Analyzing Project Organizational Culture through Workplace Incivility and Ostracism under Mediating and Moderating Mechanisms

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Abstract: The focus of this research studyis to examinethe impact of workplace incivility and ostracism on project organizational culture under the reciprocate effect of social exchange theory. The mediating role of job strain and moderating role of supervisor's support was also analysed in said relationships. Data collection was conducted through adopted and adapted questionnaires in time lags from 218 middle line managers of project sections in Pakistan's textile engineering firms. Smart PLS and SPSS were used to analyze the respondents' feedback, and results showed that workplace ostracism, workplace incivility, and supervisor support affects project organizational culture. The job strain mediates the relationship between workplace ostracism, workplace incivility and project organizational culture. Moreover, the moderating role of supervisor support between job strain and project culture was established. Thus, recommendations are provided for target sector.

Keywords: Workplace incivility, ostracism, job strain, project culture, supervisor's support, textile sector, Pakistan

I. INTRODUCTION

Working culture pertinently across projects plays an important role in achieving organizational and corporate goals. Different human beings possess different behaviours and attitudes which affect the project in many significant ways; for instance, its success [1]. Cultural differences can cause conflicts in individuals' communication which can cause unwanted delays and a decline in the capacity of achieving project objectives [2]. Therefore, a typical project management culture is deduced from the intersection of sub-cultures: organizational sub-cultures, operational sub-cultures, professional sub-cultures, and individualistic sub-cultures. Such project organizational culture seeks antecedents along with moderating and mediating mechanism to manage unethical workplace practices [3].

The immoral workplace practices considered in this study as per the context of the project in the textile engineering sector are incivility [4] and ostracism [5]. Workplace incivility is a mild, practice of interpersonal mistreatment that violates the social norms of the working environment, making the culture described by disrespect and impoliteness [4]. It sometimes becomes very difficult for the organizations to understand, make procedures to avoid incivility due to its ambiguous culture. Therefore, the organizations must identify the boosters of incivility and act to lessen it. This phenomenon is very complex, which needs corrective measures to reduce the aftermath of this workplace mistreatment.

Moreover, the workplace ostracism is the social blackout of a particular employee by other employee or cluster of employees in an organization or project-based environment. It is now becoming a common phenomenon inthe workplace as competition, and smart work is now in fashion. As it is a type of social abuse, it makes the employee questionable in terms of his/her existence in the organization or for instance, the project he/she is working. Different studies suggest that employees suffering in ostracized work environments are more prone to catch up with high job stress and low productivity [5]. Studies also suggest that these types of negative phenomenons can cause damage to the mental health of the employee, as it is resultant in job strain.

Job strain refers to the distressing and damaging psychological reactions of employees against stressful workplace settings [6]. Previous researches have revealed that feelings of strain arise from certain job features known as stressors. When individuals perceive that they cannot bear the pressure of cultural

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demands, they feel strained. Strained based employees try to respond workplace environment in a negative manner, which eventually resultant in developing unproductive culture [7].

Therefore, the project-based organizations, in particular, depute supervisors to maintain their values and make employees responsible for productivity and wellbeing [8]. In the scenario of projects, these supervisors can play a vital role in the achievement of organizational goals and project objectives. Directions and subsequent support provided by supervisors in the persuasion of organizational policy resultant in better project organizational culture. Moreover, supervisor support is one of the most powerful tools for transferring training [9] and maintaining trust between employees and organization and hence improving its project management culture by overcoming unethical acts of ostracism and incivility.

This study provides empirical evidence about the constructs affecting project organizational culture. The need to highlight unethical acts of ostracism and incivility [10, 11] under any strain-based work environment is deliberated across textile engineering employees. The cultural norms and practices of the organization affect all stakeholders of the firm. The profitability of an organization may be the best indicator to judge that all things are going right or not. The insights of the unstable state of textile engineering firms in a developing country, Pakistan is provided to develop a more stable project organizational culture.

