

Workplace Ostracism and Turnover Intentions: A Moderated Mediation Model of Organizational Commitment and Emotional Intelligence in the Hospitality Industry



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Abstract

Employee turnover remains a significant and costly issue in the hospitality industry. Ostracism at work, a subtle but significant kind of social exclusion, is an essential predictor of intentions to leave. This study investigates the influence of workplace ostracism on turnover intentions in the hospitality sector of Lalitpur, focusing on organizational commitment as a mediating factor and emotional intelligence as a moderating variable. The study employs Quantitative research methodologies with a causal research design. Moreover, a cross-sectional design was employed to collect data from a sample of 262 employees at five government-classified tourist-standard hotels in Lalitpur.

Workplace ostracism demonstrated a direct and positive effect on turnover intentions, and organizational commitment partially mediated this relationship, as indicated by the indirect effect, whereas emotional intelligence significantly reduced the impact of ostracism. When employees feel left out at work, they are more likely to think about leaving their jobs. Organizational commitment can help reduce this risk, but emotional intelligence does not seem to make a difference. This shows that companies should focus on building inclusive cultures instead of relying on individual coping skills. Recognizing employees' efforts helps build commitment and transparency and reduces feelings of exclusion. To truly improve workplace dynamics, organizations need to implement systematic changes alongside encouraging emotional intelligence.

Keywords: Emotional Intelligence, Hospitality Industry, Organizational Commitment, Turnover Intentions, Workplace Ostracism.

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1. Introduction

The demanding and stressful atmosphere of the hospitality industry makes it less likely for workers to provide exceptional customer service and encourages thoughts of quitting (Rao & Goel, 2017). Workplace ostracism is a common yet often hidden form of interpersonal mistreatment that can significantly harm employee well-being and organizational outcomes (Williams & Nida, 2009). The social rejection or exclusion of an individual by others in the workplace is known as ostracism, and it poses a significant challenge to basic human needs, including a sense of control, self-worth, and belonging (Williams, 2001). As of now, many studies indicate that ostracism is associated with the anterior cingulate cortex, a region linked to physical pain, as determined by functional magnetic resonance imaging (fMRI) (Eisenberger et al., 2003). Research has linked workplace ostracism to psychological distress, reduced work engagement, and turnover intentions among employees (Ferris et al., 2008). This silent but widespread problem is frequently overlooked because it takes the form of subtle acts of exclusion, such as dismissing colleagues' opinions in meetings or excluding them from social situations, rather than overt disagreement. These actions produce a toxic atmosphere that hinders cooperation and output (O'Reilly & Robinson, 2009). Furthermore, the mediating element between attitudes that influence intent to leave and actual departure from an organization is known as turnover intention (Glissmeyer et al., 2008). According to reports, firms with engaged employees are 21% more productive, 22% more lucrative, and have much lower turnover rates. However, internationally, just 13% of employees feel engaged (Hoisington, 2019).

The concept of organizational commitment can be illustrated by how an employee sacrifices their personal interests for the benefit of the company, as well as by how the company treats its employees when an individual connects with and contributes more to achieving organizational objectives. Three distinct approaches to organizational commitment are distinguished: affective, continuance, and normative commitment. Employees who are ostracized exhibit poorer citizenship behavior, which in turn leads to lower levels of commitment (Leung et al., 2011). Ostracism must therefore prove to be a concerning situation for the companies. According to conservation resource (COR) theory, employees' physical and emotional resources are depleted when they experience ostracism, thereby further affecting work-related outcomes such as organizational commitment. The term 'emotional intelligence' refers to a range of competencies, including the capacity to recognize and manage one's own emotions as well as others' (Mayer & Salovey, 1997). Employees with high emotional intelligence and a positive outlook on life are more likely to manage their emotions effectively and be less susceptible to professional ostracism. (Zhang et al., 2017).

