# Does Workplace Incivility & Workplace Ostracism influence the Employees' Turnover Intentions? Mediating Role of Burnout and Job Stress & Moderating Role of psychological Capital

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**Abstract**

In last few years, researchers are paying great attention to psychological perspectives in management studies. The purpose of current study is to examine the crucial role of workplace incivility and ostracism in employees' turnover intentions by concentrating the mediating role of burnout and job stress and moderating influence of psychological capital at health sector. Study is descriptive, quantitative and longitudinal in nature. Data have been collected two times by applying simple random sampling technique. CFA and SEM techniques have been used to explore the understudy behaviors. Findings revealed that workplace incivility and workplace ostracism both have significant and negative relationship with turnover intentions. Moreover, burnout also significantly and partially mediates the relationship between workplace incivility and turnover intentions. Similarly results also enlightened that job stress also partially mediate the association between workplace ostracism and turnover intentions. In addition, psychological capital significantly moderates on the relationship of workplace ostracism, job stress and turnover intentions. This study gives insight understanding regarding the negative consequences of psychological behaviors to organizations.

**Introduction**

It is the common character of human being that they will interact with each other at the workplace. They may behave in a positive way or their attitude may be negative also. When there exists low-intensity interpersonal negative behavior with their colleagues within the workplace, is named as workplace incivility purposed by (Pearson &

Andersson,1999).Workplace place incivility may lead to different outcomes that an increase in mental and physical stress explained by (Cortina, Lim,2008). Incivility may also the reason of employee's turnover intention identified by (Cortina et al.,2001).Negative social interaction may also the cause of exhaustion (burnout) or intention to leave the workplace conducted by (Miner-Rubino &Reed, 2010; Cortina, Lim & Magley,2008 ; Williams & Langhout,2001).The relationship between workplace incivility and its outcomes, in the presence of moderating role of job stress had been discussed by (Jiménez, Dunkl et al. 2015). Burnout (exhaustion) can be added to future discussion recommended by (Jiménez, Dunkl et al. 2015).Past researchers also studied on the outcomes of incivility but I am taking job stress as mediator between the relationship of both. The recent studies are carried on in organizations and they predicted the effect of gender on the creation of incivility explored by (Jones 2015). By examining past studies  it was found  that workplace ostracism may also be the cause of employee's turnover intention purported by (Haq 2014). But we added the mediating role of job stress between the relationship of WO and TI and the moderating role of psychological capital. The antecedents of this study also describe many outcomes of incivility in different sectors. But we are conducting this research in hospitals.  There are so many scholars who studies on these relationships in detail indifferent countries of the world but we are bringing workplace ostracism as the cause of turnover intention. Globally the impact of WI on TI has been discussed a lot in western regions but in Pakistan rare seacrches are found on it. It is found that if  workplace incivility occur then the turnover intention of employees may increases and burnout or exhaustion may mediates the relation of both. There is a positive and significant relationship between WI and TI. Additionally, if employee ignores each other's ideas it gives rise to workplace ostracism and it results to employee's intention to leave the organization. There is a significant and positive relationship between the two. Job-stress mediates the relationship between WO and TI. Psychological capital which is the combination of self-esteem, hope, optimism moderates the relationships of WO and WI and WO and JS. Pshycap is the name of motivation powers in an employee it compels the employee to behave in a positive way and to over-come the issues of work place ostracism and its outcomes.

The core purpose of this study is to examine the relationship of workplace incivility & turnover intentions and workplace ostracism & turnover intention by concentrating the mediating role of burnout and job stress and also in the presence of psychological capital as a moderator. This study focused on health sector of Pakistan as previous studies highlighted importance of health sector in behavioral studies (Ahmad, Nisar & Naqvi, 2016; Mubeen, Ashraf, & Nisar, 2016; Riasat, Aslam, & Nisar, 2016; Hayat, Nisar, Imran, & Ikram, 2017).


**Significance of Study:**
This study helps to enrich the body of knowledge regarding role of workplace incivility, workplace ostracism towards the negative outcomes. It contributes in the literature of turnover intentions, burnout and job stress with different perspectives as it integrated these negative outcomes with workplace incivility and workplace ostracism.

