



Empirical Nexuses Between Leadership Styles and Deviant Behavior in Ostracized Manner, Moderating Evidence of Cynicism and Lone Wolf Tendencies

Engr Dr. Muhammad Rizwan Sabir¹, Dr. Muhammad Bilal Majid², Prof. Dr. Nadia Nasir³, Saira Sohail⁴

1. Deputy Director, National Cyber Crime Investigation Agency (NCCIA), Pakistan, Email: justrizig@gmail.com
2. Lahore Business School, The University of Lahore, Pakistan, Email: bilalmajid34@gmail.com
3. Department of Business Administration and Management Sciences, Superior University Lahore, Pakistan Email: nadia.nasir@superior.edu.pk
4. Ph.D. Scholar, Department of Business Administration and Management Sciences, Superior University Lahore, Pakistan Email: sairasohail3@gmail.com

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Abstract:

The research examines the role of spiritual leadership and laissez-faire leadership towards interpersonal & structural deviation by arbitrating the part of ostracism and controlling the protagonist of cynicism and lone-wolf tendencies. The target population was the Punjab Civil Secretariat of Pakistan employees, and the selected sample was 450. Furthermore, collected data was quantified through SEM Model and analyzed on SmartPLS software. The study's findings provide empirical evidence that spiritual and laissez-faire leadership significantly and positively influence ostracism and directly influence interpersonal and organizational deviance. Moreover, ostracism is also positively associated with deviance. It also uncovers that cynicism strengthens the relationship between ostracism and deviance. Based on these empirical findings, a landmark for the practitioners is provided while dealing with deviant behavior in organizations. Likewise, Future researchers will also have guidelines to base their research on because the study gives some insight into the research to be done concerning these constructs. The study at hand meets the gap of the ostracism relation mediation of the linkage between spiritual leadership & laissez fair leadership and interpersonal & organizational deviance.

Keywords: Spiritual Leadership, Laissez-Faire Leadership, Ostracism, Cynicism, Lone Wolf Tendencies

Introduction

The concept of ostracism is gaining attention among scholars as it relates not only to organizational behavior (OB) but also affects employee's job performance. Interpersonal and organizational behavior can also be adversely affected by ostracism (Ferris et al., 2013; Hitlan et al., 2016; Hua et al., 2023). Thanks to the evolution of this concept, scholars also take this phenomenon as a critical research question that leads to concerns related to the productivity of an organization (Liu & Xia, 2016). Ostracism can be reported to cause massive losses in an organization by researchers and those who practice it. They also assume that ostracism can be defined as one of the forms of behavior that affect organizations and employees in an adverse manner (Cheng et al., 2016). Behavior of employees is the

focus of consideration in an association for plane tasks. If it is against the organizational set standards, it influences and affects other members of the organization (Balliet & Ferris, 2013; Amore et al., 2023). Researchers call this phenomenon "deviant behavior which may be due to situational or personality traits of individuals. It may be due to the human need for social bonding as individuals wish to be accepted by other members of the society or organization. Recent studies on interpersonal deviance concentrate on coworkers directing deviant behavior to other members of the organization, which include the team members, subordinates, and supervisors of the organization. (Swimberghe et al., 2014). Although there are many benefits and advantages while working as a team in the organization yet interpersonal relations are not always positive among team members. Therefore, workplace Following the outcomes that are associated with it, ostracism has posed a serious challenge to organizations (Chung, 2017; Sahabuddin et al., 2023).

Talking about Lone-wolf tendencies, this concept is also being considered a natural phenomenon and are studied by researchers about delivering best performance in a highly competitive market space (Wu et al., 2020). This though discussed about an individual's lesser attention diversion towards other social activities or other individuals which can interrupt him while making a valuable decision. It is also considered as being independent, therefore is lesser influenced by a change in the environment. In particular the literature discusses the relationship between a person's attention paying towards social environments and lone-wolf tendencies, and uncovers that employees with a higher level of lone-wolf tendencies are more likely to pay more attention to the social environment and are closely related to leadership aspects of leader or supervisor (Locander et al., 2015; Wu et al., 2020). Ostracism has been studied in a different context, but paucity of research regarding the integration of ostracism and deviance has been noted (Harvey et al., 2018). Furthermore, literature also directs towards consideration of cynicism as moderation along with ostracism and deviance (Tariq & Amir, 2019). It is also evident from the literature that spiritual leadership theory and laissez-faire leadership should also be taken into account along with organizational deviance and ostracism concepts (Ghaedi et al., 2020; Kanwal et al., 2019). Lastly, the study recommends integrating lone-wolf tendencies to check their moderating impact on the relationship between ostracism and deviance (Wu et al., 2020). Then the determination of this learning is to integrate these concepts and uncover the empirical findings regarding the role of leadership styles in the development of ostracized and deviant behavior among Civil Secretariat employees in Punjab, Pakistan.

Existing literature has been discussed deviance and its consequences but paucity regarding a compiled and integrated model has been duly noted. The study has adopted the research model proposed by Kanwal et al., 2019 that studies the influence of leadership styles on ostracism. Current research integrates the concepts of ostracism from literature and considers deviant behaviors within the organization (Harvey et al., 2018; Wu et al., 2020) as well as the moderating influences of lone-wolf dispositions and cynicism of the ostracism to deviance correlation. It further benefits from a model by Tariq & Amir that proposes an integration of different theories along with leadership, ostracism, and types of deviance (Tariq & Amir, 2019). Beside these theoretical aspects, the research problem for current study was regarding employees facing ostracized behaviour which leads towards building Interpersonal & Organizational Deviance in them. In these circumstances, study need to provide empirical evidence regarding influence of spiritual and Laissez-faire leadership style. The gap was identified in the existing literature that helped to design an integrated model of leadership styles, spiritual and laissez-faire, ostracism, and deviant behavior while considering the moderating role of cynicism and concept of lone-wolf tendencies. Ostracism, deviance, leadership styles, and their interplay have all been widely addressed in the extant literature on workplace behavior and its effects (Wu et al., 2020; Ghaedi et al., 2020; Kanwal et al., 2019; Amore et al., 2023). However, there is a huge gap in integrating these notions into a holistic model, particularly in the context of public sector personnel in developing countries such as Pakistan (Tariq & Amir, 2019; Jahanzeb et al., 2023; Abas

et al., 2023). The identified gap lies in the fact that, there is no comprehensive and integrated model that considers the effect that leadership styles, such as spiritual and those of a laissez-faire variety, exhibit on deviance in the workplace as mediated through the ostracism factor, and moderated by cynicism and lone-wolf tendencies. Knowledge of such issues existed before, but each study focused on one of the characteristics. In the current study, researchers will implement the research model that combines the main characteristics.

Therefore, the present study takes into account empirical evidence for these aspects, ignored by the previous research, as well. Empirical findings of current research in context of public sector employees of a developing country, i.e., Pakistan, will also enrich the existing literature. The public sector of Pakistan has two groups concerning ostracism i.e., in-group, and out-group. As current study is conducted in the context of Punjab Civil Secretariat, Investigation of the influence of leadership styles, spiritual and laissez-faire, is the most important goal of the given research. on workplace deviance by using ostracism as a mediator and cynicism and lone wolf tendencies as moderators. These objectives also directed some main research question: whether leadership styles impact workplace deviance by using ostracism as a mediator and cynicism and lone wolf tendencies as moderators.

Literature Review

Now a day in business environment, organizations have to develop human resources, which are now considered as the most valuable asset for the business. However, workplace ostracism, which is a commonly prevalent phenomenon, has a detrimental effect on both people and organizations (Warren, 2019; Fatima et al., 2023). The issue of deviance within organizations cannot be ignored because employees have to spend most of their time with other organizational members. Thus the issue of organizational deviance has become yet another menace to organizations due to its demerits (Chung, 2015; Erkutlu & Chafra, 2013). Readings on organizational behaviour also demonstrate that deviant behaviour has a great and negative impact on the productivity of an organization across the globe (Howald et al., 2018). Literature shows that ostracism has been in the center of attention of scientists however, the origin of ostracism has been subjected to limited attention (Nezlek et al., 2015). To such extent, it can also be perceived as the direct or indirect effects of organizational deviance on business entity. Deviant behavior is called organizational deviance because it damages a person who disrupts relationships in the workplace (Howald et al., 2018). It is also related to actions that would decrease a push to be done with some tasks by employees (Benos et al., 2018).

