



**ORIGINAL RESEARCH PAPER**

**Psychology**

**WORKPLACE OSTRACISM AND WORK MOTIVATION AMONG EMPLOYEES IN MANUFACTURING INDUSTRIES**

**KEY WORDS:** Workplace Ostracism and Work Motivation

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**ABSTRACT**

The aim of this study was to investigate about the relationship between workplace ostracism and work motivation among employees in manufacturing industries. The study also aims to find the how these variables are affected by gender and age group of employees. A sample of 180 participants between the age group of 25-45 was taken for the study based on the exclusion and inclusion criteria of the study. Convenience sampling was used for collecting the sample. Work motivation questionnaire (WMQ-A) and workplace ostracism scale was used to assess the work motivation and workplace ostracism respectively. Pearson's correlation and Independent sample t-test were used to test the null hypotheses. The analyses indicate that there is a significant relationship between workplace ostracism and work motivation. There is a significant difference in workplace ostracism and there is no significant difference in work motivation based on gender, accepting the null hypotheses. The analysis with regard to age group there is no significant difference with work motivation and workplace ostracism.

**Introduction**

Work is one of the most significant components of a person's life. They spend a large amount of time each day working in their organisation. As a result, developing healthy interpersonal interactions among individuals has become a requirement in their working lives. This network has a variety of effects on individuals as well as businesses. The literature claims that organisational effectiveness increases with the strength of the relationship network (Bruning & Ledingham, 1999).

Every employee has the right to work in a safe and healthy environment. Good mental health is supported by decent job, which includes a means of providing support and a source of income. According to 2019 estimates, 15% of persons of working age have a mental condition. The workplace is one of the most prominent social environments where ostracism occurs, according to Fox and Stallworth (2005). Workplace ostracism at work has also received some attention because studies have shown that it has a negative impact on employees' attitudes and conduct.

**Workplace Ostracism**

An individual's wellbeing depends on being socially included (Baumeister & Leary, 1995). Workplace ostracism was first introduced by Ferris, who believed that "people were suffering ostracism when individuals in the workplace sensed exclusion, ignorance, and disrespectful treatment by others". In recent years, research on activities that exclude or separate people from social interaction has expanded in years. Concepts such as ostracism (Williams et al., 2000), social exclusion (Twenge et al., 2002), rejection (Prinstein & Aikins, 2004), and abandonment (Baumeister & Wotman, 2005) are particularly prominent. According to multiple studies, workers who have experienced workplace ostracism will demonstrate a variety of psychological aversion reactions, such as increased work stress, emotional exhaustion, mental despair, and worse job satisfaction. Several empirical studies supported this point of view. Workplace ostracism was significantly positively associated to workers' psychological pressure, such as job tenseness, emotional weariness, and sadness.

**Work Motivation**

Employee work motivation can be defined as the level of commitment, enthusiasm, and innovation displayed by employees throughout the course of a workday. Intrinsic motivation develops when individual naturally enjoy carrying out your responsibilities and take satisfaction in a job well

done. Extrinsic motivation, on the other hand, relates to getting external incentives such as money, praise, or other prizes. The vast majority of employees are motivated by a combination of the two. It may fail for a variety of reasons. When everyone on the team loses interest in their work, the group can soon dissolve. Understanding an employee's motivation increases the likelihood of success in initiatives to promote employee engagement. There are strong links between intrinsic motivation, effort, and performance (Lawler & Hall, 1970). There are numerous reasons why employees get unmotivated at work. According to research, feeling ostracised lessens employees' pro-social behaviour and increases anger, especially towards co-workers who were not directly involved in the ostracism (Twenge et al., 2007). The study investigated the association between workplace ostracism and performance on in-role task behaviours, is a significant exception (Ferris et al., 2015). However, there has been little research into the impact of workplace ostracism on employees' ability to meet performance targets.

