

Workplace Ostracism and Contextual Performance: The Moderating Effects of Self-Efficacy

Bhumi Bhatt¹ and Dr. Neeti Rana²

¹Research Scholar, Gautam Buddha University, Greater Noida

²Associate Professor, Gautam Buddha University, Greater Noida

Introduction

Organizational isolation is different from social isolation. The social isolation could be due to society or the individual isolating Williams, (1997) from social activities. Similar to that the organizational isolation could be due to the factors which prevail in the work environment or it could be due to the individual working in that situation. The reasons and the influencing factors are really hard to determine as we could find individuals feeling that they are secluded and isolated and ignored in work and work situations and their challenges. It also indicates that there is a need for support and helps to be provided to these employees and if left unattended would lead to depression Fowler, Wareham-Fowler & Barnes, (2013) and counterproductive behavior. The consequence of this WPO is that employee does not feel associated or related to the organization anymore as the Ferris, Brown, Berry & Lian, (2008) sense of isolation and psychological depression seem to prevail more. This could also become a mass phenomenon as this sense of isolation and depression could spread to other employees as well which indicates the seriousness of the issue. The factors of culture, religion, and ethnic diversity, Nezelek et al (2012) cross-cultural workplace and dynamics could lead to ostracism in workplace situations. As these dimensions and issues have implications for organizational development, human psychology & workplace performance it is an important dimension to be studied, evaluated, and assessed. The factors which lead to organizational ostracism have been evaluated and provided as abusive supervision, Wu, Wei & Hui, (2011) voice behavior, and supervisory support. Organizational support is helpful in mitigating organizational stress and workplace ostracism Anjum, Ming, Siddiqi & Rasool, (2018).

Literature Review

Workplace Ostracism: When employees feel mistreated in workplace situations it leads to stress. This could lead to employee disengagement and dissolution which could create a negative approach toward the workplace, tar-

Received 25.12.2022; Accepted 07.01.2023

DOI: [10.48165/gmj.2022.17.1.1](https://doi.org/10.48165/gmj.2022.17.1.1)

Copyright @ Gyan Management Journal (acspublisher.com/journals/index.php/gmj)

gets, and goals. Employee perception of stress (Lazarus 1966) could be another indicating factor that leads to workplace ostracism. The workplace demands and challenges could also lead to workplace ostracism. The nature of the job, responsibilities, job description, job enlargement, and job enhancement factors and their perception of prevalence (Zhao, Peng & Sheard 2013) or its negative associations with these factors could lead to workplace ostracism. Research studies indicate that workplace factors do play a direct role in creating negative emotions and feelings which leads to employee emotional disassociation in the workplace termed workplace ostracism. This could be due to personal direct factors (Chung & Yang 2017) and sometimes these effects are attributed due to the employee perception of person-organization fit. If the employee does not feel that fit, the employee would leave the organization. Workplace ostracism is an outcome of personality and social situations Twenge, (2006) which could influence and have negative effects on CPWB. Workplace ostracism impacts and affects an individual's personality, Ferris, Chen & Lim, (2017) performance, and workplace productivity. This tends to affect the overall work-based performances Lyu & Zhu, (2019) and it tends to affect the work orientations as it creates a psychological intention to leave the place. It also makes a negative intention Mahfooz, Arshad, Nisar, Ikram & Azeem, (2017) about the work as it leads to work burnout and negative stress which creates an uncomfortable situation at work.

Contextual Performance: *Contextual performance* is defined as the activities that employees carry out to contribute to the social and psychological core of an organization (Borman and Motowidlo, 1993) defined contextual performance as an individual's performance, which sustains and increases an organization's social recognition and the psychological capital that supports technical performance and task. They also defined contextual performance as different formal task performance, although contextual performance still makes significant benefaction in the proper functioning of the organization and overall performance. Contextual performance is not a part of the job description but it very crucial factor and component of job performance for employees. Drawing on theoretical and empirical work in organizational citizenship behavior (Organ, 1988), and prosocial organizational behavior (Brief & Motowidlo, 1986), Borman and Motowidlo (1993)

generalized contextual performance into five categories. The categories are (a) Self volunteering to perform task activities that are not formally written in the job description and are part of the job; (b) preserving keenness to complete own task responsibilities successfully whenever required; (c) promoting teamwork and cooperating among each other; (d) taking extra efforts to fulfill organizational rules and procedures even in the inconvenient situation; and (e) approving, supporting, and protecting organizational objectives.