Theoretical Foundation

Need-Threat Theory

Individuals suffer due to physical and mental harms at the workplace and outside of the workplace. Even though, being ignored or excluded by other members are considered two different painful and adverse components of workplace ostracism (Williams & Nida, 2011). To understand the impact that ostracism can have on targets, William (1997, 2001, 2007, 2009) developed a need-threat model, in which he proposed that the experience of ostracism had the potential to threaten innate psychological needs necessary for normal human functioning. The Need Threat Theory investigates the psychological impact of ostracism by positing that people have simple common requirements for going, self-confidence, regulator, and expressive living. When these expectations stand threatened or unmet as a result of social exclusion or ostracism, they generate a range of emotional and cognitive responses. Ostracism, according to Williams, is a powerful social threat that creates bad feelings, higher stress, and diminished well-being. The theory emphasizes the importance of social relationships and acceptance for persons' general mental and emotional health, highlighting that even kinds of exclusion can have substantial psychological implications.

This need threat model put forward three stages Williams, (1997) and (2009): (i) Immediate, (ii) Coping (iii) Long-term. On the immediate level, ostracism brings about suffering and danger to the basic need of belonging, self-esteem, control and sense of meaningful living and consequently leads to the increase in anger and sadness (Gamian-Wilk & Madeja-Bien, 2021; Zafar & Mahmood, 2022). Employees who are facing ostracized behaviors minimize the reaction and desire during the coping stage, as they are likely to experience helplessness if it continues over a longer period of time. Being ostracized can serve as a direct threat to people's need to belong, and ignoring and excluding someone can (send the symbolic message needed in turn) (Kawamoto et al., 2015). Recent research considers ostracism in the context of need-threat theory which explains the relationships between workplace ostracism, leadership styles, and deviant behavior (Bedi, 2021; Bhatti et al., 2022). The current study reflected that when employees' expectations are threatened, they automatically work with autonomy and in a profile of leadership styles (laissez-faire and spiritual leadership). This social threat creates bad feelings and higher stress in a manner of ostracism that further develops interpersonal & organizational deviant behavior. Likewise, cynicism and lone wolf tendencies are worked as coping strategies to survive in interpersonal & organizational deviant behavior.

Spiritual Leadership, Ostracism, and Deviance

Theory regarding spiritual leadership is considered a causal theory for the transformation of an organization to motivate employees intrinsically regarding learning and enhancing employees' capabilities (Moradzadeh et al., 2021). Concept of spiritual leadership involves the spatiality concept, values, and attributes, especially regarding intrinsic motivation for employees at the workplace. They have sense-making for spirituality and know importance of understanding employees and appreciation for their feelings towards the work which also seemed to be linked with negative behavioural factors mainly ostracism (Espinosa et al., 2017; Jiang et al., 2023; Karadağ et al., 2020; Vu & Gill, 2019). It is being studied from several organizational aspects, but majorly, this concept is considered a vital element in organizational performance and change (Ali et al., 2021). Whereby change and its adoption being the key factors that are influenced by the leader. It is also well discussed that this concept of spatiality in the leader of any type of organization can play a crucial role in cultural change or applicability of cultural deviance (Hamlat, 2020; Hines, 2020; Karadağ et al., 2020; Houdek, 2023). Moreover, it has also been noted that organizations under spiritual leadership performed well than other organizations (Azizu & Sari, 2020; Supriyanto et al., 2020; Khaddam et al., 2023). The reason behind this is that an organization's cultural aspects are considered a crucial part of the development of employees' mindset for that specific organization (Zafar & Zafar, 2019).

Ostracism (Greek, Ostrakismos) Athenian democracy Ostracism was a procedure by which any citizen could be banned of the city/state of Athene by ten years as the result of rage. Scholar P. J. Rhodes has described it as a worthwhile exile. Ostracism is the term left to be applied to many cases of social ostracism. Ostracism is being seen in the literature as an omnipresent and unrelenting painful experience (Lomas et al., 2017), since it undermines the most fundamental psychological needs: to feel a sense of belonging, to have self-worth, to have a sense of control, and to maintain a meaningful existence (Wölfer & Scheithauer, 2013). It may cause the development of a feeling of pain (Mao et al., 2018), maladaptive behavior (Wu et al., 2011; Delgado et al., 2023), or alienation (Walsh et al., 2019). The different employees encounter deviance in the workplace which is a potentially destructive behavior to organizations and it is among the most worrying issues in the organization. This has also been termed as being negative conduct against organizational norms and which goes a long way affecting the productivity of organizations. According to existing literature, in different circumstances, deviant activities may be conducted by employers and employees, which affect the organization in a negative way (Noermijati et al., 2021). The individual who comes in as the employee or employer who breaks or violates the organization rules, norms, and regulations can be termed as the one who indulges in deviant behavior. Deviance in any given organization is characterized by usage of ill language,

physical violence, or verbal abuse of a fellow employee (McCaughey et al., 2014). The literature also indicates the fact that leadership style, such as spiritual leadership, affects workplace ostracism positively (Adekanmbi and Ukpere, 2022; Kanwal et al., 2019; Kuo and Wu, 2022; Hsiao et al., 2023).

According to the literatures, this study formulated the following hypothesis:

H₁: Spiritual leadership has a significant impact on ostracism.

H₂: Spiritual leadership has a significant impact on interpersonal & organizational deviance.

Laissez-faire Leadership, Ostracism and Deviance

The phenomenon of laissez-faire leadership discusses the leadership style in which a leader delegates certain limited decision-making power to his subordinates or a group of employees and allows them to take steps on their decided plan (Breevaart & Zacher, 2019; Nielsen et al., 2019). Existing literature also discussed well that these types of leaders are effective in small-scale or home-based firms (Ågotnes et al., 2023). Moreover, empirical findings also demonstrate that laissez-faire sometimes leads to a lower level of firm productivity (Wong & Giessner, 2018). This style has also been discussed as "Absence of Leadership in the Organization" (Wellman & LePine, 2017). Literature also stated the significant role of leadership in managing the ostracized behaviour of employees at workplace (Kanwal et al., 2019; Hu et al., 2023). Laissez-faire leadership encourages team members' autonomy. Individuals are more inclined to take ownership of their jobs and responsibilities when they feel trusted and empowered to make their own judgments. Individuals who appreciate the effects of their conduct on the larger team or organization might act as a deterrent to deviant behavior (Houston et al., 2022; Narayanan & Moon, 2023). Laissez-faire leadership promotes a more open and creative workplace. Employees may feel more driven to submit distinctive ideas if they can explore innovative solutions without continual supervision (Mutonyi et al., 2022). Encouragement of creativity can provide a good outlet for energies that would otherwise be focused toward deviant conduct (Gatzweiler et al., 2017; Harris & Magrizos, 2023). Today, the scholars are reversing their attention to the interconnection between leadership and individual behaviour, or smaller sets of behaviours like different type of deviance, gossip, or even positive deviance (Naseer et al., 2016), and the outcomes of workplace deviance on subjects, targets, or audience are being explored (Al-Atwi, 2018; Yasir, & Jan, 2023). According to Robinson & Bennett, 1995, there are two major deviants in the workplace i.e. interpersonal deviance, and organizational deviance. This difference between an interpersonal deviance and an organizational deviance is also mentioned in the works on deviance in the workplace (Alias et al., 2013). As the literature explains, organizational deviance involves deviant tactics that pose threats to the organizational standards like lateness in the workplace without approval (Lian et al., 2014), and organizational deviance involves the actions that are usually directed to individuals like theft, humiliation of colleagues, and gossip. It has been further discussed that leadership style has a positive impact on deviant behavior in the workplace (IGBAKAA, 2019). On the bases of the literature, following is hypothesized:

H₃: Laissez-faire leadership has a significant impact on ostracism.

H₄: Laissez-faire leadership has a significant impact on interpersonal & organizational deviance.

