

Impact of Workplace Ostracism on Employee's Performance: Moderating Effect of Perceived Organizational Support

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Abstract:

The term "workplace ostracism" was used to describe situations in which individuals were ostracised, disregarded, or dismissed by their co-workers. Workplace ostracism is a form of "cold violence" that has received extensive attention. There are some contradictory results concerning the impact of workplace ostracism on the employee performance, indicating that further research is needed in this area. As a result, this study developed and tested a conditional indirect effect model focused on self-theory to investigate how and when people have experienced workplace ostracism. The findings verified our theoretical assumptions that workplace ostracism was positively connected to façade of conformity, established on an experimental research and a survey sample of employees. Furthermore, when employees' collectivist ideals were high, the link between workplace ostracism and façade of conformity was higher. Employees' masks of compliance are favourably connected to managers' evaluations of the job performance when administrators themselves possess strong collectivist ideals. The current study also discovered that emotional weariness acts as a mediator factor in the association between workplace ostracism and job performance.

Keywords: Employees, Job Performance, Organization, Perceived Organizational Support, Workplace Ostracism.

1. INTRODUCTION

The term "workplace ostracism" refers to employees who believe they are being neglected by their co-workers. Employees in organizations who encounter workplace ostracism have lower level of satisfaction and greater levels of sadness[1]. At the workplace, there can be two sorts of ostracism: deliberate ostracism and non-purposeful ostracism [2]. The former indicates that a person has purposefully disregarded somebody who is informed of the conduct; the latter indicates that the people is doing so to harm or target someone, and most purposeful ostracism at work is a silent treatment. When peoples do not purposefully ignore and exclude others, this is called as non-purposeful ostracism. People have no idea that their actions are mistreat others. Employees' mental and psychological health undergo as a result of workplace ostracism, which inhibits social interactions amongst colleagues[3]. When they communicate their sentiments and emotions with each other, they feel mentally and psychologically relaxed [4].

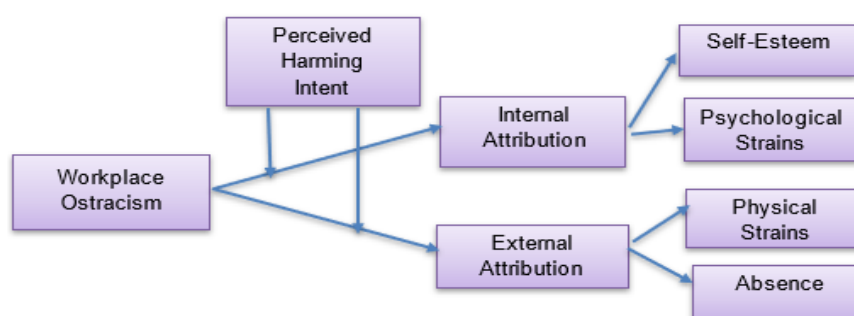


Figure 1: Representing ostracism in workplace in external and internal attribution [5].

In order to protect themselves, an actor may actively ostracise another individual. Following a series of interpersonal missteps, the actor may withdraw from the victim to prevent more confrontation, social embarrassment, or bad feelings [6]. The silent treatment with the intent of harming the victims [7]. Purposeful ostracism, in the victim's opinion, breaches the rules of respect and jeopardises their self-worth. In Figure 1 indicates that people have a widespread inclination to defend their self-image and enhance their self-worth [8].

Workplace Ostracism results in employees distressed and overburdened, according to one study, which leads to unproductivity and higher turnover in the organizations. Employees' performance and engagements are affected and declined because of this. In addition, employees starting confrontations, misconduct which creates unproductivity. It was attempted to clarify the inspiration of workplace ostracism on the employee's engagement in this research. According to a study, workplace exclusion is clearly related to physical pain and stress, which has a detrimental effect on employee engagement and their performance at the workplace[9]. Workplace boycott also has many negative effects as it causes social suffering and stress. Consequently, within the framework of this study, we attempted to explain the link between the workplace exclusion and stress.

Stress has a detrimental effect on the productivity of employees, as well as it also deteriorate the work quality and the efficacy of an individual [10]. A person with high levels of stress will experience a reduction in the amount of energy needed to complete tasks. Employees are also put in an unfavourable situation by stress. Employees who are stressed are more likely to reduce job tasks, roles and responsibilities, have poorer stress tolerance levels, and are unable to resist distractions during work. When workers feel isolated by the organization in important negotiations, meetings, social events, or an important decision, they sense that they are being neglected, their stress and confusion increase, and their job engagement decreases. It becomes Employees with neurotic character are affected by workplace exclusion as they are highly emotional and feel frustrated as a result of ignorance in the job [11].