As a result, workplace ostracism, although subtle and often unrecognized, can have a profound impact on individuals, making them feel alienated and undervalued. Over time, these experiences contribute to higher turnover intentions, making it more challenging for organizations to retain talented employees and foster a positive workplace culture (Anasori et al., 2020).

The study reveals the mechanism by which workplace ostracism affects turnover intentions, focusing on the role of organizational commitment and the potential protective effects of emotional intelligence. The goal is to offer practical insights that help organizations address this silent but impactful problem and build stronger, more engaged teams.

Literature Review and Hypothesis Development

Workplace Ostracism, a subtle yet harmful form of interpersonal mistreatment, has gained increasing attention in organizational research due to its significant impact on employee well-being and performance (Williams & Nida, 2009). Researchers using functional magnetic resonance imaging (fMRI) discovered that social isolation and ostracism stimulate the anterior cingulate cortex, an area linked to physical pain. (Eisenberger et al., 2003). A person's sense of purpose, control, self-worth, and belonging are all adversely impacted by ostracism. Ostracism is considered an interpersonal stressor within stress models (Büttner et al., 2024; Dong et al., 2024). Cortisol and other stress-related chemicals may be released as a result, causing social pain that is

neurologically comparable to physical pain. Long-term social isolation can cause chronic stress, which affects the human body in several ways. (Dickerson & Kemeny, 2004). The negative consequences of workplace exclusion on employee outcomes, especially turnover intentions, have been the subject of numerous studies. According to Ferris et al. (2008), for example, ostracism at work produces feelings of rejection and isolation that dramatically increase employees' turnover intentions. Research in other high-stress industries also shows a link between negative workplace experiences and employee turnover. For example, studies have found that factors such as heavy workload, unclear roles, and unmet growth expectations increase the likelihood that employees in the banking industry will want to leave their jobs (Gautam & Gautam, 2024). For this study, workplace ostracism is conceptualized as a negative social experience that affects employees' sense of belonging and can have profound implications for their work attitudes and behaviors. The measurement items capture various dimensions of exclusion experienced in day-to-day organizational interactions.

Turnover intention is defined as the mediator between attitudes and the intent to resign, and between the intent to resign and actual departure from an organization (Glissmeyer, Bishop, & Fass, 2008). Unlike actual turnover, which involves the physical act of leaving, turnover intention serves as the precursor or psychological state that predicts an employee's likelihood of quitting (Long et al., 2012). This variable is operationalized to assess employees' cognitive and emotional considerations related to leaving the organization. Organizational commitment has been empirically established as a significant factor in understanding employee retention. According to Meyer & Allen (1991), employees with high organizational commitment, particularly affective commitment, are more likely to remain in the organization despite negative workplace experiences. Moreover, the study examines organizational commitment, a key mediating variable that influences how employees' experiences of workplace ostracism translate into turnover intentions. It is operationalized to measure the extent of employees' dedication, loyalty, and willingness to contribute to organizational success.

Emotional intelligence (EI) is a collection of non-cognitive capabilities, competencies, and skills that influence one's ability to manage environmental demands and pressures (Bar-On, 1997). In addition, EI is an individual's ability to understand and manage others' emotions. This variable is operationalized to reflect the employee's capacity to maintain emotional balance and build positive workplace relationships despite challenging social dynamics (Zhang et al., 2015). Additionally, the potential of emotional intelligence as a protective factor remains underexplored. Can employees with higher emotional intelligence better navigate the challenges of workplace ostracism? If so, how can organizations support and develop the skill to reduce the negative consequences of ostracism? Hence, by addressing these gaps, this study provides a comprehensive understanding of the relationships and offers actionable strategies for organizations to reduce turnover, foster inclusion, and create healthier work environments (Williams & Nida, 2009).

