

# Impact Of Workplace Ostracism On Turnover Intention And Organizational Performance Through The Role Of Knowledge Sharing: Emotional Intelligence Works As A Moderator

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## Abstract

This research explores the intricate relationships between workplace ostracism, turnover intention, organizational performance, knowledge sharing, and the moderating influence of emotional intelligence. Workplace ostracism (WO) is a pervasive problem that can have significant repercussions on employees and administrations alike. To investigate these dynamics, data were collected from a diverse sample of employees in various industries through structured surveys. The study employs a comprehensive framework to elucidate the incidental impacts of workplace ostracism on turnover intention and organizational performance, mediated by knowledge sharing. The results show a positive correlation between WO and the TI, and negatively linked to organizational performance, primarily due to its adverse impact on knowledge sharing. This underscores the harmful consequences of workplace ostracism for both employee retention and overall organizational effectiveness. Moreover, this research investigates the moderating role of emotional intelligence in these relationships. Emotional intelligence is found to mitigate the negative effects of

workplace ostracism, particularly by enhancing the positive influence of knowledge sharing on organizational performance. This highlights the importance of nurturing emotional intelligence as a means to counteract the damaging effects of workplace ostracism.

Keywords: Workplace Ostracism, Emotional Intelligence, Knowledge Sharing, Turnover Intention and Organizational Performance.

### **Introduction**

There has been a notable increase in illicit, unethical, and covert behaviors inside organizations on a global scale, resulting in a substantial upsurge in instances of business fraud and crises (Elias, 2013; Liu et al., 2020; Di Stefano et al., 2019). As a consequence, the issue of workplace deviant behavior has garnered significant attention from several organizations, leading to a detrimental trend (X. Liu et al., 2020; Di Stefano et al., 2019). The contemporary workplace is widely acknowledged as a significant social phenomenon due to the extensive interpersonal interactions that occur among workers, as noted by Heerwagen et al. (2016) and X. Liu et al. (2020). The occurrence of inappropriate conduct in the work environment not only presents a potential risk to the organization but also has implications for all workers inside the organization (Di Stefano et al., 2019). The previous periods, There's been an increase in academic curiosity in workplace aberrant behavior, as seen by the increased emphasis given to this topic by researchers such as Di Stefano et al. (2019), Ferguson et al. (2012), and X. Liu et al. (2020). Scholars have conducted investigations into different manifestations of deviant behavior in the workplace, example as ineffective work practices (Di Stefano et al., 2019; Memon et al., 2017), administrative carelessness, violent workplace conduct, and disruptive work practices (X. Liu et al., 2020; Robbins et al., 2012), employing varied techniques and scopes of inquiry. In today's business landscape, markets are undeniably becoming more competitive, and innovation rates are on the rise. This has also led to an increase in the complexity of products and services. Consequently, organizations find themselves in fierce competition for knowledge assets,

recognizing the paramount importance of information (Omotayo, 2015). Even a slight enhancement in an organization's ability to effectively utilize information can lead to significant financial benefits (King, 2009).

According to Wang et al. (2016), KS includes the conversation of data, involvements, methods, and attitudes among members, with the aim of enhancing the value of knowledge. This practice can boost organizational productivity and contribute to establishing and sustaining a competitive edge. Furthermore, knowledge sharing facilitates the efficient transfer of employees' tacit knowledge into operational procedures, fostering the acquisition of fresh insights and experiences, ultimately leading to knowledge discovery (Oyemomi et al., 2016). In today's rapidly changing world, knowledge sharing is recognized as an essential component for companies to survive. To assess its effectiveness, various aspects have been investigated in recent studies. These include the inspiration of organizational justice on knowledge sharing (Akrama et al., 2017), The research showed by Ambos et al. (2016) examines the influence of team composition on worldwide KS. Shao et al. (2016) investigate the importance of inspirational management in people's sharing of tacit knowledge. Additionally, Andreeva and Serg (year) explore the intricate impacts of HR operations on knowledge-sharing behavior and commitment.

