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A STUDY OF IMPACT FOR VARIOUS FACTORS OF WORKPLACE OSTRACISM IN SELECTED ORGANIZATIONS

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ABSTRACT

Ostracism is one of the most wellstudied and debated psychological processes in theworkplace, having been examined for more than three decades. Employees generally letdiscrimination go unchecked because of the seriousness of the issue, and hence the occurrencesare not reported. The study explores the elements that induce ostracism in order to betterunderstand the underlying reasons that can lead to its commencement. The research looks at thecontext and the elements that influence or prevent the effects of ostracism in the workplace. Furthermore, the study discusses personal consequences such as emotional intelligence, self-efficacy, and well-being, which might be a result of a stressful work environment and increasedworkload. This study observed the impact of demographical factors of Workplace Ostracism across the educational institutes from one selected district of Haryana. For the study 162 respondents has been selected for the assessment. The key research mechanism was the survey for which questionnaire has been used. Further T-test and one-way ANOVAwas exercised to test the hypotheses. The main inadequacy of the study was that researcher was unable to collect the data with the help of personal observation of employees because of pandemic. In this opinion, the explanation of the results of the research should not be over-simplified.

Keywords: Workplace Ostracism, Abusive Supervision, Supervisor Support, Self-Efficacy, Emotional Intelligence, Voice, Wellbeing and Employee Turnover Intentions

INTRODUCTION

Ostracism is a condition in which a person is ostracized or discarded from a group. This includes situations in which an employee feels neglected by coworkers. The purpose could be personal or professional, and it could be deliberate. Some employees may ostracize a coworker who is regarded to be a threat to their own promotion or status. Ex-communication, quiet treatment, silent bullying, and office harassment are all examples of workplace ostracization. According to research, feelings of exclusion have a negative impact on a variety of individual attitudes and behaviors, as well as hampering the organization's overall employee engagement objectives. The topic of workplace ostracism is gaining more attention from social scientists, and various researches have shown that it has a negative influence on both organizational and individual performance. Many studies have been undertaken in the last decade, and it has gotten increased attention as a result of the major concerns it has produced. When Ferris and colleagues (2008A) formally proposed the idea of workplace ostracism, the whole focus was shifted to this phenomenon.

Workplace ostracism has been among discussed subject regarding organizational development and human psychology. Recently, Fiset, Al Hajj and Vongas (2017) have discussed the impact of different social contexts such as external social support, turnover intentions and organizational support in increasing or decreasing ostracism. Similarly, the researchers have gauged the attributes of perceived organizational support in mitigating the stress and workplace ostracism in the service industry (Sarraz, Qun, Sarwar, Abdullah, Imran and Shafique, 2019; Anjum, Ming, Siddiqi and Rasool, 2018). Additionally, the researchers have increasingly discussed on how it is vital to debate this issue and has explored several important antecedents such as voice behaviour, supervisor support and Abusive supervision and consequences of the ostracism (Ferris, Brown, Berry and Lian, 2008; Wu, Wei and Hui, 2011; Howard, Cogswell and Smith, 2019).

Consequently, the remaining part of this research is organized as follows:

The subsequent segment of literature review, the rationale for the study, methodology and bibliometric analysis of the paper are outlined. The Methodology section of the paper will throw light on data collection methods, tools, and software's used for the current study. Further, in the last sections of the paper, discussion on the results of current study objectives, limitations of the current study and the concluding remarks are proposed.

Literature of Review

The current section of this paper is quite explanatory due to the discussion of many variables and their importance through different relationships. All of these are

based on workplace characteristics and influence employee behavior. The three variables; contextual personal outcomes and employee turnover intention are discussed as below:

Abusive supervision:

Tepper (2000) in his research explained that a boss or supervisor abuses his or her power, authority, and responsibility. This type of supervision can either be silently accepted by the subordinate and not reported, or it can be reported.

Zellars, Tepper and Duffy (2002); Mitchell and Ambrose (2007) explained that insulting the employee, yelling or shouting at them for their mistakes, portraying them as guilty, and forcing them to remember previous failures are all examples of abusive supervision. Tepper (2007) highlighted that abusive supervision is a form of non-physical hatred directed at employees who are directly linked to management.

Griffin, Patterson and West (2001) explained that the organizational environment is designed by certain major components in the workplace environment. An immediate boss, a supervisor, and a head to whom an employee reports are one of the most significant characters. He/she is the most connected to the employee and knows about his working capacity and growth because he/she is directly reported and informed about the task. Employees also desire a close relationship with their immediate supervisor, who not only briefs them on the work process but also guides them when a brief is required. Dawley, Andrews and Bucklew (2008) said that it is also reasonable that the supervisor be a part of an employee's performance review, which results in his advancement and growth.

