How Destructive Organizational Parameters Affect Work Engagement: Investigating the Role of Abusive Supervision

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Abstract

The research investigates the destructive consequences of organizational injustice, politics and workplace ostracism in public sector workers. The research data have been obtained randomly from 373 public sector workers. Organizational politics, authority influence, power influence, injustice practice, and workplace ostracism are more prevalent and detrimental in public sector workers particularly in developing and emerging countries. However, there are limited research studies available on these destructive organizational parameters exclusively in the setting of an Asian culture. Our study aimed to overcome shortcomings of previous studies and brings an emerging theoretical model in real context of public sector organizations. The results exhibited the negative association among organizational injustice, destructive politics, workplace ostracism and work engagement (WE). The study is also highlighted that abusive supervision can increase the intensity of unfair practices, destructive politics, and workplace ostracism that are the causes to reduce the level of work engagement. The interactive effect of abusive supervision is rarely investigated in the relationships among organizational injustice, negative politics, workplace ostracism and work engagement.

Keywords: Abusive supervision, organizational injustice, destructive politics, workplace ostracism, and work engagement.

Work engagement (WE) has considered as a critical factor to human resources managers, business leaders, organizational consultants, policy makers, and organizations at large (Arfat *et al.,* 2017). The increasing competing pressures, global shifts in workforce demographics, financial market volatility, political uncertainty, demand for profitable growth, and a fast shifting technology have increased the role of WE (Aslam *et al.,* 2016; Arfat *et al.,* 2017; Muqadas, Ilyas, & Aslam, 2016). Now-a-days, most of the organizations and employers are increasingly focused on hiring and retaining motivated or engaged employees (Aslam *et al.,* 2018). Engaged employees attempt to get personal and organizational success, attract customers and co-workers, infuse energy and increase productivity at work, bring new ideas and innovation (Aslam *et al.,* 2018). Business leaders and top management focus on increasing WE levels for additional inputs. However, there are certain organizational parameters that can decrease the level of WE in organizations (Aslam *et al.,* 2018).

A low level of WE has found due to high job security in public sector workers (Mauno *et al.,* 2005; Arfat *et al.,* 2017). Furthermore, a study highlighted that only 25 percent of employees are fully engaged in

public-sector organizations (White, 2008). Alternatively, a research highlighted that only 46 percent of employees are fully engaged in private sector organizations (Moody, 2012). Hence, it is critical to consider procedures to advance the level of WE among public sector employees. Researchers have reported that budget allocation, rules, procedures, processes, communication flow, decision making, levels of job security, organizational justice, politics, trust, empowerment, satisfaction, and performance vary between public- and private-sector organizations in Pakistan (Aslam *et al.,* 2016; Muqadas, Ilyas, & Aslam, 2016). Given the context discussed above, it can assume that levels of WE vary in the public and private sector workers in Pakistan.

Abusive supervision means a behavior such as misdirected blame, silent treatment, and the public ridicule (Tepper, 2000). 46 percent of workers have been experienced abuse from their direct supervisor in United States and organizations pay \$23 billion every year due to abusive supervision (Gallagher *et al.,* 2012; Tepper *et al.,* 2006). Abusive supervision can increase the intention to quit or decrease the level of job satisfaction and commitment among employees (Tepper, 2000). Poon (2011) has examined the influence of abusive supervision on the level of WEand found they are negatively correlated. Deviant behavior and abusive supervision can generate negative work outcomes at the workplace (Bilal, Rafi, & Khalid, 2017; Muqadas, Rehman, & Aslam, 2017; Tepper *et al.,* 2006). Most of the literature has examined the direct impact of abusive supervision on level of WE (Poon, 2011), intention to quit, normative, affective, continuance commitment (Tepper, 2000), counterproductive work behavior (Eschleman *et al.,* 2014), organizational justice perceptions, subordinates' attitudes, well-beings, performance, workplace behaviors, and family-related outcomes (Zhang, & Liao, 2015). However, there is limited literature available which has examined the interactive effect of abusive supervision in the association between level of work engagement and organizational injustice, destructive politics, and workplace ostracism.

