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### Impact of Workplace Ostracism on Perceived Organizational Support, Organizational Identity and Employee Productivity

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## ABSTRACT

This study explores the intricate relationships between knowledge sharing, employee productivity, perceived organizational justice, organizational identity, workplace ostracism, and the moderating effect of employee empowerment in Pakistani Govt. departments. A varied sample of Government workers is surveyed to learn more about workplace ostracism, an issue for both organizational performance and employee well-being. Ostracism at work has a negative effect on how organizational justice is viewed, which weakens the organization's identity, according to the research. The necessity to resolve workplace ostracism is highlighted by the correlation between this weaker identity and reduced employee productivity and information sharing. Additionally, the research analyzes how employee empowerment might mitigate the negative effect of ostracism, improving the constructive inspiration of corporate identity on knowledge sharing and productivity. The study's findings have ramifications for organizations, particularly in the context of Government departments, emphasizing the value of fostering organizational justice, lowering ostracism, and enhancing identity in order to increase productivity and knowledge sharing. Employee empowerment is a key component of this process.

**Keywords:** Workplace Ostracism, Employee Empowerment, Perceived Organizational Support, Organizational Identity, Knowledge Sharing and Employee Productivity

## Introduction

In today's corporate environment, markets are highly competitive and the rate of innovation is increasing. Moreover, as products and services have become more sophisticated, knowledge has become a valuable resource for businesses (Omotayo, 2015). With even a slight increase in information efficiency, a company can generate substantial revenue (King, 2009). According to Wang et al. (2016), KS is the process by which stakeholders communicate information to increase knowledge value. This strategy ultimately helps to increase organizational performance and create and sustain competitive advantage. This process involves ongoing communication that enables the tacit knowledge of employees to be transferred into business processes

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through effective communication, generating imitation and new ideas (Oyemomi et al., 2016).

According to Peng and Zeng's (2017) definition of WO, it occurs when one is abandoned. The activity of an individual or a non-institutional group. According to Robinson et al. (2013), the phenomenon includes many behavioral manifestations, such as the phenomenon of ignoring individuals and isolating them from social groups or their immediate environment. Despite its importance, there is insufficient empirical research on WO motivations for knowledge retention (Zhao et al., 2016). Ferris et al. (2008) found that WO can modify employee relationship deviance, while Kouchaki and Wareham (2015) stated that it can modify employee interpersonal behavior. In this context, it is expected that workplace exclusion may result in the loss of shared knowledge, specific types of interpersonal networks at work.

The impact of WO depends on how it is perceived by the person experiencing it, and behavior can change depending on the environment (Robinson et al., 2013; Zhao et al., 2019a, 2019b). In other cases, what is seen as an exclusion is seen as a minor issue (Bedi, 2019; Howard et al., 2019). Ostracism may have both favorable and unfavorable effects, according to meta-analytical study by Mao et al. (2018). The necessity to look into the results of workplace ostracism in certain circumstances is highlighted by the uneven and conflicting findings about its influence. Pakistan is a unique context where workplace ostracism may be influenced by region-detailed issues (De Clercq et al., 2019; Jahanzeb et al., 2018), potentially increasing broad-mindedness for WO. Pakistan has strong collectivism moderate separation of powers (Hofstede-insights.com, 2021), and high joblessness (Dawn.com, 2020).

Several studies conducted in Pakistan have inspected the impact of WO on various job-related effects, including job performance, appropriate execution, administrative knowledge, facility disruption, and unproductive methods of labor (Sarwar et al., 2020; Anjum et al., 2019; De Clercq et al., 2019; Fatima et al., 2019; Fatima et al., 2017; Imran et al., 2019). Some studies have specifically investigated gender differences in PO (Zimmerman et al., 2016), while others looked at the impression of PO on these aforementioned outcomes (Fatima et al., 2019).

The major emphasis of study in the field of organizational behavior has been on

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strategies to promote information sharing among employees. However, there has been little investigation into the impact of organizational justice on knowledge exchange (Tea Moon, 2015). The extent to which organizational fairness influences knowledge sharing has been a topic that hasn't gotten significant research interest, notwithstanding the considerable number of researches that have discovered the influences of organizational justice on various consequences inside organizations and between persons (Fadel & Durcikova, 2014). The objective of this investigation is to check the impact of workplace ostracism on employee productivity through the mediating role of perceived organizational justice and organization identity and moderating role of employee empowerment.

