Impact of Work Place Gossips on Interpersonal Conflicts, Mediating Role of Interpersonal Trust and moderating role of Neuroticism

By

Kiran Zahra

MASTER OF SCIENCE IN MANAGEMENT SCIENCES
(Human Resource Management)

DEPARTMENT OF MANAGEMENT SCIENCES
CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
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Kiran Zahra

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CERTIFICATE OF APPROVAL

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<u>THESIS EXAMINING COMMITTEE</u>

S No	Examiner	Name	Organization
(a)	External Examiner	Dr. Khuram Shehzad	Ripah International University, Rawalpindi
(b)	Internal Examiner	Dr. S.M.M.Raza Naqvi	CUST, Islamabad
(c)	Supervisor	Dr. Sajid Bashir	CUST, Islamabad

_____

Dr. Sajid Bashir

Thesis Supervisor

10, Aug 2017

_____   _____

Dr. Sajid Bashir   Dr. Arshad Hassan

HOD   Dean

Department of Management and Social Sciences   Faculty of Management and Social Sciences

Dated: 10, Aug 2017   Dated: 10, Aug 2017

Certificate

This is to certify that Ms. Kiran Zahra has incorporated all observations, suggestions and comments made by the external evaluators as well as internal examiners and thesis supervisor. The title of this thesis is: Impact of work place gossips on interpersonal conflicts, mediating role interpersonal trust and moderating role of neuroticism

Forward for necessary action

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Dr. Sajid Bashir

(Thesis Supervisor)

DEDICATION

The dissertation is dedicated for the sake of Allah, my Creator and my Master. My great teacher and messenger, Muhammad (May Allah bless and grant him), who enlightened the purpose of our life. To my father Khalid Hassan and my loving mother Farzana Kausar, who never stop giving of themselves in countless ways, their unprecedented prayers, and the lessons they taught me to work hard with dedication and confidence. They made me believe that my imaginations will drive, I can get anything I want, but to have firm belief behind all my ideas, to stick with my goals and have an undying faith.

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Kiran Zahra

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Abstract

Purpose of this study was to examine the impact of workplace gossip on interpersonal conflict in organizations of Pakistan. The study also explores the mediating role of interpersonal trust in this particular relationship and moderating role of Neuroticism. The survey was conducted on employees working in different Sector organizations currently working in Pakistan. Data was collected from 400 personnel, using adopted questionnaires consisting of measuring each variable on five point likert scales. For data analysis statistical tools such as reliability, correlation and Regression were tested. Results indicate gossip at workplace has positive and significant relationship with interpersonal Conflict. The mediating role of Interpersonal Trust between the relationship workplace gossip and interpersonal conflict was also supported by results. While the moderating role of Neuroticism on the relation of workplace gossip and interpersonal conflict gain full support Therefore, organizations should avoid interpersonal conflict that can be caused due to workplace gossip as it decreases interpersonal trust, mostly among neurotic individuals working in an organizational setting.

Key words: Workplace Gossip, Interpersonal Conflict, Interpersonal Trust, Neuroticism, Pakistan

CHAPTER 1: INTRODUCTION

1.1 Background

Gossip is spontaneous or unconstrained chat about other people who is not present there and which are not confirmed to be true. Gossip can be considered as sluggish or hateful conversation. It is also said that gossiping is a complex behavior which can have both positive and negative outcomes. Gossip is mostly remains in limits of small collective settings. As gossip is under study from last few decades there are different variables which were studied in this literature. For example in a study (Wert & Salovey, 2004) used social comparison theory to claim that gossip can be used to indorse someone's emotions. By which workplace uncertainty e.g. job ambiguity, insecurity and anxiety would be related to workplace gossip.

Gossiping is known as the one of the most common phenomena within an organization however gossiping didn't get that much attention. Gossip had been mentioned in literature many times. But in recent studies, most of the research consideration has been given to gossip like in different fields like ethics which is renowned (Decoster et al. 2013; Dodig-Crnkovic and Anokhina 2008; Michelson et al. 2010), and also with management in studies like (Erdogan et al. 2015; Michelson and Mouly 2002), and also psychology (Foster, 2004) some of the studies of gossip were with anthropology (Davis & McLeod, 2003) which had been discussed in literature and in the study of social problems as discussed by (Baumeister, 2004). Some other researchers like Chandra and Robinson (2009) also defined workplace gossip as it is about talking to colleagues at work and discussing with them the personal problems of other coworkers behind their back and spreading rumors. There are columns on gossip in newspaper different talk shows on television. We talk to our friends and other closed ones in our leisure time. But at work it

considered as the part of normal communication going between coworkers on day to day bases. In an organization gossip is a positive or a negative talk with one or more member of the organization about another colleague who is not present at that time and he don't know about that conversation.

In workplace when two people talk about another colleague who is not present there create a negative atmosphere. Gossiping is subsequently a complicated action. Similarly gossip contains both choices that people tends to gossip to one individual or to certain individuals that are part of a group. Gossip is also not the direct form of communication as it occurs in the absence of that specific person (Chandra & Robinson, 2009). There are different studies that have mentioned the history and part researches of gossip (Decoster, 2013), but there are less studies who had discussed the negative aspects of gossip and they mention that it can harm the individual relationships and also effects the performance in the organization(Chandra & Robinson, 2009). As we know that when people gossip the information that is being transmitted is not true, and it will be biased. That information will be reached to all people, but during that process it will affect a lot it will affect people working in groups and also the other coworkers.

Gossip at workplace has been studied since 1990's and for most of the times its positive impacts were discussed. It was considered as informal way of communication and as we know that informal communication in an organization spreads easily so most of the time to spread any information employees and subordinates starts gossiping about it. The managers use that tactic to spread any news to motivate employees so that their morale will be high. Most of the researchers stated different statements in past researches as (Yerkovich,1977) suggested that gossip is mostly use for the transfer of data for amusement to other people. But some researchers like (Noon & Delbridge, 1993) recognized the positive nature of gossiping which is transfer of to

"value-laden information" (p. 25). After that other researches also focused on positive aspects of gossip and argued that gossip did not breach isolation. Gossip is not violating any privacy of the employees instead by doing gossiping conflict will be less (Schoeman, 1994).

When people didn't obey norms and policies they knew that they will be gossiped by others We as a whole completely hope to be examined by other people who know us, with no feeling of shamefulness (Schoeman, 1994). Regardless of the possibility that we incline toward not to be. It's is also suggested that most of the talk that takes place in the break consisted of gossip which is informal conversation with other colleagues (Slade ,1997) so it's a casual thing to gossip about other in office timings. (Kurland & Pelled, 2000) suggested that too much gossiping about a subordinate can badly affect other's reputation. Gossip will be one straightforward method for accomplishing such social learning, as a lot of different people might figure out starting with the experience from someone else, regardless of they were not included and didn't witness those occasions. Gossip may be cheap, easy, efficient, and Obviously instead successful.

Dunbar (2004) defines gossip communication about social and particularly personal areas. Gossip is a general procedure on which most of the individual spends a very big amount of periode (Dunbar,2004) but, there are fewer studies on gossips in organizations (Grosser, Kidwell-Lopez, & Labianca, 2010).Most of the researchers focusing on the balanced view of gossiping that is both positive and negative. The positive reason to gossip is to gather information about what is happening in the organization and use it in positive way to motivate others. On the other side negative gossiping which is use to harm other is considered as the minimum prevailing reason to gossip (Beersma & Van Kleef, 2012).

Negative gossip between the group members can spread malicious information about others and can violate norms. (Feinberg , 2012). From past researchers it is found that positive gossip has been studied more than negative aspects of gossips (Grosser et al., 2010). Gossip can be used to enhance friendships and can persuade others while you share some information regarding their need (Foster, 2004). Gossip can also be related to justice as when people gossip they can identify whether the next person who they are gossiping about has given fair and equal rights (Wert & Salovey, 2004). For example when a worker gossip about other worker's salary and comparing with his own it will be distributive justice.

Work place gossip can also use to judge you own performance if a person think he is performing poorly he can gossip about other's performance to improve his own my motivation. Recognitions from claiming coworker impoliteness are decidedly identified with negative working environment gossip. (Brady, Brown, & Liang, 2016). Gossip at workplace can also be used to make decision about quitting the job and also can use evaluate behavior of the supervisor before leaving the job. For example if someone is leaving the job because of the negative attitude of supervisor he can start negative gossip about him with other coworkers to see their opinion if they agreed on same thing it means the supervisor is not good and he made right choice by quitting the job which means negative gossip can be helpful in making a decision.

Mills (2010) suggested that gossip ought further acknowledgment not make condemned, controlled, or wiped out anyway but Likewise considered as social procedure that should be appreciated in organizational procedure. So either to eliminate it from the organization but instead managers can keep eye on what is going on in the organization. And its depends on the size of the organization that how can a manager can keep check and balance on every gossip taking place in the organizational setting. It might make altogether subject to the span of an

association and the level from claiming engagement with different organizational parts that an administrator is capable of arranging it. Positive and negative gossip both studied on sideways as most of the researchers focused on positive outcomes of gossip there are many negative outcomes which can be discussed. Negative gossip is mostly consists of some knowledge which can be true on some basis and the level or trust and agreement on certain values while in conversation with others. Negative gossip is usually selective within relationships that are friendlier (Grosser et al., 2010).

