Journal of Development and Social Sciences
www.jdss.org.pk

RESEARCH PAPER

Employee Turnover Intentions in Ostracized Work Environment and Organizational Cynicism

¹Rabia Sajjad* ² Ghalib Ata ³Aisha Rizwan

1. Research Scholar, Institute of Administrative Sciences, University of the Punjab, Lahore, Punjab, Pakistan
2. Assistant Professor, Institute of Administrative Sciences, University of the Punjab, Lahore, Punjab, Pakistan
3. Assistant Professor, Institute of Administrative Sciences, University of the Punjab, Lahore, Punjab, Pakistan

| ***Corresponding Author:** | rabiasajjad25@gmail.com |

ABSTRACT

This study investigates employees' turnover intention taking workplace ostracism as an antecedent within Pakistan's private sector organizations. Grounded in existing body of literature, the research addresses dearth of knowledge in this specific context. Employing a convenience sampling approach, data was collected via questionnaires distributed to 300 individuals working across various private sector organizations. SPSS software facilitated data processing, alongside a suite of analytical tools and statistical tests. Findings underscore a noteworthy positive correlation between ostracism and employee turnover intention, shedding light on significance of this association. However, examination of organizational cynicism as a mediator in this association did not yield statistically significant results. This research not only enriches the understanding of workplace dynamics by highlighting the pivotal roles of workplace ostracism and organizational cynicism but also offers practical insights for organizations aiming to cultivate a more engaged and committed workforce.

| **KEYWORDS** | Organizational Cynicism, Private Sector, Social Exchange Theory, Turnover Intentions, Workplace Ostracism |

Introduction

Imagine finding yourself in a scenario where you are part of an organization and engaged in a conversation with a colleague. They casually discuss an upcoming crucial meeting to which you realize you haven't been invited. As the week unfolds, interactions become awkward, and you sense a shift in topics whenever you approach. The realization dawns that you've been left out of lunch plans, a departure from your usual inclusion in the past months. These seemingly minor events, when aggregated, spark feelings of abandonment and uncertainty. You begin to question whether this pattern is real or a product of your imagination. This introspection leads to concerns about the underlying reasons behind these experiences.

This scenario reflects a phenomenon known as ostracism, a pervasive occurrence in social contexts, including the workplace. Ostracism encompasses acts of neglect, omission, or exclusion by individuals or groups (Li & Cropanzano, 2021). Such instances might appear trivial, especially amid the daily barrage of stressors and minor workplace issues (Schulz-Hardt et al., 2020). Yet, research reveals that ostracism can evoke distinct forms of suffering, even inducing physical pain comparable to social distress (Riva et al., 2011). Interestingly, these experiences can have a more significant adverse effect compared to other undesirable incidents at the place of work like bullying, harassment and violence (Howard et al., 2020; O'Reilly & Robinson, 2009).

Historically, ostracism dates back to around 500 B.C., when it was employed as a means to expel individuals, often former political figures, from tribes for a period of about 10 years. The term "ostrakismos" was used to describe this practice. Ostracism is a pervasive concept, transcending diverse contexts such as legislative bodies, educational institutions, and informal social groups (Williams, 1997; 2001). Ferris and colleagues (2008) have assessed ostracism at place of work in terms of degree of exclusion and disregard which employees observe from colleagues.

In recent years, research has turned its attention to behaviors that alienate or detach individuals, coalescing under the term "ostracism" (Leary et al., 2013). This broader notion encompasses various constructs, such as social exclusion, resistance, neglect, and being "out-of-the-loop" (Holtz & Harold, 2022). Despite its prevalence and profound effects, ostracism remains relatively underexplored within organizational studies (Mackenzie et al., 2021). Often, these behaviors were addressed tangentially, embedded in larger categories like incivility, social undermining, violence, or interpersonal deviance. The assumption that ostracism is relatively benign in comparison to overt negativity at work has led to its limited consideration as a distinct construct. However, as this study emphasizes, workplace ostracism is far from benign; rather, it interferes with the fundamental human need for relationships, social interactions, and inclusion.

Workplace ostracism is a rich and active area of study, various factors and moderators are being studied including deviance, self-control and ostracism and behavior (Zhao and Peng, 2013; also, see Hua et al., 2023). Additionally, Scott and his colleagues (2015) investigated how workplace ostracism affects employees' intention to quit. Various aspects of workplace ostracism are under review including both distressful (Wu et al., 2012), innovative (Chung and Kim, 2017) and those with political orientation (Karim, 2021).

Employee turnover, which refers to the act of leaving a company as an employee, can have significant consequences for organizations. It can result in increased recruiting and training costs, decreased productivity, reduced income, and lower overall employee morale. The research on studying the interplay of ostracism with intentions to quit the job has increased in the last couple of years. But the role of other factors such as organizational cynicism and political conflict in organizations that may affect turnover intention have gained little attention. Therefore, there is a need for further exploration in this area to better understand and illuminate this relationship.