A study has highlighted that organizations which have high percentage (i.e. 51 percent) of engaged workers are more productive than those organizations who have low WE levels (Harter, Schmidt, & Hayes 2002). A researcher has completed study and highlighted that only 17 percent workers are sincerely engaged at the workplace in Canada (Galt 2005). A researcher has completed a survey study on 85,000 workers of different countries and highlighted that Asia has only 7 percent engaged employees compared to western countries (Towers-Perrin, 2011). Now the question is this: if developed countries have low WE levels, what would it be in a Pakistan. The study has aim to investigate which are destructive organizational parameters that can reduce the level of WE in Asian country and in various organizational cultures. There are limited research studies available on these destructive organizational parameters especially in the context of a

developing country and public sector workers. Our study aims to overcome shortcomings of previous studies and brings an emerging theoretical model in real context of public sector organizations. The study has developed following research questions for investigation:

RQ1: What are the destructive organizational parameters for WE?
RQ2: What is the association between destructive organizational parameters and WE?
RQ3: How abusive supervisor moderates the association between WE and destructive organizational parameters?

Literature Review

The concept of organizational injustice has been derived from violation of equity that means unfairly treated at workplace (Greenberg, 1987, 2006). There are four components of organizational injustice such as procedural, distributive, informational, and interactional. A researcher explained the injustice in terms of unfairness, unequal opportunity, and biased procedures (Rawls, 2009). Another study explained the injustice into various perspectives such as beneficiary, victim, perpetrator, and observer (Schmitt et al., 2010). Barclay and Saldanha (2015) described injustice can develop employees who are less committed, less productive, and may wish to harm the organization. Injustice practices can increase the negative employees' reactions such as retaliation, legal claiming, escalation of conflict, intention to quit, and level of work disengagement (Reb *et al.,* 2006; Bilal, Rafi, & Khalid, 2017; Aslam et al., 2018). Few researchers described that 73-percent to 81-percent employee's energy are remained unutilized when they experience injustice at workplace (Ambrose, Seabright, & Schminke, 2002; Heikkeri, 2010). There are several studies which have been conducted to investigate the detrimental effects of organizational injustice on job outcomes (Bilal, Rafi, & Khalid, 2017; Muqadas, Rehman, & Aslam, 2017; Aslam et al., 2018). To date, traditional literature has examined the impact of organizational injustice on severity of sabotage behavior (Ambrose, Seabright, & Schminke, 2002; Aslam et al., 2018), psychological distress (Tepper, 2001), psychological strain (Francis, & Barling, 2005), affective commitment and organizational performance (Bilal, Rafi, & Khalid, 2017), employees job dissatisfaction (Muqadas, Rehman, & Aslam, 2017), counterproductive work behavior and burnout. However, rare literature is available which has examined the impact of organizational injustice on the level of WEin the presence of interactive effect of abusive supervision.

H1[A]: Organizational injustice can negatively influence the level of work engagement.

H1[B]: The interactive effect of abusive supervision can strengthen the negative relationship between organizational injustice and level of work engagement.

Perception of organizational politics is one of the most famous factors in conceptual or empirical studies from past few decades (Aslam et al., 2018; Miller, Rutherford, & Kolodinsky, 2008). Organizational politics can describe as employee's involvement in either indirectly or directly to achieve their personal or group objectives (Aslam et al., 2018). Due to destructive organizational politics, employees perceive work environment as a risky and uncertain which ultimately negatively influence the level of WE (Karatepe 2013). There are several studies which have found the detrimental effects of organizational politics on employees' job outcomes such as job performance (Treadway *et al.,* 2005), Job satisfaction (Hochwarter & Treadway, 2003), organizational commitment, job stress, and turnover intentions (Miller, Rutherford, & Kolodinsky, 2008). Various studies have highlighted that high political work environment can bring detrimental work consequences such as high turnover intentions and stress, low level of job satisfaction and worker productivity (Ferris et al. 1989, 2002; Kacmar and Baron, 1999). There is limited research is available which conducted to examine the impact of organizational injustice on the level of WE in the presence of interactive effect of abusive supervision.