Supervisory support and Employee voice

Kalidas and Bahron (2015) Dawley, Andrews and Bucklew (2008) said that supervisory support has been studied repeatedly in many researches due to its importance and large impact on organizational support. This study covers nearly the same ground as other studies on supervisor support. As a result, this research examines the characteristics of supervisory support with the goal of assisting employees and boosting their performance standards (Harris, Kacmar and Zivnaska, 2007).

Morrison (2011); Liu, Zhu and Yang (2010) observed in their study that the organizational characteristics have distinct dynamics that differentiate their presence and explore their significance in the workplace. The employees are frequently faced with decisions regarding what to say, when to say it, and how to say it in the face of organizational concerns. In terms of perceiving employees' attitudes toward corporate loyalty, the nature of this behavior can be both negative

and good (Withey and Cooper, 1989). Furthermore, speech behavior predicts an employee's commitment to his or her job since it reveals organizational citizenship behavior by talking up about legitimate problems (Botero and Van Dyne, 2009).

Emotional Intelligence: It plays a significant part in the workplace, not only in recognizing the value of being emotionally intelligent, but also in being able to control it (Ciarrochi, Forgas and Mayer, 2006). Emotional intelligence is regarded higher in the workplace when it comes to service employment due to high interpersonal connection, according to researchers (Fida, Khan and Safdar, 2019).

Robinson, Persich, Stawicki, and Krishnakumar (2019) claimed that employees are exposed to deviant behavior as a result of their inability to handle stressful conditions, which can be harmful to both organizations and individuals.

Davis (2019) has also coined the concept of how emotional intelligence and workplace spirituality contribute to a better working environment for both employees and the company. The emotional intelligence component is particularly useful in assessing how isolated working behavior might demoralize a person. It's also useful for describing how this behavior might be a deciding factor in whether or not you keep your employment. The studies also look at how different types of stress might harm one's health if EI (emotional intelligence) isn't correctly utilized.

Deviant behavior in the workplace is not only harmful to a person's personality, but it also affects their psychological ability to deal with emotions. It is self-confidence in one's ability to shape circumstances that affect one's life (Bandura, 2010; Schwarzer, 2014). It is defined as an individual's assessment of his ability to perform in order to achieve a better result (Schunk, 1991; Sherer, Maddux, Mercandante, Prentice-Dunn Jacobs and Rogers, 1982).

The Self-Efficacy: When it comes to the workplace, is linked to not only employee performance but also competence and development (Lunenburg, 2011; Kirk, Schutte and Hine, 2011). Self-efficacy and the ability to perform in difficult conditions are strongly dependent on one's ability to set goals and determine pathways (Van Daal, Donche and Maeyer, 2014).

Researchers have placed a lot of emphasis on how an employee uses skills and cognition to perform effectively and have concluded that capabilities alone cannot produce a timely output (Schopp, Bike, Clark and Minor, 2015).

Employee Turnover Intentions: Turnover intentions are described as employees' intentions towards leaving the workplace. The phenomena are quite similar to turnover behaviour which also represent the mindset of leaving a workplace due to

reasonable circumstances (Parasuraman, 1982; Vandenberg and Nelson, 1999). These issues are most commonly identified from the nonsupervisory workers who tend to get unsatisfied due to working conditions at the workplace.

However, there is also a tendency of supervisory and senior-level management to be upset due to having unexpected stressful situations and unnecessary workload. Allen, Weeks and Moffitt (2005) discussed the significant moderation of self-monitoring, locus of control and risk aversion on turnover intention and voluntarily turnover. Similarly, Wasti (2003) argued that the cultural dimensions such as values, codes and ethics affect the employee's turnover intentions and led him to think about changing the organization. The turnover intention identifies how personally the stress has an effect on its overall performance and what are the issues an employee is going through with.

Based on an assembly of appropriate WO pieces of literature, and the we, design to recognize the affiliation between workplace ostracism and various factors that have an effect on it. Another primary purpose of the study is that we anticipate completing the accomplishments scholars have previously made, and we have faith that there is still ample to be adjoined to deliver an orientation for further research. So, further, this context, we want to study the major trends in the area of workplace ostracism.

According to Williams (1997) Ostracism develops its contextual circumstances in which employees go through tough the conditions of extreme stress, isolation and unacceptance of individual differences. Similarly, it also affects employee's productivity and loss of control over his emotions, nerves and productivity. It is also essential to signify the importance of understanding organizational culture to both employees and employers (heads/supervisors) organization. However, any repulsive organizational context can negatively affect an individual. This also may become a cause to be ostracized. Moreover, on the basis of literature discussion regarding various variables of WO the researcher have designed a model for the current study as shown in the Figure 1.

