

Workplace Ostracism and Individual Performance: Mediating Effect of Organizational Support and Moderating Influence of Personality in India’s IT Sector

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| KEYWORDS <i>Workplace ostracism; Perceived organizational support; Personality traits; Job performance; IT professionals; PLS-SEM; India</i> | ABSTRACT Workplace ostracism (WOS) significantly impacts employees’ job performance (IWP). This study examines the mediating role of perceived organizational support (POS) and the moderating role of personality inventory (PI) in the context of the Indian information technology (IT) sector. Data were gathered from 369 IT professionals in southern India using a structured survey with established measurement scales. The pyPLS Python library facilitated Partial Least Squares Structural Equation Modeling (PLS-SEM), allowing an in-depth analysis of the hypothesized relationships, including mediation and moderation effects. However, the effect size is negligible, and its practical significance warrants careful consideration. Managerial interventions such as promoting inclusive work cultures and resilience-building programs can help sustain employee outcomes despite adverse interpersonal dynamics. This research contributes to workplace ostracism literature by elucidating the roles of perceived organizational support and personality in determining job performance. It provides new insights into these dynamics in the IT sector, ensuring methodological robustness through PLS-SEM analysis and visualization. |
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1. INTRODUCTION

Workplace relationship dynamics influence both employees' experiences and organizational outcomes. One of the most pernicious of these dynamics is workplace ostracism, a subtle but damaging form of social exclusion where individuals are intentionally ignored or excluded in their work environment. Unlike overt conflicts, ostracism tends to go unnoticed and is therefore harder to address. Alarminglly, research shows that a significant percentage of employees experience ostracism during their careers (Fox & Stallworth, 2005). Its covert nature and profound psychological and professional implications make workplace ostracism a critical focus in organizational behavior research. Workplace ostracism contributes to various negative outcomes, including reduced job satisfaction, increased turnover intentions, and counterproductive behaviors such as sabotage and aggression (Abubakar *et al.*, 2018; Haq, 2014). Moreover, it severely impacts employees' mental health, leading to heightened stress and, in extreme cases, suicidal ideation (Howard *et al.*, 2022; Yaakobi, 2019). Beyond individual consequences, ostracism disrupts team dynamics, reduces employee engagement, and hampers overall productivity. These adverse effects have spurred research into its antecedents and strategies to mitigate its negative impact on employees' performance and well-being.

While the overt challenges faced by employees are often highlighted, subtle factors like ostracism require a different lens of understanding. Drawing on the Conservation of Resources (COR) theory (Hobfoll, 1989), this study argues that workplace ostracism depletes employees’ psychological and emotional resources, thereby impairing their job performance. COR theory further suggests that access to internal (e.g., resilient personality traits) and external (e.g., organizational support) resources can help mitigate these resource losses (Abbas *et al.*, 2014; Hobfoll, 2001). For instance, employees with strong organizational support or resilient traits may better withstand the negative effects of ostracism. Despite increasing attention to workplace ostracism as a serious issue, most research has been conducted in Western contexts, leaving a gap in understanding how it manifests in non-Western settings. India’s burgeoning IT sector, characterized by high-performance



expectations, long working hours, and intense interpersonal dynamics, presents a compelling context to examine the impact of workplace ostracism (Sharma & Tiwari, 2022). However, little is known about how factors like personality traits and organizational support interact to influence employees' capacity to cope with ostracism in such demanding environments (Ferris *et al.*, 2008; Gelfand, Erez, & Aycan, 2007).

This study addresses these gaps by examining the impact of workplace ostracism on job performance, with a focus on the moderating roles of personality traits and perceived organizational support. Using the Indian IT sector as a contextual backdrop, this research offers a nuanced understanding of how individual and organizational factors shape the effects of ostracism on employee performance. The findings provide actionable insights for managers and organizations aiming to mitigate the harmful consequences of ostracism and foster a more inclusive and supportive work environment.

