SUPERVISOR BASE OSTRACISM & EMPLOYEE BEHAVIOURS: MEDIATION AND MODERATOR ANALYSIS

Imran Ullah Khan[1] & Tazeem Ali Shah[2]

[1]PhD Scholar, Faculty of Management Science, International Islamic University Islamabad, Pakistan
[2]Assistant Professor, Faculty of Management Science, International Islamic University Islamabad

KEYWORDS	ABSTRACT
Supervisor-Based Ostracism, Ingratiatory Behaviors, Job Insecurity, Political Skills, Extra Role Behaviors	This study aims to investigate the relationships between supervisor-based ostracism and ingratiatory and extra-role behaviors in Pakistan, with job insecurity and political skills playing moderating and mediating roles, respectively. The supervisor-based ostracism, ingratiatory, as well as extra-role behaviors were hypothesized to have the direct correlations with one another. The survey was administered and data analyzed through different statistical procedures in order to examine the desired relationship among the research variables. The results provide significant information that helps in reaching the desired conclusion. The findings showed that with the exception of political skills, all of the variables have significant positive relationships; supervisor-based ostracism has a positive relationship with the ingratiatory behaviors that lead to extra role behaviors; and job insecurity and political skills moderate effects of dependent variables. Thus, based upon the results of study, certain recommendations have been extracted for policy makers as well as future researchers along with provision of managerial and theoretical implications.
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Corresponding Author	Imran Ullah Khan
Email:	imranmarwat@gmail.com

INTRODUCTION

A large portion of a person's waking life is devoted to their job. It is impossible to overestimate the importance of maintaining good rapport, as it paves the ways for pleasant interactions to flourish among workers and has a knock-on effect on productivity and contentment on the job (Chang, Kuo, Quinton, Lee, Chang & Huang, 2019). A person's ability to function well on job can be negatively impacted by presence of annoyance during otherwise routine professional interactions (Blackhart, Nelson, Knowles, & Baumeister, 2019). Intentional exclusion by peers, supervisors, or even lower-ranking employees is one source of frustration in workplace (Chang et al., 2019). To put it simply,

ostracism is a sort of workplace rejection. Previous research has categorized many forms of social exclusion. For instance, "linguistic ostracism" describes " circumstance in which two people converse or chat in manner incomprehensible to others" (Chung, 2015). Bulk of research has found that social exclusion is harmful; however, this is not always the case. The social stigma may have adverse effects on both parties. There are a variety of contextual or situational variables that can cause variation in outcomes (Mao, He, & Yang, 2020). Thus, positive results may be influenced by other, less direct factors, such as job insecurity, political expertise. The study will look at double effects of exclusion based on supervision.

The proposed research would be consistent with the central tenet of the conservation of resources theory, which states that positive workplace outcomes, like social exclusion, lead to emotions of loss. Feelings of sadness arise when an individual perceives that his need for interpersonal connection is being cruelly withheld from him (Li, Chen, Chen, Bai, &Crant, 2019; Pihkala, 2018). Individuals' regulatory priorities mean that they react differently to emotional stimuli. Both positive (extra role conduct) and bad (intrinsic role behavior) effects are possible after experiencing emotional trigger (ingratiatory behavior). Discretionary actions that go beyond what is expected of a worker in their primary role are said to be "extra-role behaviors" (Kiazad, Kraimer, & Seibert, 2019). Positive social behaviors outside of one's job description that benefit organization and its members include things like helping to organize and prioritize work, pitching in to relieve burdens of others, and providing moral support to others (Alnaimi & Rjoub, 2019). The proposed research explored the positive and negative effects of the supervisor-based ostracism on ingratiatory and extra-role behaviors. In this regard, ostracism's negative impacts were shown to be exacerbated and maintained in proportion to degree to which individual placed importance on regulating their environment in diverse situation (Kark & Dltk, 2019).