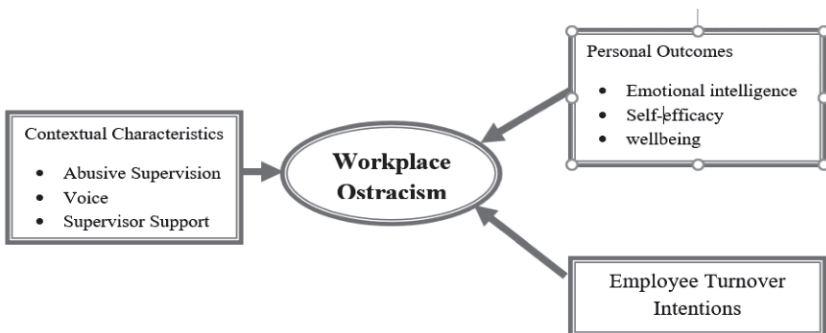


Figure 1: Model of WO factors

Research Methodology

Research Problem

The study pertains a cause-and-effect relationship of ostracism within the workplace context. To discuss the theory, the research will discuss the causes of contextual characteristics such as voice, abusive supervision and supervisor support on personal outcomes and intentions of employees to leave the workplace. The study will be conducted by gathering primary data across the organizations from one selected district of Haryana. The nature of this study is explanatory. To answer these issues, the following is the research objective which will be addressed in the study.

- 1. To check the impact of various demographic (Gender, Age, Marital status, Experience, Nature of job, Monthly income and Qualifications) on Workplace Ostracism

Hypothesis of the study

- **H₀:** There is no significant impact of various demographics (gender, age, marital status, experience, nature of job, monthly income and qualifications) on Workplace Ostracism.
- **H_a:** There is a significant impact of various demographics (gender, age, marital status, and experience, nature of job, monthly income and qualifications) on Workplace Ostracism.

Sample Size: The sample size used for conducting the research was 162. Questionnaire was given to 180 employees working in the selected government educational institutes (Kurukshetra university and NIT) of Kurukshetra district, Haryana. From both of the institutions PG department teachers have been considered for the current study.

From Kurukshetra university 9 departments and from NIT 10 department employees have been chosen to respond to the survey Questionnaires. Out of total population 413, only 162 responses were obtained. So, on the discussed sample statistical tool has been applied.

- **Parameters for the study:** Various demographic variables (gender, age, marital status, nature of job, education, income and experience) were included in the study. The table 1 shows the information related to various factors that have an impact on WO and which have been included in the study. The study is based on the 5-point likert scale like i.e., strongly agree, to strongly disagree.

Table No. 1

VARIABLES	DEFINITION
Workplace Ostracism	It is a form of workplace abuse in which employees feel isolated and secluded despite the fact that they are a member of that workplace (Williams, 1997)
Abusive Supervision	Employees are subjected to harsh treatment that includes exploitation, insults, verbal abuse, and other forms of control (Tepper, 2000).
Voice	The voice behavior refers to the communication between an employee and his or her boss, as well as the supervisor's positive response to the employee's performance. (Dyne andLePine, 1998)
Supervisor's support	It denotes the supervisor's helpful assistance to his or her employees in order to assist and support the working process (Dawley, Andrews andBucklew, 2008)
Emotional Intelligence	Emotional intelligence is defined as the ability to recognize and manage one's emotions in order to achieve better results when they are required (Fida, Khan and Safdar, 2019)
Self-efficacy	It is described as one's awareness of one's own abilities and self (Schopp, Bike, Clark and Minor, 2015).
Wellbeing	(Steptoe, Deaton, and Stone, 2015) Wellbeing refers to an individual's health and all of the factors that influence it.
Employee Turnover Intentions	The term "turnover intentions" refers to an employee's desire to leave the company and seek employment elsewhere (Parasuraman, 1982).

- **Data Collection Sources:** For the current study data has been collected from both primary and secondary sources. In primary sources questionnaire in the form of Google doc and hardcopy has been used. The questionnaire was prepared with the help of experts for the validity of content. In secondary sources data has been collected from the various journals and websites.
- **Statistical Tools Used:** In the current study the statistical software which was used to analyze the data is Jamovi 2.2.5. It was used to check the reliability of data collected through respondents. In addition to it T-test and One- Way ANOVA has been used with the help of this software.

Table No. 2 Reliability Analysis

Cronbach's α							
Factors	Abusive supervision	Voice	Supervisory support	Emotional intelligence	Self-efficacy	Wellbeing	Employee turnover intentions
Cronbach's α	0.853	0.801	0.810	0.878	0.861	0.851	0.831

- In the above table cronbach's alpha value for the abusive supervision is 0.851, for voice 0.801, for supervisory support 0.810, for eemotional intelligence 0.878, for self-efficacy 0.861, wellbeing 0.851, foremployee turnover intentions 0.831, As for all factorsthe value of cronbach's alpha is above 0.7 . Hence, the strength of association for these factors is very effective.