2. BACKGROUND AND HYPOTHESIS DEVELOPMENT

Theoretical Foundation: Conservation of Resources Theory

Workplace ostracism has increasingly drawn attention due to its subtle nature and profound effects on employees' psychological well-being and organizational outcomes (Zhao *et al.*, 2013). According to the Conservation of Resources (COR) theory (Hobfoll, 1989), individuals strive to protect, retain, and build valuable resources, which include physical, emotional, and cognitive energies. Workplace adversity, such as ostracism, threatens or depletes these resources, leading to stress and reduced capacity for work performance (Ng & Feldman, 2012; Stack, 2015). When employees perceive that their work environment obstructs their ability to fulfill job duties and hampers career prospects, they may become disillusioned and consider leaving the organization (Chen *et al.*, 2011; Zimmerman & Darnold, 2009). Ostracism, characterized by exclusion from social interactions and lack of engagement with other organizational members, can have particularly damaging effects on employees' well-being, even more so than direct verbal abuse or aggression. This is because ostracism undermines fundamental needs for belonging and purpose (Carter-Sowell *et al.*, 2008; Zadro *et al.*, 2005). While ostracism shares some commonalities with other forms of deviant workplace behavior, it is conceptually distinct and can explain additional variance in employee work outcomes, warranting further investigation (Liu *et al.*, 2013). Research into the consequences of workplace ostracism highlights a range of negative outcomes, including physical pain, aggression, anger, and depression (Leary *et al.*, 2006; MacDonald & Leary, 2005; Smith & Williams, 2004). Additionally, ostracism has been shown to diminish pro-social behaviors and increase aggression, even toward colleagues not directly involved in the ostracism (Twenge *et al.*, 2001, 2007). Despite these findings, relatively little research has examined the direct impact of workplace ostracism on employees' ability to meet performance targets, with a few notable exceptions (e.g., Ferris *et al.*, 2015). Given the critical importance of employees meeting performance standards for both individual and organizational success (McCarthy *et al.*, 2016; Motowidlo, 2003), it is essential to consider when and how a workplace stressor like ostracism might undermine job performance.

Workplace Ostracism and Individual Work Performance

Workplace ostracism, often manifested as the exclusion or deliberate ignoring of employees by their colleagues or supervisors, is a subtle yet powerful form of workplace adversity. Unlike overt forms of mistreatment such as harassment or verbal abuse, ostracism operates quietly, often leaving victims without clear recourse, making it difficult to address (Ferris *et al.*, 2008). The pervasive nature of ostracism has far-reaching consequences for both individuals and organizations, impacting not only the emotional and psychological well-being of employees but also significantly influencing job performance. Ostracism undermines fundamental human needs such as belonging, self-esteem, control, and meaningful existence (Williams, 2009). This is further corroborated by Ricard (2021), who found that social exclusion decreases the satisfaction of basic psychological needs and disrupts self-regulation, which in turn hampers job performance and motivation. The social isolation experienced by ostracized employees' triggers feelings of helplessness and exclusion, diminishing their cognitive and emotional resources (Hobfoll, 1989). As these resources are vital for maintaining job performance, employees facing workplace ostracism often struggle to meet their in-role performance expectations. Research has shown that ostracized individuals are more likely to disengage from their work, display decreased productivity, and perpetuate a cycle of underperformance and further social exclusion (Zhao *et al.*, 2013).

Moreover, Nathalie Ricard's research (2021) highlights that social exclusion not only reduces basic needs satisfaction but also impacts interpersonal relationships and future collaboration. This further emphasizes the detrimental effects of ostracism on both individual performance and overall team dynamics. Understanding the negative impact of ostracism on job performance is particularly critical in environments where teamwork and collaboration are essential for organizational success. When employees feel disconnected from their peers or unsupported by their organization, their ability to contribute effectively to team goals is compromised, which not only hampers individual performance but also disrupts overall organizational productivity.

Therefore, examining factors that moderate this relationship, such as personality traits and perceived organizational support, is crucial for developing effective interventions. Recent research, such as that by Ricard (2021) and Bedi (2019), emphasizes the importance of these variables in understanding the full impact of workplace ostracism and in crafting strategies to mitigate its adverse effects.



H1: Workplace ostracism is negatively associated with job performance, such that higher levels of perceived ostracism will result in lower in-role performance due to the depletion of emotional and cognitive resources.

Personality Inventory as a Moderator

Personality traits play a critical role in shaping employees' responses to workplace adversity. The Five-Factor Model of personality suggests that traits such as resilience, emotional stability, and agreeableness influence how employees react to ostracism. For instance, employees with high resilience and emotional stability are less likely to experience a decline in job performance when confronted with ostracism (Kung et al., 2018). Conversely, individuals with higher levels of agreeableness may be more vulnerable to the negative effects of ostracism, as their strong desire for social harmony is disrupted (Rudert et al., 2020). High conscientiousness, on the other hand, has been linked to a stronger commitment to job responsibilities, potentially buffering the negative impact of ostracism on job performance (De Clercq et al., 2019).