H2[A]: Destructive politics can negatively influence the level of WE.
H2[B]: The interactive effect of abusive supervision can strengthen the negative relationship between destructive politics and level of WE.

Ostracism is a notion that can be observed in personal life, society, universities, workplaces, cultures and its roots are taken from sociology. The concept of ostracism is taken from the Greek word "*ostraca*" which means the pieces of clay and on which the name of the person to be ostracized and written. The history of ostracism can be seen in ancient Greece where a practice exists in which a notorious resident who was considered as threat to the wellbeing of sate was sent to exile devoid of any charge. The concept then transcended to the discipline of psychology where the attention was given to its causes, impacts and outcomes in the context of psychological side (Aslam et al., 2018; Williams' 2007; Robinson et al., 2012). The concept is divided in some broad categories like undermining people socially, aggression, rudeness and interpersonal deviance. After being studied by experimental methods (i.e. cyber ball experiments) the concept shifted toward the organizational contexts and methods (Ferris et al., 2008). Organizations are the places where this phenomena is highly evident by remained under researched (Miceli and Near, 1992 ; Fox and Stallworth, 2005). Most of the previous studies have been seen workplace ostracism in the context

of psychological and social perspectives and ignored its detrimental consequences at workplace (Ferris *et al*., 2016; Hales *et al*., 2016). Workplace ostracism can generate numerous destructive consequences such as physical, mental, and organizational in the workplace (Williams, 2007; Robinson *et al*., 2012; Zhao & Xia, 2017). There is rare literature that attempts to examine the linkage of workplace ostracism and WE in the presence of moderating role of abusive supervision. The study is hypothesized that workplace ostracism can decrease the level of WE in public sector organization. Furthermore, in the presence of interactive effect of abusive supervision, the relationship between workplace ostracism and WE can negatively strengthen.

H3[A]: Workplace ostracism can negatively influence the level of WE.

H3[B]: The interactive effect of abusive supervision can strengthen the negative relationship between workplace ostracism and level of WE.
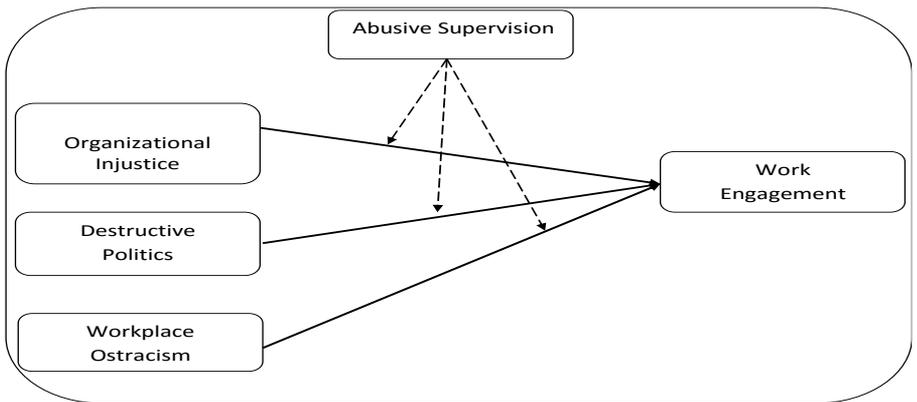

Figure 1. Theoretical Model

Research Methodology

Linked with the above, the primary objective of this research is to examine relationships among organizational injustice, destructive politics, workplace ostracism, and WE in the presence of interactive effect of abusive supervision. The focus of the method discussion is on the research context and population, research philosophy and approach, depiction of sampling, instrumentation, and procedures for data analysis.