## **Literature Review**

### **Workplace Ostracism and Perceived Organizational Justice**

According to Ferris et al. (2008) and Ferris et al. (2017), WO is a form of interpersonal abuse characterized by its counter-normative nature and ambiguous intentions. Individuals who score high on the justice orientation scale exhibit a strong commitment to acting justly and fairly in their interpersonal interactions, motivated by their heightened levels of consciousness and self-management capabilities (Sasaki and Hayashi, 2014). Furthermore, these folks adopt fairness as an ethical value at an interior level., making them acutely attuned to instances of injustice and unfair treatment at work, and consequently more inclined to discourage interpersonal mistreatment issues within their surroundings (Rupp et al., 2003; Sasaki and Hayashi, 2014). Thus, it can be argued that individuals with a robust justice orientation have a decreased propensity to participate in workplace ostracism. On the contrary, they may play a significant part in reducing WO, particularly when led by a manager who embodies spiritual leadership.

People with an extreme justice perspective are extremely motivated to connect their interpersonal behavior with fairness and justice, considering these values their highest ethical responsibility (Rupp et al., 2003; Sasaki and Hayashi, 2014). Furthermore, such individual's exhibit heightened awareness and sensitivity toward workplace justice concerns, and they possess a strong inclination to prioritize justice over personal interests within the organizational

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context (Cropanzano et al., 2003).

H1: Workplace ostracism has influence on perceived organizational justice.

## **Workplace Ostracism and Organizational Identity**

To fulfill their need for a sense of belonging, individuals often form group identities (Tajfel & Turner, 1979). In the context of organizations, organizational identification serves as a means to satisfy this need for belonging (Wiesenfeld et al., 2001). Ostracism, viewed as a form of punishment, significantly undermines the targeted employee's sense of belonging, creating a hard and disagreeable organizational practice (Ferris et al., 2008; Williams, 2007). WO essentially signifies social exclusion within the company and imparts implicit knowledge to the targeted employee that they have transgressed in some way (Ferris et al., 2008). This experience can deprive the targeted employee of a sense of purpose and self-worth, as they become acutely aware of the transitory nature of life and their exclusion from social consideration (Ferris et al., 2008; Williams, 2007).

According to Fuller et al. (2006), workers are prone to establish a connection with the organization when they think that the firm holds them in high regard and appreciates their contributions. On the other hand, individuals who are subjected to WO often question their value to the organization and have reduced degrees of affiliation with an organization (Fuller et al., 2006; Tyler & Blader, 2003). Associates are more likely to have a sense of belonging and connection with the firm if they perceive that supervisors and managers care about their well-being and recognize their efforts (Fuller et al., 2006; Stamper & Masterson, 2002; Tyler & Blader, 2003). When colleagues engage in the behaviors of isolating, neglecting, and socially excluding a fellow employee inside the organization, it leads to the individual getting ostracized and encountering heightened levels of stress (Heaphy & Dutton, 2008).

H2: WO has influence on organizational identity.

## **Workplace Ostracism on Employee Productivity**

Recent research findings indicate that social ostracism has been shown to elicit a range of emotional responses, such as rage (Chow et al., 2008) and undesirable emotions (Gonsalkorale

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and Williams, 2007). Research in the field of administrative exploration has shown a correlation between excessive instruction at the workplace and elevated feelings of anxiety, depressive disorders, work searching behavior, turnover purposes, as well as reduced levels of fulfillment and emotional well-being (Ferris et al., 2008; Hitlan et al., 2006). Ostracism, as a kind of relational stress, poses a danger to the social wealth of objectives. These objectives are considered valuable resources that individuals may use to effectively address difficulties or navigate difficult situations, as outlined by Greenhaus and Powell (2006). Individuals endeavor to conserve, safeguard, and create assets with consideration of their constrained resource allocation (Hobfoll, 1989, 2001). Consequently, individuals see any possible or present depletion of these invaluable resources as a menacing prospect. According to Hobfoll (1989), it is evident that asset loss incidents play a significant role in the majority of depression cases.