II. LITERATURE REVIEW

Workplace incivility and project organizational culture

Researchers characterize organizational (project) culture as something to do with individuals and the special feature and fashion of the organization [12]. In order to identify the organizational culture of a project, it is necessary to evaluate the cause of such dimension. Cultural dimensions are rooted in basic problems that a cluster of workers must tackle or find a suitable solution to the issue [13]. Pinto [3] introduced four dimensions which could affect the culture at a project, first, how communications would be carried out in order to achieve the goals of a project. Second, how does the culture affect the level of interest and commitment of staff towards work?. Third, the fulfilment of resources at the site. Fourth, how the managers evaluate their teams in a scenario of achieving the goals of the project, ultimately, the organization, the culture of the organization can play a major role in successful or unsuccessful execution of the projects. Thus culture should be treated an important factor for encouraging innovation, improving quality outcomes and controlling conflicts. Organizational culture can play a vital role in either prohibiting or enabling of the workplace incivility [14]. Organizational culture defines the limits which if crossed, become in civil, harsh, unacceptable to employees. This study intends to find the following hypothetical relationship:

H1: Workplace incivility affects project organizational culture.

Workplace ostracism and project organizational culture

Culture is the asset of any organization [15]. The owners define culture in organizations for instance at projects. When stuck on issues, they turn to those who laid down the procedures. In reality, culture is not just a critical figure of an organization; it is the central driver of superior business execution. How cultures perceive workplace mistreatments such as ostracism vary from country to country and industry to industry. Workplace ostracism at the individual stage lays down negative impact severely on the overall work climate [16] and the culture of the project and ultimately, the organization. Relationship between workplace ostracism and project culture in the textile sector of Pakistan will be investigated in this study.

H2: Workplace Ostracism affects project organizational culture

Workplace incivility and Job Strain:

When strain is considered in the contextual framework of job stress, then it means some destructive condition of the individual that is due to the stressors at work. Some psychiatric indications are common among issues experienced in certain working situations [17]. Mental disorders within the workplace enormously decrease workers satisfaction with life, worker efficiency, and raises the utilization and costs of health care [18] and [19]. Concurring to this job strain model also known as the demand-control model [20], tall job demands, low or no working control and particularly, a combination of both frequently

indicated as work strain, represent a health hazard. Workplace incivility is perceived to increase job strain faced by the workers at projects in the textile sector. This study intends to investigate this relationship in the textile sector of Pakistan.

H3: Workplace incivility affects job strain.

Workplace Ostracism and job strain:

Workplace environment gained attention in the 1990s. During these years, employees reported a higher number of job demands [21]. Due to this job related mental issues at the workplace increased along with long term sickness [22]. Generally, researches within the developed world have revealed that mental trouble is common among representatives with high-strain employments [23].Ostracism causes disturbing and painful experience [24]. Researchers have concluded that workplace ostracism can trigger many negative effects on employees, including decrease job performance, increase in turnover intentions, intense emotional reactions, stress at workplace. Therefore this study intends to find how workplace ostracism enhances job strain in employees of the textile sector of Pakistan.

H4: Workplace Ostracism affects job strain

The mediating role of job strain:

It is important to analyze the positive and negative determinants of project's organizational culture. Cultural dimensions are based on fundamental problems that a group of people must address or for which they must find solutions [25]. Organizations due to their tough and notorious routines tend to neglect the factors deteriorating their culture. Job strain could be one of the reasons which negatively enhances the relationship of workplace incivility and culture at projects. Job strain being the psychological effect of job stress may be caused by workplace mistreatments (in this scenario incivility) and may negatively affect the job performance and ultimately, the culture of the organizations doing projects. Therefore mediation of job strain would be analyzed on the relationship of workplace incivility and project culture in the textile sector of Pakistan.

H5: Job Strain mediates the relationship between workplace incivility and project organizational culture

William [10] developed the most highly accepted model for prediction of job outcomes due to ostracism. This model is based on the understanding that ostracism can be seen as a stressor [10]. Some studies on this topic have suggested that ostracism can lead to several events of psychologically aversive reactions which may include anger and strain [27]. Employees capacity is depleted to maintain tasks listed in the job description of the employee in case of the ostracized environment, resultantly creating job tension in employees and deteriorating the organizational culture [26]

of the project-based environment. Consequently, workplace ostracism, job strain and project culture are dynamic and interwoven variables. In this study, the mediating role of job strain would be analyzed on the relationship of workplace ostracism and project culture in the textile sector of Pakistan.