Organizations can minimize the job stress and emotional exhaustion of employees by effective implementation of study results. Organizations can develop good relationship among their employees by effective implementation of study results. It also helpful for management people to manage their human resources effectively. Organization can arrange team working trainings to develop cooperation among workers.  Organization should concentrate during team working trainings that which type of workers are more cooperated with each others to gain more accurate and valuable results at workplace. This study provides

direction to organizations to invest in training their workers regarding the effective management of their emotions with theoretical and practical perspectives. Through trainings, organization can also strengthen the basic abilities and skills to express reasonable conduct which can leads to improve job performance.

**Research Objective:**

- ➢ To identify the effect of workplace incivility and turnover intention.
- ➢ To examine the effect of workplace ostracism and turnover intention.
- ➢ To investigate the mediating role of burnout between the relationship of workplace incivility and turnover intention.
- ➢ To verify the mediating role of job stress between the relationship of workplace ostracism and turnover intention.
- ➢ To identify the moderating role psychological capital on the relationship of workplace ostracism and turnover intentions.

**Literature Review**

*Workplace Incivility:*

 The fundamental study on work place incivility was held by (Pearson &Andersson , 1999). They prescribe incivility as the employee's behavior within the work place. It was enlightened by (Andersson & Pearson ,1999.p455) that, incivility is "low-level divergent behavior having ambiguous intent to harm, in breaching work place norms for mutual respect. When coworkers behaves unethically or generally discourteous with each other , they are displaying incivility. Moreover, these behaviors are verbal instead of physical, indirect instead of direct ,and passive rather than active, examined by ( Neuman & Baron , 1996). The definition of incivility was extended by further researches as, it is the action of gossiping, privacy invasion, purposed by (Martin & Hine , 2005). Incivility also refers as , daily hassle , of individuals , if repeated again and again ,it would be unpleasant and stressful, described by (Grandey & kern,2009.p 47). Lim et al. (2008), suggested that contrasting harsh behaviors, (e.g aggression, sabotage and harassment), incivility can be seen as the moderate form of divergent actions in which intention of immorality is merely seen.

**Workplace Ostracism:**

Workplace ostracism is a type of experience which is perceived by individuals that they are ignored by others, conducted by (Yim, Kwanand & Zhang, 2012 ; Ferris et al.,2008). In workplace ostracism one's regards are not bothered, being  prohibited from invitation, when one wants to communicate while other kept silent and the like. Ostracism is defined as a group or individual omitting to take steps that engage another organizational members appropriate and customary to act, summed up by (Robinson et al.,  2013). Furthermore , ostracism is explained as the interpersonal stressor, that pressurize the social resources of the target, which are capital that can be stressed in order to solve a problem and to overcome the challenging situations, by  ( Hobfoll,1989).Recent researches had established that refers to a series of psychological unpleasant reactions, like anger (Chow et al., 2008).organizational studies had exposed that workplace ostracism is similar to an immense level of depression, anxiety and turnover intention and similarly low level of satisfaction and mentally health, facilitated by (Ferris et al., 2008; Hitlan et al., 2006).Researchers revealed that painful and negative experience leads to ostracism (Gruter& Masters, 1986).

**Burnout:**

By considering the past studies , burnout in the context of workplace has been symbolize as the deficiency of energy, feelings of negativity, or negative attitude about other's work ,that is revealed by((Maslach& Jackson, 1981). Burnout may have many different features ; but disengagement and exhaustion are inspected the two core dimensions (Demerouti& Bakker, 2008). Previous researches revealed that burnout is that type of feelings in those people who are continuously facing workplace urgency (Demerouti& Bakker, 2008). More briefly incivility , specifically targeted incivility results in burnout, identified (Cortina, 2013; Cortina, 2008; Sliter et al., 2010).

**Job Stress:**

In view of that, Job stress is described as a specific correspondence between the employee and the place where they worked (e.g., Kahn & Boy Siere, 1994 ; Lazarus &Folkman, 1984 ). Diagnosis of stress is compulsory because job stress is linked with normal or bad mental and physical health, also it reduced of the overall performance of employees in the work environment. Environmental characters that are the cause of  stress process are known as "Job stressors " and the reactions of individuals to those stressors are termed as stress reactions  or may be called  as "strains ".Mostly, Strains are divided into three types, (1) psychological strains, for example burnout ,job distress and anxiety, (2) Behavioral strains like alcoholic addiction, absenteeism  or drug abuse and (3) physiological strains for example high blood pressure , heart palpations. In addition, Job stress is the ultimate stage that causes from the intersection of the medium of  work and copying resources of the employee.