In light of the above, this study explores how workplace ostracism influences behavior that holds negative implications for organizations, contributing to a sense of undermining and potentially impacting turnover rates. Ostracism in the workplace is believed to jeopardize essential human needs, which encompass self-esteem, belongingness, autonomy, and a sense of purpose. (Jiang et al., 2021). Scholars propose that individuals who perceive mistreatment are more prone to feelings of frustration which is quite close to the theory of social exchange and other subsequent literature in the stream (Blau, 1964; Macneil, 1986). A desire for retaliation based in overall unhappiness is therefore seen as a tradeoff which Gouldner (1960) described as "reciprocal" behavior (Zhu et al., 2023). Consequently, workplace ostracism disrupts social and psychological needs, fostering counterproductive work behaviors (Zhang & Shi, 2017).

This article serves three primary objectives. Firstly, it seeks to elucidate the conceptual framework of ostracism, underscoring its significance as a distinct phenomenon within organizational behavior (Howard et al., 2020). By synthesizing various forms of social exclusion, we articulate the essence of ostracism, distinguishing it from other negative workplace behaviors. Secondly, the research investigates ostracism in relation to turnover intentions within organizations. While previous research has touched on various aspects of related literature (Johnson et al., 2022; Kniffin & Wilson, 2022), our focus remains on integrating empirical studies to establish a comprehensive framework for workplace

ostracism, elucidating its contextual nuances, implications, and mechanisms. Lastly, this research offers potential directions for future ostracism studies, transcending current boundaries by incorporating novel variables that hold organizational relevance. We identify pivotal organizational variables that contextualize the impact and responses to ostracism, along with moderators influencing its effects.

This article endeavors to serve as a valuable synthesis of prior investigations for those interested in studying workplace ostracism, while also charting a course for forthcoming research on this critical subject. The findings hold the potential for organizations to mitigate cynicism and employee fatigue, fostering stronger relationships with their workforce. Additionally, managers can enhance their human resource management practices. To foster cohesion, organizations can provide team training that promotes clear and beneficial outcomes. The study offers practical insights for training employees to effectively manage their emotions, potentially boosting productivity and ensuring uniform communication and actions among staff.

Literature Review

Theoretical Background

In the contemporary organizational landscape, addressing and mitigating various workplace issues is paramount for organizational well-being. Incivility and workplace bullying have garnered attention as significant challenges, marked by aggressive behaviors and negative impacts (Cortina et al., 2001; Magley et al., 2022: Malik et al., 2020). Mob-setting, another concern, highlights collective negative behaviors (Wong & Law 2002).

Amid these concerns, workplace ostracism has emerged as a prominent topic, drawing the interest of researchers due to its detrimental impact on employee morale and organizational dynamics. This phenomenon, although ancient in origin, has gained modern recognition as a concept through the work of Ferris et al. (2015).

Different terms have been used to describe ostracism, but its context and intent remain consistent. Organizational shunning, social isolation, termination, and social exclusion all encompass various aspects of ostracism. Social exclusion, a form of ostracism, involves deliberately denying an individual from a social circle (Blackhart et al., 2010). The term "rejection" historically referred to being denied social connections. Linguistic ostracism, on the other hand, occurs when individuals communicate in a way that others cannot comprehend (Mayer et al., 2016).

In summary, the contemporary organizational landscape necessitates tackling diverse workplace challenges. Workplace ostracism has received recognition because of its adverse impacts on both employees and organizations. Its various forms, from organizational shunning to linguistic ostracism, present a complex picture of exclusion in the workplace.

Workplace Ostracism

Workplace ostracism refers to experience of feeling neglected by others within a professional setting (Ferris et al., 2008; Yim et al., 2022). It involves scenarios where individuals are left out of conversations or excluded from interactions, leading to feelings of isolation (Hobfoll et al., 2018). Ostracism is recognized as a significant interpersonal stressor that impacts social connections and psychological well-being (Nixon et al., 2021). Research has shown that ostracism can trigger emotional distress, including frustration (Meral et al., 2021).

The consequences of workplace ostracism extend beyond emotional effects. Studies have linked ostracism to depression, anxiety, and turnover intentions (Ferris et al., 2008; Liu, 2019). Individuals experiencing ostracism perceive a lack of support, hindering their ability to establish meaningful relationships and maintain a positive reputation (Hitlan et al., 2006). Such exclusionary behaviors undermine the organization's social fabric and can even lead to negative outcomes for employees' mental well-being (Williams, 2001).

The implications of workplace ostracism can be categorized from both organizational and employee perspectives, each with distinct implications. From an organizational viewpoint, ostracism can undermine overall productivity and commitment (O'Reilly & Robinson, 2009). It's been associated with reduced organizational citizenship behavior, deviant workplace conduct, and withdrawal behaviors (Harvey et al., 2007).

On the employee side, experiencing ostracism leads to decreased interaction over time, impacting mental well-being and attitudes towards work (Hitlan & Noel, 2009; Ferris et al., 2015). The negative effects extend to psychological health, work attitudes, and even physical health issues like hypertension (Heaphy & Dutton, 2008; Grandey et al., 2005). Workplace ostracism is known to create stress which culminates into higher intentions to quit job (Williams, 2001). This distressing experience can lead to depression, heightened stress levels (Ferris et al., 2008), and low satisfaction at work (Harvey et al., 2007). Importantly, ostracism is not limited to emotional discomfort; it can even manifest as physical pain (Riva et al., 2011), highlighting the profound impact it can have on individuals.

Employee Turnover Intention

"Turnover" is explained in terms of employees' intentions to leave the organization, it is usually related to intention to leave in near future (Eisenberger, 2006). Turnover intentions represent employees' planned departure, impacting efficiency. High employee turnover incurs economic losses, decreases productivity, and requires substantial resources for talent development (Meral, 2021).