H3: WO has influence on employee productivity.

## **Perceived Organizational Justice on Employee Productivity**

Based on the findings of a prior systematic review showed by Cohen-Charash and Spector (2001), our research posited a hypothesis that there might be a correlation between productivity and individuals' views of procedural fairness. Conversely, drawing upon previous research indicating that social justice may serve as a stronger indicator of work performance compared to procedural fairness (Cropanzano et al., 2002; Masterson et al., 2000), we formulated the hypothesis believe there is a favorable correlation among justice and productivity. Distributive justice, a concept that entails the equitable allocation of organizational results between workers, necessitates the perception of fair distribution of company assets by employees (Greenberg, 1990; Andersson-Straberg et al., 2007). Procedural equity refers to equitable feeling between workers in relation to the instructions and procedures utilized in the allocation of organizational results between them. Employees' opinion of legal fairness is influenced by the hierarchy at which organizational results are allocated in line with official organizational rules. Additionally, fair interaction with workers by supervisors or their agents over the allocation process is also a factor that affects employees' perception of procedural

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justice (Moorman, 1991; Lambert et al., 2007; Suliman and Kathairi, 2013). Employees actively pursue justice while engaging in communication with their superiors. Justice in interaction refers to the opinion of fairness between employees in connection to their interactions with peers. It encompasses the communication of organizational choices to employees, as well as the mindsets and behaviors that workers are confronted with in the implementation of these choices (Cohen-Charash & Spector, 2001; Liao & Tai, 2006).

H4: POE has influence on employee productivity

## **Organizational Identity on Employee Productivity**

Previous research of Mahdi et al. (2014) confirmed that organizational identity positively mediates the inspiration of high-performance work arrangement on employee productivity. Prior investigation of Thomas et al. (2021) shows the positive influence on organization identity on employee productivity. Earlier finding of Elyasi et al. (2019) confirmed that organization identity significantly related to employee productivity. Past finding of Voss et al. (2006) The study discovered a correlation between leadership's discord on organizational identity and a decline in ticket sales and revenue from operations. Furthermore, it was seen that organizational performance reached its lowest point when there was a significant level of a dispute concerning identity.

H5: OI has impact on employee productivity.

## **Employee Empowerment, Workplace Ostracism and Perceived Organizational Justice**

According to previous research conducted by Karatepe (2013), Kong et al. (2016), and Menguc et al. (2013), employees who possess a sense of empowerment are inclined to exhibit proactive behavior such as anticipating potential issues, displaying inventiveness, effectively managing situations involving uncertain circumstances, and consistently and effectively resolving client and organizational issues through the application of their own innovative judgement. The phenomenon in which employee empowerment enhances enthusiasm and enhances self-image may also be elucidated via the lens of Ryan and Deci's (2000) self-determination theory (SDT). This theory posits that there are three inherent psychological demands that are present in all

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people around the world: the need for independence (the desire to engage in decision-making without outside influence), abilities (the aspiration to perceive oneself as capable of achieving various tasks), and connections (the inclination to be a component of a community characterized by care and shared respect). According to Gardner and Wright (2011), job-related elements or organizational practices that lead to the fulfilment of these demands are associated with personal drive, general wellness, and good job emotions. While WO poses a threat to the fundamental human desire for belonging, empowering employees fulfils two out of the three fundamental human needs: the need for expertise and the need for freedom. This is achieved through fostering an opinion in one's own ability to succeed and promoting a feeling of accomplishment (Conger and Kanungo, 1988). The phenomenon of empowerment leads to an increase in workers' levels of self-esteem, hence enabling the development of diverse coping mechanisms aimed at mitigating the occurrence of WO among workers. According to Seibert et al. (2011), the implementation of empowerment tends to foster more human-centered connections between workers, characterized by a greater emphasis on sharing.