Prior studies have consistently shown a favorable correlation between the dissemination of general knowledge and the achievement of organizational objectives (Ali et al., 2019; Du et al., 2007; Keszey, 2018; Oyemomi et al., 2016; Wang and Wang, 2012). Nevertheless, Edwards (2017) highlights the need for a more extensive comprehension of the conceptualization of information sharing inside organizations and its exact influence on organizational success. Du et al. (2007) emphasize that scholars studying the correlation between information sharing and organizational success are confronted with significant inquiries. These inquiries include comprehension of the environment of the association between information sharing and performance, as well as identifying the factors that shape this link.

According to Connelly et al. (2012), there is a prevalent incidence of information concealed in many organizations, despite the evident need for knowledge transmission. In contrast, the authors Zhao et al. (2016) contend that while the adverse consequences of information hiding inside organizations are well acknowledged, there has been little focus on the fundamental factors contributing to the concealing of knowledge. The phenomenon of workplace ostracism emerges as a notable determinant in the manifestation of knowledge hiding. According to Peng and Zeng (2017), WO refers to the deliberate act of barring a person from participating in organizational activities. In contrast, Robinson et al. (2013) characterize WO as the intentional practice of removing persons from communities or circumstances and dismissing them. It is noteworthy that there exists a dearth of empirical investigations examining the inspiration of WO on knowledge concealing, despite its pertinence to the concealment of information (Zhao et al., 2016). According to Kouchaki and Wareham (2015), the phenomenon of workplace exclusion has the potential to significantly impact workers' interpersonal interactions. Furthermore, the investigation conducted by Ferris et al. (2008) revealed that WO has a noteworthy impression on workers' interpersonal behaviors. Based on the provided background, the hypothesis posited is that WO is likely to have a detrimental impression on KS, a distinct manifestation of interpersonal conduct within the professional environment.

This study places emphasis on the importance of the connections among all of the factors that contribute to performance. It seeks to look into the impression of WO on turnover intention and organizational performance. This investigation considers the mediating role of knowledge sharing and the moderating role of emotional intelligence, as suggested by previous studies (Akgun, Keskin, & Byrne, 2009; Allen, Smith, Mael, O'Shea, & Eby, 2009; Child, 1974; Heisler, 1974; Herold, 1972; Pot & Koningsveld, 2009; Yazici, 2009). The present investigation is based on the theoretical framework of the conservation of resources (COR) theory (Hobfoll, 1989, 2001). Its objective is to enhance the existing literature on ostracism and turnover intention by including two additional variables: knowledge sharing as a mediating

variable and emotional intelligence as a moderating component.

### **Literature Review and Hypothesis Development Relationship of Workplace Ostracism and Knowledge Sharing**

Ng (2017) defines ostracism as rejection or omission-based social exclusion. Xu et al. (2017) say ostracism diminishes social interaction. Workplace exclusion hurts and hurts. Ostracized persons lessen emotional pain Xu et al. (2017). According to Ma (2016), workers who experience ostracism are more inclined to engage in unlawful behavior and exhibit reduced productivity. The act of ostracism has been shown to elicit a range of negative emotional and psychological responses, including anger, discomfort, feelings of loneliness, less engagement in group activities, heightened social anxiety, symptoms of depression, diminished self-esteem, decreased inclination to engage in future contact with the group or organization, reduced commitment to the organization, and a decline in organizational citizenship behaviors. The act of efficacy is negatively impacted by racism of collaboration. According to Tavakoli et al. (2014), the act of ostracism has negative effects on employee relationships.

Ghobadi (2015) says the "need for membership in a group," or want to belong, encourages knowledge sharing. Tavakoli et al. (2014) and Zhao et al. (2016) showed WO influences knowledge sharing. Alzghoul et al. (2018) observe that most job descriptions do not include information exchange. De Clercq et al. (2019) observed that ostracism affects employees' pro-social and voluntary conduct, including information sharing. Therefore, the following hypothesis is offered.

H1: WO negatively influences knowledge sharing.

