

Workplace Ostracism a Literature Review in Asian Context



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This paper aims to identify the current research trends and set future research agenda in the area of workplace ostracism by reviewing existing literature. It strives to develop and assimilate the theoretical foundations, concepts and recent developments in the domain. A portfolio of 40 articles collected from the Scopus database was systematically analysed using PRISMA method with an exclusive focus on Asian context. This study enriches the literature of workplace ostracism and its deleterious implications on organizational productivity & employee job performance. Furthermore, research findings, limitation and implications are discussed accordingly.

1. Introduction

Ostracism at work is a common and frequently subtle kind of social exclusion in which people are purposefully avoided, ignored, or marginalized by their peers or co-workers. Because of its negative impacts on workers and organizations, workplace ostracism—which is defined as the experience of being excluded from social and work-related activities—has attracted a lot of attention ((Ferris et al., 2008)). Ostracism can be especially pernicious because, in contrast to more obvious types of workplace abuse, it can be subtle, continuous, and hard to spot, frequently resulting in long-term psychological and emotional trauma for the victim (Asmita & Akhouri, 2024)).

Ostracism at work associated with theory testing is the main focus of the study. In this field, workplace ostracism models, antecedents, consequences, job performance, social ostracism, workplace incivility, social exclusion, emotional exhaustion, psychological empowerment, counterproductive work-behaviour, proactive customer service performance, proactive personality and political skill, and emotional silence are among the most prominent research topics.(Asmita & Akhouri, 2024; Ayub et al., 2019).

The current review is the first to thoroughly and methodically summarize the implications of workplace ostracism on employee , relationships, and organizations in a single study, examining nearly all of its ramifications in the Asian context — many of which are not discussed in the earlier reviews. Building on the ground-breaking work of Howard et al. (2020) and Robinson et al. (2013), our review offers a more thorough and up-to-date picture of the impacts of experienced workplace ostracism. This will encourage researchers to further investigate this workplace mistreatment.

Objective of Study

- To research the drift of recent publications.
- To understand the tendency of collaboration among the most influential writers.
- To evaluate the most important publications
- To be aware of the most important documents.
- To examine the intellectual framework of this field's research

Theories Elucidating the Effects of Workplace Ostracism

After Ferris et al. (2008) developed a valid measure for the construct, workplace ostracism has been gaining popularity ever since. Since then, scholars have explained the issue of occupational exclusion from a range of perspectives. According to the study's results, we found that the conservation of resources theory (COR), social exchange theory (SET), and belongingness theory were the most widely accepted theories for explaining the detrimental consequences of workplace exclusion. According to the COR theory (Hobfoll, 1989), people desire to safeguard their valuable assets because they perceive any loss—real or imagined—as a threat. According to Zhao and Xia (2017), ostracism at work is said to result in the loss of resources for target personnel. According to the COR theory (Hobfoll, 1989), this loss of resources initiates the detrimental effects of ostracism on targets' work outcomes, social relationships, and general well-being (Choi, 2019, 2020b; De Clercq, Haq, & Azeem, 2019). Additionally, Social Exchange Theory (Blau, 1964) contends that social interactions serve as the foundation for people's social behaviour. According to (Hitlan & Noel, 2009) employees have a tendency to withdraw from social interactions with their co-workers or the business when they feel excluded. Deviant and counterproductive work habits are thus displayed by them

Eventually, in accordance with Baumeister and Leary's (1995) belongingness theory, one of the most important human needs is the desire to fit in and form connections with other people. When given the opportunity to engage in meaningful and frequent social contacts, people may go above and beyond what is expected of them. Deprivation of belongingness demands, however, may result in negative consequences (Haldorai et al., 2020). Ostracism can cause employees to feel rejected because their feeling of belongingness is thwarted, which negatively impacts their well-being and work-related results, according to the belongingness hypothesis (Baumeister & Leary, 1995) (O'Reilly et al., 2014)