Empirical evidence suggests that the perception of justice within an organization is positively associated with a boost in employee empowerment. Kuokkanen et al. (2014) showed an investigation to assess the association among OJ and empowerment in a sample of 2152 nurses in Finland, their investigation's consequences found a substantial connection among OJ and empowerment. In their study, Choo and Bae (2016) investigated the relationship between organizational climate, organizational justice, empowerment, and organizational efficiency within the context of public officials in South Korea. The researchers provided evidence to support the notion that there exists a positive correlation between distributive justice, procedural justice, and interactional justice, and the concept of empowerment. In a study conducted by Hong (2009), the author examined the empirical relationship between the perception of organizational fairness among tax professionals and its impact on employee empowerment and initiatives. The researchers have verified that a significant degree of organizational justice is positively correlated with a heightened level of employee



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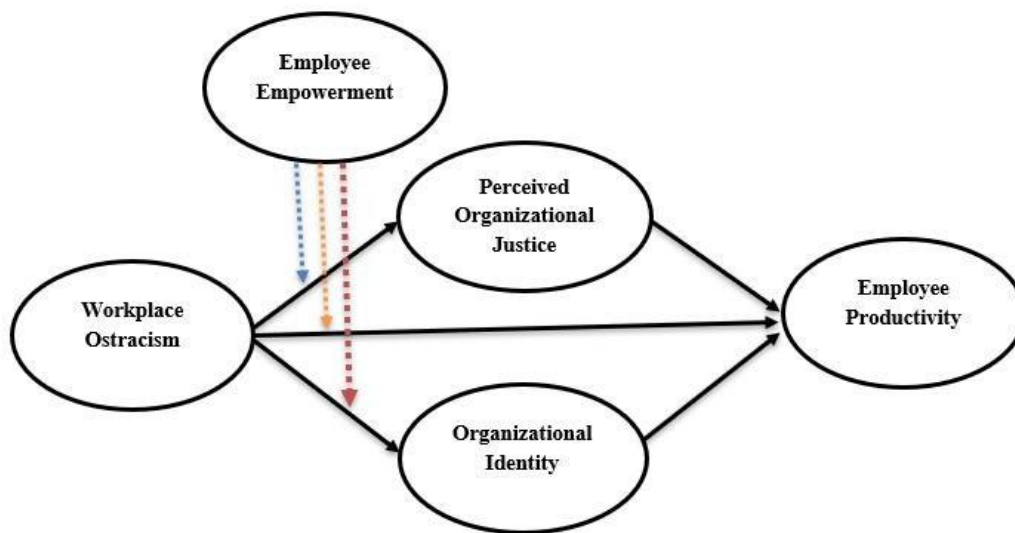
empowerment. The attitudes and behaviors of organizational participants are intimately linked to the views of organizational justice Kirkman et al. (1996).

H6: Employee empowerment moderates the influence of WO on POJ.

H7: Employee empowerment moderates the assessment of WO on OI.

H8: Employee empowerment moderated the impact of WO on EP.

## Research Framework



## Research Methodology

A quantitative and deductive research methodology is used in this study. According to Cooper et al. (2006), choosing a quantitative research strategy is thought to be the best way to look at the relationships between hidden concepts. Using theories, validating models, and developing hypotheses are all essential elements of academic research. Cooper et al. (2006) also support the use of quantitative research approaches for justifying dependencies during hypothesis testing and assessing group connections. The major technique of data collecting used to accomplish the study's goals was a survey, which served as the main source of information for the statistical analysis that followed. Additionally, it was determined that the best method for obtaining investigational data and answering the investigation questions was a cross-sectional technique. The research focused on evaluating permanent faculty members of Governmental

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departments in Pakistan as the unit of examination.

## **Sample Size**

According to the standards put forward by Hair et al. (2011) and (2014), it is advised that the sample size for a research should preferably be 10 to 20 times more than the number of latent constructs. Within the given context, the studies necessitated a pattern size of a hundred, as it became determined to be better acceptable for carrying out rigorous statistical investigation, considering the presence of six underlying constructs. Furthermore, it is really useful to apply a bigger pattern size on the way to limit the danger of non-response bias, as recommended by Sekaran (2003). In order to attain the supposed pattern size of a hundred, a complete of four hundred questionnaires have been disseminated a number of the certain respondents. Following that, a complete of 320 questionnaires have been accumulated and then used for the statistical evaluation that followed.

