices by leaders and subordinates. Spiritual leadership includes the development of faith, hope, and trust

between supervisors and subordinates (Guillen, Ferrero, & Hofman, 2015) also between employees. An effective leadership successfully maintains fair decision-making, considering employees' opinions, appreciation, and ethics throughout the organization (Bayighomog & Arash, 2019; Meng, 2016). The development of an optimistic and encouraging environment in the organization makes employees feel intrinsically motivated (Ryan & Deci, 2000) and confident about themselves. Also, with the fulfillment of basic psychological needs especially the feeling of belongingness they show relatedness, care, strong interpersonal connection (Chang & Teng, 2017), and responsibility towards work and organization (Bayighomog et al., 2019).

Conservation of Resource Theory

The concept is also supported by the conservation of resource theory (Hobfoll, 1989), according to which employees within an organization go for resources to put on procedures of interacting with colleagues and also establish healthy relationships so that they can fit into the organization's culture and environment in an acceptable way (Hobfoll, 2011). In case of lack of psychological resources, employees tend to save themselves by showing less engagement that eventually impacts organizational productivity. But, Routledge, Wildschut, Sedikides, & Juhl, (2013) in their study discussed nostalgia as a psychological resource that endorse social connectedness and diminishes the negative impact of workplace ostracism (Routledge et al., 2013). Hence, conservation of resources theory suggests that the impact of interactional injustice gets diminished by workplace nostalgia.

Moreover, ostracism also depends on the employees' nature and orientation. Justice-oriented employees are more sensitive towards injustice and discourage unfair practices from occurring in the organization (Sasaki & Hayashi, 2014). Self-regulated personality enables them to treat coworkers with honesty and justice (Reave, 2005; Meng, 2016).

Whereas workplace ostracism is a form of the inadequate and unjust attitude of employees toward coworkers (Ferris, 2017). Thus, justice orientation discourages or terminates workplace ostracism.

Ostracized Victims Practices Injustice

Workplace ostracism has also been studied with knowledge sharing behavior (Zaman, Nawaz, Shafique & Rafique, 2021) an informational construct of interactional justice. According to research

information sharing behavior is reduced when there exists workplace ostracism (Connelly, Zweig, Webster, & Trougakos 2012). Employees intend to hide the information if they feel ostracized. That means an ostracized work environment causes interactional or informational injustice in the organization. Workplace ostracism not only promotes such behavior of very person feeling isolated but also affects the colleagues and mates (Gouldner, 1960). This according to social exchange theory is known as negative reciprocity, which means that people act and treat others the way they are being treated. The activation of negative reciprocity in employees because of ostracism, badly effecting interpersonal relationships, relatedness, and affiliation. Whereas according to Tao and Bing (2005) employees intend to share information when they feel connected and related with the organization. This proves a negative relationship between sharing information attitudes and workplace ostracism (Xiaocong, 2014).

Unjust Organizational Practices in Pakistan

Workplace ostracism causes and consequences have also been studied in the Pakistani context. Researchers have found a relationship between poor interpersonal relationships and injustice perception as the cause (Chung, 2015) while knowledge hiding is a consequence of workplace ostracism (Bilal, Fatima, Imran, Iqbal, 2020). Whereas poor interpersonal relationships and knowledge hiding are the possible antecedents of interactional injustice. According to Aquino and Lamertz (2004), workplace ostracism depends on the perception of ostracized victims that vary with their provocative and submissive nature. Along with this workplace context (Scott & Duffy, 2015) and culture/climate of organization (Zimmerman, 2016) also matter. An organizational practice such as giving attention and including a specific group in discussions, favoritism, unhealthy competition, competitive rather than cooperative work environment (Halevy, 2014), promote non-cohesive and poor interpersonal relationships between employees. Each employee becomes self-centered wishing to fulfill self-interest to an extent of hurting the colleague (George, Chattopadhyay, & Zhang, 2012). This climate of injustice and disassociation with the organization and members causes workplace ostracism (Bilal, 2019; Li, 2019; Chung, 2015; Zimmerman, 2016).

H1: Interactional injustice has a significant positive impact on workplace ostracism.