**Psychological Capital:**

 Psychological capital arouse from the medium of optimistic organizational scholarship , which is based on the belief, exposure of the individual's hidden abilities and striving their excellence associates ,  not only the individuals himself but the organization to .It focuses on the individuals personal strong zones and positive attributes which is believed to enhance his and organization performance ( Luthans ,2004 ).Previous study of Youssef ,Avolion & Luthans (2009)  Shows that Psychological Capital judges the positive developmental  psychological states  of the individuals and is specified by (1) Possessing confidence (self efficacy ) to take on the challenge and applying necessary measures to succeed at the task, (2) To adopt optimistic behavior regarding success now and in the future (3) Be keen towards the goals and when needed, reassuring the ways towards the goals (4) when attacked by different problems , sustain and rushing back to get success . Optimistic individuals often intake optimistic events and excrete pessimistic events (Seligman, 1998). This terminology of PsyCap enforced that the positive psychology capital possess properties that can be increased and also be drown from when needed by the individuals.

**Turnover Intentions:**

Saying goodbye thought of employee to an organization is termed as "turnover intentions ". Employee turnover intention is the  necessary element which affects the employee productivity. Chad and Sut (2011) highlighted that economics losses occur due to turnover of employees. It highly decrease the job performance. According to Barak et al., (2001), it proposed employee turnover becomes dangerous and expensive. It destabilized the effectiveness of organization and productivity of employees to a particular boundary and administrator have to spent too much material and effort to establish a new talent to recover

the loss of those who leave the organization .The study of Bonett and Wright (2007) explained two types of employee turnover , first one is voluntary and second one is involuntary . When an employee intentionally leave the organization with diversity of reasons , it is referred to as voluntary turnover .It mostly occurs when an employee gets a better opportunity whether it is spiritual or mental, he leave the current organization and accepted a new position that gives a lots of benefits. It will be cause to negative effect on the organization .Involuntary turnover occurs when the benefit of organization harms due to poor performance of employees, layoff or due to many other reasons. Previous study argued that turnover intention is a time taking process from the thought of quitting a job, find a new one or the intention to stay or leave (Mobley, 1982; Milton and Jacqueline, 2007; Khan, Imran, & Nisar, 2016). At last employee turnover can also be defined as individual's own expected probability of permanently quitting the organization in the near future (Miriam and Matthias, 2011).

**Workplace Ostracism and Turnover Intentions:**
 Workplace Ostracism as one of the cold destruction in the workplace is normally in all kinds of organizations, and it also affects the employee's mental and even behavior (Bedi and Skowronski, 2014). In the United States of America, a research according to staffs in the work place, shows that more than two-thirds of workers said that they suffered expulsion or rejection from their leadership or co-workers in the past history targets. Workplace ostracism decreases the social synergy of the employees, which is critical for employees to perform and produce maximum output in their job (Özer and Günlük 2010). Being ignored excluded is a relatively common experience for employees. We gravitate to view ostracism as relatively griefless, but it actually has an important and lasting negative effect on employee's well-being, co-work attitudes, and actual turnover. In reality, workplace ostracism potentially effects employees' psychological and physical health (Heaphy and Dutton, 2008). Hence, nowadays, concept of team work is developing in order to increase the social synergy of the employees which can flourish the performance and timely delivery of job targets(Özer and Günlük 2010). Workplace ostracism can be in the mean of others at work shut you out of the conversation, leave the field when you enter, you involuntarily sit alone in a crowded lunch room at work, others at work do not invite you or ask you if you need anything when they go out for a coffee break, others at work treated you as if you aren't there (Bedi and Skowronski 2014). All the above mentioned causes conclusions of turnover intention, and eventually leave the job. Employee turnover intention is the last step on which he leaves the job. It starts from ostracism and ends on turnover intention (Carpenter and Berry 2014). Employee turnover normally can be divided in to involuntary or voluntary (Haq 2014). Voluntary turnover occurs when an employee wants to quit and eventually decides to quit organization with variety purposes(Haq 2014). It is likely the employee embraces a position which has a good treatment whether bodily or spiritual with a different company (Haq 2014). As described above, it is the sort of leaving that manager cares and it will be optimistic effect on the organization.  Previous studies plays vital role in the relation between workplace ostracism and turnover intention but they paid less attention to the job stress as the mediator on the relationship between workplace ostracism and turnover intention. On the basis of previous literature, following hypothesis is proposed:
*H1: There is positive and significance relation between workplace ostracism and turnover intention.*