H6: Job Strain mediates the relationship between workplace ostracism and project organizational culture.

Researchers characterize organizational culture as the set of values, convictions, and behavioural standards that direct how individuals of the organization get work done on a project. Numerous organizational components are viable for group functioning. The organizational setting is utilized as administration forms, organizational culture, and organizational frameworks that exist inside an organization or for instance, on a project. To bargain with a progressively complex trade environment, organizations have started to find modern strategies to progress administration capacity and unravel administration issues, such as change and updating issues, hazard control, and self-management issues [28]. Conflict in employee and cultural dimensions in an organization may be originated from stress. Hence the relationship of job strain with project culture would be investigated in this study in the scenario of the textile sector of Pakistan.

H7: Job Strain is related to project organizational culture.

The moderating role of supervisor support:

Researchers viewed culture at different levels concerning national culture, business culture, and organizational culture. There is still no agreement on a standard definition of the term. A deeper understanding of the concept and construct of organizational culture is essential to examine and understand what goes in organizations, how to run them and how to improve them [13]. Organizational

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Culture is defined as the shared assumptions, beliefs and "normal behaviours" (norms) present in an organization. Job strain in employees throws a negative impact on the organizational (project) culture as the whole environment is stressful. The moderating role of supervisory support will be analyzed on the relationship of job strain and project culture in the textile sector of Pakistan.

As agents of the organization, supervisors are responsible for coordinating and assessing employees' job execution. In this way, workers frequently see their supervisor's input as characteristic of the organization's orientation toward them. Supervisors are responsible for the assessments of their staff's work execution, which are frequently communicated to higher officials [28]. Responsibilities of supervisors include to show tolerance to those who face difficulties is the execution of their core job functions, giving them due credit for the work done in a good manner and provide them with the reward which is appropriate so that they perform in a better way [31]. Further, as the employees know how they are being rated by their supervisors, the relationship between employee commitment and support by the supervisor is strengthened [29] and ultimately the culture of the organization and project at which they are working. Supervisory support is one of the most powerful tools for transferring training [9] and maintaining trust between employees and organization, hence improving its culture and in this case the project organizational culture through following intended hypothesis:

H8: Supervisor support moderates the relationship between Job Strain and project organizational culture, in such a way that increase in supervisor support weakens the relationship
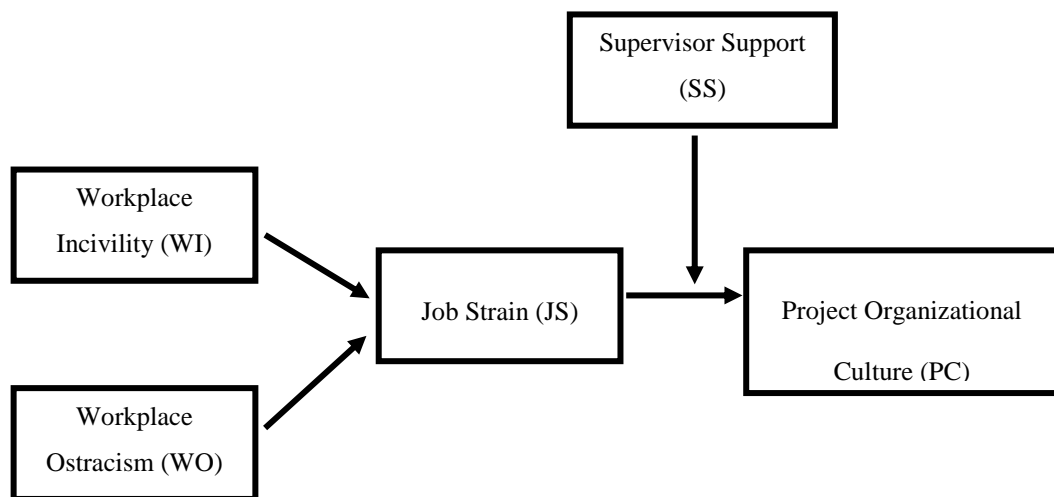*H9: Supervisor support affects project organizational culture*

Figure 1 Theoretical Framework

III. METHODOLOGY

Population, Sample, and Data Collection Procedure

The population of the current study comprises of the middle tier employees working in textile engineering firms across major cities of Pakistan. The reason for selection of this population is that such employees usually manages projects of different nature, as per the context, in the textile engineering sector due to limited and sometimes unrealistic timelines resultant into very hectic and critical work routine to meet the deadlines.The target respondents were approached under non-probability convenience sampling technique after obtaining their consent to participate in this research study.