Two types of turnover are evident. Voluntary turnover occurs when employees intentionally leave for better opportunities, impacting organizations negatively. Unintended turnover results from unfavorable organizational conditions (Brook et al, 2006). Prior research highlights turnover intentions as a time-consuming process (Mobley, 1979). Scholars have presented various models that explore turnover intentions. Organizational along with contextual factors influence turnover intentions, but personal resources are often overlooked (Price & Mueller, 1981). Mobley's model emphasizes cognitive events leading to the decision to leave (Mobley et al., 1979). Theoretical directions vary, some link work satisfaction to decisions, while Mowday et al., (1974) consider the urge to stay or leave (Steers & Mowday, 1981). "Psychological capital," encompassing positive and resilient aspects, buffers against turnover intentions (Bothma & Roodt, 2013).

Ostracism Antecedence to Employee Turnover Intentionality

Ostracism impacts a whole range of organizations, influencing employees' emotions and actions (Bedi and Skowronski, 2014). Research conducted with employees in the United States has revealed that historically, over 66% of workers have experienced rejection from their peers and immediate superiors. Ostracism in the workplace disrupts the social dynamics that are critical to employee for better outputs (Seyrek & Turan, 2017). Workers are ignored on routine basis in organizations and ostracism is relatively perceived inconsequential but it has a profound and lasting impact on employees' health, behavior, and eventual turnover (Kleine et al., 2019).

Teamwork emphasizes worker cohesion, fostering productivity to realize employer objectives (Seyrek & Turan, 2017). Ostracism in workplace manifests in various ways, such

as exclusion from discussions, isolation within the workplace, willingly sitting alone in a crowded lunchroom, lack of welcome or invitations for coffee breaks, and being treated as if you are invisible by colleagues (Bedi & Skowronski, 2014). All of these factors contribute to the conclusion of turnover and, ultimately, leaving the organization.

Employee turnover represents the final step in departing from a workplace, starting with ostracism and culminating in the intention to leave (Carpenter & Berry, 2017). Sometimes employee decides to resign and chooses to leave their current organization, often seeking better physical and psychological well-being in another company (Haq, 2014). This is a matter of concern and hope for the organization's management, as previously mentioned.

Lower level of ostracism reduces employee commitment to work but it does not always relate to high level of turnover intentionality. If, ostracism is accompanied with organizational cynicism then it is safe to assume that turnover intentionality would increase, therefore,

H1: Workplace ostracism is positively associated to turnover intention.

Organizational Cynicism

Derived from ancient Greek philosophy, cynicism has various forms including organizational cynicism, which reflects negative beliefs and distrust toward an entity (Dean et al., 1998). Cynical behavior arises from negative attitudes and pessimistic expectations (Kim at al., 2021; Bedeian 2007). Organizational cynicism often surfaces in modern workplaces characterized by distrust and scandal. It leads to adverse outcomes like reduced organizational engagement and increased turnover intentions (Chiaburu, 2013). This cynicism fuels counterproductive behaviors and turnover motives (Bedeian, 2007).

Cynicism is associated to employees' feelings that are not positive, due to disagreements, unequal treatments, and workplace disparities (Dean et al., 1998). Cynicism is found with unsuccessful workers with less commitment and less happiness (Nair & Kamalanabhan, 2010). Antecedents of organizational cynicism involve breached psychological contracts, perceived inequality, and lack of trust (Simbula & Guglielmi, 2010). Cynicism links to burnout and organizational distance (Arabaci, 2010). It negatively affects organizational engagement, citizenship, and identification, while favoring dishonesty and turnover intentions (Taylor, S. E., 1991). Addressing organizational cynicism is crucial for fostering positive workplace dynamics.

Workplace Ostracism and Organizational Cynicism

In an effort to investigate the potential association between cynicism and ostracism, extensive research by William K., a prolific author of numerous books and articles, has contributed valuable insights. A literature review reveals that ostracism engenders discomfort and feelings of isolation, which can lead to negative and problematic behaviors and interpersonal relationships (William, 1997; 2001). Consequently, considering the adverse implications that may emerge within an organization, it becomes pertinent to explore the concept of organizational cynicism.

H2: Association between organizational ostracism and turnover intention is positively mediated by organizational cynicism.
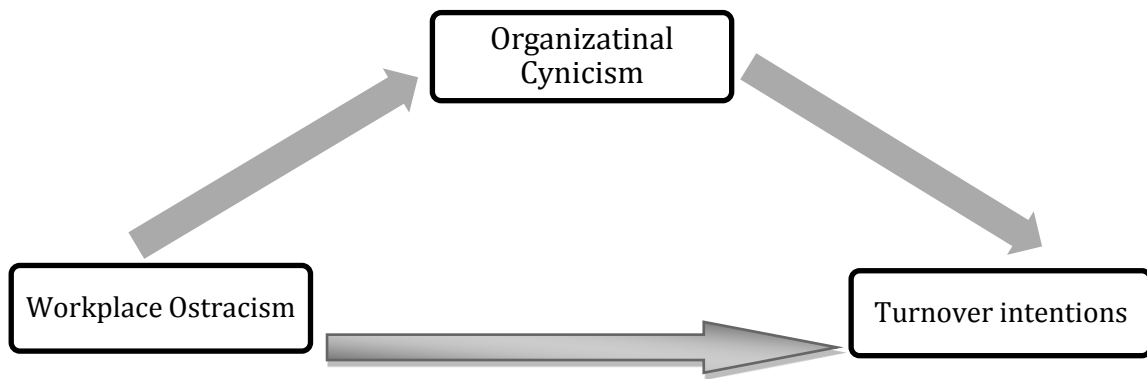
Figure 1 Model