## Workplace Incivility and Turnover Intentions:

Previous studies proposed that incivility as a result of employees' attitude, coworkers' behaviors leads toward job replacement or searching a new job. For example bliese, jex and Thomas (2015) revealed that employees normally have less intention to continue their job due to workplace incivility and the study of colleagues and Cortina ( 2001) also found that the victims of incivility leads towards turnover intention. Consequently, if someone is a victim of incivility, there are chances that he will loose interest in his job and eventually ends up at turnover intention of job replacement (Griffon, 2010; Riasat & Nisar, 2016). As per COR theory Perspective, there is direct and significance relationship between workplace incivility and turnover intentions. Previous research shows that unnecessary pressure adversely effects the individual's ability to handle their job and reduce social interaction of an employee. (Wright & Cropanzano, 1998 ;Halbesleben, 2006; Hobföll, 2001;cole &Beeian,2007). Because of this lack of social interaction help them to stay away from them to this source of stressors. . (Wright &Cropanzano, 1998 ;Halbesleben, 2006; Hobföll, 2001;cole &Beeian,2007).This lack of social interaction from their stressors help them to improve their job performance .( Hobföll, 2001 Halbesleben, 2006;). Previous studies paid much attention on the relationship between workplace incivility and turnover intention but they pays less attention of burnout as a mediator on the relation between workplace incivility and turnover intentions. Most of the organizations in current era are facing Workplace incivility issues, and as a result employees have turnover intentions. So, workplace incivility has direct relation with turnover intention. But it depends upon the volume and frequency of incivility. Minor incivility can be temporally ignored by the employees, and takes time to resigns from the job and switch to other job. But if it is like attitude aggression or emotional abuse , than mostly employees start resigning for their job.

*H2:There is positive and direct relation between workplace incivility and turnover intention.*

## The mediating Role of Burnout:

This study purposed that burnout mediates the relationship between workplace incivility and turnover intention. Workplace incivility has different outcomes like burnout, and turnover intention purposed by (Jones 2015). Moreover , people suffering from continuous workplace stress may have the feelings of burnout explained by (Bakker & Demerouti,2008).Burnout may involve the term disengagement which is defined as psychological distance and lack of interest from workplace (Bakker & Demerouti,2008). Disengagement shows the relationship between people and their jobs, in a way that if disengagement increases, their willingness to work decreases purposed by (Jones 2015). In addition, researches identifies that targeted incivility is the reason behind burnout explored by (Sliter et al.,2010;Cortina,2013). Similarly, researchers found that emotional exhaustion (element of burnout) is developed due to workplace incivility facilitated by (Von Dierendonck & Mevissen,2002 ; Dorman & Zapf, 2004).Because of incivility people usually less satisfied with their jobs and they may increasingly face emotional exhaustion and disengagement as well, enlightened by Keashley et al., 1994; Miner et al., 2014 ;Cortina et al.,2001).According to (Jones 2015) due to the experience of workplace incivility there is an increase in burnout and also a significant increase in turnover intention. So, with the increase in workplace incivility burnout also increases, there is a positive relationship between workplace incivility and burnout. Burnout has been researched widely in health care centers ,it was purposed by (Aiken et al. ,2002) that the level of staff nurse job satisfaction will decreases with the increase in emotional exhaustion. So many studies are held in different countries, who's researcher kept burnout

as a mediator between the relationship of WI and TI. At present i am conducted t. As a result of facing burnout which causes mental and physical illness in employee ,compel him to leave the organization purposed by (Jiménez, Dunkl et al. 2015).(Jiménez, Dunkl et al. 2015).In order to examine the process of workplace incivility and its effects on its outcomes like intention to quick was purposed by (Jiménez, Dunkl et al. 2015). The inequality of integrity may also results to the feelings of withdrawal and intention to quit enlightened by (Jiménez, Dunkl et al. 2015). Moreover it is predicted that urgency will have positive relation with turnover intention argued by (Blonk, Broersen & Frings-Dresen, 2004).