Data was collected in time lags at three points in time, with a gap of one week between Time 1, Time 2 and Time 3. To correlate the questionnaires answered by the same respondents and to maintain their anonymity, all participants were requested to mention the name of their maternal grandfather [30]. The questionnaire at Time 1 constituted of items measuring workplace incivility and ostracism, questionnaire at Time 2 constituted of items measuring project organizational culture and demographical data and questionnaire at Time 3 constituted of items measuring job strain and supervisory support. Out of 300

distributed questionnaires, 228 were received from respondents, among them, 218 were found correct in all respects. The response rate was 76% for the reverted questionnaires, while 72.67% were accepted for further analysis. The demographics of respondents reflects more males, adults in age, early level job experience and possess masters level education.

We measured workplace incivility using seven items scale developed by Cortina [14], and workplace ostracism was measured using ten items scale developed by Ferris et al. [5]. Moreover, we measured supervisor support using six items scale developed by Jiang et al. [32] and job strain using four items scale developed by Fuller et al. [33], and project organizational culture using a measure developed by Nguyen and Watanabe [34]. Responses were measured on a 5 point Likert scale where 1 = Strongly Disagree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly Agree.The values of Cronbach's Alpha for each scale are above 0.70.

For confirmatory factor analysis (CFA) method of partial least squares (PLS) [35] was utilized for the developed model in two manners, the outer model (the relationships between the variables and their items) and the inner model (the relationships between the constructs under investigation). Following Hair et al. [36], the method of bootstrapping was used to investigate the level of significance for loadings and path coefficients, to do so Smart-PLS version 3.2.8 was utilized. Figure 3 shows the measurement model of this research. Convergent validity refers to the extent to which a measure of pertinent items positively measures the same predefined construct [35].