Research Philosophy and Approach

The study follows the assumptions of positivism approach with the purpose to analyze the reality scientifically and objectively. Furthermore, the study is based on the good extent of literature and used deductive reasoning approach. According to Creswell (2003), positivistic paradigm is focused on unbiased knowledge, single and objective reality, quantitative methods, and generalized results to larger population. The

research is based on explanatory research design because it measures the cause and effect relationships among constructs using self-administered questionnaires (Imran *et al.,* 2016). In other words, causal research needs to be investigated through explanatory research design (Zikmund *et al.,* 2013). Moreover, explanatory research is applied to establish and unveil patterns in relation to phenomenon under study (Saunders, 2011).

Research context and population

The study is executed in a public sector bank, government hospital, and international airline of Pakistan. The study employs the cross-sectional design for the quantitative study to gather the relevant and pertinent information relating to the banking, health, and airline sector of Pakistan. As per the research design, the cross-sectional method is used to assess the relationship between the predictor variables (i.e. organizational injustice, destructive politics, workplace ostracism, abusive supervision) and response variable (i.e. work engagement). The research approach used for this study is quantitative in nature and it has correlation design as it intends to examine the relationships between independent and dependent variables (Imran et al., 2017). Current study has chosen the three big players of public sector organizations: Pakistan airline from airline sector, bank of Punjab from banking sector, and Nishtar hospital from health sector. These public sector organizations have huge workforce, functional and bureaucratic structure, rigid organizational policies, political influence, and high number of stakeholders. Approximately 31434 employees are working in three organizations so population frame is known for this study.

Depiction of sampling

Probability sampling offers best tools that configures with structured questionnaires (Saunders, 2011). In probability sampling, each sampling unit is presumed to be selected randomly. This technique has been found effective to seek representative sample (Aslam et al., 2018; Imran *et al.,* 2016). Several clusters are made based on the divisions of major cities such as Lahore, Rawalpindi, Faisalabad, Multan, and Bahawalpur. From these divisions, one cluster (Multan) selected randomly for data collection and investigation purpose. The sample selection is one of the crucial factors to gain the accurate results and meet the objectives of any research (Hair *et al.,* 2010). Determining sample can raise issue because sample size that is too large may needs more resources, money, and time, while sample size that is too small may lead to extract inaccurate results (Aslam *et al.,* 2018; Imran *et al.,* 2017). Afterwards, 600 respondents are selected randomly from the known population of public sector organizations. 600 sample size is calculated through the sample-size-formula ($x = Z(c/100)2r(100-r)$, $n = Nx/((N-1)E2 + x)$, $E = \text{Sqrt}[(N - n)x/n(N-1)$.

Instrumentation

The self-administered questionnaire is one of the most popular data collection methods in empirical studies. The structured questionnaires have taken from well-reputed studies. All the constructs (except control variables) are measured using a five-point scale (i.e. "strongly disagree" (1) to "strongly agree" (5). Destructive politics has been measured by using thirteen-item scale of Kacmar and Ferris (1991) and that scale modified into negative statements to meet the aims of current study. While the scale of organizational justice has adopted from Colquitt (2001) study and adapted to measure organizational injustice. It is a twenty-item scale and used in many famous studies. The WE has been measured by using five-item scale of Saks, (2006). Workplace ostracism has taken from famous study of Ferris *et al.,* (2008) and it has 10-item. Finally, abusive supervision scale has measured using the fifteen-item scale which is made by Tepper (2000, p. 190). Afterwards, reliability of adapted scales have extracted and discussed in results section.

Procedures for data analysis

Diverse kinds of statistical tests are performed in this study. Initially, reliability test is used to see the authenticity of adopted and adapted scales. The adaption of questionnaires and model fit analyzed using reliability, validity, and confirmatory factor analysis values. Exploratory and confirmatory factor analyses are useful to find out the validity of each item of a scale as well model fit (Byrne, 2013; Hair *et al.,* 2010). Afterwards, the values of mean, standard deviation, minimum and maximum, and correlation extracted to know the descriptive results. Furthermore, the descriptive analysis can describe the demographic position of the given population. To measure the direct hypotheses of linear relationship, simple regression analysis is conducted to get the results. For moderation results, Hayes (2013) method employed using 5000 bootstrap samples according to the given guidelines of MacKinnon *et al.,* (2012).