## **Instrument Development**

The scales used to assess latent variables were derived from well-known studies and subsequently modified to match the characteristics of the sample (Hair et al., 2016). The Likert scale was used to assess the degree of disagreement or disagreement of respondents identified as knowledge workers on various statements (Sekaran, 2003). Five-point Likert scale serves the purpose of providing respondents with a wide range of options), the researchers used a 10-item scale developed by Ferris et al. (2008) studied work ostracism (WO). Employee empowerment was measured using a twelve-item scale originally developed by Spreitzer (1995). Organizational justice was measured using a 5-item scale originally developed by Niehoff and Moorman (1993). Organizational identity was assessed using a 6-item scale adapted from research by Chen et al. (2011) respectively. Finally, employee productivity was measured using a 5-item scale derived from research by (Chen and Tjosvold, 2008; Lee and Brand, 2010).

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## Data Analysis

### Demographic Analysis

Table 1: Descriptive Data

Demographical Variable	Categories	Frequency	Percentages
Age	20-30	190	0.59
	31-40	60	0.19
Education	Bachelors	170	0.54
	Masters	110	0.34
Gender	Male	245	0.77

### ***Factor Loading, Reliability Analysis and Descriptive Analysis***

In order to get a heads up, to begin the analysis, an exploratory factor analysis (EFA) was first conducted to explore the underlying structure of the concepts following recommendations by (Harrigan et al., 2018) to gain knowledge with later SEM, . using best likelihood and rotation for EFA extracts, Promax was used. This was done following the instructions. The EFA uncovered eight aspects contributing to a better understanding the model's underlying variables. The pattern matrix of the EFA's resultant factors may be found shown in Table 1. In addition, the reliability of the measures was shown by the fact that every item on the scale had a value that was more than the 0.7 cutoffs for Cronbach's alpha coefficient (Cronbach, 1970).

This study assessed reliability and dependability of 6 factors. Findings show,

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Cronbach's alpha for workplace ostracism 0.798, employee empowerment 0.832, organizational justice with 0.872, organizational identity with 0.823 and employee productivity with 0.819, All of the Alpha (a) values were higher than 0.60. It was acceptable to conclude that all measurement tools were extremely dependable as an outcome, and that additional trials might be carried out.

The mean of workplace ostracism was (Mean = 4.11, SD = 1.77), employee empowerment (Mean = 4.25, SD = 1.23), perceived organizational justice (Mean = 4.19, SD = 1.44), organizational identity (Mean= 4.65, SD = 1.65) and employee productivity (Mean = 4.71, SD = 1.87).

**Table 2: Factor Loading**

Construct	Item	Loadings	CronBach's Alpha	CR	AVE	Mean	SD
Workplace Ostracism	WO1	0.823	0.789	0.811	0.587	4.11	1.77
	WO2	0.819					
	WO3	0.842					
	WO4	0.827					
	WO5	0.861					
	WO6	0.853					
	WO7	0.829					

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Employee Empowerment	EE1	0.788	0.832	0.847	0.591	4.25	1.23
	EE2	0.871					
	EE3	0.811					
	EE4	0.834					
	EE5	0.854					
	EE6	0.823					
	EE7	0.844					
	EE8	0.838					
Perceived Organizational Justice	POI1	0.836	0.872	0.877	0.631	4.19	1.44
	POI2	0.821					
	POI3	0.867					
	POI4	0.807					
	POI5	0.828					
Organizational Identity	OI1	0.879	0.823	0.838	0.677	4.65	1.65
	OI2	0.833					
	OI3	0.841					
	OI4	0.868					
	OI5	0.826					
	OI6	0.881					
Employee Productivity	EP1	0.866	0.819	0.827	0.710	4.71	1.87
	EP2	0.839					
	EP3	0.841					
	EP4	0.865					

## Discriminant Validity

Table 3 displays the present study's discriminant validity. Fornell and Larcker (1981) recommend that every idea have a larger square root of AVE than its associations between

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its factors to validate discriminant validity. Table 3 shows that all concepts met discriminant validity.