Convergent validity demands the testing of several parameters: factor loadings, composite reliability (CR) with recommended values 0.7 or above and average variance extracted (AVE) with recommended values 0.5, as indicated by Hair et al. [35].Whereas an acceptable value of factor loading is above 0.5 in case of well-known variables and if it exceeds a value of 0.6 then it is referred well for items of the construct [37]. In case of this research value of 0.6 is being considered as the benchmark value for the factor loadings.
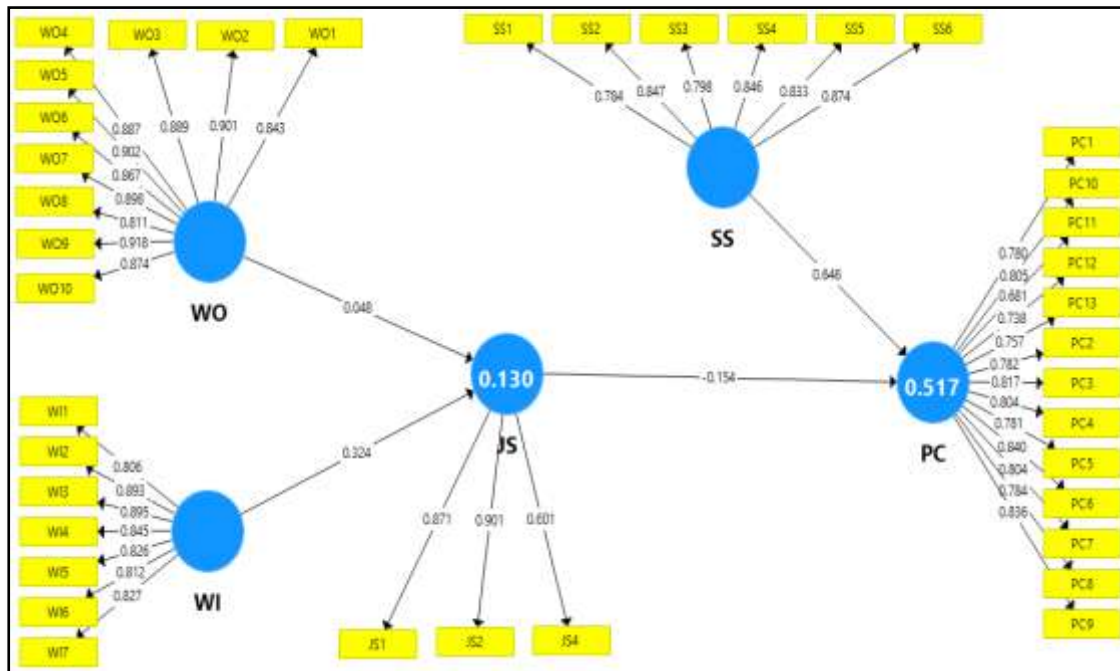
Measurement Model: CFA 1st Level
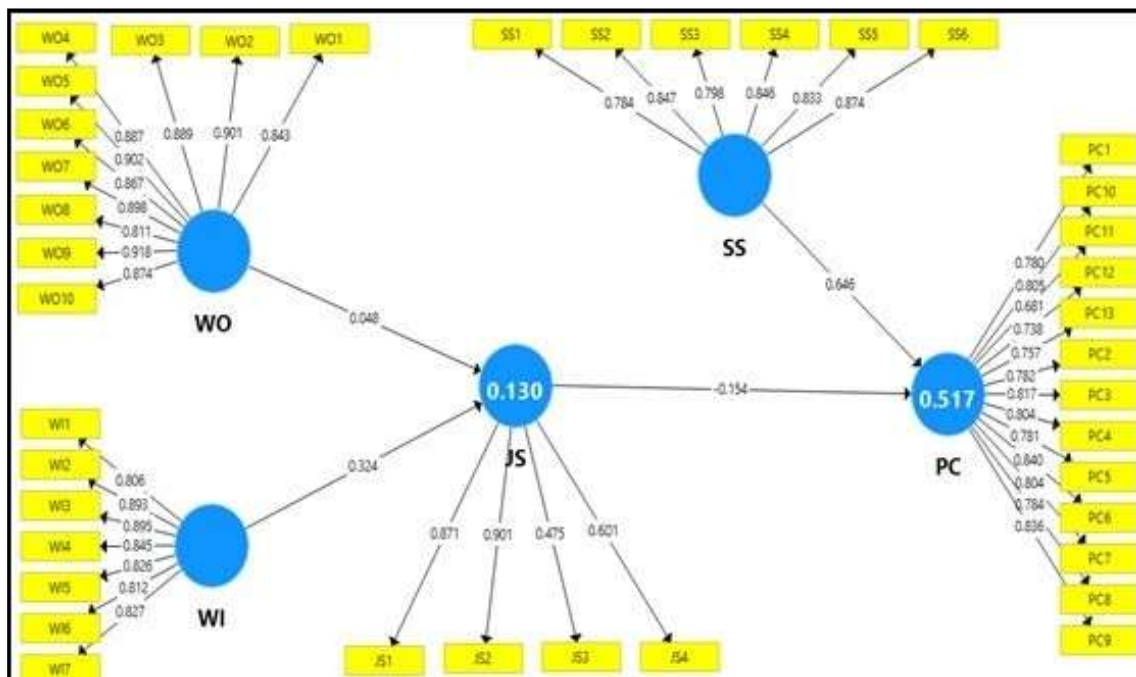
Figure 2 Measurement Model: CFA 1st Level

The results in table 1 depict that all values of factor loadings of the items are above 0.6 except one, JS3, which is, 0.475. As per Hofstede's cultural dimensions theory, effects of culture at workplace vary from country to country [25] hence due to variance in the culture of Pakistan and textile sector in specific, stated item did not respond as it was expected. Therefore due to poor factor loadings,this item was deleted from the initial measurement model, and the same was retested for factor loadings—figure 3 and table 1 show factor loadings for new measurement model CFA 2nd level as under:

