



**Workplace Ostracism, Work Envy, Emotional Intelligence and Organizational
Cynicism among University Faculty Members
A Research Project Presented to**

School of Professional Psychology

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By

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We certify that the research work presented in this research project, to the best of my knowledge, is our own. All the sources used, and any help received in the preparation of this thesis have been acknowledged. We hereby declare that we have not submitted this material, either in whole or in part, for any other degree at this or any institution.

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DEDICATION

This thesis is dedicated, first and foremost, to my beloved family, whose support, unconditional love and encouragement have shaped me. For their immeasurable prayers and sacrifices, I am forever grateful. To my dear friends, whose presence and kindness have lighted up the most challenging times. Their laughter, understanding, and motivation have been a source of strength. To my best friend Afnan, whose presence and love have been invaluable throughout. To my cherished loved ones, whose unconditional love remains a constant source of motivation and comfort, to all who have made my life better, I extend my deepest gratitude.

Habib Ul Hassan

I sincerely dedicate my research to my parents, family, and friends. I would especially like to express my gratitude to my parents and grandparents for providing me with emotional and moral support.

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LIST OF SYMBOLS AND ABBREIVIATIONS

f	Frequency
%	Percentage
K / k	Total number of items
N	Sample size
M	Mean
SD	Standard Deviation
α	Cronbach's Alpha (Reliability Coefficient)
r	Pearson Correlation Coefficient
F	F-value (used in ANOVA)
t	t-statistic
p	Significance level
η^2	Partial Eta Squared (Effect Size)
R ²	Coefficient of Determination
MD	Mean Difference
SE	Standard Error
CI	Confidence Interval
LL	Lower Limit of CI
UL	Upper Limit of CI
EI	Emotional Intelligence
WOS	Workplace Ostracism Scale
WEAS	Work Envy Appraisal Scale
SEIS	Schutte Emotional Intelligence Scale
OCS	Organizational Cynicism Scale
COC	Cognitive Organizational Cynicism

AOC	Affective Organizational Cynicism
BOC	Behavioral Organizational Cynicism

ANNEXURES

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ABSTRACT

Subtle forms of professional exclusion such as being left out of departmental deliberations or academic collaborations can erode trust and belonging among faculty members. These overlooked behaviors may silently fuel emotional strain and cynicism within educational institutions. The aim of the present study was to investigate the relationship between workplace ostracism, work envy, emotional intelligence, and organizational cynicism among university faculty members in Pakistan. It was hypothesized that workplace ostracism and work envy would be positively associated with organizational cynicism, whereas emotional intelligence would be negatively related. A purposive sample of 200 university faculty members was selected, including 119 men and 81 women, aged approximately between 25 and 60 years, with the majority falling in the 36–50 year range. Standardized measures included the Workplace Ostracism Scale, Work Envy Appraisal Scale, Schutte Emotional Intelligence Scale, and Organizational Cynicism Scale, along with a demographic questionnaire and informed consent. Pearson product-moment correlations showed that workplace ostracism and work envy were both positively correlated with organizational cynicism, whereas emotional intelligence was negatively correlated with all three other variables. A mediation analysis confirmed that work envy significantly mediates the relationship between workplace ostracism and organizational cynicism. Furthermore, a one-way ANOVA indicated significant differences in emotional intelligence across faculty groups with different years of work experience. The findings suggest that interpersonal stressors such as ostracism and envy erode emotional and relational resources in academic institutions, while emotional intelligence serves as a protective factor capable of plummeting organizational cynicism and enhancing workplace functioning.