**Need and significance of the study**

Every person wants to fit in and fulfil a fundamental human need for a sense of belonging (Baumister and Leary 2018). The phenomena of ostracism at work have the potential to be extremely harmful to the workers. Workplace ostracism is a very strong variable likely to prevent feelings of belonging and reduces work motivation made to the job. Therefore, it may be fruitful to study the relationship of workplace ostracism and work motivation among employees and the present study has taken a specific population such as manufacturing industries which is not much studied. Depending upon the situation or circumstances, employees show either positive or negative behaviour. Sometimes in the workplace there are many events occur which not only harm employee's well-being but also affect the organization. So, the particular research can help organizations to motivate employees which can have healthy work performance. Adequate number of studies has not been carried out to examine the relationship of workplace ostracism with work related behaviours like job performance, work motivation etc in India. The present study will be a major contribution towards that.

**Method**

**Statement of the problem**

The main goal of the study is to find out workplace ostracism have any relation with work motivation and how gender and age is affected by these variables.

**Operational Definition**

**Workplace Ostracism**

The level to which an individual feels neglected or excluded by others at work is referred to as workplace ostracism. ostracism would result in negative interpersonal experiences and tense interpersonal organisation relationships, causing people to feel dissatisfied and humiliated, leading to negative behaviour, causing the excluded to damage their organisations.

**Work Motivation**

Work motivation is defined as a collection of energetic factors that emerge from both within and without an individual's being, to initiate work-related behaviour. It is the willingness or desire to work well, exert effort and perform effectively on the job.

**Objectives**

- To find the relationship between workplace ostracism and work motivation.
- To find the difference of workplace ostracism between males and females.
- To find the difference of work motivation between males and females.
- To find the difference of workplace ostracism between the age group.
- To find the difference of work motivation between the age group.

**Hypotheses**

- H<sub>01</sub>: There is no significant relationship between workplace ostracism and work motivation.
- H<sub>02</sub>: There is no significant difference between males and females for workplace ostracism.
- H<sub>03</sub>: There is no significant difference between males and females for work motivation.
- H<sub>04</sub>: There is no significant difference between the age group for workplace ostracism.
- H<sub>05</sub>: There is no significant difference between the age group for work motivation.

**Research Design**

A non-experimental correlation research design was used for the study. Which measures two variables, understands and assesses the statistical relationship between them, with no influence from any other variable.

**Sample and Sampling method**

A sample of 180 white collar employees (N=180) were selected for the study. among which 92 were males(N=92) and 88 were females (N=88) within the age range of 25-45. Participants were chosen from different manufacturing industries from Bangalore. A non-probability Convenience sampling was used in the study.

**Tools of the study**

1. Workplace Ostracism Scale (WOS)

Workplace ostracism is a ten-item scale developed by Ferris et al. (2008). It was a seven-point Likert-type response scale (1 Never, 2 Once in a while, 3 Sometimes, 4 Fairly often, 5 Often, 6 Constantly, 7 Always). Cronbach's alpha for this measure was 0.90.

2. Work motivation Questionnaire (WMQ)

The Work Motivation Questionnaire (WMQ-A) prepared by Agarwal (2012) was used. The scale consists of 26 items related to following six dimensions. The scale is rated as Likert type rated on five points scale. The reliability co-efficient by Spearman Brown formula was 0.994.

**Procedure**

The samples used in this study include 180 white collar employees within the age range of 25-45. The participants were chosen in accordance with the inclusion-exclusion

criteria. Prior to gathering the data, each participant was provided with the informed consent. The participants were given the choice to withdraw from the study if they feel uncomfortable. The confidentiality of the participant is ensured. Convenience sampling was the method chosen. Google Forms was used to distribute the scale to the participants. The data collected was coded, scored and interpreted. The study's analysis was made using appropriate statistical tools. Enquiries of the participants was clarified through email.

**Statistical Analysis**

The researcher used IBM SPSS Statistics 25 to do statistical analysis. Inferential statistics such as Correlation and Independent Sample t test was used to test the hypotheses of the present study. Inferential statistics are frequently used to compare treatment group differences.