*H3 : Burnout significantly and positively mediates the relation between workplace incivility and turnover intention .*

### The Mediating Role of Job-Stress:
The workplace is a zone where ostracism occurred as it is the fact of being excluded or avoided by others, purposed by (Williams 2001, 2009). In the past studies researchers that ostracism has adverse affects on attitudes of employees i.e, job stress and job performance, explained by (Brown,Berry Ferrris & Lian , 2008;Wu, Wei, &Hui, 2011).Job stress is caused by negative emotions signified by (Marisa C & Scott Schieman ). Ostracism originates the negative and painful experience described by (Master &Gruter ,1986).Studies notified that adverse environment results in immense emotional stress at workplace prescribed by (Taylor,1991). Similarly, experiencing a stressful work place climate may increase job stress explored by (Vigoda,2000).According to (Brill,1984) ,revealed that stress is a timely condition which is caused by mental and physical symptoms. Ostracism is observed as a workplace stresser that intimidates employee's resources that enables them to cope with their routine life described by (Ahmad, Hussain et al.).Further It is necessary to study the relationship between stress related outcomes and workplace ostracism purposed by (Wu, et al., 2012). Past researchers examined the relationship of job stress and turnover intention. I am conducting job stress as a mediator between the relationship of workplace ostracism and turnover intention .Results interpreted that there is a significant and positive relationship between the relationship of work place ostracism and job stress. Due to job stress the employee may have the intention to leave the organization summed up by (Haq 2014).Stress varies the theory that is addressed clearly within the context of intention to leave purposed by (Zeytinogluet al., 2006).High level of workload and inadequate time allocation for work contributes to turnover intention purposed by (Riggins&DeCola,2010).

*H4: job stress significantly and positively mediates the relationship between workplace ostracism and turnover intention*.

### The Moderating Role of Psychological Capital:
In this section I will discuss the moderating role of psychological capital on the relation of WO and JS. There is an important relationship between workplace ostracism and PsyCap as it was explained by (Haq 2014) that psychological capital is an essential factor to overcome workplace ostracism.

Few researches are held to explore the moderating role of lacking individual Psy resource particularly PsyCap, that is based on the studies of resource theory purposed by (Bouckenooghe, Abbas, Darr , 2012).Further, it is argued that PsyCap will act as intervening agent and mitigate the detrimental effects of WO on job outcomes like job stress etc examined by (Hobfoll, 2011).In addition , those people who ignore other or ostracize others will sustain Psy cost purposed by (Williams and Jarvis 2006).As ostracism belongs to the effort,

commitment and concerning bullying and aggression, the well-being and psychological needs of workers in the workplace examined by (Jarvis & Williams ,2006).

PsyCap is the employee's positive attitude towards the workplace and its progress signified by (Avey&Naumans, Luthans,2007).It have four components: hope ,resilience ,optimism and self - efficacy purposed by (Youssef, &Avolio, 2007).Due to ostracism PsyCap is ruined because hurting the individual may compel them to leave the organization rather than to work with optimistic mind purposed by (Haq 2014). Thus there is an inverse relationship between ostracism and PsyCap. An outcome of ostracism is job stress due to which high level of anxiety and depression arouses and lowering the job satisfaction summed up by (Hitlan,2006 ; Ferris,2008). APA in 2007 researched that stress has significantly increased for past five years.