Material and Methods

Measurement and Questionnaire Design

In order to investigate the relationship of ostracism with turnover intention and mediated by organizational cynicism, a quantitative cross-sectional study with a single frame has been used. A close-ended structured questionnaire was used to gather data from private sector organizations. The choice of the private sector is justified by the pervasive nature of workplace politics in organizations worldwide. Virtually no organization is immune to the influence of politics. When an employee encounters ostracism at work, it could be an aftermath of organizational politics. This may prompt the employee to consider leaving the organization, particularly in the context of the private sector where job permanency is less assured, making it necessary to measure turnover intentions.

The questionnaire encompasses the independent variable workplace ostracism (IV-WOS), dependent variable turnover intentions (DV-TI), and mediating variable organizational cynicism (M-OC). These questionnaires were administered to employees working in the private sector. The questionnaire consisted of a total of 25 items, categorized into four parts, including 5 demographic variables, 10 items for WO adapted from Ferris et al. (2008), 3 for TI based on Mobley et al. (1979), and 7 for OC developed by Wilkerson et al. (2008).

Procedure for Sampling

The study employed a time-limited convenience survey approach, conducted across various branches of private organizations within the city. Given the limited research culture within the private sector, many respondents were initially hesitant to participate. To overcome this challenge, personal contacts were leveraged to gain access to potential respondents. Specific branches were chosen based on the availability of personal connections.

The study targeted employees with a minimum of one year of work experience within their respective organizations. All questionnaires were self-administered and completed by the employees themselves. Each questionnaire was accompanied by an introductory note explaining the study's purpose and significance, along with an assurance of confidentiality and the sole use of the responses for research purposes

Throughout the data collection process, no significant incidents occurred. A total of 320 questionnaires were distributed in offices, commissioning convenient sampling. The filled-in questionnaires were followed up after 7-days and within one and a half month 300 questionnaires could be retrieved from 12 organizations. Accordingly, 300 questionnaires were distributed, and data were collected from 300 employees spanning approximately. The gender distribution was around 60% males and 40% females.

Results and Discussion

The Table 1 encompasses information regarding respondents' job experience, job level, age, income level, gender, and educational background.

Table 1
Sample Characteristics

Demographics	Sub Categories	Frequency	Percentage
Gender	Male	176	58.7%
	Female	124	41.3%
Qualification	Graduate/ Master's	284	94.7%
	MPhil	15	5.3%
	Other	1	0.3%
Age in years	23-27	101	33.7%
	28-32	124	41.3%
	33-37	51	17.0%
	38-42	17	5.7%
	43-Above	7	2.3%
Income	18,000-27,000	106	35.3%
	28,000-37,000	118	39.3%
	38,000-47,000	54	18.0%
	48000-Above	22	7.3%
Job-Experience	1-3 years	218	72.7%
	4 -6 years	60	20.0%
	7-9 years	20	6.7%
	10-Above	2	0.7%
Hierarchy	Entry level manager	173	57.7%
	Supervisor	55	18.3%
	Middle Manager	59	19.7%
	Top Manager	13	4.3%

Reliability Analysis

Measure of reliability, Cronbach's Alpha scores yielded values of WO (.893), TI (.686), and OC (.703). While the TI scale's value slightly falls short of the conventional threshold of greater than .7, its value of .686 is sufficiently close to .7 to be acceptable (Table 2).

Table 2
Cronbach Alpha Reliability Test

Variables	Number of items	Cronbach's Alpha
Workplace ostracism	10	.89
Turnover intention	3	.69
Organizational cynicism	7	.70

Descriptive Statistics

Workplace Ostracism (the independent variable) has a mean value of 3.86 and a standard deviation of 0.540. Turnover intention (the dependent variable) has a mean value of 3.84 and a standard deviation of 0.581. Organizational Cynicism (the mediating variable) has a mean of 3.34 and a standard deviation of 0.596 (Table 3).

Table 3
Descriptive Statistics

	Sample Size	Minimum	Maximum	Mean	Std. Deviation
WorkplaceOstracism		1.60	5.00	3.87	.54
TurnoverIntension		1.67	5.00	3.85	.58
OrganizationalCynicism		2.14	5.00	3.34	.59
Valid N (listwise)	300				

Table 4
Outlier Statistics

		N	%
	Valid	282	100.0
Cases	Excluded[a]	0	.0
	Total	282	100.0

After conducting outlier analysis, it has been identified that there are outliers present in the dataset. These outliers are characterized by values that significantly deviate from the rest of the observations. Outliers may arise from measurement inconsistencies or errors in data recording. In statistical analyses, the presence of outliers can lead to significant issues. Consequently, it is necessary to remove these outliers from the dataset (Table 4).