2. Literature Review

Article Title	Journal	Type of Methodology used (Research Method)	Focus Area /Objective of Research/Research Question	Theoretical Logic and Frameworks	Theoretical Implications/Research Implications	Practical Implications
From curse to cure of workplace ostracism: A systematic review and future research agenda	Human Resource Management Review	Systematic review adhering to the Preferred reporting items for systematic reviews and meta-analyses	First, to highlight its impact on people, relationships, and organizations in order to highlight how serious it is. Secondly, to identify buffering mechanisms that counteract its harmful impacts.	Conservation of Resource Theory	This review provides a very complete picture of the consequences of workplace ostracism, which advances our existing understanding of the practice and its detrimental effects	Researchers suggest that companies investigate the efficacy of mindfulness-based interventions in addressing the negative impacts of workplace exclusion on workers' views toward their jobs as a whole.
Can mindfulness overcome the effects of workplace ostracism on job performance	The Journal of Social Psychology	Empirical	Investigate workplace ostracism's impact on job performance. Examine mindfulness's moderating role in this relationship.	Transactional Theory of Stress & Coping Conservation of Resource Theory	It adds to the body of research by examining how workers' perceptions of workplace exclusion impact their performance on the job, with a particular emphasis on the unknown variables that influence this process.	Organizations must attempt to understand the likely sources of employees' beliefs about workplace ostracism because these perceptions, which include the experience of being ignored or circumvented at work .
Is it my fault and how will I react? A phenomenology of perceived causes and consequences of workplace ostracism	European Journal of Management and Business Economics	Empirical (Interview Technique) - Phenomenological Research	This study aims to examine the moderating effects of employment self-determination and employees' future time orientation, as well as the relationship between workplace ostracism and burnout degree, using a survey questionnaire	Target Centric Victimization Framework	Beyond the earlier focus on the consequences of workplace exclusion in academic environments, the research offers a thorough understanding of the reasons for ostracism at HEIs and how they impact employee outcomes.	To achieve favourable employee outcomes, Higher Educational Institutions (HEIs) should enhance their work environments. Cooperative goal-achieving should be the focus, and accountability systems should be used to minimize unhealthy rivalry.
Left out of the office "tribe": The influence of workplace ostracism on employee work engagement	International Journal of Contemporary Hospitality Management	Empirical: Data was collected from 402 employee from Thailand	This paper strives to look into how employee work engagement is affected by workplace exclusion.	Belongingness Theory	The current study advances studies on workplace ostracism (WO) by experimentally examining the connection between WO and employee work engagement, in addition to enriching the literature on workplace ostracism in the hospitality sector.	Hotel firms should make social connection an organization-wide strategic priority. They can include workplace ostracism as workplace harassment in their policies.
Workplace ostracism in various organizations: a systematic review and bibliometric analysis	Management Review	Systematic Review and Bibliometric Analysis	To be aware of the most influential authors in this field and their collaboration trend. To investigate the common research theme that emerges among researchers	Social Exchange Theory Psychological Contract Theory Frustration Aggression Theory	The comparative analysis of literature review and bibliometric analysis indicates that there are few cross -industry and industry specific researches.	In order to enable the construction of an industry-specific WO scale to measure it, it offers pertinent information on the areas that associations, legislators, and businesses should concentrate on.
Experiencing workplace ostracism with	Journal of Managerial Psychology	Empirical: A two-wave study was carried out in a	Based on social exchange theory and a cultural viewpoint, this study investigates the	Social Exchange Theory	The researchers enrich the literature by including job engagement via addressing the reasons why certain	According to our research, workplace exclusion significantly lowers employee