Ostracism and Organizational Deviance

The fact that ostracism is a discouraging factor in the development of long-lasting and positive relationships with others in the organization is proved by literature and, consequently, the extreme reaction of ostracized employees negatively expressed in the areas of interpersonal and organizational deviance and maladaptive behavior (Galbava et al., 2021; Zafar & Mahmood, 2022; Jahanzeb et al., 2023). The prevalence of interpersonal deviance is very high under the influence of workplace ostracism because it presupposes isolation and deliberate negligence of employees (Peng & Zeng, 2017). In this spirit, the studies that have been conducted indicate that there exists a positive correlation

between ostracism and deviance at the work point when the principle of diminishment of self-esteem is effectively utilized (Zafar & Mahmood, 2022). Other researchers too analyze the results of workplace ostracism, like the role of worker conflict as an intervening variable between workplace ostracism and interpersonal deviance has been observed (Chung, 2015; Scott et al., 2015). Existing alone in the society, where individuals mostly want to be identified and accepted in a group or society has its consequences (Zafar & Mahmood, 2022). Workplace ostracism being the act of destructive phenomena in the organization is the subject of consideration as an aspect that influences organizational deviance (Warren, 2019; Sharma & Dhar, 2024). Profit was the main focus of the organization in the past, yet research proved that 80 percent of the problems connected to the outcome of the productivity of employees is associated with the working setting (Anjum et al., 2018). The literature also confirms that emotional exhaustion can mediate the relationship between the ostracism at the place of work and the deviant behavior (Jiang et al., 2020). Thus, according to the discussion provided above the following hypothesis is assumed:

H₅: Ostracism has a significant impact on interpersonal & organizational deviance.

Moderating Role of Cynicism and Lone Wolf Tendencies

The study by Robinson (2013) considers workplace ostracism as a specific form of incivility that results in the exclusion of one or more persons at the workplace, which eventually is a cause of negative job related outcomes. As human beings mostly want to be accepted by others in the workplace or society owing to the need of conformity and workplace ostracism takes place whenever an individual is being ignored or is unwanted by others. It is quite a natural thing that when this most essential need is absent, a mature person experiences displeasure and inferiority complex (Yu et al., 2018) and passes through a painful experience. It has been established beyond doubt that employee productivity, including work engagement, is a key factor in organizational success; however, it is badly affected when employees feel ostracism in the workplace (Yang & Treadway, 2018). The works conducted by Hershcovis and according to his works interpersonal deviance has the workplace incivility which is the case where the members of the organization feel that they are not being taken care of by others in the organization in the form of workplace bullying, workplace violence, workplace harassment, (Bennett et al., 2018) social undermining (Hershcovis, 2011), (Bennett et al., 2018) and organizational mobbing (Erturten et al., 2013). These terms provide a target perspective rather than an objective definition of the behavior (Hua et al., 2023). For example, the term workplace incivility points out rude behavior displayed by other members toward the victim. According to the research, workplace ostracism directly impacts meaningful relations among organizational members, and as a result, ostracized employees become the victim of interpersonal deviance (Dash et al., 2023). They behave in a variety of manners such as maladaptive behavior where employees engage in gossip to harm the legitimate interests of other organizational members (Demirtas, 2018). Further studies reveal that in comparison to those employees who perceive a low level of cynicism, there is a weaker connection with workers who reach a higher level of cynicism (Nemr & Liu, 2021; Santiago-Torner et al., 2023).

The literature discusses deviance and its consequences, but a lack of research regarding a compiled model remains there. The current research starting point was adoption of research model from study Kanwal et al. (2019), where the authors study the influence of leadership styles on ostracism and it integrates the concepts of ostracism from literature and considers deviant behavior within an organization (Harvey et al., 2018; Wu et al., 2020) along with considering the moderating role of lone-wolf tendencies and cynicism on the relationship between ostracism and deviance. Moreover, a study by Tariq & Amir proposes a model with the integration of different theories along with leadership, ostracism, and types of deviance (Tariq & Amir, 2019) that has been taken into account. On the basis of literature and identified gaps, the current study hypothesizes that:

- H6:** Cynicism significantly moderates the relationship between ostracism and interpersonal & organizational deviance.
- H7:** Lone wolf tendencies significantly moderate the relationship between ostracism and interpersonal & organizational deviance.

Theoretical Framework

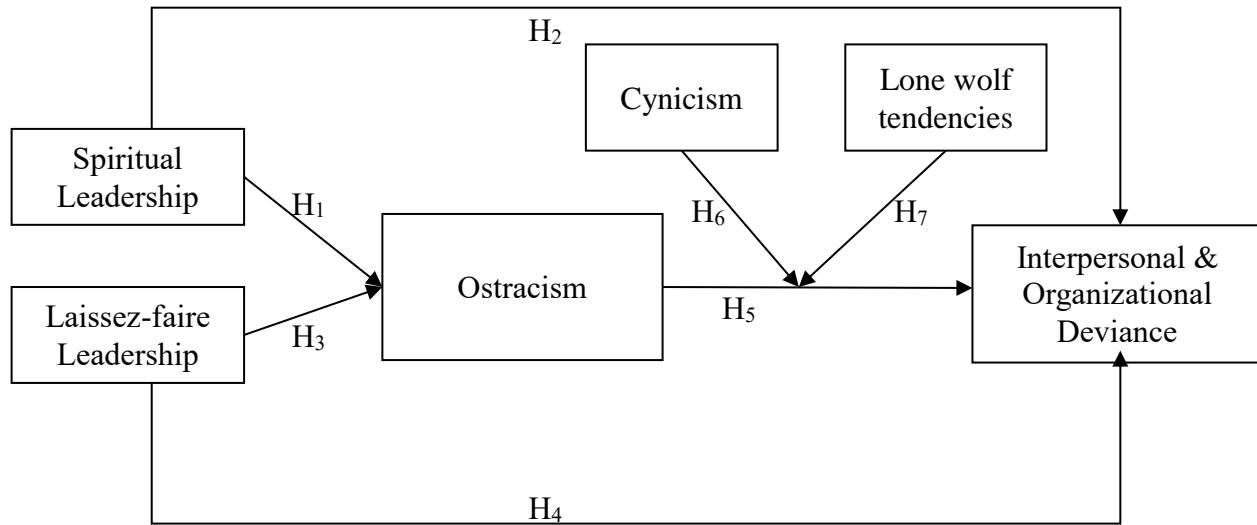


Figure 1: Theoretical Framework

Source: Author proposed

Research Methodology

Research Design and Data Collection

The purpose of current research is to measure the impact of leadership styles on ostracism and deviance among employees. To achieve these objectives current research is quantitative in nature, and research design is explanatory due to cause and effect evaluation between proposed variables. The core element of this research design is to measure the interdependency between exogenous and endogenous variables. Secondly research approach is deductive because researcher is not developing new theory but testing existing underlying theory with the help of quantitative responses which was collected through survey based technique. The measurement items of all variables have been adopted from the previous literature. Quantitative data was collected from the Civil Secretariat employees from grade 1 to grade 22 in Punjab, Pakistan. Staff from the Punjab Civil Secretariat of Pakistan participated in the current study as they were units of analysis for the study. Employee Intercept Based Convenience sampling technique was utilized due to unavailability of sampling frame.

Measures and Pretesting

Total population for the current study was unknown so the researcher considered a sample size of 450 by using the method from (Ruane, 2005, P. 109). Current sample size also meets the 10-time rule of Hair et al., (2021), which directs that the sample size should be ten time of the questions of research instrument. So for this questionnaires were distributed among different workers employed in the civil secretariat in Pakistan after providing them with detailed information about the need for the current study. Out of 450, around 390 questionnaires were returned and 22 of these were discarded because of being imperfect whereas 368 were found to be useful. The response rate of the current study was above than 90%. Self-administered and online close-ended five-point Likert scale (1= Strongly Disagree to 5= Strongly Agree) was used for data collection.

5= Strongly Agree) questionnaire was adopted for the collection of data. In the offline category, questionnaires were distributed among employees to attain responses.