Results and Analysis
Demographic profile of respondents

Table 1. *Features of Sample*

Particulars	Category	Frequency	%
Gender	Male	244	65.42
	Female	129	34.58
Designation	General manager	21	5.63
	Assistant general manager	26	6.97
	Manager/Sector head	35	9.38
	Area Manager	33	8.85

	Deputy/Operational Manager	51	13.67
	Credit analyst	12	3.22
	Nurses and medical staff	133	35.66
	Staff (from bank and airline)	62	16.62
	CA	8	2.14
	ACMA	16	4.29
	ACCA	56	15.01
Education	MS/MPhil	41	10.99
	Master degree	71	19.03
	Bachelor degree	104	27.88
	Diploma in nursing or medical	77	20.64
	1-10 Years	207	55.50
Experience	11-20 Years	113	30.29
	Above 20 Years	53	14.21

Near about 650 structured questions distributed to the public sector workers using both mail and by hand. Out of 650, 394 responses received from public sector workers. But, 21 responses are invalid because of incomplete answers and missing data. As a result, only 373 valid responses have used for statistical analysis. Moving forward, data collected who are serving on the designations: general manager, assistant general manager, manager/sector head, area manager, deputy/operational manager, credit analyst, nurses and medical staff, and staff of bank and airline organizations. Most of the respondents are male and majority of the respondents hold bachelor degree (See Table 1).

Confirmatory Factor Analysis (CFA)

Data screening has used to find detection of multivariate outliers, homoscedasticity, and missing values. Afterwards, CFA has performed using AMOS 21 data analysis software. However, initially, benchmarks of model fit are not gotten for proposed model. According to the recommendations of two statisticians, the statements of questionnaire have been dropped due to lower loading (i.e. <.50) values (Byrne, 2013; Hair *et al.,* 2010). The eleven-item removed from the questionnaires of injustice, destructive politics, and abusive supervision. Furthermore, error terms of proposed model were also correlated to achieve model fit results. Also, an alternate model was tested but its findings were not acceptable (See Table 2).

Table 2**.** *CFA Results*

Particulars	CMIN/df	GFI	CFI	TLI	AGFI	RMSEA

	CMIN/df	GFI>.	CFI>.	TLI>.	AGFI>.	RMSEA<
Propose model	2.539	.905	.926	.903	.917	.061
Threshold values	<3	90	90	90	90	.08
Alternative model	4.161	.611	.577	.761	.815	.095

"CMIN/df: Chi-Square, Goodness of Fit Index: (GFI),CFI: Comparative Fit index, TLI: Tucker-Lewis Index,Adjusted Goodness of Fit Index (AGFI), and RMSEA: Root Mean Square of Error Approximation".

Validity and reliability Analysis

Convergent and discriminant statistics results are achieved after using different procedures of Hair et al. (2010). As per their recommendations, internal consistency of structured questions is acceptable when CR > .70; convergent validity acceptable value (AVE > .50); while discriminant validity achieve when ASV<AVE and MSV < AVE. Findings indicate that all the benchmarks of reliability, discriminant, and convergent validities are found (See Table 3).

Table 3. *Reliablity and valadity results*

Variables	CR	MSV	ASV	AVE
OI	.741	.408	.245	.494
DP	.819	.345	.196	.482
WPO	.738	.311	.235	.503
AS	.844	.343	.255	.456
WE	.865	.339	.267	.545

"CR: Composite Reliability, MSV: Maximum Shared Variance, ASV: Average Shared Variance, AVE: Average Variance Extracted. OI=Organizational injustice, DP=Destructive politics, WPO =Work-place ostracism, AS= Abusive supervision, WE=Work engagement".