loss of engagement		Chinese private service company.	connection between job engagement and workplace exclusion by emphasizing the moderating influence of collectivism and the mediation role of perceived obligation.		employees are less engaged in their work than others by establishing a connection between workplace ostracism and job engagement.	engagement. Consequently, lowering the prevalence of ostracism at work is crucial.
Workplace ostracism: A process model for coping and typologies for handling ostracism.	Human Resource Management Review	Theoretical Model	The model depicts how organizational and personal factors impact the various stages of the coping process. Additionally, the researchers offer the first two-by-two typologies of organizational methods and employee coping mechanisms for dealing with workplace ostracism.	Process Model" grounded on relational/stress theories, namely, sociometer and Conservation of Resources Theory	The over-detection bias of employees toward ostracism in the organizational realm is explained by this model for the first time. It provided a solution to the unanswered research topic, which was how and when workers are most likely to mistakenly believe they have been ostracised?	By creating policies (anti-ostracism policy, ostracism-audit policy), providing training (sensitivity training, diversity training), and implementing "zero-tolerance" and "sensitization" tactics, businesses and HR managers can foster an inclusive workplace.
Coping with workplace ostracism through ability based emotional intelligence	Journal of Organizational Change Management	Empirical (multi-source, three-wave data collection technique to gather data from employees and their peers working in Pakistan's service sector organizations.)	This study, which is grounded in the conservation of resources (COR) theory, looks at the connection between job performance and workplace ostracism .	Conservation of Resource Theory	This study adds to the body of literature by investigating how individuals perceive ostracism at work impacting their job performance, with an emphasis on the unknown variables that influence this process.	The study demonstrates how employees might use emotional intelligence to purposefully choose silence in collectivist, high-power distance cultural environments in order to improve job performance.
Workplace ostracism and cyberloafing: a social cognitive perspective	Management Research Review	Empirical: The proposed hypotheses are tested with survey data collected from 243 employees among public listed companies in Malaysia.	This study aims to investigate the moderating influence of organizational commitment and the mediating effect of moral disengagement in order to better understand the impact of workplace ostracism on cyberloafing	Social Cognitive Theory	To comprehend the impact of social exclusion at work on cyber loafing To investigate how workplace exclusion and cyberloafing are related, taking into account the moderating role of organizational commitment and the mediating role of workplace ostracism and cyberloafing.	Understanding the link between workplace ostracism and cyberloafing Identifying the mediating effect of moral disengagement in this relationship
Understanding how and when workplace ostracism jeopardises work effort	Management Decision Journal	Empirical paper (online survey of 310 full-time employees of service-sector organizations in Pakistan)	While the performance consequences of workplace ostracism (WO) have been examined in many studies, relatively little is known about WO's relationship with work effort (WE),	Conservation of Resource Theory	This study not only develops a clearer understanding of why employees expend less effort, but also provides critical insights into when Workplace Ostracism is more or less likely to affect Work Effect	The study provides important insights into how employees can safeguard themselves against the detrimental consequences of Workplace Ostracism in addition to guiding management policies regarding reducing the incidence of Workplace Ostracism .
Effects of workplace ostracism on stress and work engagement of university teachers	Russian Law Journal	Descriptive Research	How does knowledge sharing-impact organizational performance?	The authors examined the relationship between workplace exclusion and employee task performance as it was mediated by knowledge sharing	Motivation is a great -factor affecting employees' performance. It may be used to enhance performance and keep them away from stress.	Implement policies to mitigate teacher ostracism and foster a supportive work environment. Prioritize measures to ensure a positive and conducive workplace atmosphere.
Relationship between workplace ostracism and job productivity: the mediating effect of emotional	Asia Pacific Journal of Business Administration	Empirical (data from a sample of 396 employee from 20 manufacturing companies in Jordan)	What is the impact of workplace ostracism on emotional exhaustion? RQ2. What is the impact of workplace ostracism on lack of motivation? Does work ostracism	Transactional Theory of Stress & Coping	This study examines the effects of workplace ostracism on workers' output, as well as the outcomes of low motivation and emotional exhaustion.	Mindfulness and meditation training can help workers effectively manage stressful situations and control their emotions