### **Emotional Intelligence as a Moderator**

Emotional intelligence (EI), as defined by Bar-On (1997), encompasses non-cognitive abilities and skills crucial for effectively managing environmental demands. Zhang et al. (2015) describe emotional intelligence as a person's capacity to handle emotions, while Ashkanasy and Daus

(2005) emphasize its significance as a predictor of workplace behavior, involving the ability to manage emotions and relationships adeptly.

Imran (2013) underscores the role of EI and technical skills in talent acquisition and achieving organizational success. O'Neil (1996) suggests that 80% of career success is tied to management skills rather than intelligence. Arabshahia et al. (2013) find a positive correlation between strong EI and Knowledge Sharing Behavior (KSB). Karkoulian et al. (2010) recommend top management understanding their own and employees' emotions for effective KSB. Turnispeed and Vandewaa (2012) create a affiliation among EI and the manifestation of helpful behaviour towards co-workers. Their findings suggest a favorable influence of EI on knowledge sharing behaviour (KSB). Higher EI reduces knowledge hiding stemming from workplace ostracism, as emotionally intelligent individuals trust others and are more likely to share knowledge (Geofroy and Max Evans, 2017).

In his seminal work, Goleman (1995) directed his attention to the capacity to comprehend and effectively manage feelings as a means to facilitate cognitive development. EI is associated with comprehension, access, and produce feelings in an effort to Promote advancement of associated cognitive processes. In the workplace, it has been shown that individuals who possess an excellent level of emotional intelligence (EI) tend to exhibit appealing behaviour and ideas that align with a strong sense of competence (Angelidis & Ibrahim, 2011). Moreover, Mittal and Sindhu (2012) elucidated that good leaders possess certain characteristics, such as efficient communication skills, a positive mindset, flexible thinking, and emotional equilibrium. In the present context, emotional intelligence (EI) is described as a distinct capacity to effectively manage and navigate emotions within the professional setting. The construct involves of four main components: social consciousness, managing relationships, self-worth, and self-care (Goleman, 1995).

Emotional Intelligence (EI) confers many benefits to organizations, such as mitigating employee attrition, discerning individuals with transformative leadership qualities, strengthening the overall organizational culture,

nurturing creativity, and bolstering employee receptiveness towards significant organizational changes (Carson, Carson, & Birkenmeier, 2000; Huy, 1999). Leaders who possess a high level of emotional intelligence (EI) have the ability to successfully reduce staff turnover. Leaders who possess emotional intelligence have a superior quality of personal efficacy, leading to increased confidence in navigating ambiguous situations and inspiring their subordinates. The good effect shown by individuals may also serve to attract and motivate other members within a team. Positive emotions, such as excitement and cheerfulness, have been seen to have infectious properties. As a result, the presence of good emotions in leaders has the potential to positively influence the emotional state of the team, so fostering increased levels of excitement and motivation among team members (Prati et al., 2003). Moreover, it has been shown that leaders who exhibit happy moods possess a greater propensity for creativity. This attribute empowers them to formulate captivating ideas and implement efficacious strategies aimed at augmenting organizational performance. According to George (2000), individuals who possess these traits are more adept at managing unfavorable emotions that might impede adaptability and creativity. This, as discovered by George and Bettenhausen (1990), has the potential to decrease the rates of voluntary turnover among group members.

Based on social ostracism research, Ferris et al. (2008) describe workplace ostracism as feeling neglected or excluded at work, frequently via subtle gestures like avoiding eye contact or not responding to communication. It's different from overt negativity and more frequent than thought (Williams, 2001). Ostracism is passive antagonism against the company or employees, unlike hostility (Hitlan et al., 2006). People perceive it differently, like quiet after pleasantries (Williams and Zadro, 2001). People cope with job ostracism by meeting their requirements. It may cause anger and animosity or obedience and cooperation (Williams and Sommer, 1997; Warburton et al., 2006). Reconnecting via pro-social behaviors may lessen ostracism, but it might later raise rejection and distrust (Williams, 2001). Social exclusion is connected to poor mental health, aggressiveness, and self-destruction.

H2: Emotional Intelligence negatively impacts the inspiration of WO on TI.

H3: Emotional Intelligence negatively influences the affiliation of WO on KS.

