Exploring Shadows in the Workplace:
An Integrated Literature Review on Ostracism's Impact on Employee Dynamics

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Abstract: Workplace ostracism has continued to be the most crucial aspect of an organization. This creates an adverse and stressful work environment, so the workforce cannot complete their tasks. The impact of WO is related to several components in organizations. No employees want to feel excluded and misbehaved by their managers or coworkers. This further makes way for interpersonal conflicts, organizational politics, and psychological contract violations. This criterion gives the critical basis of the current study. The primary purpose of this integrated literature review is to determine the effect of WO on job performance and employee satisfaction. It has been found that employees, who experience ostracism, are highly dissatisfied with the culture of organizations if they feel that they are excluded and need to be provided with equal access to knowledge and resources. This eventually reduces their job performance. To deal with the issues, most employees resign from the organizations, thereby decreasing the organizational performance. The current integrated literature review provides a detailed assessment of the scenario in which WO affects both job performance and employee satisfaction by highlighting the concurrent impact of WO. Also, obtaining information from published and relevant data sources increases the originality of the present study.

Introduction

The definitions and concepts of employee (individual) performance have gained considerable attention since it is a prime element that drives organizational success and productivity. Sarah et al. (2018) opines that employees' job performance mainly results from a "series of behaviours." Employee performance refers to how well a working individual or employee can perform their responsibilities and roles within an organization. Setting performance expectations, conducting appraisals, providing feedback, and observing consistency enable employees to meet outcomes through effective performance management. Moreover, job performance is a standard for redundancy, achievements, rewards, reviews, salary changes, and punishments. It also fulfils the workforce's need to realize their worth and value. As per Idowu (2017), employee performance reflects the broad perception of employees about their attitude and contribution to the success of organizations. Thus, job performance is a crucial element examined among the workforce within organizations. High performance is essential for maintaining standards of employee advancement (Saraih et al., 2019). Several factors influence job performance, including organizational culture, leadership style, and employee satisfaction.

Employees are prime stakeholders in developing and forming organizations' social and human capital. They are also the primary source of support and knowledge for implementing and developing sustainable HRM (Human et al.) (Chang et al., 2020). The labour market is in a continuous transition, and the role of employees in this regard is incredibly significant. When employees are given facilities that ensure high satisfaction, they are motivated, encouraged, and tend to stay longer in the same organization, improving job performance and organizational success (Dirisu et al., 2018). Sustainable HR-based practices are greatly influenced by job satisfaction and performance. Positive organizational culture, friendly environments, flexible working hours, annual appraisals, and rewards are strategies to meet employee satisfaction. To increase organizational competitiveness and success, stress should be on fulfilling employee needs by constructing favourable working conditions (Lorincová et al., 2018).

According to Cantele and Zardini (2018) and Pinto et al. (2018), a firm's performance greatly depends on its employees' satisfaction and efficiency. Unequivocally, there is strong evidence that content employees can be maintained through a positive work environment (Chatzopoulou et al.,

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2015). Literature reviews indicate that a favourable organizational environment boosts the morale, job contentment, and the CSP of the firm (Chang et al., 2018; Chatterjee et al., 2018; Gianni et al., 2017; Roxas et al., 2017).

Organizational satisfaction in engaging employees should scrutinize workplace ostracism (WO), which determines how much employees feel their peers' indifference. Ostracism differs from exclusion and inclusion: a form of rejection is termed ostracism; exclusion means a person is barred from participating in any activity. In contrast, inclusion guarantees every minority a chance to be involved in an activity. A stressful work environment can lead to WO (Mahfooz et al., 2017). With increasing external competition, WO has become more common in contemporary workplaces, depleting resources. Ostracized employees may perceive a need for more trust from supervisors or coworkers (Xia et al., 2019). Ostracized workers are anxious about decreased work resources, career advancement, and work-oriented information, increasing stress (Qian et al., 2017). WO does not involve physical attacks but creates a negative impact on performance. WO decreases task performance through resource losses like reduced self-esteem (Ferris et al., 2015).

Social interactions are crucial for fostering individual performance. Social interactions provide job-oriented feedback, information, emotions, and social support. Tasks are interdependent, making teamwork a growing norm (Chung, 2020). Positive social interactions allow access to relevant resources for improved performance. WO stymies the growth of organizations and employees and contributes to reduced social interaction and task accomplishment. Maintaining positive interpersonal relationships is crucial, but WO engenders unfriendly working environments (Brown & Battle, 2019). Consequently, various WO factors, such as organizational culture, sound leadership, and employee satisfaction, shape organizational performance. Exclusion, neglect, rejection, or avoidance subverts people's work and productivity (Gürlek, 2021).

WO precipitates negative psychological and behavioural consequences, impacting the well-being and productivity of employees. It erodes organizational and individual motivation, leads to decreased employee satisfaction, and causes diminished productivity, making it a significant issue for organizations (Huang & Yuan, 2024; Sharma & Dhar, 2024).

According to Ferris et al. (2019) and Lyu & Zhu (2019), WO has several adverse effects on employees, including lowered morale, increased stress, and poor engagement. Although these studies offer insightful analyses, they can be critiqued for limited reviews incorporating emergent advancements and for not considering WO's moderation effect on performance and satisfaction or investigating its various process dimensions (Dash et al., 2023; Hua et al., 2023). Thus, the lack of research on WO's various manifestations underscores the significance of empirical investigations.

This paper aims to comprehensively review the current literature on WO and job performance and satisfaction by integrating recent studies and evidence on social exchange theory and self-determination theory. By synthesizing numerous sources, it offers profound insight into the effects of WO and outlines professional intercessions for organizations (Dash et al., 2023; Huang & Yuan, 2024; Sharma & Dhar, 2024).

Additionally, WO exacerbates workplace conflicts, diminishes organizational cohesion, and undermines employee trust, hampering overall organizational efficacy. The research results presented in this paper indicate that WO has a profoundly negative impact on job performance and exacerbates employees' turnover intentions due to interpersonal conflicts, organizational politics, and violation of the psychological contract. By highlighting these concurrent impacts, this paper contributes to the existing body of knowledge by offering a more integrated perspective on WO. In addition, the work offers tangible advice, which can be helpful for organizations in the process of creating a more congenial atmosphere surrounding employees and supporting their mental health and overall performance. The innovative aspect of this study is that it integrates the understanding of how workplace ostracism affects both job performance and employee satisfaction and simultaneously looks at them through the combined perspective of Self-Determination Theory, Social Exchange Theory, and the Job Demands–Resources (JD-R) model. Previous reviews have this tendency of targeting individual outcomes or one isolated set of theories, which leads to fragmented insights. In contrast, this review provides an inclusive synthesis that unifies different strains of literature to a coherent multi-theoretical explanation of the WO's disruption of workplace dynamics.