Cultural connections can make ties not relationships for example two friends working in the same organization share negative workplace gossip with each other while working in the organization but also they share their personal information regarding each other if one leave the job the negative gossiping about the organization will stop but their personal friendship will remain the same and they will keep on sharing everything personal that they use to share when they were working together (Lizardo & Pirkey, 2014). It can also cause stress as in a study. (Boyac, Şensoy, Beydağ, & Kıyak, 2014) suggested that humiliation for worth of efforts, discriminatory circulation about tasks, normal work environment gossip, relations for managers, unfairness c alongside Performance assessment and also tolerant disappointment can create more anxiety and it can cause stress.

Some of the recent studies on gossip suggested that when two people are close to each other in office they can share both positive and negative gossip (Grosser et al., 2010). Gossip is a common thing occurring in any organization but it is not taken seriously by the workers who are gossiping as it can create disturbance in the organization. So the managers should take serious precautions about gossip in the workplace as it has an influence on the staff and will create contemptuous behavior in the employee and they will stop trusting each other. (Chien-Chih,

Kirk, Sarah, Chiu-Yi &Iling, 2015). We cannot always consider one person to blame about gossiping because there are a lot of people gossiping and you may not know who that might be. Which leads us to only consider the information that has been transmitted not the source of it. (Eliot, 2014). The most of the studies on gossips described its positive and negative outcomes. Which can be further discussed in this study as in this study we are going to discuss the negative outcomes of gossip that how gossiping in an organization can effect whole organization and it will create conflicts among employee. They employee will stop trusting each other.

1.2 Gap Analysis

Gossip is a hateful conversation of an individual who is not present there. There are different studies on gossip considering it a negative behavior which can lead to deviance and interpersonal conflicts among the employees working in the same organization. Most of the studies showed its positive and negative both outcomes.

As by the definition gossip is considered as a negative behavior which can cause conflicts among colleagues and by doing malicious talk about another third colleague who is not present there. It also can affect trust and friendship among colleagues. It can be considered as indirect attack, anger and victimization because it takes place in the absence of the target. By doing this trust will be affected and will create conflicts among individuals.

Future research should examine gossip's influence on employee work related behaviors and outcomes relative to other types of informal communication and social mistreatment. (Wu, 2016). He discussed about negative aspects of workplace gossips and how the organization can elevate negative gossip and its harmful effect on target's behavior. In his study he suggested that negative outcomes of workplace gossip can be studied further with additional boundary

conditions because negative workplace gossip can stigmatize and damage the reputation of the target. It can affect his future career progression and it may lead to stress and burnout. So according to this recent study on gossip there is lot of room for research in its negative outcomes. As discussed above managers didn't take precautions on check and balance of employees that what are they gossiping about which can leads to deviance and conflicts.

Hence we address this call by taking interpersonal conflict as negative outcome of workplace gossip. This is the second gap in our study by taking interpersonal conflict as dependent variable. By its nature we can see that when employee gossip about their colleague in negative way it will create conflicts.

In addition the mechanism through which workplace gossip affects interpersonal conflict is not clear in literature; hence we use interpersonal trust as mediator, which is our third gap, as interpersonal trust is not taken as mediator before in gossip literature., so we are going to make a model that how negative workplace gossip can decrease the interpersonal trust among employees which will lead to interpersonal conflict which means interpersonal conflict will be high.

The forth gap in this study is that we are going to address this testing with the moderating role of neuroticism. As there are many studies on gossip but there is no study on gossip regarding neuroticism as moderator.

In last we are going to extend gossip literature in to Asian context specifically. There are Asian studies on gossip for china but there is no study related to Pakistan so this is our fifth gap.

1.3 Problem Statement:

The research on workplace gossip has received attention of researchers since 1990's. However still the phenomenon has not been finally explored, which is evident from some recent studies like (Wu, 2016). The literature does not fully explain how workplace gossip can be a source of interpersonal conflict. This study tends to explain their relationship. In addition we find limited evidence literature that what can be the explanatory mechanism that can explain the workplace gossip outcomes relationships.

Personality and its impact of workplace gossip and its outcomes also seem to be ignored in the extant literature. In addition we found limited literature on gossip in non US/Western countries like Pakistan.

1.4 Research Questions

On the basis of the stated problems, the present study is indented to find answers for some questions, brief summary of the questions are as follows;

Q1:   What would be the impact of gossip at work place on interpersonal conflict?

Q2: Gossip at work place will decrease the trust?

Q3: Is interpersonal trust mediates the relationship between gossip at work place and interpersonal conflict?

Q4: Does neuroticism moderates the relationship between gossip at workplace and interpersonal conflict?

1.5 Research Objectives

This study has been subjected to following objective

The first objective of the study is to find the negative impact of gossip at workplace and its interpersonal outcomes

The second objective of the study is to check either interpersonal trust will mediate the relationship between gossip at workplace and interpersonal conflict

The third objective is either neuroticism moderates the relationship of gossip at work place and interpersonal conflict

The forth objective is study this relationship that is impact of workplace gossip on interpersonal conflict with interpersonal trust as mediator and interpersonal conflict as moderator in contextual settings of Pakistan.

1.6 Significance of this study

Negative impact of workplace gossip is the significance of this study, as there is limited studied on negative workplace gossip. The most important thing about his study is it is conducting in Pakistan as there is no past research on gossip in Pakistan. In this study we are going to check the impact of gossip on interpersonal conflict.

This study is going to be novel in the gossip literature because the variables we are using were not discussed before with gossip. Neuroticism as a moderator is not studied before. So this study is going to find the impact of neurotic individuals on conflicts, as we know neurotics individuals take everything negatively.

1.7 Supporting Theory

Several theoretical perspectives have been presented by different researchers which are used worldwide to underpin the studies of gossip at workplace and interpersonal conflict, For

example, social comparison theory, attribution theory, self-determination theory and social exchange theory. But Social Exchange theory can cover all the variables of the present study. So the underpinning theory of this study is social exchange theory.

1.7.1 Social exchange theory

Social exchange theory is considered as a very important theoretical model to understand the mechanism of behavior of the people working in a working environment. It can provide assistance for many different behaviors going on in the organizational settings.

Gossip is form of communication but it is considered as informal form of communication not the formal form. Gossip can be considered as a form of communication between coworkers as it can be a social exchange between them. This proposes that gossip is a form of rumor but it is different from rumor it actually is a source of exchange of information.

When there is an exchange it would be bidirectional in nature, which means when we gave something to other will also receive in return. Consequently, relationship, which includes common and reciprocal courses of action, can be used as for characterizing of social exchange. So which means it has an element of reciprocity which means one action leads to another in response. This means if one person gossips bad about another third person, then in response he/she also speaks in the same way and it will create conflicts which will decrease the trust. There is an element of reciprocity as in social exchange theory.

1.8 Definitions of Study Variables

1.8.1 Gossip

Gossip is spontaneous or unconstrained chat about other people who is not present there and which are not confirmed to be true. Gossip can be considered as sluggish or hateful

conversation. It is also said that gossiping is a complex behavior which can have both positive and negative outcomes. Gossip is mostly remains in limits of small collective settings. It is mostly assessment and critical.

1.8.2 Interpersonal Trust

A readiness to acknowledge helplessness or hazard in light of assumptions in regards to someone else's conduct – is a crucially critical idea for human conduct, influencing our cooperation's both with enemies and contenders and in addition with partners and companions. Undoubtedly, relational trust could be said to be capable partially to nudge contenders towards getting to be partners, or if double-crossed driving companions to wind up enemies.

1.8.3 Interpersonal Conflict

The conflicts occur when a person or group of individuals had some sort of conflict with someone for achieving a certain goal Or, on the other hand conflict because of same intrigue or loss of trust.

1.8.4 Neuroticism

It is one of the Big Five higher-arrange identity characteristics in the investigation of brain science. People who score high on neuroticism are more probable than normal to be ill humored and to experience such sentiments as nervousness, stress, fear, outrage, disappointment, begrudge, desire, blame, discouraged temperament, and forlornness.

CHAPTER 2: LITRATURE REVIEW

The following review of the literature has been stated within the domain of workplace gossip. Several studies have been reviewed to identify a significant gap in the literature. In addition, this chapter discusses a wide range of work experiences that occurred due to workplace gossip in the literature. Furthermore, this chapter provides an understanding of the proposed conceptual framework, along with the hypothesis development for this study.

2.1 Workplace Gossip

Workplace gossip is the most widely recognized occurrence in the world. Gossip is an essential procedure in regular day to day existence, and it is not different that chat gives us data to adapt to the world and individuals around us. While gossip is reproved openly, its helpful part in mingling, illuminating, and engaging, brings up the issue of whether there are singular contrasts in individuals' private dispositions about talk. We characterize gossip as 'evaluative social discussion that people emerges with regards to interpersonal organization arrangement, change, and support and that satisfies an assortment of basic informal community capacities including amusement, keeping up group cohesiveness, building up, changing and keeping up group standards, assemble control structure and group participation (DiFonzo & Bordia, 2007).