H4: Emotional Intelligence negatively impacts the association of WO with organization performance

### **Relationship of Knowledge Sharing and Turnover intention**

The study done by Jacobs and Roodt (2007) focused on the connection between KS and TI. The researchers successfully designed and verified a survey instrument for the assessment of knowledge sharing (KS), and then established a statistically significant inverse correlation between KS and turnover intention (TI). Furthermore, it was shown that there exists an inverse relationship between workers' turnover intention (TI) and their level of organizational commitment. According to DeLong's (2004) study, individuals with advanced skills are more likely to exhibit greater levels of turnover intention, particularly when they are actively pursuing employment prospects outside of their current organization. According to the findings of Malos and Campion (1995), the kind of information exchanged among workers has a significant impact on technological innovation (TI), while knowledge that is special to the organization tends to decrease TI. Holtom and colleagues (2008) proposed that Knowledge Transfer plays a partly mediating role in the affiliation between Training Intensity (TI) and retention, since variables other than knowledge sharing also impact retention.

H5: Knowledge Sharing has negative influence on Turnover intention.

### **Knowledge Sharing and Organizational Performance**

Knowledge sharing with direct collaborators and network members is a strategic decision for many CEE firms. These techniques mainly address innovation performance demands (Bratianu et al., 2021; EUROFER, 2020). These 2000s-privatized corporations have aggressively explored competitive tactics such partnerships, informal business networks, and direct cooperation to improve organizational



performance (Sroka, 2024). These activities promote innovation and assist them overcome their perceived lack of foreign market expertise and difficulty of functioning in highly competitive situations (Mitan & Vătămănescu, 2019). The use of diverse networks has been highlighted as a fundamental element for gaining a competitive edge and fostering innovation. A great deal of study has been done on the analysis of KS and organizational performance, specifically focusing on the involvement of geographically dispersed personal network connections (Musteen et al., 2010), business-to-business connections (Manolova et al., 2010), and alliance linkages (Thomas et al., 2007).

Due to equivocal results, Ipsmiller & Dikova (2021) recommend further study on CEE business internationalization and organizational success. What degree of unofficial connections can be leveraged to achieve favorable performance outcomes through knowledge sharing processes (Vătămănescu et al., 2021; 2020a, 2020b, 2019) and the optimal internationalization strategies that these enterprises should adopt to improve their functioning, sustain their competitive advantages, and drive innovative processes are key areas for investigation.

H6: KS has impact on OP.

### **Workplace Ostracism and Organization Performance**

Moreover, the majority of the circumstances and results that have been described exhibit a consistent manner of assessment. Self-report questionnaires are often used to assess the Big Five personality traits. In contrast, performance is assessed using self-reported data, or supervisor reports. The observed associations of performance are influenced by its assessment (Heidemeier & Moser, 2009). We propose that the same principle applies to the association between ostracism and performance, including core performance, helpful behaviour, deviant behaviour, silence, and voice. The study conducted by Howard et al. (2020) reveals a significant correlation between WO and deviant behaviour, as well as a strong association with various performance indicators such as core performance, helping behaviour, and voice. Additionally, WO is found to have a substantial impact on well-being outcomes, including emotional wellness,