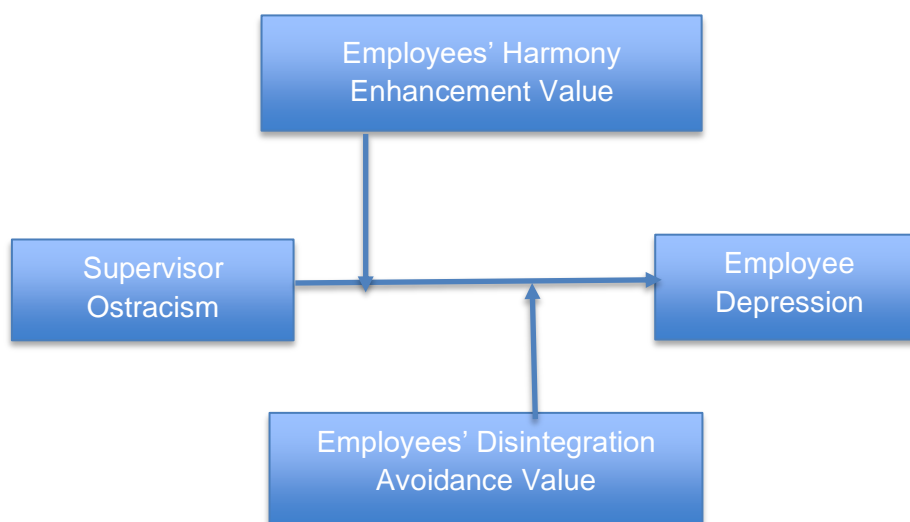


Figure 2: Representing the Employees with a high level of deconstruction avoidance may be more depressed after a supervisor's ostracism than those with a low level of disintegration avoidance [12].

People with high levels of disruption tolerance are vulnerable to the negative consequences of stressful relationships, such as between supervisors and employees [13]. They have a tendency to passively distance themselves from negative interactions in the hope that the problem will subside and dissolve on its own. They operate by the avoidance technique, which can further distance from the supervisor-employee interactions, despite their desire for harmony. Short periods of cooling off can result in serious feelings of exclusion on both sides. Employees with high levels of disruption rejection may feel more frustration as a result of supervisor exclusion than employees who avoid low levels of disruption Figure 2.

Because of the significant amounts of time that organisational employees spend with the one another, social context has grown to be a significant organisational viewpoint that may have a significant influence on work performance [14]. Positive social relationships with co-workers have begun to have a significant influence on job performance, organisational commitment, and job happiness. However, the workplace has grown into a social environment where ostracism is common,

causing social connections among employees to suffer. "When a person or group refuses to participate in activities that interact with other organisational members when it is socially appropriate to do so," according to the definition of workplace exclusion. Workplace exclusion is linked to poor organisational outcomes such as decreased job satisfaction, organisational responsibility, job performance, and organisational citizenship behaviour, as well as greater levels of hostility, adversarial directness, bullying, and conflict, according to studies [15].

Various studies suggest that positive work includes indicators that help drive outcomes of systemic work, but is also an essential requirement for recognizing the "cloudy side" of the structural lifecycle, such as that of members' mischief practices [16]. Introduction that causes weight and destruction as they attempt to understand the responsibilities of their everyday work. Broken organizational politics, social disputes, and mental compromise variables are all aspects that contribute to employees' faults and in what way they are handled by their members or their employers.

Another notable sources of administrative mischief is social avoidance or lack of substantial partner concern, often referred to as workplace exclusion [17]. Despite the fact that workplace exclusion is harmful to employees, as is common sense, earlier research provided only vague support for the above adverse consequences for organizations' ability to meet normal job performance. Workers' reciprocal responses towards being scorned, rewarded in ways that characterize them, such as how much their self-confidence is dependent on their job performance, are a source of ambiguity.

This study constructed and investigated the linkages between the ostracism at the workplace and the performance using the preservation of resource hypothesis. With multi - source data, researchers used the survey approach and ran several regression scrutinises. With multisource data, researchers used the survey approach and ran several regression analyses. By identifying the concurrent impacts of self-efficacy, workplace ostracism and job levels, this study gives a more thorough picture of the conditions in which the workplace ostracism is less probable to impair employees' jobs performance.