Measurement Model: CFA 2nd Level

Figure 3Measurement Model: CFA 2nd Level

Table 1: Convergent Validity of Final Measurement Model

Convergent Validity					
Construct	**Indicators**	**Factor Loadings**	**Cronbach's A**	**Composite Reliability**	**Average Variance Extracted**
Workplace Incivility	WI 1	0.802	0.932	0.945	0.713
	WI 2	0.891			
	WI 3	0.893			
	WI 4	0.847			
	WI 5	0.826			
	WI 6	0.817			
	WI 7	0.829			
Workplace Ostracism	WO 1	0.838	0.967	0.972	0.774
	WO 2	0.902			
	WO 3	0.891			
	WO 4	0.890			
	WO 5	0.903			
	WO 6	0.870			
	WO 7	0.898			
	WO 8	0.814			
	WO 9	0.916			

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Construct	Item	Loading			
	WO 10	0.873			
Project Culture	PC 1	0.787	0.947	0.954	0.634
	PC 2	0.792			
	PC 3	0.818			
	PC 4	0.807			
	PC 5	0.793			
	PC 6	0.845			
	PC 7	0.809			
	PC 8	0.772			
	PC 9	0.839			
	PC 10	0.807			
	PC 11	0.681			
	PC 12	0.728			
	PC 13	0.752			
Supervisor Support	SS 1	0.783	0.910	0.930	0.690
	SS 2	0.847			
	SS 3	0.796			
	SS 4	0.846			
	SS 5	0.834			
	SS 6	0.874			
Job Strain	JS 1	0.871	0.734	0.950	0.905
	JS 2	0.901			
	JS 3	0.601			

Discriminant validity depicts how the items of the construct are differentiated, and it confirms that all items are different and belong to non-overlapping constructs In this validity, the common variance between each variable and its measure has to be of greater value in comparison to variance shared among other constructs [34]. The rule regarding this is that the square root of AVE values that appear in the diagonal line in the matrix exceeds the values in columns and rows of the specific construct, then the discriminant validity is confirmed. This also depicts reasonable correlation range among variables. Table 2 shows the results of this analysis:

Table 2: Discriminant Validity of Final Measurement Model

Discriminant Validity					
	JS	**PC**	**SS**	**WI**	**WO**
JS	0.952				
PC	-0.305	0.797			
SS	-0.351	0.706	0.831		
WI	0.392	-0.446	-0.424	0.844	

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WO	0.321	-0.503	-0.479	0.719	0.880

Regression analysis was carried out to show the connection between an independent and dependent variable and to measure the impact that moderator and mediating variables can cause on the same relationship. The results of the regression analysis are mentionedin Figure4. Process macro was run in SPSS for the execution of regression analysis and results are as under:

Regression Analysis

	β	SE	T	P
WI ⟶ PC	-.3230	.0550	-5.8700	.0000
WI ⟶ JS	.3176	.0607	5.2315	.0000
JS ⟶ PC	-.2159	.0581	-3.7159	.0003
WI ⟶ JS ⟶ PC	-.3916	.0534	-7.3391	.0000
Bootstrap results for indirect effect	Indirect effect	LL 95% CI	UL 95% CI	
	-.0686	-.1261	-.0308	
WO ⟶ PC	-.4067	.0473	-8.6029	.0000
WO ⟶ JS	.3098	.0673	4.6039	.0000
WO ⟶ JS ⟶ PC	-.3700	.0489	-7.5606	.0000
Bootstrap results for indirect effect	Indirect effect	LL 95% CI	UL 95% CI	
	-.0366	-.0747	-.0085	
SS ⟶ PC	.5735	.0505	11.3596	.0000
SS; JS ⟶ PC	.0915	.0391	2.3402	.0202

$R^2 = 0.7154$

$F (3, 214) = 74.7874, p < 0.001$

Notes: Un-standardized regression coefficients reported. Bootstrap sample size 1000.
LL=Lower Limit; CI= Confidence Interval, UL=Upper Limit

Figure 4: Regression Analysis

IV. RESULTS AND DISCUSSION

These days the phenomenon of workplace negative behaviours such as incivility, ostracism, negative gossip, intention to sabotage, turnover intentions and many others are gaining the attention of the researchers in the field of social sciences. To counter these types of negative behaviours, firms or companies pay a lot instead of this culture. The purpose of this research is to find the impact of workplace incivility and ostracism on project culture, with the moderating role of supervisor support and under the mediation of job involving respondents regarding these variables in textile sector of Pakistan.