The motive of current research is to find out the connection between spiritual leadership, laissez-faire leadership, ostracism, cynicism, lone wolf tendencies, and interpersonal & organizational deviance based on the perceptions of Punjab Civil Secretariat's employees from grade 1 to grade 22. A scale of 10 items has been adopted from the literature of (Fry & Matherly, 2006) to measure spiritual leadership by considering its two main dimensions i.e. Vision and Hope/Faith. For measuring laissez-faire leadership, a scale of 04-items has been adapted from the literature by (Niu et al., 2018). A scale of 05 items has been adapted to measure cynicism i.e. both behavioural and affective cynicism. Lone wolf tendencies have been measured by a 7-item scale developed by (Dixon et al., 2003). Moreover, a scale of 12 items has been adopted from the literature of (Bennett et al., 2000) to measure interpersonal and organizational deviance. To assure the content validity, questionnaire was sent to three experts of academia and five HR professionals who deal with the Civil Secretariat's employees in Pakistan. Reason behind was to assure the applicability of research instrument in current context. But researcher didn't collect any sort of data for analysis at that stage. The questionnaire was finalized for the data collection process based on their suggestions.

Empirical Analysis and Findings

Statistical data analysis has been done using the Smart PLS software as it is considered the most advanced technique for data analysis. Furthermore, PLS-SEM is the most considered one because of lesser needed data and data normality (Hair et al., 2016). For dealing with reflective and formative constructs PLS-SEM technique is more suitable as compare to CB-SEM. So as current model also consider reflective and formative constructs so this study has used Smart PLS-3 to analyze data and evaluate the hypothesis. It is considered the most suitable in the field of social science research (Hair et al., 2021).

Measurement of Structured Model

Model measurement comprises measuring of validity and reliability. Reliability has been measured to check the internal consistency of the data and Cronbach's Alpha has been used to represent the reliability of data, it is also known as reliability statistics. We understand that the alpha value is considered a suitable calculator of reliability and for finding internal consistency, Cronbach's Alpha is the traditional criterion whereas the value for Cronbach's Alpha should be greater than 0.7 (Hair et al., 2021).

Table 1. Reliability and Convergent Validity

Variables	Items	Reliable Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Ost	OS1	0.794	0.923	0.937	0.651
	OS2	0.831			
	OS3	0.802			
	OS4	0.850			
	OS5	0.783			
	OS6	0.795			
	OS7	0.810			
	OS8	0.789			
Cynis	CYN1	0.864	0.870	0.911	0.720
	CYN2	0.869			
	CYN3	0.885			

Int_Org_D ev	CYN4	0.774			
	IOD1	0.793			
	IOD10	0.700			
	IOD11	0.756			
	IOD12	0.694			
	IOD2	0.770			
	IOD3	0.743	0.921	0.932	0.536
	IOD4	0.769			
	IOD5	0.654			
	IOD6	0.645			
Las_Fai_Le ad	IOD7	0.745			
	IOD8	0.739			
	IOD9	0.758			
	LFL1	0.736			
	LFL2	0.859	0.851	0.900	0.693
Lon_Wolf_ Tend	LFL3	0.887			
	LFL4	0.841			
	LWT1	0.747			
	LWT2	0.781			
	LWT3	0.836			
	LWT4	0.840	0.896	0.918	0.617
	LWT5	0.826			
	LWT6	0.743			
	LWT7	0.714			
	SPL1	0.814			
Spr_Leade r	SPL10	0.756			
	SPL2	0.865			
	SPL3	0.767			
	SPL4	0.798	0.940	0.949	0.649
	SPL5	0.821			
	SPL6	0.840			
	SPL7	0.762			
	SPL8	0.829			
	SPL9	0.795			

Source: Author's Design by using Smart PLS

Table 1 represent the results of reliability and convergent validity, convergent validity can be defined as the degree to which all the compound items of the model are being used to evaluate and assess the very same concept (Surienty et al., 2013). Convergent validity is measured by using Outer Model Factor Loading values and AVE. The table initially shows the factor loading values and also shows that there were some questions which did not meet the acceptance criteria of factor loading and were deleted from further analysis. As per Hair et al., 2021, factor loading acceptable value should be greater than 0.6 but when the value is greater than 0.7, it is good for an indicator. Next, the Average Variance Extracted (AVE) was used to support and measure validity, here Hair et al, recommended that the value of each construct should be greater than 0.5, and our results show that the values met the criteria. After Validity results, Cronbach's statistics strongly support the reliability of the research data. As per the rule of thumb, its value should be greater than 0.7 whereas all variables in this analysis reflect a value

greater than 0.7 along with some variables having a value greater than 0.8 like Ostracism and Spiritual Leadership.

Discriminant Validity Measurement

The second validity measurement criterion is divergent or discrimination validity measurement. Discriminant talks about the truth that variables and items are theoretically different and have their separate concepts on the basis of pre-developed and tested theories. These both validity measures are essential for evaluating instrument validity before model testing in SEM (Hair et al., 2021; Hair & Alamer, 2022). Both the inner model and outer model are evaluated whereby the inner model is measured through Fornell-Larcker criteria and the outer model is evaluated through cross-loading (Hair et al., 2021).

Fornell-Larcker Analysis

The Fornell-Larcker criterion requires that any Latent Variable comprehends considerable variance with its indicators than with any other Latent Variables. This is the square root of the Average Variance Extracted value of a respective variable.

Table 2. Fornell Larcker Criteria

	Os	Cynis	Int_Org_De v	Las_Fai _Lead	Lon_Wolf _Tend	Spr_ Leader
Ost	0.807					
Cynis	0.421	0.849				
Int_Org_Dev	0.359	0.160	0.732			
Las_Fai_Lead	0.450	0.307	0.231	0.833		
Lon_Wolf_Tend	0.231	0.434	0.314	0.480	0.785	
Spr_Leader	0.235	0.531	0.468	0.536	0.218	0.806

Source: Author's Design by using Smart PLS-4

Table 2 shows the Fornell-Larcker value of each variable as a correlation table. Here it is considered that only upper diagonal values and all the values should be greater than 0.7 to support discriminant validity. The value of Int_Org_Dev with its own is 0.732 which is the square root of its AVE, and the remaining values in that column are lesser than this which shows the goodness of fornell-larcker. So all the remaining variables have the same good enough values for the goodness to meet the Larcker 1981 criteria.

Cross Loading Analysis

Cross Loading is used to measure and represent the loading value of each question with its construction as well as with other constructs. Criteria for this are that the question should have a factor loading value greater than 0.6 with its construct and have a lesser one with other constructs. **Appendix 1** shows the cross-loading values of all items with their constructs as well as with others. It has been represented that each question has met the criteria of having maximum value with its variable and lower with all other constructs existing in the model. Like the question, IOD6 has a value of **0.645** on its own and is lesser than all other variables. Hence this also supports the discriminant validity of data.

Model Fitness

Goodness of model presented which demonstrates the goodness of model that was generated and computed in partial least square method. SRMR, Chi square and Rms Theta are majorly used to measure main model fit. The difference between the observed correlation and the predicted correlation of the variables i.e. constructs is called SRMR (Henseler et al., 2015). SRMR is the means of the

residual of the observed or implied covariance matrix (correlation matrix). It is supposed to be less than 0.08 that is being considered a good fit value (Hair et al., 2021).