2. LITERATURE REVIEW

Dirk De Clercq et al. explained how employees' views about workplace exclusion affect their job performance, and how their self-efficacy affects the adverse workplace exclusion-job performance association. They also discussed how the role of self-buffering efficacy may vary depending on the task level of individuals. Authors collected the quantitative data with the help of a survey of Pakistani employees and their managers. Authors stated that workplace rejection is linked to poor work performance, although the link diminishes at higher levels of self-efficacy. Self-efficacy has a particularly important buffering effect among individuals at high levels of employment. They also stated that organizations that are not able to prevent few of their employees from feeling ostracized by their co-workers can reduce the risk of poor performance by encouraging individuals to believe in their abilities. This metric is particularly relevant for high-level personnel. By identifying the concurrent effects of workplace exclusion, job level and self-efficacy, this study gave a more thorough picture of situations in which office exclusion is less probable to impair employees' job recital [18].

Asif Hussain et al. explained about the impact of workplace exclusion on stress and engagement of employees at the workplace. Their research is useful for banking sector firms to manage their employees properly. In this study, authors conducted a quantitative research approach with a non-probability convenient sample with a sample size of 330 personnel from both private and public banking sectors in Karachi. Instruments for measuring continuous variables were adapted from prior studies. They found that while ostracism has a great effect on stress, it hurts employee engagement, after testing our theories. The research implies that our findings confirmed previous theories, and the practical implication is that exclusion reduces employee productivity. In order to increase productivity of employees, organizations should reduce exclusion at the workplace, which will be beneficial for the banking sector [19].

M. Harvey et al. explained about the context of workplace bullying, the literature on workplace ostracism was reviewed. First, the setting of workplace exclusion is defined and differentiated from other incidents (such as workplace deviance, rudeness and bullying). The brief history of workplace exclusion research and methods for assessing it is presented. Second, a theoretical framework is presented, as well as the most important models of exclusion and descriptions of the effects of exclusion and being ostracised and excluded (immediate responses, cognitive and behavioral coping methods, and long-term consequences of rejection). The negative implications of being abandoned are assertiveness (eg antisocial reactions, which include a decline in empathy and self-regulation). Macro- and micro-organizational antecedents of workplace

exclusion (organizational structure, power structure, organizational culture), as well as their penalties at the separate levels, such as the well-being of the goal, and at the organizational levels, such as on job search behaviour and aversive behavior is discussed. There are other findings that imply that being shunned has a good impact (e.g. an increase in work performance, compliance). The possibility of antisocial or prosocial responses to ostracism in the workplace is illustrated using the multimotive model of rejection responses. Workplace ostracism's putative processes, roles, and moderators are also examined, with practical implications inferred. Finally, new study directions and preventative and intervention options are proposed in the final remarks [20].

Employees experience exclusion in the workplace when they feel that their co-workers are neglecting them. There are many negative consequences of workplace exclusion, including a poor corporate culture, organizational commitment, and employee efficiency. However, the researchers examined the effects of workplace prohibiting on the job performance and employee engagement in our study, so "the goal of this study was to determine the impact of workplace exclusion and job performance.

Research Question:

- What are the effects of workplace boycott on job performance in the company?
- What are the effects of workplace exclusion on emotional fatigue in the workplace?
- What is the role of emotional fatigue in linking the workplace exclusion and job performance?

3. METHODOLOGY

The goal of this study is to see how employees' views of the workplace ostracism affect their jobs performance, as well as how their self-efficacy mitigates the unfavourable workplace ostracism and job performance association. It also discusses how self-buffering efficacy's role may differ depending on the work level of individuals. The present study's fundamental principle is positivism, and the approach used in this investigation is deductive reasoning. The research is correlational and is focused on a workplace ostracism affect their job performance.

3.1. Design:

This study is a quantitative study, and is concluded by collecting numerical data from primary sources. To do this, we used a questionnaire adapted from research publications, which was filled out by private sector personnel. SPSS software was used to analyse this data. Each survey participant received the email outlining the persistence of the study, emphasizing the need for voluntary participations, and requesting an online review, as well as an emails in the confidence. Participants were also given a basic questionnaire to complete with their immediate supervisor, which included questions about their work behavior.

3.2. Sample:

This study is completely quantitative, using data collected from primary sources and questionnaires completed by 350 private sector employees. To obtain the data for this study, the researcher employed non-probability convenient sampling.