Data Analysis and Interpretation

Objective: To check the impact of various demographic (Gender, Age, Marital status, Experience, Nature of job, Monthly income and Qualifications) on Workplace Ostracism.

Table No.3 Impact of Gender on Workplace Ostracism

Statements	Mean		T-test	Decision
	Man	Woman		
CAS	3.54	3.23	0.469	Accepted
CV	2.16	2.11	0.117	Accepted
CSS	2.46	2.60	0.578	Accepted
PEI	2.29	2.10	0.045	Rejected
PSE	1.89	1.88	0.909	Accepted
PW	2.34	2.33	0.229	Accepted
ETI	2.84	2.95	0.032	Rejected

(CAS= Contextual Abusive Supervision), CV(Contextual Voice), CSS(Contextual Supervisory Support), PEI(Personal Outcomes Emotional Intelligence), PSE(Personal Outcomes Self-efficacy), PW(Personal Outcomes Wellbeing) and ETI(Employee Turnover Intentions)

The table 3 demonstrated the gender impact on various factors. It has been found that out of 7 factors only 2 factors that have rejected decision indicated that there is a significant difference between the man and woman perception regarding the workplace ostracism. Zimmerman et al. (2016) study also found that female faculty members experienced more WO than males.

Table No. 4 Impact of Marital Status on Workplace Ostracism

Statements	Mean		T-test	Decision
	Single	Married		
CAS	3.32	3.44	0.469	Accepted
CV	2.08	2.20	0.117	Accepted
CSS	2.33	2.77	0.578	Accepted
PEI	1.93	2.47	0.045	Rejected
PSE	1.86	1.91	0.909	Accepted
PW	2.04	2.66	0.229	Accepted
ETI	2.82	2.99	0.032	Rejected

(CAS= Contextual Abusive Supervision), CV(Contextual Voice), CSS(Contextual Supervisory Support), PEI(Personal Outcomes Emotional Intelligence), PSE(Personal Outcomes Self-efficacy), PW(Personal Outcomes Wellbeing) and ETI(Employee Turnover Intentions)

The table 4 demonstrated the marital status impact on various factors. It has been found that out of 7 only 3 factors that have rejected decision indicated that there is a significant difference between the single and married perception regarding workplace ostracism.

Table No. 5 Impact of nature of job on Workplace Ostracism

Statements	Mean		T-test	Decision
	Permanent(On the role)	Contractual(Off the role)		
CAS	3.37	3.38	0.037	Rejected
CV	2.08	2.20	0.695	Accepted
CSS	2.33	2.77	0.421	Accepted
PEI	1.93	2.47	0.621	Accepted
PSE	1.86	1.91	0.727	Accepted
PW	2.04	2.66	0.712	Accepted
ETI	2.82	2.99	0.121	Accepted

(CAS= Contextual Abusive Supervision), CV(Contextual Voice), CSS(Contextual Supervisory Support), PEI(Personal Outcomes Emotional Intelligence), PSE(Personal Outcomes Self-efficacy), PW(Personal Outcomes Wellbeing) and ETI(Employee Turnover Intentions)

The table 5 demonstrated the nature of job impact on various factors. It has been found that out of 7 only 1 factor that have rejected decision indicated that there is a significant difference between the contractual and permanent perception regarding workplace ostracism.

Table No. 6 Test for Equality of variance, Welch, ANOVA and mean value of age

Statements	Mean				Levene	ANOVA	Welch
	18-30	31-40	41-50	50and above			
CAS	3.39	3.23	3.31	3.87	< 0.001		0.016
CV	2.01	2.21	2.21	2.15	0.044		0.043
CSS	2.19	2.78	2.80	3.53	0.009		<0.01
PEI	1.79	2.24	2.59	3.83	< 0.001		<0.01
PSE	1.90	1.83	2.01	1.67	0.237	0.520	
PW	1.98	2.48	2.56	3.77	< 0.001		<0.01
ETI	2.81	2.81	3.18	3.24	0.834	0.436	

(CAS= Contextual Abusive Supervision), CV(contextual Voice), CSS(Contextual supervisory support), PEI(personal outcomes Emotional intelligence), PSE(personal Outcomes self-efficacy), PW(personal outcomes wellbeing) and ETI(employee turnover intentions)

The table 6 demonstrated the impact of age on various factors. It has been resulted from the Levene’s test for equality of variance that CAS, CV, CSS, PEI and MPW have its p-value less than 0.05. So, it has been assumed that there is significant variance regarding these factors. So, here on these factors Welch (equal variance not assumed) has been applied. For other factors it has been assumed that value is greater than 0.05. So, Fisher test (equal variance assumed) has been applied. Further after the application of ANOVA and Welch and viewing its p-value the post-hoc Games Howell has been applied.

