



**RESEARCH PAPER**

**The Role of Workplace Ostracism on Employee Work Involvement:  
Mediating Role of Job Connectedness and Moderating Role of  
Intrinsic Motivation**

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**ABSTRACT**

The article investigates the impact of workplace ostracism on employee work involvement, and how job connectedness and intrinsic motivation play mediating and moderating roles, respectively. Data was collected from 187 employees working in the hospitality industry of Pakistan. The results reveal that Workplace Ostracism has a negative impact on employee work involvement, but the effect is partially mediated by job connectedness and moderated by intrinsic motivation. The findings suggest that increasing job connectedness and promoting intrinsic motivation can help buffer the negative effects of Workplace Ostracism and enhance employee engagement and performance. The study has implications for organizations, managers, and policymakers, as it highlights the importance of creating a supportive and inclusive work environment and of promoting employee well-being and engagement.

**KEYWORDS** Employee Involvement, Intrinsic Motivation, Job Connectedness, Workplace Ostracism

**Introduction**

Humans, according to Aristotle, are social animals. They cannot live in isolation and must always belong to or be a part of a social group. They are incapable of living in isolation and therefore must always belong to or be a part of a social group. Human beings are designed to interact and be social, which is not only beneficial to their social lives but also to their mental health (Asikaogu, 2018). One in every three employed people does not benefit from the inclusionary benefits typically associated with paid work: they are in poverty, work in low-wage jobs, or have unstable employment circumstances. The groups of people specified above can be categorized and defined separately as those being in 'exclusionary employment' (Bailey, 2018). Some industries have substantially higher exclusionary employment in comparison to the rest, for instance, the accommodation and food sectors. People in exclusionary employment are much more likely to be excluded due to various biases that will be examined here: gender bias, ageism, and working hours' bias, which is a subcategory of unconscious bias in the workplace (Bailey, Nick, 2016).

According to Pavey and Greitemeyer (2011), being socially included at work develops a sense of belongingness or being connected to their job. When an employee feels connected to their job, their workplace involvement also improves, which results in them performing better and being motivated towards their work intrinsically (Macabante & DeMicco, 2022). Workplace Ostracism can have a negative impact on an individual's work involvement in the hospitality industry. One of the ways that Workplace Ostracism can impact employee involvement is through its effects on employee motivation. When employees feel excluded, they may feel demotivated and disengaged

in their work, which can lead to decreased productivity and a lack of interest in work-related activities. They may also experience a reduced sense of belonging which can lead to a lack of trust, commitment, and identification with the organization (Khan et al., 2022; Khan et al., 2022).

Another way that Workplace Ostracism can impact employee involvement is by affecting employees' self-esteem, leading to decreased self-efficacy, which can further decrease motivation and engagement. Additionally, Workplace Ostracism can also lead to increased stress and anxiety, which can negatively impact an employee's mental and physical health, leading to absenteeism, burnout, and decreased productivity (Clark & Saxberg, 2019). Furthermore, Workplace Ostracism can also have a negative effect on team dynamics. When employees feel excluded, they may be less likely to participate in team activities employees ate with their colleagues, which can lead to a lack of trust and cohesion among team members, and ultimately decrease team. To summarize, Workplace Ostracism can have serious consequences for both employees and organizations. Managers and leaders need to take steps to prevent workplace ostracism in order to promote employee engagement, motivation, and well-being (Zheng, Boswell, & Mulvey, 2017; Khattak et al., 2022; Khattak et al., 2024).