Common Method Variance (CMV)

To remove CMV, two statistical tests used. At initial stage, common latent factor has employed which is more robust and good than the Harman's single factor test. Findings indicate 21-percent shared variance among questions of all constructs of the study. The limitations of common latent factor has identified by Podsakoff *et al.,* (2003), so CVM has taken out though marker variable which is more useful method (Williams *et al.,* 2010). The shared variance has reduced down to 7-percent and CMV is not concern in the data set of this study.

Structural Model Analysis (SRM)

SRM has examined the validity of proposed model. The numerical values of SRM indicated a good model fit for further statistical tests.

Table 4. *Structural Regression Results*

Descriptions	CMIN/df	TLI	CFI	RMSEA
Proposed model	2.903	.907	.935	.063
Threshold values	CMIN/df<3	TLI>.90	CFI>.90	RMSEA<.08
"CMIN/df = Normed Chi-Square, TLI = Tucker-Lewis Index, CFI = Comparative Fit index, RMSEA = Root Mean Square of Error Approximation".				

The statistics of SRM model has used to find the linear association between WEand organizational injustice, destructive politics, and workplace ostracism. Findings indicate negative relationship found between WE and organizational injustice (unstandardized estimate=.397, SE = .045, $p<$ 0.05). Findings also highlight the negative impact of destructive politics on WE(unstandardized estimate=.291, SE = .124, $p<$ 0.05). In table 05, findings exhibit negative impact of workplace ostracism on WE(unstandardized estimate=.455, SE = .028, $p<$ 0.05).

Table 5. *Linear regression results ($H1^A$, $H1^B$, $H1^C$)*

Hypothesized paths	Un-standardized estimate	Standard Error	P-value
OI--->WE	-.397	.045	0.01
DP--->WE	-.291	.124	0.03
WPO--->WE	-.455	.028	0.02

"OI=Organizational injustice, DP=Destructive politics, WPO =Work-place ostracism, AS= Abusive supervision, WE=Work engagement".

Moderation Analysis

To test the interactive effect of abusive supervision, Hayes (2013) moderation test using 5000 bootstrap samples was performed. The moderation robust macro process is suitable for testing the interactive effects (Hayes, 2013). Findings reveal that abusive supervision moderated the negative association between WEand organizational injustice, stronger the intensity of abusive supervision, high will be the association. The results also indicate that abusive supervision moderated significantly the negative relationship between destructive politics and work engagement. Finally, the results highlight that abusive supervision moderated and strengthened the negative relationship between WEand workplace ostracism. It is also proved that abusive supervision has strong interactive effect on the relationship between organizational injustice and WE(See Table 6).

Table 6. *Moderation Hypotheses Results*

$H2^A$: WE			BC 95% CI
Variables of Proposed Model	Point of Estimate	Standard Error	Lower Upper
OI	-.293***	.029	0.21 0.33
AS	-.234**	.023	0.18 0.29
OI * AS	.319*	.084	0.31 0.43
$H2^B$: WE			
DP	-.169**	.043	0.11 0.21
AS	-.143**	.047	0.19 0.25
DP * AS	.156*	.053	0.21 0.29
$H2^C$: WE			
WPO	-.450***	.023	0.37 0.49
AS	-.484***	.043	0.41 0.53
WPO* AS	.436*	.057	0.35 0.47

"OI=Organizational injustice, DP=Destructive politics, WPO =Work-place ostracism, AS= Abusive supervision, WE=Work engagement. BC=Biased Corrected (5000 bootstrapping samples);*p<.05, **p<.01, ***p<.001".