Contextual Performance and workplace ostracism: Employees experience many unpleasant workplace events that can negatively affect their well-being and contextual performance (Hoel, Rayner, & Cooper, 1999; Robinson & Bennett, 1995), but none may be more common than workplace ostracism (Fox & Stallworth, 2005). Yet relatively little research considers the impact of workplace ostracism on employees' ability to meet their contextual performance targets, with the notable exception of Ferris et al. (2015), who investigate the relationship of workplace ostracism with contextual performance on in-role task behaviors. Workplace ostracism also implies that employees cannot turn to other members to gather relevant knowledge during the execution of their job tasks, so their ability to meet pre-set contextual performance standards is thwarted even further (Seibert et al., 2001). Employees who feel excluded are less likely to contribute to enhancing the well-being of other organizational members (Twenge et al., 2007), which hampers their ability to rely on those others' knowledge bases when seeking to meet their own contextual performance targets (Jones, 2009) When employee feel excluded from important organizational knowledge, employees likely feel frustration or even anger (Leary et al., 2006), which threatens their happiness with their job and career situation in general (Ferris et al., 2008). When employees have low self-Self-Efficacy, they derive less joy from working hard and tend to be more passive in their efforts to resolve adverse situations (Gist and Mitchell, 1992; Lee and Akhtar, 2007), which reduces the likelihood that they can meet their job requirements in the presence of workplace ostracism.

Self-Efficacy: Self-efficacy refers to the individual's capacity to create a positive understanding and management of a situation. Employees with high self-ef-

ficacy are able to handle situations more positively and feel good and therefore take the initiative to perform better in diverse situations, Employees with low self-efficacy perceive themselves as helpless unhappy, and are not motivated for accepting any change in the situation. Employees with high self-efficacy have strong feelings of accomplishment and high self-esteem in day-to-day life (Bandura 1997, Flammer 1990). High self-efficacy makes them willing to take initiative and try to be creative in their job performance, they are ready to apply extra positive effort if needed for the achievement of the individual as well as an organizational goal. organizational change and stressful situations less affect their mental health and capacity to work, they also come up with creative solutions for the problems. However, while self-efficacy acts as a protector against stress, sometimes it makes individuals over ambitious to achieve high targets which makes them bear over responsibilities and pressure that they are not able to cope with, which affects their quality and efficiency of performance. Employees' beliefs about their efficacy influence the precognizant framework they build and practice. Employees who have a high sense of self-efficacy predict a success framework that enhances their potential to perform and also promotes their creativity which in long term gives them better results and progress. Those who have low self-efficacy are low in confidence and feel themselves inefficient are more afraid of future failure and are more focused on negative points which affect their work performance and also they get low on creativity and innovation. Research studies have shown that cognitive counterfeiting in which individuals preconize themselves implementing activities efficiently enhances their work performance and creativity (Bandura, 1986; Corbin, 1972; Feltz & Landers, 1983; Kazdin, 1978). High self-efficacy build strong self-beliefs and actions which help in the overall development of employees and achievement of individual, group, and organizational goal (Bandura & Adams, 1977; Kazdin, 1979).

The objective of the study:

1. To investigate the relationship between workplace ostracism and contextual performance.
2. To examine the relationship between self-efficacy and contextual performance.

3. To assess the moderating effects of Self-Efficacy on the relationships between workplace ostracism and contextual performance.