exhaustion and lack of motivation			influence decreased productivity			
Workplace ostracism and workplace behaviours: A moderated mediation model of perceived stress and psychological empowerment	Anxiety Stress & Coping	Empirical: The study design was a three-wave self-reported questionnaire	The Study investigated the mediating effect of perceived stress for the relationships between workplace ostracism and helping behaviour, voicing behaviour, and task performance	Conservation of Resources Theory	According to the research, ostracism at work is a stressor, and psychological empowerment can lessen its detrimental impact on behavioral results.	Organizations and managers need to comprehend the importance of good interpersonal interactions among organizational members because of the substantial influence that the social context has on workers and organizations
Practical implications of workplace ostracism: a systematic literature review	Business Analyst Journal	Review Paper (Analysis of data from research articles published from 2010-2022)	What are the key themes of the practical ramifications of workplace exclusion?	Social Rejection Theory: Social rejection occurs when an individual is deliberately excluded from a social relationship or social interaction.	In order to help employees manage and regulate stressful situations, regular personal development seminars, training, and workshops are necessary.	The current SLR revealed that the theme of Training and development has the most practical implications. Training and development programs should be offered by firms to strengthen employee resilience and reduce workplace ostracism, both of which will increase employee performance.
Impact of workplace ostracism on unethical pro-organizational behaviours	Personnel Review	Empirical (data collected from 434 employees indifferent companies from Shanxi provinces in China)	This study aims to investigate how unethical pro-organizational behavior (UPB) is impacted by workplace exclusion.	Self Enhancement Theory	A new perspective on unethical pro-organizational behaviour has been discussed. The pro-social reaction of ostracism model serves as the foundation for this study's approach.	Ostracized employees need more engagement and interdependence; therefore managers should concentrate on preserving positive interpersonal ties by fostering greater cohesiveness, trust, and communication
Impact of using social network services on workplace ostracism, job satisfaction, and innovative behaviour	Behaviour and Information Technology	Empirical Paper (mediating effects of job satisfaction for the relationship between workplace ostracism and innovative behaviour)	Exploring the effects of job satisfaction on innovative behaviour. Investigating the effects of social network services on job satisfaction	Social Exchange Theory & Norm of Reciprocity	This study confirms that psychological effects such as job satisfaction can mediate the relationships between workplace ostracism and behavioural outcomes.	
Will my own perception be enough? A multilevel investigation of workplace ostracism on employee voice	Chinese Management Studies	Empirical Paper (Authors- used samples of 77 groups from a high-technological Company)	By applying the belongingness theory and investigating the impact of both group-level and individual-level workplace ostracism on members' voice behaviour, this research aims to close significant gaps.	Belongingness Theory Social Exchange Theory & Social Identity theory	The research enriches the application of Belongingness theory in organization and management. It is also explored how workplace ostracism influences voice behaviour.	In order to promote employee's voice behaviour ,its critical to have a work environment that supports and facilitates employee voice behaviour.
Hurting or helping? The effect of service agents' workplace ostracism on customer perceptions	Journal of Academy of Marketing Science	Empirical paper	This study looks at how consumers' perceptions of coproduction are impacted by service agents' workplace exclusion from various sources (supervisors versus coworkers). perceived service performance and value .	Customer Service Perceptions	The study provides two perspectives for service coproduction research. First, we pinpoint a recently discovered organizational component that affects how much clients value coproduction with service agents: assistance psychological ostracism experienced by agents.	
Workplace ostracism: Impact on social capital, organizational trust, and service	Journal of Hospitality and Tourism Management	Empirical	This study focused on examining the underlying mechanisms linking workplace ostracism and service	Conservation of Resources Theory	The only research which explores how workplace ostracism influence Service Recovery Performance (SRP)	Managers should foster an environment that opposes exclusion from the workplace by promoting open, honest, and equitable

