

How does Workplace Ostracism Affect Employee Performance? Mediating Role of Psychological Resilience, Moderated Mediation Role of Cyberloafing

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Background and Purpose: Workplace ostracism is the situation in which the employee is rejected and ignored by the employees in the same workplace. Since this is a situation that prevents the success of the employees, it affects the performance of the employee. In this respect we assume that it is an important mediator in terms of experiencing psychological resilience in this relationship. In our research model, we also suggested that cyberloafing will affect the severity of the relationship between workplace ostracism and resilience. Therefore, we suggested that psychological resilience would have a mediator role and cyberloafing would have a moderating role in the relationship between workplace ostracism and employee performance, based on the opinions of employees.

Design/Methodology/Approach: Data were obtained from 482 employees of Erzincan Municipality by utilizing the survey method. The obtained data were analyzed by using structural equation modeling to test our hypotheses.

Results: It was found that there is a significant and positive correlation between workplace ostracism and psychological resilience, a significant and positive correlation between psychological resilience and employee performance, and a significant and negative correlation between workplace ostracism and employee performance. In addition, it was determined that workplace ostracism has an indirect effect on employee performance through psychological resilience, and cyberloafing has a moderating role in this indirect relationship.

Conclusion: Our results showed the importance of the mediator role of psychological resilience and the moderator role of cyberloafing in the relationship between perceived workplace ostracism and employee performance.

Keywords: Workplace ostracism, Psychological resilience, Employee performance, Cyberloafing, Mediating role

1 Introduction

Prohibition is regularly experienced in everyday life; it can occur across a wide variety of cultures and even in other social species, as seen among coworkers, spouses, and children (Ferris et al., 2008: 1348; Hitlan et al., 2006: 56). Although ostracism is frequently examined in the social sciences literature, the ostracism experienced within the organization did not attract much attention of researchers at the beginning (Ferris et al., 2008:1348). However, later

studies have shown that workplace ostracism has significant effects on both employees and organizations (O'Reilly, 2015; Huei Wu, 2016). However, although workplace ostracism mostly comes to the fore with its negative effects on the psychological health and well-being of the individual (Ferris et al., 2008; Scott et al., 2014), it is evaluated that employees who are exposed to workplace ostracism will develop resistance against this and their psychological resilience will increase in the long run. In support of this claim, Waldeck et al. (2015: 1666) have previously found

that some people appear to develop psychological resilience to ostracism.

More about the effect of workplace ostracism on both the employee and the organization is the decrease in performance caused by the employee, because the employee, who is exposed to ostracism, spends his time and energy solving his interpersonal problems in the workplace and cannot focus on his work. In addition, since important information about the job is usually shared in social environments, the ostracised employee, whose social ties with other members are cut off, cannot access this information, which causes him to perform lower in the workplace (Wu et al., 2011: 29). Workplace ostracism is one of the variables that most negatively affect the performance of employees in situations such as disappointment and dissatisfaction of employees, inability to reach professional standards, and weak social relations with managers and colleagues (Hasnawi and Abbas, 2020: 176)

Cyberloafing is a term used to describe the actions of employees who use their Internet access at work for personal use while pretending to do legitimate work (Lim et al., 2002: 67). Today, with the ease of access to the internet, cyberloafing has become one of the issues that organizations attach importance to. Whether cyberloafing is beneficial or harmful for organizations is a controversial issue in the literature. Some studies argue that cyberloafing has some costs to the organization, such as a decrease in productivity, a decrease in the competitiveness of the organization, a decrease in the reliability and reputation of the organization, and an increase in the costs of violation of personal and organizational confidentiality (Weatherbee, 2010: 35; Liberman et al., 2011: 2192). Other studies claim that insignificant cyberloafing activities such as browsing websites increase the job satisfaction and creativity of the employee, reduce job stress, provide flexibility in the workplace and improve the desire to learn in the employee (Stanton, 2002:59; Anandarajan et al.; 2011:578). In this study, it was evaluated that if the employee exposed to workplace ostracism engages in cyberloafing behavior, the performance loss caused by ostracised in employees will increase even more.