To strengthen a relationship with another person, one may resort to ingratiation or ingratiatory the behaviors, which involve careful use of flattery, attractive others, or engaging in opinion conformity, in which one affirms the opinions held or stated by another (Higgins & Judge, 2018). By combining emotional and logical reasoning, workers employ ingratiation as a powerful impression weapon to accomplish certain goals (Cooper, 2015). But it's possible that ingratiation won't always pay off. There is a lot of data to suggest that ingratiation is ineffective if people use it at the wrong times or with the wrong methods (Treadway et al., 2017). The study also hypothesized that the relationship amid job instability and extra role behaviors and ingratiatory actions may be tempered by political skills, which would be an indirect consequence of supervisor-based ostracism. The conservation of resources theory suggests that resource-poor people are mainly vulnerable to continued resource loss, although new resources may eventually serve to offset this trend (Lin et al., 2019). Employees' emotional and mental reserves are quickly depleted by ingratitude, which in turn worsens feelings of emotional exhaustion and insecurity (Maslach et al., 2001; Lin et al., 2019). Research objectives are driven by interest and desire to learn about, impact of supervisor-based ostracism on ingratiatory and extra-role behaviors.

The goal of this study is to learn how being shunned by superior can affect one's sense of job security. The goal of this study is to learn how job insecurity affects people's prosaically and role-playing

actions. Consider how job instability mediates the connection between ostracism from one's superior and gratifying or out-of-character actions on the part of subordinates. The purpose of this study is to investigate whether or not political competence attenuates the correlation between job instability and extra- and schmooze-worthy behavior. Thus, the researchers hypothesized that the link between supervisor-based ostracism and extra role and ingratiatory acts could be mitigated through the development of political abilities. Thus, the impacts of job insecurity and political skills within the framework of the conservative resource theory on the idea of ostracism and, extra role behaviors and ingratiatory behaviors in the workplace at a developing economy like Pakistan have not been studied before, to the best of my knowledge. In conclusion, the findings provide the foundation for companies to discover critical as well as, novel approaches to boost the mental contentment of their employees; as a result, their output raises the degree of enjoyment in the society. The research also provides steadily improving insight into the relationship between supervisor-based ostracism and employee behaviors.

LITERATURE REVIEW

Behaviors of employees have been largely centered on variety of everyday challenges. Typically, satisfied employees are regarded as the primary reason for organization's success. There are number of historical research studies that examine the numerous variables that can influence employees' ingratiating and extra role actions.

Ingratiation/Ingratiatory & Extra Role Behaviors

The act of affirming the opinions held or voiced by another with the intent of strengthening one's relationship with that person is known as ingratiation (Judge, 2004). The studies focus on ingratiation positive effects, such as increased social interaction, higher performance reviews, as well as career advancement (Lam et al., 2007). The term "ingratiation" was used by Westphal and Stern (2006) to describe the practice of showing respect to another person in order to gain their favor (Shropshire, 2010). According to a synthesis of 69 studies, interpersonal skills such as likability and ingratiation have a positive effect on professional advancement (Higgins et al., 2003). By combining emotional and logical reasoning, workers employ ingratiation as a powerful impression weapon to accomplish certain goals (Cooper, 2005). If workers' reserves of self-control are drained, they are more likely to engage in dishonest behavior (Gino et al., 2011). Furthermore, employees are more likely to become hostile toward their superiors since ingratiation may damage employees' excellent self-esteem, that in turn lead to counterproductive job actions (Keeves et al., 2017). But it's possible that ingratiation won't always pay off.

There is a lot of data to suggest that ingratiation is ineffective if people use it at the wrong times or with wrong methods (Lam et al., 2007; Treadway et al., 2007). Overconfidence in one's own abilities can lead to a drop in productivity for whole organization if the target person gets too comfortable in his own skin (Park et al., 2011). When people's self-esteem is damaged through ingratiation, they may become hostile toward person they're trying to influence (Leach & Spears, 2008). The models and studies of ingratiation and impression management that have been conducted suggest that the ingratiation's surroundings and temperaments are two of the most important antecedents of these actions (Bozeman & Kacmar, 1997). The study also hypothesized that the relationship amid the job

instability and extra role behaviors and ingratiatory actions may be tempered by political skills, which would be an indirect value of supervisor-based ostracism. Direct and indirect factors effect an individual's decision to engage in ingratiation actions, and role theory, which examines nature of individual roles within organizations and processes by which these roles are constructed and formed (Dienesch & Liden, 1986).

