Work Place Ostracism, Employees Counterfactual Thoughts and Turn Over Intention: Moderating Role of Vitality

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ABSTRACT

Role of ostracism in organization is proliferated from last few decades. Past studies verify the occurrence of ostracism and counterfactual thoughts in different cultures, demographic lines, in different age groups and its frequent negative effects within organizations. What are the effects of ostracism and counterfactual thoughts that leads to turnover intention and how vitality play a moderating role is the main aim of present study. Survey research design and purposive sampling strategy was used for selecting 200 employees from Sahiwal and Okara cities of Pakistan. Results revealed that work place ostracism has significant relationship with vitality and turnover Intention. Counter factual thoughts have significant positive relationship with turnover intention. It is also found that workplace ostracism and counter factual thought significantly predict vitality and turnover intention among employees. Results also showed the buffering role of vitality in relationship of ostracism and counterfactual thoughts with turnover intention. Present study is beneficial to control the rate of employees' turnover and for the progress of any organization. Management need to get the benefit from this study by arranging workshops and training programs on the harmful effects of ostracism and counterfactual thoughts. It will be very helpful to improve vitality and to decrease the rate of turnover intention.

Key Words: Ostracism; Counterfactual thoughts; Vitality; Turnover intention

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Introduction

Over the last few years, researchers have great concern to highlight the jeopardizing effects of ostracism and counterfactual thoughts (Williams, 2001). Past literature verify the occurrence of ostracism and counterfactual thoughts in different cultures, demographic lines, in different age groups and its frequent negative effects within organizations (Ferris et al., 2008).

Ostracism and counterfactual thoughts within organization is strongly related to organizational performance and employee's turnover intention in every year (Penhaligon et al., 2009). Present organizational research regarding this relation has particularly focused on the organization progress and control the rate of turnover.

Ostracism or expulsion in work place reference can be exhibited being ignored. Superficially, encounters of ostracism, especially in a work environment setting, may appear to be inconsequential. Given all the probable stressors and slight issues, one might confront day by day, for what reason would basically not being welcome to lunch or disregarded on a mutual reminder stuff? Regardless, previous study proved that exclusion could be a phenomenally unbearable knowledge; the communal torment realized by alienation has still been contrast with physical torment (Eisenberger, 2012). Defined by different authors when the action of opposite

habituals occur, the ostracizer ignore to take act that connect other workers (Robinson et al, 2012).

Based on norm theory, the phrase Counterfactual thinking, verifiably, banter towards the realities. The different crucial honest outcomes as a rule size up an alternate methodology for the Counterfactual presumption. At that point, one may adjust some true antecedent and assess the expense of that change. Thus, counterfactuals are repetitively unsubstantiated recommendations and, in that capacity, hold close both an antecedent and an ensuing.

Proficient satisfaction, inspiration, and promise to progressing scholarly and self-improvement, full proficient commitment, eagerness, positive sentiments of aliveness and vitality, and energy about work are the qualities of vitality (Op den Kamp et al., 2018). One may even contend that the most vital staff are frequently disappointed with business as usual, driving them to continually look for enhancements (Pololi et.al., 2015).

Turnover expectation is picking up intrigue now daily in business condition. Workers are a benefit for an association and specialists and professionals have for some time been featuring a need to lessen turnover (Hassan et al., 2012).

Rationale of the Study

The primary purpose of this study is to explore the relationship between the effect of ostracism on employee turnover intention. And investigate the thoughts and relationship of counterfactual thoughts and employee turnover intention. And also to identify the influence of vitality on employee turnover intention.

Most of the employees intentionally turnover the organization because of other good opportunity for job from another institute. Some of the employees leave the organization due to the ostracism, bad working environment, behavior of the boss or colleagues and the inability to cope with the stressful situation and bad performance.

This study is helpful for the employees in the working environment.

Research Hypotheses

H1: There would be a significant positive correlation of work place ostracism and counter factual thoughts with vitality and employees' turnover intention.

H1: Work place ostracism and counter factual thoughts would be significant predictor of turnover intention and vitality.