**Table 3: Discriminant Validity**

	<b>WO</b>	<b>EE</b>	<b>POJ</b>	<b>OI</b>	<b>EP</b>
<b>WO</b>	0.524				
<b>EE</b>	0.631	0.527			
<b>POJ</b>	0.572	0.525	0.594		
<b>OI</b>	0.592	0.633	0.576	0.621	
<b>EP</b>	0.512	0.636	0.509	0.611	0.626

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## ***Structural Model***

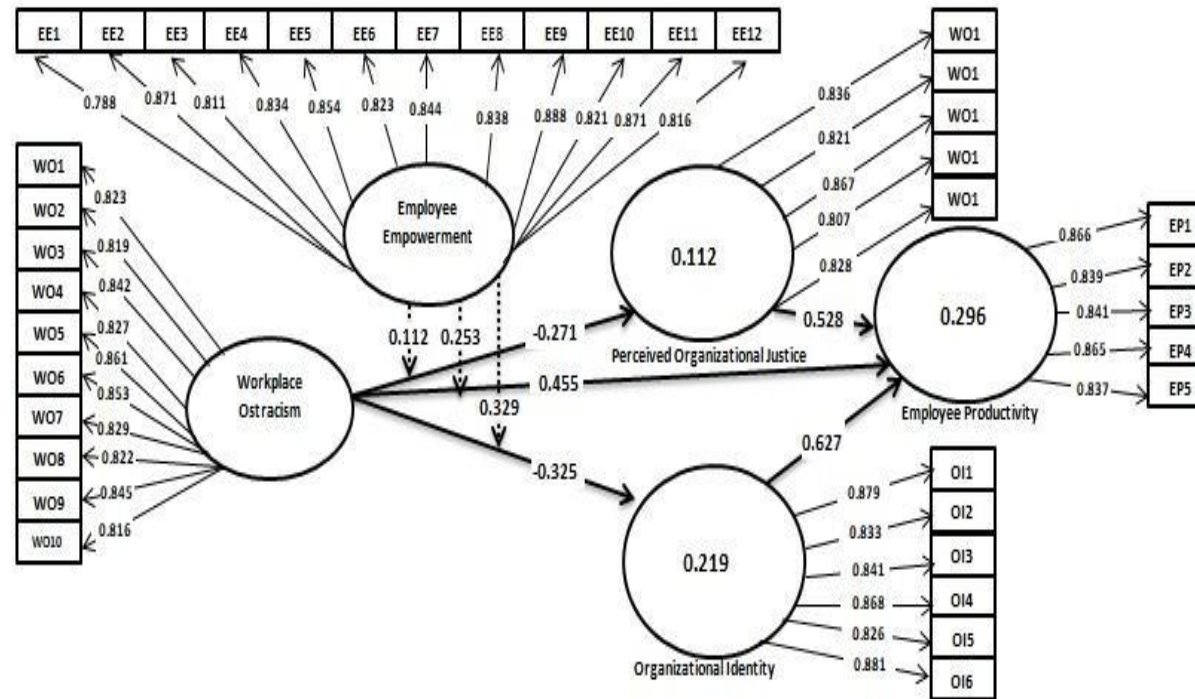
SEM has drawn the interest of academics and researchers across several scientific fields. As a multidimensional statistical technique, SEM may concurrently "test and predict complicated causal connections between factors, regardless of whether the connections are hypothetical or not noticeable" (Hair et al., 2010). All model fit guides in this study met the thresholds established by guidelines frequently utilized in research (Hu & Bentler, 1999). In the following part, we will review how a SEM was used to test and evaluate the premises on the higher-order construct known as organizational justice and organizational identity. Figure 1 provides a good illustration of this phenomenon. The structural equation modeling (SEM) employed in SmartPLS 4 utilized the maximum likelihood estimation as its estimate method. The model has a perfect correlation with the observed values, as shown by the following:  $\chi^2(385) = 401.22$  ( $p < 0.000$ ), SRMR = 0.035. It was found that all of the links included in the structural model that defines the experiences and significant importance (employee productivity) of consumer contact were relevant to the topic at hand. (Figure 2, Table 5).