Organizational environment or employee behavior also depends on the supervisors. Each action of a good and empathetic leader shows the practice of interactional justice (Greenberg, 1993; Bies & Moag, 1986). Interactional justice develops good interpersonal and social exchange relationships among employees (Moorman, Blakely, & Niehoff, 1998; Pillai, Schriesheim, & Williams, 1999; van Knippenberg, De Cremer, & van Knippenberg, 2007). On contrary, interactional injustice results in psychological distress in the employees, and they feel socially unacceptable. This perception of employees affects their performance as they play no part in the activities assigned to them (Otto & Mamatoglu, 2014). This ends up in disloyalty, quitting of job, showing least concern for the organization and its members (Ambrose, Seabright & Schminke, 2002).

We argue that interactional injustice facilitates the idea of workplace ostracism which is considered as a negative and disrespectful attitude towards subordinates acting as a threat to the quality of social relationships and support. Keeping employees out of decisions made for them, not sharing necessary information, or treating them respectfully eventually leads to perceptions of social exclusion from the organizational groups which triggers feelings of loneliness in the workplace, damaging their job performance consequently (Li, McAllister, Ilies, & Gloor 2019). Indeed, it seems natural for such individuals to experience loneliness in response to exclusion from a certain group from their environment i.e., workplace ostracism (Wright et al., 2006).

Workplace Nostalgia Rejuvenating Self-Worth

Feeling of isolation and loneliness leads to negative thoughts not only about colleagues but also about the employee itself. Such individual develops a sense of meaninglessness and estrangement in the group they belong to and fails to socially connect with people (Sedikides & Wildschut, 2018; Sedikides, Wildschut, Routledge, & Arndt, 2015; Tilburg, Sedikides, & Wildschut, 2018). Employees cope up with this ostracized feeling through the help of nostalgia (Routledge et al., 2013), a powerful stimulus to instigate positivity at the time of negativity (Stephan et al., 2014). Nostalgia brings back self-worth (Cheung et al., 2013) maintaining unambiguous self-view (Vess et al., 2012), ensuring a great positive impact on the individual. These all psychological benefits of nostalgia rejuvenate the sense of meaningfulness and reduce or completely put an end to existential threats (Routledge et al., 2008, 2014).

In the study under consideration, nostalgia acts as a road towards the development of social connectivity inside and outside of the organization. All the feelings such as recognition and support (Juhl et al., 2012) makes the employee confident about its competencies (Abeyta, Routledge, Roylance, Wildschut, & Sedikides, 2015) that not only revive interest towards work but also act as a motivator that makes employee socially connected with the colleagues (Abeyta et al., 2015). According to researchers like nostalgia occurs when an individual feels alone (an outcome of ostracism). Nostalgia helps individuals to cope with loneliness, adverse environment, and all other psychological threats (Sedikides et al., 2016) by promoting a feeling of social support in them (Zhou et al., 2008).

So, it simply shows that nostalgia is a coping psychological resource and a reviving power for employees who face interactional injustice as it boosts the power of rebuilding a connection with employees and the organization itself (Arndt, Sedkides, Routledge, Wildschut & Zhou, 2008; Sedkides et al., 2015). Old good memories that are still a part of the organization diminish the effect of interactional injustice and let the employee see through the lens of nostalgia. Good times rejuvenate the sense of belongingness and autonomy (Sedikides et al., 2015). Thus, workplace nostalgia puts an end to workplace ostracism and its threats and boosts interpersonal relationships in the organization.

H2: Workplace nostalgia has a significant negative impact on workplace ostracism

H3: Workplace nostalgia mediates the relationship between interactional injustice and workplace ostracism

Theoretical Framework

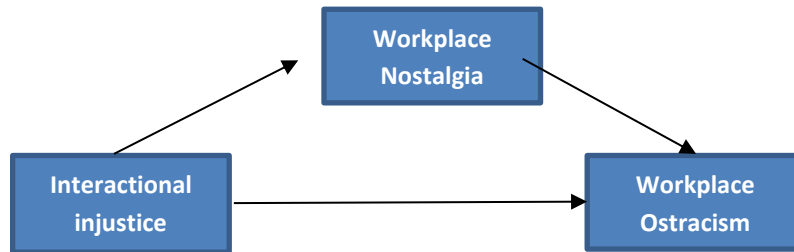


Figure 1 Theoretical Framework

Methodology

The study involved 318 public and private-sector workers of the National Bank of Pakistan, Habib Bank, Bank Alfalah, Bank of Punjab, Askari Bank, and First Women Bank. The main reason for targeting the banking sector for our study is that the services sector of Pakistan is responsible for 59% share in GDP, 4.95% growth along with 44% provision of the employed workforce (Economic Survey of Pakistan 2016) making it a prominent element of upholding economy.