Normality tests

In many parametric tests, one of the key assumptions is that the data is approximately normally distributed. The data spread for the three variables under study are displayed in Table 5. which the measures of normal tendency. Values of workplace ostracism and turnover intention exhibit moderate skewness, and OC is almost symmetric. the data is in close approximation to normal distribution.

Table 5
Data Normality Test

		WO Avg.	TI Avg.	OC Avg.
N	Valid	282	282	282
	Missing	0	0	0
Mean		3.93	3.90	3.36
Median		4.00	4.00	3.14
Mode		4.00	4.00	3.00
Std. Deviation		.40	.47	.54
Variance		.16	.22	.29
Skewness		-.41	.02	.99
Std. Error of Skewness		.15	.15	.15
Kurtosis		1.13	.29	.64
Std. Error of Kurtosis		.29	.29	.29

Correlation Analysis

The Table 6 below presents correlation results between variables WO exhibiting a strong positive correlation with turnover intention (r = 0.824, p = 0.000) and organizational cynicism (r = 0.45**, p = 0.000), both of which are statistically significant. The mediator, organizational cynicism, also displays a significantly positive correlation with the dependent variable, turnover intention, with a correlation coefficient of (r = 0.35**, p = 0.000).

Table 6
Correlation Analysis

		Workplace Ostracism	Turnover Intension	Organization al Cynicism
Workplace Ostracism	Pearson Correlation	1	.82**	.45**
	Sig. (2-tailed)		.000	.000
	N	282	282	282
Turnover Intension	Pearson Correlation	.82**	1	.35**
	Sig. (2-tailed)	.000		.000
	N	282	282	282
Organizational Cynicism	Pearson Correlation	.45**	.35**	1
	Sig. (2-tailed)	.000	.000	
	N	282	282	282

** Correlation is considered significant at the 0.01 level (two-tailed).

Regression Analysis

Table 7
Regression for Mediation

Effect of IV (WO) on M (OC)		Effect of M (OC) on DV (TI)		Direct effect of IV (WO) on DV (TI) in presence of M (OC)		Total effect of IV (WO) on DV (TI)		Bootstrap results for indirect effects	
								LL	UL
B	**t**	**B**	**t**	**B**	**t**	**β**	**t**	**95CI**	**95CI**
.62	11.67	-.02	-.57	.96	27.16	.95	32.43	-.05	.03

Regression results using Andrew F. Hayes' mediation model, indicates that WO positively predicts TI of employees (β = 0.95**, p = 0.000). Therefore, H1 is accepted, it posits a significant positive relationship between WO and TI.

H2 investigated the mediating role of OC in relation to direct association of WO with TI. As observed in the Table 6, workplace ostracism significantly influences organizational cynicism (B = 0.62), indicating a noteworthy relationship between the two variables. However, organizational cynicism has an insignificant effect on TI (B = -0.02).

The mediation test for organizational cynicism has three parts. The first, that independent variable (IV, in this case WO) has a relationship with the mediator (M, in this case OC) which is confirmed (B=0.62; t=11.67). The second part, is to see if the mediator (M=OC) has a significant relationship with dependent variable (DV=TI), it is not statistically confirmed (B=-.02; t=-.57). The third part assessing the direct relationship between IV and the DV in the presence of OC which is confirmed (B = 0.96; t=27.16). This suggests that the indirect effect (IE = -0.011) is statistically insignificant.

Therefore, it can be concluded that OC has no significant mediatory relationship between WO and TI. This result rejects the second hypothesis. It is possible that other mediators may be at play, contributing to the indirect variance between WO and TI.

Table 8
Hypotheses Results

H1: Workplace ostracism is significantly positively associated to turnover intention. (Accepted)
H2: Association between organizational ostracism and turnover intention is positively mediated by organizational cynicism. (Rejected)

Discussion

This study sought to investigate the relationship between workplace ostracism and turnover intention, specifically exploring if organizational cynicism has a mediating role in the relationship. The results confirm a robust and direct association between workplace ostracism and turnover intention, which is consistent with prior research (Haq, 2014). This association has been observed in various previous researches by scholars (Turkoglu & Dalgic, 2019; Farasat et al., 2021; etc.), underscoring its critical significance.

Employees represent a valuable intellectual asset for organizations and play a pivotal role in driving strategic initiatives. However, workplace ostracism can significantly influence employee intentions, prompting organizations to address this issue. The findings underscore the substantial impact of ostracism on turnover intentions, further emphasizing the imperative for organizations to proactively manage this aspect. Interestingly, individualistic cultures may be less susceptible to the effects of ostracism due to their emphasis on high-quality relationships (Leung et al., 2011). In the context of private sector employment, employees often perceive a prevalent influence of ostracism and political dynamics within organizations.

Cynicism in organizations is frequently tested for its mediating role in various relationships, this study rejects the mediation hypothesis concerning ostracism at work and turnover intention. Instead, the results suggest that organizational cynicism may act independently as an intervening factor. The stressors associated with ostracism deplete psychological resources, making it challenging for employees to effectively handle both work tasks and stress, consequently fostering cynical attitudes. The findings affirm existence of a positive correlation between organizational cynicism and employees' intention for turnover (Table 6), which aligns with prior research (Andersson, 1997).

The study highlights the substantial and direct influence of workplace ostracism on turnover intention in the presence of organizational cynicism. Although the expected mediating role of organizational cynicism was not supported, it remains a noteworthy independent factor. The research underscores the detrimental impact of workplace ostracism and its ability to induce turnover intention among employees in the private sector, emphasizing the potential adverse consequences for organizations as a whole.