In social settings data might be conveyed by any number of means. The part of casual correspondence specifically, that played by gossip is an essential piece of this. One of the intriguing elements of gossip is that in this case information conveyed to us is by third person (Suls, 1977).It is all around recognized that inclusion in gossip forms has a tendency to be socially built as unwanted, at any rate in the general public circle. This depiction remains inconsistent with reality since dependence on casual correspondence sources is an inescapable component of associations and work (Michelson & Mouly, 2000).

Few researchers like Farley, Timme & Hart (2010) examined view of female gossipers in work settings and found that high gossipers were seen as having a more noteworthy need to apply control of others than low gossipers and high gossipers were seen as less frankly warm than low gossipers. As per research led in the Netherlands by Bunnk & Massar (2012), gossip about physical appearance and bad reputation are the central components of the transformative worth of gossip. Research by Wilson, Wylczinski, Wells & Weiser (2000), demonstrates that the individuals who take part in chatter are for the most part hated, particularly when their intentions are selfish, as they are doing it for themselves.

Shermer & McFarland (2004) Orated that People were keen on talking about the actions of others which forms their generality. This incorporated a wide range of decisions and their results, giving a chance to watch life of others and to distinguish wining or disastrous events. The most loved topics of talk are standard violation (sedition, deceiving, animosity, and viciousness). A standout amongst the most detectable antagonistic parts of talk is the harm it can do to the ones you care about and to the status of different people and their position in the working environment. Sit out of gear gossip that might be easing worry for the individual conveying it can make significant worry for the person who might be the subject of the talk as it is imparted to others. This can be negative to both sides included (Thomas & Rozell, 2007). Gossiping at work place is a standout amongst the most widely recognized issues experienced in various associations today. There are different issues that make up the subject of the gossip like individual issues of others, medical problems, Management issues, business related issues, communal issues, domestic issues, and self-bragging issues are a portion of the regular topics (Kanteti, 2015)

2.2 Interpersonal Conflict

The unbending way of conflict has been a focal point inside identity, social, and clinical psychology conventions since their origin. However various inquiries stay to be tended to the reviews including the subjective disagreement worldview have shown the penchant for conflict and to move in other manners also, starting from the group into the singular level. (Matz & Wood, 2005). Conflict rises up out of an absence of basic harmony between the two groups. (Pincus & Guastello, 2005). Conflicts that is in relational connections (relational clash) manages relationship pressures among all partners in a group.

The existence of interpersonal conflict makes indications, for example, aggressive vibe, distrust, poor communications (Robey, Smith & Vijayasarathy, 1993), dissatisfaction, and less confidence (Barki and Hartwick, 2001), disaster recovery (Sherif, Zmud & Browne, 2006), group execution (Kankanhalli, Tan & Wei, 2007), and an decline in group basic leadership capability. The nearness of relational clash makes indications, for example, threatening vibe, envy, poor correspondence (Robey, Smith & Vijayasarathy, 1993), dissatisfaction, and low assurance (Barki and Hartwick, 2001), work related with software and programing (Sherif, Zmud & Browne, 2006) group execution (Kankanhalli, Tan & Wei, 2007), what's more, a reduction in group basic leadership adequacy. Keeping away from interpersonal conflict can either fortify or undermine the dedication of clients for the achievement of goals (Pan et al., 2006). Interpersonal conflicts frequently show up as contradiction, impedance, and negative feeling (Barki and Hartwick, 2001)

2.3 Gossip at Workplace and Interpersonal Conflict

The outcomes of gossip may rely on upon the particular intentions gossipers have for taking part in gossip (Grosser et al., 2012). Interpersonal conflict, being some way or another include with contradicting things at work (Katz & Kahn,1978), achieves a huge number of

mostly negative consequences for the execution and prosperity of individual representatives, of groups and along with this the whole firms (Bruk-Lee & Spector, 2006).

At the workplace, interpersonal associations engage workers to benefit by each other's lord learning and accomplish a quality in decisions and results that goes past the joint capacity of single firm representatives, empowering the firm to fulfill its targets (Ilgenetal ,2005; Mathieu et al.,2008) Given the significance of interpersonal connections ,it is not amazing that they regularly are the principle subject of human day to day talks (Dunbar, 2004; Foster, 2004). Moreover, such correspondence is frequently of a specific nature and about outsiders who is not present (Foster, 2004). At the end of the day, individuals talk, and notwithstanding its negative nature (Dunbar et al., 1997), some people talk a lot to others without any reason (Beersma & Van Kleef, 2012). Some researchers said that gossip can cope to perfume different purposes (Foster, 2004), conflict is a standout amongst the most vital stressors workers experience in the working environment (Smith & Sulsky, 1995) furthermore, has appeared to be identified with negative feelings (Bruk-LeeandSpector,2006).

In conflict with a senior specifically, it is frequently hard to show feelings by swing to clear responses, as this may have adverse results (DeCoster, 2013). The experimental discoveries of Feinberg (2012) address this, by demonstrating that individuals who watched others participating in unreasonable conduct were probably going to take part in gossip with others about the individual taking part in this conduct. It can be relate to some theories like social exchange (Cropanzano & Mitchel, 2005) from which we can extract leader member exchange theory as example for exchange of information (Graen & Uhl-Bien, 1995) . As per the social exchange point of view, the relationship that occur among employee and his subordinate totally

depend upon how much they trust each other and how much they are faithful to each other for certain awards like salary, good evaluation etc. (Van Knippenberg et al., 2013).

The results exhibit that when pioneers indicate low stress for others in the way they manage clashes; this is related to more negative and less positive chat regarding representatives working in an association. While a full discuss social trade hypothesis would go past the paper's degree, follow-up research could investigate how the exchanging of talk for refereeing is affected by individual: perhaps a couple of individuals will most likely react to their pioneer's conflict promotion by gossiping than others (Dijkstra, Beersma & Leeuwen, 2014). Gossip is wherever in the social world, cases incorporate daily paper, magazine, digital media, individual messaging or verbal correspondence (Grosser, LopezKidwell & Labianca, 2010). Past those apparently fascinating subjects and the expressed tendencies for some, Wert & Salovey (2004) assert for conceivable situational variables that impact this type of talk. For instance, gossip influences the levels of trust among representatives in a work environment; it additionally influences the employers' assessment of the worker (Wert & Salovey, 2004).

As some researchers like, Baumeister, Zhang & Vohs (2004) have additionally discovered that gossip upgrades social bonds and people groups adjust to the procedure of social learning. The outcomes have shown that gossip is not just a habit or a demonstration without much reason. Gossip is firmly related with some one's personal and group connections, and it helps to the procedure of social learning. It along these affects a man's conception of the social world. In any case, later reviews brought up that gossip can advance the presence of gatherings since it regularly is a reaction to the perception of disruptive ways or nonsocial attitude (Feinberg et al., 2012).

That is, when conceivable lawbreakers who act in a self-intrigued way are watched, the gossiper can caution the other individuals about this conduct by sharing data about these lawbreakers. Along these lines, prattle can be seen as an efficient instrument of discipline for eliminating selfish behavior for the future (Beersma & Van Kleef 2011). The representative may take part in negative gossip about their abusive leaders and it will make conflicts (Dijkstra, Beersma & Leeuwen, 2014). Gossip happens behind someone's back, it offers the likelihood to harm a man's reputation without fearing consequences. This makes it a generally "safe" approach to in a ambiguous way against a leader for an employee who feels contrarily influenced by his or her conduct during a conflict (Feinberg et al., 2012).

The representative may participate in negative gossip about their leaders and it will make conflicts (Ingram, 2014). Gossiping fundamentally likewise consider oftentimes damaging and prompts to conflicts. That is, gossiping is ordinarily a misrepresentation or about a man and circumstance. The individuals who participate in gossips may, for example, portray others that spoils their own and others' lives. It can taint professions, individual connections and status. It can humiliate, cause disgrace and belittle individuals who have no chance to get to defend them. On the premise of the earlier reviews the accompanying hypothesis is generated

H₁ : *Gossip at work place is positively related to interpersonal conflicts*

2.4 Interpersonal Trust

Trust is related with the desire of legitimate and helpful behavior in others' future activities (Fukuyama, 1995). For instance, Fukuyama (1995) evaluated the trust as something desirous that can be part of a gathering , in light of usually shared standards, with respect to the individuals from the group. Interpersonal trust is related with numerous different factors and

studies have discovered that interpersonal trust emphatically connect with learning (Renzl, 2008). Costa, Roe & Taillieu, 2001) express that trust in the group is of extraordinary significance for venture fill in as colleagues are regularly dependent on their associates than on the leaders for execution and satisfaction.