In the study, first of all, the relationship between workplace ostracism and employee performance variables and the mediating role of psychological resilience in this relationship was evaluated in the light of previous studies. Then, within the context of the moderated mediation model developed by Hayes (2013), it was investigated whether cyberloafing has a moderating role in the indirect effect of workplace ostracism on employee performance through psychological resilience. In this framework, it has been evaluated that workplace ostracism will cause a decrease in employee performance through psychological resilience, and the cyberloafing behavior of the employee will regulate this effect of workplace ostracism. It is thought that this study will shed light on future studies, since we

found no study in the literature that examines these variables together, and the mediation model is included in a small number of studies in the local literature.

2 Conceptual Framework

2.1 Workplace Ostracism

It has been seen that there are different definitions in the literature about workplace ostracism. Ferris et al. (2008) defined organizational ostracism in the workplace as “the individual’s perception of being ignored or ostracised by others”, based on Williams’s (2001) definition of ostracism (Ferris et al., 2008: 1348). Robinson et al. (2013), on the other hand, expanded the scope of workplace ostracism and defined this concept as “the neglect of an individual or group to take actions related to another organizational member in socially appropriate situations”.

Accordingly, ostracism; social rejection, social ostracism, ignorance, and deception, as well as the violation of social actions such as not accepting, choosing, or inviting another person or group (Robinson et al., 2013: 206). It is possible to define workplace ostracism as the individual’s feeling that he is not cared about or ostracised by other employees in the workplace due to their attitudes or actions. Ostracism at the workplace can be in the form of hiding necessary information, keeping quiet, avoiding speaking, or making eye contact, and acting coldly (Wu et al., 2011: 25). As can be seen from the examples, workplace ostracism differs from other interpersonal psychological maltreatments such as abusive management, maltreatment, and workplace bullying due to its passive-aggressive nature (Liu and Xia, 2016: 198).

Since it is a painful and unpleasant situation for the individual, workplace ostracism, which is accepted as a type of “social pain” (Riva et al., 2011: 682), has devastating consequences both at the individual and organizational level (Ferris et al., 2008: 1361). Studies have shown that workplace ostracism affects the individual’s psychological and physical well-being (Ferris et al., 2008; O’Reilly, 2015), job satisfaction (Fatima, 2016), job performance (Ferris et al., 2008), organizational commitment (Hitlan et al., 2006) and organizational citizenship behavior (Hitlan et al., 2006; Hwei Wu et al., 2016), the individual who experiences ostracism shows more deviant behaviors (Ferris et al., 2008) and thinks about quitting more (Ferris et al., 2008; O’Reilly, 2015).

2.2 Employee Performance

Employee performance is related to the timely, effective, and efficient completion of the tasks determined by the employer and mutually agreed upon with the employee

(Tinofirei, 2011: 12). According to another definition, employee performance is the production of a product or service of a certain quality and in a certain amount in a certain time, by providing work input in the form of knowledge, skills, abilities, and attitudes and applying them with effort and other related work behaviors (Shields et al., 2015: 4; Chrisanty et al., 2021: 64). Employee performance is divided in the literature as into task performance and contextual performance.

Accordingly, task performance is briefly evaluated as the contribution of the employee to the technical structure of the organization through his actions. Contextual performance is defined as enabling the employee to complete organizational tasks by engaging in tasks that are not directly part of his job (e.g. helping others at work, volunteering for tasks, and defending the organization). Managers make performance evaluations of their employees by considering these two performance types (Borman and Motowidlo, 1997: 99). In other words, task performance reflects the effort made by the employees in the tasks directly assigned by the organization and is included in the official job description. Contextual performance, on the other hand, is the extra effort of employees in tasks that are outside of the official job description. Contextual performance is related to pro-social organizational behavior, extra-role behavior, and organizational citizenship behavior (Griffin & Neale, 2000: 518). This study examined the effect of research variables on the performance of employees only within their job descriptions, namely task performance.

