

IMPACT OF WORKPLACE OSTRACISM ON ETHICAL PERFORMANCE OF EMPLOYEES

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ABSTRACT

Workplace ostracism is a typical workplace phenomenon defined as the degree to which individuals are seen to be disregarded or distanced by their employees. Workplace ostracism reduces people's opportunities for social connection, which is necessary for them to satisfy their psychological requirements. The aim of the paper is to find the impact of workplace ostracism on the ethical performance of employees. Any workplace requires constant evaluation of several aspects to achieve the desired level of performance. Strong or weak work ethics are linked to job performance depending on how much an employee sports honesty, a sense of responsibility, quality, self-discipline, and a sense of togetherness in their work output. Personnel must support ethical behavior and prevent unethical behavior that might impair the company's image and productivity. The paper shows that workplace ostracism has a positive effect on stress because it increases the tension of ostracized workers, but it has a negative influence on employee engagement since it reduces employee participation at work.

Keywords: Workplace Ostracism, Ethical, Workplace, Employees, Performance.

Introduction

Workplace ostracism is a prevalent workplace phenomenon that is described as the extent to which individuals are seen as being neglected or distanced by their coworkers. People's prospects for social interaction are reduced because of workplace ostracism, which is important for them to meet their psychological needs. Occupational ostracism can, in fact, be harmful to employees' physical health. It's especially true nowadays, when cooperation is at an all-time high, necessitating more social interaction and contact with coworkers. Employees' sense of belonging and productivity are negatively affected by workplace ostracism. Therefore, it is critical and time-consuming to examine the impact of employee retirement on employee outcomes. An interpersonal stressor, ostracism has the potential to lead to psychological problems. Employee misery, intention to leave and ill health are all directly linked to working stress and strain. Moreover, knowing how to cope with ostracism is important because effective coping methods can assist to lessen the relationship between ostracism and its negative consequences. The conservation of resources (COR) idea claims that in stressful situations, people try to use resources while preserving and protecting the ones they already have. Workplace ostracism is a type of stress that drains a worker's resources (such as self-esteem, time, and energy) as well as makes it difficult to meet labor demand.

Work ethic consists of several elements: it is sourced and related to a person's psychological values, it demonstrates an engrained viewpoint, it demonstrates an attitude, and it demonstrates someone's hope. Ethos refers to a person's or a group's unique personality, attitudes, habits, and beliefs, among other things. Ethos can relate to the definition of ethics or morals, which are morals that are an

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intrinsic quality of a human person or organization, along with a nation. Ethos also refers to the human group's perspective on the good and wrong, which is ethics, in her emerging nations. Contemporary enterprises must engage in initiative-taking, purposeful actions to acquire the required level of performance from staff who are aware of the recognized standards and best practises in the industry they work in and the country in which they operate. According to Altham (2002), ethnicism is on the increase as one of the acts that may bring about the required performance level of an employee's job performance, despite the harsh methods and unethical work practices that business rivals may engage in. However, it is often assumed that workplace ethics are eroding (Tolbize, 2008), as evidenced by the widespread occurrence of integrity infractions among employees in modern workplaces. Fraud, theft, corruption, information manipulation, misbehavior, and other issues are increasingly widely publicized.

Employee performance is described as the employee's actions or anything they do (Campbell, 1990). Individual job performance has been linked to work behaviors that are important to corporate goals and under the control of the individual job holder, according to attempts to define it. As per Campbell (1994), work performance should be defined by job holders' behavior rather than outcomes, and it should be defined within the framework of behaviors that are relevant to the company's goals. Despite this, the pressure to perform well has prompted many individuals to focus solely on the outcome and neglect the process that led to that outcome. This may appear to be unjust, but colleagues who have a history of unethical behavior are reaping the advantages with little to no monitoring. People and organizations who refuse to accept these unethical techniques have a difficult time meeting their deadlines. Considering this, various disputes have developed about what type of work ethical behavior is necessary for employees to sustain expected job performance. Strong work ethics, according to the study, lead to good job performance, whereas weak or neglectful work ethics lead to poor or low performance. Employee behavior in the workplace is not a novel concept, and it routinely makes the front pages of newspapers. Ethics in the workplace, according to Steinberg (1994), include "common decency," which encompasses elements like integrity, honesty, and justice. Individuals in any organization are required to act ethically as part of their civic responsibility to ensure the organization's stability and long-term viability (Walumbwa, Cropanzano, & Hartnell, 2009).