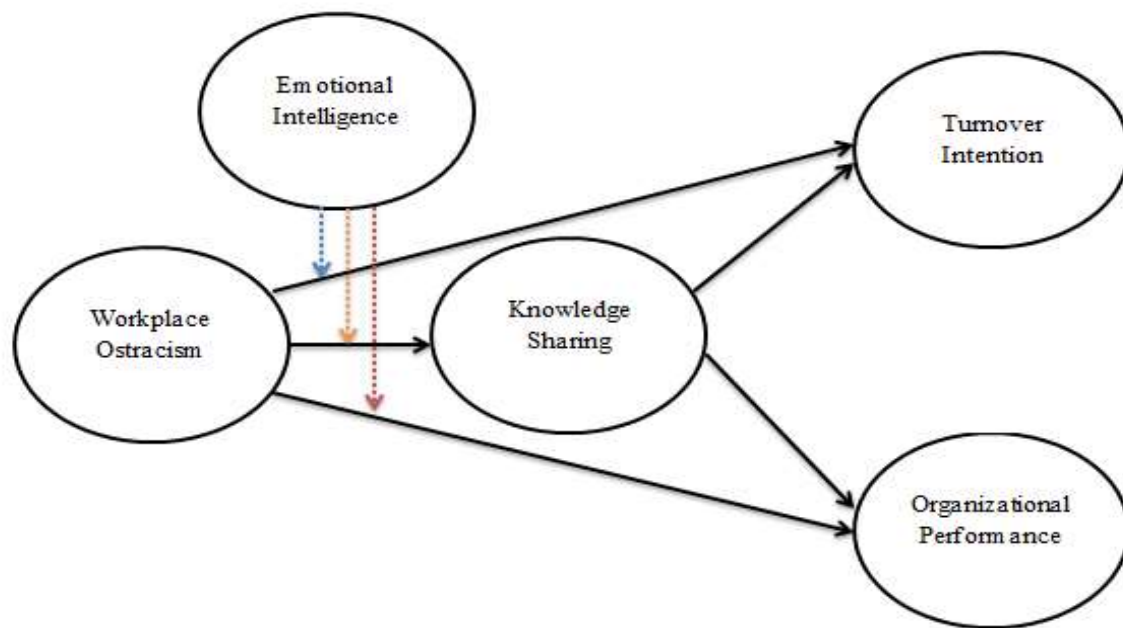
feelings, and self-image. Furthermore, organizational opinions such as job satisfaction, commitment, and perceptions of justice are also strongly influenced by WO, as indicated by the findings of the study.

H7: WO has influence on OP

### **Workplace Ostracism and Turnover intention**

Previous empirical studies have shown that WO, akin to misuse, is positively related with experts' turnover intent (Ferris et al., 2008; Howard et al., 2019; Scott & Duffy, 2015; Zheng et al., 2016). Individuals who experience feelings of ostracism may exhibit reduced productivity, a propensity for engaging in useless practices and a want to depart the company (Chen & Wang, 2019; Howard et al., 2019; Zheng et al., 2016). From a conservationist perspective, the discontinuation of resource depletion and the decision to separate from the corporation are often considered viable options to mitigate further harm. Hence, the act of resigning may be seen as a psychological strategy used by individuals to reduce the importance of their occupations, thereby enabling them to allocate their exceptional resources more effectively (Zheng et al., 2016). According to Hobfoll (2001), any harm inflicted against assets induces anxiety, which then leads to an escalation in TI. This relationship is supported by the findings of Bani-Melhem (2020), Ferris et al. (2008), Turkoglu and Dalgic (2019), and Zheng et al. (2016). At the outset, those who see themselves as socially marginalized may possess a sense of optimism in their ability to reinstate their common connection with their coworkers. At this juncture, the turnover plans have already been developed, prompting employees to remain with the organization in anticipation of fostering a more favorable public image (Richman & Leary, 2009). Furthermore, it is anticipated that individuals may be less inclined to consider leaving the organization if they are able to enhance their social ties. In contrast, the inclination to depart escalates among individuals when their efforts to rectify their social affiliation proves unsuccessful (Ko & Lee, 2019).

H8: WO has inspiration on TI.



## Methodology

### Research Design

The research design used in this investigation was cross-sectional in nature, combining quantitative data collection and analysis to investigate the relationships among workplace ostracism, turnover intention, organizational performance, knowledge sharing, and emotional intelligence. This research will adopt a quantitative research design. A diverse sample of employees from WAPDA will be selected. Participants will be chosen through stratified random sampling to ensure representation from different districts, job roles, and demographic backgrounds. Data will be collected through surveys administered to employees within WAPDA in different districts of Pakistan.