2.3 Psychological Resilience

In general, resilience is a phenomenon that helps to understand how some people achieve better results in life compared to other people who experience the same problems despite the serious stress and distress they experience (Rutter, 2013: 474). In the literature review, it was seen that different definitions of psychological resilience were made. Accordingly, resilience is defined as the process of effectively coping with sources of stress or trauma and adapting and managing these sources (Windle, 2011: 163). According to another definition, resilience is the relatively stable and healthy psychological state of individuals after being exposed to devastating or traumatic events (e.g., loss of a loved one, natural disasters such as earthquakes, floods, sexual or physical assault, diagnosis of a life-threatening illness) and the ability to maintain physical functionality levels (Bonanno, 2004: 20).

Psychological resilience, which is evaluated within the scope of the individual's psychological capital, can change and develop over time with education (Luthans et al., 2010: 9). Bonanno (2004: 25) revealed that features such as courage, self-enhancement, focusing on positive emotions and laughing increase psychological resilience in individuals. In addition to these characteristics, personality

traits such as calmness, innovation, determination, perseverance, honesty, optimism, self-control, and a positive outlook on life are also considered among the characteristics of psychologically resilient individuals (Everly et al., 2012: 142).

On the other hand, Bonanno (2004: 20) distinguished psychological resilience in some respects from the concept of recovery. Accordingly, recovery refers to the gradual recovery of the body's normal function after being disrupted for a few months, while endurance is based on providing a stable balance to the normal function of the body. Resistant individuals may experience temporary disruptions in the normal functioning of the body (for example, preoccupation with the subject for a few weeks or restless sleep), but over time they return to healthy functioning and may even improve and progress beyond their previous state (Luthans et al., 2005: 7).

2.4 Cyberloafing

The concept of "cyberloafing" (Demir and Seferoğlu, 2016) in the local literature was first introduced by Lim et al. (2002: 67) and is defined as employees' deliberate use of their company's internet for their interests by browsing non-work-related websites or accessing non-work-related e-mails during working hours. It is possible to count cyberloafing among deviant behaviors in the workplace since these activities (such as browsing websites or checking personal e-mail) prevent the employee from fulfilling and completing their duties at work (Robinson and Bennett, 1995: 555; Lim, 2002: 677). Blanchard and Henle (2008: 1068) examined cyberloafing behaviors in two groups as important and unimportant behaviors.

Accordingly, actions that do not take much time, such as sending and receiving personal e-mails, or browsing news headlines, are considered insignificant (harmless) cyberloafing, while actions that take time to reduce inefficiency are considered inappropriate (e.g., online shopping, gambling), and actions that expose organizations to legal obligations (eg., downloading music from the Internet) are considered significant (harmful) cyberloafing.

Cyberloafing imposes both material and moral costs on organizations. These costs include disciplinary actions, loss of employee (through termination), loss of credibility and reputation of the organization, violation of personal and organizational confidentiality, and related legal costs (Weatherbee, 2010: 35). In addition, cyberloafing also reduces the competitiveness of the organization due to decreased productivity and inefficient use of network resources (Lieberman et al., 2011: 2192).

However, cyberloafing can also be beneficial for organizations from another aspect (Stanton, 2002; Anandaraman et al., 2011). Provided that the employee does not spend too much time, insignificant cyberloafing for recess

between work increases the job satisfaction and creativity of the employee, reduces work stress, provides flexibility in the workplace, and improves the desire to learn in the employee (Stanton, 2002: 59; Blanchard and Henle, 2008: 1069; Anandarajan et al., 2011: 578).

3 Hypothesis Development

3.1 The relationship between workplace ostracism and employee performance

Employees exposed to workplace ostracism may spend more time and energy solving their interpersonal problems rather than focusing on their work (Hobfoll, 1989). In addition, workplace ostracism cuts the social ties of employees with other organizational members (Williams, 2001: 49). Since work-related critical information and resources are often shared in social settings, employees with little social ties have less chance of accessing this important information and resources, which leads to lower job performance (Seibert et al., 2001: 224; Wu et al., 2011: 29).