recovery performance			recovery performance (SRP).			competition. interaction standards.
Effect of workplace ostracism on employee initiative behaviour: a chained double mediation model	Journal of Managerial Psychology	Empirical (Questionnaire survey were conducted in 3 different time lags)	This study aims to test a holistic model that investigates the direct influence of workplace ostracism on employee initiative behaviour, along with the mediating role of organisational identity and work well-being.	Cognitive Appraisal Theory	Research on the connection between work environments and employee initiative behaviour is expanded upon and supplemented by this study.	In order to improve employees' sense of belonging, organizations should focus on building a positive and harmonious "family" culture, strengthen organizational culture construction, and be guided by the actual needs of their workforce. Doing so can boost employees' organizational identity and well-being.
Workplace Ostracism and Helping Behaviour: A Cross-Level Investigation	Journal of Business Ethics	Empirical	Through the development of a multilevel model that focuses on the mediating function of coworker ostracism and the moderating effect of subordinate gender, this study combines social learning theory and social role theory to investigate the relationship between supervisor ostracism and helpful conduct.	Social Learning Theory	By building a multilevel model, the researchers address the limitations of the research methodology employed in earlier studies. As a result, the relationship between supervisor ostracism and helpful behaviour is top-down, extending from the group to the individual.	Managers should provide training to supervisors who may be at risk of ostracism. Supervisors who receive the proper training can determine whether their actions, whether deliberate or inadvertent, cause others to feel excluded. Managers, for instance, can use role-playing to assist supervisors in improving their communication abilities.
Impact of behavioural integrity on workplace ostracism: The moderating roles of narcissistic personality and psychological distance	Journal of Applied Research in Higher Education	Empirical (Data were collected from 13 state universities in Turkey)	To investigate how a leader's behavioural integrity and workplace ostracism are related, and to explore the moderating effects of psychological distance and narcissistic personality on that relationship.	Belongingness Theory Social Exchange Theory	The results of the moderated hierarchical regression analysis showed a strong inverse association between a leader's ostracism at work and their behavioral integrity.	Organizational procedures and policies, particularly those pertaining to human resources, should be carefully planned and carried out in order to reduce psychological distance, which is a major cause of employee discontent and mistrust.
When workplace ostracism leads to burnout: the roles of job self-determination and future time orientation	International Journal of Guman Resource Management	Empirical	This study aims to examine the association between workplace ostracism and burnout level as well as the moderating effects of job self-determination and employees' future time orientation, using a survey questionnaire	Affective Events Theory which suggests that employees react to specific work events with emotion and that such affective reactions are important determinants of employees' attitudes and behaviours	Researchers have developed and empirically investigated a conceptual model for the first time pertaining to the connection between burnout and workplace ostracism.	Managers that aim to control employee burnout might contemplate the potential for workplace exclusion among their staff.
Work from home and workplace ostracism, beyond the COVID-19 pandemic: moderating effect of perceived organizational support	International Journal of Manpower	Empirical: cross-sectional survey data collected from 240 employees working in various organizations in the Sultanate of Oman from both public and private sectors.	This study examines whether extended work-from-home (WFH) periods result in workplace ostracism (WO) and whether perceived organizational support (POS) mitigates this association.	Conservation of Resources Theory	While many of their coworkers have returned to their pre-pandemic workplace, this study sheds light on how the phenomena of work from home (WFH) is likely to affect employees' views of being excluded from the company by being requested to continue working remotely.	While many of their coworkers have returned to their pre-pandemic workplaces, this study sheds light on how the phenomena of work from home (WFH) is likely to affect employees' views of being excluded from the company due to the requirement that they

						continue to work remotely.
Does organizational cronyism undermine social capital? Testing the mediating role of workplace ostracism and the moderating role of workplace incivility	Career Development International	Empirical (data collected in 4 wave micro-test)	The objective was to test the mediating influence of workplace ostracism in the relationship between organizational cronyism and social capital	Social Capital Theory	The study enriches literature on organizational cronyism by investigating a heretofore, overlooked, outcome of cronyism, namely social capital.	Companies should make an effort to stop cronyism and workplace incivility. Cronyism has detrimental effects on the organization in the form of reduced social capital in addition to the disadvantaged individuals.
Examining the curvilinear relationship of job performance, supervisor ostracism, and turnover intentions	Journal of Vocational Behaviour	Empirical	To establish curvilinear relationship between job performance and supervisor ostracism	Victim Precipitation Theory	The study extended the line of research by showing that there could be curvilinear relationships between precipitation factors and mistreatment.	When overseeing the performance of their staff, managers should be cognizant of their motivations and actions.
Workplace ostracism and employee silence in service organizations: the moderating role of negative reciprocity beliefs	International Journal of Manpower	Empirical	To examine the moderating influence of negative reciprocity beliefs (NRBs) while examining the interpersonal antecedents of employee silence, particularly workplace ostracism	Conservation of Resources Theory	This study extends the effects of workplace ostracism on employee silence among employees in service organizations	Managers should promote an environment that values openness, transparency, and fair competition. In a similar vein, companies should foster an inclusive interpersonal climate and foster group cohesion by planning communal events under the direction of good leadership.
Who will survive workplace ostracism? Career calling among hotel employees	Journal of Hospitality and Tourism Management	Empirical		Conservation of Resources Theory	The importance of thriving experiences for job motivation is illustrated by the current study. Strongly successful hospitality workers are intrinsically motivated to provide excellent customer service and are eager to advance their careers.	Hotel managers need to understand that ostracism is highly related to incivility and mistreatment in the workplace. abuse at work. Hotel managers need to be vigilant in preventing such stressors from affecting service staff, as well as in identifying methods to promote a healthy work environment and give staff members learning opportunities.
Workplace ostracism and feedback-seeking behavior: a resource-based perspective	Current Psychology	Empirical	The current study investigates how feedback-seeking behavior (FSB) is impacted by workplace ostracism as a negative relational context and whether conditional and personal resources—such as spousal and supervisor support—can mitigate the negative effects of workplace ostracism on workers.	Proactive Motivation & Conservation of Resource Theory	The study enriched the antecedents of Feedback seeking behaviour.	Employers can encourage mutual understanding between employees and their wives and boost the readiness of spouses to assist employees in their work by regularly inviting them to take part in official or informal team-building exercises.
The silent struggle: a systematic review and bibliometric analysis of workplace ostracism	International Journal of Organizational Analysis	Review Paper (134 published peer-reviewed empirical and non-empirical articles.		Belongingness Theory, Conservation of Resources Theory,	This study enriches the literature on hospitality management First, we demonstrate how ostracism within the family might function as a distal inhibitor of customer-oriented	It also informs about the audiences concerning the present state of the WO, and it recognizes the directions in which the current information has