Workplace Ostracism and Turnover Intentions

According to Ferris et al. (2008), ostracism at work produces feelings of rejection and isolation that dramatically increase employees' turnover intentions. The negative consequences of workplace exclusion on employee outcomes, especially turnover intentions, have been the subject of numerous studies. A 2024 meta-analysis of 32 studies finds a moderate positive correlation between ostracism and turnover intention (Das & Ekka, 2024), confirming that ostracized employees are more likely to consider leaving their jobs. Turnover intention serves as the intermediary factor linking an individual's attitudes, which influence their desire to leave, to the actual decision to resign from an organization. (Glissmeyer, Bishop, & Fass, 2008).

H1: Workplace ostracism has a positive relationship with turnover intentions.

Workplace Ostracism and Organizational Commitment

Workplace Ostracism, a subtle yet harmful form of interpersonal mistreatment, has gained increasing attention in organizational research based on its significant impact on employee well-being and performance (Williams & Nida, 2009). Organizational commitment has been empirically established as a significant factor in understanding employee retention. According to Meyer & Allen (1991), employees with high organizational

commitment, particularly affective commitment, are often more likely to stay despite negative workplace experiences. However, studies such as Leung et al. (2011) found that workplace ostracism reduces organizational commitment, particularly by weakening employees' sense of belonging and emotional connection to the organization.

H2: Workplace ostracism is significantly related to organizational commitment.

Organizational Commitment and Turnover Intentions

Several studies demonstrated that organizational commitment significantly reduces turnover intentions. For instance, Meyer et al. (2002) found that affective commitment is the dominant predictor of an employee's intention to stay, as employees who feel emotionally connected to their organization are less likely to leave. Similarly, Long et al. (2012) reported that low levels of commitment, often stemming from poor workplace relationships or a lack of inclusion, lead to increased turnover intentions.

H3: There is a significant relationship between organizational commitment and turnover intentions.

Organizational Commitment as a mediator

Organizational commitment plays a critical mediating role in the relationship between workplace ostracism and turnover intentions. As employees experience ostracism, their sense of belonging, self-worth, and emotional connection to the organization are undermined. This erosion of emotional and psychological bonds often manifests as a decline in organizational commitment, which in turn increases the intention to leave the organization. It even demonstrates that ostracized employees exhibit diminished commitment, thereby increasing turnover intentions (Wu et al., 2016).

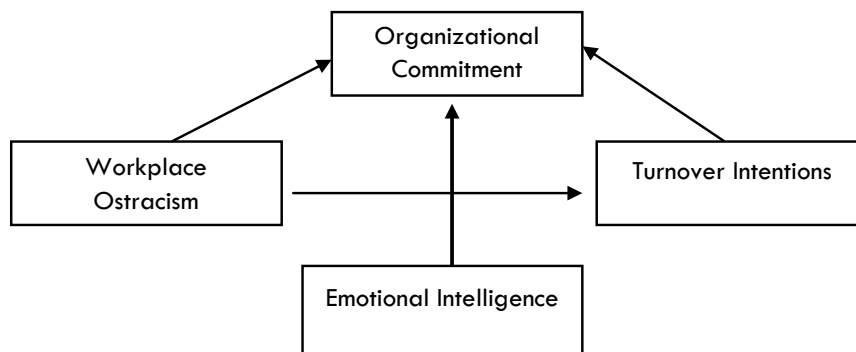
H2: Organizational commitment mediates the relationship between workplace ostracism and turnover intentions.

Emotional Intelligence as a moderator

More and more people are paying attention to how emotional intelligence might mitigate the inverse effects of workplace ostracism. Employees with high emotional intelligence are better able to control their emotions and handle stress at work (Zhang et al., 2017). This skill mitigates the effect of ostracism on turnover intentions by helping them manage its negative repercussions. In a similar vein, Kalyar et al. (2019) discovered that emotional intelligence increases workers' resilience, enabling them to handle interpersonal difficulties without abandoning their organizational responsibilities.

H5: Emotional intelligence moderates the relationship between workplace ostracism and turnover intentions.