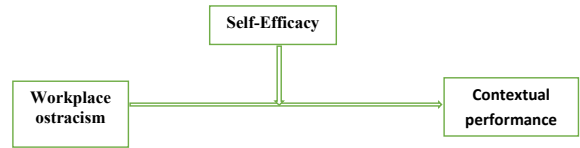


Fig. 1: Model of the study

Hypothesis:

H1: Workplace ostracism is negatively associated with the contextual performance of employees.

H2: Self-Efficacy is positively correlated with the contextual performance of employees.

H3: The relationship between workplace ostracism and contextual performance is moderated by Self-Efficacy.

Research methodology:

Sample and Procedure: The sample for this research study was employees from IT companies working in the NCR region. A total of 150 questionnaires were distributed to the employees of these companies, and 118 questionnaires were finally returned, 100 were used in the research analysis out of the questionnaire distributed 52.7% of the respondents were males and 47.3% were females. Some 86.3% of these individuals were in the age range of 25–40 years. The average organizational tenure was 8.26 years, with a standard deviation of 5.63 years. Four demographic variables (i.e., gender, age, education, and tenure), are kept as controlled variables because these variables have been found to be related significantly to workplace ostracism and contextual performance (Shalley et al., 2004; Kwan et al., 2018).

Analysis: The proposed model and hypotheses were tested and analyzed by means of data from 100 IT employees working in the NCR Region. For testing the reliability of instruments Cronbach's Alpha, KMO, Minimum factor loading, variance, and cumulative are

used. Quantitative analysis is done through the use of correlation, multiple regression, and ANOVA.

Workplace Ostracism: Workplace ostracism ($\alpha = .92$) was measured with a four-item scale developed by Ferris et al. (2008). The Cronbach alpha was 0.925

Self-Efficacy: Self-Self-Efficacy was measured by the eight-item scale developed by Chen, Gully, and Eden (2001). The Cronbach alpha was 0.898.

Contextual performance: The contextual performance was measured using a questionnaire developed by Motowidlo and Van Scotter (1994). The instrument includes 13 items. The Cronbach alpha was 0.801.

A correlation test is conducted and the result of the test is given in the table 2. The Pearson Correlation

between workplace ostracism and contextual performance is 0.428 with a p-value of 0.18 which is not considered at a 5% level of consequence (as the p-value is more than 0.05). Thus, it is clear that **H1: workplace ostracism is negatively associated with contextual performance**

H2: Self-Efficacy is positively correlated with the contextual performance of employees. A correlation test is conducted and the result of the test is given in the table 3. The Pearson Correlation between contextual performance and self-efficacy is 0.658 with a p-value of 0.1 which is considered at a 5% level of consequence (as the p-value is more than 0.05). Thus, it is clear that **contextual performance is positively associated with self-efficacy.**

Table 1. Reliability statistics

Factors	No. of items	Chronbach's Alpha	KMO	Minimum factor loading	% of variance	Cumulative %
Workplace Ostracism	4	0.925	0.892	0.587		
Resilience	5	0.898	0.823	0.640	4.862	77.765
Contextual Performance	5	0.801	0.914	0.512	24.112	60.656

Table 2: Correlations for Workplace Ostracism and Contextual Performance

		Workplace ostracism	Contextual performance
Workplace Ostracism	Pearson Correlation	1	.428**
	Sig. (2-tailed)		.18
	N	100	100
Contextual performance	Pearson Correlation	.428**	1
	Sig. (2-tailed)	.18	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3:

		Contextual Performance	Self-Efficacy
Contextual performance	Pearson Correlation	1	.658**
	Sig. (2-tailed)		.01
	N	100	100
Self efficacy	Pearson Correlation	.658**	1
	Sig. (2-tailed)	.01	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

H3: The relationship between workplace ostracism and contextual performance is moderated by self-efficacy.