				Need-threat based Model	behaviours in hospitality workers.	progressed over the preceding few years
Outcomes of workplace ostracism among restaurant employees	Tourism Management Perspective	Empirical	The study suggests a conceptual model wherein the influence of WO on the propensity to be late for work (PLFW) and to leave work early (PLWE) is mediated by job tension.	Conservation of Resources Theory	The study presented here advance our understanding of WO, job stress, and nonattendance intention while also adding to our current body of knowledge.	Management should explain employees the costs of WO, job tension, Proclivity to Leave work early , and Proclivity to be leave for Work to the company
Workplace ostracism, paranoid employees and service performance: a multilevel investigation	Journal of Managerial Psychology	Empirical	This paper examines the mediating role of WO on the paranoia–service performance (SP) relationship. T	Victim Precipitation Theory	Researchers looked into the ways that cognitive diversity and paranoia work together to improve service performance	Companies would be better equipped to recognize and address any instances of ostracism if managers had new abilities for fostering inclusive and collaborative work cultures.
Enhancing service adaptability employees' readiness to change, and performance efficacy	Journal of Hospitality and Tourism Technology	Empirical	The purpose of this study is to examine workplace ostracism , robot anthropomorphism, employees' adaptability to change, and employees' service-oriented behaviour	Conservation of Resources Theory	The opinions of service workers regarding the adoption and use of service robots in the restaurant sector are presented in this study.	By encouraging efficiency and improving the overall dining experience for patrons, the research's practical applications help the restaurant industry successfully deploy service robots.
Workplace ostracism and employee silence: an identity-based perspective	Kybernetes	Empirical	Workplace ostracism (WO) has been linked to counterproductive work behaviors, including employee silence (ES), which ultimately result in decreased job performance, according to existing research.	Conservation of Resource theory Social Identity Theory	The study provides unique insights into how a person's perception of WO affects their capacity to exercise self-control or self-regulation.	organizations must seek to identify the occurrence contexts of such adverse incidences of ostracism at work because the experience of WO culminates in heightened counterproductive behaviours, such as Employee Silence .
Can idiosyncratic deals promote perceptions of competitive climate, felt ostracism, and turnover?	Journal of Vocational behaviour	Empirical	The study proposes to figure out how idiosyncratic deals, or i-deals, are useful instruments for fostering employee motivation and output at work.	Conservation of Resources Theory	The present research looked at the competitive work environment as the primary cause of feeling exclusion that leads to turnover in idiosyncratic deals.	This study has gathered evidence that the accumulation of feelings of envy or being envied leads to ostracism, exits, and a competitive climate.