Thus, three main theoretical ideas guide this review. According to SET, sharing responsibilities is important and the perception of being excluded can damage the relationship between the employee and the organization. According to Self-Determination Theory (SDT), autonomy, competence and relatedness are basic psychological needs that workplace ostracism can hinder. JD-R allows us to view ostracism as taxing workers and using up their strength which can end in them feeling burned out or distant from the job. By using all of these perspectives, the review sheds light on the entire range of effects workplace ostracism has on employees.

The paper is organized as follows: The next section provides a comprehensive literature review on WO, including its definitions, theoretical perspectives, and recent studies. The methodology section outlines the research design and data sources, followed by the findings section, which presents the key results from the literature review. Therefore, the discussion section yields an understanding of these findings based on their contribution to Theory, Practice, and Policy. Last, the conclusion is given to underscore the study's main results and delineate further research directions.

Review of Literature on Implications of Workplace Ostracism on Employee Satisfaction and Job Performance

According to the study by Koay (2018), WO is an invisible abuse which leads to social anxiety as well as exclusion. Hu & Shopova (2012) stated that peripheral employees suffered from stress, depression, and a decrease in job satisfaction. WO is characterized by peer, boss or subordinate exclusion, which manifests itself through low-level communication and task isolation. It is sneak and notoriously hard to eliminate (Ferris et al., 2019; Breidenthal et al., 2020). High WO has adverse effects, such as knowledge sharing not occurring and even sabotage (Zhao et al., 2016; Zhao & Xia, 2017). These include silent treatment or being blocked from information; the social pain activates similar brain areas.

Several theoretical perspectives provide insight into workplace ostracism (WO). Social Exclusion Theory posits that humans have an inherent need for social connections, and ostracism threatens this need, leading to loneliness, depression, and anxiety (Williams, 2007). Psychological Contract Theory suggests that WO breaches the informal agreements between employees and employers, resulting in feelings of betrayal and reduced trust (Robinson & Rousseau, 1994). Social Exchange Theory explains that social relationships are reciprocal, and when employees experience ostracism, they perceive fewer benefits in remaining with the organization, leading to disengagement and diminished performance (Blau, 1964). Lastly, the Self-Determination Theory highlights that WO undermines essential psychological needs for autonomy, competence, and relatedness, which decreases motivation and job satisfaction (Deci & Ryan, 2000).

Some ostracized individuals may try to flatter themselves with the group that has rejected the individual involved with the group, while others may counterattack violently against the rejecting team. Even though WO can sometimes overlap with different deviant-based behaviours like aggression, social undermining, or bullying, it needs to be considered as a theoretically-based concept which is way different from other deviant attitudes or behaviours.

On the other hand, Bilal et al. (2020) concluded that the existing research on WO has yielded mixed findings, including avoidant, adverse, and favourable outcomes. The use of WO is commonplace across all industries, as well as in a variety of national and cultural settings. Depending on the workplace circumstances, the response to WO may have various potential results and root causes (Jahanzeb & Fatima, 2018). In addition, the cultural dynamics of the victim population and the type of victims each have unique effects when it comes to WO. In light of this, the most valid and trustworthy strategy is the approach that draws on the actual experiences of victims to acquire a firm comprehension of the phenomenon.

Zhang et al. (2022) highlighted that ostracism is prevalent in social contexts, manifesting as excluding someone, hiding information, averting one's gaze, or ignoring a particular worker. Thus, WO is more insidious, less assertive, and less open than bullying, which is more evident and direct. WO is characterized by non-interaction with the victim, isolating her from all forms of communication. Although WO lacks the offender's intent, it has deleterious consequences on the victim's psychological and physiological states, eroding self-esteem, control, belonging, and purpose (Ferris et al., 2017).

Ostracized employees are less satisfied with their jobs because they are often isolated, demotivated, and lack support or socialization at work. Consequently, they disengage from work and intend to resign (Ferris et al., 2019; Lyu & Zhu, 2019). The persistent nature of WO can erode employees' trust in their organization, further diminishing their overall satisfaction and commitment (Huang & Yuan, 2024).

According to the findings of Howard et al. (2020), the characteristics of leaders are the most important antecedents of WO. This is followed by social support conditions and the features of the Big Five personality traits. In addition, the study demonstrates that WO has substantial connections with other aspects of performance, well-being results, and organizational perceptions.

However, Samma et al. (2020) opined that WO, along with workplace incivility, influences the innovative actions employees take at their workplace. Some employees have substantial control over their mental state and dare to raise their voices against any issue that may be bothering them. However, other employees are mentally and emotionally weaker and thus try to flee from the workplace issues and end up resigning from the office, which they feel is the only solution to deal with workplace conflicts arising due to WO (Rasool et al., 2020). People who communicate with one another in the office have distinct dimensions and thus can be negative or positive. Such distinct interactions make way for distinct outcomes. On one hand, positive interactions boost productivity, increasing the extent of innovativeness in the working environment. On the other hand, negative interactions increase the possibility of workplace violence or conflicts, decreasing the level of innovative work attitudes among professionals and workers (Rasool et al., 2019).

Impact on Job Performance WO negatively affects job performance by impairing employees' ability to complete tasks effectively. Ostracized employees are fundamentally impaired in terms of their cognitive abilities and emotional well-being, which in turn affects organizational output. They need more support and adequate resources from colleagues, leading to subpar performance and increased errors (Hua et al., 2023; Williams, 2007). The deleterious effects of WO create an environment of exclusion and poor performance (Sharma & Dhar, 2024). WO induces job stress and diminishes organizational motivation, decreasing overall performance (Abbas et al., 2014). Emerging research indicates that WO leads to a decline in pro-social behaviours due to attenuated organizational commitment (Huang & Yuan, 2024). Sharma and Dhar (2024) developed a process model for coping with WO, identifying various typologies for handling ostracism based on coping mechanisms and organizational support. Dash et al. (2023) conducted a qualitative inquiry into WO, examining the antecedents and coping strategies of employees who experience ostracism. Additionally, Hua et al. (2023) studied the moderating effects of self-control and adverse effects on the relationship between WO and interpersonal deviance, shedding light on the conditions that can exacerbate or mitigate the adverse effects of ostracism.

Moreover, Harvey et al. (2018) highlighted that WO is a painful experience with adverse outcomes for groups, individuals, or the entire organization. The critical context of ostracism at the workplace relates to the scenario of "being voted off". Generally, people are voted off because the ostracized people or those being voted off are considered weak, and it is also assumed that their presence may reduce the team's effectiveness. The primary cause of such an ostracism attitude or behaviour is not to make the ostracized individual feel low or hurt, but it is practised to self-protect. However, this indirectly indicates that ostracism may be a conscious and deliberate practice, with the possible aim of punishing individuals through ostracism. Being human veins, it is inevitable to face rejection by groups and individuals. It cannot be overlooked; however, it becomes confusing when such behaviour is experienced in the workplace setting. It creates a strong negative effect on the mental and physical well-being of the person and hampers the performance level.