For testing hypothesis 3 regression is calculated. The result that came up is shown in tables 3,4 and 5. The dependent variable (contextual performance) and independent variable (self-efficacy) regression value are 10.711 and the p-value is 0.002 where workplace ostracism significance level is less than 5%. therefore, the dependence of contextual performance on self-efficacy shows that *self-efficacy moderates the relationship between workplace ostracism and contextual performance*.

Findings: Employees, who have a strong belief in or their capabilities to execute behaviors necessary to complete specific performance do not get affected much by workplace ostracism. Workplace Ostracism impacts and affects individuals' personalities, Ferris, Chen & Lim, (2017) performance, and workplace productivity. This tends to affect the contextual performances Lyu & Zhu, (2019) and also tends to affect the

work orientations as it creates a psychological intention to leave the place. It also creates a negative intention Mahfooz, Arshad, Nisar, Ikram & Azeem, (2017) about the work as it affects contextual performance and negative situations which creates an uncomfortable situation of exclusion at work. The ability of an individual to believe in their capabilities, positive attitude, and resilience to the negative situation can reduce the negative consequences of workplace ostracism Tierney and Farmer, (2011). Workplace ostracism has its impact and effects on work engagement Hitlan & Noel (2009) and it also negatively affects job satisfaction.

Discussion: The results obtained from our survey of 100 IT employees confirmed that workplace ostracism is negatively associated with contextual performance. Workplace ostracism affects the emotional health of employees which results in poor performance the employee. We further found that self-efficacy moderates the relationship between workplace ostracism and contextual performance as self-efficacy is posi-

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	.696	.690	.31201

a. Predictors: (Constant), SELF -EFFICACY, WORKPLACE OSTRACISM

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.522	2	10.711	105.310	.000 ^b
	Residual	8.634	96	.111		
	Total	33.401	97			

a. Dependent Variable: CONTEXTUAL PERFORMANCE

b. Predictors: (Constant), SELF-EFFICACY WORKPLACE OSTRACISM

Table 6: Coefficients^a

Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	-.800	.253		-2.892	.002
	WORKPLACE OSTRACISM	.324	.054	.262	4.603	.000
	SELF-EFFICACY	.689	.052	.334	9.620	.000

a. Dependent Variable: CONTEXTUAL PERFORMANCE

tively associated with contextual performance. In other words, self-efficacy act as an important moderator in the relationship between workplace ostracism and contextual performance and its organizational outcomes.

Implications: The study is relevant, significant, important, and pertinent as it would help the top management of IT industries to be aware of the nature and extent of prevalence of Workplace ostracism. The reduction of workplace ostracism would help the organization to increase quality, timely delivery, and increase in performance. The productivity and output would be increased which would also ensure workplace happiness among employees of the Indian IT industry. The organization must prevent the feeling of exclusion from the employees as it is a threat to the development of employees and also to their performance, skill, and creativity. Training programs and sensitivity and other behavioral training should be given to employees to increase their level of self-efficacy and understanding of others.

Directions for Further Research: The present study has provided many potential gateways for future researchers. In this study workplace ostracism, Self-Efficacy, and contextual performance were the major variables of research. The research study explored the relationship between workplace ostracism and contextual performance, also moderating the effect of self-efficacy. Future research can be done exploring how self-Efficacy and workplace ostracism regulates other areas in an organization like workplace satisfaction, training, and development, organizational commitment, job involvement, attrition, organizational conflict, burnout, etc. Future research may examine other impacts of workplace ostracism, and also the other factors like workplace bullying organizational cynicism, counter-productive work behavior, and organizational politics on employee's further research would be advantageous to explore potential mediators and moderators for these variables.

Limitations of the study: The study only covers employees working in the Indian IT industry in NCR Region therefore the generalized finding is limited. The dimensions and the coverage of variables are given in the conceptual framework and all other dimensions which are there do not form a part of this study.