**Result and Discussion**

**Table 1 Result of Pearson rank correlation among Workplace Ostracism and Work Motivation among Employees in Manufacturing Industries.**

Variable	N	M	SD	1	2
Work Motivation	18	29.83	11.95	-.556**	
r p				0.000	
Workplace Ostracism	87.54	14.15		-.556**	0.000
r p					

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

Table 1 shows the results of Pearson rank correlation between Workplace Ostracism and Work Motivation among white collar employees. The correlation coefficient (r value) is found to be -.556\*\* with a corresponding p value of 0.00 (p value > 0.05) which indicates a significant negative correlation between workplace ostracism and work motivation which implies that higher the workplace ostracism, lower the work motivation. Hence the null hypothesis which stated that "There is no significant relationship between workplace ostracism and work motivation" is rejected. Since the workplace ostracism scoring interprets high score for highly ostracized individuals and vice versa, the results indicate that the individuals who are highly ostracized have a low score in work motivation.

Employees high on workplace ostracism have low motivation because employee's perceptions of being ignored by others have an impact on their cognitive processes since such negative experiences hamper a fundamental drive to belong (Baumeister and Leary, 1995). Employees work contributions are hampered when their sense of belonging is threatened (Zhang and Kwan, 2015). Haldorai et al., (2020) highlights the influence of workplace ostracism on employee work engagement and identified that the workplace ostracism has a negative association with employee work engagement.

**Table 2 Independent Sample t-test between males and females for workplace ostracism among employees in manufacturing industries.**

Gender	N	Mean	S.D.	t	sig
Males	92	26.74	12.10	-3.666	.000
Females	88	33.06	10.95		

\*p<0.05

Table 2 shows that the significant difference between males and females with regard to Workplace Ostracism .Workplace ostracism received t score of -3.666 with corresponding p value as .000 (p value < 0.05) thus indicating that there exists a significant difference among males and females with regard to Workplace Ostracism. Hence, null hypothesis which states "There is no significant difference between males and females for workplace ostracism" is rejected.

The While considering the mean value it is evident that the mean of females is higher than that of males. So, we interpret as females tend to face higher level of workplace ostracism than females. This may be due to the fact that females, as compared to males, suffer more psychological distress and are more likely to develop posttraumatic stress disorder as a result of partner-initiated aggression (Archer, 2000). Females in many societies face additional professional restrictions and nonwork duties (e.g., glass ceiling effects and competing demands of numerous role commitments; (Hoobler et al., 2009).As a result, the effects of ostracism on female employees may be especially devastating. Female professors were more likely to report verbal abuse, disrespectful behavior, gender harassment, and isolation/exclusion than male professors (Richman et al., 1999).

**Table 3 Independent Sample t-test between males and females for work motivation among employees in manufacturing industries.**

Gender	N	Mean	S.D.	t	sig
Males	92	88.58	14.63	1.007	.315
Females	88	86.45	13.64		

Table 3 shows that the significant difference between males and females with regard to Work Motivation. Work motivation received t score of 1.007 with corresponding p value .315 (p value > 0.05) indicating there is no statistically significant difference in work motivation between males and females. Hence as the null hypothesis stated , that “there is no significant difference between males and females for work motivation” is accepted. A total of 180 white collar employees working in manufacturing industry were included in the sample. When the mean value is considered, it is clear that both males and females mean value is almost similar. As a result, we conclude that males have a slightly higher level of work motivation than females.

These empirical findings back up Zimmerman and Schunk's (2012) hypothesis that, the outputs of motivational factors can differ from person to person. This indicates that the same factor cannot drive everyone, hence it is preferable to uncover effective variables on an individual basis. Females have more significant financial motivating aspects (Arnania-Kepuladze 2010). Males, on the other hand, desire independence, authority, and status, as well as self-reliance and success (Sumita, 2014).Some studies reveal no or small gender differences in work motivation, such as research done by Dubinsky, A.J., et al., (1993), which found only minor variations in motivation between men and women. Similarly, Pearson and Chatterjee (2002) found that, despite differences, gender homogeneity prevailed in men and women's job motivation. They have similar attitudes towards high salaries, training possibilities, job autonomy, skill use, ideal living area, relationships with management, and so on.