H1: Regression analysis was performed on the final measurement model. The analysis shows that workplace incivility is negatively and significantly associated with project organizational culture having the beta value of -0.323 with a p-value of less than 0.001. According to social exchange theory which describes the social behavior in the relationship of two parties. Social exchange theory also implies on friendships, relations which can be of any category, namely professional, ephemeral or even romantic relationships [38]. Refusal of tasks performed in a section of projects may result in the destructive environment for the employees, and this, in turn, damages the culture of projects. Therefore social exchange theory prevails in a sense that incivility for the employee is returned with the reduction in quality of project culture. Extensive work has already been done in order to find the negative impacts of incivility on workplace culture, environment[39].

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H2: Analysis revealed that workplace incivility is positively associated with job strain with a beta value of 0.3176 having the statistically significant value of p under 0.001. According to Karasek's model [20] of job strain,the workplace environment can be segregated in terms of how the demands of work in this scenario, the project and control over demand one has is connected. Karasek's model [20] included a psychological dimension to the scenario and derived how much control one has in situations of high workloads, environments of high incivility and pressured environments. Hence it clarifies the relationship that workplace mistreatments are directly proportional to the job strain one feels.

*H3:*As per the analysis, job strain is negatively associated with project organizational culture in the textile sector of Pakistan with a beta value of 0.2159 and value of significance which is p is under 0.001. In this study job,the strain is one of the factors affecting the quality of project culture that exists in Pakistan's textile sector. Results also show that job strain is much active in this industry, maybe due to the reason that in the context of the textile sector, job security is the key player. Pakistan being a textile oriented country, most of the business is export based; hence due to abundant job opportunities for this job sector, the existence of job strain felt by the employees and may increase turnover rate. Since the outcomes of this negative phenomenon at the workplace, job strain in this scenario is significantly associated with the project culture of textile sector in Pakistan. Therefore it is concluded that the hypothesized relationship is accepted and statistically significant relationship was established between job strain and project culture.

*H5:*Regression analysis unveiled the fact that workplace ostracism is negatively and significantly associated with project organizational culture in the textile sector of Pakistan with beta and p values of -0.4067 and under 0.001, respectively. Workplace ostracism maybe a sort of involvement which is seen by people that they are overlooked by others [5]. Ostracism is characterized as a bunch or person excluding to take steps that lock in other organizational individuals suitable and standard to act [38]. Two forms of ostracism inthe workplace include personal and task ostracism. Personal ostracism includes not including a particular employee in social or personal interactions at the workplace, for example, exclusions from conversions, coffee breaks or social events. Whereas task ostracism includes not including co-workers in task-oriented interactions, for example, not inviting a colleague on a project meeting, not informing a co-worker where his/her input was necessary [40]. Hence workplace ostracism is negatively and significantly connected with project culture and hence acceptation of hypothesis.

*H6:*Regression analysis also disclosed the relationship of workplace ostracism and job strain in the textile industry of Pakistan. The relationship is statistically significant and positive with the beta value of 0.3098 and significance value of under 0.001. The employees of project sections are much more vulnerable to negative psychological issues as discussed in the current study ostracism is common amongst such employees. In said sections, high job demands for production and timelines for completion are major causes of such issues [42]. Due to such negativity at the workplace, strain due to job in employees may be common. As per social exchange theory, the behaviour which one displays is mostly in the shape of interaction between two groups. In this scenario, the two groups would comprise of victims and victimizers. Due to weak adaptation and implementation of social exchange theory, the victims feel that negative mistreatments at the workplace are a part of daily chores handed over to them to perform; this is called behavioural adaptation. This adaption of behaviour introduces the victims with ostracism, for instance, and they become under a much accepting mood of such practices. Hence, resulting in acceptance of the hypothesis.