Table 3. Model Fitness Analysis

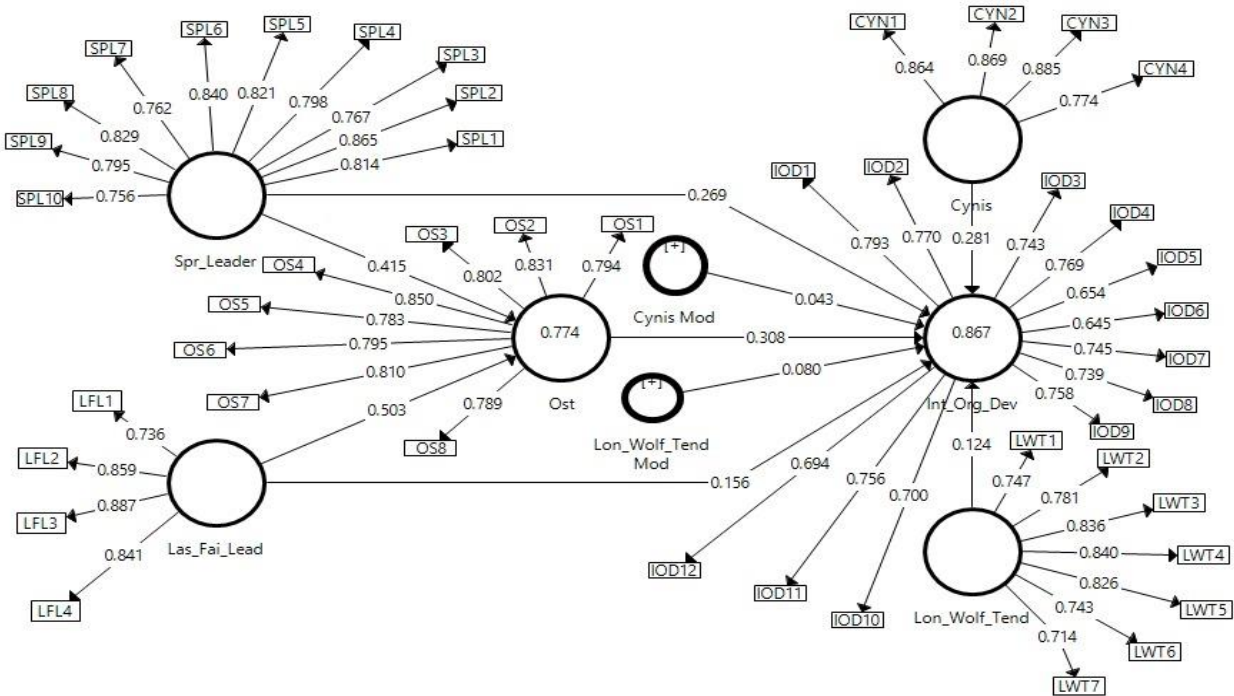
	Saturated Model	Estimated Model
SRMR	0.054	0.063
Chi-Square	3598.355	3708.340
NFI	0.960	0.953

Source: Author's Design by using Smart PLS-4

Table 3 shows the results of goodness by showing the values of SRMR, Chi² and NFI. Value of NFI fall in criteria and near to 1 this support the model fit by having value of 0.960 for saturated and 0.953 for estimated model, and value for SRMR is also less than 0.08 by having 0.054 value and chi-Square is also good enough to support the model fit, on the whole values on saturated model and estimated model are significant.

Model Measurement Assessment

A major determinant that was used to assess the strength of the predictive factors of the structural model is the path coefficient or the beta values between latent variables. It is regarded as the greatest criteria to gauge the strengths of the model and relationships. This value demonstrates the power between relationship between independent and dependent variables and the sign between it demonstrates where the relationship is going either up or down (Hair et al., 2017). To this end, PLS differentiated this test into two models which are anticipated to be depicted as inner and exterior models. The inner model is just about the correlation between the exogenous and endogenous latent variables and the second one presents R2 values of the dependent variables speaking about outer model which represents the results of items reliability measured by the factor loading values (Henseler et al., 2015).



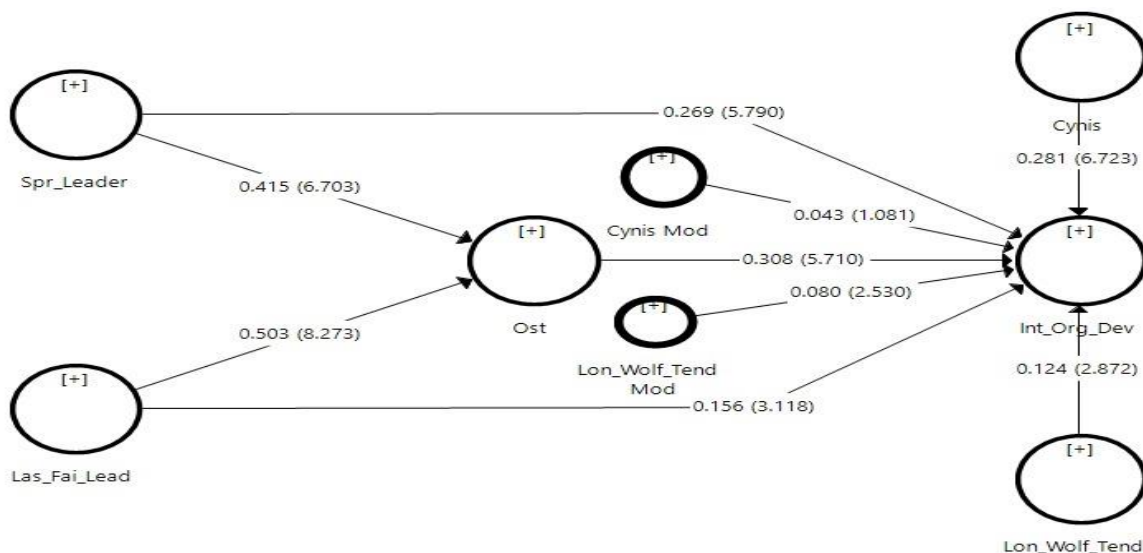
Source: Author's Design by using Smart PLS-4

Figure 2. Measurement Model Assessment (Confirmatory Factor Analysis)

Figure 2 represents the results of the PLS algorithm which was obtained to measure the measurement of Structural inner and outer models. Results of the Outer model show the factor loading values which represent the goodness and reliability of all factors. All the factors and variables are dependable enough as it has been already discussed. Path coefficients values of inner model indicate the value of magnitude and direction of intimate correlation and secondly it also illustrates the R Square values. R2 is the explanation of how the partial least square regression model predicts our data set. The coefficient analysis uses to measure the inner model, forming relationships with the endogenous or exogenous variables. In studies that involve the social sciences and consumer behavior, the value that R2 obtains is satisfactory at 0.3 because of the threshold that every customer possesses his/her mentality and perspective of thinking and it analyses things on its own merit. (Hair et al., 2016; Surienty et al., 2013). Taking the path model inconsideration; starting from the influence of two leadership styles over ostracism, firstly spiritual leadership has $\beta=0.415$ for deviance showing a 41.5% positive influence over ostracism, and secondly laissez-faire leadership also has a positive and strong influence of 50.3% by having a $\beta=0.503$. Further ostracism's next influence over deviance by $\beta=0.308$ means a 30.8% positive change in deviance due to ostracism. Next is the moderating role of cynicism and lone-wolf tendencies on the relationship between ostracism and deviance; firstly cynicism has $\beta=0.043$ and lone-wolf tendencies as a moderator have a β of 0.080 which shows that these two are positively moderating or strengthening the relationship but lone wolf tendencies have more influential power. Lastly regarding the direct influence of two leadership styles on deviance; first spiritual leadership has $\beta=0.269$ for deviance showing a 26% positive influence over it. Second, laissez-faire leadership also has a positive influence of 15.6% by having a $\beta=0.156$.