3.3. Instrument:

Researchers obtained primary data using questionnaires, which were closed-ended, used instruments from prior research articles, and were based on three variables: workplace ostracism, stress, and employee's engagement. Eight questions from the created scale were used to assess perceived organisational support POS. "In the organisation, cares for the well-being" and "Help is accessible from organisation" are two examples of scale items.

3.3.1. Job performance:

- Does this employee carry out his or her responsibilities to the best of his or her ability?
- Does this person carry out the duties outlined in his or her job description?
- Does this employee carry out the duties that are required of him/her?
- Does this worker meet the job's official performance requirements?
- Does this employee participate in activities that will have a direct impact on his or her measuring performance?
- This employee ignores areas of the work that he or she is responsible?

- Does this employee fail to fulfil vital duties?

3.3.2. Workplace Ostracism:

- It is simple for me to strike up a discussion with my co-workers.
- They make me feel out of place at the office while I'm around my co-workers.
- They feel excluded from talks with my co-workers.
- They are at ease discussing work-related issues with my co-workers.
- My co-workers are always willing to help without having to discuss it with others.
- They believe that employees are misunderstood by their co-workers.
- They are afraid to share my opinions in front of my superiors.
- They require assistance and direction from my team's leader / supervisor.
- My team's leader / supervisor provides them with assistance and advice.
- They are afraid of getting dismissed or chastised because of my work or decisions.
- When summoned to report my team leader / supervisor, they become agitated.
- They believe that my greetings go ignored by my co-workers.
- They frequently believe that workers at work neglect one another.
- Employees stop conversing in the group as they notice me approaching.
- During meals and breaks, you are frequently compelled to sit alone.
- They are irritated at work because of the unsanitary working environment.
- At work, they are worried and overweight.
- In the workplace has strong interpersonal interactions.
- Employees still feel lonely, even though others are not ignoring me.
- If you've previously worked in other businesses, you may have had a similar situation of isolation from your co-workers.

3.4. Data Collection:

A questionnaire is designed to collect the data. In the initial pilot research, questionnaires were verified on friends and relatives as they were also part of the sample. Things have been rectified from the pilot report to ensure their authenticity and estimation. In addition, the questionnaire now includes advice for missing instructions. The questionnaire was created to collect data through door to door survey as it is easy to use and adaptable to various devices. Questionnaires are included in Tables 1 and 2 and are based on task performance and exclusion. Workplace.

Table 1: This Table represent the organization to understand the challenges during the job performance.

Sl.	Questions asked in organization in orders to understand the challenges during the job performance	Agree (%)	Neutral (%)	Disagree (%)
1.	Does this employee carry out his or her responsibilities to the best of his or her ability?	70%	1%	29%
2.	Does this person carry out the duties outlined in his or her job description?	65%	5%	30%
3.	Does this employee carry out the duties that are required of him/her?	71%	2%	27%
4.	Does this worker meet the job's official performance requirements?	69%	8%	23%
5.	Does this employee participate in activities that will have a direct impact on his or her measuring performance?	65%	6%	29%

6.	This employee ignores areas of the work that he or she is responsible?	61%	8%	31%
7.	Does this employee fail to fulfil vital duties?	58%	9%	33%

Table 2: This Table represent the organization in orders to understand the challenges during the job performance during ostracism in workplace.

Question No.	Questions asked in organization in order to understand the challenges during the job performance during ostracism Workplace	Agree (%)	Neutral (%)	Disagree (%)
1.	It is simple for me to strike up a discussion with my co-workers.	55%	10%	35%
2.	They make me feel out of place at the office while I'm around my co-workers.	68%	2%	30%
3.	They feel excluded from talks with my co-workers.	55%	4%	41%
4.	They are at ease discussing work-related issues with my co-workers.	75%	9%	16%
5.	My co-workers are always willing to help without having to discuss it with others.	29%	1%	70%
6.	They believe that employees are misunderstood by their co-workers.	65%	3%	42%
7.	They are afraid to share my opinions in front of my superiors.	35%	5%	60%
8.	They require assistance and direction from my team's leader / supervisor.	42%	7%	51%
9.	The team's leader / supervisor provides them with assistance and advice.	55%	4%	41%
10.	They are afraid of getting dismissed or chastised because of my work or decisions.	65%	4%	31%
11.	When summoned to report my team leader / supervisor, they become agitated.	70%	8%	22%
12.	They believe that my greetings go ignored by my co-workers.	61%	4%	35%
13.	They frequently believe that workers at work neglect one another.	73%	2%	25%
14.	Employees stop conversing in the group as they notice me approaching.	75%	5%	20%
15.	During meals and breaks, you are frequently compelled to sit alone.	88%	2%	10%
16.	They are irritated at work because of the unsanitary working environment.	71%	4%	25%
17.	At work, they are worried and overweight.	79%	3%	18%