H1: Vitality will moderate the relationship between work place ostracism and turnover intention. Such that relationship will be weaker when vitality is high.

H1: Vitality will moderate the relationship between counterfactual thoughts with turnover intention. Such that relationship will be stronger when vitality is high.

METHOD

Sample

Survey research design and non-probability purposive sampling technique was used in present research. Sample of 200 employees (male=100 and female =100) from which 104 belonged to Public Sectors and 96 were from Private Sectors. All employees were related to educational sectors of Sahiwal and Okara city of Pakistan.

Measures

To measure the study variables, The Ostracism Experience Scale (OES–A) that have 19-item (r = 0.82) (Gilman et al., 2013). A five item scale to measures the counter factual thinking (Leach & Patall, 2013), and a six item scale to measures the vitality (Jones et al., 2010) were used. The scoring of all scales were on likert scale ranging from 1 to 5 (1 = strongly disagree and 5 = strongly agree).

Procedure

An authority letter describing the nature of the study has been taken from the department of Clinical & Professional Psychology, Riphah international University Lahore. To use the questionnaires, permission was taken from the authors via email. English is the official language of Pakistani organizations, so all questionnaires were used in English

version. Participants were approached and informed about the purpose of the study. They were introduced with the topic and its importance in the society. They informed about how to respond. The researcher guided them whenever they had a problem during the whole process. All the data was collected through one to one administration.

Total time taken in the administration of the questionnaire was found to be 20 -25 minutes. At the end, researcher thanked to the participants for their cooperation.

Ethical Considerations

In order to conduct this research following ethical considerations were strictly followed. Institutional letter was signed by the authorities of the concerned department of Riphah International University, Lahore before conducting data collection. The participants were told about the objectives and procedure which were involved in the research and assurance of the information confidentiality. A permission latter was filled by each participant which showed their consent to conduct the research. Researcher guaranteed that their confidentiality would be maintained.

Statistical analysis

Data-analysis was done by using the Statistical Package for Social Sciences (SPSS, version 21). Pearson product moment correlation, linear regression analysis, independent sample t-test and process macro were used for the analyses of study variables.

RESULTS
Table 1

Descriptive Statistics for Demographics and Other Characteristics of the Participants (n=200)

Variables	M (SD)	f(%)
Age	33.43 (8.42)	
Gender		
Male	100 (50)	
Female	100 (50)	
Qualification		
Graduate		111 (55.5)
Postgraduate		89 (44.5)
Designation		
PST		90 (45)
ESE		40 (20)
EST		70 (35)
School		
Public		104 (52)
Private		96 (48)
Experience	7.21 (.80)	

Note: f= frequency, %= Percentage.

Table 1 show Descriptive statistics which examined the appropriate interpretation of the sample characteristics. Participant in the current study were 200 Primary Teachers. Most of the participants were 33 years old.

Majority of the participants (55.5%) were Graduate. Mostly participants (52%) were from Public Schools.

Table 2

Psychometric Properties of workplace ostracism, counter factual thoughts and vitality scales (n=200)

				Potential		Actual		
Variables	*k*	**M**	**SD**	*Min Scores*	*Max Scores*	*Min Score*	*Max Score*	α
Work Place Ostracism	17	83.94	19.24	17	119	41	144	.82
CFT	05	22.58	5.30	05	35	06	35	.73
Vitality	15	42.34	7.17	15	75	23	65	.57
TTN	06	25.22	5.21	06	45	09	72	.52

Note: k= Number of Items in the scales, *M* = Mean, *SD*=Standard Deviation, *Min Score =* Minimum Score, *Max Score* = Maximum Score, *α* = Reliability Co-efficient, CFT= Counter Factual Thoughts, TTN= Teacher's Turnover Intention.

The psychometric properties are shown in table 2. Results explained the Cronbach alpha reliability of Work Place Ostracism Scale that was .82, Counter Factual Thoughts Scale reliability was .73, Vitality Scale reliability was .57 and employees' Turnover Intention reliability was .52. See Table 2 for additional information.