Figure 1: Research Framework



Source: (Anosari et al., 2021)

2. Method

The study adopted a quantitative research design, using a cross-sectional survey to collect data from employees in the Hospitality Industry in the Lalitpur Valley. The structured questionnaire, incorporating validated instruments from prior research, gathered information on demographics, workplace ostracism, organizational commitment, emotional intelligence, and turnover intentions. A causal research design was applied to explore relationships between variables, examining organizational commitment as a mediating factor and emotional intelligence as a moderating factor.

The study employed purposive sampling to reach workers directly involved in the hospitality industry of Lalitpur, Nepal. There were 262 valid responses to the 280 questionnaires that were distributed. Even though the precise population size was unknown, the sample size is deemed statistically adequate because it exceeds the 200 cases that Hair et al. (2019) recommend as a minimum threshold for multivariate analysis and approaches the specifications proposed by Krejcie and Morgan (1970) for large or unknown populations. Furthermore, data were collected via a structured questionnaire distributed manually to employees in the Hospitality Industry and via Google Forms. The questionnaire consisted of two sections: one covering demographic details, including age, gender, education, and job tenure, and the other assessing key constructs using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Data analysis was done using SPSS 26 and Microsoft Excel. Analysis of the relationships between the variables was done using regression and correlation, and moderating and mediating effects were looked into using SPSS's PROCESS Macro. This study also employed a regression model to investigate the impact and relationships among demographic variables, Workplace Ostracism, Turnover Intentions, Organizational Commitment, and Emotional Intelligence. More especially, the regression model is defined as follows:

$$TI = \alpha + \beta_1O + \beta_2OC + \beta_3EI + \beta_4DF + \epsilon$$

where,

TI = Turnover Intentions

O = Workplace Ostracism

OC = Organizational Commitment

EI = Emotional Intelligence

DF = Demographic Factors

α = Constant

β = Coefficient of Independent Variable

ϵ = Error terms

3. Findings

Demographic Information

The questionnaire requested participants to share their demographic information, including gender, age, highest level of education completed, and length of job tenure.

Table 1 : Demographic Profile of Respondents

Demographic Variables	No. of responses	Percentage (%)
Gender		
Male	133	50.76
Female	129	49.24
Age (in years)		
below 25	49	19
26-35	185	71
36-45	24	9
Above 46	4	2

Education		
High School	38	14.50
Bachelor's degree	153	58.40
Master's degree & above	71	27.10
Job Tenure		
Less than 2 years	122	46.56
3-6 years	120	45.80
More than 7 years	20	7.63

Table 1 presents the demographic profile of respondents by gender, age, education, tenure, and other characteristics—sample: 133 males (50.76%) and 129 females (49.24%). Major respondents (71%) are in the 25-35 age group, while fewer than 2% are over 46. One with a bachelor's degree (58.40%), ahead of a master's degree or higher (27.10%). In terms of job tenure, approximately 46.56% have less than 2 years of experience, 45.80% have 3-6 years, and only 7.63% have more than 7 years.

Reliability Analysis

This section focuses on testing the reliability of questionnaires and concludes the data collection. SPSS software is used to analyze the reliability of the questionnaires and produce the results. Cronbach's Alpha is the most often used technique by researchers to assess the internal consistency of data.

Table 2 : Reliability Analysis

Variables	No. of Items	Cronbach's alpha
Workplace Ostracism	7	0.917
Turnover Intention	3	0.868
Emotional Intelligence	10	0.788
Organizational Commitment	12	0.922
Total	32	0.783

Table 2 presents the reliability analysis of different variables using Cronbach's alpha. It includes Workplace Ostracism ($\alpha = 0.917$), Turnover Intention ($\alpha = 0.868$), Emotional Intelligence ($\alpha = 0.788$), and Organizational Commitment ($\alpha = 0.922$). The overall reliability for all 32 items is 0.783, indicating an acceptable level of internal consistency for the study's measurement scales.

Descriptive Analysis

This part consists of descriptive statistics, or central tendency measures, for the constructs (Workplace Ostracism, i.e., independent variable; Organizational Commitment, i.e., mediating variable; Emotional Intelligence, i.e., moderating variable; and Turnover Intentions, i.e., dependent variable). This involves calculating measures such as the mean and Standard Deviation for every variable used.