To better understand the concept of WO, particularly in the workplace setting, it is essential to assess its relationship with job performance. As per the comment of De Clercq et al. (2018), adverse and stressful workplace conditions are the primary cause of workers not completing their tasks. There are several reasons for stressful and adverse scenarios in the workplace. One of the major causes is the Practice of workplace ostracism, where a group or an individual socially excludes another person, creating a toxic and stressful office space. WO is a form of misbehaviour shown to a particular person by not giving proper attention. This eventually harpers the victims' motivation. People with no motivation and constantly experiencing feelings of incompetence and undervalue affect the level of their job performance. This indicates that WO negatively affects the job performance of employees. On the other hand, De Clercq et al. (2018) research found that WO

negatively correlated with job performance, stating that this relation is feeble at a higher degree of self-efficacy. Self-efficacy can be understood as a personal resource or set of traits, and it is mighty among workers who occupy higher positions.

Today, in every workplace, an increase in the strength of teamwork has been observed, suggesting the necessity for improved social interface with peers and colleagues. WO is considered a "persuasive variable" in discussing a reduced contribution in the workplace and a disappointing sense of belonging (Haq, 2014). Despite the significance and prevalence of WO, more studies have yet to be conducted to examine the effect of such a phenomenon. Moreover, as an interpersonal stressor, WO poses a significant threat to the victim's social resources. The person relies on these resources to cope with a problem. Besides threatening social resources, WO is also considered a stressor (Pancardo et al., 2018). Based on organizational-based studies, WO is linked with a greater extent of depression, anxiety, turnover intentions, poor psychological health and a low satisfaction level. Social stressors decrease work motivation, eventually obstructing personal goals, career growth and individual performance. A negative relation is shown between WO and job performance, while on the other hand, a positive relationship is demonstrated between WO and turnover intention along with job stress (Haq, 2014). Additionally, it is revealed that the relationship between WO and job performance is not as harmful as expected because factors such as psychological capital play a significant role in moderating the effects of WO on job performance.

The primary forms of conflict in the workplace involve Interpersonal Conflicts and Organizational Politics. Interpersonal conflicts and organizational politics are exacerbated by WO, leading to exclusion and division. Employees, feeling rejected when ostracized, may exhibit aggressive behaviours towards colleagues. WO also generates disparate power relations and rivalry as staff strive for inclusion and affirmation (Breidenthal et al., 2020). These conflicts disrupt harmony and coordination, eroding organizational efficiency and productivity standards (Hua et al., 2023).

Vui-Yee and Yen-Hwa (2020) revealed that when employees perceive WO as high, it increases their job stress, resulting in turnover intention. Further, job autonomy is also observed as a moderator that tends to mediate association, making the relationship much more robust in the scenario of low job autonomy. Although the study has not shown a direct relationship between job performance and WO, an indirect relationship between these two factors can be outlined from the study's findings (Vui-Yee & Yen-Hwa, 2020). Besides, the study focused on job stress criteria while discussing the impact or effect of WO. Since job stress plays a significant role in determining the extent of job performance, it indicates that WO is associated with employees' work or job performance. Since the workforce is a vital resource for a well-performing organization, leadership is requisite, and the threat of ostracism on employees is a crucial consideration (Kwan et al., 2018). A probable impact related to the turnover intention of employees has a significant influence on the well-being of employees and even organizational performance. This implies that job performance is affected to a large extent with the hint of WO.

Violations of the Psychological Contract The concept of the psychological contract refers to the unwritten expectations between employees and their employers. WO is perceived as a significant violation of this contract, as it breaches the fundamental expectation of mutual respect and support. Employees who feel ostracized may perceive their employer as untrustworthy and unfair, leading to decreased organizational commitment and increased intentions to leave the organization (Robinson & Rousseau, 1994). This breach of trust can have long-lasting effects on employee morale and organizational culture (Sharma & Dhar, 2024).

However, as opined by Cizreliogullari et al. (2019) and Choi (2019), WO reduces the level of competency of workers' performance and increases their job anxiety and stress, consequently impacting the employee turnover intent. Therefore, the mental and physical health of those workers who are being ostracized and excluded from the workplace deteriorates. In addition, ostracizing employees raises their level of stress, leading to undesirable results of high stress, low degree of job performance and high employee turnover (Robinson & Schabram, 2019). There is an immediate need to address all the possible reasons for WO. In addition, WO contravenes social norms and comprises several ethical concerns within organizations.

Moreover, getting an explicit knowledge of the impact of WO can help managers and HR teams manage the issue. Consideration of criteria like political skill and psychological capital can

decrease the negative consequences of ostracism. Not only job performance but the study conducted by Chaman et al. (2021) has opined that WO affects different work outcomes like job tension, turnover intentions and job stress. The main concern is that stress due to WO hampers the motivational aspect of employees, which reduces their ability to give their best or perform well in the organization (Jahanzeb et al., 2020). Thus, valid evidence exists confirming that WO creates several adverse outcomes, which, on hand, affects the job performance criteria. This validation further requires discussing the impact of WO on employee satisfaction to carry forward the understanding of the relationship between WO, employee satisfaction and job performance. Although the literature has ample evidence that the effects of WO are harmful, a systematic synthesis would resolve the patterns, ideas behind it, and practice. The next section explains how we performed such a synthesis using a structured review methodology.

Members of an organization who have a positive outlook on their well-being to a significant degree exhibit traits such as development, a strong sense of purpose, autonomy, improved job performance, self-acceptance, and a high level of satisfaction with their work responsibilities (Carr et al., 2021; Chang et al., 2019). On this note, ostracism at the workplace affects both employees' well-being and work-based outcomes. The study by Jang and Chen (2022) hypothesizes that WO reduces the well-being of workers by enhancing "employee need satisfaction". It also revealed that WO has a damaging effect on workers' well-being through need satisfaction. As per SDT (Self-determination) principles, an individual's behaviour reflects three basic psychological needs: relationships, competence, and autonomy (Sato et al., 2020; Stritch et al., 2022). It applies to every human being. The SDT operates under the presumption that it is necessary to evaluate the psychological requirements of individuals in addition to the connection between social and environmental circumstances, which can further help in understanding the developmental needs of individuals. However, WO creates anxiety and pressures the workforce, reducing their self-regulation and ability to control their work productivity (Galbusera et al., 2019; Jang & Chen, 2022). Thus, it becomes challenging for organizational members or employees to make independent decisions in their workplace, thereby hampering their autonomy. On this note, WO affects the psychological demands of members, thereby reducing the desire for employee satisfaction and undermining the subjective well-being of the entire workforce.

Furthermore, the study of Jang and Chen (2022) also considered the context of authentic leadership. The importance of authentic leadership is emphasized since it has a "bottom-line" impact everywhere (Petersen & Youssef-Morgan, 2018). As far as the role and contribution of effective leadership to the workplace are concerned, the context of authentic leadership must be considered. When workers recognize a greater level of authentic leadership in their superiors, the link connecting workers' demand for fulfilment and WO is weakened. This is because authentic leadership tends to inspire workers' trust. When a person experiences WO, their expected satisfaction is significantly reduced since they can access limited resources and information from their leaders or direct supervisors.