The figure 2 is depicting the strengthening effect of AS in relationships among OI, DP & WPO to WE in pictorial form. The lower and upper values were presented using the recommendations of Aiken et al. (1991) that construct three definite moderation effects. These moderation effects were indicating that AS has strengthen the relationships among OI, PI, WPO with WE. It is found that AS has strongest strengthening effect on the negative relationship between organizational injustice and work engagement.
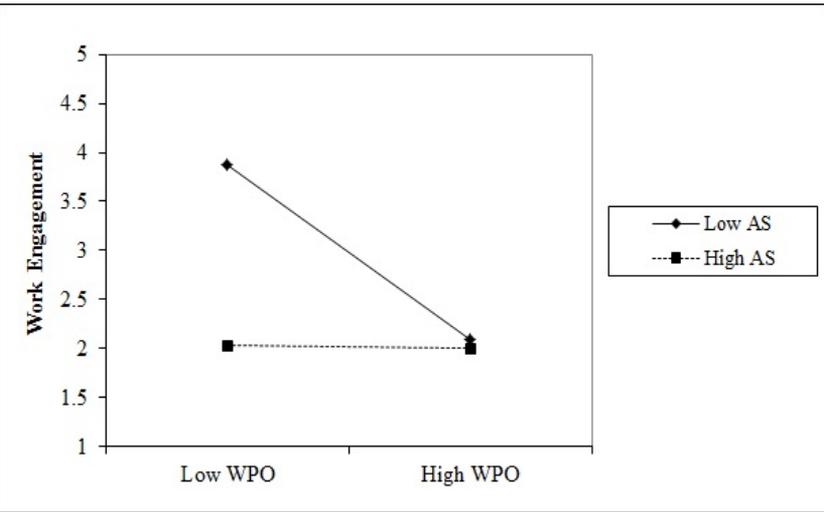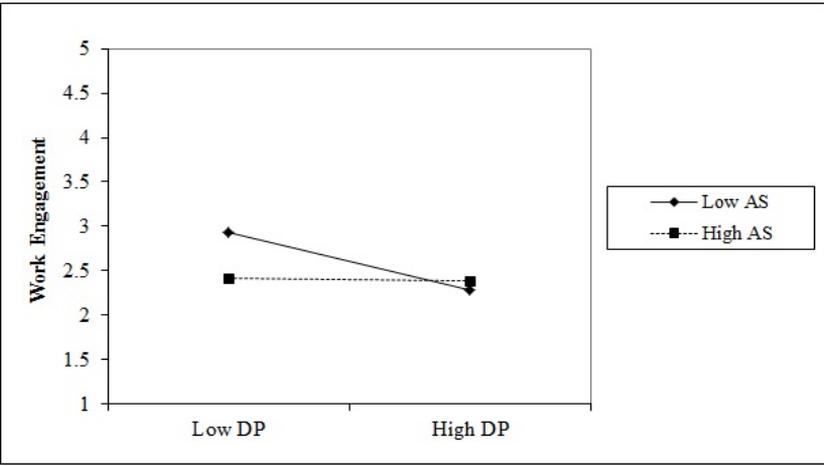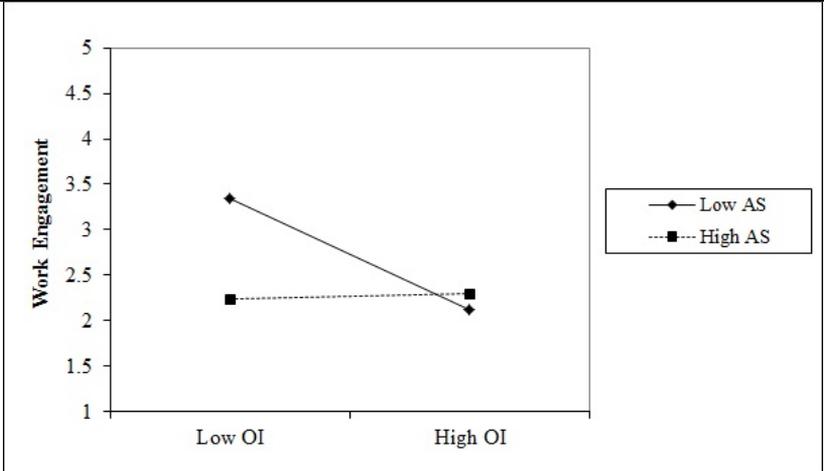
Figure 2. Interaction effects of abusive supervision on the relationship between WEand organizational injustice, destructive politics, and workplace ostracism.