**Psychological Capital as a Moderator:**

Psychological capital is a way of positive Organizational conduct which shows the innovation of new fashion in the ground of human resources management and a positive work environment (Carpenter and Berry 2014). Belief in one's attributes to gain success in a given task by motivating themselves. People with soaring self-efficacy normally set higher goals, take difficult per suits to achieve their goals, accept challenges, and put maximum effort to achieve their goals(Haq 2014). Resiliency is a condition can be gained the person development which is able to deal with Failures, , tragedies and conflicts of life and even positive events, developments and more responsibility continue to Greater efforts and achieve greater success(Erkutlu and Chafra 2013). Optimistic people in dealing with failures and achievements. Hope requires a willingness to succeed and Identify, clarify and pursue ways to achieve success. So while defining the relation between Workplace ostracism and psychological capital, previous studies says that the greater the psychologicalcapital lesser will be workplace ostracism(Erkutlu and Chafra 2013. In workplace ostracism, employees are normally the victim of unethical behaviors, lack of motivation leads to stress and finally to turnover intention (Haq 2014). (Haq 2014). But on the other side, psychological capital can be used to reduce ostracism and turnover intention by increasing self efficacy, hope, optimism and reliance among the employees(Haq 2014). Positive psychological capital help organization to reduce the cost incurred due to ostracism and turnover intention, and leads toward job enrichment. So there's inverse relation between workplace ostracism and turnover intention(Carpenter and Berry 2014).

**Theoretical Model**
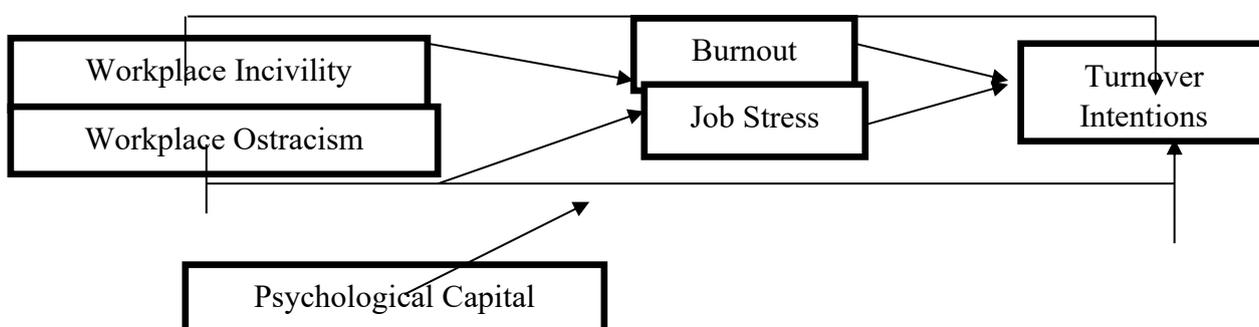


**Methodology**

The core purpose of current study is to explore the impact of workplace incivility and workplace ostracism on turnover intention by considering the mediating role of burnout &

job stress and moderating role of psychological capital participation in health sector. Current study use deductive approach and used survey questionnaire method to collect the employees responses. Data have been collected from 50 hospitals of 20 selected hospitals from Gujranwala and Sialkot by applying simple random sampling.

## Questionnaire Design:

To analyze the impact of workplace incivility, workplace ostracism, burnout, job stress and psychological capital questionnaire method used. The questionnaire consist of  two sections. First, section include the demographic profiles of the respondent which includes gender, age group , education , hospital name , nature of employment and length of service by using nominal scale. Second section include the questions of all variables mentioned above by using 5-point likert scale.200 questionnaires were distributed to employees and doctors of hospitals to collect data. The questionnaires distributed among randomly selected private and public hospitals and clinics of Gujranwala and Sialkot.

## Sampling:

Target population is employees and doctors of hospitals. In this study, sampling technique used is random sampling technique and unit of analysis is individual. Sample size for this study is 300.

## Measures:

All the measures and scales in this study were take on from previously reliable and valid scales. 5-point Likert scale used to measure the items of questionnaire. In 5-poin Likert scale, 5 showing  "strongly agree", 4 showing "agree", 3 showing "neutral", 2 showing "disagree" and 1 showing  "strongly disagree" state of mind.All the scales used in current research taken from previous research. Section two requires data on workplace incivility about the employees and doctors of hospitals.To collect data, an adopted but better stlye 7 scale items of workplace incivility by Cortina, Magley, Williams, &Langhout, (2001) used. A rationalized apparatus by Ferris , Berry &Lian (2008) was customized  to collect data on workplace ostracism adopted 10 items scale.Turnover intentions were measured using the three item Scale developed by Colarelli (1984). An adapted questionnaire by  T. S. Kristensen et alwas used for burnout  and its items scales adopted 7 items scale.  Job stress measured by dan Rizzo (1972) and 8 items scale used .