It is important for managers and leaders to be aware of the potential for workplace ostracism, and to take steps to prevent it. This could include creating a more inclusive work environment, encouraging open communication, and providing opportunities for employee development and growth. Social isolation in hospitality is a common phenomenon yet it is understudied, hence this paper also analyzed the impact of mediation of job connectedness and moderation of intrinsic motivation between workplace exclusion and work involvement. Workplace ostracism exists in hospitality, and this may affect the performance of a hospitality negatively. Research on the effect of workplace ostracism in the hospitality industry has not received much attention (Kim & Qu, 2020). This industry is known to be quite a high-stress area and can have an emotional toll on the labor. The employees are often required to stay positive, and happy and also have to keep good relations with all the staff of the hospitality, from the waiters to the cooks to the cashier. The stress of the employees can have a negative impact on interpersonal relationships which can lead to Workplace Ostracism from the workplace (Usha.P, 2020). Hospitality workers often have to work in shifts where not many customers would be coming in or not many employees exist to maintain a social relationship. Employee work involvement helps in the productivity and efficiency of the hospitality and also leads to higher customer satisfaction. Workplace ostracism is expected to cause a negative effect on an employee's ability to perform well at work. In developing countries, employees have to put up with workplace ostracism as unemployment rates are often high and employees need to keep their job, thus often the effect of this is not studied (Pohlan, 2019). Eventually, if the labor turnover rate was high, only then would hospitality owners or even researchers would study the cause behind it, but because in developing countries people have to keep their job, the labor turnover rate might not get affected by workplace ostracism but the performance and customer satisfaction. does. Being socially excluded at the workplace could have a detrimental effect on the employee, the organization, and the customers as well. An employee would not feel motivated enough to go to their work or be able to give their best performance as they would not feel like an essential member of the workgroup (Reece, Carr, Baumeister, & Kellerman, 2021). Their energy level wouldn't be the same even if they make it to work and ultimately would feel burned out. If a person enjoys their work, it is not only because of the work they do but the social circle they build. For example, some people might not be so happy with their workplace or company packages but stick to

their jobs because of having a good social circle (Janasz et al., 2003). This is how important a social circle is for humans. The research model of the current study as depicted in Figure 1.

## Literature Review

### Workplace ostracism, job connectedness and employee's involvement

Belonging theory refers to individuals' fundamental need to feel connected and accepted by others. This theory suggests that people are naturally inclined to form social connections and seek a sense of belonging in their social and work environments (Pardede, Gausel, & Hoie, 2020). Being able to belong or have connectedness at a workplace is considered an important source of motivation for an employee. When a person finds himself affiliated with a group and has developed social relations, it motivates the person to show up at work as he/she will be spending 8-9 hours of their day. If a person is not able to find connectedness at their job, they may develop negative behavioral tendencies which could affect the mental health of an employee and in some cases lead to criminal tendencies as well. Relating to one's job allows a person to be more responsible and connected with all other people, as people tend to behave in a unique way when they find a sense of connectedness towards a group. They often perform beyond their own expectations (Cernas-Ortiz & Lau, 2021). When a person faces workplace ostracism, it also affects their connectedness towards the job, and they cannot fully be involved in their work unless the Workplace Ostracism is not dealt with. Thus, belongingness theory is studied to explain the connection between workplace ostracism and employee work involvement and how job connectedness mediates that relationship. Additionally, employees in the hospitality industry can actively seek out opportunities to improve their skills, network with their colleagues, and participate in workplace activities, which can help to increase their sense of involvement and connectedness to their job (Ozungur, 2020). The impact of workplace involvement and job connectedness in the hospitality industry can be significant. High levels of workplace involvement and job connectedness can lead to improved employee satisfaction, which in turn can lead to increased retention and reduced turnover rates. When employees feel engaged and invested in their work, they may be more motivated to provide excellent customer service, work well with their colleagues, and continuously improve their skills (Pasamehmetogly, Guzzo, & Guchait, 2022). Additionally, employees who feel connected to their job may be more resilient in dealing with stress and challenges, which is important in an industry with fast-paced and demanding work environments. They may also have higher job satisfaction and feel more motivated to stay with the company for a longer period. Furthermore, positive attitudes and behaviors of employees can have a positive effect on customer satisfaction and loyalty, which can lead to increased revenue and an improved reputation for the hospitality outlets (Jung & Yoon, 2013). In conclusion, workplace involvement and job connectedness can have a positive impact on the hospitality industry by improving employee satisfaction, reducing turnover rates, and enhancing customer satisfaction. Employers and employees can both play a role in fostering a positive work environment that promotes engagement, involvement, and connectedness.