Implications

Theoretically the research determines that organizational cynicism doesn't increase turnover intentions of employees in organizations that already exhibit ostracism. The examination shows that job ostracism affects turnover intention through organizational cynicism. While prior research explored organizational cynicism among employees in the hospitality sector (Bashir & Nasir, 2013), this study focuses on the private sector in Pakistan. Additionally, it confirms the Conservation of Resource theory, highlighting how ostracism can lead to turnover intention by depleting an employee's psychological resources. Furthermore, the study identifies the importance of culture in influencing outcomes,

contrasting with previous findings that emphasized culture's role. Future research can delve into longitudinal studies and cross-sector comparisons to develop an appreciation of the dynamics of ostracism and turnover. Examining potential moderators like locus of control and belonging should also be explored. But these results must be taken in the backdrop of the larger economic scenario. The current downturn in economy (2023 June GDP .69% to 1.7%) which is similar to the condition of lockdown during Covid-19 (2020 GDP was -1.27%) may have indirectly affected the turnover intentions of the employees due to fear of not getting employed again resulting from slowdown in economy.

Practically, the research offers valuable insights for Pakistani organizations. It emphasizes the significant impact of workplace ostracism and suggests tailored assistance programs to address employee ostracism. The study underscores the financial and organizational cost of ostracism; as ostracized employees are more likely to leave. It suggests the importance of tailored responses to ostracism, considering factors such as power dynamics and distance. Organizations should focus on reinforcing positive behavior and addressing discrepancies to prevent ostracism. Finally, while organizational cynicism was tested as a source of counterproductive behavior, this study reveals its role in turnover intention linked to ostracism. Organizations should create environments where employees feel valued and supported, reducing the likelihood of turnover due to ostracism.

Limitations

The present research has made efforts to address various challenges, yet it is important to acknowledge several limiting factors that may contribute to methodological richness of future researches. Due to resource constraints cross-sectional research was conducted but it could very interesting, if the same research could be conducted using a longitudinal approach where there is marked difference between national economic conditions that may be reflected through GDP. With more opportunities in the macro environment, employee turnover intention with high ostracism and cynicism may result in high turnover intention of employees. Sample variation in future researches could cover a variety of firm sizes reflecting both service and manufacturing sectors. Instead of convenience sampling, random sampling may give more generalizable results in future studies. In future research, addressing these limitations and employing more diverse and robust sampling methods can provide a more comprehensive understanding of the relationships explored in this study.

Conclusion

The study was conducted to evaluate the impact of organizational cynicism in an ostracized work environment creating adverse effect on employee turnover intentions. Several previous studies have shown that marginalizing employees in important situations and a disregard of their employees results in lack of employee commitment organizational wellbeing which adversely affect organizational growth potential. The worker turnover intentions can be further aggravated if organizational cynicism exists, but the study has determined that cynicism doesn't heighten the ostracized work environment. However, these results should be accepted while keeping in view the overall economic downturn in the economy, since employee's intention to leave the job is closely associated to new job offers in the market. Existence of more and better job opportunities could enhance employee turnover intentions.

References

Andersson, L. M., & Bateman, T. S. (1997). Cynicism in the workplace: Some causes and effects. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *18*(5), 449-469.

Bashir, S., & Nasir, M. (2013). Breach of psychological contract, organizational cynicism and union commitment: A study of hospitality industry in Pakistan. *International Journal of Hospitality Management*, *34*, 61-65.

Bedeian, A. G. (2007). Even if the Tower Is "Ivory," It Isn't "White:" Understanding the Consequences of Faculty Cynicism. *Academy of Management Learning & Education*, *6*(1), 9-32.

Bedi, A., & Skowronski, M. (2014). Political skill at work: Good or bad? Understanding its predictors and consequences. *SAM Advanced Management Journal*, *79*(2), 39.

Blackhart, G. C., Nelson, B. C., Knowles, M. L., & Baumeister, R. F. (2010). " Rejection elicits emotional reactions but neither causes immediate distress nor lowers self-esteem: A meta-analytic review of 192 studies on social exclusion": Erratum. *Personality and Social Psychology Review, 13*(4), 269-309.

Blau, PM (1964). Exchange and power in social life. New York. *Psychology*, *86*, 42-51.

Bothma, C. F., & Roodt, G. (2013). The validation of the turnover intention scale. *SA journal of human resource management*, *11*(1), 1-12.

Carpenter, N. C., & Berry, C. M. (2017). Are counterproductive work behavior and withdrawal empirically distinct? A meta-analytic investigation. *Journal of Management*, *43*(3), 834-863.

Chiaburu, D. S., Peng, A. C., Oh, I. S., Banks, G. C., & Lomeli, L. C. (2013). Antecedents and consequences of employee organizational cynicism: A meta-analysis. *Journal of vocational behavior*, *83*(2), 181-197.

Chung, Y. W., & Kim, T. (2017). Impact of using social network services on workplace ostracism, job satisfaction, and innovative behaviour. *Behaviour & Information Technology*, *36*(12), 1235-1243.

Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: incidence and impact. *Journal of occupational health psychology*, *6*(1), 64.