Table No: 7 Games-Howell Post-Hoc Test - CAS

		1=18-30	2=31-40	3 41-50	4=50 andabove
1=18-30	Mean difference	—	0.158	0.0855	-0.474
	p-value	—	0.831	0.965	0.124
2=31-40	Mean difference		—	-0.0721	-0.632
	p-value		—	0.973	0.017
3 41-50	Mean difference			—	-0.560
	p-value			—	0.036
4=50 andabove	Mean difference				—
	p-value				—

As it has been observed from the table 7 that as Games-Howell Post-Hoc Test has been applied because while applying Welch test, we found that the value of CAS is less than 0.05. So, for CAS we tested it for multiple comparisons for different categories of age. For CAS factor it has been found that for age category '18-30' when comparison has been done with other three categories of age like 31-40, 41-50 and 50 above. For age category 31-40 and 41-50 there found to be no significant difference as the value is greater than 0.05

Table No: 8 Games-Howell Post-Hoc Test – CV

		1=18-30	2=31-40	3 41-50	4=50 andabove
1=18-30	Mean difference	–	-0.341	-0.196	-0.1367
	p-value	–	0.026	0.561	0.867
2=31-40	Mean difference		–	0.145	0.2042
	p-value		–	0.841	0.739
3 41-50	Mean difference			–	0.0595
	p-value			–	0.993
4=50 andabove	Mean difference				–
	p-value				–

For CV factor it has been found that for age category '18-30' when comparison has been done with other three categories of age like 31-40, 41-50 and 50 above. For age category 31-40 there and above 50 there found to be no significant difference as the value is greater than 0.05

Table No: 9 Games-Howell Post-Hoc Test – CSS

		1=18-30	2=31-40	3 41-50	4=50 andabove
1=18-30	Mean difference	–	-0.595	-0.6146	-1.348
	p-value	–	<.001	0.040	0.004
2=31-40	Mean difference		–	-0.0200	-0.753
	p-value		–	1.000	0.127
3 41-50	Mean difference			–	-0.733
	p-value			–	0.208
4=50 andabove	Mean difference				–
	p-value				–

For CSS factor it has been found that for age category '18-30' when comparison has been done with other three categories of age like 31-40, 41-50 and 50 above. When we compare age category 18-30 with 41-50 and above 50 there found to be no significant difference as the value is greater than 0.05

Table No: 10 Games-Howell Post-Hoc Test - PEI

		1=18-30	2=31-40	3 41-50	4=50 andabove
1=18-30	Mean difference	–	-0.452	-0.798	-2.05
	p-value	–	0.006	0.006	<.001
2=31-40	Mean difference		–	-0.346	-1.59
	p-value		–	0.488	0.004
3 41-50	Mean difference			–	-1.25
	p-value			–	0.031
4=50 andabove	Mean difference				–

For PEI factor it has been found that for age category '18-30' when comparison has been done with other three categories of age like 31-40, 41-50 and 50 above. When we compare age category 18-30 with 41-50 there found to be no significant difference as the value is greater than 0.05

Table No: 11 Games-Howell Post-Hoc Test - PW

		1=18-30	2=31-40	3 41-50	4=50 andabove
1=18-30	Mean difference	–	-0.509	-0.5887	-1.79
	p-value	–	<.001	0.098	0.001
2=31-40	Mean difference		–	-0.0793	-1.28
	p-value		–	0.989	0.013
3 41-50	Mean difference			–	-1.20
	p-value			–	0.035
4=50 andabove	Mean difference				–
	p-value				–

For PW factor it has been found that for age category '18-30' when comparison has been done with other three categories of age like 31-40, 41-50 and 50 above. When we compare age category 18-30 with 41-50 there found to be no significant difference as the value is greater than 0.05

Table No. 12 Test for Equality of variance, Welch, ANOVA and mean value of qualification

Statements	Mean				Levene	ANOVA	Welch
	Graduation	Post-Graduation	Ph.D	Others			
CAS	3.31	3.30	3.61	3.41	< 0.001		0.294
CV	2.10	2.16	2.01	2.38	0.024		0.360
CSS	2.55	2.35	2.67	3.40	< 0.001		<0.012
PEI	2.01	1.85	2.61	3.69	< 0.001		<0.01
PSE	1.90	1.89	1.82	1.93	0.634	0.955	
PW	2.36	2.00	2.51	3.99	< 0.001		<0.01
ETI	2.74	2.85	3.15	2.93	0.621	0.542	

(CAS= Contextual Abusive Supervision), CV(Contextual Voice), CSS(Contextual Supervisory Support), PEI(Personal Outcomes Emotional Intelligence), PSE(Personal Outcomes Self-efficacy), PW(Personal Outcomes Wellbeing) and ETI(Employee Turnover Intentions)

The table 12 demonstrated the impact of qualification on various factors. It has been resulted from the Levene’s test for equality of variance that CSS, PEI and PW have its p-value less than 0.05. So, it has been assumed that there is significant variance regarding these factors. So, here on these factors Welch (equal variance not assumed) has been applied. For other factors it has been assumed that value is greater than 0.05. So, Fisher test (equal variance assumed) has been applied. Further after the application of ANOVA and Welch and viewing its p-value the post-hoc Games Howell has been applied.