H<sub>1</sub>. Workplace ostracism influences job connectedness

H<sub>2</sub>. Job connectedness can positively impact employee work involvement

### **Mediating role Job Connectedness**

According to Silver (2019), when an employee's need to be affiliated with an organization is deprived, Workplace Ostracism negatively affects the performance of that employee. The mediating role of job connectedness refers to the idea that an individual's sense of connectedness to their job can influence how they experience Workplace Ostracism and job involvement. Specifically, a strong sense of job connectedness may buffer against the negative effects of Workplace Ostracism, such as feelings of isolation, and may also lead to increased job involvement, or engagement in one's work. This can be studied by using statistical methods such as regression analysis or structural equation modeling to examine the relationship between job connectedness, Workplace Ostracism, and job involvement (Ibrahim, Ali, & Zumrah, 2019). To foster a sense of job connectedness and creativity in the workplace, employers can encourage employee participation and collaboration, provide opportunities for skill development and professional growth, and create a culture of open communication and inclusivity. On the other hand, to foster creativity on an individual level, employees can actively seek out new experiences and perspectives, seek feedback, and collaborate with others, as well as set aside time for brainstorming and experimentation (Fallon, 2017). In summary, job connectedness can play a mediating role in the relationship between Workplace Ostracism and job involvement and can also foster creativity in the workplace. Workplace ostracism is the main difference between an employee who has been socially excluded and the rest of the employees, thus, the employee's job connectedness gets affected, and he or she is not willing to put effort into their work that would actually benefit the business or company. When an employee sees that they belong somewhere or they are valued then more effort is put into it and the employee is more enthusiastic about their job and gives better performance, this ends up helping the organization meet its goal. However, when they are socially excluded, their effort in work is reduced (Robinson, O'Reilly, & Wang, 2013). Job connectedness is seen as a mediator due to the reason that it has an inverse relation with Workplace Ostracism and a direct relation with workplace involvement. When an employee feels that they are being socially excluded, they would not feel connected with their job. Thus, this would result in less workplace involvement, which would end up resulting in the inferior performance of the worker. Thus, as Workplace Ostracism increases, job connectedness would decrease, which would result in a decrease in workplace involvement (Rubin, Paolini, Subasic, & Giacomini, 2019).

H<sub>3</sub>. Job connectedness mediates the relationship between workplace ostracism and employee work involvement.

### **Moderating role of intrinsic motivation**

In a hospitality outlets, an employee who is intrinsically motivated to do their job well may be more likely to take initiative, put in extra effort, and stay committed to their work, even when faced with challenges or obstacles. Conversely, if a waiter is not intrinsically motivated, they may be less likely to be engaged and invested in their work and may have lower work involvement. Therefore, it's important for managers to create an environment that supports and fosters intrinsic motivation in order to promote workplace involvement (Ghosh et al., 2020). The relationship between Workplace Ostracism, intrinsic motivation, and work involvement in the hospitality industry is complex. Workplace Ostracism can have a negative impact on employee motivation and work involvement by reducing feelings of connection and belonging in the workplace. However, intrinsic motivation may act as a moderator in this relationship, potentially buffering the negative effects of Workplace Ostracism on work involvement. Intrinsically

motivated employees may be more resilient to the negative effects of Workplace Ostracism, as they are driven by their own interests and enjoyment of their work, rather than by external rewards or pressures. They may also be more likely to seek out social connections and to actively engage in activities that promote a sense of belonging in the workplace (Miao, Rhee, & Jun, 2020). For example, an intrinsically motivated employee who feels socially excluded may be more likely to take initiative and seek out opportunities to connect with their colleagues or to take on new responsibilities to show their value to the team. This can help to mitigate the negative effects of Workplace Ostracism on work involvement. However, if an employee is not intrinsically motivated, Workplace Ostracism can have a more severe impact on their work involvement, as they may lack the drive and resilience to overcome it. Intrinsic motivation can play a moderating role in the relationship between Workplace Ostracism and work involvement in the hospitality industry, by buffering the negative effects of Workplace Ostracism on employee motivation and engagement. Managers in the hospitality industry should strive to create an environment that supports and fosters intrinsic motivation among employees in order to promote workplace involvement and engagement.