Recent research continues to shed light on the complex ways personality traits moderate the impact of workplace adversity. For example, Bedi (2019) conducted a meta-analytic review that highlighted how victim personality traits, including low self-esteem and high sensitivity to rejection, significantly influence perceptions of workplace ostracism. Bedi's findings suggest that certain personality traits may exacerbate the negative consequences of ostracism, particularly in individuals prone to feeling excluded or undervalued. Additionally, Bhatti et al. (2021) analyzed the mediating roles of efficacy needs (EN) and psychological distress (PD) in the relationship between workplace ostracism and knowledge-hiding behaviors. Their study revealed that ostracized employees with specific personality traits, particularly those more prone to psychological distress, are more likely to engage in negative behaviors like knowledge hiding. This reinforces the idea that personality traits not only influence responses to ostracism but also shape subsequent workplace behaviors.

Moreover, Dahiya, Singh, and Pandey (2024) introduced the concept of relational identification (RI) and emotional energy (EE) as important mediators between workplace relationship conflict (WRC) and employee ostracism behavior (EOB). Their findings illustrate that employees with strong relational identification and high emotional energy may be more resilient to the effects of ostracism, while those lacking these traits may be more susceptible to negative outcomes. Furthermore, the study emphasizes that a perceived forgiveness climate (PFC) can moderate the impact of personality traits on workplace dynamics, showing that organizational context plays a critical role in shaping the outcomes of workplace adversity.

These recent studies underscore the significance of understanding the interplay between personality traits and workplace ostracism. By identifying which traits make employees more vulnerable or resilient, organizations can develop more targeted interventions to mitigate the negative effects of ostracism, ultimately fostering a more supportive and productive work environment (Jiang, 2020).

H2: The impact of workplace ostracism on job performance is moderated by personality traits, such that employees with higher resilience and conscientiousness will experience a weaker negative relationship between ostracism and job performance, while those with higher agreeableness will experience a stronger negative relationship.

Organizational Support as a Moderator

Perceived organizational support (POS), which refers to employees' perceptions of how much their organization values their contributions and cares about their well-being (Eisenberger *et al.*, 2002), plays a crucial role in mitigating the adverse effects of workplace ostracism on job performance. Drawing from the Conservation of Resources (COR) theory, external support from the organization replenishes resources depleted by social threats like ostracism, thereby preserving job performance (Hobfoll, 1989). Recent research further underscores the significance of POS in fostering positive workplace outcomes. For instance, Ahmad *et al.* (2021) emphasize that POS positively influences key employee behaviors, such as organizational citizenship and commitment, both of which are closely linked to improved job performance. Similarly, Mori *et al.* (2022) demonstrate that workplace health support measures during the COVID-19 pandemic significantly enhanced POS among employees. These findings suggest that tangible organizational actions prioritizing employee well-being can strengthen POS, effectively buffering employees from the negative impacts of workplace ostracism.

In addition, research by Alam *et al.* (2022) further solidifies the role of POS in promoting positive workplace behaviors, such as intrapreneurial behavior. Their study found that POS significantly moderated the relationship between empowering leadership and intrapreneurial behavior, supporting the notion that a strong organizational environment provides the necessary cues for positive employee outcomes. This indicates that when employees perceive strong organizational support, they are more likely to maintain high levels of job performance, even in the face of social stressors like ostracism. Furthermore, Sofia and Puspa (2022) highlight that even in environments characterized by perceived organizational politics, employees with high POS continue to perform well and fulfill their responsibilities. This finding reinforces the idea that POS plays a vital role in sustaining job performance, even in challenging organizational settings. Similarly, Arianto and Jahja (2024) demonstrate that POS directly enhances employee performance and work motivation, further supporting the notion that organizational support can counteract the negative effects of stressful workplace dynamics. Moreover, Nguyen *et al.* (2024) emphasize the critical importance of POS in fostering employee engagement. Their study revealed that POS, in conjunction with well-designed HR practices, positively influences job enrichment, which in turn fosters higher levels of