Exclusion at the workplace due to WO is regarded as a common phenomenon. However, sources are yet to be known, which affects job performance and thereby leads to a lower extent of job satisfaction, organizational commitment, OCB (Organizational citizenship behaviour) and organization-person fit (Chung, 2017; Ferris et al., 2015). As per the comment of Kwan et al. (2018), within organizational settings, not only is the amount of harassment, conflict, and counterproductive behaviour considerably raised as a result of WO, but it also leads to high levels of aggression among employees. However, the researcher observed that "coworker ostracism" threatens "relational outcomes" while "supervisor ostracism" threatens the efficiency needs of employees (Chung, 2018). Moreover, employees tend to cope with ostracism at a supervisor level with proactive and self-protective behaviour, which is referred to as defensive violence.

Further, employees may suppress facts, views, and ideas in fear of adverse outcomes such as job loss and stunted growth in the context of promotion (Akar, 2018). This behaviour allows them to avoid conflict, allows self-determination and maintains harmony. Besides, defensive silence brings about adverse effects such as cynicism, dissatisfaction, cynicism, emotional exhaustion and stress. The study of Kwan et al. (2018) has not focused on the criteria of employee satisfaction; however, defensive silence, which employees practice to deal with the supervisor-based WO, led to dissatisfaction among ostracised employees.

Moreover, Zahid et al. (2021) commented that psychological-based distress results from ostracism, an interpersonal stressor resulting in job dissatisfaction. Moreover, emotionally intelligent workers have a solid capability to handle WO's concerns. This emotional intelligence and WO are hypothesized. Thus, the impact of WO is not directly on employee satisfaction; however, the existence of WO in the office environment creates significant dissatisfaction among employees. The major gap in the existing studies related to the discussion of WO on employee dissatisfaction lies here.

The study of Zahid et al. (2021) has explored the relationship between CPWB (counterproductive Work Behaviors), job satisfaction and workplace ostracism. Here, the study's findings revealed that WO positively affects CPWB, where job satisfaction acts as the mediator, partially mediating the relationship between CPWB and WO. Ostracism is considered the source of dissatisfaction and discomfort in a person's life. No one likes to be excluded or ignored. Such attitude or behaviour from others creates a negative impact on the victims' psychological and mental state.

Further, WO, along with its adverse experience, negatively influences the belongingness and self-esteem of employees in their social setup and working environment. In addition, job satisfaction is crucial in assessing OB (Organizational behaviour). Job dissatisfaction may make employees quit their organization (Zahid et al., 2021). Further, job satisfaction also has distinct positive consequences, such as increased profit and business unit outcomes, commitment, organizational performance, and greater productivity. The attitude of employees towards their jobs contributes significantly to job satisfaction (Akhmetshin et al., 2019). The experience of pain regarding WO represents an adaptive instinct that warns the person that things are going in the wrong direction and consequently prompts them to search for the remedy to such a situation, creating a sense of job dissatisfaction among them.

Regarding employee satisfaction, it is crucial to understand the impact of employee satisfaction on job performance. The study of Pongton and Suntrayuth (2019) emphasizes the criteria of communication satisfaction in improving employee satisfaction, job performance, and employee engagement. By improving the quality and consistency of internal communication, innovativeness and productivity can be increased. Also, employee absenteeism can be reduced along with operational costs. However, the study has considered the context of higher educational institutes (Pongton & Suntrayuth, 2019). Besides, the study has detailed the significance of employee satisfaction and job performance. The study has a hypothesis that job satisfaction has a positive effect on the criteria of job performance (Pongton & Suntrayuth, 2019). On this note, communication between colleagues or employees and their supervisors plays a significant role. This is because effective communication ensures employee engagement. Concise, clear and honest communication are essential tools to facilitate employee engagement. However, both poor communication and miscommunication result in distrust, unexpected employee turnover, doubtfulness, scepticism and dissatisfaction (Verčič & Špoljarić, 2020). Employees who are satisfied with their organizational culture and other facilities provided by their organization are more likely to be engaged and involved in their work. This consequently has a positive impact on how they perform in the workplace. Thus, a clear relationship exists between job performance and employee satisfaction (Sualman et al., 2019).

On the other hand, Davidescu et al. (2020) have focused on job performance, job satisfaction and flexibility. Employees are one of the prime sources of support and knowledge for implementing and developing sustainable HRM (Human et al.) (Chang et al., 2018). Employee participation, development, and care are significant in every respect. Thus, the connection between employee satisfaction and job performance is essential. Due to the constant change in the dynamics and trends of the labour market, the necessity of a competent workforce has become vital. However, several organizational provisions help to boost both job satisfaction and, thereby, job performance. Work flexibility is one of the prime criteria. When employees are allowed to work flexible hours, they can work independently as per their preferred working hours (Stankevičiūtė & Savanevicien, 2018). This satisfies them and helps organizations meet their objective while retaining a satisfied workforce. Thus, the study conducted by Davidescu et al. (2020) has shed a connection between work flexibility and job satisfaction and another association between job satisfaction and job performance.

Besides, Kawana et al. (2018) counted their study on the influence of employee satisfaction, organizational commitment, personality and organizational culture on the performance of employees. The suitability of the characteristics of organizations and workers' desires will impact the extent of work satisfaction of employees. To achieve a higher level of work performance through increased expected productivity, they need to get a high degree of work satisfaction (Razzaq et al., 2018). Every individual has their distinct satisfaction levels. Work satisfaction is the emotional response or effectiveness in different work aspects. Work satisfaction is not a single-dimensional concept and requires several criteria to meet an expected level of employee station, which promotes a high degree of employee on-job performance. Also, in the study conducted by Kawana et al. (2018), organizational commitment plays the role of mediator, which influences the relationship between job satisfaction, personality and organizational culture to make way for improved employee performance. Moreover, job satisfaction is regarded as the initial concept before working personnel develop organizational commitment, thus stating that job satisfaction and organizational commitment are positively related (Dahmardeh & Nastiezaie, 2019). Furthermore, the satisfaction received from coworkers is foremost towards attaining a robust organizational commitment, which eventually encourages employees to work in the organization and be a valuable part of it.

In addition, Eliyana and Ma'ari (2019) highlighted the impact of organizational commitment and job satisfaction in the presence of transformational leadership in attaining a high degree of employee performance. It has been observed that transformational leadership has a significant and direct impact on organizational commitment and job satisfaction. This leadership style cannot have a significant effect on job performance when it interferes with the element of organizational commitment, and it also cannot directly affect work performance (Santos et al., 2018). The specific leadership style significantly contributes to determining the work pattern of employees and, hence, the entire organization. On this note, a transformational leadership style can positively change how organizational operations are conducted. Since leaders are responsible for supervising, guiding and leading the workforce, they need to understand the satisfaction demands of their followers. This can eventually help to improve employee performance. Also, an organization with an increasingly satisfied workforce is expected to be more productive and effective. In addition, a workforce with a high extent of satisfaction has reduced the rate of employee turnover (Kertiriasih et al., 2018). Since understanding the significance of job performance and employee satisfaction can give an explicit knowledge of both employee and organizational performance, a link between these two criteria is necessary while discussing the impact of the third element on organizational productivity.