Collectivism as a Concept Against Individualism in terms of Asian Context

As ostracism can be a stressful experience, cultural values may affect how people view and respond to it ((Yaakobi & Williams, 2016)). The development and maintenance of interpersonal relationships can ensure an individual's survival and well-being (Lieberman, 2013), and interpersonal interactions are an essential mechanism in collectivist societies (Wasti, 2003). Interdependent relationships and the sense of belonging to a group are likely to be valued by highly collectivist people ((Felfe et al., 2008)). However, these individuals also fear rejection by their group. Ostracism implies that others shun or penalize individuals. Because this type of punishment puts their social existence in jeopardy, people who are ostracized are likely to be sensitive to being excluded and to suffer from a number of unpleasant consequences, such as psychological distress. They may also feel as though their needs are being threatened (Wesselmann and Williams, 2017; Williams, 2009).

Employees that are highly collectivist are less likely to feel under pressure to respond when they feel ignored or rejected. On the other hand, individuals with a diminished sense of collectivism are less likely to be sensitive to ostracism at work because they place more importance on other aspects of their lives (such their professional skills) than on social relationships in order to survive and be happy (Wasti, 2003). Employees who have a low sense of collectivism are consequently more likely to preserve their levels of felt commitment and job engagement because they are less sensitive to workplace ostracism.

Individual identities and group connections, such families or job associations, are intrinsically linked in collective cultures (Triandis, 1989). Therefore, the definition of ostracism may differ in collectivist societies compared to more individualistic ones ((Farh et al., 2007)).

3. Methodology

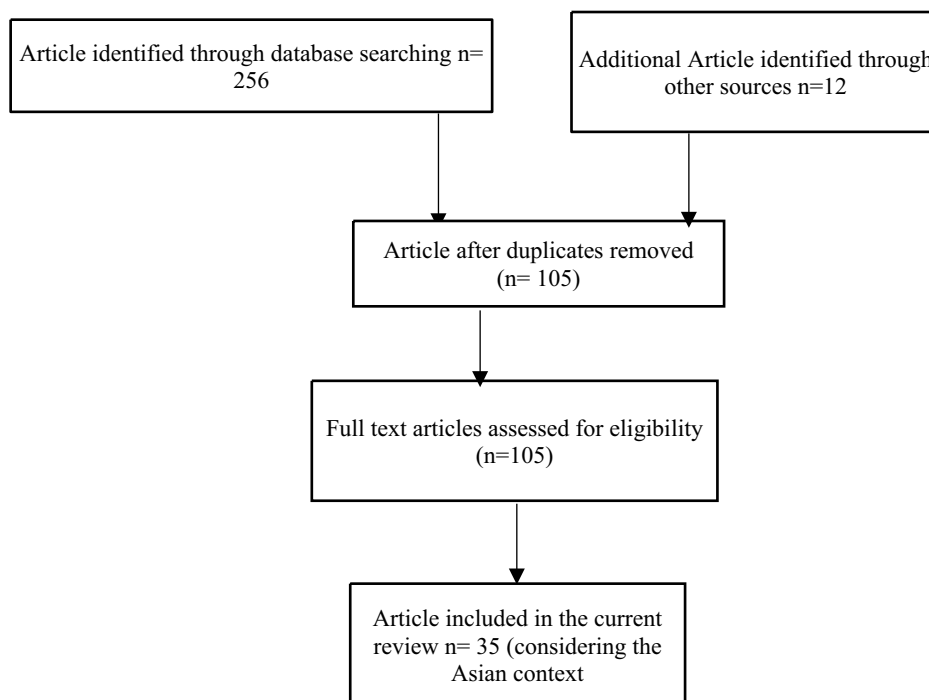
Inclusion and Exclusion Criteria

To improve the transparency of our research reporting, we conducted a systematic review using the Preferred reporting items for systematic reviews and meta-analyses criteria (Liberati et al., 2009; Sharma & Dhar, 2022).

Peer-reviewed journal publications are included in this review. The justification for basing our studies on journal papers is the widespread perception that they are an important source of new information. Only English-language empirical articles were taken into consideration in terms of language and research design. Studies that were published from the first year of databases and November 2024, were taken into consideration in terms of publication date (including online release). For example, we looked through all articles published before November- 2024 in ProQuest and all articles published up until November, 2024 in Scopus. Finally, the inclusion of papers was limited to those that addressed at least one of the research topics given in this study.