Table 3

Pearson Product Moment Correlation Analysis between Demographic Variables and Study Variables (n= 200)

Variables	1	2	3	4	5	6	7	M	SD
1. Age	-	.00	.80**	.04	-.03	-.04	.18*	33.43	8.42
2. Qualification	-	-	.06	-.09	-.12	.28**	.20**	1.45	.49
3. Experience	-	-	-	-.15*	-.08	.01	.15*	7.21	.80
4. Work Place Ostracism	-	-	-	-	.19**	.16*	.19**	83.94	19.24
5. Counter Factual Thoughts	-	-	-	-	-	.09	.19**	22.58	5.30
6. Vitality	-	-	-	-	-	-	.10	42.34	7.17
7. Turnover Intention	-	-	-	-	-	-	-	25.22	5.21

*. *P*<0.05 level

**. *P*<0.01 level

Note: M= Mean, SD= Standard Deviation.

Pearson Product Moment Correlation was conducted to determine the relationships between study variables. Correlation was also conducted for other important demographic variables. Results revealed that Work Place Ostracism has significant relationship (p<.005) with Vitality and Teacher's Turnover Intention. Counter Factual Thoughts has significant positive relationship (p<.005) with Vitality and not showed significant association with Employees' Turnover Intention. Findings also found that Demographic Variable (Age, Qualification and Experience) have significant positive relationship (p<.005) with Vitality, Moreover, Qualification has also significant positive relationship (p<.005) with Turnover Intention.

Table 4

Hierarchal Multiple Regression Analysis Predicting Vitality and employees' Turnover Intention by Workplace Ostracism and Counter Factual Thoughts (n=200)

	Vitality		Teacher's Turnover Intention	
	Primary Teachers		Primary Teachers	
Predictors	ΔR^2	**B**	ΔR^2	**β**
Step 1	.03*		.02*	
Workplace Ostracism		.16*		-.19*
Step 2	.06*		.03**	
Counter Factual Thoughts		.16*		.13**
R^2	.04%		.06%	

*Note: *p < .05. ,**p < .01. , ***p < .001*
a. Dependent Variable: Psychological Wellbeing
b. Predictors in the Models: Workplace Ostracism, Counter Factual Thoughts

Results revealed that Workplace Ostracism was found significant prediction $F_{(197, 198)}$ = 7.80, p <.005, R^2= .03 and accounted for 03% of variance in Vitality. Counter Factual Thought was found significant predictor $F_{(196, 198)}$ = 6.76, p <.005, R^2= .06 and accounted for 06% of variance in Vitality. Moreover, Workplace Ostracism was found significant predictor $F_{(197, 198)}$ = 5.57, p <.005, R^2= .02 and accounted for 02% of variance in Turnover Intention. Counter Factual Thought was found significant predictor $F_{(196, 198)}$ = 4.65, p <.005, R^2= .04 and accounted for 04% of variance in Turnover Intention.

Table 5

Moderating Role of Vitality in relation between workplace ostracism and turnover intention (n=200)

Predictor	**SE**	**B**	**T**
Workplace Ostracism	.09	-.15	-1.58
Teacher's Turnover Intention	.24	-.00	-.01
Interaction	.00	.00	.86
R^2 .05			
F 3.48			