This makes way for the discussion of the effect that WO has on work performance and employee satisfaction. According to the study by Turkoglu and Dalgic (2019), ostracized people suffer from emotional pain and shock. An employee initially tries to evaluate the reason behind the Practice of ostracism towards them. Following the phase of evaluation, the employees experience stress and severe psychological problems if they fail to manage the issue of ostracism. Effective communication and interaction with other organizational members allow the targeted employees to understand the organization's objectives and deliver a good quality of services and products irrespective of their work sector. The study of Turkoglu and Dalgic (2019) has focused on the concern of WO in the tourism and hotel sector. WO tends to obstruct the flow of communication and interaction within the organization, thereby hampering the workflow, particularly in service-oriented sectors like the tourism industry. A direct negative impact on job performance due to WO has been observed; however, considering employee satisfaction is also necessary. WO decreases the tendency of employees to support other coworkers, thus eliminating the criteria of OCB from organizations (Lyu & Zhu, 2019). Also, turnover intent increases with WO due to high dissatisfaction among workers.

However, an exaggerated distrust is created when people are excluded and ignored from social interaction (Al-Atwi et al., 2021). Employees who cannot focus on their work due to office politics and conflicts are expected to perform poorly. The feeling of WO is carried forward by distinct psychological outcomes such as a threat to fundamental needs, disappointment and frustration. Such negative impacts reduce ostracised people's motivation toward their work (Robinson & Schabram, 2019). Also, since ostracized employees are not allowed proper access to relevant resources and organizational assets, which may be beneficial for making informed decisions, it is the primary cause of their poor performance. Although the study has not extended its discussion to highlight the effect of WO on employee satisfaction, it can be hinted at by the fact that since WO

demotivates employees, they are not satisfied with the pattern of work operations (Al-Atwi et al., 2021). Also, a high degree of job performance depends on whether the employees are motivated, encouraged and satisfied at their workplace. WOs make employees dissatisfied and must be assumed to perform well, be creative, and show innovativeness in their organizations (Rudert et al., 2020). On this note, the flow of communication is obstructed when some organizational members are not allowed to participate in a group discussion.

As opined by Uslu (2021), WO, along with workplace loneliness, results in a negative impact on the performance of employees. WO has an inhibitive effect on trust and communication. It further creates a solidarity work environment; Theory increases the toxicity level in organizations. It further triggers undesired attitudes and behaviours like conflict, stress, decreased job satisfaction and intent to resign. WO also drives workplace loneliness. WO, consequently, is associated with dissatisfaction. In this regard, the relationship of individuals with their overall work environment is weak, which creates a sense of isolation among the ostracized employees (Ayub et al., 2021). Thus, the Practice of WO is only accepted at some levels.

Furthermore, a stressful and lonely environment as the outcome of WO impacts the productivity level of organizations and employees. Such situations reduce the urge for employees to be innovative and well-performing when they are expected to. Leaders and managers must prioritize such issues and immediately respond to these circumstances. Although WO intentionally or unintentionally hurt the victim's psychological state, the incident consequence is a dissatisfied employee and reduced employee performance (Özcan, 2022). In addition, a clear picture of the negative impact of WO on the poor performance of workers is observed, given that they are highly depressed, stressed and psychologically damaged.

Table 1: Studies Conducted by Previous Researchers

Study	Findings
Koay (2018)	WO is passive aggression, leading to psychological impacts like tension and depression.
Liu & Xia (2016)	Negative impacts of WO lead to reduced work performance and job satisfaction.
Ferris et al. (2019)	WO manifests as social isolation, silent treatment, and exclusion from activities.
Zhao et al. (2016).	High WO correlates with negative work behaviours like knowledge hoarding.
Williams (2007)	Social Exclusion Theory: WO leads to loneliness, depression, and anxiety.
Robinson & Rousseau (1994)	Psychological Contract Theory: WO breaches informal agreements, leading to betrayal and reduced trust.
Blau (1964)	Social Exchange Theory: WO reduces perceived benefits, leading to disengagement.
Deci & Ryan (2000)	Self-Determination Theory: WO undermines autonomy,

Study	Findings
	competence, and relatedness.
Bilal et al. (2020).	Mixed outcomes of WO are prevalent across industries and cultural settings.
Zhang et al. (2022).	WO includes acts like concealing information and avoiding eye contact.
Ferris et al. (2017).	WO undermines self-esteem, control, belonging, and meaningful life.
Ferris et al. (2019); Lyu & Zhu (2019)	WO reduces job satisfaction, leading to disengagement and higher turnover intentions.
Howard et al. (2020).	Leadership characteristics and social support are critical antecedents of WO.
Rasool et al. (2020)	WO and workplace incivility influence innovative actions and can lead to resignations.
Williams (2007); Hua et al. (2023)	WO impairs cognitive functioning and emotional distress, reducing productivity.
Sharma & Dhar (2024).	WO can create a cycle of declining performance and increasing ostracism.
Huang & Yuan (2024).	Ostracized individuals are less likely to engage in pro-social behaviours.
Dash et al. (2023).	Identified antecedents and coping strategies of ostracized employees.
Hua et al. (2023) .	She studied the moderating effects of self-control and adverse effects on WO.
Harvey et al. (2018).	WO has negative outcomes for groups, individuals, and organizations.
De Clercq et al. (2018)	Adverse conditions, including WO, hinder task completion and negatively affect performance.

Study	Findings
Haq (2014)	WO reduces workplace contribution and sense of belonging.
Pancardo et al. (2018)	WO poses a major threat to social resources, leading to depression, anxiety, and turnover intentions.
Breidenthal et al. (2020)	WO fosters interpersonal conflicts and organizational politics.
Vui-Yee & Yen-Hwa (2020)	Perceived WO increases job stress and turnover intentions, moderated by job autonomy.
Robinson & Schabram (2019)	WO reduces competency, increases job anxiety, and raises turnover intent.
Chaman et al. (2021)	Emotional intelligence and political skills can mitigate WO's adverse effects.
Zahid et al. (2021)	WO positively affect CPWB, with job satisfaction mediating the relationship.
Turkoglu & Dalgic (2019)	Effective communication mitigates WO's negative impacts.
Lyu & Zhu (2019).	WO decreases support for coworkers and increases turnover intentions.
Robinson & Schabram (2019)	Exclusion and social interaction issues reduce motivation.
Al-Atwi et al. (2021)	Ostracized employees need more resources for informed decisions, leading to poor performance.
Uslu (2021); Ayub et al. (2021); Özcan (2022)	WO reduces trust and communication, leading to dissatisfaction and reduced performance.