Table 3 : Descriptive Statistics of all Variables

Variables	N	Mean	Standard Deviation
Workplace Ostracism	262	2.496	.873
Turnover Intentions	262	2.799	1.073
Emotional Intelligence	262	3.788	0.478
Organizational Commitment	262	3.274	0.789

Table 3 presents descriptive statistics for Workplace Ostracism, Turnover Intentions, Emotional Intelligence, and Organizational Commitment. Each variable has 262 respondents ($N = 262$). The mean values range from 2.496 (Workplace Ostracism) to 3.788 (Emotional Intelligence), indicating the average responses. The

standard deviation values indicate variability, with Turnover Intentions showing the highest dispersion (1.073) and Emotional Intelligence the lowest (0.478), suggesting a more consistent response pattern for the latter.

Correlation Analysis

Pearson correlation analysis measures the degree and direction of correlation between variables. Pearson correlation analysis requires a correlation coefficient (r) ranging from -1 to 1. This analysis will help us draw meaningful inferences about the relationships between variables such as Workplace Ostracism, Organizational Commitment, Emotional Intelligence, and Turnover Intentions.

Table 4 : Correlation analysis among variables.

	Workplace ostracism	Turnover intentions	Emotional intelligence	Organizational commitment
Workplace ostracism	1			
Turnover intentions	0.751**	1		
Emotional Intelligence	0.087	0.031	1	
Organizational commitment	-0.456**	-0.433**	0.217**	1

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

Table 4 contradicts correlations between workplace ostracism, turnover intentions, emotional intelligence, and organizational commitment. Workplace ostracism strongly correlates with increased turnover intentions ($r = 0.751$) and decreased organizational commitment ($r = -0.456$). Conversely, organizational commitment shows a negative relationship with turnover intentions (-0.433). Emotional intelligence has weak correlations with the other variables. All significant correlations are at the 0.01 level.

Regression Analysis

Regression analysis helps to assess the impact of the independent variable on the dependent variable. Here, the analysis is conducted on the relationship between the independent and dependent variables. The study used the Enter method of linear regression analysis.

Table 5 : Regression Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
1	0.751 ^a	0.563	0.562	0.710	1.365

a. Predictors: (Constant), Turnover intentions
 b. Dependent Variable: Workplace ostracism

Table 5 presents a regression model with a strong positive relationship ($R=0.751$) between turnover intentions and workplace ostracism. Turnover intentions explain 56.3% (R -squared) of the variance in workplace ostracism. A Durbin-Watson value of 1.365 suggests possible autocorrelation.

Table 6 : Regression Analysis of Workplace Ostracism and Turnover Intentions

Model	B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		Std. Error	Beta				Tolerance	VIF
1	(Constant)	0.492	0.133		3.736	0.000		
	Turnover intentions	0.922	0.050	0.751	18.315	0.000	1.000	1.000

a. Dependent Variable: Workplace ostracism

Table 6 shows the relationship between turnover intentions and workplace ostracism. This regression indicated a strong positive correlation between turnover intentions and workplace ostracism ($\beta = 0.751$, $t = 18.315$, $p < .000$), indicating that workplace ostracism is associated with higher turnover intentions. The unstandardized $B = 0.922$ indicates that for every 1-unit increase in turnover intentions, workplace ostracism is expected to increase by the same amount, 0.922. The value of the constant (0.492) represents the amount of workplace ostracism predicted to occur when there are no turnover intentions. The collinearity statistics are Tolerance = 1 and VIF (Variance Inflation Factor) = 1. Therefore, this model produces no multicollinearity. Hence, the model reveals a very strong predictive relationship between greater aspirations to quit and further experiences of workplace ostracism.