*Note: *p < .05. ,**p < .01. , ***p < .001.*

Results showed that significant impact of Workplace Ostracism x Vitality (B=-.00, p= .01). The Value of R^2 (.05) explained .05% variance in the Vitality accounted for by Workplace Ostracism.
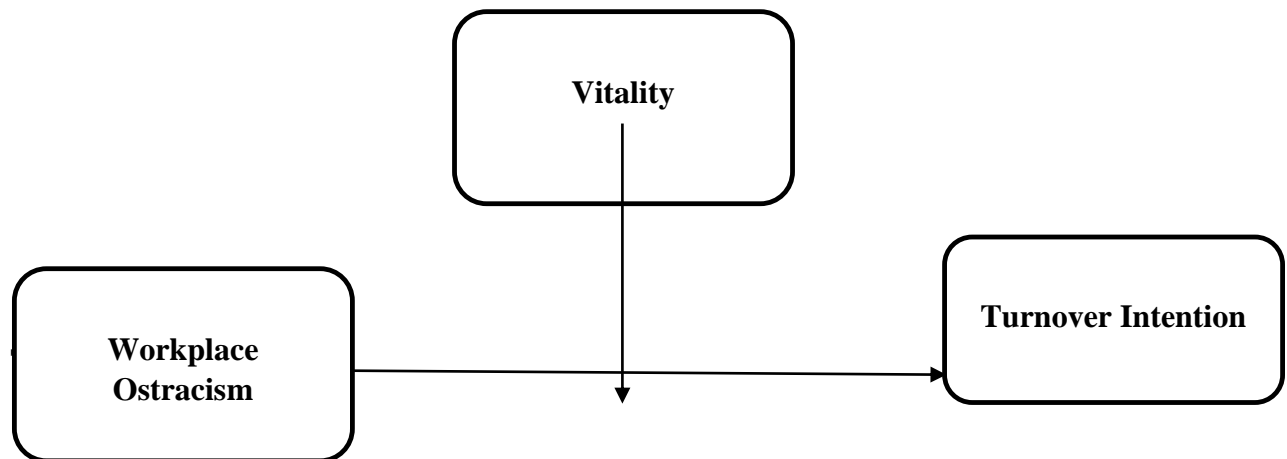
Figure 1. Moderating Role of Vitality between Workplace Ostracism and Turnover Intention

Table 6

Moderating Role of Vitality in relationship between Counter Factual Thoughts and Turnover Intention (n=200)

Predictor	SE	B	t
Counter Factual Thoughts	.53	2.15	4.00
Vitality	.48	1.93	4.03
Interaction	.02	-.08	-3.86
R^2 .08			
F 6.16			

*Note: *p < .05. ,**p < .01. , ***p < .001*

Results showed that exceptionally huge communication impact of Counter Factual Thoughts x Vitality (B=1.93, *p*= .00). The Value of R^2 (.08) explained .08% variance in the Vitality accounted for by Counter Factual Thoughts.
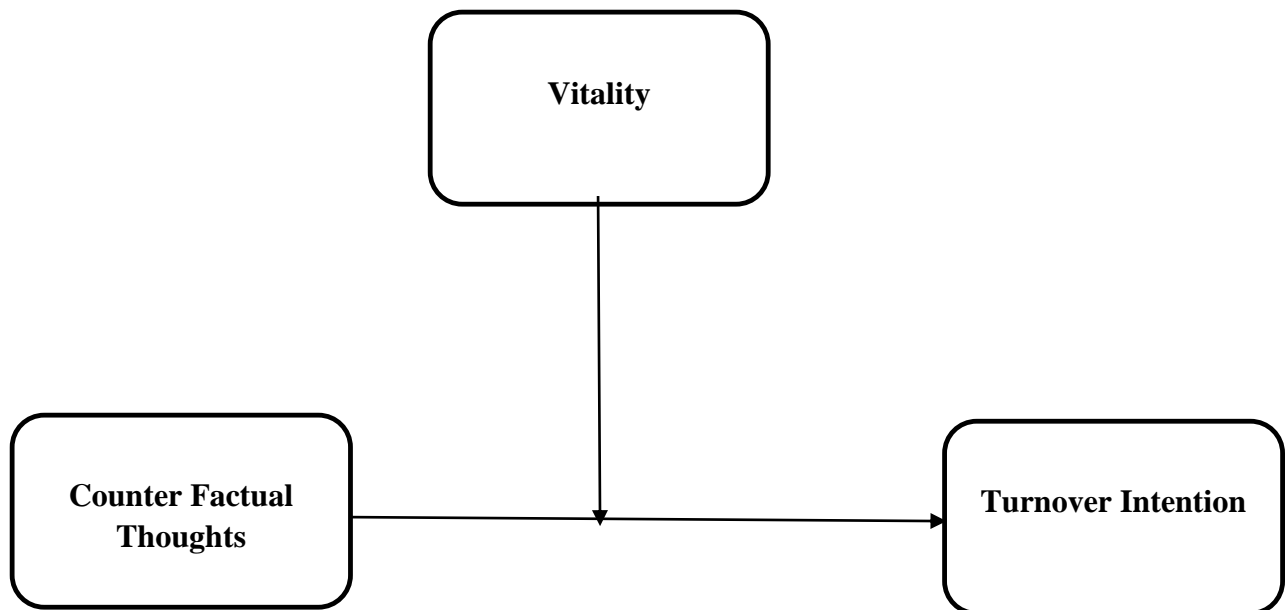
Figure 2. Moderating Role of Vitality between Counter Factual Thoughts and Turnover Intention