In order to construct roles and role behaviors, a number of processes are carried out, each of which relies not only on the active participation of individuals, but also on a number of indirect variables. According to role theory, people who act in ways that are perceived as manipulative do so because they want to influence the future of the roles they play. The events that led up to the decision to act in this way (direct influences) and the underlying dispositions that make people more likely to act in this way (indirect influences) all play a part in this (Scandura, Graen, & Novak, 1986). The study being presented adds two new things to the discussion of ingratiation in published works. To begin with, it helps us comprehend factors that drive people to engage in ingratiation. There are several ways in which this data can be useful. For instance, studies examining the causes of various forms of courtesy have yielded incongruent findings (Kristof-Brown et al., 2002). Researchers hypothesized that link amid supervisor-based ostracism and extra role and ingratiatory acts could be mitigated through the development of political abilities. The second major contribution of this study is that it examines the effects of both direct and indirect elements (job insecurity and political; skills) on the ingratiation procedure.

Supervisor-Based Ostracism & Employees' Behaviors

A person's ability to function well on the job can be negatively impacted by presence of annoyance during otherwise routine professional interaction (Blackhart, Nelson, Knowles & Baumeister, 2009). Intentional barring by peers, supervisors/even lower-ranking employees is one source of frustration in the workplace (Chang et al., 2019). Ostracism at work has been shown to have some unfavorable effects in the past, including a rise in aggressive, harassing, and conflict-prone behavior as well as a decrease in job satisfaction, organizational dedication, person-organizational fit, and organizational citizenship behavior (Chung, 2017; Chung, 2015). Bulk of research has found that social exclusion is harmful; however, this is not always the case. The social stigma may have adverse effects on both parties. There are variety of contextual or situational variables that can cause variation in outcomes (Mao, He & Yang, 2020). The positive results may also be influenced by other, less direct factors, such as job insecurity, political expertise. Suggested research would be grounded in the hypothesis that positive workplace uplifts, such ostracism, will lead to depressive feelings in workers. Feelings of sadness arise when an individual perceives that his need for interpersonal connection is being cruelly withheld from him (Li, Chen, Chen, Bai, & Crant, 2019; Yohana, Lubis, & Wibisono, 2018; Pihkala, 2018).

Individuals' regulatory priorities mean that they react differently to emotional stimuli. It's possible for one emotional trigger to have two outcomes, one positive (the additional role activity) and one negative (intrinsic role conduct) (ingratiatory behavior). Discretionary actions that go beyond what is expected of a worker in their primary role are said to be "extra-role behaviors" (Kiazad, Kraimer, & Seibert, 2019). Positive social behaviors outside of one's job description that benefit organization

and its members include things like helping to organize and priorities work, pitching in to relieve the burdens of others, and providing moral support to others (Alnaimi & Rjoub, 2019; Chen & Li, 2019). Ostracism's negative impacts were shown to be exacerbated and maintained in proportion to the degree to which individual placed importance on regulating their environment (Kark & Dltk, 2019; Zhang, Zhang, Ng & Lam, 2019). But it's possible that ingratiation won't always pay off. There is lot of data to suggest that ingratiation is ineffective if people use it at wrong times or with wrong methods (Treadway et al., 2007). People who try to win others over flattery risk being written off as dishonest, unreliable, and manipulative (Grant, 1996). Those who resort to such tactics are thus less likely to be rewarded for efforts and to develop meaningful relationships based on mutual trust and respect (Lam et al., 2007).