Mediation Analysis

Mediation analysis examines how an independent variable (IV) influences a dependent variable (DV) through a mediator, providing deeper insight into the process linking the two variables. First proposed by Baron and Kenny (1986), this technique partitions the total effect of the IV on the DV into a direct effect that does not pass through the mediator and an indirect effect that does (Preacher & Hayes, 2004).

Table 7 : Mediation Analysis of Organizational Commitment

Path	Effect	SE	t	p	95% CI (LLCI)	95% CI (ULCI)	Standardized Effect
(WO → OC)	-0.412	0.050	-8.254	0.000	-0.510	-0.313	-0.456
(OC → TI)	-0.156	0.062	-2.523	0.012	-0.278	-0.034	-0.125
Direct: (WO → TI)	0.858	0.056	15.321	0.000	0.747	0.968	0.758
Total : (WO → OC → TI)	0.922	0.050	18.315	0.000	0.823	1.021	0.751
Indirect Effect	0.064	0.027	-	-	0.021	0.125	0.057

(WO= Workplace Ostracism, OC= Organizational Commitment, TI= Turnover Intention)

Table 7 shows the partial mediation effect of Organizational Commitment (OC) on the relationship between Workplace Ostracism (WO) and Turnover Intention (TI). Workplace ostracism significantly reduces organizational commitment ($\beta = -0.412$, $p < .001$), and lower commitment increases turnover intention ($\beta = -0.156$, $p = .012$). However, workplace ostracism still has a strong direct effect on turnover intention ($\beta = 0.858$, $p < .001$). The indirect effect ($\beta = 0.064$, CI: 0.021–0.125) confirms partial mediation, meaning ostracism influences turnover both directly and indirectly through commitment.

Moderation Analysis

Moderation analysis assesses how the dimension of a variable changes as a function of the level of a third variable, called the moderator. As introduced by Aiken and West (1991), moderation analysis typically uses interaction terms in regression models and can be handled precisely with tools such as the PROCESS macro in SPSS. Thus, this analysis evaluates emotional intelligence, workplace ostracism, and turnover intentions.

Table 8

Path	Effect	SE	t	p-value	95% CI (LLCI)	95% CI (ULCI)
Constant	2.852	1.089	2.618	0.009	0.706	4.997
WO	0.159	0.384	0.413	0.680	-0.598	0.915
EI	-0.604	0.277	-2.180	0.030	-1.150	0.059
Interaction (WO × EI)	0.194	0.096	2.013	0.045	0.004	0.383

Moderation Analysis of Emotional Intelligence

(WO= Workplace Ostracism, TI= Turnover Intentions, EI= Emotional Intelligence)

Table 8 shows a significant moderate effect ($WO \times EI: \beta = 0.194, p = 0.045$), suggesting that emotional intelligence moderates this relationship. The effect of workplace ostracism on turnover intention was not significant ($\beta = 0.159, p = 0.680$), suggesting that ostracism alone will not independently influence turnover intentions. However, there is a significant negative effect on turnover intentions ($\beta = -0.604, p = 0.030$), implying that employees with higher emotional intelligence are less likely to consider leaving their jobs. The significant interaction terms suggest that the effect of workplace ostracism on turnover intention varies with variations in emotional intelligence levels.

Table 9 : Hypothesis Testing

Hypothesis	Statements	Conclusion
H1	Workplace Ostracism (O) positively influences Turnover Intentions (TI).	Accepted
H2	Workplace ostracism (O) has a significant negative relationship with organizational commitment (OC).	Accepted
H3	There is a significant negative relationship between organizational commitment and turnover intentions.	Accepted
H4	Organizational Commitment (OC) mediates the relationship between Workplace Ostracism (O) and Turnover Intentions (TI).	Accepted
H5	Emotional Intelligence (EI) moderates the relationship between Workplace Ostracism (O) and Turnover Intentions (TI).	Accepted

4. Discussion

This study investigates workplace ostracism, organizational commitment, emotional intelligence, and turnover intentions among hotel employees in Lalitpur Valley. Consistent with previous studies linking ostracism with one of the leading causes of employee turnover (Ferris et al., 2008; O'Reilly & Robinson, 2009), the findings show evidence that workplace ostracism has a major influence on turnover intentions. Employees who are excluded tend to experience emotional disengagement, which weakens their organizational attachment and increases their probability of turnover. Results from this study suggest that subtle exclusionary acts should be addressed to increase retention.