*H4 & H7:*Mediation of job strain between workplace incivility and project organizational culture and between workplace ostracism and project culture in Pakistan's textile sector was also tested in regression analysis. Job strain mediated both the relationships with significant negative values of betas with a p-value of under 0.001. The value of beta is -0.3196 for mediation of job strain in the relationship between workplace incivility and project culture while the value is -0.3700 for the mediation in the relationship between workplace ostracism and project culture. According to the organizational culture theory, the project culture is also dependent on the well being of the employees. Strained employees experience stress and produce detrimental behaviors harming the project's organizational culture. The existence of workplace incivility and ostracism have many negative and ill effects on both the mental health or wellbeing of employees and the culture of projects in project's scenario. Different studies suggest that employees suffering in ostracized work environments are more prone to catch up with high job stress, low job and life satisfaction [5]. Studies also suggest that this negative phenomenon at the workplace if present must be killed in time; otherwise it can cause great implications and damage to the mental health of the employee and the health of environment of the workplace. Consequently, workplace incivility, ostracism, job strain and project culture are dynamic and interwoven variables. Hence both hypotheses are accepted.

H_8:Association of supervisor's support and project organizational culture was also uncovered as a positive and statistically significant relationship exists with a beta value of 0.5735 with p-value under 0.001. From the viewpoint of organizational support theory, the individual employee's acknowledgement of informal status to the supervisor, whether accurately depicting the beliefs of others in the organization or not. Employee perceptions of supervisor status would be based on personal observation of upper management's treatment of supervisors as well as the communicated views of upper management, supervisors, and fellow employees which directly affects the culture prevalence in textile or any industrial project sector. Being viewed favourably by an employee regarding a supervisor who plays an important role in the organization may enhance the fulfilment of socio-emotional needs and increase expectations of future favorable treatment from the organization. Therefore, employees who believe that their supervisor values their contributions may be motivated to view the supervisor as having an important organizational role in developing culture at projects.

H_9:Moderation of supervisor's support in the relationship of job strain and project organizational culture was also tested in the regression analysis. The results showed that moderation existed with a beta value of 0.0915 with a significance value of under 0.05. A deeper understanding of the concept and construct of project culture is essential to examine and understand what goes in the project, how to run them and how to improve them [13]. Organizational Culture is defined as the shared assumptions, beliefs and "normal behaviors" (norms) present in an organization. Job strain in employees throws a negative impact on the organizational (project) culture as the whole environment is stressful. A study conducted by Sakurai et al. [42] showed that supervisor social support moderates the relationship between negative emotions and positive work outcomes. If we draw results of this study on those by replacing supervisor social support with supervisor support, negative emotions with job strain and positive work outcomes with project culture then analogically the previous study in this research supervisor's support also moderates the relationship. Hence the hypothesized relationship stands true.

V. CONCLUSION AND RECOMMENDATIONS

Many researchers have attributed to investigate the implications and negative causes affecting the culture of an organization, but limited work is available in the scenario of projects. To achieve the strategic goals of the project under the banner of triple constraints of scope, time and cost, culture at the project is very important. Undesirable impact and deviant results are imposed on projects health and culture due to negative workplace behaviors. It becomes very difficult to maintain the culture at the project site for the project manager in the presence of negative workplace behaviors such as incivility, ostracism, job strain etc . These results provide a deeper look for the top management of textile sector to devise and draft policies in such manner to overcome the negative workplace behaviors present in employees and guidance for supervisors and project managers to have coordinated and human-like relationship in the project environment in order to achieve project strategic goals and success within the stipulated constraints.

This research has a good package of policy implication for the employees of project sections in textile sector of Pakistan generally and to counter the phenomena of workplace incivility and ostracism and to improve the quality of project culture. The environment at projects is uniquely connected to the culture. The workers of such sections are more prone to the negative behaviors at project sections than operational sections. The recommendations for policy-making are as under:

1. As negative workplace behaviors and practices are costly for the textile sector, hence such practices shall be discouraged at all levels.
2. Kindness shall be promoted at organizational and project levels of textile sector,as this should go from top to bottom in the hierarchy for meaningful outcomes.
3. Workplace incivility and ostracism need to be managed through formal training sessions across textile sector.
4. The supervisor shall be available for all employees or subordinates at textile sector multiple projects.
5. Quarterly based counsellingsessions be conducted for the wellbeing of the employees.
6. Workers' unions shall be made functional in such a way that they should protect the rights of workers not hinder the completion and working at a project

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