H<sub>4</sub>. Intrinsic motivation positively moderates the relationship between workplace ostracism and employee work involvement

### **Workplace ostracism and employee work involvement**

Socially excluded employees feel depressed at work because they can't make themselves a part of the group and being human it's their dire need to connect to people around and when that happens, they tend to have a lower job connected too. Hence impacting their performance and their health mentally as well as physically (Seppala & King, 2017). When employees feel socially excluded in the hospitality industry, it can lead to a decrease in their work involvement. Workplace Ostracism can also lead to poor communication, lack of trust, and conflicts among employees, which can further negatively impact work involvement and the overall performance of the employees in the hospitality industry (Xu, Kwan, & Li, 2020).

The direct participation of an employee to help an organization fulfill its goals and objectives is called workplace involvement. Highly involved employees will have a high amount of energy and would recognize themselves with their work (Baker, 2016). They tend to be hard working and dedicated towards their work. Workplace involvement is an especially crucial factor as an employee's participation along with performance is linked with their involvement. Much research has been conducted in the hospitality industry in relation to workplace involvement as it is a topic of study that has existed for a long time (Seppala & King, 2017). Employees would often withdraw themselves from their work and from occasions when they perceive that they are being socially excluded at the workplace. This could affect the organization as an activity that may benefit them through the employee, the employee starts to withdraw from such engagement (Harrell & Stahl, 1984). An employee's involvement in his or her work depends upon how much the organization cares for the employee.

H<sub>5</sub>. Workplace ostracism has a negative relationship with employee work involvement

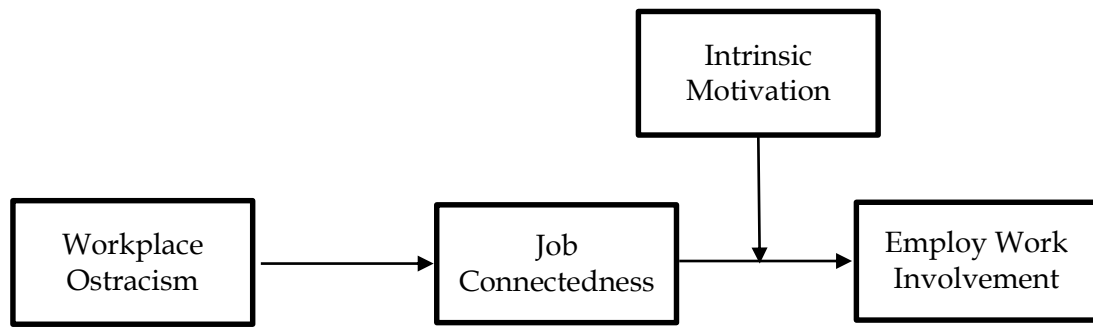


Figure 1 Research model

## Material and Methods

This study selected employees that work in high end hospitality outlets which are located inside the premises of luxury hotels in Islamabad and Rawalpindi region. The study was based on quantitative approach. A Total 360 survey questionnaire (using simple random technique) was shared with all the employees of the hospitality outlets in which 187 was selected for analysis that are fit. Complete descriptive and demographic detail is given in table 1.