In the literature, Ferris et al. (2008) found a significant negative relationship between workplace ostracism and employee performance in their study of 822 employees from different organizations and professions (Ferris et al., 2008: 1360). Lustenberger and Jagacinsky (2010) found that ostracised participants performed lower in two separate studies conducted on 71 and 156 psychology students (Lustenberger and Jagacinsky, 2010: 283). Haq (2014) conducted a study on 229 people from different jobs and professions in Pakistan and revealed that workplace ostracism has a significant negative effect on employee performance (Haq, 2014: 1309). Based on these studies, the following hypothesis was formed:

H1: There is a negative relationship between workplace ostracism and employee performance.

3.2 The relationship between workplace ostracism and psychological resilience

For the development of psychological resilience, one must be faced with a stress factor (Çam and Büyükbayram, 2017: 118). Employees who are constantly exposed to stressful events will learn to cope with stress or trauma sources effectively over time and to adapt and manage these resources (Windle, 2011: 163). Workplace ostracism is also an interpersonal stress factor that causes stress in the employee (Chung, 2018: 305). In this context, it is thought that workplace ostracism will increase the psychological resilience of the person in the long run.

On the other hand, previous studies mostly emphasized the negative effects of workplace ostracism on the psychological health and well-being of individuals (Scott et al., 2014). However, some recent studies have revealed that psychologically strong and resilient employees can eliminate the negative effects of workplace ostracism. It is also found that they were more able to cope with the negative effects of events. Similarly, Hsu et al. (2013: 1) in their study on 18 people noted that individuals with high psychological resilience were able to reduce the negative effects of ostracism since the pain-reducing parts of their brains had high activity.

Waldeck et al. (2015: 1663) found that individuals with psychological flexibility were successful in reducing the negative effects of ostracism in their research on 21 people from different professions. While these studies generally focus on the mitigating effect of resilience on workplace ostracism, considering that resilience can change and develop over time (Luthans et al., 2010: 9), it is considered that workplace ostracism may increase resilience in employees in the long run. In this framework, the following hypothesis has been established:

H2: There is a positive relationship between workplace ostracism and psychological resilience.

3.3 The relationship between psychological resilience and employee performance

Employees who are psychologically resilient are expected to have high job performance. Because employees with high resilience can produce creative ideas in the workplace, adapt to changes more quickly and be more persistent in dealing with problems. This ensures that the performance of these employees increases in workplaces where new situations and transformations are constantly experienced (Luthans et al, 2005: 7). Luthans et al. (2005: 14) found a significant and positive relationship between psychological resilience and job performance in their study on 422 Chinese employees. Siu et al. (2006: 209) in their study on 317 employees in Hong Kong, found that employees with high psychological resilience had low perceived job pressure and physical/psychological symptoms, however, they showed a high level of job performance and job satisfaction. Kasparkova et al. (2018: 43), found a positive relationship between psychological resilience and job performance in their study of 360 Czech employees. Based on these studies, the following hypothesis was formed:

H3: There is a positive relationship between psychological resilience and employee performance.

3.4 The mediating role of psychological resilience in the effect of workplace ostracism on employee performance

According to the authors' knowledge, there is no previous study investigating the mediating role of psychological resilience in the effect of workplace ostracism on employee performance. However, based on the above-mentioned explanations and research, it is evaluated that the performance of the employee will be affected by the increase in the psychological resilience of the employee experiencing workplace ostracism. In this context, the following hypothesis was formed:

H4: Psychological resilience has a mediating role in the effect of workplace ostracism on employee performance.

3.5 The moderated mediation role of cyberloafing in the mediating role of psychological resilience in the effect of workplace ostracism on employee performance

Workplace ostracism is a stress factor that causes stress in employees. Studies have revealed that workplace ostracism causes emotional fatigue in the employee and thus more cyberloafing in the workplace (e.g., Koay, 2018; Hu et al., 2021). However, when it is assumed that cyberloafing behavior is an escape route from the workplace ostracism of the employee and that the person tries to cover himself up in this way instead of coping with the source of stress, it is evaluated that cyberloafing behavior will increase psychological wear. In other words, even if the employee experiencing workplace ostracism fills the so-

cial communication gap, he experiences by cyberloafing, this escape method will further reduce his resilience over time, as he will not be able to learn to cope with the source of stress effectively and to adapt and manage this source. In this framework, it is estimated that cyberloafing has a moderating effect on the relationship between workplace ostracism and resilience.