### Instrument Development

We drew research items from previous investigations to verify the quality and rationality of the examination instrument used in this study. Eight items of workplace ostracism were modified from previous investigation of Wu et al. (2015). Four items were used to assess knowledge sharing, based on measures that had been utilized in the past study by Casimir et al. (2012). The measurement of emotional intelligence (EI) was conducted

using the 10-item EI Scale (EIS) created by Wong and Law (2002). The researchers used a modified three-item measurement scale, based on the work of Abdu et al. (2022), to assess turnover intentions. In order to get valuable insights, we used a set of six measures to assess organizational effectiveness. These items were derived from a previous study conducted by Thoumrungroje and Racela (2013). The reliability of this study is enhanced with the use of scale items derived from prior research endeavors. In addition, there were questions on demographics included in the questionnaire.

### **Analysis**

The investigator employed exploratory factor analysis (EFA) and structural equation modeling (SEM) to evaluate the validity of the model. Exploratory factor analysis (EFA) was employed as a statistical technique to examine the data and identify any latent patterns that may have been there. Finally, structural equation modeling (SEM) was used to assess the employees and organization model that was suggested for implementation in organizational contexts. In contrast to regression evaluation or other dependency studies that focus on elucidating links within a single equation, a structural equation model investigates a set of interactions that include many equations. Regression and dependency analyses are statistical techniques that aim to describe the relationships between variables using a single equation (Hair et al., 2019). The analyses in the following sections were conducted using SPSS (version 26) and SmartPLS (version 4).

### **Results**

#### **Respondent's Profile**

The data show the sampling frequency and gender breakdown of the population. 56.33% of 300 participants were male, while 43.66% were female. Results show the respondents' ages, the age group of 18-30 are 23.33% of total sample and 33.33% 31-45, 43.34% are 46-60. The statistics show that 50.33% respondents have bachelors or lower degrees, 33% have master's degrees, 13% have M.Phil. degrees, and 0.3 have PhDs.

**Table 2: Respondents Profile (N = 350)**

	(%)
Gender	
Male	56.33
Female	43.66
Ages	
18-30	23.33
31-45	33.33
46-60	43.34
Education Level	
Bachelors	50.33
Masters	33
MS/M.Phil.	13
PhD	0.3

### Exploratory Factor Analysis and Reliability

In order to get start on the investigation, an exploratory factor analysis (EFA) was carried out first to investigate the concepts' underlying structure. Following the suggestions made by (Harrigan et al., 2018), in order to get knowledge that later be evaluated with SEM, the EFA was carried out using the most excellent probability for extract and Promax for rotation. This was done following the instructions. The EFA uncovered eight aspects contributing to a better understanding the model's underlying variables. The pattern matrix of the EFA's resultant factors may be found shown in Table 1. In addition, the reliability of the measures was shown by the fact that every item on the scale had a value that was more than the 0.7 cutoffs for Cronbach's alpha coefficient (Cronbach, 1970).

**Table 3: Factor Loading, Reliability and Descriptive**

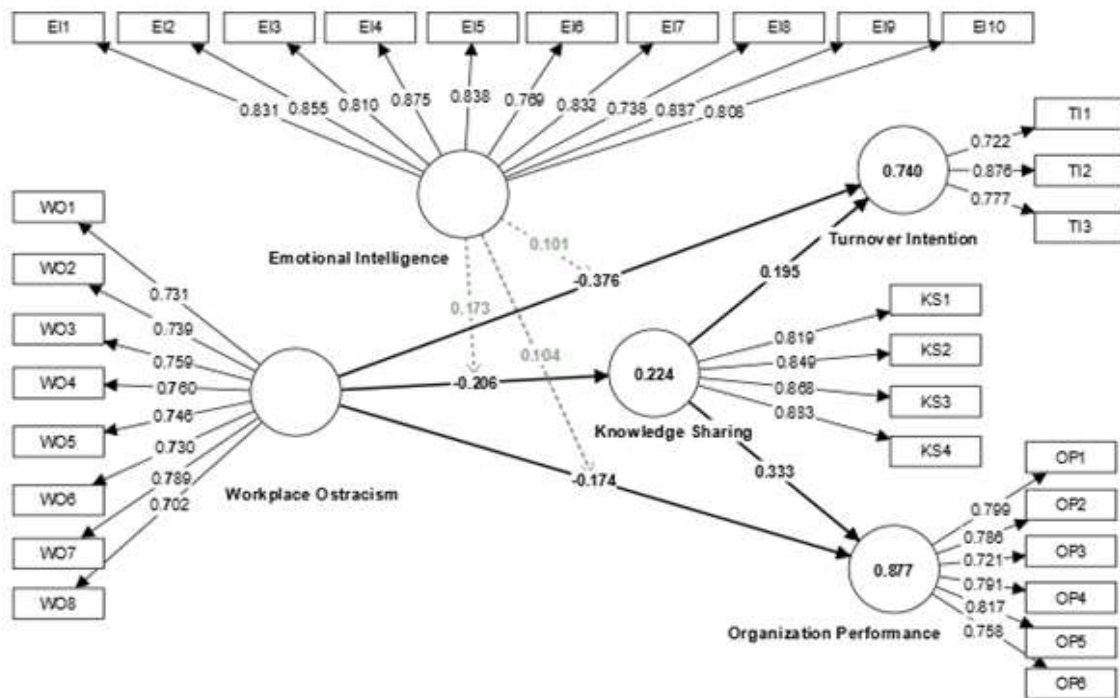
Variables	No. of Item	Factor Loading	Cronbach 's Alpha	Composite Reliability	AVE	VIF
	WO1	0.731				1.77