**Table 1**  
**Descriptive and Demographics Analysis**

| Age Group         | Frequency        | Percentage        | Positions             | Frequency        | Percent           |
|-------------------|------------------|-------------------|-----------------------|------------------|-------------------|
| ≤18               | 7                | 3.7               | Waiter                | 41               | 21.9              |
| 19-25             | 68               | 36.4              | Cashier               | 22               | 11.8              |
| 26-30             | 34               | 34.2              | Delivery              | 28               | 15.0              |
| 30-40             | 35               | 18.7              | Cook                  | 22               | 11.8              |
| 40-50             | 6                | 3.2               | Shift Manager         | 34               | 18.2              |
| 50-60             | 7                | 3.7               | Cleaner/Sweeper       | 28               | 15.0              |
| <b>Experience</b> | <b>Frequency</b> | <b>Percentage</b> | Dishwasher            | 9                | 4.8               |
| 6 months          | 21               | 11.2              | Other                 | 3                | 1.6               |
| 1-2 years         | 76               | 40.6              | <b>Current Tenure</b> | <b>Frequency</b> | <b>Percent</b>    |
| 2-4 years         | 49               | 26.2              | 6 months              | 53               | 28.3              |
| 4-7 years         | 17               | 9.1               | 1-2 years             | 73               | 39.0              |
| 7-10 years        | 10               | 5.3               | 2-4 years             | 27               | 14.4              |
| 10 years +        | 13               | 6.9               | 4-7 years             | 14               | 7.5               |
| Total             | 186              | 99.5              | 7-10 years            | 8                | 4.3               |
| <b>Education</b>  | <b>Frequency</b> | <b>Percentage</b> | 10 years +            | 9                | 4.8               |
| ≤ 5th grade       | 8                | 4.3               | <b>Gender</b>         | <b>Frequency</b> | <b>Percentage</b> |
| ≤ 9th grade       | 25               | 13.4              | Male                  | 144              | 77                |
| Matric            | 28               | 15.0              | Female                | 43               | 23                |
| FSC               | 73               | 39.0              |                       |                  |                   |
| Bachelors         | 44               | 23.5              |                       |                  |                   |
| Masters           | 9                | 4.8               |                       |                  |                   |

## Measurement

Whether employees feel socially excluded at the workplace or not, would be determined by a questionnaire called the workplace ostracism scale which was designed and used by Ferris et al. (2008). Employees job connectedness was assessed by scale developed by Metzger. (2003). A five item scale used by Petrovic, Vukelic, & Cizmic (2017) to study work engagement, was also used to measure employee work involvement. Intrinsic motivation was assessed by a scale used by Thakar (1994).

## Study Analysis

After data were collected, the next step was to do analysis of all the data. IBM's SPSS software was used to run descriptive analysis, scale reliability test shown in Table 2 (all the scales have good reliability as they are above 0.8), correlation analysis, regression analysis, and finally, mediation and moderation analysis.

**Table 2**  
**Scale Reliability Analysis**

| Variable                  | Number of Items | Cronbach's Alpha |
|---------------------------|-----------------|------------------|
| Workplace ostracism       | 5               | 0.852            |
| Job Connectedness         | 5               | 0.832            |
| Employee Work Involvement | 5               | 0.812            |
| Intrinsic Motivation      | 5               | 0.806            |

## Correlation Analysis

The correlation coefficients between the variables of the study are present in table 3. The value of correlation coefficient of workplace ostracism effect on job connectedness in table 3 is -.537. This shows that the workplace ostracism has a direct negative impact on job connectedness. The value of correlation coefficient of job connectedness on employee work involvement in table 9 is .217 with a significance of 0.003 which is less than 0.01. Even in table 12, the  $r$  is 0.3074 and  $p < 0.01$ . The value of the correlation coefficient in table 9 where intrinsic motivations value is seen in correlation with workplace ostracism and employee work involvement is -0.058 and 0.373. The correlation between workplace ostracism and intrinsic motivation is negative and insignificant, while the correlation of workplace ostracism and intrinsic motivation is positive and is significant. The value of the correlation coefficient in table 3 where intrinsic motivations value is seen in correlation with workplace ostracism and employee work involvement is -0.058 and 0.373. The correlation between workplace ostracism and intrinsic motivation is negative and insignificant, while the correlation of workplace ostracism and intrinsic motivation is positive and is significant.