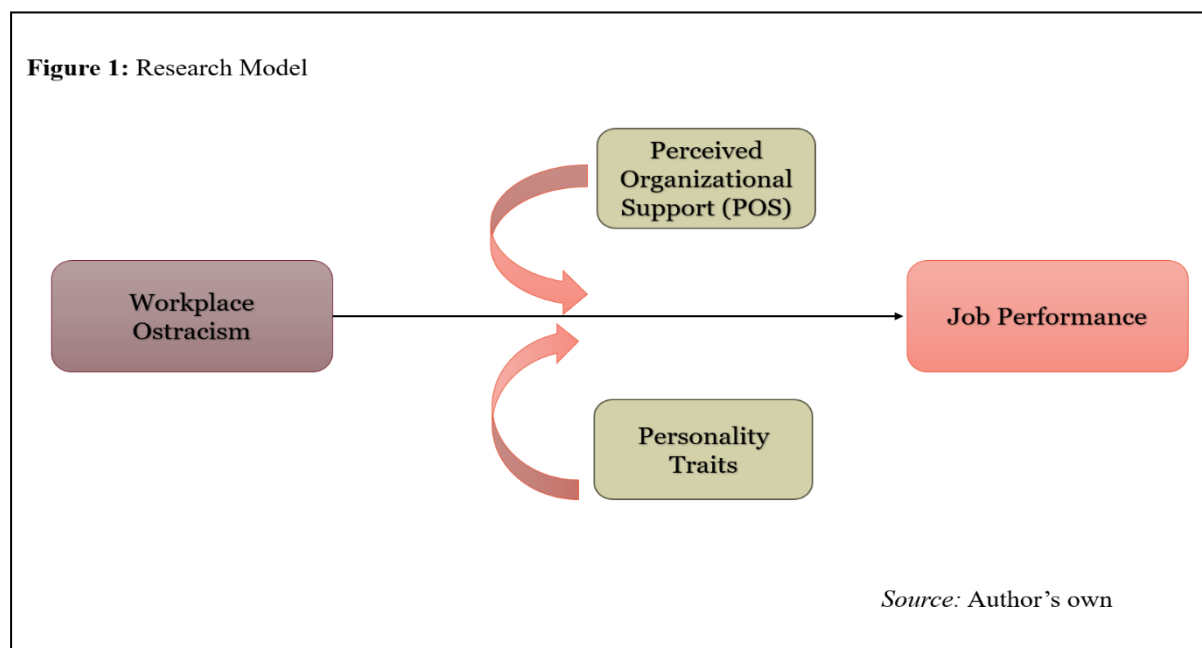
employee engagement. These findings highlight that organizations that actively support their employees create environments that mitigate the detrimental effects of workplace ostracism, leading to improved job performance and engagement.

The evidence strongly suggests that high levels of POS can significantly weaken the negative impact of workplace ostracism on job performance, acting as a protective buffer. Organizations that invest in cultivating a supportive environment—where employees feel valued and cared for—are better equipped to mitigate the harmful effects of ostracism and promote overall employee well-being and productivity.

H3: Perceived organizational support moderates the relationship between workplace ostracism and job performance, such that higher levels of perceived support will weaken the negative impact of ostracism on job performance.

Conceptual Model

The proposed model, which illustrates the relationships between workplace ostracism, job performance, and the moderating roles of personality traits and perceived organizational support, is presented in Figure 1. This model seeks to provide a comprehensive understanding of how individual differences and organizational context interact with the experience of ostracism to influence job performance outcomes.



3. RESEARCH METHODOLOGY

Construct Operationalization

A 5-point Likert scale questionnaire was developed for this study to collect data via a survey. The target respondents were primarily professionals who commonly use English as their mode of communication. However, recognizing that some participants might not be proficient in English, the questionnaire was also translated into Hindi, following guidelines from Malhotra *et al.*, (2017). Experts from both academia and industry were consulted to further ensure the validity of the survey items. A pilot study was also conducted using the revised survey among the target audience. Their feedback proved instrumental in refining the metrics and enhancing construct validity.

Workplace ostracism was assessed using a modified version of the 13-item scale developed by Ferris *et al.* (2008). Originally utilizing a seven-point Likert scale (where "1 = strongly disagree" and "7 = strongly agree"), it was adapted to a five-point scale to suit the context of this Indian study better. This scale measures the perception of being ignored or excluded by others in the workplace. Items from the original questionnaire can be found in the work of Ferris, Chen, and Lim (2017), who offer a comprehensive comparison between workplace ostracism and incivility.