The way toward trusting includes capable feelings and qualities (Rousseau et al., 1998). And those feelings that are capable of trust are mostly positive in nature (Frederickson and Joiner, 2002) for example, consolation and pride cannot be considered as act of trust and it is always of negative nature , for example, uneasiness or mortification. Individuals do have a tendency to lean toward trust in some connections as compared to not trust (Graebner, 2009) It is said that individuals might be trusting excessively and promotes useful steps for leaders to be watchful against predispositions which can be a cause of manipulation of trust among employees (Kramer, 2009). As we see that the trust and not or trust or not accepting it are consequently connected to compelling passionate capabilities and it cannot be that much shocking that the thing we chose has a tendency toward trust as opposed to distrust to be a part of relationship (Graebner, 2009). Trust is normally comprehended to be acknowledged through social exchange forms: 'response strengthens and settles trust, the pivot where social exchange resolves' (Aryee, Budhwar & Chen, 2002)

2.5 Gossip at Workplace and Interpersonal Trust

Interpersonal trust has been identified as the major foundation for trustful authoritative conduct and self-motivated joint effort in the work environment (Dirks & Ferrin, 2001). A few reviews recommend that interpersonal trust is the center upgrading variable behind unique authoritative learning methods in the work environment (Kenny, 2006 ; Moilanen, 2005). The

idea of interpersonal trust has been defined in many different ways. Trust in itself could be conceptualized as an eagerness to be open to other (Mayer, Davis & Schoorman, 1995).

From a mental viewpoint, Jones, Couch & Scott (1997) propose that trust is a part of every single human connection and support's. Trust empowers helpful conduct, advances community oriented based types of organizations, diminishes interpersonal conflict, encourages quick detailing of improvised work gatherings, and impulses response to tragedies (Contractor & Lorange, 2002) One essential distinction amongst constructive and contrary gossip rotates around the level of interpersonal trust in a relationship. On the off chance that you have a tendency to be a gossiper, or routinely take part in gossip that undermines others you can lose somebody's trust.

Trust has been considered as a prominent system administering numerous social exchange connections which are described by instability, defenselessness and reliance (Liang, 2005; Riegelsberger, 2005). Specialists recommend that trust would not be vital if activities can be done with thorough assurance (Rousseau et al., 1998), which is harmonious with different researchers demonstrating that trust applies solid influence on individual conduct in the circumstances including instability (Jarvenpaa et al., 2004). Support of pros and duty in associations can in like manner be made by interpersonal trust in associations with particular others, that is, close directors and individuals (Erdogan & Enders, 2007).

Spreading hurtful and conceivably unsubstantiated news about the leader is problematic in light of the fact that it can possibly go wrong when identified. It is said that, "When you trade sensitive data with somebody, trust is expected in the threat you now face that the other individual may discharge the information.. (Burt, 2005). Gossip senders will slant toward

accomplices with whom they have genial associations over others, and when the relational trust embedded in these associations diminishes the threat of potential detriments. Positive talk does not force similar dangers and, accordingly, is dealt more openly and autonomously of the way of the relationship (Grosser et al., 2010).

Mills' field study (2010) shown how representatives utilize gossiping for logic creation about supervision's activities within structural change. Used data about directors, who speak for the organization, possibly enables workers to decide if the organization is trustworthy, helpful, and reliable when all is said in done (De Backer & Gurven, 2006; Sommerfeld et al., 2008). Research has furthermore illustrated that information given by talk trades is used to investigate the dependability of by implication related third association (Ferrin, Dirks, & Shah, 2006). This slant to spread skeptical gossip can be furthermore overhauled by the laborers' expanded strives after adversarial news about people with high status in the organizations (De Backer & Gurven, 2006; McAndrew et al., 2007).

Malicious activities of high-status individuals have a high effect contrasted with generous activities. All together "to get by" in the organization, it is more vital to caution each other about dishonest conduct than to acclaim loyal behavior. Additionally, representatives have a tendency to see benevolent activities as a component of the psychological contract with the firm, though infringement of this agreement are basically evaluated and identified with a reduction in trust (Robinson, 1996) we expect negative gossip lead about directors for the addition to advance when specialists see their shared condition as by dependable and private (Burt, 2005). Workers entirety up trust to the social occasion of supervisors as well as to the gathering of coworkers working in a same organization (Den Hartog, 2005). An assumption from the present review is that negative talk about administration can barely be maintained in strategic authoritative

systems where workers see their link with leader as difficult, paying little respect to whether absence of trust concerns summed up or interpersonal trust. (Lea Ellwardt, Rafael Wittek, and Rudi Wielers,2012). The lack of friendly connections (and even the proximity of aggressive links) facilitates the stream of negative gossip around a person (Ellwardt et al., 2012).

Some literature (Gargiulo & Ertug, 2006; Molina-Morales et al., 2011) entitle that there is an antagonistic side of trust by considering that exceptional levels of trust can have adverse effects, or that trust can in like manner have destroyed effects, when there is an over reliance on a couple of individuals. Some researchers like Gargiulo & Ertug (2006) prescribe that despite the way that trust-driven practices are generally beneficial, exceptional levels of these practices can have negative effect In fact some researchers like, Zahra et al. (2006) think that trust can in like manner have pointless effects, when there is an over reliance on a couple of individuals. And then some researchers like Schoorman (2007) Center the noteworthiness of clearing up and developing the results of relational trust in hierarchical settings. Studies about the trust that occur in individuals working in a firm is a precarious but under-investigated variable (Tan & Lim, 2009).

High amounts of interpersonal trust deduce that the revelries think about each other, tune in to issues, and the supervisor gives instructing guidance and predictable input. Individuals who trust each other are moreover eager to synchronize, help each other, and cooperate valuably (Lau & Tan, 2006). On the off chance that seen as a procedure, it is evident that trust is liable to the results of social collaborations between the individuals who are more concerned (Lewicki, 2006). Its nearness and upkeep, or its nonappearance or risk , rises up out of, and characterizes, the connection between groups. On a very basic level, trust is social (Schoorman et al., 2007). Gargiulo & Ertug (2006) recognize what they call the dull side of trust as happening when the

trustor strays past a fundamental edge of assurance to such a degree, to the point that her trust in another winds up doubtlessly dishonorable and gravely judged. Both trust and the refusal to trust and be trusted are in this way connected to solid passionate experiences and it is not astounding that the inclination has a tendency to be for trust instead of distrust can be part of affairs that occur in an organization (Graebner, 2009).

In a hierarchical setting, representatives take an interest during the time spent gossiping to manage organizations interior strategies which cause stress and nervousness, for example, work force changes, techniques, and so forth, through making casual gatherings of companions (Ybema, 2004). In this circumstance, individuals reach to the judgment skills when they discuss the gossip keeping in mind the end goal to lessen their anxiety, depression, and nervousness (Pezzo & Beckstead, 2006). Indeed, it can be expected that gossip is an imperative part of casual gathering in an organization. Unmanaged gossip particularly negative talk cause issues on any level in an organizational settings (Aghbolagh & Ardabili, 2016) For this reason, the analysts recognize that managing authorities ought not endeavor to eliminate gossip from organizational conditions because of their positive outcomes (Mills, 2010).

Negative gossip about management is more when workers have low trust, non-accommodating connections, and rare contact with the management (Ellwardt, Wittek & Wielers, 2012). Gossip has been contended to unite individuals. Trading delicate gossip with somebody shows that one trusts this individual. Thusly, gossip has been contrasted with prepping it signals trust and interpersonal closeness (Grosser et al., 2012). On the basis of the prior studies the following hypothesis is generated.

H_2 : *There is a negative impact of gossip at work place on interpersonal trust.*

2.6 Interpersonal Trust as Mediator

Trust is broadly viewed as a contributing variable to a range of positive results. It is viewed as the paste that holds families, associations, organizations and whole societies as one (Seligman 1997). Business analysts highlight how trust decreases exchange costs (Dyer & Chu 2003) furthermore, makes economies develop. Confidence in other individuals is unequivocally connected with ace popularity based states of mind; making delegate vote based system work without at least interpersonal trust is not possible (Tilly 2004).

Different reviews have recorded connections amongst trust and wellbeing, mortality and personal satisfaction, both at the single level (Fujiwara & Kawachi 2008) what's more, at the public level. Trust counters violation (Bjørnskov 2003), furthermore, diminishes wrongdoing (Buonanno, 2009) furthermore, untrustworthy circulation conduct more than broad policing (Yamamura, 2007). Glanville & Paxton (2007) contend that unique circumstance and confined associations are in certainty more vital for trust than psychological inclinations. Undoubtedly, some current examinations at the national or provincial level have discovered negative connections between relevant revenue imbalance and trust (Rothstein & Uslaner 2005).

Interpersonal trust distinguished as a fundamental requirement for knowledge sharing (Holste & Fields, 2010; Lin, 2006). The ability to share information is higher when people trust and relate to each other (Cabrera & Cabrera, 2005). Numerous researchers detected that interpersonal trust dispenses with duplicity, swindling, and inclination among workers to censure others for failure in the firm. Andrews & Delahaye (2000) presumed that without trust, formal information sharing practices are deficient to urge people to impart learning to others In this regard, Choi, Kang & Lee (2008) discovered that trust is more imperative than specialized support in encouraging knowledge sharing. In spite of the fact that a dominant part of the past

reviews report noteworthy positive connection amongst trust and knowledge sharing, Kim and Lee (2006) had not discovered a factually huge relationship amongst trust and workers knowledge sharing.