Table No: 13 Games-Howell Post-Hoc Test – CSS

		1=Graduate	2=Postgraduate	3=PhD	4= Others
1=Graduate	Mean difference	–	0.200	-0.125	-0.852
	p-value	–	0.701	0.962	0.108
2=Postgraduate	Mean difference		–	-0.325	-1.052
	p-value		–	0.399	0.024
3=PhD	Mean difference			–	-0.727
	p-value			–	0.221
4= Others	Mean difference				–
	p-value				–

For CSS factor it has been found that for qualification category graduate when comparison has been done with other three categories of qualification like post grad, phd and others. For qualification category post graduate there found to be no significant difference as the value is greater than 0.05 than we compare qualification category graduate with PhD there found to be no significant difference as the value is greater than 0.05 and then we compare qualification category graduate with others there found to be no

Table No: 14 Games-Howell Post-Hoc Test - PEI

		1=Graduate	2=Postgraduate	3=PhD	4= Others
1=Graduate	Mean difference	–	0.160	-0.605	-1.68
	p-value	–	0.803	0.096	<.001
2=Postgraduate	Mean difference		–	-0.764	-1.84
	p-value		–	0.003	<.001
3=PhD	Mean difference			–	-1.07
	p-value			–	0.021
4= Others	Mean difference				–

significant difference as the value is greater than 0.05

For PEI factor it has been found that for qualification category graduate when comparison has been done with other three categories of qualification like post grad, PhD and others. For qualification category post graduate and PhD there found to be no significant difference as the value is greater than 0.05

Table No: 15 Games-Howell Post-Hoc Test - PW

		1=Graduate	2=Postgraduate	3=PhD	4= Others
1=Graduate	Mean difference	–	0.363	-0.146	-1.62
	p-value	–	0.194	0.936	<.001
2=Postgraduate	Mean difference		–	-0.509	-1.99
	p-value		–	0.063	<.001
3=PhD	Mean difference			–	-1.48
	p-value			–	<.001
4= Others	Mean difference				–
	p-value				–

For PW factor it has been found that for qualification category graduate when comparison has been done with other three categories of qualification like post grad, phd and others. For qualification category post graduate and PhD there found to be no significant difference as the value is greater than 0.05

Table No. 16 Test for Equality of variance, Welch, ANOVA and mean value of monthly income

Statements	Mean				Levene	ANOVA	Welch
	Less tha30K	30K-50K	50K-70K	More than 70 K			
CAS	3.29	3.31	3.26	3.82	< 0.001		0.022
CV	2.21	2.10	2.18	2.01	0.294	0.294	
CSS	2.15	2.57	2.90	2.96	0.003		<0.001
PEI	1.76	2.21	2.31	3.00	< 0.001		<0.01
PSE	1.82	1.94	2.06	1.76	0.331	0.955	
PW	2.08	2.30	2.57	2.75	< 0.001		0.024
ETI	2.88	2.80	2.65	3.43	0.329	0.329	

(CAS= Contextual Abusive Supervision), CV(Contextual Voice), CSS(Contextual Supervisory Support), PEI(Personal Outcomes Emotional Intelligence), PSE(Personal Outcomes Self-efficacy), PW(Personal Outcomes Wellbeing) and ETI(Employee Turnover Intentions)

The table 16 demonstrated the impact of qualification on various factors. It has been resulted from the Levene's test for equality of variance that CAS, CSS, PEI and PW have its p-value less than 0.05. So, it has been assumed that there is significant variance regarding these factors. So, here on these factors Welch (equal variance not assumed) has been applied. For other factors it has been assumed that value is greater than 0.05. So, Fisher test (equal variance assumed) has been applied. Further after the application of ANOVA and Welch and viewing its p-value the post-hoc Games Howell has been applied.