Job performance was measured using a scale developed by Williams and Anderson (1991), and personality traits were assessed using the BFI-10, as outlined by Rammstedt and John (2007). The BFI-10 captures five sub-dimensions of personality: openness, conscientiousness, extraversion, agreeableness, and neuroticism. Perceived organizational support (POS) was measured using the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger *et al.* (1986). This approach ensured that the key constructs were carefully operationalized to maintain both relevance and accuracy within the study's cultural context.



4. SAMPLING AND DATA COLLECTION

The philosophical foundation of this study follows a deductive approach, which aligns with the positivist paradigm. This method is appropriate for hypothesis development and analytical testing, allowing for results to be interpreted within an acceptable probability level (Bryman *et al.*, 2009). The study focused on randomly selected firms from the manufacturing sector, ensuring unbiased selection and a representative sample. The total number of manufacturing firms in South India was 1,362 (Crunchbase, 2022). Based on this population size, the sample size was calculated using a mathematical model developed by Miller and Brewer (2003). According to their guidelines, a sample size of approximately 310 was required. However, to account for potential non-responses, the study aimed to engage 550 firms, ultimately targeting a minimum sample size of 424 participants.

The participants in this study were intermediate or senior-level executives working as full-time employees in medium-sized IT firms across South India. The sample was purposefully limited to experienced executives to ensure sufficient statistical power for detecting significant effects. The underlying assumption was that experienced executives are more likely to have encountered workplace ostracism, either directly or indirectly, in their current or previous roles.

Experienced executives were chosen because their understanding of organizational dynamics was expected to be more refined. This insight would enable them to link the phenomenon of ostracism to its drivers at the micro, meso, and macro levels. Additionally, these executives were assumed to have begun their careers at more junior levels, allowing them to draw on lived experiences and understand workplace ostracism from multiple hierarchical perspectives.

Data collection was carried out through multiple channels, including both physical distribution of surveys and digital methods (e.g., online surveys and email distribution). The surveys were sent to 450 targeted firms. To ensure participation, follow-up efforts were made via email and telephone. The study ensured that participants had adequate knowledge and experience relevant to their job roles. After sending two to three rounds of reminders, 400 questionnaires were collected, of which 369 were valid, resulting in a response rate of 92.2%. This response rate is considered acceptable for research studies that utilize survey methods.

Procedure

Data collection was conducted via an online survey platform. Participants were presented with an informed consent form before beginning the survey, which included demographic questions along with the scales outlined in the previous sections. Upon completing the survey, participants were debriefed to inform them about the study's purpose and implications.

Analysis Methods

The data was analysed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) to explore the relationships among the study's constructs. SmartPLS 4 software (Ringle *et al.*, 2022) was employed for this purpose. PLS-SEM is a robust statistical technique that accommodates non-normal data and smaller sample sizes, making it particularly suitable for this study (Hair *et al.*, 2017; Hair *et al.*, 2019). SmartPLS software is adept at modeling complex interactions among variables, including latent constructs, which allows for a more nuanced analysis of intermediate constructs and the relationships within the path model. For preliminary data screening, SPSS version 29 was utilized.

Common Method Bias (CMB)

To address common method bias (CMB), the study employed Harman's single-factor test. The analysis of the 41-item measurement model resulted in the extraction of eight distinct factors, with the largest factor accounting for 32.07% of the variance. According to the criteria set by Podsakoff *et al.* (2003), this percentage is below the 40% threshold, indicating that CMB was not a significant issue in this study. Further validation was conducted using Variance Inflation Factors (VIFs), as suggested by Kock (2015). The VIF values for all constructs were below the recommended threshold of 3.3, providing additional evidence that CMB was not present. To mitigate the influence of social desirability bias, several preventive measures were taken. Participants were informed about the study's objectives and assured of the confidentiality of their responses, encouraging honest and unbiased participation.

The study employed a quantitative research approach using a cross-sectional survey design. This design is particularly effective for assessing relationships between variables at a single point in time and allows for the examination of potential moderation effects.

5. DATA ANALYSIS

Measurement Model

Following the recommendations of Hair *et al.* (2022), we first assessed the measurement model before proceeding to the structural model analysis. As shown in Table 1, all factor loadings were greater than 0.5, the composite reliability (CR) exceeded 0.7, and the average variance extracted (AVE) was above 0.5. These results indicate that the measurement items are both valid and reliable (Ramayah *et al.*, 2018). See Table 1 for detailed results. We also tested discriminant validity using the HTMT ratio, following the guidelines by Franke and Sarstedt (2019). Table 2 illustrates that all HTMT ratios were below the recommended threshold of 0.90. HTMT bootstrapping was conducted, and the confidence intervals for the lower and



upper limits were reported. Since none of the 90% confidence intervals included a value of 1, we concluded that the discriminant validity of the measures was acceptable.