Mediating Role of Job Insecurity between Ostracism & Employees' Behaviors

Stress and fatigue from worrying about one's employment prospects have been identified as a key component of job insecurity (Maslach et al., 2001). When workers worry that they aren't equipped to understand, predict, and handle the issues they meet on the job, they experience job insecurity (Schaufeli et al., 2009). The poor job performance, a high inclination to quit, and avoidant coping mechanisms are all linked to job uncertainty, in addition to bad health implications (Knudsen et al., 2008). According to concept of resource conservation, resource loss is noticeable than resource gain, and hence provokes stronger mental and emotional reactions, such as fatigue (Hobfoll, 2001). As has been mentioned, ingratiation can be challenging, as it requires subordinates to think of ways to flatter their superior, such as by displaying positive emotions and utilizing colorful words (Park et al., 2011). When the employees see vital resources threatened or lost and are unable to produce the expected returns, Bolton et al. (2012) write that they may experience emotional exhaustion and a sense of job insecurity.

Moderating Role of Political Skills between Ostracism & Employees' Behaviors

Academics have focused on power distance since it is one of Hofstede's (1980) four dimensions of cultural values (Lin et al., 2013). Different people have different opinions on how unequally power is distributed in organizations, and in this research, we examine political competencies that reflect those opinions (Kirkman et al., 2009). Organizational factors, leadership styles, and the relationship between superiors and subordinates have all been found to be strong predictors of power distance orientation (Hofstede, 2001). The employees are not allowed to display favoritism. That is to say, various employees with the varying power distance orientations and political capacities may have different perspectives on ingratiation and react to it in different ways (Lin et al., 2013). Furthermore, individuals with high political skills may not worry about the ramifications of ingratiation, as they know how to handle the matter with superiors and hence require fewer emotional energy to do so (Mikula et al., 1998; Lian et al., 2012). Employees with low levels of political competence, on other hand, are more likely to regard authority people as human and open to criticism (Farh et al., 2007). These workers are susceptible to emotional exhaustion and job insecurity since they are vulnerable to resource loss due to ingratiation and experience greater mental stress. This research so proposes following hypotheses:

H1: There is considerable link amid supervisor-based ostracism & ingratiatory & extra role actions.

H2: The supervisor-based stigmatization is significantly % positively associated with job instability.
H3: There is considerable relationship amid job instability & ingratiatory and extra role behaviors.
H4: The connection amid ostracism and ingratiatory & extra-role actions is mediated by insecurity.
H5: Political abilities moderate link amid work insecurity & ingratiatory and extra-role behaviors.

RESEARCH METHODOLOGY

Employee behavior (EB) was examined using following three factors: supervisor-based ostracism, job insecurity, and political skills. Supervisor ostracism scale was established by Ferris et al. (2008), job insecurity scale was established by Schaufeli et al. (1996), and political skills scale was well-known by Kirkman (2008). Ingratiation scale utilized was Kumar and Beyerlein's (1991) Measure of Ingratiatory Behaviors in Organizational Settings (MIBOS), while extra-role behavior scale was derived from study by Eisenberger et al. (2001), and it measured such things as helping, innovation, and voice behavior (2001).

Questionnaire Design

All structures include at least five components, and all scales were selected for their clarity in English for proper understanding. This was the tactic that Brislin used (1970). A five-point Likert scale ranging from "strongly agree" to "strongly disagree" was used by the researchers to compile these statistics.

Data Collection

The survey's questions were laid up in a Google online form, and respondents were contacted by E-mail and WhatsApp to fill it out. Employees from 12 different Pakistani manufacturing firms served as responders. Time-lagged data from the supervisor-employee pairs at different industrial firms in Pakistan are proposed for study. We reached out to managers with authority over questionnaire, explained our academic purpose to participants, and emphasized anonymity of the survey to ensure the smoothest possible progress and highest possible accuracy of completed questionnaires. There were three separate occasions on which to collect the data. At Time 1, 500 participants were polled to learn more about their experiences with stigmatization from superiors. We kept in touch with 1200 responders on regular basis to collect data you see above. Breakdown of sample demographics is provided in Table1.