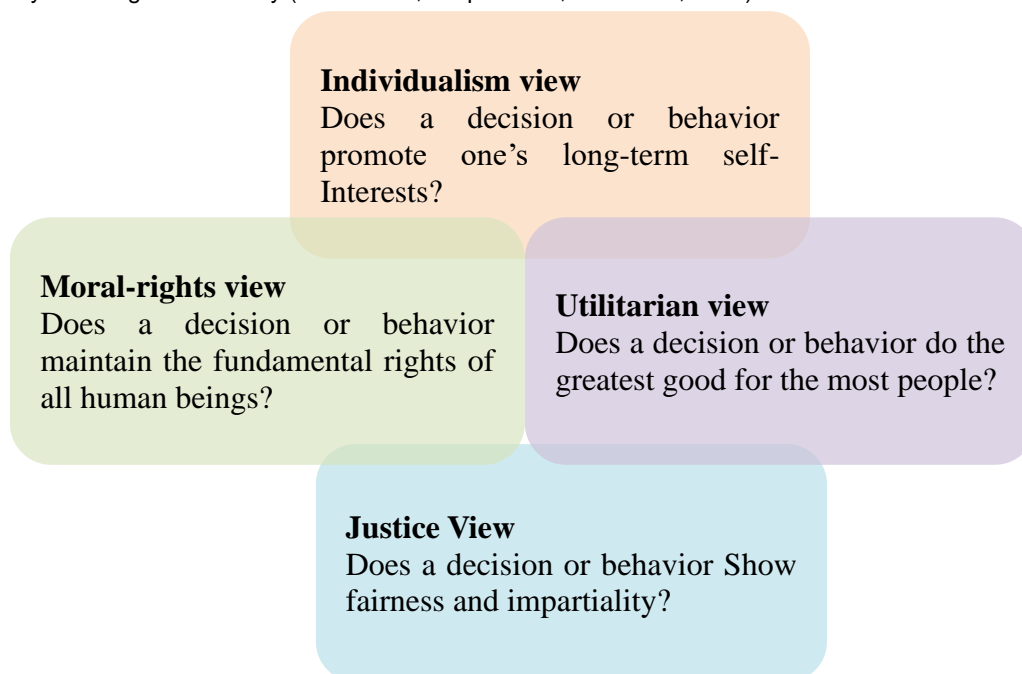


Figure 1: Perspectives of Ethical Behaviour

Ethics cannot be ignored in the workplace, according to Geetu (2003). Some companies have indeed incorporated ethics into their ideals. For enterprises to incorporate ethical practices and skills, however, they must first get a better grasp of ethics in the workplace. Numerous studies have found that organizational ethics play a substantial role in guaranteeing the success of the organization's goals.

Purpose

The purpose of the paper is to find the impact of workplace ostracism on the ethical performance of employees, to look at the effects of employees' ethical behavior on company performance, to investigate the impact of employee ethical conduct on organizational performance, and to investigate the organization's dissemination of ethical conduct skills and knowledge.

Literature Review

Workplace ostracism has an influence on workers' ethical performance, employee stress, employee engagement, and commitment since employees believe other colleagues ignore them, and how can they thrive in an atmosphere where other employees do not appreciate people. This has an effect on organizational performance as well (Chung, 2017), (Hitlan, & Noel, 2009). If employees are subjected to workplace ostracism, this might explain why there is little interaction among them. The social connection in the workplace is fading as a result of this shunned behavior (Reilly, & Wang, 2013). According to research, workplace ostracism can have an impact on employee performance since other workers lose out on guidance for their professional advancement (Sparrowe, Liden, Wayne, & Kraimer, 2001). Employee productivity is jeopardized by a number of factors, including stress. Workers' performance is influenced by stress because they are unable to do tasks to their full capacity when they are mentally disturbed; employees' performance demands specific energy and mental relaxation, which is a basic requirement of any work (Detert, & Burris, 2007). Stress, depression, unhappiness, and loneliness have been linked to workplace ostracism in a study and all emotional states following workplace ostracism have an impact on employees' performance because feeling damaged people seem unable to perform their tasks with creative ideas because they are emotionally damaged (Gruter, & Masters, 1986; Williams, 2002).