On the other hand, studies have revealed that cyberloafing behaviors reduce the performance of employees (Askew, 2012; Andreassen et al., 2014). Because cyberloafing activities take a lot of time of employees (Blanchard and Henle, 2008: 1068) and employees are engaged in many non-work activities that slow down the process of completing their tasks (Sharma and Gupta, 2004: 76). In this case, performance degradation is inevitable. In this context, it is estimated that the negative effect of workplace ostracism on employee performance will increase with cyberloafing.

Finally, based on the research and explanations recorded above, it is thought that cyberloafing has a moderator role in the indirect effect of workplace ostracism on employee performance through psychological resilience within the context of a moderated mediation model. In other words, it is evaluated that the negative indirect effect of workplace ostracism on performance will be higher when the employee engages in more cyberloafing, on the contrary, the indirect effect of workplace ostracism on his performance will be greater in the case of less cyberloafing. In this context, the following hypotheses were formed: Within the framework of these evaluations, the following hypotheses were formed:

H5: Cyberloafing has a moderating effect on the relationship between workplace ostracism and resilience.

H6: Cyberloafing has a moderating effect on the relationship between workplace ostracism and employee performance.

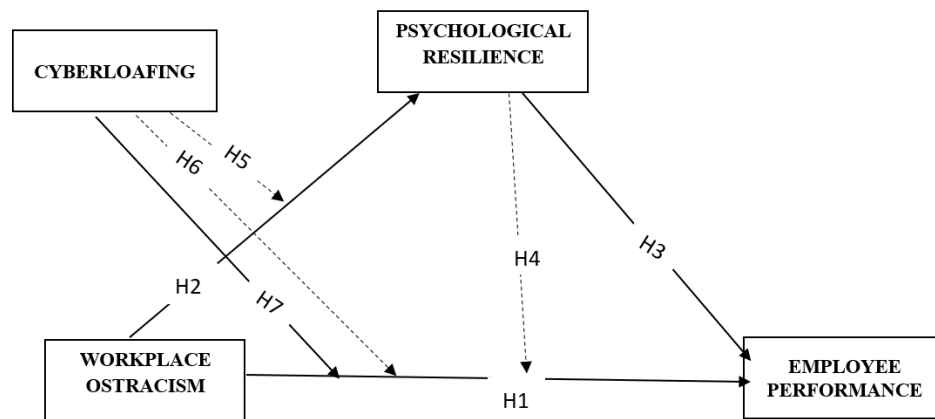


Figure 1: Conceptual Model

Note: Based on the moderated-mediation analysis, PROCESS MODEL 8 (Andrew F. Hayes, 2013)

H7: Cyberloafing has a moderating effect on the negative and indirect relationship (transmitted through psychological resilience) between workplace ostracism and employee performance.

4 Research Methodology

4.1 Population and Sample Procedure

The universe of this research consists of civil servants, contracted civil servants, workers, and company employees working in the Erzincan Municipality organization. According to the Erzincan Municipality 2021 Performance Program report, there are 1249 employees in total in Erzincan Municipality (Erzincan Municipality, 2021). The convenience sampling method, one of the non-random sampling methods, was preferred in the study. In this context, the population was determined as 1300 and 297 at the 95% confidence interval (Ural and Kılıç, 2005:43). 500 questionnaires were distributed to Erzincan Municipality employees between February 2021 and March 2021. However, after the erroneous and incomplete questionnaires were eliminated in the questionnaire application, 482 questionnaires were analyzed. The demo-

graphic characteristics of the employees participating in the survey are given in Table 1.

4.2 Measurements

Workplace ostracism Scale, Ferris et al. (2008), a scale consisting of 12 statements was used. The Employee Performance Scale was developed by Sigler and Pearson (2000) and the Turkish version of the scale consisting of 4 statements was used. The psychological Resilience Scale was adapted into Turkish by Doğan (2015), and a scale consisting of 6 expressions was used. The cyberloafing Scale, developed by Blanchard and Henle (2008), consisting of 7 statements was used. The answers were taken on a 5-point Likert scale (1=Strongly disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly agree).