Sampling Technique

There is a large number of employees working in the banking sector contributing towards the growth and development of the country both socially and economically. Therefore, a simple random sampling technique was used for data collection and respondents completed a survey (paper-based) on interactional injustice, workplace ostracism, and workplace nostalgia. They were asked to participate voluntarily so no compensation was given. Respondents' confidentiality was assured and they were free to withdraw from the study without any consequence. An officer within each participating branch assists in announcing the study via emails and notice boards to make sure that the survey reached participants without compromising on ethical codes of research. These highlighted the inclusion criteria and the associated gains of the study. The current study is cross-sectional while we used the survey method technique (Easter by-Smith, Thorpe & Lowe, 2002). The data collection was done both from private and public organizations once over days.

Descriptive Analysis

Table 1

Descriptive of Sample

Variable		N	%	Cumulative %
Gender	Male	155	48.7	48.7
	Female	163	51.3	100.0
	Total	318	100	
Age	20-29	34	10.7	10.7
	30-39	162	50.9	61.6

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	40-49	80	25.2	86.6
	50-59	42	13.2	100.0
Total		318	100.0	
Qualification	Intermediate	56	17.6	17.6
	Bachelors	117	36.8	54.4
	Masters	93	29.2	83.6
	MS/Mphil	47	14.8	98.4
	Doctorate	5	1.6	100.0
Total		318	100.0	
Job Level	Lower level	86	27.0	27.5
	Middle level	230	72.3	99.4
	Executive level	2	.6	100.0
Total		318	100.0	
Experience	5 or less	38	11.9	11.9
	6-10	142	44.7	56.6
	11 & above	138	43.4	100.0
Total		318	100.0	

The sample was heterogeneous, comprising respondents with different characteristics, including gender, age, qualification, job level, and experience 48.7% were males and 72.3% were in the middle job level bracket. Also, 11.9% had work experience of fewer than 5 years, and 44.7% and 43.4% had work experience of 6-10 and 11 years or above, respectively. Finally, 36.8% of the respondents held a bachelor's degree as their highest educational qualification, while 29.2%, 14.8%, and 1.6% had masters, MS/Mphil, and doctoral certificates, respectively.

Time Horizon

The current study is cross-sectional while we used the survey method technique (Smith, et, al., 2002). The data collection was done both from private and public organizations once over days.

Unit of Analysis

The unit of analysis of this study was an individual employee from the services sector including both public and private banks.

Pilot Testing

To check the reliability of the instrument we used, a pilot study was conducted on a sample of 30. Findings proposed trivial modifications for making the data more reliable. For this purpose, some items were reverse coded to plot the data in a better understandable way.

Table 2
Reliability Analysis

Variable	Cronbach α	No. of Items
IIJ	.805	7
WO	.97	17
WN	.76	5

IIJ=Interactional Injustice, WO=Workplace Ostracism, WN=Workplace Nostalgia

Measures

Adapted questionnaires were used for the measurement of study variables. Following are the instruments;

Interactional Injustice

Perception of interactional injustice was measured adapting and modifying the renowned justice scale introduced by Moorman (1991). The 9-item scale was measured on a 5-point Likert scale from 1 (strongly agree) to 5 (strongly disagree).

The original instrument by Moorman (1991) was not developed to measure injustice but justice. So, current research has revised the scale by providing its statements positive statements into negative by adding “does not” with a proper description of the concept of interactional injustice to make respondents understand the construct so that perceptions of injustice can be measured. The reliability results after the conversion of statements

and the majority of the same set responses cleared the doubt of errors in the scale.

Workplace Nostalgia

Workplace nostalgia was measured using Routledge, Clay, Arndt, Sedikides, and Wildschut's Southampton Nostalgia Scale developed in 2008. The scale has 5-items. The measurement of the first four items was done using a 5-point Likert scale ranging from 1 (very rarely) to 5 (very frequently). The last item "How important is it for you to bring nostalgic experiences to mind?" was measured using a 5-point response scale from 1(not at all important) to 5 (extremely important).

Workplace Ostracism

A multidimensional scale developed by Hitlan and Noel (2009) was used to measure variables since ostracism is a multidimensional construct. On a 5-point Likert scale ranging from 1(very rarely) to 5(very frequently), 17 items were measured. Both the dimensions of coworker and supervisor ostracism were measured using the WES scale.

Data Analysis Technique

With the help of inferential and descriptive statistics, the collected data was measured by using statistical software SPSS. The descriptive section included reliability test of variables, measures of central tendency, frequency distribution, measures of correlation using Pearson correlation. However, the inferential analysis contains regression particularly mediation for testing of hypotheses.