Table 1: Measurement Model

| First Order | Second Order | Item | Loadings | CR | AVE |
|----------------------------------|--------------|------|----------|-------|-------|
| Contextual Performance | | CP1 | 0.649 | 0.931 | 0.63 |
| | | CP2 | 0.706 | | |
| | | CP3 | 0.790 | | |
| | | CP4 | 0.815 | | |
| | | CP5 | 0.841 | | |
| | | CP6 | 0.786 | | |
| | | CP7 | 0.855 | | |
| | | CP8 | 0.882 | | |
| Extraversion | | PI1 | 0.835 | 0.850 | 0.740 |
| | | PI6 | 0.884 | | |
| Agreeableness | | PI2 | 0.860 | 0.850 | 0.738 |
| | | PI7 | 0.859 | | |
| Conscientiousness | | PI3 | 0.860 | 0.849 | 0.738 |
| | | PI8 | 0.858 | | |
| Emotional Stability | | PI4 | 0.874 | 0.823 | 0.700 |
| | | PI9 | 0.798 | | |
| Openness | | PI5 | 0.868 | 0.817 | 0.691 |
| | | PI10 | 0.793 | | |
| Perceived Organizational Support | | POS1 | 0.794 | 0.921 | 0.662 |
| | | POS2 | 0.900 | | |
| | | POS3 | 0.834 | | |
| | | POS4 | 0.869 | | |
| | | POS5 | 0.731 | | |
| | | POS6 | 0.738 | | |
| Task Performance | | TP1 | 0.860 | 0.910 | 0.676 |
| | | TP2 | 0.866 | | |
| | | TP3 | 0.907 | | |
| | | TP4 | 0.892 | | |
| | | TP5 | 0.523 | | |
| Workplace Ostracism | | WOS1 | 0.800 | 0.937 | 0.600 |
| | | WOS2 | 0.742 | | |
| | | WOS3 | 0.851 | | |



| | | | | |
|-------------|------------------------|-------|-------|-------|
| | WOS4 | 0.776 | | |
| | WOS5 | 0.804 | | |
| | WOS6 | 0.773 | | |
| | WOS7 | 0.755 | | |
| | WOS8 | 0.771 | | |
| | WOS9 | 0.772 | | |
| | WOS10 | 0.693 | | |
| Performance | Contextual Performance | 0.910 | 0.889 | 0.800 |
| | Task Performance | 0.878 | | |
| Personality | Agreeableness | 0.912 | | |
| | Conscientiousness | 0.911 | 0.949 | 0.788 |
| | Emotional Stability | 0.854 | | |
| | Extraversion | 0.896 | | |
| | Openness | 0.863 | | |

Source: Author's findings

Structural Model

According to Becker et al. (2023), when reporting the results of structural model testing, it is important to include the path coefficients, standard errors, t-values, and p-values. For this study, we employed a 10,000-sample bootstrapping procedure. Table 3 provides a summary of the criteria used to test the hypotheses. The R^2 for all predictors and interaction effects on job performance was 0.878, indicating that 87.8% of the variance in job performance can be explained by workplace ostracism, personality, perceived organizational support, and their interactions (POPSWOS and TIPIWOS).

Table 2: Discriminant Validity (HTMT ratio)

| Variable | 1 | 2 | 3 | 4 |
|---------------------|-------------------------|-------------------------|-------------------------|---|
| Workplace Ostracism | | | | |
| Personality | 0.824 (0.790, 0.856) | | | |
| POS | 0.974 (0.950, 0.999) | 0.769 (0.725, 0.811) | | |
| Performance | 0.975 (0.967, 0.983) | 0.859 (0.833, 0.883) | 0.904 (0.883, 0.925) | |