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Figure 2 Structural Equation Model



## 4.5 f2 Effect Sizes Evaluation

When assessing  $f^2$ , ratings of 0.02 (= minimum), 0.15 (= medium), and 0.35 (= enormous) correspondingly denote effects that are minor, middle, and significant, according to Hair et al. (2020). The representation of these significant impacts by the  $f^2$  values of 0.22 for



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workplace ostracism, 0.25 for employee empowerment, 0.23 for perceived organizational justice, 0.27 for organization identity, 0.23 for knowledge sharing, and 0.29 for the employee performance.

**Table 4: F2 Effect Sizes Evaluation**

Variables	F Value
WO	0.22
EE	0.25
POJ	0.23
OI	0.27
KS	0.23
EP	0.29

**Table 5: Hypothesis Results**

Hypothesis	Link	Std. Beta	t-Value	Sig.	Result
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H1	WO -> POJ	-0.271	6.558	***	Significant (accepted)
H2	WO -> OI	-0.325	10.234	***	Significant (accepted)
H3	WO -> EP	-0.455	10.534	***	Significant (accepted)
H4	POJ -> EP	0.528	9.272	***	Significant (accepted)
H5	EE*WO -> POJ	0.112	9.245	***	Significant (accepted)
H6	EE*WO -> OI	0.253	11.267	***	Significant (accepted)
H7	EE*WO -> EP	0.329	17.546	***	Significant (accepted)

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## Discussions

Workplace ostracism is a pervasive issue in many organizations, and its consequences extend beyond just individual experiences. This discussion statement explores the intricate relationships between workplace ostracism, perceived organizational justice, organizational identity, employee productivity, and the moderating effect of employee empowerment. It is widely acknowledged that WO has a significant negative impact on both employees and the workplace. When employees experience exclusion, they often perceive a lack of fairness and equity in the organization. This perceived injustice can manifest as low job satisfaction, low morale, and the likelihood of engaging in counterproductive behavior, all of which affect the organization justice in a destructive way.

Furthermore, the negative effects of workplace ostracism are mediated through efficiency. Excluded individuals lack engagement and motivation, leading to decreased productivity and productivity. Thus, there is a direct negative correlation between WO and EP. Entrepreneurship empowers employees with the autonomy and ability to make choices and take responsibility for their actions. When employees are empowered, they may have an enhanced ability to better manage the psychological consequences associated with the experience of exclusion. Individuals experiencing exclusion may be attenuated by the negative effects of organizational justice and personality up is undermined by developing a higher perception of control in their work environment. Moreover, empowered employees are able to find ways to work even in adverse conditions, thus preventing the inverse relationship between discrimination and performance. Organizational justice and organizational identity plays an important role in employee performance. When employees feel their company is fair, they are more likely to be motivated, engaged, and committed to their jobs. Similarly, a strong OI fosters a sense of belonging and pride in employees, further increasing their commitment and desire to contribute to the success of the organization. Consequently, there is a optimistic association between organizational justice, organizational identity, and employee

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productivity.

## Conclusions

The interconnected dynamics of workplace ostracism, employee empowerment, organizational justice, organizational identity, and employee performance underscore the critical importance of creating a positive and inclusive work environment. Workplace ostracism have undoubtedly negative effects, lowering perceptions of fairness, reducing organizational identity and employee performance but the weakening effects of employee capacity offer little hope of what resulting in reduced exclusion. When empowered, employees have the tools and flexibility to accommodate to some extent the negative effects of exclusion, preserve some degree of organizational fairness, identity, and productivity Furthermore, associations with OJ, OI, and synergies between EO emphasize their central role in organizational success. Employees feel more motivated and committed when organizations prioritize fairness and equity, foster a strong sense of uniqueness, and ultimately drive productivity When we encounter these findings, they are evident clearly that organizations should actively manage workplace ostracism and promote employee empowerment, organizational justice, and organizational quality. By doing so, they can not only mitigate the negative effects of discrimination but also create an environment that fosters employee motivation, engagement and productivity, which leads to increased overall organizational success And in particular, recognizing and addressing these multidimensional relationships is an important step towards sustainable and resilient workplaces