18.	In the workplace has strong interpersonal interactions.	65%	5%	30%
19.	Employees still feel lonely, even though others are not ignoring me.	65%	10%	25%
20.	If you've previously worked in other businesses, you may have had a similar situation of isolation from your co-workers.	58%	2%	40%

3.5 Data Analysis:

The information collected through online interviews with business executives from various firms was analysed using graphical representations. It is easy to understand why emerging countries face issues based on the responses made by business executives in online interviews. After collecting the data related to the job performance and workplace ostracism researcher analysis that data which is represent in the form of graphical representation which is shows in the Figure 3 and Figure 4.

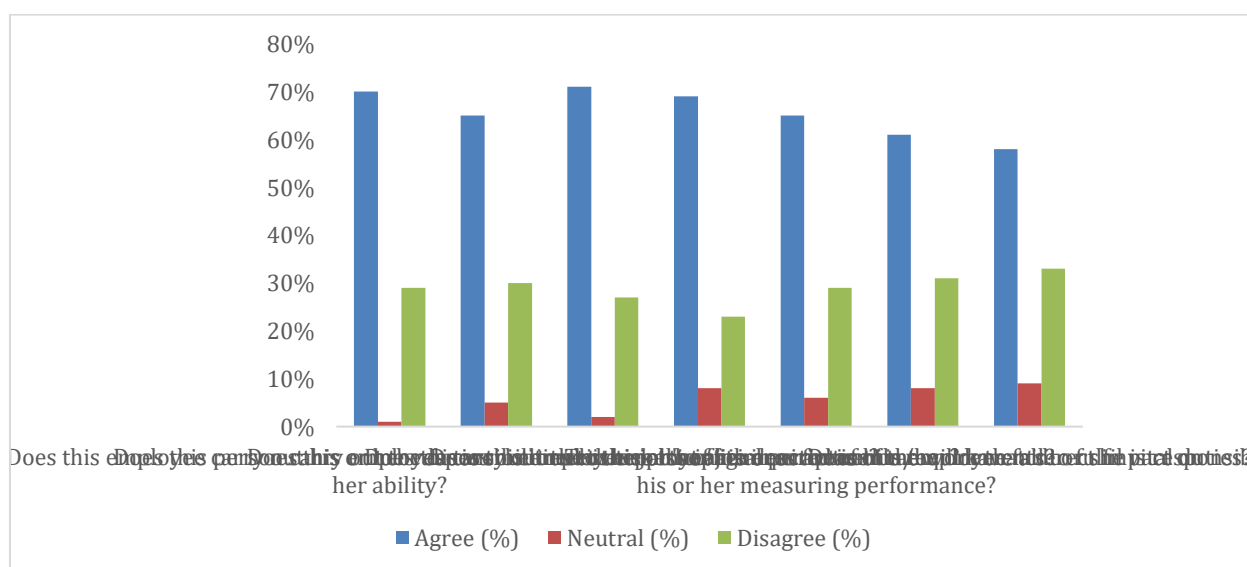


Figure 3: This graph shows the organization in order to understand the challenges during the job performance.