4.3 Results

Table 2 shows the Cronbach Alpha, mean, and standard deviation results of the variables used in the study. In addition, Table 2 shows the results of the correlation analysis of the variables used in the study with each other.

Table 1: Demographic Findings

Demographic	Categories	Frequency (n)	Percent (%)
Age	18-26 years old	123	21,5
	27-35 years old	169	34,7
	36-44 years old	138	23,4
	45 years and older	52	20,3
Gender	Female	179	37,3
	Male	303	62,7
Marital Status	Married	287	59,5
	Single	195	40,5
Education	Primary school	119	24,5
	High school	185	38,4
	Undergraduate and post-graduate	178	37,1
Work Year	0-10 years	305	63,4
	11-21 years	159	33,1
	22 years and above	16	3,4

Source: Author's own conception.

Table 2: Means, Cronbach's Alphas, Standard Deviations, and Correlation Coefficients Between Variables

	α	Mean	Standard D.	WO	EP	PR	CL
WO	0,880	1,50	0,718	-			
EP	0,829	2,75	1,064	-0,335**	-		
PR	0,761	2,47	0,845	0,278**	0,412**	-	
CL	0,790	3,58	1,208	0,384*	0,438**	0,223*	-

** = $p < 0,01$ * = $p < 0,05$ WO: Workplace Ostracism, EP: Employee Performance, PR: Psychological Resilience, CL: Cyberloafing

Source: Author's own conception.

Table 3: Fit Indexes of the Confirmatory Factor Analysis

	$\chi^2/df \leq 5$	RMSEA $\leq 0,08$	CFI $\geq 0,90$	GFI $\geq 0,85$	NFI $\geq 0,90$	TLI $\geq 0,90$
WO	1.74	0.075	0.90	0.90	0.92	0.94
EP	1.45	0.049	0.90	0.90	0.91	0.92
PR	2.07	0.080	0.95	0.96	0.96	0.95
CL	1.99	0.047	0.97	0.98	0.95	0.98
Model	2.47	0.068	0.90	0.92	0.91	0.90

Note: WO: Workplace Ostracism, EP: Employee Performance, PR: Psychological Resilience, CL: Cyberloafing

Source: Author's own conception.

Pearson correlation analysis was used because the scales used in the study showed normal distribution. When Table 2 is examined, the reliability, mean, standard deviation, and correlation coefficients of the scales are given. In Table 2, it is seen that Cronbach Alpha values of WO, EP, PR, and CL scales are above the reference value of 0.70. According to the results in the table, it was determined that there was a negative and significant relationship ($r = -0.335$; $p < 0.01$) between WO and EP at 99% significance level. In other words, this result means that the performance levels of employees who have a perception of workplace ostracism may decrease. In the table, there is a positive and significant relationship ($r = 0.278$; $p < 0.01$) between WO and PR at 99% significance level. This finding can mean that when employees are exposed to workplace ostracism, they can exhibit effective psychological resilience despite the stress and trauma they experience. In the table, it was revealed that there was a positive and significant relationship ($r = 0.384$; $p < 0.01$) between WO and CL at 99% significance level.

This result may increase the cyber-loafing behaviors of the employees whose perception of workplace ostracism increases. Another finding in the table is that there is a positive and significant relationship ($r = 0.438$; $p < 0.01$) between CL and EP at 99% significance level. According to this result, cyber-loafing behaviors of employees working under stress and pressure can positively affect their job performance levels and increase job performance. Finally, in Table 2, it was revealed that there was a positive and significant relationship ($r = 0.223$; $p < 0.01$) between CL and PR at a significance level of 99%. According to this result, when the cyberloafing behaviors of the employees increase, their psychological resilience also increases. In other words, the cyberloafing behavior exhibited by employees who are exposed to intense stress and pressure can also increase the psychological resilience of the employees.

The goodness of fit values of the scales in Table 3 shows that the referenced goodness of fit values is met (Hooper et al., 2008) and are compatible with the Model, and the model is accepted.