## Practical Implications

**First**, it is suggested that organizations allocate resources for education and outreach programs. Educating employees and management about the negative effects of workplace ostracism. These policies should emphasize the importance of inclusion and encourage employees to report exclusionary incidents. **Second**, organizations can implement empowerment structures that give employees greater

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autonomy and decision-making power. By empowering employees, organizations can help them cope with discrimination and maintain their commitment to the organization. **Third**, Establish effective procedures for the prompt and appropriate resolution of conflicts related to exclusion in the workplace. Encourage open lines of communication where employees can report exclusionary issues without fear of retaliation. **Fourth**, Organizations must actively work to create a culture of organizational justice, ensuring that policies and practices are fair and equitable. This may require regular audits to identify and correct potential biases in decision-making processes. **Fifth**, foster a strong sense of organization through mission-related activities, team-building exercises, and projects that emphasize shared values and goals a strong personality can boost employee commitment and engagement to the sky. Sixth, implement a transparent performance appraisal system that rewards employees based on their efforts and contributions rather than social factors. Recognize and celebrate employees who embody the values and identity of the organization.

## Practical Contributions

Addressing workplace ostracism and promoting empowerment, organizational justice, and organizational identity can significantly enhance employee well-being. Employees who feel valued and included are more likely to experience higher levels of job satisfaction and psychological well-being. **First**, by focusing organizations on organizational justice and identity, employee productivity can be increased. Engaged and motivated employees are more willing to strive to achieve organizational goals, which ultimately contributes to overall performance. **Second**, it can reduce employee turnover by creating an inclusive and fair work environment. Employees who have strong feelings about themselves and perceive that they are being treated fairly are less likely to quit. **Third**, organizations that proactively address workplace exclusion and prioritize fairness and people-building build reputations. This can attract top talent and loyal customers who want to be associated with socially responsible organizations. **Fourth**, empowered professionals are more likely to

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contribute innovative ideas and creative solutions. Fostering an empowering culture can foster innovation and help organizations compete in a fast-growing industry. **Fifth**, organizations that prioritize justice and inclusion are more likely to adhere to legal and ethical standards. This reduces the risk of costly legal disputes and damage to the organization's reputation.

## Limitations

While the discussion highlights the relationship between workplace exclusion, employee empowerment, organizational justice, organizational identity, and employee performance, it is important to recognize that causality is difficult will be firmly established. The relationships shown may have bidirectional causality or be influenced by other unmeasured variables. The effects of workplace exclusion, employee empowerment, organizational justice, and organizational identity can vary widely depending on organizational context, tasks, culture, and individual differences among employees what works in one situation It may not work universally. Research on workplace exclusion, organizational justice, and personality is often based on self-report data, which may introduce bias. Employees may under report or over report their experiences due to fear of consequences or a desire to be present in a certain way. The findings regarding the moderating role of employee empowerment and the positive effects of organizational justice and personality on performance do not apply equally to all types, sizes, or sectors of organizations. These findings should be generalized with caution.

The effects of workplace ostracism, employee empowerment, and organizational culture may change over time. Short-term assessments may capture dynamics that differ from those that occur over time. Longitudinal studies are needed to understand these temporal nuances. Entrepreneurship is a multidimensional process, encompassing various aspects such as productivity, creativity, and innovation. The discussion does not delve into this particular aspect, which may have a specific connection to the proposed reforms. Employee empowerment itself is a multifaceted concept, and its effectiveness can vary depending on how it is implemented and

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practiced in an organization. The discussion does not address the nuances and complexities of empowerment strategies. Discussion focuses primarily on identified variables (exclusion, empowerment, fairness, identity) but may not consider other influencing factors such as leadership style, team dynamics, and external economic conditions, which may also affect organizations the effects Can be misused. When implementing authority structures, ethical concerns about the balance of power in organizations must be addressed. Organizational identity is not a static concept; Change can occur over time due to external influences, changes in leadership, or changes in organizational structure. This dynamic can affect its relationship with other variables.

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