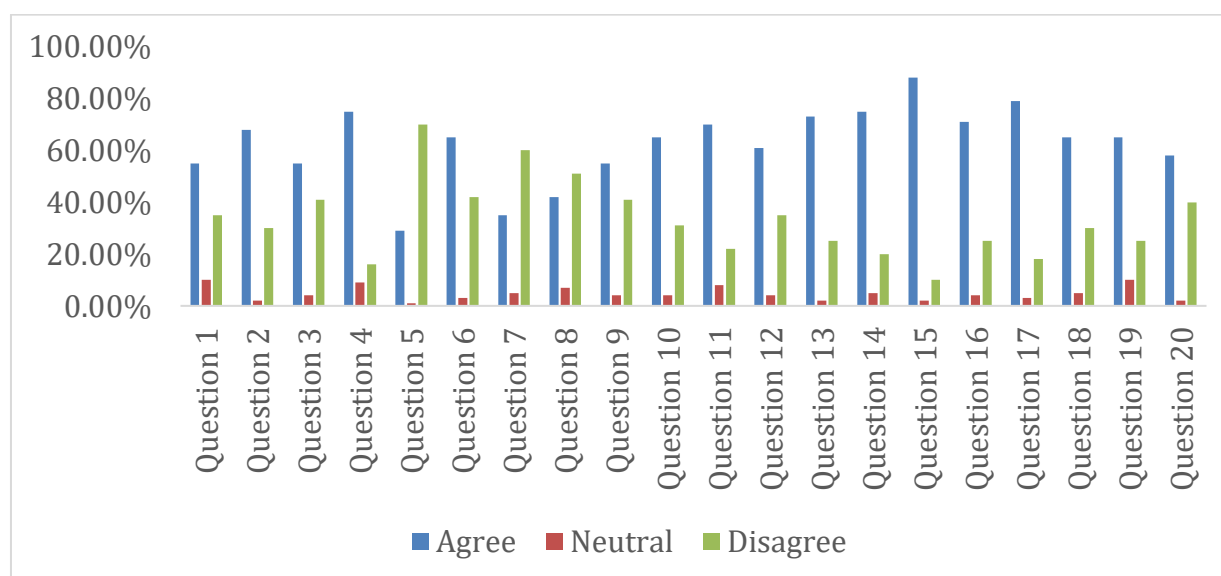


Figure 4: This graph shows the organization in order to understand the challenges during the job performance during ostracism Workplace.

4. RESULT AND DISCUSSION

For this study, the researchers used the non-probability survey method. The relationship between workplace exclusion, stress and organizational commitment was examined using a quantitative method. For data collection, online and print questionnaires were created. The authors distributed questionnaires about work performance and exclusion at work. The Pearson's correlation test findings between variables, such as perceived organisational support, job performance, and workplace ostracism, are summarised, and the degree of multi-probability between the independent variables is reported. This paper's value is that it shows how organisations, as prospective resources substitutes and accumulators, might attenuate the workplace's exclusionary effects. This conclusion is consistent with earlier empirical findings that support organisations play a positive effect in lowering employees' negative labour outcomes. Because that requires emotional, helpful and assessment assistance to cushion work-related requirements, POS is protected. The POS protects workers from non-work pressures that influence their capacity to perform well in the office, as well as employees who are laid off from resource loss. Individuals with greater resources, it is true, can replenish their lost resources. The theoretical basis for the investigation is shown in Figure 5. Ostracism at work is an underlying factor that has a link to stress. The perception of organisational support is a moderating factor.

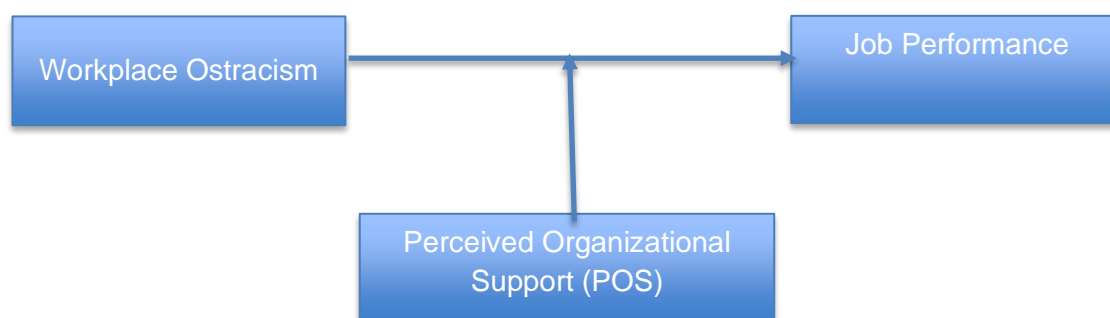


Figure 5: This will show the Workplace ostracism connected with the job performance with Perceived organizational support (POS).

Workshops are often considered safe havens for women who are victims of relationship violence. When workers experience intercultural stress, POS can decrease the impacts of family-to-work conflict, and thus potentially contribute to careers significantly increasing job retention. So, individuals use existing assets to generate new ones. In both industrialised and emerging countries, the culture of work and family supports has a favourable impact on employee engagement and career aspirations. Work, in a similar vein, is a vital environment for obtaining resources to help rebuild an abusive and close relationship. The capacity to keep job, in particular, is a key predictor of the self-reliance and economic independence, as well as the ends of recovery and misuse.