This review revolves around the concept of 'labor.' It is a ubiquitous phenomenon that is used in a variety of ways, from formal to casual activities, and in both primitive and modern contexts. Work is distinguished from other pursuits such as leisure, relaxation, or art by such definitions (Ogunbameru, 2000). It is defined as "a human activity directed at an object, such as teaching, manufacturing soap," in this context. To put it another way, work is a transitive activity that is performed to fulfill the needs of others. According to Kuper and Kuper (1996), any physical and mental action that converts natural resources into a more useable form advances human knowledge and view of the world and creates or distributes things to others.

Work-based on these viewpoints is meant to fill a wide range of positions, each with its own set of responsibilities. The most obvious is the economic function of generating goods and services, for which the employee is compensated if the job is done well. As per Dessler (1983), work performance is an assessment of an individual's capacity to satisfy the demands of a certain activity. The quality and quantity of human production required to satisfy work objectives established by employees and their supervisors are referred to as work performance (Ivancevich and Matteson, 1996). If employees and supervisors agree on a performance level, the job assigned to a worker must be evaluated as extraordinary or dreadful.

"The term "ethos" comes from the Greek word "ethos," which meaning "character or tradition." Hubert et al. (2007) define ethics as "a collection of rules and norms that serve as a yardstick for judging whether or not a person's behaviors are honest." It discusses what makes acceptable and unacceptable behavior (Fajana, 2006). In a given environment, what is acceptable and what is not is defined by ethical behavior. According to Pojman (1990), the four domains in which ethics are commonly understood include the ensuing consequences and outcomes (good or terrible) as well as character traits (virtuous or wicked) and motivations are all factors in determining whether an action is right or wrong (goodwill, evil will).

As a consequence, ethics is a study of human behavior about what others expect of him or her (Malloy, 2003), and because they are talking about his or her job, it also includes what is expected of him or her when conducting his or her obligations at work. The moral principles that impact employees' relationships with coworkers, clients, and other economic players are referred to as workplace ethics (competitors, shareholders, suppliers, dealers, so on). What is good and what is harmful are influenced by these ethical principles (Grace & Cohen, 2005). The conventional work ethic emphasizes the virtues of hard labor and the ability to overcome difficulties and achieve success in life via hard work (Yoder & Staudohar, 1982). In this view, people's attitudes toward and expectations of work are shaped by their personal beliefs (Pojman, 1990; Norman, 1992). Fajana (2006) believed that it includes those concepts and practices related to morality and ethical behavior in the workplace. As a consequence, work ethics provide a guide to what is and is not acceptable at the workplace.

Even though ethics has a Protestant tradition, the origins of work ethics programs are not well-documented. After a string of scandals, they were first developed in the military to help firms comply with tighter regulations. Work is shown throughout as a religious and moral duty, notably in terms of reasons for employee performance, organizational success, and productivity, in a simplified popular version of the concept. Religions in the United States introduced and disseminated ethics in the 1930s. During WWII, belief in America as a land of opportunity, patriotism, and the country's enormous natural resources all led to the development of a work ethic (Fajana, 2006). In Western Germany, the need of enduring the devastation of war gave rise to the gospel of work ethics, yet the hurry to discover the correct philosophical and growth routes in a minute led to less ethical practices and a large percentage of fraudulent operations (Aina, 2000). The utilitarian viewpoint was concerned with the manner in which things were conducted. It highlights that the greatest good is given to most individuals. It attempts to determine the moral implications of a certain action in light of its repercussions. This attitude may increase worker productivity, which is a fundamental component of great performance, but it may also lead to disrespect for other people's rights in the larger society. Individualism, on the other hand, believes that long-term self-development should be one's primary focus. It is argued that lying and cheating for short-term gain should not be tolerated since if one person does it, then everyone else would have to do the same, and no one's long-term interests must be served (Tullberg, 1996; Grace & Cohen, 2005). Individualism is meant to encourage honesty and integrity in the workplace, but it may also lead to "pecuniary ethics," defined by one researcher as a willingness to "push the law to its limits."