References

- Anjum, A., Ming, X., Siddiqi, A. F., & Rasool, S. F. (2018). An empirical study analyzing job productivity in toxic workplace environments. *International journal of environmental research, and public health*, 15(5), 1035
- Barclay, L. J., Skarlicki, D. P., Pugh, S. D. (2005). Exploring the role of emotions in injustice perceptions and retaliation, *Journal of Applied Psychology*, vol. 90, n°4, p. 629-643
- Borman, W.C. and Motowidlo, S. (1993) Expanding the Criterion Domain to Include Elements of Contextual Performance. In: Schmitt, N. and Borman, W.C., Eds., *Personnel Selection in Organizations*, Jossey-Bass, San Francisco, 71-98
- Bandura, A. (1986) *Social Foundations of Thought and Action: A Social Cognitive Theory*. Prentice-Hall, Englewood Cliffs
- Chisholm, Kasl & Eskenazi,(1983) The nature and predictors of job related tension in a crisis situation: Reactions of nuclear workers to the Three Mile Island accident. *Academy of Management Journal* **1983**, 26, 385–405
- Chung &Yang(2017) The mediating effects of organization-based self-esteem for the relationship between workplace ostracism and workplace behaviors. *Baltimore. Journal of Management*. 12, 255–270
- 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(6), 1348
- Ferris, D. L., Lian, H., Brown, D., & 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, 279–297
- Ferris, D. L., Chen, M., & Lim, S. (2017). Comparing and contrasting workplace ostracism and incivility. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 315-338
- Muchinsky PM, Culbertson SS (2016) *Psychology applied to work* (11th Edn) Summerfield, NC: Hypergraphic Press.
- Motowidlo, S.J. and Van Scotter, J.R. (1994) Evidence That Task Performance Should Be Distinguished from Contextual Performance. *Journal of Applied Psychology*,79,475-480. <https://doi.org/10.1037/0021-9010.79.4.475>

- Nezlek, J. B., Wesselmann, E. D., Wheeler, L., & Williams, K. D. (2012). Ostracism in everyday life. *Group Dynamics: Theory, Research, and Practice*, 16(2), 91
- Rigotti, T., Schyns, B. and Mohr, G. (2008) A Short Version of the Occupational Self-Efficacy Scale: Structural and Construct Validity across Five Countries. *Journal of Career Assessment*, 16, 238-255. <https://doi.org/10.1177/1069072707305763>
- Smart Richman, L., & Leary, M. R. (2009). Reactions to discrimination, stigmatization, ostracism, and other forms of interpersonal rejection: A multi motive model. *Psychological Review*, 116, 365–383
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of management journal*, 43(2), 178-190
- Tierney, P., and Farmer, S. (2011). Creative self-efficacy development and creative performance over time. *J. Appl. Psychol.* 96, 277–293. doi: 10.1037/a0020952
- Twenge, J. M. (2006). When does social rejection lead to aggression? The influence of situations, narcissism, emotion, and replenishing connections. In K.D. Williams, J.P. Forgas, & W. von Hippel (Eds.), *The social outcast: Ostracism, social exclusion, rejection, and bullying*. New York, NY: Psychology Press
- Vadera, A. K., & Pratt, M. G. 2013. Love, hate, ambivalence, or indifference? A conceptual examination of workplace crimes and organizational identification. *Organization Science*, 24: 172-188
- Williams, K. D. (2007). Ostracism. *Annual Review of Psychology*, 58, 425–452.
- Wu, Chia-Huei, Liu, Jun, Kwong Kwan, Ho and Lee, Cynthia (2015) Why and when workplace ostracism inhibits organizational citizenship behaviors: an organizational identification perspective. *Journal of Applied Psychology*. ISSN 0021-9010
- Wu, L., Wei, L., & Hui, C. (2011). Dispositional antecedents and consequences of workplace ostracism: An empirical examination. *Frontiers of Business Research in China*, 5(1), 23-44.
- Zhao, Peng & Sheard(2013) Workplace ostracism and hospitality employees' counterproductive work behaviors: The joint moderating effects of proactive personality and political skill. *International journal of Hospital Management* 2013, 33, 219–227.