As a result, the experience of departure the workplaces under the low POS condition has a significant impact on occupational productivity and job entry prospects, as employees' tiredness resources are preserved and replenished rather than duplicated. Despite the fact that workplace ostracism is common over the world, authors rarely understand how it affects work life. This research will make a significant contribution to the literature on the workplace ostracism and management. First, when faced with multicultural stress factors, POS not only decreases the influence of families on labour disputes, but it also has the ability to contribute to significant job preservation solutions. In Figure 6 shows the reflects the graphical depiction of perceived organisational support.

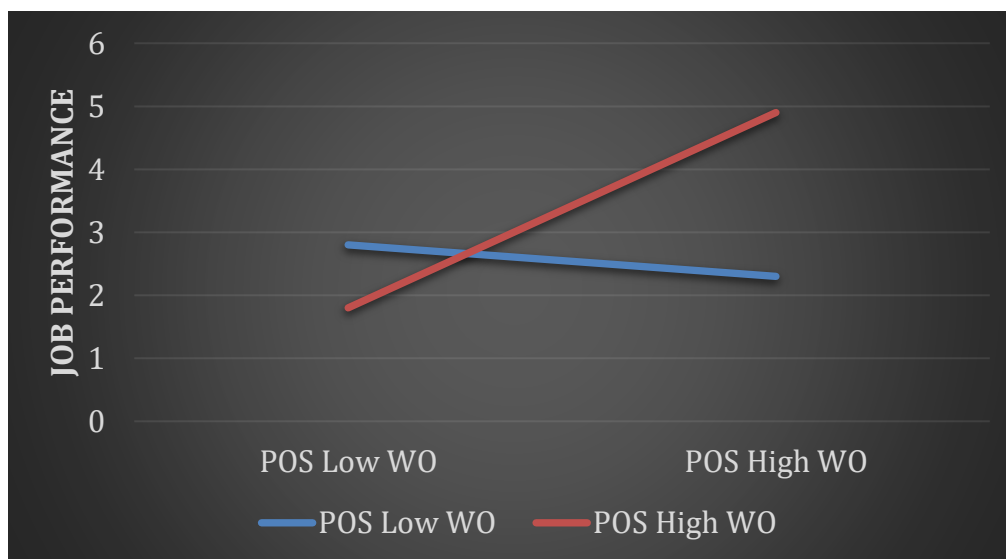


Figure 6: As a moderator variable, reflects the graphical depiction of perceived organisational support. It also demonstrates the high level of organisational support that is recognised.

The goal of our study is to determine the relationship between workplace racism and one's own contribution to job engagement and service performance. Employee involvement has been employed as a mediating variable between the job performance and workplace ostracism in earlier studies. Employee Engagement was used as a dependent variable in our research. Because of the workplace, the results were comparable to those of earlier studies. Ostracism has a detrimental influence on employee engagement and service performance. According to one study, the direct effects of a workplace ostracism on worker health remained considerable, whereas the direct effect of the workplace ostracism on employee's engagement decreased. These findings suggest that job instability is a crucial additional factor in determining the relationship between the workplace Ostracism and its associated outcome characteristics. Our findings also suggest that workplace ostracism has a detrimental influence on the employee engagement. When an individual is ostracised at work, their involvement in the company decreases because they believe the organisation does not value them.

5. CONCLUSION

Ostracism is a process in which a person is rejected or discarded from individual groups. This includes situations in which an employee feels neglected or marginalised by co-workers. The purpose might be personal or professional, and it could be deliberate. Workplace ostracism provides as negative feedback via omission or inactivity, and consequently harms the perpetrator's sense of belonging. Furthermore, workplace ostracism that can cause social distress as well as negative consequences such as reduced job satisfaction. The goal of this research was to determine the effect of workplace ostracism and the job performance of employees after going through the ostracism behaviour. According to the findings, workplace ostracism is strongly linked to decrease the job performance. The current study also discovered that emotional weariness acts as a mediator factor in the association between the workplace ostracism and the job performance also affect the employees. So, there should be a balance between personal life and professional trait in any organization, as they have to avoid the Ostracism behaviour in workplace and focus on performance. Our study has come to a conclusion that there is still need for more research into the effect of workplace ostracism on employee performance, organisational culture, employee commitment, and employee retention.

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