Results

Missing Responses

With the help of SPSS, responses with outliers were identified and removed. There were 03 responses with missing values. The incomplete responses were found at serial no. 39, 86, and 107. The three responses were removed making data decrease by three numbers.

Normality Test

Through looking at skewness and kurtosis values, the test for normality was conducted. The data for IIJ was perfectly normally distributed and values indicated normality. However, the data for WO and WN was slightly positively and negatively skewed respectively but fell

into the acceptable range of normality as the values fell between -1 and +1, +2 and -2.

Table 3
Descriptive Statistics

Variables	Min.	Max.	Mean	SD	Skewness	Kurtosis
IIJ	1.00	5.00	3.42	.869	-.237	-.904
WO	1.00	5.00	2.47	1.25	.669	-.732
WN	1.00	5.00	4.14	.912	-1.261	1.285
Valid N						

IIJ=Interactional Injustice, WO=Workplace Ostracism, WN=Workplace Nostalgia

Common Method Bias

A measurement error, mostly known as Common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012) is responsible for threatening statistical-based conclusion results. A systematic variance's presence makes it observable. Occurrence of systematic variance bloating the association between variables can be observed that facilitates unreliable conclusions (Baggozi & Yi, 2012). For this study, Harman's single factor test was conducted for all the measurement variables in order to inspect the occurrence of any considerable CMB in the data. The 42% variance described by a single factor shows there is not a major threat to CMB's existence since the percentage is lower than 50%.

Table 4
Harman single factor test for common method bias

Extraction Sums of Squared Loadings		
Total	% of Variance	Cumulative %
12.27	42.31	42.31
3.57	12.32	54.63
1.38	4.78	59.41
1.05	3.62	63.04
.79	2.75	65.79

Correlation Analysis

Table 5 shows the mean, SD, and level of significance among all the variables. The mean value for IIJ is 3.422 range from 1-5 while SD is .865 depicting an above-average respondent value. In addition, mean values for WO and WN are 2.478 and 4.144 with SD of 1.25 and .9123 respectively. In correlation, IIJ is positively significantly correlated to WO having $r=.136^*$. We see a weak relationship between these two which could be possible because IIJ and WN have a significant yet positive correlation of $.313^{**}$. Another main reason for the comparatively low correlation between IIJ and WO might be the smaller sample size of our study.

Studies suggested the idea of the smaller-sized sample being a major reason for the weak or insignificant correlation. The larger the sample, reliable the correlation (Graham, 2000).

Contrary to IIJ, WN is negatively correlated with WO having a value $r = -.393^{**}$. Results for correlation provide a pathway to significance at 0.01 level. Analysis of the data was done using multiple regression from PROCESS (Hayes, 2012).

Regression Analysis of Mediation Model

Table 5
Overall Descriptive Statistics and Pearson Correlation

Variables	Mean	S. D	IIJ	WO	WN
IIJ	3.422	.865	1		
WO	2.478	1.252	.136*	1	
WN	4.144	.912	.313**	.393**	1
Age	2.408	.849	.037	.095	-.047
Gender	1.512	.500	-.001	.012	-.024
Job Level	1.735	.455	.010	-.011	.002
Qualification	2.459	.996	.007	.007	-.006
Experience	2.314	.675	-.057	.057	-.097
			.307	.314	.307

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

IIJ=Interactional Injustice, WO=Workplace Ostracism, WN=Workplace Nostalgia

Mediation analysis was performed to assess the mediating role of WN on the linkage between IIJ and WO. The results (see table 6) revealed that the direct effect of IIJ on WO was significant ($h_3: \beta=.4145, t=5.004, p=.000$). With the inclusion of workplace nostalgia (WN), the impact of IIJ on WO lessens ($\beta=.1965, t= 2.1080, p=.035$). The indirect effect of IIJ on WO through WN was found significant ($\beta= -.2180, LLCI=-.2889, ULCI= -.1502$).

Table 6

Relationships Between Interactional injustice, Workplace nostalgia and Workplace Ostracism

Effect	B value	SE	95% CI	t -value	p
IIJ →WN	.328	.053	.22 to .43	6.17	.000
WN →WO	-.663	.048	-.75 to -.56	-13.74	.000
IIJ →WO (Direct effect)	.414	.082	.25 to .56	5.00	.000
IIJ →WO (Total effect)	.196	.093	.01 to .37	2.10	.035
IIJ→WN→WO (Indirect effect)	-.218	.035	-.28 to -.15	-	-

Notes: * $p < 0.001$, IIJ— interactional injustice, WO—Workplace ostracism, WN—workplace nostalgia, H—hypotheses, CI— Class interval, AB— path $a \times b$, S.E— standard error.