Discussion

Saks and Gruman (2014) argued that employee engagement is new and not yet explored in the context of meaning, measurement and theory. The research investigates the destructive consequences of organizational injustice, politics and workplace ostracism in public sector workers. The research data have been obtained randomly from 373 respondents who are performing their duties as public sector workers. In a developing country, organizational politics, authority influence, power influence, injustice practice, and workplace ostracism are more prevalent in public sector workers. However, there are limited research studies available on these destructive organizational parameters especially in the perspective of an Asian culture. There are limited studies available on these organizational parameters (i.e. organizational injustice, destructive politics, workplace ostracism, abusive supervision, and work engagement) especially in the context of a developing country and Asian culture. Our study aimed to overcome previous shortcomings of studies and brings an emerging theoretical model in real context of public sector organizations.

In this study, we have examined the rarely tested direct relationship between organizational injustice, negative politics, workplace ostracism, and work engagement. Findings of current study reveal that workplace ostracism is the stronger negative predictor of work engagement. Also, the study has found the negative relationship among organizational injustice, destructive politics and work engagement. The other most important objective of this research is to test the influence of abusive supervision on the relationships among organizational injustice, destructive politics, workplace ostracism, and work engagement. The abusive supervision strongly strengthens the negative relationship between workplace ostracism and work engagement. Moreover, the results of the current study also found the strong impact of abusive supervision on the relationships among organizational injustice, destructive politics, and WE. The associations among organizational injustice, destructive politics, workplace ostracism, and WE have not yet been investigated in the context of the interactive effect of abusive supervision. Current research provides new avenues for senior managers of the services sector to maintain justice, constructive politics, and eradicate the workplace ostracism by involving employees in organizational activities of organizations. To my knowledge, this study would also qualify to be among the first study in Pakistan with reference to the disengagement, social exchange, equity, and fairness heuristics theories.

Conclusion

The research aims to provide a theoretical research model that can investigates which organizations parameters are harmful for WE in public sector workers. Findings of current study exhibit negative relationships among organizational injustice, destructive politics, workplace ostracism and WE because of above the rule practices, abusive supervision, negative political influence, and personal interests. Rigid culture of public sector organizations fosters rigid organizational policies, strict rules, unfair procedures, destructive politics, and workplace ostracism that can decrease the level of work engagement. Authors of current study observed that public sector workers are not consuming full energy because of above the rule practices, injustice in distribution of work and transfers, workplace ostracism, destructive politics, and abusive supervision. Findings clearly highlight the important of injustice, destructive politics and workplace ostracism in the context of WE. Findings also highlighted the burning issues in public sector organizations in Pakistan but also suggesting measures to decrease the detrimental effects of these organizational parameters. First, top management of these organizations have to provide the healthy working environment and opportunities for employees according to the justice principles. Second, middle management of these organizations must improve the perception of negative politics by involving the employees and union members in decision making. Third, lower management must try to decrease the level of abusive supervision and workplace ostracism by increasing employees' participation, suggestions, and recommendations in routine decision making of organizational activities. The government of Pakistan must take immediate action regarding how to improve the fairness practices and accountability in public sector organizations. The government must ensure that there is no political involvement regarding recruitment, promotion, and other processes of public sector organizations in Pakistan. Most of the public sector organizations have top management according to the desires of different political leaders so the government of Pakistan has to ensure that top management must be recruited based on merit system and fairness. Furthermore, the equal employment opportunities and procedural practices must be ensured and monitored by the government authorities to progress the level of WE among workers in public organizations.

Limitations and Future Research Directions

Despite of the fact that the authors discussed the importance of current study, but it has also limitations. First, the scope of current research is restricted to branches of public sector bank, airline sector organization, and government hospital that are operating within Punjab. The research data gathered once only (i.e. cross-sectional study), that may have negative impact on results due to different areas having different norms and causality issues. Thus, it is endorsed for future

studies to accumulate data from public sector workers of whole population using different time intervals. Second, it is also recommended to conduct future studies by investigating the multiple consequences of injustice, politics, and workplace ostracism in public and private sector organizations.

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