Source: Author's findings

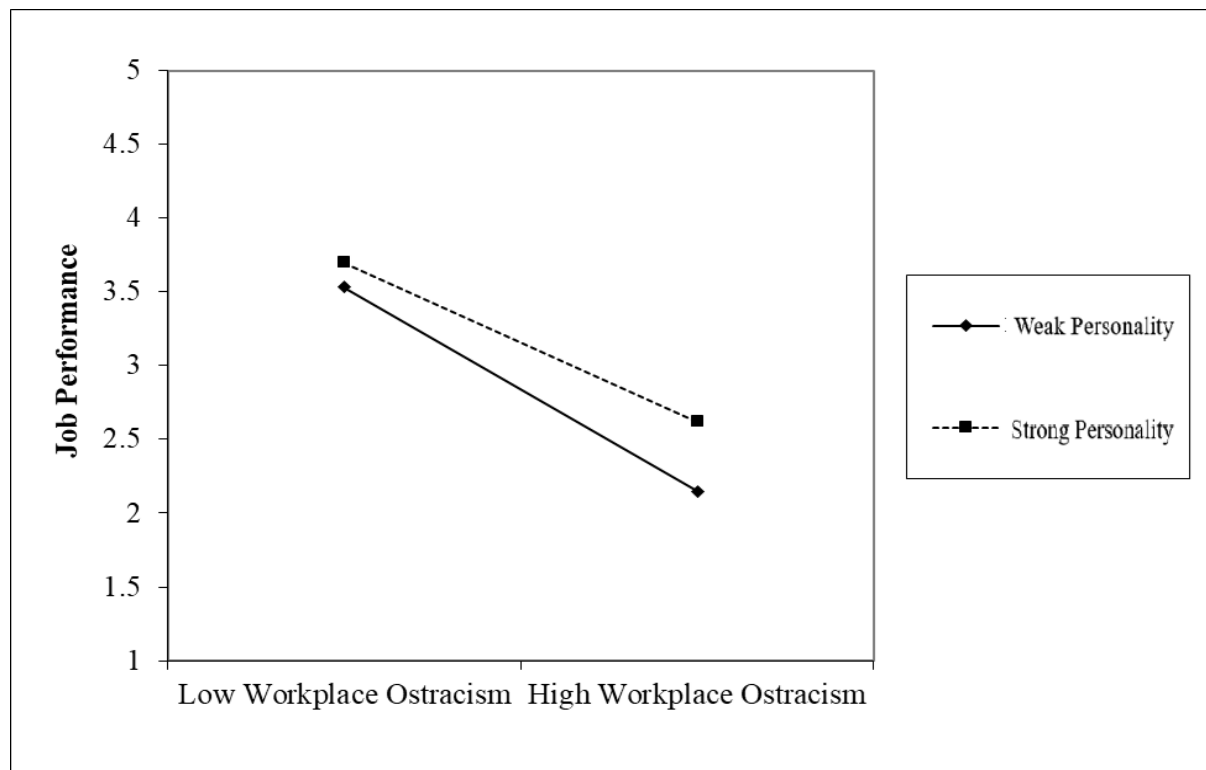
Specifically, workplace ostracism ($\beta = -0.616$, $p < 0.01$) was negatively related to job performance, supporting hypothesis H1. Additionally, both the interaction between personality traits and workplace ostracism (TIPIWOS: $\beta = 0.077$, $p < 0.01$) and the interaction between perceived organizational support and workplace ostracism (POSWOS: $\beta = 0.092$, $p < 0.01$) significantly moderated the negative relationship between workplace ostracism and job performance, thus supporting hypotheses H2 and H3.

To visualize these moderating effects, we generated interaction plots, presented in Figures 2 and 3. Figure 2 demonstrates that the negative relationship between workplace ostracism and job performance is weaker for individuals with strong



personalities compared to those with weaker personalities. Figure 3 indicates that the negative impact of workplace ostracism on job performance is mitigated for individuals who perceive high levels of organizational support compared to those with lower perceived support.

Figure 2: Moderation effect of personality on workplace ostracism and job performance



Source: Author's findings

This analysis highlights the significant role of both personality traits and organizational support in moderating the detrimental effects of workplace ostracism on job performance. By better understanding these dynamics, organizations can implement more effective strategies to support employees facing ostracism, thereby improving overall job performance.

6. DISCUSSION AND IMPLICATIONS

This study emphasizes the significant influence of workplace ostracism on job performance, highlighting the moderating roles of personality traits and perceived organizational support. These findings provide valuable insights for organizations looking to enhance employee performance and well-being by effectively addressing workplace ostracism. Organizations should prioritize developing and implementing awareness programs and training sessions that educate employees and managers about the detrimental effects of ostracism in the workplace. A culture of inclusivity and mutual respect must be ingrained within the organizational ethos. In this context, the Human Resources (HR) department should proactively establish and enforce clear policies that specifically address workplace ostracism. Furthermore, line managers need to be empowered to facilitate safe and accessible reporting mechanisms, allowing employees to voice concerns without fear of retaliation.