Table 1 Demographic Information

Variable	Mode	Frequency %
Sex	Male	70
	Female	30
Education	Intermediate	30
	Bachelor	45
	Master	55
Age	20-30 years	60
	30-40 years	25
	40-50 years	15

RESULTS & FINDINGS

As Bacon (1999) suggested, SPSS and AMOS 22 were utilized for investigation's empirical analysis because AMOS is rarely used for large sample sizes. According to SPSS Inc., (Singh & Verma, 2018) argue that sample power is more important for power complete analysis. Falk and Savalei's (2010), Zameer, Wang and Yasser's (2019) approaches are unsuitable for testing hypotheses and mediating relationships. The method presented by (Zameer et al., 2019), correlation analysis is often employed in estimating process. This investigation makes use of indirect methodology, correlation analysis, and mediation estimation.

Validity & Reliability

Data reliability can be measured with Cronbach's alpha. Cronbach's alpha was greater than 0.70, according to the calculations. Values greater than 0.70 imply acceptance, as stated by Zameer et al. (2019). CFA is used to investigate model measurement and factor loading after model reliability has been established. Those variables in the model with the lowest factor loading were thrown out. GFI (0.90), AGFI (0.86), CFI (0.91), NFI (0.86), RMR (0.075), RMSEA (0.057), and CMIN/DF (2.63) are all within acceptable ranges as shown by the assessed data. All of these numbers, as per Cheng (2011), prove the model's dependability. Overall ratings for reliability are greater than 0.70, which is cutoff level considered satisfactory. Consequently, the concept of composite reliability is valid (Zameer et al., 2019). There was over 0.60 validity in both directions (convergent & discriminatory). Moreover, calculated average variance is larger than 0.50. According to these findings, convergent and discriminant validity assessments appear to be valid. Zameer et al (2019). Both AVE and the square of the correlation coefficient are bigger than the value of average loading. Consequently, the results for the CFA factor loadings, average variance explained and correlation coefficient are shown in Table 2.

Table 2 Confirmatory Factor Analysis

Construct	Measurement items	FL
SBO	My supervisor doesn't take me to important events	0.70
AV = 0.51	My supervisor doesn't recognize my excellent performance.	0.65
C.R = 0.84	My supervisor ignores my' views.	0.72
Cronbach's alpha = .84	My supervisor avoids eye contact during the work activities	0.71
	Supervisor based ostracism decreases my dedication	0.81
JI-CA	Excessive work produces negative effect & results insecurity.	0.69
AV = 0.53	Higher performance goals putt results in job insecurity.	0.70
C.R = 0.87	The people who encounter job insecurity tend to be nervous.	0.77
Cronbach's alpha = .88	Job insecurity leads to low job performance.	0.71
	The depression may tax employee's mental resources.	0.77
	The resource loss is salient and produces stronger cognitive.	0.79
Political Skills	Political skills reflect insights of unequal power distribution	0.65
AV = 0.52	Staffs with low political skills obey supervisor without question.	0.74
C.R = 0.86	Employees can convince supervisor over political skills.	0.74
Cronbach's alpha = .84	The political skills save my resources.	0.75
	Political behavior is rational to show opinion conformity.	0.68
	Accordingly, political skills result in less emotional exhaustion.	0.71

Extra Role Behaviors AV = 0.54 C.R = 0.85 Cronbach's alpha = .86	Verbal statement of supervisor e increases the likelihood.	0.76
	Supervisor's extra role conduct locks attribution & competence.	0.76
	My self-promotion is enhanced by the extra role behavior.	0.73
	Due to extra role behavior of supervisor, I see myself as calm.	0.72
	I expect success than distress due to extra role behavior.	0.71
Ingratiatory Behaviors AV = 0.52 C.R = 0.86 Cronbach's alpha = .82	Ingratiation behavior of supervisor helps to achieve my goals.	0.85
	Ingratiation behavior of supervisor strengthens my relationship.	0.66
	Ingratiation behavior of supervisor gives sense of evaluation.	0.62
	Ingratiation behavior of supervisor generates unfair treatment.	0.73
	Ingratiation behavior leads to counterproductive work.	0.80
	I am perceived as untruthful as I engage in ingratiation.	0.68

Note: All the Factors Loading are Significant at $p < 0.01$.