Trust as a focal point for looking at the way human relations impact and are affected by wellbeing framework (Svedin 2012). As some researchers like Hall (2001) portray trust as the idealistic acknowledgment of a helpless circumstance in which the trustor trusts the trustee will watch over their advantage. Investigations of individual trust incorporate examinations of unplanned conduct (Gambetta, 2000). On account of interpersonal trust, be that as it may, rehashed interpersonal association will probably assume a vital part. To be sure, a genuine muddling element in the era of indifferent trust is whether the "trustee" has the material capacity to meet the desires of the 'truster', particularly where the previous is reliant on a scope of confusing elements. There is restricted group of work has investigated the idea of distrust Mascarenhas et al. (2006)

Past research has shown the constructive outcomes of interpersonal trust (Renzl, 2008), what's more, knowledge sharing instruments (Jones & Borgman, 2007) on information sharing in groups. Trust is along these lines a strategy; it is not only a mental state, or a savvy person, calculative bearing toward dangers (Kramer, 2009). This is basic for our conflict. The trust strategy contains three stages which can be (Dietz & den Hartog, 2006) starting with an arrangement of convictions about the other party's reliability, normally comprehended to include evaluations of their capacity, consideration and honesty (Mayer, Davis & Schoorman, 1995). A choice to trust is gone up against the premise of those convictions, outlined in Rousseau and partners (1995) generally received meaning of trust as a mental state including the goal to acknowledge helplessness in light of uplifting desires of the expectations or conduct of another.

Distrust happens at the point when the trustor has certain negative suspicions about the other party and, in light of these, picks not to acknowledge weakness (Lewicki, 2006). The last stage, emerging from the decision, is a risk taking act, grasped to demonstrate one's trust (Mayer et al, 1995). Such acts incorporate expanded coordinated effort and dependence, sharing rare or important assets and complex data and intentionally weakened inspection (Dietz & den Hartog, 2006).

For instance before newcomers enter a gathering, full individuals may have heard gossipy tidbits or talk about their conduct in different gatherings (Jablin, 2001), furthermore, some of that data may include the amount they were trusted in those gatherings. In trust situations, when its particularistic quality rules the choice, there is a peril of an enhancement of reciprocity that prompts stiffness in relations (Gargiulo & Benassi, 2000). Low Trust work environments are without great correspondence and they are overflowing with talk and intimation. Communication can be both formal and casual, and low Trust work environments are full of casual or "indirect access" communication like chatter and formal communication, particularly from authority, is reliably inattentive. Because of which conflict emerges. The Conflict exists in any case is our very own direct result failure to be in two better places in the meantime, or have two contradicting points of view on a similar thing.

Mishandling in groups can cause relational clashes, miscommunications and absence of trust (Pinjania & Palviab, 2013). Conflict has a part to play in trust construction (Ayoko & Pekerti, 2008) . The prerequisite for energetic venting, and furthermore the necessity for extending relational trust and closeness with others in the workplace, is presumably going to be particularly high when agents are presented to incomplete conduct if there should arise an occurrence of a dispute with their chief. Conflict is a standout amongst the most essential

stressors representatives experience in the working environment (Smith & Sulsky, 1995). Conflict does not exist without feeling since conflict is as a rule sincerely charged, driven, and valence (Bodtker & Jameson, 2001).

Gossip quite often messes our lives as opposed to straighten out. Undesirably, gossip can rest easy and the fleeting prizes regularly divert us the people from the right path, It enhances us feel about ourselves to know something about someone else and offer that with another. Distinctive conditions, discussing the individual issues of others makes it less requesting to disregard our own. For sure, even under the best of manners of thinking, gossip is quite often damages to the relationship that we can never totally fix which breaks individuals trust. So when somebody's trust breaks interpersonal conflict will emerge. On the premise of the earlier reviews the accompanying hypothesis is generated.

H₄ : *Interpersonal trust mediates the relationship between gossip at work place and interpersonal conflict.*

2.7 Neuroticism

Neuroticism alludes to a man's enthusiastic strength and the general inclination to encounter negative effect because of their condition (Taylor & De Bruin, 2006). Neurotic people tend to be effectively disturbed and are sensitive to response. They regularly encounter sentiments of blame, trouble, sadness, stress and pressure, and have a tendency to be candidly unstable (Maltby, Day & Macaskill, 2010). People with low levels of neuroticism are sincerely steady, collected, quiet, secure, composed, and tolerant of stress (Burger, 2004)

The identity attribute of neuroticism alludes to a moderately stable propensity to react with negative feelings to risk, dissatisfaction, or misfortune (Lahey, 2009). Its association with

people's subjective prosperity is recognized at large extant (Wismeijer & van Assen, 2008). Basically, late examinations demonstrated that neuroticism is one of the identity attributes the most explicitly connected with people comfort level (Romero, Villar, Luengo, & Gómez-Fraguela, 2009). Neuroticism is additionally expected to have negative affect on welfare of the people and the family(Schneewind & Kupsch, 2007). The propensity of individuals high in neuroticism to encounter negative impacts in light of difficulties and to see themselves and the world around them negatively (Bruck & Allen (2003) Neuroticism has been identified with more negative attitude toward things (Penley & Tomaka, 2002; Schneider, 2004) and less positive affect (Schneider, 2004).

2.8 Neuroticism as Moderator.

The big five personality trait model is a standout amongst the most broadly perceived models which have given significant data about identity contrasts influencing conflict. The model has been intermittently used in late interpersonal conflict studies (Park & Antonioni,2007; Barbuto et al., 2010). Neuroticism is viewed as a critical marker of (hereditary) "powerlessness" for disguising issue, as appeared by its prescient incentive as to onset, term and result of mellow and serious discouragement (Ormel, 2004). Neuroticism is likewise connected with the genetic threat for dejection (Hettema et al. 2006) summed up nervousness issue (Kendler et al. 2006; Mackintosh et al. 2006) furthermore, terror disorder and doubts (Hettema et al. 2006). What's more, neuroticism is identified with revelation to unpleasant circumstances (Kendler et al. 2003), also, alter the effect of stressors to expand the hazard for dejection (Ormel et al. 2001). Negative psychological styles might be more firmly identified with neuroticism than to the advancement of particular findings of discouragement or particular uneasiness issue (Alloy, 2012) .

Furthermore describing people high in neuroticism as encountering more pessimistic effect (Costa & McCrae, 1980), individuals who vary in neuroticism contrast in that they are so delicate to circumstances that stimulate negative feelings. A few researchers like Carver, Sutton, and Scheier (2000) recommended that neuroticism reflects a general affectability to discipline, and, unquestionably, it has been demonstrated that neuroticism is connected to evasion inspiration (Elliot & Thrash, 2002). Neuroticism is a dispositional inclination to encounter bad emotional conditions. This higher-arrange identity measurement smmarizes a few lower-arrange qualities (e.g. tension, threatening vibe, impulsivity and weakness) and is powerfully prescient of various emotional wellness issues (Lahey, 2009), Plus miserable side effects (e.g. pity, forlornness, anhedonia, lack of care, sadness, defenselessness and self-destructive ideation (Békés, 2015). High neuroticism people are more receptive to unfriendly occasions (Kelly, 1998). Neuroticism is related with an extensive variety of protests even before the event of a negative life occasion (Ormel, Rosmalen, & Farmer, 2004) the people who have neurotic personality will have a negative impact of gossip and due to this their conflicts will be more.

Neuroticism is likewise connected with full of feeling issue, for example, social uneasiness issue and despair (Bienvenu, 2004). Neuroticism is related with adjustments in cognitive–emotional capacities, for example, influence direction (Tamir, 2005), hesitance (Trapnell & Campbell, 1999) what's more, self-control (Robinson, 2007). Neuroticism and extraversion are most firmly identified with feeling handling and adjustments in neural action (Canli, 2004). The identity characteristic of neuroticism alludes to a generally stable inclination to react with negative feelings to risk, dissatisfaction, or misfortune (Lahey, 2009). Its association with people's personal well-being is perceived to a great extant (Wismeijer & van Assen, 2008). In reality, late investigations demonstrated that neuroticism is one of the identity

attributes the most explicitly connected with people's prosperity (Romero, Villar, Luengo, & Gómez-Fraguela, 2009).

Neuroticism is likewise expected to have negatively affect prosperity inside the colleagues working in the same organization (Schneewind & Kupsch, 2007). The inclination of individuals high in neuroticism to encounter negative impacts because of difficulties and to see themselves and the world encompassing around adversily (Rantanen, 2005). The degree to which a man is overpowered by his or her duties and feels that the weights from work and family are commonly contrasting (Blanch & Aluja, 2009), The identity attribute neuroticism denotes to an inclination to encounter misery and negative effect (Widiger, 2009). As to interpersonal results, while considering the Big Five identity factors (John, Naumann, & Soto, 2008), neuroticism constitutes the most steady and most grounded indicator of negative relationship consequences (Belsky, Jaffee, Caspi, Moffitt, & Silva, 2003).