Methodology

This study used a comprehensive literature review method, following the PRISMA guidelines. We chose a systematic review approach for its potential to provide a qualitative understanding, diving into the intricacies and nuances of individual studies. A systematic review enables a structured and comprehensive synthesis of existing literature, allowing for a methodical understanding of patterns and gaps. Whereas a meta-analysis quantitatively consolidates findings, our chosen method provides a deeper dive into the subject matter. To synthesize the many perspectives, each of which

could reveal different insights, the systematic review was employed, allowing not only for the examination of discrete findings but also for assessing the interconnections among WO, Job Performance, and Employee Satisfaction in the studies.

Research Design

This research utilizes the integrative systematic literature review approach to analyze the impacts of WO on job performance and the satisfaction of employees, in addition to comparing the participation of different authors in addressing the pre-specified question and research discrepancies (Whittemore & Knafl, 2005). An online search for articles in academic databases was done using keywords such as "Workplace Ostracism," "Employee Satisfaction," "Job Outcome", and "Job Performance".

This study primarily focused on articles published between 2018 and 2024. However, to fortify the theoretical foundation, the historical development of these constructs was included by selecting a few seminal papers from earlier years in the literature.

Data Sources

The study's findings were derived from the extant literature, including journal articles, books, and conference papers. The selected databases were ScienceDirect, Emerald Insight, SpringerLink, Taylor & Francis Online, Wiley Online Library, and Sage Journals, focusing on articles from 2010 to 2024, particularly emphasizing the contemporary research of 2023 and 2024. The search terms included "workplace ostracism," "employee exclusion," "job performance," "employee satisfaction," "organizational behaviour," and "interpersonal conflict."

A thematic analysis was performed to synthesize old and new approaches, summarizing all the articles. To ensure methodological rigor, the literature review was based on PRISMA guideline on identification, screening and selection of relevant studies. After screening a total of 346 records a total of 105 articles were shortlisted based on the inclusion criteria that were: peer-reviewed empirical or conceptual work addressing WO and its outcomes. This analysis allowed us to code for themes, patterns, and neglected areas in the literature on SMOs, CBOs, and advocacy, forming the basis for this paper's novel findings and contributions. This analysis method allowed us to view WO differently, revealing synergies and intermediate effects typically not discerned in a simple literature review. Conducting a meta-analysis of prior research and subsequent investigations, this paper aimed to delineate the development and integration of WO, job performance, and employee satisfaction based on Whittemore and Knafl's (2005) dimensionalization tools.

Data Collection and Analysis

About the data collection process, the papers were included based on the following criteria. The studies used in this meta-analysis were peer-reviewed empirical or theoretical papers that discussed the effects of WO on organizational outcomes, including job performance and satisfaction, as well as relevant papers on social exclusion, psychological contract violation, and interpersonal conflict. The selected articles were coded and categorized into themes and subthemes using the thematic synthesis method suggested by Thomas and Harden (2008). This approach incorporated qualitative and quantitative results, capturing the modality of WO's impact and identifying nascent research areas for future pursuit.

Research Gap

The concern of WO has emerged as a significant discussion for several researchers (Ayub et al., 2021; Bilal et al., 2020; Chaman et al., 2021). This is owing to its negative impact on organizational productivity and performance. Organizations that reflect the evidence of WO have low-productive employees and teams of unsupportive employees. Although WO affects the extent of job performance, it also intends to create a group of dissatisfied employees. However, there lies a significant gap in the existing studies related to the discussion of the impact of WO on employee satisfaction. Past studies have predominantly focused on the singular effects of WO, neglecting the interconnected dynamics of employee satisfaction and performance.

The review identified and analyzed over 100 articles on WO, focusing on recent studies to capture the latest advancements in the field. Despite the extensive body of literature on WO,

several gaps were identified. Many studies have examined the effects of WO in isolation and have yet to consider its concurrent impact on job performance and employee satisfaction. Additionally, more research is needed to explore the underlying mechanisms that drive these effects, particularly from a theoretical perspective.

Our study strives to knit these elements together, offering a holistic perspective. Specifically, many studies:

- They are primarily quantitative and might miss out on the nuanced effects of WO.

- Exhibit methodological limitations.

- Often, they need to integrate diverse theoretical perspectives, leading to fragmented insights.

This study aims to provide a more integrated understanding of WO and its multifaceted impact on organizational dynamics by addressing these gaps. Including recent publications from 2023 and 2024 further enriches the analysis, ensuring the findings are relevant and up-to-date.

On this note, the current study aims to address the gap and thoroughly discuss the impact of WO on both the factors of job or work performance and employee satisfaction.

Theoretical Framework

The workplace is a complex social environment that can significantly impact employees' well-being and job satisfaction. At the outset, we must conceptualize our key terms: workplace ostracism refers to ignoring or excluding employees, leading to feelings of isolation. Job performance pertains to the efficiency and quality of tasks performed by an employee. Employee satisfaction denotes the contentment level of employees regarding their job environment and tasks. Though the influence of the workplace on employee psychology has been widely studied, nuanced interactions like the mediating influence of employee satisfaction in the relation between workplace ostracism and job performance need deeper exploration. Our approach leverages established theories and presents a fresh perspective on these dynamics.

Self-determination theory (SDT) posits that individuals have innate psychological needs for autonomy, competence, and relatedness (Deci & Ryan, 1985). In the workplace context, relatedness refers to belongingness and social connectedness with colleagues. However, when employees experience ostracism in the workplace - which involves being excluded or ignored by others - their need for relatedness is significantly disrupted. Ostracism undermines employees' feeling of being valued, included, and connected to others in their work environment.

The theoretical foundation for the study is social exchange and self-determination theories, which underpin WO's dynamics. The social exchange theory suggests that WO interferes with the mutual distribution of resources for self- and other Cofer within organizations and negatively impacts the individuals and organizations involved (Blau, 1964). Deprived of their need for relatedness, ostracized employees become demotivated and feel lonely, resulting in diminished work productivity and intrinsic motivation and negatively affecting organizations.

Self-determination theory states that for proper functioning, personal autonomy, competence, and relationships are of paramount importance. WO minimizes these needs, reducing motivation and satisfaction levels (Deci & Ryan, 2000). Integrating these theories provides a robust theoretical framework for analyzing how WO affects employee outcomes. The strength of such framework is that it is able to facilitate the understanding of the relational (SET), psychological (SDT), and structural (JD-R) mechanisms via which WO influence can be achieved. Although SET focuses on the breakdown in reciprocal social exchanges, SDT leans on the blocking of basic needs of an individual, and JD-R describes ostracism as a demand that draws enemy and employee resources. When combined, these theories provide an understanding of how WO causes disengagement, dissatisfaction and lack of performance in layers.

Extending the framework involves comparing SDT with the JD-R model, offering a rich understanding of the interacting workplace processes underlying need satisfaction and demands. According to the JD-R model, the relationship between job demands and resources produces

various employee outcomes (Bakker & Demerouti, 2007). Thus, WO is a job demand that impairs employee satisfaction, decreasing well-being and discontentment.

A mediating variable exists in the relationship between workplace ostracism and job performance: employee satisfaction. Enhancing employee motivation and engagement through high satisfaction levels can improve job performance. Suppose a workplace environment leads to ostracization of employees, causing them to have lower levels of job satisfaction. In that case, it may ultimately adversely affect their engagement, motivation, and performance.