Workplace Ostracism	WO2	0.739	.802	.833	.754	2.14
	WO3	0.759				2.21
	WO4	0.760				2.56
	WO5	0.746				2.12
	WO6	0.730				2.43
	WO7	0.789				2.88
	WO8	0.702				2.56
	Knowledge Sharing	KS1	0.819			
KS2		0.849	.863	.887	.762	1.76
KS3		0.868				1.88
KS4		0.883				1.57
Emotional Intelligence	EI1	0.831				2.33
	EI2	0.855	.840	.876	.790	1.51
	EI3	0.810				1.94
	EI4	0.875				1.87
	EI5	0.838				1.65
	EI6	0.769				1.57
	EI7	0.832				1.69
	EI8	0.738				1.76
	EI9	0.887				1.46
	EI10	0.808				1.89
Turnover Intention	TI1	0.722				2.13
	TI2	0.876	.867	.887	.709	2.82
	TI3	0.777				2.45
Organization Performance	OP1	0.799				2.31
	OP2	0.786	.821	.837	.774	2.61
	OP3	0.721				1.77
	OP4	0.791				2.34
	OP5	0.817				2.67
	OP6	0.758				2.55

### Structural Model Results

In the following part, we will review how a structural equation model (SEM) was employed to assess and verify the theories on the higher-level structure known as consumer engagement. Figure 1 provides a good illustration of this phenomenon. The structural equation modeling (SEM) employed in SmartPLS 4 utilized the maximum likelihood estimation as its estimate method. The model has a perfect correlation with the observed values, as shown by the following: SRMR = 0.0347, NFI = 0.935. It was found that all of the links included in the structural model that defines the causes and important consequences (turnover intention and organization performance) of employee contact were relevant to the topic at hand (Figure 2, Table II).

Figure 2. Structural Model



**Table 4: Hypothesis Results**

Predictor		Outcome	( $\beta$ )	t-Value	R2	p**
Workplace Ostracism	<-	Turnover Intention	-0.376	3.232	0.740	0.112
Workplace Ostracism	<-	Knowledge Sharing	-0.206	6.627	0.224	0.362
Workplace Ostracism	<-	Organization Performance	-0.174	8.896	0.877	0.251
Knowledge Sharing	<-	Turnover Intention	0.195	6.234	0.740	0.233
Knowledge Sharing	<-	Organization Performance	0.333	11.456	0.877	0.256
Emotional Intelligence*Workplace Ostracism	<-	Turnover Intention	0.101	8.345	0.740	0.134
Emotional Intelligence*Workplace Ostracism	<-	Knowledge Sharing	0.173	12.433	0.224	0.135
Emotional Intelligence*Workplace Ostracism	<-	Organization Performance	0.104	11.234	0.877	0.123

### Discussions

The research found that workplace ostracism hinders information exchange. Feeling excluded makes workers less eager to share their expertise. This suggests that an inclusive and collaborative workplace culture promotes information sharing, which is essential for creativity inside the company. Investigation demonstrates that information sharing improves organizational effectiveness. Open communication and information exchange boost performance in organizations. This supports the premise that a culture of information sharing improves organizational decision-making, efficiency, and problem-solving. Emotional intelligence moderates the connotation between WO and its effects (turnover intention, knowledge sharing, and organizational performance). Higher emotional intelligence may help employees deal with ostracism's emotional toll, reducing turnover intention.



information sharing improves organizational performance, and emotionally intelligent people may better manage interpersonal connections, increasing information flow and cooperation.