Neuroticism is related with a more prominent clash between a person's communal characters (Benet-Martínez & Haritatos, 2005). In addition, inquire about confirmation has proposed that people high in neuroticism might probably encounter every day interpersonal conflicts (Bolger & Zuckerman, 1995). Neuroticism is definitively related with interpersonal issues, it ought to be invaluable from a transformative viewpoint (Haselton & Funder, 2006) to have the capacity to distinguish a person's level of passionate shakiness, notwithstanding when still ignorant. Although, as opposed to numerous other identity attributes, at zero subordinate (Funder, 2012), neuroticism has been shown to be extremely difficult to judge. If neurotic employee is encountered with a negative gossip about himself or his fellow colleague they will take it seriously and it has a negative impact on them which will lead interpersonal conflicts. Neurotic people are fearful and emotional unstable so they engage in conflicts because of

negative gossip at workplace. On the basis of the prior studies the following hypothesis is generated.

H₃ : *Neuroticism moderates the relationship between gossip at workplace and interpersonal conflict such that relation will be strengthened if employee is a neurotic*

2.9 Research Model

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                        ┌─────────────────┐
                        │   Neuroticism   │
                        └─────────────────┘
                                 │
          ┌──────────────────────┼──────────────────────┐
          ▼                      ▼                       ▼
┌─────────────────┐    ┌─────────────────┐    ┌─────────────────┐
│   Gossip at     │    │  Interpersonal  │    │  Interpersonal  │
│   workplace     │───▶│  Trust          │───▶│  Conflict       │
└─────────────────┘    └─────────────────┘    └─────────────────┘
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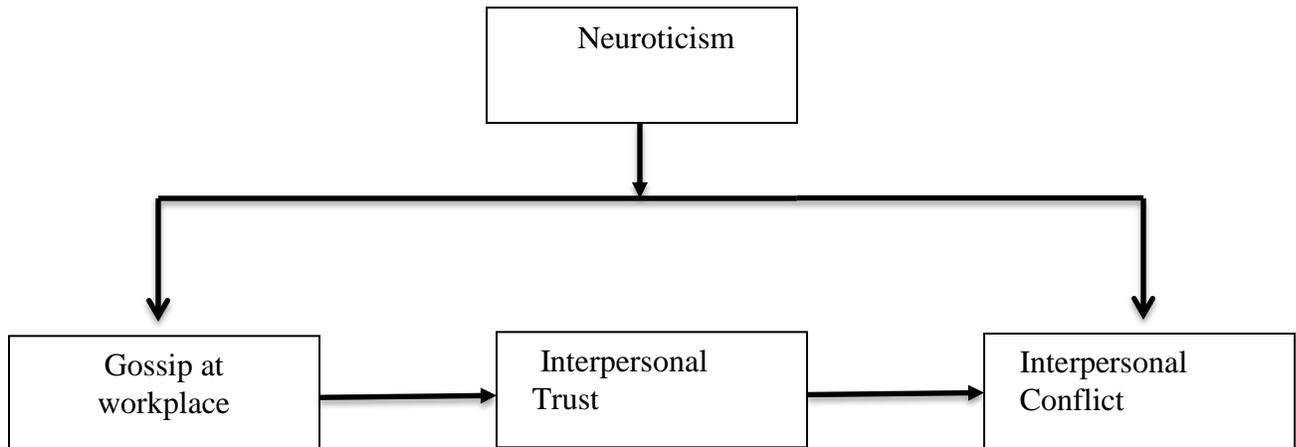
2.10 Research Hypotheses

H_1 : Gossip at work place is positively related to interpersonal conflicts.

H_2 : There is a negative impact of gossip at work place on interpersonal trust.

H_3 : Neuroticism moderates the relationship between gossip at workplace and interpersonal conflict such that relation will be strengthened if employee is a neurotic.

H_4 : Interpersonal trust mediates the relationship between gossip at work place and interpersonal conflict.

CHAPTER 3

RESEARCH METHODOLOGY

This study has the objective to explore the relationships of Gossip at workplace, Interpersonal conflict, Interpersonal Trust and Neuroticism in organizations of Pakistan. This chapter of the dissertation propose the methodology of study, its data collection process, population, sample size, instruments, analysis, and instruments reliability.

3.1 Population and Sampling

Population for current study was not specific to any industry to capture the diverse opinion of different organization the population included bank, public sector organizations, software houses, telecom organizations, a total of 400 questionnaires was distributed with 100 each sector.

Some questionnaires were sent to respondents via email which were later return. I distributed 400 questionnaires to employees from which I received 300 (75%) back then the questionnaires were screened for correctness from which 55 of the questionnaires were incomplete or inappropriately filled, and they were not suitable to further use for the study. This process of selection left me with an effective set of 245 that is 61.6% of responses.

3.3 Pilot Study

Pilot study was conducted on 30 responses so that it could be assure that questionnaires are valid and respondents easily understand by respondants. Data was collected from the respondents from our target sample for feedback. The study showed the satisfactory alpha coefficient values: Gossip at workplace .906 , Interpersonal Conflict .773, Interpersonal trust .832, and Neuroticism .809.

3.4 Instrumentation/Characteristics

The items of all the variables i.e. Gossip at workplace, Interpersonal conflict, Interpersonal trust and Neuroticism are responded to 5-points Likert-scale and have to be filled by the employees/subordinates. Questionnaires also consist of four demographic variables which include information regarding the respondent Gender, Age, Qualification and Experience.

3.4.1 Gossip at workplace

The 11 item scale developed by (Wittek & Wielers, 1998) is used to measure gossip at workplace. The responses are obtained through 5 point Likert scale ranging from 1= Never   to 5= Always. The items of the scale are, Classmates/Colleagues criticizing uncooperative behavior of an absent person, Classmates/Colleagues praising the skills of an absent person, etc.

3.4.2 Interpersonal conflict

The 5 item scale by (Doucet, Poitras &Chênevert, 2009) is used to calculate interpersonal conflict. The responses are obtained through 5 point Likert scale ranging from 1= Never to 5= Always. The items of the scale are, Cognitive conflict,1. There are many conflicts relating to work ideas, Relational conflict,1. There is a great deal of aversion among employees, etc.

3.4.3 Interpersonal trust

The 8 item scale by (Larzelere & Huston ,1980) is used to calculate interpersonal trust. The responses are obtained through 5 point Likert scale ranging from 1= Never to 5= Always. The items of the scale are, My partner is primarily interested in his (her) own welfare, There are times when my partner cannot be trusted, etc.

3.4.4 Neuroticism

The 8 items scale by (John & Srivastava,1999) is used to calculate neuroticism. The responses are obtained through 5 point Likert scale ranging from 1= Never to 5= Always. The items of the scale are, I dislike myself, I am often down in the dumps, etc.

3.5 Data Analysis Tools

The data we collected through questionnaires is analyzed by using IBM SPSS version 20. This data then be tested for analyzing different statistical methods like correlation, regression and mediation analysis.as we know correlation analyses is used to find the connection between independent variable and dependent variable. And that we use regression analyses to find that how much change an independent variable can cause on an independent variable. Mediation and moderation analyses are done through Preacher and Hayes (2008) mediation analysis method.

Table 3.1 Number of Items & Reliability

Variable	No. of Items	Reliability
Gossip at workplace (IV)	11	.91
Interpersonal trust (Med)	8	.83
Neuroticism (Mod)	8	.81
Interpersonal conflict (DV)	5	.77

3.6 Sample Characteristics and Demographic Characteristics

Biographical characteristics are included in the study to assess the clear idea of the respondents. Personal information was collected.

Table 3.2 Gender

	Frequency	Percent
Male	142	57.95
Female	103	42.04

So form above table it is stated that from the total of 245 respondents, 103 were females and 142 were males, so making the percentage of over sample 57.95% and 42.04% accordingly.

Table 3.3 Age

	Frequency	Percent
20-30	125	51
31-40	80	32.7
41-50	30	12.2
51-60	10	4.1

The respondent having age between 20 to 30 years were 125, while the respondent between 31 to 40year ages were 80, age between 41 to 50 were 30 and age between 51 to 60 were 10.

Table 3.4 Qualification

	Frequency	Percent
Bachelor	94	38.4
Master	135	55.1
MS/Mphil	16	6.5

As we know that from the level of education in the form of number of years, 94 (38.4%) were

Bachelor 135 (55.1%) were master and 16 (6.5%) were having 16 years or above education

Table 3.5 Experience

	Frequency	**Percent**
1-5	135	55.1
5-10	94	38.4
10-15	16	6.5

Respondent having experience of 1 to 5 years were 135 (55.1%), 5-10 year experience

respondents were 94 (38.4%), while the respondent having experience more than 10 years

were only 16 (6.5%).

3.7 Analytical Techniques and Tools

The analytical techniques that has been used for statistical analyses are reliability, descriptive test,

correlation and regression analyses that has been used. SPSS version 20 was used to conduct the

calculations. And Cronbach's alpha was calculated to examine the reliability of the scales that has been

used to find the statistical results.