Table No: 17 Games-Howell Post-Hoc Test - CAS

		1=Less than 30000	2=Between 30000-50000	3=Between 50000-70000	4= More than 70000
1=Less than 30000	Mean difference	—	-0.0147	0.0355	-0.521
	p-value	—	1.000	0.999	0.042
2=Between 30000-50000	Mean difference		—	0.0502	-0.507
	p-value		—	0.995	0.013
3=Between 50000-70000	Mean difference			—	-0.557
	p-value			—	0.023
4= More than 70000	Mean difference				—
	p-value				—

For CAS factor it has been found that for monthly income category less than 30000 when comparison has been done with other three categories of income like between 30K-50K, 50K-70K and above 70K. For income category 30K-50K and 50K -70K there found to be no significant difference as the value is greater than 0.05

Table No: 18 Games-Howell Post-Hoc Test – CSS

		1=Less than 30000	2=Between 30000-50000	3=Between 50000-70000	4= More than 70000
1=Less than 30000	Mean difference	–	-0.426	-0.756	-0.8126
	p-value	–	0.019	0.003	0.014
2=Between 30000-50000	Mean difference		–	-0.330	-0.3864
	p-value		–	0.385	0.433
3=Between 50000-70000	Mean difference			–	-0.0563
	p-value			–	0.997
4= More than 70000	Mean difference				–

For CSS factor it has been found that for monthly income category less than 30000 when comparison has been done with other three categories of income like between 30K-50K, 50K-70K and above 70K. For income category 50K-70K and above 70K there found to be significant difference as the value is less than 0.05

Table No: 18 Games-Howell Post-Hoc Test – PEI

		1=Less than 30000	2=Between 30000- 50000	3=Between 50000- 70000	4= More than 70000
1=Less than 30000	Mean difference	–	-0.450	-0.553	-1.242
	p-value	–	0.006	0.062	<.001
2=Between 30000- 50000	Mean difference		–	-0.104	-0.792
	p-value		–	0.970	0.046
3=Between 50000- 70000	Mean difference			–	-0.689
	p-value			–	0.179
4= More than 70000	Mean difference				–
	p-value				–

For PEI factor it has been found that for monthly income category less than 30000 when comparison has been done with other three categories of income like between 30K-50K, 50K-70K and above 70K. For income category 50K-70K and above 70K there found to be no significant difference as the value is greater than 0.05

Table No: 19 Games-Howell Post-Hoc Test - PW

		1=Less than 30000	2=Between 30000-50000	3=Between 50000-70000	4= More than 70000
1=Less than 30000	Mean difference	—	-0.221	-0.493	-0.675
	p-value	—	0.509	0.153	0.063
2=Between 30000-50000	Mean difference		—	-0.272	-0.454
	p-value		—	0.685	0.360
3=Between 50000-70000	Mean difference			—	-0.182
	p-value			—	0.941
4= More than 70000	Mean difference				—
	p-value				—

For PW factor it has been found that for monthly income category less than 30000 when comparison has been done with other three categories of income like between 30K-50K, 50K-70K and above 70K. For income category 50K-70K and above 70 K there found to be no significant difference as the value is greater than 0.05

Table No. 20 Test for Equality of variance, Welch, ANOVA and mean value of Experience

Statements	Mean				Levene	ANOVA	Welch
	Less than 1 yr.	1 yr- 2yr	2yr- 3yr	More than 3yr			
CAS	3.27	2.94	3.65	3.51	< 0.001		0.032
CV	2.15	2.23	2.01	2.14	0.758	0.661	
CSS	2.24	2.64	2.97	2.57	0.046		0.034
PEI	1.95	2.27	2.57	2.21	0.351	0.075	
PSE	1.89	1.77	1.82	1.95	0.095	0.736	
PW	2.11	2.08	2.96	2.38	0.394	0.002	
ETI	2.76	2.90	2.97	2.98	0.997	0.774	

(CAS= Contextual Abusive Supervision), CV(Contextual Voice), CSS(Contextual Supervisory Support), PEI(Personal Outcomes Emotional Intelligence), PSE(Personal Outcomes Self-efficacy), PW(Personal Outcomes Wellbeing) and ETI(Employee Turnover Intentions)

The table 9 demonstrated the impact of qualification on various factors. It has been resulted from the Levene's test for equality of variance that CAS, CSS and PW have its p-value less than 0.05. So, it has been assumed that there is significant variance regarding these factors. So, here on these factors Welch (equal variance not assumed) has been applied. For other factors it has been assumed that value is greater than 0.05. So, Fisher test (equal variance assumed) has been applied. Further after the application of ANOVA and Welch and viewing its p-value the post-hoc (Tukey and Games Howell) has been applied.