4.4 Hypothesis testing

4.4.1 The Results of Mediating Effect

It has been questioned whether psychological resilience has a mediating role in the relationship between workplace ostracism and employee performance. The bootstrap method was applied to analyze the mediation role. It has been determined that the Bootstrap method gives more reliable results than the method used by Baron and Kenny (1986) and the Sobel test (Hayes, 2018; Gürbüz, 2019). Mediator analysis was performed using the SPSS PROCESS macro (Model 4; 5000 bootstrap samples) developed by Hayes (2018) to analyze the scales in Table 4. In the mediation effect analysis made with the bootstrap method, the CI (confidence interval) values at the 95% confidence interval should not be zero to support the hypotheses. (Gürbüz, 2019; Koçak, 2020).

In the research, it was questioned that there is a significant and negative relationship between workplace ostracism and job performance in the H1 hypothesis. When the analysis results in Table 4 are examined, it has been determined that workplace ostracism has a significant and negative relationship with employee performance ($b = -0.269$;

$p = 0.001$). According to this result, the H1 hypothesis was accepted. In the H2 hypothesis of the study, it was questioned whether there was a positive relationship between workplace ostracism and resilience. As a result of the analysis, it was revealed that there is a significant and positive relationship between workplace ostracism and resilience ($b = 0.209$; $p = 0.000$). Accordingly, the H2 hypothesis was accepted. In another H3 hypothesis in the research, it was analyzed whether there is a positive relationship between psychological resilience and employee performance.

As a result of the analysis, it was determined that there was a positive and significant relationship between psychological resilience and employee performance ($b = 0.200$; $p = 0.001$). Accordingly, it is seen that psychological resilience explains 20% of job performance. As a result of the analysis, the significant relations between the variables made it possible to question the existence of the mediating effect. In this context, the mediation role was questioned by adding psychological resilience to the relationship between workplace ostracism and employee performance. When added to the research model as a resilience tool, it is shown in Table 4 that resilience has a mediating effect on the relationship between workplace ostracism and job performance ($b = .042$, 95% BCA CI [.006, .092]). According to this result, the H4 hypothesis was accepted.

Table 4. Mediation Model Regression Coefficients

Model Summary	R	R-sq	F	P	df1	df2
	0,343	0,156	35,45	0,000	2,00	384,00
Psychological Resilience						
Variables	B	SE	t	P	LLCI	ULCI
Constant	2,152	0,098	21,96	0,000	1,959	2,345
Workplace Ostracism	0,209	0,059	3,553	0,000	0,093	0,325
Employee Performance						
Variables	B	SE	t	P	LLCI	ULCI
Constant	3,484	0,209	16,59	0,000	3,071	3,897
Psychological Resilience	0,200	0,072	2,76	0,006	0,057	0,343
Workplace Ostracism (Direct Effect)	-0,269	0,085	-3,15	0,001	-0,438	-0,101
Workplace Ostracism (Total Effect)	-0,227	0,084	-2,681	0,007	-0,394	-0,061
Mediator Effect (Psychological Resilience)			Effect	SE	LLCI	ULCI
			0,042	0,022	0,006	0,092

Note 1. N = 482

Note 2. Standardized regression coefficients are shown.

Note 3. Sample number of Bootstrap: 5,000

Source: Author's own conception.