Discussion

The outcomes of the current study research offer new insights into interactional injustice and its impact on workplace ostracism along with mediating role of workplace nostalgia. The research indicated a direct association between interactional injustice and ostracism in workplace settings. Previous researches provide evidence that interactional injustice and ostracism possess the same cause in terms of communication; lack of interaction, poor interface, and unjust treatment. Results of the study established the correlation between WO and IIJ which further affects work engagement in a negative manner (Ford, John, Huang & Shannon, 2017).

Additionally, the results for correlation of control variables witnessed a non-existent relationship with study variables. Age, gender, qualification, job level, and job tenure showed insignificant correlation which might be because the sample consisted of middle-aged people. According to the socio-emotional selectivity theory of human aging (Carstensen, 1995), perceptions of justice practices get altered with age. Aged employees are less likely to get affected by workplace ostracism.

While, the absence of a relationship between ostracism and work experience supports the research of Howard, Cogswell, and Smith (2020). The current research included employees with experience of 5 years or more. Employees with more years of work experience are less likely to witness workplace ostracism. This might be because they already have developed a sense of attachment to the organization.

Furthermore, with the help of available literature and data analysis, the study recognized fluctuation in affiliation of both workplace ostracism and interactional injustice in the presence of workplace nostalgia. Dijkea, Leunissen, and Sedikides (2015) found that nostalgia is responsible for buffering a low level of organizational justice. Interactional injustice comes under the umbrella of organizational injustice hence supporting our results that when there is nostalgia, the effect of interactional injustice would be below. The study results showed that the presence of workplace nostalgia is responsible for mitigating the negative effect of workplace ostracism in case of interactional injustice. Though the impact was stronger when examining a direct relationship. Previous researches provide evidence that nostalgia is effective in offsetting social threats (Sedikides, Wildschut, Arndt, & Routledge, 2008; Sedikides et al., 2015). It can be said that nostalgia can be a firm support to set aside the effects of threatening phenomenon of interactional injustice and workplace ostracism (Dijkea et al., 2019).

Overall, the findings of the research are aligned with conservation of resources theory (Hobfoll, 1989) and at some point, social exchange theory (George Homans) is also relatable with the outcomes of this study. Employees experiencing negative behavior like interactional injustice at the workplace by coworkers or supervisors are hesitant to consume their resources either social or psychological like workplace nostalgia, thus facilitating counterproductive work behaviors. Social exchange theory debates that constantly receiving negative and harsh behavior will be reflected in employees' work outcomes.

Limitations

The collection of data was done through firsthand experience rather than distributed electronically. This practice helped to get an insight into the perceptions, experiences, and consequences of the employee about certain constructs. As the questionnaire was closed-ended and employees were bound to pick their answers from given options. They were unable to add their experiences in detail which might raise the point of respondent biases.

Another main limitation is of time and financial constraints. The investigation tried to test the hypotheses using the cross-sectional data collection method. While phenomena like workplace nostalgia and ostracism are experienced by employees on daily basis, it would be more effective when measured using the longitudinal technique.

Respondents were bound to answer in a socially acceptable manner which created doubts for respondent biases. This research was restricted to the banking sector employees only. The outcomes could get more reliable if all the banks operating in twin cities were studied.

Future Directions

Future research should cross-validate the outcomes of this one and expand their study beyond the services sector. By conducting this study in some other country, we might get detailed findings of the cultural interference as a factor. IJJ and WN are daily life occurring phenomena if studied on regular basis, once or twice a day, it can bring more valid and reliable results. A longitudinal study would help in getting an insight into the issue.

Past researches were focused on the positive aspects of nostalgia influenced by intrinsic motivation but this study investigates the impact of WN on WO. Future research might involve intrinsic motivation as a facilitator of nostalgia while studying internal adversities. Dijkea et al., (2019) examined nostalgia and intrinsic motivation as boosters of work effort however, extrinsic motivation is still lacking attention. Also, the future study can stress the significance of nostalgia as a constructive stimulus in inducing intrinsic motivation in case of low interactional justice which in turn cultivates a sense of organizational commitment and job satisfaction (Baard, Deci & Ryan, 2004; Dijkea et al., 2019).