CHAPTER 4

RESULTS

4.1 Descriptive Statistics

The descriptive statistics describe about the size of the sample and the opinions that are made about the collected data. It tells us about some details about the data such as what is the size of the data, minimum and maximum values, mean and standard deviation.

Table 4.1: Descriptive Statistics

Variable	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Gender	245	0	1	-	-
Education	245	1	4	-	-
Qualification	245	1	3	-	-
Total Experience	245	1	3	-	-
Gossip at work	245	1	5	.382	.114
Interpersonal Trust	245	1	5	.346	.041
Neuroticism	245	1	5	.401	.061
Interpersonal Conflict	245	1	5	.331	.048

The above given table describe the descriptive statistics of the variables given in the study. This table presents the data that is related to min, max and average values of each variable under study and also the mean and standard deviation. All of the 4 variable under study were measured in values of 1 to 5. So the independent variable i.e. Gossip at work has a mean of .038 and a standard deviation of .114. The dependent variable Interpersonal conflict shows a mean and standard deviation values of .033 and .048 respectively. The mediator of this study, Interpersonal trust shows a mean of .34 and a standard deviation of .041 whereas the moderator of the study, Neuroticism has these values as .040 and .061.

4.2 Correlation Analysis

Table 1, Correlations

Variables	1	2	3	4
1. GW	1			
2. IT	.519**	1		
3. NC	.341**	.261**	1	
4. IC	.461**	-.401**	-.224**	1

*. Correlation is significant at the 0.05 level (2-tailed)
**. Correlation is significant at the 0.01 level (2-tailed)
(GW= Gossip at work, IT= Interpersonal conflict, IC= Interpersonal conflict and NC= Neuroticism)

Table shows that the correlation between the variables of this study. Gossip at workplace is negatively, highly and significantly correlated with Interpersonal trust of employees with (r=-.519), and Gossip at workplace and Neuroticism are moderately and significantly correlated with (r=.341) Gossip at workplace is moderately and significantly correlated with Interpersonal conflict with (r=.461). Correlation between Interpersonal trust

and Neuroticism is low and significant with (r=.261) Interpersonal trust is negatively and significantly correlated with Interpersonal conflict (r=-.401). Neuroticism is weakly and significantly correlated with Interpersonal conflict with (r=-.224).

4.3 Regression Analysis
Table 2. Regression analysis for direct effect of Gossip at workplace on Interpersonal conflict

Variables	B	SE	T	p	LL 95%CI	UL 95%CI
Constant	1.221	.290	4.21	.003	.6435	1.7783
Gossip at work ⟶ Interpersonal Conflict	.5473	.1471	3.7943	.0001	.8148	.2546

n=245, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P <.01

The following hypothesis was presented in the present study that Gossip at workplace has positive impact on Interpersonal conflict of employees at workplace. The results in the above table provide a strong justification for the Hypothesis 1 of the study. AS there is no zero present between the LL 95% Confidence interval and UL 95% Confidence interval (.8148, .2546). Hence the first hypothesis of the study is accepted.

4.4 Mediation analysis

The present study has used mediator i.e. interpersonal trust as the original tools between Gossip at work IV and Interpersonal conflict DV. Mediation analyses of the study has following results.

Table 3. Mediation analysis for Interpersonal Trust

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Indirect effect of IV on DV	Bootstrap results for indirect effects	
							LL 95 CI	UL 95 CI
B	T	B	T	B	t	B		
-.192**	-13.9	-.75**	-13.0	.547**	3.79	.1754*	.0587	.3031

n=245, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P <.01

(IV= Gossip at work, M= Interpersonal trust and DV= Interpersonal conflict).

The third hypothesis, of the study calculates Interpersonal trust a possible mediator between the relationship of Gossip at workplace and Interpersonal Conflict. From the Table 2, it is shown that the indirect effect of Gossip at workplace on Interpersonal conflict through Interpersonal Trust has the upper and lower limits of .0587 and .3031 and 0 is not present the confidence interval of 95%, that how we conclude this result that gossip at work place and interpersonal conflict are mediated by interpersonal trust so that's how our 3rd hypothesis is accepted. So it is very important to consider that the mediator if omitted from the independent and dependent variable relation then the strength of relationship will be decreased. That proves that mediator links this relationship between IV and DV, and provides a strong support to the acceptance of hypothesis.

4.5 Moderation Analysis

Table 4 Moderation analysis results for Neuroticism on relationship of Gossip at workplace and Interpersonal conflict

Variables	β	SE	T	P	LL 95%CI	UL 95%CI
Constant	1.221	.290	4.21	.003	.6435	1.7783
Gossip at workplace × Neuroticism → Interpersonal conflict	-.1325	.0415	-3.2941	.0001	1.05	.145

n=245, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P <.01

Hypothesis 4th of the study predicts that Neuroticism moderates the relationship between Gossip at workplace and Interpersonal conflict; such that if Neuroticism is high than the relationship between Gossip at workplace and Interpersonal conflict would be weakened. From Table 3, it can be observed that interaction term of "Gossip at workplace and Neuroticism" moderates on the relationship of "Gossip at workplace and Interpersonal conflict" has their upper and lower limits that is of 1.05 and .145 and the 0 is not found in the 95% of confidence interval, so from that we can conclude that Neuroticism moderates Gossip at workplace and Interpersonal conflict relationship. Which means in the presence of neuroticism the relationship between gossip at workplace and interpersonal conflict will be strengthened. Hence it fully supports the acceptance of hypothesis.

Table 4.6: Hypothesis Results Summary

H1: *Gossip at work place is positively related to interpersonal conflicts.(**Accepted**).*

H2: *There is a negative impact of gossip at work place on interpersonal trust.*

 *(**Accepted**).*

H3: *Interpersonal trust mediates the relationship between gossip at work place and*

interpersonal conflict.

 *(**Accepted**).*

H4: *Neuroticism moderates the relationship between gossip at workplace and interpersonal*

conflict such that relation will be strengthened if employee is a neurotic.

*(**Accepted**).*

CHAPTER 5

Discussion, Conclusion and Recommendation

This study is designed to figure out the relationship of gossip at workplace and interpersonal conflict route through interpersonal trust with interacting role of neuroticism on the establishment of the independent effect of gossip at workplace on employee interpersonal conflict. This chapter holds the discussion on the results brought forward after the analysis of the study.

5.1 Discussion

5.1.1 Discussion On Research Question No 1:

So the 1st question which is this study was trying to answer was mentioned in chapter 1

Question 1: **What would be the impact of gossip at work place on interpersonal conflict?**

In order to find answer to the 1st question, the following hypothesis has been developed and tested accordingly

H$_1$: *Gossip at work place is positively related to interpersonal conflicts*

The results of correlation analysis show that gossip at work and interpersonal conflict are positively correlated with each other. The regression analysis indicates that interpersonal conflict is a positively significant determinant of interpersonal conflict. The results of the study have turned out to be good as in former studies there is less literature on negative side of gossip at workplace. Individuals regularly wittingly or unwittingly catch, spread, or partake in negative talk about other people who are not included in the conversational setting (Dunbar

2004) Scarcely any surveys have exhibited that workplace contrary visit can make hurt individuals and associations (Chandra and Robinson 2009; Rosnow 2001).

Gossip at workplace place involves talking about your co-worker generally in their absence, so it has got a potential to hurt feelings of others. Hence the findings can be justified in terms of any conflict that gossip has got potential to enhance conflict in the organizations. If we relate this phenomenon in cultural context of Pakistan, we have a collectivist culture. So in our culture people work in groups in such context informal discussions among group members is a common phenomenon, so when a group member gossip about an colleague it will spread like a rumor and will be the source of conflict. So we can say that gossip has likely to have potential to weaker the relationship among group members..

5.1.2 Discussion On Research Question No 2:

The second research question which this study attempt to answer was stated in chapter 1, that

Question 2: **Gossip at work place decreases the trust**

In order to find answer to the 2nd question, a hypothesis was developed and tested, that

H_2 *: There is a negative impact of gossip at work place on interpersonal trust.*

Gossip tells you more about the people that are gossiping than about the person being gossiped about. That should be our attitude about gossiping. We should not trust those that gossip. We should tell them as little as possible and don't take their stories seriously. We really don't have to gossip about people, and think that's why people always want to trust us with their gossip. They know that we won't repeat it. Like I don't like people gossiping to me though,

because I still feel complicit in the act and guilty for what's being said about the other people. Then I'm afraid of what they might gossip about me.

Gossip quite often tangles our lives as opposed to streamlines. Shockingly, gossip can rest easy and the transient rewards regularly occupy us from the way that we know better. It improves us feel about ourselves to know something about another person and offer that with another. Different circumstances, talking about the individual issues of others makes it less demanding to disregard our own. Indeed, even under the best of intentions, gossip quite often damages to the relationship that we can never totally fix. If we trust someone and he/she turns out to be a gossiper we will not probably trust him/her again.

5.1.3 Discussion On Research Question No 3:

The second research question which this study attempt to answer was stated in chapter 1, that

Question 3: **Is interpersonal trust mediates the relationship between gossip at work place and interpersonal conflict?**

In order to find answer to the 2nd question, a hypothesis was developed and tested, that

H3: Interpersonal trust mediates the relationship between gossip at work place and interpersonal conflict.