Structural Model Assessment:

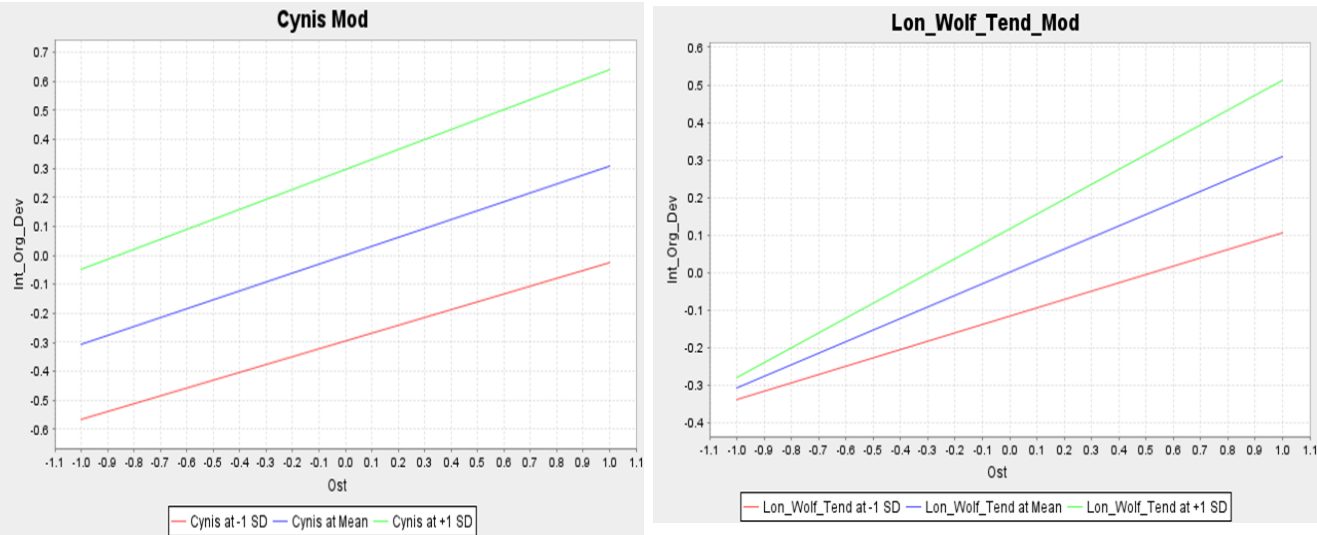
PLS Bootstrapping technique is applied to find different results for the used variables and it is also considered the final step for model testing. In order to calculate the P-Values and T-Statistics we applied the Bootstrapping technique in smart PLS. When T Statistic is greater than 1.96 and P-value is less than 0.05 then we accept the hypothesis which means that there is a significant impact of the exogenous variable of the endogenous variable.



Source: Author's Design by using Smart PLS-4

Figure 3. Structural Model Equation (SEM)

Figure 3 is used to explain bootstrap analysis results graphically for the inner model. The core purpose of Bootstrap is to obtain T statistics and P values for the entire model to test the significance. The P-value shows the confidence level of data, a 95% confidence level is being considered in the present study that's why the P-value should be lesser than 0.05 and T statistics should be greater than 1.96. For the significance of any path, both the values should meet the criteria. The upper figure contains T statistics of each path in the model and also shows T values for each factor that was adopted to measure the specific variable. The figure shows the T values aligning with the path coefficient outside the bracket.



Source: Author's Design by using Smart PLS-4
Figure 4. Moderation Graphs

Figure 4 shows the moderation graph for cynicism and lone-wolf tendencies as a moderator between ostracism and deviance. Here results show the significant moderation of lone-wolf tendencies. The upper graph also provides support for the significance of lone-wolf tendencies. As has been discussed above, bootstrap analysis is applied in the case of hypothesis testing. The table is a product of the Bootstrapping and the path coefficient displays the values of the beta coefficient and influence of the Exogenous Variable in the Endogenous Variable. In this case the thresholds of the hypothesis acceptance are T Statistics value and P-Value. Hair et al., 2014 state that the value of T Statistics ought to be larger than 1.96, as well as the P, which ought to be smaller than 0.05 to deploy the hypothesis. The values of both should satisfy the criteria otherwise hypothesis will be rejected. Here, outcomes of all the relationships that are included in the model are indicated.

Table 4. Hypotheses Testing				
	Original Sample	T Statistics	P Values	Significance
H1: Spr_Leader -> Os	0.415***	6.865	0.000	Significance
H2: Spr_Leader -> Int_Org_Dev	0.269***	5.925	0.000	Significance
H3: Las_Fai_Lead -> Os	0.503***	8.461	0.000	Significance
H4: Las_Fai_Lead -> Int_Org_Dev	0.156***	3.118	0.002	Significance
H5: Os -> Int_Org_Dev	0.308***	5.857	0.000	Significance
H6: Cynis Mod -> Int_Org_Dev	0.043	1.085	0.278	Not Significance
H7: Lon_Wolf_Tend_Mod -> Int_Org_Dev	0.080**	2.484	0.013	Significance

Note: *** <0.005, ** < 0.05

Source: Author's Design by using Smart PLS-4

A summary of all the results of the study along with the direction and significance of each hypothesis is shown in Table 3. Starting from the very first hypothesis H_1 regarding the influence of spiritual leadership over ostracism, having a coefficient value of 0.415*** and sig. value of 0.000, both met the acceptance criteria so H_1 is supported empirically. H_2 proposed that *spiritual leadership has a significant impact on interpersonal & organizational deviance*, its coefficient (0.269***) shows 26.9% positive and significant impact, meaning that H_2 is also accepted. Next H_3 is about Laissez-faire Leadership and its impact on ostracism which has a coefficient of 0.503*** showing 50.3% positive change and the p-value is also well under the criteria so this hypothesis is also supported. Deviance is also influenced directly by Laissez-faire Leadership under H_4 by having $\beta=0.156$ *** showing a significant 15.6% change in deviance due to Laissez-faire Leadership. Next H_5 is about ostracism and deviance, here coefficient β value is 0.308*** that shows positive support for this hypothesis as well. The model addressed two moderations between cynicism and lone wolf tendencies and linkages between ostracism and deviance as well. The sixth one concerning the moderating effect of cynicism had a positive path coefficient of 0.043 but during the process of testing the significance, H_6 failed to meet the criteria according to Hair et al thus it was rejected. Finally hypothesis H_7 moderating the effect of lone-wolf tendencies on the relationship between ostracism and deviance was tested whose value of coefficient comes out to be 0.080** which means lone-wolf tendencies enhance the relationship by 8%. Its p-value is 0.013 that is lower than 0.05 and therefore this last hypothesis was accepted.

Discussion:

The present study has explored an integrated model of leadership styles, ostracism, and deviant behavior along with moderating role of cynicism and lone-wolf tendencies concept. The proposed model was tested on employees of the Punjab Civil Secretariat, Pakistan. Quantitative data collected was analyzed through the Physical Equation Model technique through the benefit of Smart PLS software which covers CFA, reliability, validity, the goodness of fit test, and also the hypothesis significance test. Empirical findings uncover that spiritual leadership is a factor that positively affects ostracism in the organization and these conclusions are too consistent with the existing literature. A recent study by Ali et al, discussed quite well as to how a spiritual leader can positively cope with ostracized behavior in the employee arisen due to numerous factors (Ali et al., 2020). Next spiritual leadership is also considered a vital element that positively influences deviance inside the organization. This significant relationship is also the second finding of existing literature which has revealed a positive significant relationship between these concepts (Mahyarni, 2019; Prihandono & Wijayanto, 2020). The study also considers another leadership style i.e. Laissez-faire Leadership which was also empirically found positive and significant for dealing with ostracism as well as for interpersonal & organizational deviant behavior. These findings also parallel existing literature like the study that explains the positive affiliation between Laissez-faire Leadership and ostracism in FLEs employees of the telecommunication sector (Kanwal et al., 2019). Literature also supports the positive and important affiliation between Laissez-faire Leadership and deviant behavior by providing empirical findings on teachers (Aksu, 2016).

Laissez-faire leadership encourages team members' autonomy. Individuals are more inclined to take ownership of their jobs and responsibilities when they feel trusted and empowered to make their own judgments. Individuals who appreciate the effects of their conduct on the larger team or organization might act as a deterrent to deviant behavior (Houston et al., 2022). Laissez-faire leadership promotes a more open and creative workplace. Employees may feel more driven to submit distinctive ideas if they can explore innovative solutions without continual supervision (Mutonyi et al., 2022). Encouragement of creativity can provide a good outlet for energies that would otherwise be focused toward deviant conduct (Gatzweiler et al., 2017). Team members in a laissez-faire environment frequently have the

freedom to interact and communicate without the constraints of traditional hierarchical systems. This can help to build a sense of belonging. Individuals may be less prone to ostracize others based on position or authority if rigorous control is minimized, as the emphasis is on cooperation rather than a hierarchical power struggle (Albrehi, 2023). Laissez-faire leadership allows for the emergence of natural consequences. Individuals who participate in aberrant behavior may directly suffer negative consequences if leadership does not intervene immediately (Chinwuba, 2023).