Additionally, the talent engagement unit could benefit from incorporating personality inventory assessments into recruitment and selection processes. These assessments can help identify individuals who may be more vulnerable to the negative effects of workplace ostracism, allowing for early interventions. Concurrently, the HR Development (HRD) department should offer tailored support programs aimed at employees whose personality profiles suggest a higher susceptibility to ostracism. Providing coaching or counselling services can also help these individuals cope with feelings of exclusion and isolation, thereby mitigating the potential negative impacts on their job performance. Senior management plays a critical role in enhancing organizational support systems. By fostering a culture that values openness, inclusivity, and support, management can create an environment where employees feel comfortable providing feedback and addressing concerns. Regular communication between managers and employees is essential to ensure that these issues are addressed promptly and that adequate support is provided.

Furthermore, promoting a sense of belonging and team cohesion across different departments is vital. This can be achieved through team-building activities and initiatives that encourage collaboration and unity. Importantly, managers should be



aware of the potential impact of workplace ostracism when evaluating employee performance. Providing constructive feedback and support to employees experiencing challenges related to ostracism can significantly improve their job performance and overall well-being. To maintain a healthy organizational climate, continuous monitoring is essential. Early identification of signs of workplace ostracism can enable timely interventions and prevent further escalation. Organizations should also ensure that they comply with legal and ethical standards concerning workplace behaviour and harassment. A robust legal department should be in place to enforce appropriate disciplinary actions against individuals who engage in ostracism or other harmful behaviours. By implementing these practical recommendations, organizations can create a more supportive and inclusive work environment. This not only enhances employee well-being but also improves job performance by addressing the moderating roles of personality traits and organizational support in mitigating the negative effects of workplace ostracism. Ultimately, fostering a positive and cohesive workplace culture will contribute to greater organizational success and employee satisfaction.

Methodological Considerations and Future Directions

The exploration of personality traits and perceived organizational support as moderators in the relationship between workplace ostracism and job performance has employed various methodologies, including longitudinal surveys and experimental designs. While these diverse approaches have enriched the body of evidence, they also present challenges in comparing results and drawing definitive conclusions. To address these challenges, future research would benefit from employing more nuanced methodologies, such as mixed-methods studies that incorporate qualitative insights to capture the complexities of individual and organizational dynamics more effectively.

While cross-sectional surveys, longitudinal studies, and experimental designs have significantly contributed to understanding the effects of workplace ostracism on job performance, there remains a need for increased use of longitudinal and experimental approaches. These methods are particularly valuable in establishing causality and exploring the moderating roles of individual and organizational factors more comprehensively.

Despite the substantial empirical evidence and theoretical insights underscoring the impact of workplace ostracism on job performance, gaps remain in our understanding of the mechanisms driving these effects. Future research should investigate interventions designed to reduce workplace ostracism and mitigate its negative consequences. Potential avenues for exploration include organizational culture initiatives, leadership development programs, and strategies to build individual resilience against ostracism. Additionally, the evolving nature of work in the digital age presents a critical area for investigation, particularly in examining how technology and virtual work environments influence the experience of ostracism.

Further research should also explore additional personality traits and organizational factors, such as psychological safety and leadership styles, to develop a more comprehensive understanding of the moderating mechanisms at play. Moreover, examining these dynamics across different cultural and sectoral contexts could provide valuable insights into the universality or specificity of these moderating roles. By addressing these methodological considerations and future directions, the research field can deepen its understanding of workplace ostracism and its impact on job performance, ultimately informing more effective interventions and organizational practices.

7. CONCLUSION

This study confirms that workplace ostracism has a significant negative impact on job performance. The findings also highlight the moderating effects of personality traits and perceived organizational support, emphasizing the crucial roles that individual differences and organizational systems play in mitigating the harmful effects of ostracism. Both personality traits and organizational support act as buffers, reducing the negative outcomes associated with workplace exclusion. These results underscore the importance of fostering supportive work environments and tailoring interventions to meet the diverse needs of employees. It is essential to understand and support the dynamics of ostracism to develop an inclusive and resilient organizational culture in an ever-evolving workplace. Organizations can empower their employees by addressing these factors identified through this study, minimize the detrimental effects of ostracism, and enhance overall job performance. This research offers valuable insights into creating more inclusive, supportive, and effective workplaces, paving the way for improved employee well-being and productivity.

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