## Data Collection Method:

Current study gets the list of all hospitals from the official website of Health sector. This study has distributed 300 questionnaires in different hospitals. Survey questionnaire method was used for data collections and questionnaires distributed among all hospital doctors and employees Sample size was 300. Questionnaires distributed among the employees and doctors . Out of 300 questionnaires only 200 were reliable.

**Findings:**
**Table 1**
**Descriptive and Correlation Analysis**
 The above-mentioned table is representing the descriptive statistics, reliability and pearson correlation among all understudies variables. The highest correlation existed between Job-stress and Workplace Incivility which is valued at o.556.It is reflecting that Workplace Incivility and Job-stress are positively related with each other with a moderate standard deviation. All other variables named as workplace ostracism, turnover intention , burnout and psychological capital are also correlated with each other. The mean values are showing the trend of responses that most of them are lied towards agreeableness. Results indicates that alpha values for all variables are under acceptable range to prove data reliability.

**Fit Indices for CFA & SEM**
Table2

| Fit Indices | CFA | | | | | SEM | | |
|---|---|---|---|---|---|---|---|---|
| Chi-square/df | 2.97 | | | | | 2.93 | | |
| GFI Construct | Mean | SD 0.95 1 | 2 | 3 | 0.94 4 | 5 | 6 |
| AGFI 1 Workplace Incivility | 2.26 | .90 | 1 0.82 -- | | | 0.91 | | |
| CFI 2 Workplace ostracism | 2.20 | | .652** 0.94 1 | | -- | 0.93 | | |
| RMSEA | | .85 | 0.05 | | | 0.06 | | |
| 3 Turnover Intention | 2.97 | 1.22 | .227*** | .347** | 1 | -- | | |
| 4 Burnout | 3.13 | .83 | .332** | .368** | .313** | 1 | -- | |
| 5 Job-stress | 2.93 | .80 | .440** | .556** | .429** | .545** | 1 | -- |
| 6 Psychological capital | 3.61 | .95 | -.187** | -.291** | -.299 | -.193** | -.018 | 1 |

Table 2 is presenting the results of model fitness from both CFA and SEM dimensions. Goodness of fit index is given at the first place which represents the variance covariance matrix and as its value is greater than 0.90 so it is declaring a good fit of the model. AGFI is adjusted GFI whose value is greater than 0.8 which is quite good to prove that model is good fit. CFI is representing the comparative fit index which is showing more realistic values that are proving that model is near to absolute fit due to greater than 0.9 value. RMSEA is root mean square error of approximation whose value is lesser than 0.10 so that is also indicating the good fitness of model.

**Psychometric Analysis**
Table3

|     | CR    | AVE   | WI    | WO    | TI    | B     | JS    | PC    |
|-----|-------|-------|-------|-------|-------|-------|-------|-------|
| WI  | 0.745 | 0.554 | **0.768** |       |       |       |       |       |
| WO  | 0.743 | 0.612 | 0.234 | **0.756** |       |       |       |       |
| TI  | 0.809 | 0.562 | 0.345 | 0.481 | **0.745** |       |       |       |
| B   | 0.811 | 0.872 | 0.432 | 0.287 | 0.456 | **0.867** |       |       |
| JS  | 0.712 | 0.510 | 0.334 | 0.334 | 0.347 | 0.652 | **0.653** |       |
| PC  | 0.763 | 0.564 | 0.453 | 0.421 | 0.458 | 0.652 | 0.467 | **0.642** |

The above mention table is representing the discriminant and convergent validity of the model as the values of AVE and composite reliability are greater than 0.5 and 0.8 respectively that's why this model has convergent validity. As far as discriminant validity is concerned, it depends upon the values of square root of AVE which must be greater than the correlation values. As in table, the values of correlation are less than the values of square root of AVE so discriminant validity is also present in the model.