**Table 4 Independent Sample t-Test between the age group for workplace ostracism among employees in manufacturing industries.**

Age	N	Mean	SD	t	P
25-35	87	30.72	11.76	.974	.332
36-45	93	28.99	12.12		

Table 4 shows difference between the age group using Independent Sample t test with regard to Workplace Ostracism. The t score for workplace ostracism is .974 with corresponding p value .332 ( p value < 0.05) indicating there is no statistically significant difference in the age group among the employees for workplace ostracism. Hence , the null hypothesis, that “there is no significant difference between the age group for workplace ostracism” is accepted. There was total of 180 sample with 92 males and 88 females within the age group 25-35( young adults) and 36-45(middle

adults).While considering the mean value it is evident that the mean of participants belonging to age group 25-35 is higher than those of 36-45. So, we interpret that the young adults experienced higher ostracism when compared to the older adults. This is because younger adults have a larger motivational desire in acquiring information within their social networks. As a result, individuals may be exposed to novel, unaccustomed situations more frequently, where they must adjust to new environments and become members of new groups and networks. As a result of all of this, individuals are more likely to be ostracized. Workplace Ostracism can be encouraged through hierarchical structures or can occur spontaneously when coworkers are neglected or forgotten, particularly in extremely stressful work contexts (Rudert & Greifeneder, 2017). Importantly, because the workforce is mostly composed of young and middle-aged individuals, these groups are at a heightened risk of workplace ostracism. In the prior study conducted by Rudert et al., (2020) stated that middle adults experience workplace ostracism less frequently.

**Table 5 Independent Sample t-Test between the age group for work motivation among employees in manufacturing industries.**

Age	N	Mean	SD	t	sig
25-35	87	87.07	12.97	-.432	.666
36-45	93	87.98	15.23		

Table 5 shows difference between the age group using Independent Sample t test with regard to Work Motivation. Work ostracism received at score of -.403 for the Independent Sample T test with the corresponding p value .666 ( p value < 0.05) indicating there is no statistically significant difference in the age group among the employees for work motivation. Hence, the null hypothesis which states that “there is no significant difference between the age group for work motivation” is accepted. While considering the mean value it is evident that the mean of participants belonging to age group 36-45 is higher than those of 25-35. So, we interpret that the middle adults have higher work motivation when compared to younger adults.

This can be explained by the above hypothesis testing that younger adults face greater workplace ostracism when compared to middle adults thus their level of work motivation is less compared to middle adults. Since older employees are more motivated than younger ones (Boumans et al., 2011), it can also be concluded that the more they stay long in their job, the more they become motivated. They have enjoyed their job and the benefits they receive could have influenced them to work well. Anselmo (2018) stated the middle adults are highly motivated and review of the literature discovered positive and consistent evidence of older workers' abilities in the areas of creativity, innovation, quantitative and qualitative performance, motivation, job performance, job attitudes, training motivation, problem solving, social skills, and motivation to continuously develop themselves.

**Conclusion**

Since the major purpose of this study was to examine relationship between workplace ostracism and work motivation among employees working in manufacturing industries and also the difference according to the gender and age group. Depending on the findings of the study, the following concluding notes were made: There is a significant relationship between workplace ostracism and work motivation. There is significant difference between males and females for workplace ostracism. There is no significant difference between males and females for work motivation. There is no significant difference between the age groups for workplace ostracism. There is no significant difference between the age groups for work motivation.

**Implications**

Ostracism at work has numerous negative effects on a company. It is noted that workplace ostracism is a highly influential phenomenon that lowers employee productivity. The study helped to better understanding about the two variables workplace ostracism and workplace motivation and organizations can take effective methods to reduce workplace ostracism and increase workplace motivation both intrinsic and extrinsic which enhance employee performance. The study also aims at giving suggestions to organizations for developing harmonious relationship among employees. This study could demonstrate how workplace ostracism can be detrimental to an organization's financial line. It is also notable because poor interpersonal behavior not only cause targeted employees to create negative opinions about their tormentors, but also cause these employees to form negative opinions about the entire firm. Employees who upward mobility are more likely to suffer the burden of workplace ostracism. Therefore, the employees should be given opportunity to develop their social or political skills so that they are better prepared to deal with and reduce social ostracism at work.

**Limitations**

Participants had to fill the questionnaire online. This also could have affected the concentration of the participants resulting in inaccurate responses. Similar studies in different sample groups can be conducted in order to generalize the findings of the research. The data was collected only from different manufacturing industries in Bangalore ; hence it cannot be generalized to the whole population.

**Conflict of Interests**

The authors declared no conflict of interests.

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