Furthermore, this research indicated the mediating role of organizational commitment in the relationship between workplace ostracism and the yearning for turnover, reiterating previous studies (Meyer & Allen, 1991; Leung et al., 2011) that emphasize the importance of emotional and psychological bonds in the workplace. Therefore, enhancing organizational commitment might mitigate the damaging effects of ostracism, thereby reducing turnover intentions. Findings grounded in Conservation of Resources (COR) theory show that workplace ostracism reduces essential personal and job-related resources and can clearly lead to negative outcomes, such as decreased engagement and performance. Accordingly, COR theory (Hobfoll, 1989) posits that employees who experience resource loss due to ostracism conserve their remaining resources by reducing effort and withdrawing from work activities. This perspective explains quite well the psychological strain of ostracism and, more widely, its impact in settings where interpersonal relations are significant, especially in service industries (Leung et al., 2011). The analysis goes a step further by expanding on COR theory to consider organizational commitment as a syndicator. From the general findings, it became evident that ostracism dampens employees' emotional ties to their organizations, leading to decreased commitment and increased turnover intentions (Meyer & Allen, 1991). Thus, emotional intelligence can play a moderating role, whereby an employee is readily able to control her emotions and effectively cope with exclusion (Zhang et al., 2017). COR, this perspective further clarifies the theory by demonstrating how organizational commitment

and emotional intelligence can protect against the negative consequences of resource depletion from ostracism.

Moreover, these results underscore the need to create work environments that are supportive and inclusive to mitigate the effects of ostracism. Organizations can then work to retain employees through emotional intelligence training and strategies that enhance organizational commitment. Future investigations could further examine other moderators-organizational culture and leadership style-to enhance understanding of managing and lessening the effects of ostracism. In addition, organizations can learn how to mitigate the damaging effects of ostracism by focusing on employee well-being and organizational performance (Wu et al., 2012; Zaman et al., 2021).

Most interestingly, ostracism and turnover intentions were significantly semi-moderated by emotional intelligence. While emotionally intelligent employees exhibited slightly lower turnover intentions, these were insufficient to offset the adverse effects of ostracism fully. This differs from the findings of Zhang et al. (2017), suggesting that structural and organizational interventions may be more effective against ostracism than relying solely on individual emotional competencies.

5. Conclusion

This study provides an in-depth, holistic analysis of workplace ostracism, organizational commitment, emotional intelligence, and turnover, and their relationship to the results. It underscores the major critical impact of workplace ostracism, a subtle yet harmful form of interpersonal mistreatment, on employees' emotional well-being and organizational outcomes. The findings demonstrate that employees experiencing ostracism are more likely to feel excluded, undervalued, and disconnected from their workplace. This weakened sense of belonging directly contributes to increased turnover intentions, highlighting the high costs of ostracism for organizations, including talent loss and reduced productivity.

Furthermore, it concludes that organizational commitment serves as a strong mediator between workplace ostracism and turnover intentions. Employees' emotional commitment toward their organization is a buffer against any tendencies to leave, no matter how severe the demands of ostracism may be. However, this further escalates the desire to depart, which, in addition, erodes organizational commitment due to ostracism. The result underscores the importance of fostering an environment in which employees feel emotionally attached to their organization, as this will serve as a buffer against ostracism. Interestingly, emotional intelligence failed to moderate the relationship between ostracism and turnover intentions in a statistically meaningful way, contrary to the prior hypothesis. Although emotionally intelligent people exhibit somewhat lower turnover intentions, they cannot substitute for structural and cultural interventions meant to counter ostracism. The finding implies that while emotional intelligence remains a potent resource, it cannot replace structural and cultural interventions aimed at confronting workplace ostracism head-on.