Dean Jr, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management review*, *23*(2), 341-352.

Eisenberger, N. I., Jarcho, J. M., Lieberman, M. D., & Naliboff, B. D. (2006). An experimental study of shared sensitivity to physical pain and social rejection. *Pain*, *126*(1-3), 132-138.

Farasat, M., Afzal, U., Jabeen, S., Farhan, M., & Sattar, A. (2021). Impact of workplace ostracism on turnover intention: An empirical study from Pakistan. *The Journal of Asian Finance, Economics and Business (JAFEB)*, *8*(11), 265-276.

Ferris, D. L., Brown, D. J., Berry, J. W., & Lian, H. 2008. The development and validation of the workplace ostracism scale. *Journal of Applied Psychology, 93*, 1348-1366.

Ferris, D. L., Lian, H., Brown, D. J., & Morrison, R. (2015). Ostracism, self-esteem, and job performance: When do we self-verify and when do we self-enhance? *Academy of Management Journal, 58*(1), 279-297.

Gouldner A.W. (1960) The norm of reciprocity: a preliminary statement. *American Sociological Review 25*(2), 161–178.

Grandey, A., Cordeiro, B., & Crouter, A. (2005). A longitudinal and multi-source test of the work– familyconflict and job satisfaction relationship. *Journal of occupational and Organizational Psychology, 78*(3), 305-323.

Harvey, P., Stoner, J., Hochwarter, W., & Kacmar, C. (2007). Coping with abusive supervision: The neutralizing   effects of ingratiation and positive affect on negative employee outcomes. *The Leadership Quarterly, 18*(3), 264-280.

Haq, I. U. (2014, June). Workplace ostracism and job outcomes: Moderating effects of psychological capital. In *Human capital without borders: Knowledge and learning for quality of life: Proceedings of the management, knowledge and learning international conference Vol. 2014,* 1309-1323.

Heaphy, E. D., & Dutton, J. E. (2008). Positive social interactions and the human body at work: Linking organizations and physiology. *Academy of Management Review, 33*(1), 137-162.

Hitlan, R. T., Cliffton, R. J., & DeSoto, M. C. (2006). Perceived exclusion in the workplace: The moderating effects of gender on work-related attitudes and psychological health. *North American Journal of Psychology, 8*(2), 217-236.

Hitlan R.T. & Noel J. (2009) The influence of workplace exclusion and personality on counterproductive work behaviours: an interactionist perspective university of Northern Iowa, Cedar Falls, IA, USA. *European Journal of work and Organizational Psychology 18(*4), 477–502

Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual review of organizational psychology and organizational behavior*, *5*, 103-128.

Holtz, B. C., & Harold, C. M. (2022). Investigating employee perceptions of remote work over time: Experiences, expectations, and hopes. *Journal of Applied Psychology, 107*(4), 545-561.

Howard, M. C., Cogswell, J. E., & Smith, M. B. (2020). The antecedents and outcomes of workplace ostracism: A   meta-analysis. *Journal of applied psychology*, *105*(6), 577.

Hua, C., Zhao, L., He, Q., & Chen, Z. (2023). When and how workplace ostracism leads to interpersonal deviance: The moderating effects of self-control and negative affect. *Journal of Business Research*, *156*, 113554.

Jiang, H. , Jiang, X. , Sun, P. , & Li, X. (2021). Coping with workplace ostracism: The roles of emotional exhaustion   and   resilience   in   deviant   behavior. *Management Decision, 59*(2), 358–371.

Johnson, R. E., Rosen, C. C., & Levy, P. E. (2022). The bright and dark sides of organizational cynicism: A review and research agenda. *Journal of Organizational Behavior, 43*(1), 25-44.

Kim, S., Liu, P. J., & Min, K. E. (2021). Reminder avoidance: Why people hesitate to disclose their insecurities to friends. *Journal of Personality and Social Psychology, July, 121*(1), 59–75.

Karim, D. N. (2021). Relationship between perceived organisational politics and workplace ostracism at higher education institutions. *International Journal of Management in Education, 15*(4), 318-336.

Kleine, A. K., Rudolph, C. W., & Zacher, H. (2019). Thriving at work: A meta-analysis. *Journal of Organizational Behavior*, *40*(9-10), 973-999.

Kniffin, K. M., & Wilson, D. S. (2022). The comparative structure of cultural evolution: Capturing unique patterns of cognition. *Philosophical Transactions of the Royal Society B, 377*(1846), 20210122.

Leary, M. R., Kelly, K. M., Cottrell, C. A., & Schreindorfer, L. S. (2013). Construct validity of the need to belong scale: Mapping the nomological network. *Journal of personality assessment*, *95*(6), 610-624.

Liu, C. (2019). Ostracism, attributions, and their relationships with international students' and employees' outcomes: The moderating effect of perceived harming intent. *Journal of Occupational Health Psychology, 24*(5), 556-571.

Leung A.S.M., Wub L.Z., Chena Y.Y. & Young M.N. (2011) The impact of workplace ostracism in service   organizations. *International Journal of Hospitality Management, 30*, 836–844.

Li, Y., & Cropanzano, R. (2021). Organizational cynicism: A comprehensive review and future research directions. *Journal of Management, 47*(5), 1243-1272.