DISCUSSION

The present study conducted to examine the relationship between workplace ostracism, counterfactual thoughts, turnover intention and vitality. We have also examined workplace ostracism and counterfactual thoughts as a predictor of vitality and turnover intention. The current study also examined the moderating role of the vitality among workplace ostracism, counterfactual thoughts and turnover intention.

Our primary hypothesis of this study is about the significant relationship of Workplace ostracism and counterfactual thoughts with vitality and turnover intention. Results show noteworthy relationship among workplace ostracism, counterfactual thoughts, vitality and turnover intention. The finding is consistent with Luthans et al. (2007) research findings which demonstrates that persons will strive to hold, shield, and create their essential resources, however, if employees have to compensate for the loss caused by ostracism, they have to manage some other resources with which, they are likely to endure less from workplace ostracism. Social ostracism can affect emotionally an individual and his physical condition. A major cognitive role of counterfactual

thinking may be that it helps individuals to learn from mistake.

Our second hypothesis revealed that work place ostracism and counter factual thoughts would be a significant predictor of turnover intention and vitality. Our findings concluded that workplace ostracism and counter factual thoughts were significant predictors of Vitality and turnover Intention. Williams (2001) also examined that being ignored is a painful experience and it linked to the negative action. Landman and Manis (1992) research also proved that counterfactual thoughts have meaningful impact on Vitality and turnover intention.

Our third hypothesis is about the moderating role of vitality in the relationship between Workplace ostracism and Turnover intention. Our results showed that vitality plays a significant moderating role between Work Place Ostracism and turnover intention. Roese (2000) study on ostracism consistent with the present results. In turnover intention, the person decided to leave the current job physically or mentally. In physical, the employee leaves the organization and in mentally, a person physically not leave the job but mentally disappear from the workplace.

When the employee thinks for intention to turnover, he passes through a process that starts with thought to fairly the job and with the passage of time this thought become stronger. This study showed moderating impact of ostracism on turnover intention. Our fourth hypothesis is related to moderating role of vitality in relationship between counterfactual thoughts and turnover intention. Vitality showed highly significant moderating role between Counter Factual Thoughts and turnover Intention. According to Williams (2001), helping individuals gain from past errors and to create aims for future choices and activity. This idea has additionally been appeared to effect on a range of feelings and social decisions, including lament, blame and self-blame. Counterfactuals upgrade gaining from and enhancements for past imperfection.

Limitations and Recommendations
Present study based on small sample that was taken only from Sahiwal and Okara city. For results generalization, sample should be collected from more than two cities. Another drawback is that Questionnaire was very lengthy. It created trouble during data collection. Short form of questionnaire should be used in future research. Response bias might be possible due to length of questionnaire. Only self-reported method was used to measure effects of workplace ostracism, counterfactual thoughts, vitality and turnover intention. It would be desirable to measure their effects through some other methods like experimental method. There might be some cultural biases as the questionnaires of the study were developed by foreign authors that should be modify according to Pakistani culture.

Conclusion
During working hours in any organization people can feel ostracized or excluded from other employees that promote counterfactual thoughts in them. These types of thoughts develop an unhealthy environment that promote turnover intention. Present study verified that work place ostracism and counter factual thoughts are significant predictors of turnover Intention. In this relationship, employees' vitality shows significant moderating role that enhance the rate of low performance, low creativity and turnover Intention among employees. Present research results are very helpful for all types of organization to decrease the employees' turnover intention. Workshops and seminars to improve organizational behavior will be helpful to eliminate the counterfactual culture of an organization.

CONFLICT OF INTEREST
The authors declare no conflict of interest.

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