Moreover, the current study was focused on the examination of internal adversities but future researches can be conducted to investigate the impression of nostalgia upon external adversities which can't be controlled by the organization i.e., economic recession. Additionally, the proposed model can be drawn-out by including various mediators and moderators to check the impact of IJJ, which may affect the individual behavior (Saragih, 2011).

The current research treats workplace nostalgia as an affirmative phenomenon however future studies can dig out the destructive consequences nostalgia brings when experienced in comparatively less favorable circumstances. Lastly, the present study used SPSS 23 for the

analysis of results, future studies can use advanced software like AMOS for better comprehensive results.

Theoretical Implications

The results of the study are supported by Hobfoll, (1989) conservation of resource theory and Homans, (1958) social exchange theory. This study examined that organizational negative attitude such as interactional injustice leads to employees' counterproductive work behaviors. Due to which they do not utilize physical and psychological resources such as workplace nostalgia causing problem for themselves and the organization. Thus, supported by social exchange theory, according to which employee's performance get effected by both negative treatments. Honorable and considerate organizational decision making develop feeling of belongingness leading to better results and extinction of threats. Nostalgia works as a stimulator of positive energies that remind employee of good old times and feel cherished. However, is may probably develop dismissal for comparatively less favorable present leading to organizational destruction ultimately.

The relationship between interactional injustice and workplace ostracism in the presence of workplace nostalgia, gives academicians a new link and novel subject to study further. Interactional injustice an important variable is exclusively highlighted that stimulate negative employee behavior (Mayer et al., 2012). The model is distinct specially because of workplace nostalgia, first quantitative attempt in the literature of nostalgia as a mediator. In the developing countries where the focus remains on basic needs, this study is a landmark emphasizing on psychological needs such as sense of relatedness and connections between employees and organizations.

Managerial Implications

Interactional justice most important area touched in this study plays a great role in employee productive behavior and organizational development (Dai & Xie, 2016). In this new era employee is an important asset for any company, so managers must be cautious about their wellbeing. Interactional justice can be practiced with the help of training programs that ends the communication gap between employees and boost their belongingness to the organization. This increases their intensity to use psychological resources against negative practices such as interactional injustice (Rizvi, 2016). Interactional injustice shall only be mitigated through awareness, social support, interpersonal wellbeing and

positive practices. Organizations must be aware of unfair treatment through regular evaluation system, in which employee will review managers behavior (Frenkel & Bednall, 2016). The study results may also help the recruiters to identify employees with high level psychological resources (Bies, 2015) that may benefit the organization in long term.

There are various types of organizational injustice other than interactional injustice and the consequences vary. With the help of these findings managers can take abrupt actions against it, by any means such as implementing organizations injustice measurement policy that tests person behavior individually.

The relationship studied here, other than being a contribution in justice literature also facilitate a novel idea. According to which employees use more psychological resources when healthy environment is encouraged, that as a result controls injustice effect.

Employee turnover and changing jobs ratio is more in Pakistan that will change by strengthening psychological resources. This not only reduce recruitment cost but also helps organizations to develop more. Team building can be increased by giving group activates resulting in reduction of ostracism or feeling of isolation in employees (Steinbauer, Renn, Chen & Rhew, 2018). This will make individual performance better. Organization and its managers play a great role in determining the basic needs of employees that is individual goals (Indyastuti, 2018) and fulfilling them. Healthy environment and promising behavior will make employees work for organization in a productive way boosting psychological resources and lessening the interactional injustice effect.

Conclusion

Under the light of literature and founded results it is evident that the negative phenomenon's occurring in the organization affects employees and the organization more than the positive aspects (Hussain, 2017; Judge & Colquitt, 2004). Thus, studying destructive effects of interactional injustice with workplace ostracism in the banking sector, a positive relationship was revealed. That is, with the unjust practices within subordinates, by supervisors the whole work environment gets badly influenced making the employee feel ostracized bringing devastating outcomes (Bies, 2015).

Moreover, the current study investigated the mediating role of workplace nostalgia between both constructs. In a way, that mediator weakens the effect of interactional injustice and workplace ostracism. The nostalgic employees were least affected by the injustice rather they were

found to be happy with their previous achievements and past experiences that provoked connection with organizational members. It recommends that the organizations shall practice such activities and use workplace nostalgia as an asset to eliminate the effect of interactional injustice or other negative factors in the organization that sometimes are uncontrollable. In short interactional injustice encourages workplace ostracism while the relationship becomes weak with the mediating effect of workplace nostalgia.

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