Table No: 21 Tukey Post-Hoc Test – PW

		1= Less than or equal to 1	2=1-2 years	3=2-3 years	4= More than 3 years
1= Less than or equal to 1	Mean difference	–	0.0269	-0.846	-0.269
	p-value	–	0.999	0.002	0.418
2=1-2 years	Mean difference		–	-0.873	-0.295
	p-value		–	0.008	0.540
3=2-3 years	Mean difference			–	0.578
	p-value			–	0.053
4= More than 3 years	Mean difference				–
	p-value				–

For PW factor it has been found that for monthly experience category less than or equal to 1 year when comparison has been done with other three categories of experience like between 1-2 years, 2-3 years and more than 3 years. For experience category 1-2 years and more than 3 years there found to be no significant difference as the value is greater than 0.05

Table No: 22 Games-Howell Post-Hoc Test – CAS

		1= Less than or equal to 1	2=1-2 years	3=2-3 years	4= More than 3 years
1= Less than or equal to 1	Mean difference	–	0.332	-0.379	-0.236
	p-value	–	0.595	0.517	0.686
2=1-2 years	Mean difference		–	-0.711	-0.567
	p-value		–	0.054	0.044
3=2-3 years	Mean difference			–	0.143
	p-value			–	0.914
4= More than 3 years	Mean difference				–

As it has been observed from the table that as Games-Howell Post-Hoc Test has been applied because while applying Welch test, we found that the value of CAS is less than 0.05. So, for CAS we tested it for multiple comparisons for different categories of Experience. For CAS factor it has been found that for Experience category less than or equal to 1 year when comparison has been done with other three categories of experience like between 1-2 years, 2-3 years and more than 3 years. For experience category 1-2 years there found to be no significant difference as the value is greater than 0.05 than we compare Experience category less than or

equal to 1 year with 2-3 years there found to be no significant difference as the value is greater than 0.05 and then we compare Experience category less than or equal to 1 year with more than 3 years there found to be no significant difference as the value greater than 0.05

Table No: 23 Games-Howell Post-Hoc Test – CSS

		1= Less than or equal to 1	2=1-2 years	3=2-3 years	4= More than 3 years
1= Less than or equal to 1	Mean difference	–	-0.401	-0.724	-0.3319
	p-value	–	0.290	0.038	0.170
2=1-2 years	Mean difference		–	-0.324	0.0689
	p-value		–	0.684	0.987
3=2-3 years	Mean difference			–	0.3925
	p-value			–	0.395
4= More than 3 years	Mean difference				–

For CSS factor it has been found that for Experience category less than or equal to 1 year when comparison has been done with other three categories of experience like between 1-2 years, 2-3 years and more than 3 years. For experience category 1-2 years and more than 3 years there found to be no significant difference as the value is greater than 0.05

Conclusion

This study focused on the evolution and subject matter of workplace ostracism established by people working in the Indian organizations. The various factors that influence workplace ostracism are as follows: (Abusive supervision, voice, supervisor support, wellbeing, employment opportunities, self-efficacy, emotional intelligence and employee turnover intentions).

This research has resulted in the development of these factors. Gender, Age, Marital Status, Nature of Job, Qualification, Experience, and Monthly Income are the demographic factors used in this research work. They are also considerable for assorted WO factors.

The study emphasizes the importance of considering the aspects that can aid in inflating the worth of organizational development by including elements such as supervisor support and assisting employees with their tasks (Tepper, 2000). Employees benefit from management support not only in terms of performance,

but also in linking with the team and working in harmony with the remaining staff.

Accordingly, it is critical to listen to employees regardless of their level of expertise. To give employees a sense of organizational identity, it is critical that their recommendation, opinions, and perspectives are noticed. Similarly, it is critical to keep negative factors out of the organizational culture.

These ill traditions include the use of abusive behavior, harassment, and so on. Furthermore, racism is spread not only by a few employees or management, but also by a comfortable environment that silences the voices that raise and discuss issues in open and closed doors (Baumeister and Leary, 1995).

The harmful organizational environment is not only bad for the employees, but it is also bad for the organization as a whole.

Similarly, because the employment situation is quite complicated as a result of the pandemic, it is critical to understand how things affect the organization and its workforce. This research looked into what causes ostracism and how it affects employees' personal/mental health and decisions to stay or leave the organization. In any case, this is unfavorable for both the employee and the organization; however, it is critical for an organization to investigate the specifics of its working culture.

This study linked all of its questions to the hypothesis that defined its literature background and data analysis to discuss the study's practical implications.

Practical implications, and Recommendation

There are certain practical implications and recommendations which are highlighted in the study that can not only aid the researcher but it will further help the practitioners to follow and implement. It is most important to build trust within employees through culture.

The organization needs to remain impartial when discussing issues related to the supervisor, team heads or employees. Further, the organizational culture can only be built with the notion of equality and belongingness if the employees are given the same importance as supervisors and other management.

Daily reporting by employees and management regarding their work is also necessary to maintain the better performance management system in the organization.

Areas for Future Research

As this study was concentrated within government educational sector institution only. The future researchers can lead their way through applying the same factors or some more pertinent variable also in other industries as well a comparative study can also be undertaken. Similarly, as the time and resources were limited, therefore the study could not be applied in different states and survey has been conducted even only one state of India. A wide range of different states around the India by taking into consideration some other factors also.

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