Therefore, based on the JD-R model, it can be inferred that workplace ostracism indirectly impacts job performance through its influence on employee satisfaction. Employee outcomes are impacted by workplace ostracism and employee satisfaction, which interact in ways that can be understood through this theoretical framework that treats ostracism as a job demand with mediation by satisfaction.

The following propositions have been developed as per the conceptual framework and review of the literature:

• Proposition 1: There is a negative relationship between employees' Workplace Ostracism and Job Performance.

• Proposition 2: There is a negative relationship between employees' Workplace Ostracism and Employee Satisfaction.

• Proposition 3: There is a positive relationship between Employee Satisfaction and Job Performance such that higher Employee Satisfaction leads to higher Job Performance.

These propositions, informed by our amalgamation of the SDT and JD-R model, delineate the indirect and direct influences on job performance. They serve as the foundation for our broader framework that extends the understanding of workplace ostracism's multi-tiered effects.

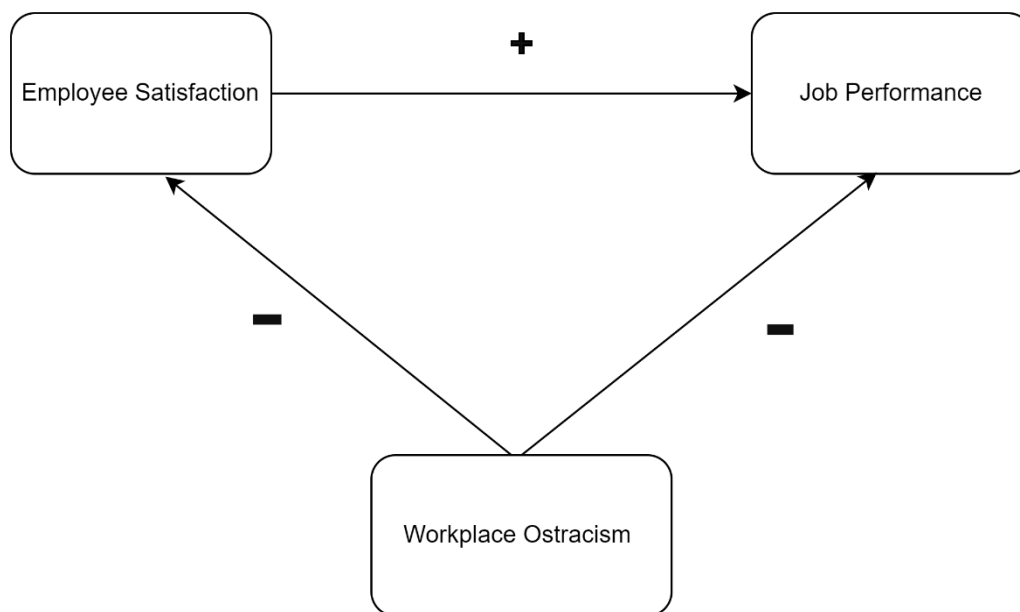*Development of a conceptual framework*

Figure 1: Visual representation of WO, Job Performance and Employee Satisfaction

While the proposed framework might seem direct in its design, its simplicity is its strength. The straightforward nature of the model allows for clear operationalization and replicability, ensuring that outcomes can be consistently measured across varied settings. However, wrapped within this rather simplistic picture is a complex theoretical synergy. Our model encapsulates an integrative perspective, synthesizing insights from diverse theoretical backgrounds, thus presenting a richer, more intricate understanding of the dynamics at play. In this study, this innovation will augment this field's state of the art.

Furthermore, our model is the foundation for further research introduced in the context of increased complexity. Thus, simple and intuitive models should be used when assessing a situation in practical terms, such as organizational decision-making or managerial actions and interventions. It naturally imbues itself into practical business solutions for corporations.

Therefore, the integrated model provides an extensive framework for conceptualizing workplaces and comprises a rich set of ideas about the dynamics of workplace interactions. This paper also reveals how a specific type of workplace social exclusion known as WSOs impacts job satisfaction and performance through mediated moderations of self-esteem advocacy neutrality and mental health at an individual and organizational level.

We have to look at emotions, perceptions and physical conditions while studying the satisfaction level of employees and their performance on the job. According to Blau (1964), Deci & Ryan (2000), and Bakker & Demerouti (2007), the quantity and quality of their work is an essential drive to organizational success.

According to the proposed model, workplace ostracism minimizes job satisfaction, motivation, and productivity outcomes. However, by addressing issues such as establishing supportive structures and implementing sound company policies at the workplace, negative consequences arising from work-to-family interfaces may be eliminated to improve satisfaction and, hence, performance.

Results

Building on the conceptual framework, our study aimed to unearth the nuanced interactions of workplace behaviours. The current investigation sought to validate theoretical assumptions and expand our knowledge of the underlying mechanisms by exploring the relationship connecting workplace ostracism, job satisfaction, and performance. Previous studies showed that ostracized behaviour at work is strongly linked to high employee turnover rates. Ostracized employees suffer adverse effects such as decreased levels of job gratification. Notably, there is an inverse relationship between experiencing exclusion at work and job fulfilment. Thus, when individuals are excluded or ignored professionally, their job satisfaction decreases.

Overview of Findings

Based on the integrative literature review, WO has a deleterious effect on job performance and employee satisfaction, contributing to negative consequences. These include interpersonal conflicts, organizational politics, and psychological contract violations. Thus, the presented study provides evidence of WO as a pervasive and damaging phenomenon affecting individuals and organizations.

Impact on Job Performance

The study shows that workplace alienation indirectly affects job performance by mediating employee satisfaction. This paper discusses how focusing on employees' well-being can enhance performance and revenue. WO strongly degrade job performance by evoking emotional reactions, cognitive impairment, and reduced motivation, resulting in decreased performance rates, increased errors, and deteriorated work quality (Williams, 2007; Hua et al., 2023). These issues are exacerbated by reduced social support for ostracized workers, making it difficult for them to meet job demands (Sharma & Dhar, 2024). WO also leads to stress and anxiety, translating into burnout and increased absenteeism (Ferris et al., 2019).

Impact on Employee Satisfaction

WO significantly diminishes employee satisfaction, leading to feelings of lack of support and perceived injustice. These negatively impact trust organizational and citizenship behaviour and increase turnover intentions (Huang & Yuan, 2024; Lyu & Zhu, 2019). WO generates psychological distress, reducing job satisfaction and fostering a hostile workplace (Breidenthal et al., 2020).

Concurrent Impact of WO

The dual impact of WO on job performance and employee satisfaction is particularly concerning. WO's negative effect on job satisfaction results in poor performance, forming a vicious cycle. Reduced job satisfaction leads to disengagement and decreased motivation, further impairing performance and reinforcing feelings of exclusion (Sharma & Dhar, 2024; Hua et al., 2023). This interdependency underscores the need for effective interventions to combat WO.