**SEM Mediation Analysis**
Table 4

| Relations | Direct Effects | Indirect Effects | Total Effects |
|-----------|----------------|------------------|---------------|
| Workplace Incivility--> burnout-->turnover intention | .443* | .314* | .487* |
| Workplace Ostracism-->Job - Stress-->Turnover Intention | .398* | .301* | .446* |

 *p<0.05, **p<0.01, ***p<0.001

The above-mentioned table is representing the path analysis of the given variables and their relationships. The values of direct and indirect effect have been given to elaborate the directions of the relationship. The value of direct effect is .44 among the relationship of workplace incivility and turnover intention. The values of total effect is greater for the mediation relationship which is representing that burnout is a significant mediator between workplace incivility and turnover intention. In the second relation the values also increases from .39 to .44 which is showing a strong mediation effect. Job-stress is a significant mediator between workplace ostracism and turnover intention. Table 4 results elaborated that burnout significantly mediated the relationship between workplace incivility and turnover intentions. Moreover, job stress also significantly mediated the relationship between workplace ostracism and turnover intention.

## Moderation Analysis
*Moderating Role Psychological capital*
\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

R-square increase due to interaction(s):

|       | R2-chng | F    | df1 | df2   | p   |
|-------|---------|------|-----|-------|-----|
| int_1 | .06     | 10.4 | 1.0 | 119.0 | .02 |

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

Findings depicted that psychological capital significantly moderates on the relationship of workplace ostracism and turnover intentions as interaction term is significant (P<0.05) and there is positive change in $R^2$. Results identified that psychological capital weaken the relationship between workplace ostracism and turnover intentions.

## Discussion and Conclusion

The main purpose of the current study was to take a closer look at the relationship between workplace incivility, work place ostracism & turnover intentions and to conclude that if there is a relationship was direct through the mediating role of burnout & job stress and moderating role of psychological capital ; H1 proposed that workplace incivility is directly associated with turnover intentions. The result ensured that the relationship between workplace incivility and turnover intention. Similarly conclusions found by gosh et al .(2013) who determined a direct effect of workplace incivility and turnover intentions but could not find positive and direct relationship between workplace incivility and turnover intentions.

Correspondingly, current study assured that there is relationship between workplace ostracism and turnover intentions; this support H2 which means that there is positive and direct relation between workplace ostracism and turnover intentions. Previous research support our findings (Inam Ul Haq, 2014).Ostracism doesn't have direct relationship with job stress & turnover intentions when Psycap was low, so psycap seems to low in our findings to support the relationship among workplace ostracism & turnover intentions. Previous critical research and studies are supported by the results of current study that showed a positive and significant relationship between workplace ostracism and turnover intentions (Bedi and Skowronski 2014, (Özer and Günlük, Haq 2014;Wright & Cropanzano, 1998; Halbesleben, 2006; Hobföll, 2001;cole & Beeian, 2007). The results proved that burnout partially mediates the relationship among workplace incivility & turnover intentions.

Similarly job stress also significantly and partially mediates the relationship among workplace ostracism & turnover intentions; this support hypothesis H3 and H4. Remunerations, social benefits and rewards decrease the turnover intentions and ultimately increase in psychological capital that will help to improve in company's performance and job securities for employees. (Batt, 2002). Furthermore , the findings showed that by promoting positive relationship between workers and providing challenging and meaningful job creates a good environment for work which increase the employees morale that ultimately decrease workplace incivility & workplace ostracism. our results supports that when workers suffered by organized conditions at workplace , it increase employees turnover and job stress that ultimately reduce the job performance .Research findings also revealed the moderating role of psycap among the relationship between workplace ostracism & turnover intentions. In case of stronger relationship with job stress & turnover intentions, psycap was low. There results revealed that workplace ostracism is a serious problem for those employees that have low

psycap. At last, our results supports for all proposed hypothesis with respect to relationships between workplace incivility & turnover intentions and workplace ostracism & turnover intentions; by mediating role of burnout & job stress and moderating role of psycap.

**Limitations & Future Directions:**
The study has theoretical input and practical implications; there are some limitations of this. Researchers can mitigate these limitations to create refined opportunities for further research. Results can be more accurate and reliable by increasing sampling frame. In this study sample size was small due to some financial and non-financial constraints. This study just focused on health sector and ignored other sectors. Further study may replicate this study in different sectors. Moreover, this study also ignored the personal characteristics of individuals that may affect the outcomes. Therefore, future studies should concentrate on demographic variables to have insight understanding of understudy variables.

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