The Karl Marx theory of the labor process, developed by Newton and Findlay (1996) and based on Karl Marx's original formulation (translated in 1976), argues for the establishment of management control mechanisms to counteract the belief in the conduct of employees at work. Managers believe that they are always seeking methods to improve the efficacy of control systems to improve work performance. This promotes the type of work behavior that leads to the desired degree of ethical job performance. Even though the theory falls short of describing what constitutes a good or terrible work ethic, it is a useful starting point. The agency theory explains this by claiming that work ethics must be properly directed for a firm to experience and improve its workers' performance. Principals (owners and managers) must design procedures for monitoring and supervising the activity of their agents, according to principal-agent theory (workers). Certain flaws in the theory were recognized, necessitating a proper description of work in terms of objectives and expectations, as well as the construction of a performance feedback mechanism. This idea advocates for employee adherence to job descriptions, discipline, integrity, collaboration, and quality.

Impact of Workplace Ostracism on Employee's Performance

Workers' stress, engagement, and dedication are affected by workplace ostracism because they believe other employees ignore them. It also has an impact on the organization's outcomes. Employees who are subjected to workplace ostracism are less likely to interact with one another. Furthermore, the negative impact on employee engagement is that when workers have friendly relationships, they can communicate difficulties and information about their work environment. Additionally, because some tasks are difficult for some employees due to a lack of required skills, they must ask for help from more senior employees. When more senior employees ignore them at the workplace, it has a detrimental influence on the organization's effectiveness since junior employees are no longer willing to approach those senior employees. This shunned conduct has a negative impact on the workplace's social ties. Workplace ostracism can have a negative impact on an employee's performance since the other colleagues are unable to provide guidance for his or her professional advancement. Stress is one of the most significant threats to an employee's productivity. Workers' performance is impacted by stress because they are unable to devote their whole effort to the assignment when they are psychologically disturbed; employees' performance demands a set quantity of energy and mental relaxation, which is a basic prerequisite for all job activities. Workplace ostracism has a detrimental influence on employees' emotions, causing stress, despair, discontent, loneliness, and a variety of other feelings. Employee performance is also harmed by workplace ostracism since emotionally distressed persons are unable to accomplish jobs with innovative ideas..

Workplace ostracism and Workplace Ethics

Workplace ostracism is a source of stress in the workplace. Employees who are excluded are more prone to have poor self-perceptions and unpleasant emotions, which can lead to a loss of control and resources. Employees who are subjected to workplace ostracism are neglected by their coworkers, who do not accept their thoughts, opinions, or proposals. Employees would thus avoid socializing with

others and adopt a protective quiet in order to avoid being rejected at work. Employees experience workplace ostracism when they believe their coworkers are ignoring them; workplace ostracism has a number of negative consequences, including a bad corporate culture, organizational commitment, and staff efficiency. It is critical to explore the antecedent determinants of employees' unproductive work practices from the standpoint of workplace ostracism. Workplace ostracism may put people in vulnerable circumstances and inflict physical and emotional harm. Employees in this position may compensate for their psychological losses by engaging in unproductive work activities.

The belief that hard labor and dedication have a moral advantage as well as an inherent potential, virtue, or worth to improve one's character and talents is known as the effort ethic. It is a collection of ideas focused on the importance of labor, as evidenced by tenacity or a desire to put in long hours. The societal installation of this value is thought to build character via hard work in a person's field of work. Proponents of a strong work ethic believe that it is essential for attaining goals since it strengthens their orientation and mentality. A person's work ethic is a set of moral ideals that they apply to their work. People with a strong work ethic embody specific ideas that influence their work behavior; developing and implementing a strong work ethic is eventually developed in the creation of constant high-quality work. They are motivated to keep on course by the output. A healthy work ethic feeds an individual's wants and ambitions, and it is linked to a person's initiative in achieving those goals. Self-reliance, ethical conduct, the value of leisure time, hard effort, giving importance/centrality to work and constructive use of the time, and postponement of satisfaction are all components of a work ethic that may be assessed in several ways. A poor work ethic is a habit that has resulted in a systematic lack of productivity, reliability, responsibility, and a rising sphere of unprofessional/unhealthy connections (e.g., power politics, loss of social skills, and so on).