Search Strategy

Using wide search terms such "workplace ostracism" and "organizational ostracism and ostracism" in double inverted commas, research articles were obtained from seven databases: Scopus, ProQuest, ScienceDirect, EBSCOhost, Web of Science, Taylor & Francis Online, and SAGE Journals. We also considered spelling differences between the same words (e.g., organizational and organisational). At first, only peer-reviewed publications could be found through searches in all databases. Afterwards, the following search terms were entered into Scopus: TITLE-ABS-KEY ("workplace ostracism" OR "organizational ostracism" OR "organizational ostracism") AND (LIMIT-TO (DOCTYPE, "articles") AND (LIMIT-TO (LANGUAGE, "English") AND (LIMIT-TO (SRCTYPE, "journals"). We also used comparable search terms in other databases. ScienceDirect, EBSCOhost, and Web of Science were accessed via categories, "keywords," "select a field," and "topic," respectively. Additionally, "anywhere" was used for Taylor and ProQuest.



Theoretical implications

Theories are essential to study Beca Article included in the current review n= 35 (considering the Asian context se they offer comprehension, explanations, and insightful interpretations. According to our review, the majority of the literature on workplace ostracism uses the social exchange theory (Asmita et al., 2024; Cropanzano & Mitchell, 2005) and the conservation of resources theory to explain the target's responses, attitudes, and behaviors following ostracism.

The literature has also included other theoretical foundations, including self-determination (Ryan and Deci, 2000), self-regulation (Bandura, 1991), social comparison (Festinger, 1954), belongingness theory (Baumeister & Leary, 2017)(Zimmerman, 2021), and social identity theory ((Stets & Burke, 2000),(Anglin et al., 2022)).

However, a lot of the work in the field has not been based on theories like the transactional theory of stress and coping (Lazarus and Folkman, 1984), affective events theory ((Weiss & Cropanzano, 1996) , or social support theory ((Cohen & Wills, 1985)). These theories focus on how stressful situations and workplace events affect an individual personally and how they might overcome a particular situation. These widely accepted theories can be used in future studies to examine the extent of occupational exclusion.

Practical Implications

Organizations must raise employee awareness of workplace ostracism through training beginning with onboarding procedures so that staff members know how to avoid, report, and deal with workplace ostracism in order to manage the psychological well-being of organizational members ((Mohammad & Nazir, 2023)). Employers and managers should also think about introducing high-performance management techniques like decentralization, participatory decision-making, and intensive training because they can have a variety of beneficial effects on staff members.

The negative emotional and productive effects of workplace exclusion are likely to be lessened or eliminated if employees can adjust to their surroundings with management's assistance, in line with the tenets of the transactional theory of stress and coping. The results of the study are in line with earlier research showing the detrimental effects of workplace exclusion on the company. To prevent employee abuse and prepare for an inclusive, interpersonal workplace, managers and leaders must educate staff members about the detrimental repercussions of workplace exclusion.

4. Discussions and Future Research Directions

Future Lines of Research

There seems to be lack of comprehensive theories covering many facets of workplace exclusion and hence future researchers should delve into that aspect with considerable attention. There is also dearth of studies comparing different industries carrying out research on workplace ostracism. The selection criteria for pertinent studies are another constraint on our review. The researcher included various kinds of document categories, such as books and non-peer-reviewed journals, because there were less articles accessible on the current issue within the time period specified in earlier conversations. This may have affected the calibre of the findings. Notwithstanding the limitations, we think that our research offers insight and motivation for future studies in the area of workplace exclusion and related fields.

5. Conclusion

Through a systematic review, this study offers a thorough summary of the literature on workplace ostracism. The research on workplace ostracism gained significant attention from 2017 onwards, and this review covers many articles in the field. Over time, scholars worldwide have become increasingly interested in the various aspects of workplace ostracism, which has led to a progressive increase in research on the topic.

This review includes numerous articles in the topic of workplace ostracism, which has garnered a lot of interest since 2017. This work significantly advances the body of knowledge regarding workplace ostracism, theories and related fields in a variety of companies.

6. References

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