Figure 1 CFA

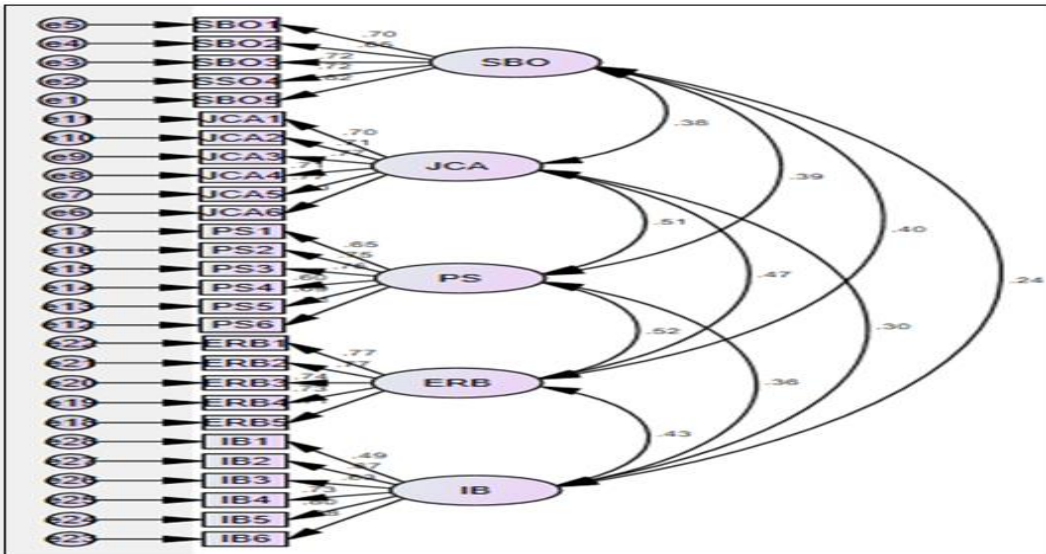

Table 3 Correlation Analysis

		SBO	JI-CA 5.	PS	6. IB	ERB
Supervisor-Based Ostracism	Pearson Correlation Sig. (2-tailed)	1				
Job Insecurity: Cognitive Affective	Pearson Correlation Sig. (2-tailed)	0.412** .000	1			
Political Skills	Pearson Correlation Sig. (2-tailed)	0.337** 0.057	0.471 0.634	1		
Ingratiatory Behaviors	Pearson Correlation Sig. (2-tailed)	0.316** 0.030	0.314 0.006	.366** 0.000	1	
Extra Role Behaviors	Pearson Correlation Sig. (2-tailed)	0.435** 0.000	0.422** 0.000	0.412** 0.044	0.415** 0.038	1

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

The results of the correlation test are explained by drawing parallels results to the study's working hypothesis.

H1: Supervisor-based stigmatization is significantly associated with ingratiatory and extra role behavior, according to H1. The first hypothesis of the study is supported by the finding that there is a positive link between the ostracism from one's supervisor and ingratiation and extra-role activities ($r=0.435^{**}$, $p=0.000$). The idea is supported by correlation coefficient. Many different forms of social exclusion have been recorded throughout history (Dotan, Sommer & Rubin, 2009). Language-based social isolation occurs, for example, when two people communicate in a way that the rest of society finds incomprehensible.

H2: Negative stigma from a superior is strongly linked to job insecurity. Supporting the hypothesis is a positive correlation of 0.422^{**}, with significance level of 0.000. According to research (Maslach et al., 2001), when employee believes that resources necessary to participate in opinion conformity, flattery, and other boosting behaviors are less likely to be depleted, they experience less emotional exhaustion and less job insecurity.