Interpersonal Conflicts and Organizational Politics

WO has significant roles in interpersonal conflict as well as in organizational politics. Other behaviours that ostracized workers may exhibit include aggression, discomfort, and frequently stressful working relations. WO disrupts cooperation, overshadows objectives and goals, and impedes the positive dynamics of information exchange and collaborative process, negatively affecting organizational performance and production rates (Breidenthal et al., 2020; Hua et al., 2023). WO increases and creates new ones, which erodes the organizational setting (Ferris et al., 2019).

Discussion and Implications

The interaction of people within a working environment may enhance or diminish productivity in employees. However, being actively ostracized by coworkers detrimentally impacts job satisfaction and motivation, as one cannot perform their work correctly. This paper explores the influence of WO on organizational variables, revealing its considerable detrimental effects on employees' job performance and satisfaction. Ostracized employees suffer from psychological symptoms, and their cognitive functioning and motivation are diminished, negatively affecting their work performance. Ironically, workplace ostracism can flourish even in workplace environments that ostentatiously commit to inclusion and involvement while failing to monitor the microscopic actions that can attend to, disrupt, and abolish covert social exclusions. This is further exacerbated by inadequate resources and support, leading to decreased productivity and increased errors (Williams, 2007; Hua et al., 2023). WO also undermines employee satisfaction, as feelings of loneliness, injustice, and rejection negatively impact employee morale (Huang & Yuan, 2024; Lyu & Zhu, 2019). Such experiences of silent exclusion do not result in any visible wounds yet act as silent injuries that gradually eat away the belonging to the employee and the social fabric of the organization. However, several studies point out that under specific conditions ostracism can act as a catalyst for adaptive reactions including resilience, self-reflecting, or increased dependence on one's personal mechanisms of coping (Sharma & Dhar, 2024). These responses are usually modulated by person-based differences like psychological capital or emotional intelligence, indicating that all employees may not necessarily respond to WO similarly. This shows the need to account for boundary conditions and individual differences in responses to WO. The cyclical nature of these effects, where low satisfaction results in low performance, reinforces feelings of ostracism.

While there are various reasons why workers feel excluded at work—including personality traits—using Social Exchange Theory (Blau, 1964), along with SDT and the JD-R model, provides additional insights into why certain workers are more affected than others by these experiences, especially those who value interpersonal relationships highly. Moreover, it guides organizations regarding which interventions should be prioritized, such as compensation packages, to create inclusive workplaces where all employees feel valued irrespective of differences among colleagues or management positions.

Implications for Theory

The present research theoretically contributes to the existing literature on WO by using social exchange theory and self-determination theory. According to Blau's (1964) social exchange theory, WO interferes with reciprocation, which is crucial for maintaining relationships, resulting in employees' disengagement and diminished productivity. Autonomy, competence, and relatedness are key aspects emphasized in self-determination theory to promote well-being; however, WO negatively impacts these, thus decreasing motivation and satisfaction (Deci & Ryan, 2000). By integrating these theories, the current study provides a comprehensive understanding of WO's effects on employees' stated outcomes, thus enhancing the literature on organizational behaviour.

Implications for Practice

To mitigate the impact of WO, It is recommended that awareness interventions be launched aimed at increasing employees' and managers' knowledge of WO signs and possible outcomes and fostering a cultural change based on inclusion and respect. Programs such as employee assistance programs and peer support groups benefit ostracized employees. People should feel free to express their opinions, and everyone within the workforce should be valued. The formation and implementation of work mistreatment diversity and inclusion policies must be emphasized (Sharma & Dhar, 2024; Dash et al., 2023).

Implications for Policy

The literature supports adopting a worldview that promotes an affirmative work environment. Policies can help avoid ostracism if implemented through diversity training and diverse hiring practices. Procedures for handling complaints should be well established to avoid long-lasting issues and ensure fair hearing. Promotion, incentives, and appreciation of employees' achievements can also improve the work environment (Ferris et al., 2019; Breidenthal et al., 2020).

Unexpected Results

This study found that some ostracized employees developed adaptive coping mechanisms over time. While WO is generally detrimental, it may foster transformation and resilience in some contexts (Sharma & Dhar, 2001). Future studies should investigate how WO may lead to positive outcomes and the determinants of individuals' coping potential.

Study Contributions

This research uses social exchange theory and self-determination theory to explain WO's influence on job performance and employee satisfaction. By incorporating data from recent studies (2023 and 2024), the author addresses gaps in the literature. The presented guidelines and policy measures provide helpful advice for organizations seeking to prevent WO and enhance equity. In summary, this research contributes to the literature on WO and its behavioural consequences, forming a basis for subsequent studies and intervention strategies.

Conclusion

Ostracism in the workplace is a detriment to organizational health and productivity. Therefore, it is imperative to identify WO and provide solutions. WO is defined as the intentional exclusion from discussions and activities by coworkers or superiors, often due to biased impressions, significantly impacting the victim's psychological health and efficiency.

Employees experiencing WO are likely to exhibit poor commitment and reduced performance. Addressing WO is crucial for employees to be content and perform optimally. While some employees may improve their interactions and performance, emphasis must be placed on leadership approaches and organizational ethos to ensure dignity and combat mental exploitation.

The current study emphasizes the importance of fostering a positive attitude towards employee relations. Such an environment enhances employee satisfaction and productivity, benefiting the organization. The study underscores the necessity of integrating comprehensive theoretical approaches to interpersonal relationships and organizational performance to increase organizational commitment. Expanding on these findings, possible future research areas include (a) WO in virtual or hybrid working settings, (b) industry-specific factors such as customers facing roles in hospitality or healthcare where ostracism might have amplified effects and (c) longitudinal evolutions of impact of ostracism through time -lagged or panel data designs. There is also potential in using experimental or diary methods to record real time emotional and behavioural responses to WO.

Future studies should adopt a holistic view of ostracism across various cultures and industries and examine the moderating roles of WO, leadership, and organizational culture on employees.

The Social Interaction Concept elucidates how WO influences employee satisfaction and performance. Ostracism induces negative affective experiences, reducing job satisfaction and performance, thus exacerbating its effects on individuals and the corporate world. This review has a laid-out structure—it embarks on an examination of the devious nature of workplace ostracism and further explores the psychological and social mechanisms through which WO compromises

satisfaction and performance. It goes on to illustrate how organizational functioning is damaged in cycles, and finally, it provides intervention and reform paths based on theory and practice. A supportive work environment that ensures all workers feel accepted and appreciated mitigates WO effects.

Managers should implement proactive measures and action plans to prevent negative behaviours in the workplace and improve inclusiveness, including for employees with disabilities. Visualising a working world in which no one is made invisible, goes beyond policy, it requires everyday recognition, inclusion and empathy. As this review demonstrates, fighting ostracism is not merely the right thing to do ethically but strategically for making resilient and high-performing organizations. This paradigm benefits the organization and society (Williams, 2007; Deci & Ryan, 2000; Blau, 1964; Ferris et al., 2019; Hua et al., 2023).

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