### **Conclusion**

This research showed the complicated connection between workplace exclusion, turnover intention, knowledge sharing, organizational performance, and emotional intelligence. The findings provide light on workplace exclusion's effects on organizational outcomes and employee attitudes. The research shows that workplace ostracism harms many key elements. It is apparent that workplace isolation increases quitting, hinders information flow, and diminishes organizational performance. These consequences are essential because personnel turnover threatens the company's stability and makes it harder to adapt and innovate, lowering its performance. This study shows that knowledge sharing improves turnover intention and organizational performance. Open information sharing may boost employee engagement and job happiness, boosting the company's competitiveness. Emotional intelligence moderates this complex interaction network. Higher emotional intelligence helps workers handle the emotional toll of workplace exclusion, which reduces its negative impacts on intentions to quit, knowledge sharing, and organizational performance. This underlines the importance of emotional intelligence for employee resilience and workplace dynamics. This study showed the complicated relationship between workplace exclusion, turnover intention, knowledge sharing, organizational performance, and emotional intelligence. The findings provide light on workplace exclusion's effects on organizational outcomes and employee attitudes. The research shows that workplace ostracism harms many key elements. It is apparent that workplace isolation increases quitting, hinders information flow, and diminishes organizational performance. These consequences are essential because personnel turnover threatens the company's stability and makes it harder to adapt and innovate, lowering its performance.

### **Practical Implications**

**First**, Clear anti-ostracism rules should be established and communicated by organizations, and training programs should be made available to managers and workers to

inform them of the negative impacts of workplace ostracism. This entails encouraging courteous and inclusive dialogue and immediately resolving ostracism incidents. **Second**, Organizations ought to participate in diversity and inclusion activities to combat workplace exclusion. Lower turnover rates may be attained by establishing a culture that respects diversity and encourages tolerance. This culture can also lessen instances of ostracism and raise general employee morale. **Third**, sharing knowledge should be promoted as a strategic objective. Organizations may conduct knowledge sharing initiatives, promote cross-functional cooperation, and provide venues for staff to exchange information and skills. Employee motivation for knowledge sharing may be increased by praising and recognizing efforts. **Fourth**, Employees and executives should get emotional intelligence training from their organizations. Enhancing emotional intelligence abilities enables people to more successfully negotiate interpersonal problems, lessen the negative effects of exclusion, and foster productive connections at work. **Fifth**, Programs for developing leaders should put a strong emphasis on helping managers and supervisors build their emotional intelligence. Emotionally intelligent leaders are better able to create welcoming settings that foster knowledge exchange and organizational success, which may reduce the likelihood of turnover. **Sixth**, regularly evaluating an employee's well-being, including their experiences with exclusion, might provide insightful data. Exit interviews, feedback systems, and surveys may all be used by firms to assess the effects of workplace dynamics and modify their strategy as necessary. **Seventh**, Organizations should think about include emotional intelligence and knowledge sharing indicators in their performance assessment procedures. Organizations may encourage behaviors that lead to less turnover and increased performance by defining objectives and tracking success in these areas. **Eight**, Organizations should have support systems in place, such as counseling services and dispute resolution processes, in circumstances when workplace ostracism has already had a detrimental effect. Employees who get timely assistance may manage the emotional cost and even avoid quitting the company. **Ninth**, these efforts should be seen by organizations as a part of a continual process of progress. The key to adjusting to changing workplace dynamics is to routinely reevaluate the

efficacy of anti-ostracism measures, knowledge-sharing initiatives, and emotional intelligence training.

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