Mackenzie, S. B., Podsakoff, P. M., & Podsakoff, N. P. (2021). Construct measurement and validation procedures in   MIS and behavioral research: Integrating new and existing techniques. *MIS Quarterly, 45*(2), 529-551.

Macneil, I. R. (1986). Exchange revisited: Individual utility and social solidarity. *Ethics*, *96*(3), 567-593.

Magley, V. J., Einarsen, S., & Cooper, C. L. (2022). Bullying in the workplace: Recent trends in research and practice. *Annual Review of Organizational Psychology and Organizational Behavior, 9*, 63-89.

Malik, O. F., Sattar, A., Shahzad, A., & Faiz, R. (2020). Personal bullying and nurses' turnover intentions in Pakistan: A mixed methods study. *Journal of interpersonal violence*, *35*(23-24), 5448-5468.

Mayer, J. D., Caruso, D. R., & Salovey, P. (2016). The ability model of emotional intelligence: Principles and updates. *Emotion review*, *8*(4), 290-300.

Meral, E. O. , van Osch, Y. , Ren, D. , van Dijk, E. , & van Beest, I. (2021). The anticipated social cost of disclosing   a rejection experience. *European Journal of Social Psychology, 51*(7), 1181–1197.

Mobley, W., Griffeth, R., Hand, H., & Meglino. (1979). Review and Conceptual Analysis of the Employee Turnover Process. *Psychological Bulletin, 86*(3), 493–522.

Nair, P., & Kamalanabhan, T. J. (2010). The Impact of Cynicism on Ethical Intentions of Indian Managers. The Moderating Role of Their Level Of management. *International Journal of Trade, Economics and Finance, 1*(2), 155–159.

Nixon, A. E., Arvan, M., & Spector, P. E. (2021). Will the real mistreatment please stand up? Examining the assumptions and measurement of bullying and incivility. *Work and Stress, 35*(4), 398–422.

O'reilly, J. A. N. E., & ROBINSON, S. L. (2009, August). The negative impact of ostracism on thwarted belongingness and workplace contributions. *Academy of management proceedings*, Vol. 2009(1), 1-7.

Price, J. L., & Mueller, C. W. (1981). A Causal Model of Turnover for Nurses. *The Academy of Management   Journal, 24*(3), 543-565.

Riva, P., Wirth, J. H., & Williams, K. D. 2011. The consequences of pain: The social and physical pain overlap on psychological responses. *European Journal of Social Psychology, 41*, 681-687.

Schulz-Hardt, S., Brodbeck, F. C., Mojzisch, A., Kerschreiter, R., & Frey, D. (2020). Group decision-making under   conditions of distributed knowledge: The information asymmetries model. *Academy of Management Review, 45*(1), 47-72.

Scott, K. L., Tams, S., Schippers, M. C., & Lee, K. (2015). Opening the black box: Why and when workplace exclusion affects social reconnection behavior, health, and attitudes. *European Journal of Work and Organizational Psychology, 24*(2), 239-255.

Seyrek, I. H., & Turan, A. (2017). Effects of individual characteristics and work related factors on the turnover intention of accounting professionals. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, *7*(1), 236-244.

Simbula, S., & Guglielmi, D. (2010). Depersonalization or cynicism, efficacy or inefficacy: what are the dimensions of teacher burnout? *European journal of psychology of education, 25*(3), 301-314.

Steers, R., & Mowday, R. (1981). Employee Turnover and Post-Decision Accommodation Processes. *Research in Organizational Behavior, 3*, 235-281.

Taylor, S. E. (1991). Asymmetrical effects of positive and negative events: the mobilization minimization hypothesis. *Psychological bulletin, 110*(1), 67.

Turkoglu, N., & Dalgic, A. (2019). The effect of ruminative thought style and workplace ostracism on turnover intention of hotel employees: the mediating effect of organizational identification. *Tourism & Management Studies*, *15*(3), 17-26.

Williams, K. D. (2001). Ostracism: The Power of Silence. *Annual Review of Psychology 58,* 425-452.

Williams, K. D. (1997). Social ostracism aversive interpersonal behaviors. *Boston, MA: Springer*, *10*, 978-1.

Wong, C. S., & Law, K. S. (2002). Wong and law emotional intelligence scale. *The leadership quarterly 13*, 243 – 274.

Wu, L. Z., Yim, F. H. K., Kwan, H. K., & Zhang, X. (2012). Coping with workplace ostracism: The roles of ingratiation and political skill in employee psychological distress. *Journal of management studies, 49*(1), 178-199.

Yim, F. H., Kwan, H. K., & Zhang, X. A. (2022). Is workplace ostracism benign? Instrumentality perspective and social exchange. *Journal of Applied Psychology, 97*(2), 319–334.

Zhang, S., & Shi, Q. (2017). The relationship between subjective well-being and workplace ostracism. *Journal of Organizational Change Management, 30*(6), 978-988.

Zhao H., Peng Z. & Sheard G. (2013) Workplace ostracism and hospitality employees counterproductive work behaviors: the joint moderating effects of proactive personality and political skill. *International Journal of Hospitality Management 33*, 219–227.

Zhu, N., Liu, Y., Zhang, J., Raza, J., & Cai, Y. (2023). How do generalized reciprocity and negative reciprocity influence employees' task performance differently? the mediating role of social exchange and the moderating role of emotional labor. *The Journal of Social Psychology*, *163*(5), 605-622.