The results provide support for the acceptance of 2nd hypothesis, that the relationship between gossip at work and interpersonal conflict is mediated by interpersonal trust. Interpersonal trust is the mediating route through gossip at work to interpersonal conflict. Literature has also provided evidences that interpersonal trust is a mediator through which employee behavior lead to interpersonal conflict. Mismanagement in groups can cause relational conflict, miscommunications and absence of trust (Pinjania & Palviab, 2013). Such

behavior will reduce the self-confidence of employees. Gossip is considered as the tool to create conflict and when there is an environment to gossiping in an organization then the employees working their will have trust issues they cannot trust anyone because of gossiping so due to lack of trust conflicts will arise and create the working environment difficult for everyone. As we are living in collectivist culture and people like to work in groups so due to gossip the interpersonal trust between group members will be low and it will lead to interpersonal conflicts among the member of the groups.

5.1.4 Discussion On Research Question No 4:

The forth research question which this study attempt to answer was stated in chapter 1, that

Question 4: **Does neuroticism moderates the relationship between gossip at workplace and interpersonal conflict?**

In order to find answer to the 4th question, a hypothesis was developed and tested, that

H_4 *: Neuroticism moderates the relationship between gossip at workplace and interpersonal conflict such that relation will be strengthened if employee is a neurotic*

It was proposed that Neuroticism will moderate the relationship between gossip at workplace and interpersonal conflict, in such a way that in the presence of neuroticism the direction of their relationship will be more strong. A strong support was found in the result for acceptance of that particular assumption.

The study used Neuroticism as a moderator between gossip at workplace and interpersonal conflict. In collectivist culture like Pakistan if neuroticism is high then it will weaken the relationship between gossip at work and interpersonal conflict. If employee exhibit neurotic behavior then gossiping will increase the conflict. Because it's in the nature of a neurotic person

that they tend to see the worst aspects off things and believe that worst will happen, which will create interpersonal conflicts among the coworkers.

5.2 Conclusion

The purpose of the present study was to find the relationship between gossip at workplace and interpersonal conflict; it also studies the mediating role of interpersonal trust in relationship between gossip at workplace and interpersonal conflict. Furthermore it examines the moderating role of neuroticism between gossip at workplace and interpersonal conflict. The study was conducted in various organizations in Pakistan. The data was analyzed and it was found that there is significantly positive relationship between gossip at workplace and interpersonal conflict; moreover it is argued that interpersonal trust positively mediates the relationship between gossip at workplace and interpersonal conflict. Furthermore

Result of the study supported all four hypotheses. The study was conducted in different sectors of Pakistan. In that context people work in groups and they gossip a lot and their gossiping will decrease the trust among them and due to lack of trust their will be more interpersonal conflicts. As According to results gossip at workplace is positive related with interpersonal conflict mean as gossip at work increases, interpersonal conflict will also increases. Interpersonal trust was proved as mediator between gossip at workplace and interpersonal conflict, this relation fully is mediated by interpersonal trust. Gossip at workplace will affect the interpersonal trust of employees which will lead them to interpersonal conflict. In or study we use neuroticism as moderator and from the reslts its concluded that neurotic individual take gossip more seriously, when they came to know that people gossip about them behind their back their trust will decrease along with increase in

interpersonal conflicts. Findings proved that whenever employee encounter negative gossip about them their trust will be affected which lead to interpersonal conflict among them.

5.3 Theoretical Implications

Previous studies talked and discussed gossip at workplace but this study extend this work by describing mechanism through which gossip leads to interpersonal conflict. This study use interpersonal trust as mediator that led gossip at workplace to interpersonal conflict

This study proved this relationship that interpersonal trust mediates this relation of gossip at workplace and interpersonal conflict. The study also used neuroticism as a moderator because before this work on gossip at workplace has been done in western cultures, but Pakistan has different context so this study helped to check whether the relationship which was conducted in other western countries relates with Pakistan context or not.

5.4 Practical Implications

Current study has several practical implications which provide good suggestions for the organizations. This study will assist for potential researchers, policy makers and managers. It will provide helpful mechanism to organizations to handle with interpersonal conflicts among employees due to negative gossip of leaders and coworkers as now days employees' less productivity is a prime outcome of negative behavior of leaders and coworkers for organizations. This study organization will be able to know the reasons of this problem.

Employee relationships with in a group are very important so this study will help organizations to take measures to reduce gossip. Present study will help policy makers to deal with these problems of gossip at workplace and interpersonal conflict. With help of this study they can hire such leaders who can prevent gossip and its negative outcomes on employees,

because those leaders can create a friendly atmosphere so that the employees will be more productive and will not engage in conflicts. This study will help policy makers to make flexible and healthy environment. It also help the policy maker to start training sessions for those who have neurotic personality so that they cannot always be pessimistic about everything.

This study will help future researcher to further work on this model. Researcher could take support from present study to work on these concepts. Researcher could be help by these cultural results which are unique results in this sector. And researcher could even further work on other dimensions of culture. The model can be studied with different dimension like leadership and Islamic work ethics. Next section will discuss the limitations and future directions of the study.

5.5 Limitations

The underlined study has some reservations, which includes the limitations of the sample size of the study. Moreover, it was quite difficult to approach all the organization. Hence the adequacy of the data can affect the results of the study.

The variable of scale of Neuroticism is measured through self-reported scales that may increase the chances of common biased method. Since it is natural phenomenon as a human that one will always show as low neurotic person.

5.6 Future Research

Limitations of the study can be used as future directions.

The present examination attempted to overcome and expel existing faults in all viewpoints yet at the same time it has a few restrictions that must be considered and should be applied in future

1. This study can be generalized on specific sectors of Pakistan since change of sector could change the results of the proposed model.

2. By adding other moderators like Islamic work ethics, tyrannical leadership, etc result can be different.

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7. Questionnaire

Dear Participant,

I am students of MS Management Sciences at Capital University of Science and Technology Islamabad. I am conducting a research on impact of **Gossip at work place on interpersonal conflict; with mediating role of Interpersonal Trust and moderating role of Neuroticism**. You can help me by completing the attached questionnaire, You will find it quite interesting. I appreciate your participation in my study and I assure that *your responses will be held confidential* and will only be used for education purposes.

Sincerely,

Kiran Zahra

Please tick the relevant choices: 1= **Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree**

	Gossip at work					
1	Colleagues praising the skills of an absent person (R)	1	2	3	4	5
2	Colleagues criticizing uncooperative behavior of an absent person	1	2	3	4	5
3	Colleagues making fun of the behavior of an absent person	1	2	3	4	5
4	Colleagues expressing their irritation about a strange remark of an absent person	1	2	3	4	5
5	Colleagues asking the opinion of others concerning a particular behavior of an absent person	1	2	3	4	5
6	Colleagues who say they feel treated badly by an absent person	1	2	3	4	5
7	Colleagues trying to justify or defend a specific behavior of an absent person	1	2	3	4	5
8	Colleagues just informing others about some interesting news concerning an absent person (e.g., relationships) (R)	1	2	3	4	5
9	Colleagues comparing their own performance at school to the performance of an absent person	1	2	3	4	5
10	Colleagues criticizing something they regard as a negative trait or feature of an absent person	1	2	3	4	5
11	Colleagues criticizing the passive behavior of an absent person	1	2	3	4	5
	(Interpersonal Trust) **My Colleague**					
1	My colleague is primarily interested in his/her own welfare.	1	2	3	4	5
2	There are times when my colleague cannot be trusted.	1	2	3	4	5
3	My colleague is perfectly honest and truthful with me.	1	2	3	4	5

4	I feel that I can trust my colleague completely.	1	2	3	4	5
5	My colleague is truly sincere in his/her promises.	1	2	3	4	5
6	I feel that my colleague does not show me enough consideration.	1	2	3	4	5
7	My colleague treats me fairly and justly.	1	2	3	4	5
8	I feel that my colleague can be counted on to help me.	1	2	3	4	5
	Interpersonal Conflicts					
1	There are many conflicts relating to work ideas	1	2	3	4	5
2	There are often differences in opinion regarding what should be done	1	2	3	4	5
3	There is a great deal of aversion among employees	1	2	3	4	5
4	Dealings are frequently carried out in secret	1	2	3	4	5
5	People often create obstacles for others	1	2	3	4	5
	Neuroticism					
1	I dislike myself	1	2	3	4	5
2	I am often down in the dumps	1	2	3	4	5
3	I have frequent mood swings	1	2	3	4	5
4	I panic easily	1	2	3	4	5
5	I am filled with doubts about things	1	2	3	4	5
6	I feel threatened easily	1	2	3	4	5
7	I often feel blue	1	2	3	4	5

Please provide following information.

	1	2
Gender	Male	Female

	1	2	3	4
Age	20- 30	31–40	41-50	51-60

	1	2	3
Qualification	Bachelor	Master	MS/M.Phil.

	1	2	3
Experience	1 – 5	5 – 10	10 – 15