**Table 3**  
**Correlation between the variables**

| Variables               | WSE     | JC     | EWI    | IM |
|-------------------------|---------|--------|--------|----|
| WSE Pearson Correlation |         |        |        |    |
| JC Pearson Correlation  | -.537** |        |        |    |
| EWI Pearson Correlation | .067    | .217** |        |    |
| IM Pearson Correlation  | -.058   | .368** | .373** |    |

The direct effect is the effect in presence of the mediator, which is job connectedness, thus when the mediator is present in the model the impact of workplace ostracism is .2401. A 9.4% change in employee work involvement is being accounted by workplace ostracism and job connectedness. The effect of job connectedness has a coefficient of .3255 and is also significant in this model while the indirect effect is -.5451 with no 0 falling between the lower and upper limits. The indirect effect of workplace ostracism on employee work involvement where job connectedness plays a mediator role has an effect of .1774. This mediation could also be considered as partial mediator as both indirect and direct effect are significant. Mediation is a competitive mediation as the direct effect is positive while the indirect is negative. Thus, it could be said that as the results are positive, the null hypothesis is rejected while the alternate hypothesis is accepted as job connectedness, as a mediator, has a positive effect on employee work involvement

**Table 4**  
**Mediator effect of Job Connectedness Model Summary**

| R                  | R square | MSE   | F       | Df1     | Df2    | P        |
|--------------------|----------|-------|---------|---------|--------|----------|
| .5366              | .2880    | .6997 | 74.8244 | 1.00000 |        | 185.0000 |
| <b>Model</b>       |          |       |         | .0000   |        |          |
| <b>Coefficient</b> |          | SE    | T       | P       | LLCI   | ULCI     |
| Constant           | 1.3151   | .2019 | 6.5133  | .000    | .9168  | 1.7135   |
| WSE                | -.5451   | .0630 | -8.6501 | .0000   | -.6695 | -.4280   |

**Outcome Variable**  
EWI

**Model Summary**

| R                     | R square     | MSE     | F      | Df1    | Df2      | P     |
|-----------------------|--------------|---------|--------|--------|----------|-------|
| .3074                 | .0945        | .7503   | 9.5997 | 2.0000 | 184.0000 | .0001 |
| <b>Model</b>          |              |         |        |        |          |       |
| <b>Coefficient SE</b> |              | T       | P      | LLCI   | ULCI     |       |
| Constant              | 1.2383 .4036 | 3.0681  | .0025  | 0.4420 | 2.0345   |       |
| WSE                   | .2401 .0773  | 3.1042  | .0022  | .0875  | .3927    |       |
| JC                    | .3255 .0761  | 4.27573 | .0000  | .1753  | .4757    |       |

Direct and indirect effects of X on Y

The results of the moderator analysis are shown in table 4. A moderation analysis was run where Y: Employee work involvement, X: Workplace ostracism and W: Intrinsic motivation. A moderator either strengthens or weakens a given relationship. According to table 5, the r value is 0.3961, F=10.68 while p=0. The R square value shows that 14.91% change is being account for workplace ostracism and intrinsic motivation and the interaction term. The interaction was insignificant as the P value was greater than 0.00. The unconditional interaction also shows that the R square change is quite insignificant as only a change of 0.23% could be seen. While the intrinsic motivation does have a significant effect due to the p value being 0, but now with workplace ostracism. Thus, the null hypothesis is accepted, and the alternate hypothesis is rejected as while Intrinsic motivation moderates the relationship with employe work involvement, the P value being -0.4868 shows it to be insignificant.

**Table 5**  
**Moderator effect of Intrinsic Motivation**

| R        | R Square    | MSE   | F       | Df1    | Df2      | p      |
|----------|-------------|-------|---------|--------|----------|--------|
| .3961    | .1491       | .7089 | 10.6892 | 3.0000 | 183.0000 | .0000  |
| Model    | Coefficient | SE    | T       | P      | LLCI     | ULCI   |
| Constant | 2.9130      | .0617 | 47.2323 | .0000  | 2.7913   | 3.0347 |
| WSE      | .0876       | .0639 | 1.3717  | .1718  | -.0384   | .2136  |
| IM       | .3796       | .0684 | 5.5543  | .0000  | .2448    | .5145  |
| Int_1    | -.0488      | .0700 | -.6969  | .4868  | -.0893   | .0893  |

Product terms key:

Int\_1 : WSE x IM

Test(s) of highest order unconditional interaction(s):

| R2-chng | F     | Df1   | Df2    | P        |       |
|---------|-------|-------|--------|----------|-------|
| X*W     | .0023 | .4856 | 1.0000 | 183.0000 | .4868 |