Laissez-faire leadership encourages team members' autonomy. Research reveals an intriguing finding - the more managers give their team members autonomy and trust, the more likely those employees are to embrace accountability for their tasks and duties. In essence, a relaxed or "hands-off" approach to management, commonly referred to as laissez-faire leadership, has the potential to discourage undesirable behaviors within groups and organizations (Houston et al., 2022). When individuals are given the autonomy to express themselves and contribute creatively without excessive supervision, it fosters an atmosphere of innovation and collaboration (Mutonyi et al., 2022). As a result, employees may be less likely to engage in disruptive behaviors such as deviance, as they find healthier channels for their energy and creativity (Gatzweiler et al., 2017). By fostering a lack of rigid structure, this type of leadership encourages teammates to develop a strong bond with one another, creating a feeling of unity and shared responsibility. With less emphasis on hierarchical authority, workers tend to prioritize collaboration instead of cutthroat competition, resulting in a much more congenial workplace atmosphere. Moreover, when leaders adopt a relaxed attitude towards decision-making and problem-solving, it enables the natural consequences of actions to take effect (Albrehi, 2023). If misbehavior occurs, its consequences will be felt by those involved, serving as a potential deterrent against future transgressions. In summary, while some may view laissez-faire leadership as reckless or irresponsible, research suggests that this style of management can promote a productive and cohesive team dynamic, ultimately leading to improved organizational performance (Chinwuba, 2023).

Seeing the consequences of aberrant behavior personally can be an effective deterrent, prompting people to self-regulate their behavior (Dabirinejad et al., 2023). It is crucial to highlight, however, that the success of laissez-faire leadership might vary reliant on the environment, natural surroundings of the job, and team qualities (Fosse et al., 2023). While it may have some positive effects, it can also cause problems such as a lack of direction, coordination concerns, and potential confusion among team members (Ali, 2023). The ability to balance autonomy with required support remains critical for overall team performance. "Personally experiencing the repercussions of erratic conduct can serve as a powerful deterrent, motivating individuals to regulate their own behavior (Dabirinejad et al., 2023). However, it's essential to recognize that the effectiveness of hands-off management techniques can vary greatly depending on factors like the work setting, role requirements, and the quality of the team itself (Fosse et al., 2023). Although this approach may lead to desirable outcomes in certain situations, it can also result in issues such as a lack of guidance, coordination challenges, and potential misunderstandings within the group (Ali, 2023)." The research also investigates the linkage between ostracism and deviance and found that ostracism is positively associated with building deviant behavior whether interpersonal or organizational in employees. Literature also talks the same by discussing ostracism as a significant path that can direct towards deviant behavior in the organization (Jahanzeb & Fatima, 2018; Peng & Zeng, 2017). This has been found to be especially positively related to the employees of the hospitality industry (Shafique et al., 2020). Lastly, the study also fulfills the gap in the literature by offering the positive moderating effect of lone-wolf tendencies in the connection between ostracism and deviance in the organization. Findings provide positive direction values and significant means lone wolf tendencies are considered a significant factor that affects the relationship of this concept. In particular, these findings show that leadership styles are a considerable and important factor in a firm that can direct or re-direct the employee's behavior.

Theoretical Contribution

Empirical findings of current research provide fruitful contribution to existing literature initially it provides the justification which was regarding paucity of literature. Next research also provides the quantitative results in aspect of that which leadership style is better in dealing with ostracism and deviance. Using the Need threat theory, the study built up a unique relationship between mediating and moderating variables. It was also being founded that spiritual leadership has greater influence on deviance whereas Laissez-faire Leadership is stronger influencer for ostracism, workplace ostracism also built-up new relationships by using it as a mediator between leadership styles and deviance. These findings provide empirical ground and also provide support to the literature especially dealing with employees of developing economies. While moderation of cynicism between ostracism and deviance, and created a link with the need threat theory. Meanwhile, Lone wolf Tendencies' role was also developed as a moderator between ostracism and deviance and linked it with the need threat theory. Findings proven that Lone wolf Tendencies is the significant factor for coping these sorts of concerns, these findings are filling the theoretical gap in exiting literature to contribute in literature.

Research Practical Implications

Different revisions have proposed that there are opposing effects of leadership on ostracism which further influence the deviant behavior of employees. Keeping given results in mind, the manager should nurture a positive work environment to manage ostracism. Preferably it seems that leaders play a vital role so they should consider spatiality in their personality to work with ostracism in the workspace. Similarly, this behavior of spirituality will also be helpful for them in dealing with deviance between diverse employees. It is also desirable that managers cultivate a positive work environment, most preferably on-the job teamwork activities and cross-functional job roles, which could probably make employees realize the value of colleagues, peers and subordinates. At the same time, social interactions/activities outside the job setting and family events can make employees come closer to one another and this can prevent the possibility of ostracism. The manager is supposed to behave as a teacher, coach and psychologist at the same time while handling the workforce. Lastly, managers should give the employees free hand to a limited extent for decision making so that they consider it as working in a satisfactory workplace.

Several implications are based on the findings of our current research for human resource managers. First of all, Laissez-faire is not considered a suitable leadership style. This requires reconsidering two main approaches, namely the recruitment and training of people for the highest positions they belong to (Groves, 2007). Sensitivities of ostracism are a creation of leadership behaviors that can be managed by employing visionary people and bringing positive change to the workplace - a must to stay competitive in a stiff competition service environment. This requires that HR managers take an active role in hiring people for success, confirming that a suitable HR system is in place that warrants fairness at workplace. Screenings are done while hiring potential applicants. Second, education curriculums that emphasize transferring these softer abilities (e.g. visionary leadership) to workers (who will be promoted to advanced levels) must be designed. The main job of an HR manager among other functions must be to provide regular trainings to prospective future leaders. In rapidly changing organizations in the 21st century, in which employee entrepreneurship is accepted as a significant component of success (Afsar et al., 2017), peoples mindset can be cognitively shaped by regular training, and enhancing their skills can turn thoughts into actions (Kanwal et al., 2019).

Another important feature of HR managers is the communication approach at the workplace. By so doing we will help the process of intra workplace communication run very smoothly and will be beneficial in many aspects. It will create a heavy emotional attachment between the two i.e. the subordinates and their managers. In most instances, some employees are obviously disengaged, marginalized, and not in tune with the pressures in the organization with low emotional attachment to

work (Yang & Treadway, 2018) when they have insignificant emotional attachment towards leaders. By so doing, enhancing communication interaction after every frequent instance will not only ensure that the employees are engaged at the emotional level in no time but it will also eliminate communication gaps hence it is the driving force explaining why employees feel left out during working hours (Robinson et al., 2013). The other upside to these frequent get-togethers is the understanding of the role a leader needs to play to implement customer support on the front end (an authoritative to do so). (Choi et al., 2012). In the end, HR managers and supervisors get benefit from it to handle the perceived firm procedures work (Lau et al., 2017) - a threat that encourages employee engagement. Communication should not be hindered by a limited number of people because lack of communication plays a role in uncertainty and customer service delays decisions and easily leads to the co-destruction of the service (Kashif et al., 2017). In a leadership environment, they are somehow engaged in managing change (mainly rapid environmental change) (Burke, 2017) which may be an impediment to communication by measuring and professionally managing the damaging perceptions between workers about managers. In this context, employees need to be clear regarding their part as a leader as principled leaders (Burnes & Todnem, 2012). They further try to be agents of change but are also perceived as admired by employees (Greenbaum et al., 2015; Kanwal et al., 2019). A correct scheme comprises positive role of the leader and job descriptions of employees for managing negative perceptions in the workplace to ensure the success of human resources in any firm (Woodrow & Guest, 2014).