Workplace ostracism and Ethical Performance

People and organizations suffer when an individual is unable to perform to their full potential because of the stress and anxiety that comes with being isolated at work. A hostile work environment may result from a person's experience of workplace ostracism or victimization. People who are socially isolated at work are more likely to suffer from stress, anxiety, or depression. They may also exhibit withdrawal symptoms and have reduced levels of job satisfaction. These symptoms ultimately contribute to poorer levels of productivity and engagement at work. When an employee is neglected in the workplace, he or she assumes that he or she might never be able to fully commit to his or her work. In essence, ostracism is an interpersonal stressor that frequently results in abrasive emotions and anti-social conduct. Workplace ostracism reduces employee engagement, which lowers employee service levels; this indicates that when an employee is ostracized, it lowers customer satisfaction since the person is unable to participate in work. Workplace ostracism has a positive correlation with burnout and plans to quit, but a negative correlation with work satisfaction, employee engagement, and organizational commitment. Employees that are engaged at work have a strong feeling of self-identification with their work as well as a high level of energy. Workplace ostracism has a detrimental influence on employee engagement, establishing a relationship between ostracism and job involvement. Every organization and all of its operations are built on a foundation of ethics. The practice of planning, managing, measuring, and monitoring employee performance in line with the concepts of justice, impartiality, transparency, and good corporate governance is characterized as ethical performance management. Commercial ethics is a branch of applied ethics or professional ethics that focuses on the moral and ethical dilemmas that might arise in the course of a company's operations. It incorporates all facets of business behavior and applies to both people and large businesses. Individuals, organizational announcements, and the law system all have a bearing on these ethical codes. Corporate values include things like customs, values, ethical, and unethical behavior.

Ethical Issues Related to Workplace Ostracism

If ostracism is occurring, avoid approaching employees in an informal manner and maintain your composure. Workplace ethics ostracism comes in a variety of forms. An individual's ethical issues are based on their professional connections and obligations, where appropriate behavior is not always evident and there are no fixed standards to follow. One set of contacts and duties is specifically for workers, and it includes themes like punishment, performance assessment, safety, and incentive system administration. The second set of concerns focuses on customers and suppliers, including the finer details of timing, quality, and cost. When superiors or peers have differing attitudes on issues like approach, objectives, policy, and management, ethical challenges arise. Ethical difficulties can be characterized in the context of their corporate relationships, conflicts of interest, honesty, integrity, and communication.

Conclusion and Discussion

The paper suggests work ethics and how it links to employee performance. Strong work ethics are believed to be capable of long-term employee job performance, whilst weak work ethics may only be capable of driving for a short time before generating bad work performance. As a consequence, individuals and companies must encourage appropriate work habits to achieve exceptional job performance. The effects of workplace ethics on the performance of the organization, like programs to promote good ethics in a company, incentives to increase employee ethical standards, and components of ethics to boost performance, appear to be discussed in the study. Employee performance is positively correlated with organizational ethics, programs that encourage good ethics in the workplace, systems for reporting unethical behavior, and officers in charge of reporting on misbehaviors.

In the model's "person" part, knowledge, experience, skills, abilities, awareness, values, reasons, and wants are characterized as eight important factors that affect an employee's performance as the link between ethical performance and the workplace. As people get more used to their jobs, these criteria change. They transform beneficially for a high achiever. Other factors, such as the working environment, coworkers, and managers, have an impact on an employee's ability to accomplish their duties. Effective management has a positive impact on employee motivation, engagement, and productivity. Satisfaction, output, and performance all suffer when managers fail to provide adequate direction.

A corporate culture that has either been proven to increase employee happiness at work or to raise productivity is vital for increasing organizational effectiveness and employee performance. The Work ethics demonstrated by employees has been shown to increase happiness at work; however, causality studies have found no correlation between increased happiness at work and increased productivity. As a consequence, need assistance in fostering an environment where employees are happy in their jobs to make a significant impact on overall productivity. Employees who are more content with their employment, on the other hand, are more productive. Job satisfaction may be used as a proxy for assessing the impact of business culture and work ethic on employee performance. Employees of the local work unit must put in a lot of effort to enhance their self-awareness, performance, and personality to provide the greatest possible service to the community and remain relevant. Individual work ethic is expected to be in measuring the degree of employee welfare to enhance job satisfaction, which has an impact on employees enhancing ethical performance.

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