In summary, the present research shows that workplace ostracism poses significant challenges for employee retention and the organizational culture. The research supports the claim that workplace ostracism explains a considerable amount of variance in turnover intentions. Therefore, this avalanche of results also indicates an immediate need for organizations to find practical means to minimize exclusionary behavior in the workplace and encourage inclusivity. The findings highlight an incredible body of insights for organizations, providing a roadmap to address workplace ostracism and its effects through interventions, leadership development, and employee engagement strategies.

Implications

These findings have a far-reaching impact on organizations' efforts to improve employee well-being, reduce turnover, and build a strong organizational culture. Organizations must realize that workplace ostracism is not to be taken seriously, as it poses serious challenges to employee morale and commitment. Fighting against ostracism should begin with clearly imposed various anti-ostracism rules and conduct to check exclusionary conduct. Regular assessment through user surveys or feedback mechanisms should identify subtle instances of ostracism before they escalate into serious evaluations. Organizations could create positive, inclusive

environments that foster belonging among employees, thereby making them less likely to feel ostracized. Team-building exercises, cross-functional cooperation, and diversity programs are among the most crucial tools for reinforcing inclusiveness over isolation.

Nevertheless, the study claims that commitment serves as a mediator in the relationship between ostracism and turnover intentions, so developing organizational commitment becomes all the more critical, as it would work against ostracism. It would be much better for employers to foster a workplace culture that values and recognizes employees' contributions, aligns individuals' roles with organizational missions, and promotes career development. Employees with a deeper emotional bond with their organizations would likely not flee at the first opportunity; they would endure through thick and thin. Certainly, organizations need to build on connections between employees and management by developing open, transparent communication complemented by shared values of trust and accountability across the workforce.

Leadership plays a central role in addressing ostracism and its consequences. Inclusive leadership practices, such as empathetic communication, conflict resolution, and active listening, can significantly improve workplace relationships. Leadership styles that embrace inclusion—the use of empathy to communicate, mediation of conflict, and active listening—have the potential to vastly improve workplace relationships. Managers should be trained to identify behaviors that lead to ostracism and to intervene effectively, creating a work environment where all employees feel respected and valued. Equally important is establishing a safe culture in which employees may express their concerns without fear of retaliation. Communication, particularly through one-on-one meetings and team discussions, can help leaders stay attuned to their teams' dynamics and tackle issues proactively.

Therefore, the organization is committing to constant observation and investigation of the dynamics in work settings. Regular evaluation of employee experiences, organizational commitments, and turnover intentions may enable leaders to make data-driven decisions to improve workplace conditions. This dissertation reinforces the view that an acceptable and supportive platform should be created for employees to feel connected, be dealt with, and be valued. When organizations, employees, and retention deal with ostracism, compassion and a sense of belonging are enhanced, which, in turn, translates into long-term business success.

6. Limitations and directions for results search

Overall, the results have limited localization due to the specific locales studied. Further, since this study is qualitative, it collects data at a single point in time, which limits the ability to draw broader conclusions beyond that one-time interval. The researchers also introduced a purposive template sampling method, which undoubtedly suggests that selection bias was possible, given that participants were selected based on specific criteria relevant to the study's focus. This type of sampling usually compromises the sample's representativeness, distorting the results. Therefore, the results of the study apply to a specific population due to the limited context and criteria used to select participants. Hence, the applicability of the findings is in question, as they were confined to a particular environment and a specific set of participants. There is no denying that these insights hold significance. However, they must be handled very carefully when used in a completely different context or broader audience. There is a need to conduct the study across varying environments and use different sampling techniques to strengthen and broaden the applicability of the findings. These limitations remind the reader to be careful and considerate when interpreting the conclusions the study seeks to establish.

7. Acknowledgement

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8. Conflict of Interest

The author declares no conflict of interest while preparing this article.

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