Lastly, researchers also recommend that managers of human resources should carry out regular appraisal of the interest of the workers both at the workplace and at companies based on the findings of this study. Job engagement is emphasized in the service literature with its very positive effect to determine the level of performance of the employees at the front end. The role of work commitment is emphasized in the literature on service with its greatly optimistic belongings in detecting the level of performance of front-end employees (Kimberley Breevaart et al., 2014). Moreover, the feelings ostracized at the office must take time a concern of numerous events of perceived destructive behaviors (Yang & Treadway, 2018) that do not change in a short period. However, the process of change management in firms is difficult which is a basis for the growth of such feelings among workers challenging leaders and administrators to be clear and principled (Burnes & Todnem, 2012). Therefore, researchers of the current study suggest for human resource managers to either evaluate the ostracizing level at the office or observe the worker's level of commitment. Furthermore, continuous counseling gatherings (through firm change management procedure) by human resource managers as well as the relevant leaders will be beneficial to stabilize the worker's feelings in a period where the emotional disparity is encouraged as the main cause to change the damaging perception between workers regarding their leaders (Greenbaum et al., 2015; Kanwal et al., 2019).

Limitation and future direction

This study has a few limitations. First is the demographic limitation as the accumulated data of present study just targets Punjab Civil Secretariat employees of Pakistan which can be extended to other public sector entities of Pakistan covering the 04 provinces along with the capital city of Islamabad. The future researcher should conduct the study by targeting organizations from the private sector in Pakistan and should also undertake some comparative studies to appreciate the difference in deviance in other regions. Second is the methodological limitation; population of this study as target population was taken as a whole whereas in case of larger population could be taken by future studies sampling methods like systematic random or stratified random sampling or clustering sampling techniques could be used. Third one is a theoretical limitation, some other theories, as per Tariq & Amir, 2019, were also proposed which couldn't be cover in the present model. Future research may consider adding LMX theory in the present model to check its moderating impact on ostracism and deviance. Moreover, this study mainly focuses on interpersonal deviant behaviors as the consequence of leadership styles,

cynicism, and ostracism, and ignores that as to how these predatory factors may influence the employees' well-being. Therefore, it would be an interesting avenue for researchers to consider well-being as an outcome to understand these relationships in detail. Another theoretical aspect is that the future researchers should extend this model by separating interpersonal and organizational deviance to have a deeper understanding of these concepts.

Conclusion

Ostracism is considered a feeling of exclusion faced by employees in the workspace due to any reason or any hierarchical preference but in such circumstances, the organization's leadership plays a valuable role. The purpose of current research is to examine the role of spiritual and laissez-faire leadership towards interpersonal & organizational deviance through mediating the role of ostracism and moderating the role of cynicism and lone-wolf tendencies. To relate the theoretical aspect of these variables with professional life, the study was conducted by targeting employees of the Civil Secretariat of Punjab, Pakistan. Providing empirical evidence that the spiritual factor in leaders plays a fruitful role in managing deviance and ostracism, the study also found that cynicism is the factor that strengthens the relationship between ostracism and deviance. These findings can be considered a landmark for the practitioner while dealing with deviant behavior in the organization. For more challenging jobs, specifically in the front end, it is necessary for leaders to adopt suitable working styles to improve worker engagement which is difficult in an environment where workers feel ostracized (Kanwal et al., 2019). The spiritual leadership style has several advantages, for example, it plays a part in workplace innovation (Hunsaker, 2022; Khaddam et al., 2023). At a time when staff turnover is a task for human resource divisions, an optimistic approach (i.e., spiritual leadership) can support workers create a fit between their personalities and the environment in which they work (Tepper et al., 2018).

Therefore, the current study concluded that spiritual and laissez-faire leadership has positively and significantly impacted ostracism by reducing the level of ostracism. Similarly, a reduction in ostracism further reduced the level of interpersonal & organizational deviance. Likewise, the reduction in lone-wolf tendencies performed a positive moderating role between reduced ostracism and interpersonal & organizational deviance. Therefore, cynicism did not moderate between reduced ostracism and interpersonal & organizational deviance, and their results are insignificant. The current study's findings revealed an intriguing blend of notions! Spiritual and laissez-faire leadership styles can both reduce ostracism and deviation in interpersonal and organizational settings. Values, purpose, and a sense of community are frequently emphasized in spiritual leadership. Spiritual leaders can help to promote a positive and inclusive business culture. This has the ability to reduce interpersonal deviance by encouraging team members to have a sense of belonging and shared values. People may be less inclined to participate in deviant behavior when they feel linked to and driven by a greater cause.

Laissez-faire leadership, on the other hand, is characterized by a hands-off attitude that gives people more autonomy. While autonomy has the potential to empower, it may also lead to more structure and accountability and less contributing to deviant conduct of behavior. Because spiritual and laissez-faire leadership styles play a optimistic effect, the ostracism mindset is lessened because personnel may be less involved in social and structural nonconformity. A balance may be necessary to reduce ostracism and interpersonal and organizational deviance. A spiritual leader can set a positive tone and common values while combining laissez-faire features to empower individuals. It's about striking the perfect balance of individuality and self-expression within a shared values and purpose framework.

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Appendix.

Cross Loadings

Items	Ost	Cynis	IntOrg Dev	LasF Lead	LonWlf Tend	Spr Lead	Items	Ost	Cynis	IntOrg Dev	LasF Lead	LonWlf Tend	Spr Lead
O1	0.794	0.671	0.685	0.504	0.643	0.680	IOD9	0.622	0.628	0.758	0.599	0.588	0.680
O2	0.831	0.685	0.649	0.611	0.653	0.622	LFL1	0.600	0.588	0.623	0.736	0.619	0.620
O3	0.802	0.613	0.657	0.650	0.641	0.638	LFL2	0.525	0.632	0.632	0.859	0.693	0.534
O4	0.850	0.508	0.748	0.751	0.727	0.732	LFL3	0.658	0.603	0.533	0.887	0.656	0.605
O5	0.783	0.635	0.669	0.636	0.697	0.659	LFL4	0.537	0.658	0.675	0.841	0.630	0.622
O6	0.795	0.660	0.670	0.646	0.659	0.635	LWT1	0.619	0.661	0.585	0.583	0.747	0.597
O7	0.810	0.629	0.639	0.670	0.633	0.620	LWT2	0.638	0.655	0.634	0.582	0.781	0.622
O8	0.789	0.689	0.617	0.507	0.607	0.696	LWT3	0.642	0.692	0.691	0.657	0.836	0.605
CYN1	0.537	0.864	0.679	0.531	0.610	0.425	LWT4	0.706	0.646	0.685	0.624	0.840	0.666
CYN2	0.666	0.869	0.623	0.677	0.663	0.694	LWT5	0.708	0.706	0.691	0.670	0.826	0.693
CYN3	0.545	0.885	0.660	0.630	0.741	0.645	LWT6	0.552	0.615	0.610	0.577	0.743	0.618
CYN4	0.630	0.774	0.649	0.592	0.524	0.652	LWT7	0.582	0.614	0.562	0.590	0.714	0.584
IOD1	0.664	0.525	0.793	0.654	0.633	0.530	SPL1	0.674	0.603	0.696	0.679	0.678	0.814
IOD10	0.572	0.534	0.700	0.565	0.549	0.576	SPL10	0.679	0.650	0.701	0.550	0.654	0.756
IOD11	0.632	0.688	0.756	0.627	0.600	0.638	SPL2	0.508	0.689	0.638	0.668	0.681	0.865
IOD12	0.510	0.706	0.694	0.532	0.419	0.679	SPL3	0.607	0.614	0.660	0.547	0.582	0.767
IOD2	0.511	0.696	0.770	0.681	0.698	0.692	SPL4	0.640	0.598	0.665	0.588	0.596	0.798
IOD3	0.604	0.612	0.743	0.580	0.580	0.629	SPL5	0.600	0.677	0.548	0.668	0.695	0.821
IOD4	0.668	0.662	0.769	0.629	0.560	0.655	SPL6	0.692	0.706	0.602	0.620	0.671	0.840
IOD5	0.529	0.489	0.654	0.501	0.437	0.503	SPL7	0.616	0.618	0.631	0.696	0.600	0.762
IOD6	0.540	0.486	0.645	0.500	0.466	0.507	SPL8	0.505	0.649	0.640	0.609	0.611	0.829
IOD7	0.636	0.625	0.745	0.596	0.637	0.660	SPL9	0.696	0.674	0.694	0.601	0.702	0.795
IOD8	0.611	0.633	0.739	0.584	0.611	0.616							