H3: Job insecurity significantly correlates with the ingratiatory and extra role behaviors. The third hypothesis is supported by the data, with a correlation value of 0.422 and a significance level of 0.000. We found a robust and positive correlation between work insecurity and extra- and people-pleasing actions in our analysis of related studies. According to Maslach et al. (2001), the individual stress component of burnout is manifested in a state of job insecurity as a psychological response to professional pressures.

H4: In many ways, job insecurity mediates the link between the supervisor-based ostracism and ingratiatory and extra-role actions. A significant positive link between supervisor-based ostracism and ingratiatory and extra-role behaviors was found in the correlation test, suggesting that job insecurity is the most effective mediator of this relationship. The significance level is 0.044, and the test values are 0.412^{**}. Researchers have shown that raising the bar on one's performance at work can have unintended consequences including putting one's body on high alert and increasing one's risk of economic instability and unemployment (Barling & Macintyre, 1993; Schaufeli & Bakker, 2004).

The association between job instability and extra- and ingratiating-role behaviors is tempered by political skills, according to Hypothesis 5. While H5 has a positive correlation of 0.415^{**} at 0.038 level of significance, the test results do not back up the hypothesis, suggesting that political skills must moderate the positive relationship. In this connection, the employees are thus not allowed to display favoritism. That is to say, various employees with varying power distance orientations and political capacities may have different perspectives on ingratiation and react to it in different ways (Lin et al., 2013).

CONCLUSION

The focus of this research was on how being shunned by a supervisor affects workers. This is the first study that I am aware of to investigate the link between employee behavior and these important elements. Preliminary data indicate a unique association between ostracism from a supervisor and

employee behavior. The results of this study show that companies can set an example for the rest of world by creating a successful framework for employee behavior. To the exception of the hypothesis regarding political talents, the study's findings point to very high positive correlations between all of the research variables. While political competence moderates the negative association between job insecurity and ingratiatory behaviors, it increases positive association between job insecurity and extra-role behaviors. Our findings support the hypothesis that improved relations between managers and their subordinates can be attributed to training programs that teach workers how to effectively use politics.

Theoretical Contribution

At first glance, the establishment of this concept and development of model imply that significant relationships exist between various variables and various employee behaviors, implying that these actions are lucrative for firms. In spite of numerous studies that have been performed utilizing wide variety of research methods, no one has yet developed the model that incorporates this idea. And second, our investigation fills the huge gap with credible sources, leading to the desired outcomes. The results will have simple practical ramifications and may lead to dynamic outcomes. The social and economic benefits of this study are mutually reinforcing. Finally, we isolated the effects of job security on employees' sense of mental well-being and centered our research on that variable. This research also lends credence to the idea that workers should be able to negotiate successfully in different situations and circumstances. These results will help company's strategic planners rethink what constitutes "best practices" in the workplace and apply that knowledge to their competitive advantage.

Managerial Implications

Job instability and political competence are found to mediate the relationship between supervisor-based ostracism and ingratiatory and extra-role behaviors in Pakistan. The focus of this research is on the underlying causes that contribute to the associations between social exclusion and extra-role behaviors. This research is relevant because it examines ingratiatory and extra-role behaviors in Pakistan and then examines the mediating function of job insecurity and political skills in the relationship between supervisor-based ostracism and these behaviors. The information could be used by executives and managers in relevant companies to find best possible pairing of superiors and subordinates.

Limitations & Future Directions

This study aims to explore the nexus between supervisor-based stigmatization and extra-role and ingratiatory behaviors in Pakistani workplaces. This does not rule out possibility of other practices being present in the study or of their influencing the extent to which supervisor-based ostracism and ingratiatory and extra-role behaviors are congruent. This study was also conducted in Pakistan, thus while it may be applicable in other impoverished countries, it may produce different results in more developed nations. The study can be done in a setting unrelated to production if that is more convenient.

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