**Discussion and Conclusion**



The findings of the study shows that workplace ostracism have a relationship where job connectedness has been impacted by workplace ostracism. The result of this study is in line with past research where a negative link was matched (Carr, Reece, Kellerman, & Robichaux, 2019). When an employee does not feel he or she is socially included with his or her peers and is often not included in conversations and not made part of the team, his or her job connectedness would be affected where that employee would not feel to being a part of that job. Thus, organizations should make efforts where all employees are socially included. Team building exercise have often been cited as a way where employes could be made part of their organization (Fapohunda, 2013). In team building, employees go through different scenarios where they communicate and learn about each and trust each other (Khattak et al., 2023). This helps a long way in organization where employees spend a lot of time away from home and are especially at the fore front in the service sector.

Workers who feel socially excluded can call out when it happens and share their experiences with Human Resources. Thus, the Human Resource department needs to look after the wellbeing and care of their employees to make sure that they don't get social excluded. Else, it could increase the labore turnover rate and increase the number of days employees don't show up which can have an effect on the organizations output and performance (Bordeaux et al., 2021). Hence, as the study has shown, workplace ostracism has an effect on job connectedness in the high class hospitality industry of Pakistan. The study has shown that job connectedness as mediator has a positive effect on employee work involvement and the effect is highly significant. This result can also be backed by previous research of Stein, Hobson, Jachimowicz, & Whillians (2021). Thus, this research shows that job connectedness plays a role as a mediator that effects the workplace ostracism along with the employee's work involvement. By having a workforce which is not connected with its job and do not feel part of their work force, the work involvement of these workers will get effected eventually, which again effects the company. Interestingly, the effect of job connectedness is as such that it could also affect the creativity of an organization where no new ideas may be shared (Ozsungur, 2020). This again happens due to the employee not being involved with what they do 8-10 hours a day daily.

Different methods could be adopted to increase to increase employees work involvement. The current involvement level needs to be judged and the new policies need to be designed and implemented. A free flow of communication and feedback needs to be there where employees can share their concerns (Light, 2013). Employees can be motivated by involving them with more decisions, decentralization has been seen as a good strategy over the years to involve the employees with the organization's goals and mission (Ghosh et al., 2020). Intrinsic motivation was studied as a moderator, how it affects the independent and dependent variable. The studies showed that while intrinsic motivation does have a significant role and has a correlation with employee work involvement, however, the significance was not there when workplace ostracisms coefficient was multiplied with it.

Thus, the study failed to prove that intrinsic motivation as a moderator affected both workplace ostracism and employee work involvement. This could have happened due to many factors. One such factor relation to failing to prove a hypothesis is when a wrong sample size has been chosen that may not had been able to share their views properly (Delice, 2018). Another reason associated is that when the scales used did not ask the right question according to the context as scales question type can differ in the conditions its being employed (Pimentel, 2010).

While Intrinsic motivation did show a correlation, this shows that if further study is done or different variables are examined, intrinsic motivation as a moderator can further be examined. The study has shown that the relationship between workplace ostracism and employee work involvement was quite insignificant which ended up disproving the alternate hypothesis. Studies by Leung, Wu, & Young (2011), have shown that workplace ostracism has an impact on the employee's work involvement, especially in the service industry as that is where employees have to work in tough conditions. However, this study could not prove that the same was the case in the high-class hospitality industry of Pakistan. Further studies can be carried out, where different population samples could be tested to get a definite answer of this.

### **Recommendations**

The current study provides sufficient evidence where workplace ostracism exists. However, the results in the study do have major limitations. The measuring instrument was a limitation. Due to budget and time constraints, the research was conducted through a questionnaire-based approach. The population of the study was limited to the hospitality industry workers of Pakistan and the population was limited to the hospitality outlets of Islamabad and Rawalpindi, along with that it was limited to employees of high-class hospitality outlets. Further research could be done in other cities of Pakistan, and more research could be done on hospitality outlets that target different class as the working conditions and challenges might be different. Lastly, the present study did not analyze the socio demographics of the participants.

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