Table 5: Moderation and Moderated-Mediation Models Regression Coefficients

PSYCHOLOGICAL RESILIENCE						
Model Summary	R	R-sq	F	P	df1	df2
		0,214	0,046	6,13	0,004	3,000
Variables			B	SE	T	P
Workplace Ostracism (WO)			0,155	0,073	2,125	0,003
Cyberloafing (CL)			0,184	0,127	1,894	0,004
Interaction of (WO x CL)			-0,163	0,154	-1,065	0,000
Moderator effect of Cyberloafing			Effect	SE	P	%95 Confidence Interval
-1 SS (-.92)			0,420	0,122	0,007	0,178-0,661
+1 S (+.92)			-0,188	0,126	0,037	-0,438-0,060
EMPLOYEE PERFORMANCE						
Model Summary	R	R-sq	F	P	df1	df2
	0,255	0,065	6,65	0,000	4,00	380,00
Variables			B	SE	T	P
Workplace Ostracism (WO)			-0,240	0,085	-2,805	0,005
Psychological Resilience (PR)			0,158	0,745	2,125	0,034
Cyberloafing (CL)			0,272	0,178	1,531	0,012
Interaction of (PR x CL)			-0,558	0,200	-2,791	0,005
Moderator effect of Cyberloafing			B	SE	P	%95 Confidence Interval
-1 SS (-.97)			0,104	0,084	0,002	0,054-0,159
+1 SS (+.97)			0,285	0,051	0,004	0,215-0,354
Moderated Mediation effect of Cyberloafing			B	SE	P	%95 Confidence Interval
-1 SS (-.97)			0,02	0,012	0,000	0,012-0,028
+1 SS (+.97)			0,12	0,095	0,000	0,081-0,165
Index of Moderated Mediation						
Cyberloafing Indirect Effect			Index	SE	Boot LLCI	Boot ULCI
-0,116			-0,263	-0,033		
0,056						

Note 1. N = 482

Note 2. Standardized regression coefficients are shown.

Note 3. Sample number of Bootstrap: 5,000

Source: Author's own conception.

The regulatory variable analyzes in which situations the relationship between two variables will increase or decrease in which situations, or the severity and direction of the relationship in this relationship (Gürbüz, 2019; Koçak, 2020). To test Hypothesis 5 in the study, it was tested whether cyberloafing behavior has a moderator effect on the relationship between workplace ostracism and resilience. To determine whether cyberloafing behavior is

meaningful, attention should be paid to the interaction between workplace ostracism and resilience.

According to the analysis result in Table 5, it is seen that the interaction (WO x CL) regulatory effect is negative and significant ($b=-0.163$; $p=0.000$). The positive effect of workplace ostracism on resilience is weak when cyberloafing is high ($b=-0.188$; $p=0.037$), and high when cyberloafing is low ($b=0.420$; $p=0.037$). According to this

result, it can be said that cyberloafing has a moderating role in the relationship between workplace ostracism and resilience by supporting the H5 hypothesis. In this context, the relationship between workplace ostracism and resilience may be weaker in employees with high cyberloafing behavior and higher in employees with low cyberloafing behavior.

Another hypothesis of the research, H6, is to test whether cyberloafing behavior has a moderator effect on the relationship between workplace ostracism and job performance. When Table 5 is examined, it should be noted whether the moderating effect of cyberloafing is significant in the relationship between workplace ostracism and job performance. It shows that the interaction moderator effect is significant

($b = -0.558$; $p = 0.005$). According to this result, the H6 hypothesis was accepted.

Table 5 of the research represents moderation and moderation mediated regression coefficient, it is seen that cyberloafing is used as a moderator variable between workplace ostracism and employee performance and significant results are obtained ($B = -0.558$, $p = 0.005$). When cyberloafing decreases and increases with its regulatory

effect, the relationship changes. As cyberloafing increases, the relationship between workplace ostracism and employee performance gets stronger ($B = 0.285$), otherwise, as it decreases, the relationship weakens ($B = 0.104$). From this point of view, it was understood that cyberloafing has a regulatory effect between workplace ostracism and employee performance, and Hypothesis 6 was accepted. The moderator effect graph of cyberloafing is presented below (Figure 2). On the other hand, by examining the indirect effect of workplace ostracism on employee performance through psychological resilience, the moderated mediation role of cyberloafing was determined. When cyberloafing is high, the indirect effect of workplace ostracism on employee performance increases ($B = 0.12$, 95% CI [0.081, 0.165]), when cyberloafing is low, the indirect effect of workplace ostracism decreases ($B = 0.02$, 95% CI [0.012, 0.028]). In other words, as cyberloafing increases, the indirect relationship increases. From this point of view, hypothesis 7 was accepted. The graphic of moderated mediation is presented in Figure 3.

Figure 2 shows the moderator effect of cyberloafing. When cyberloafing is high, the relationship weakens, and when cyberloafing is low, the relationship is strengthened.

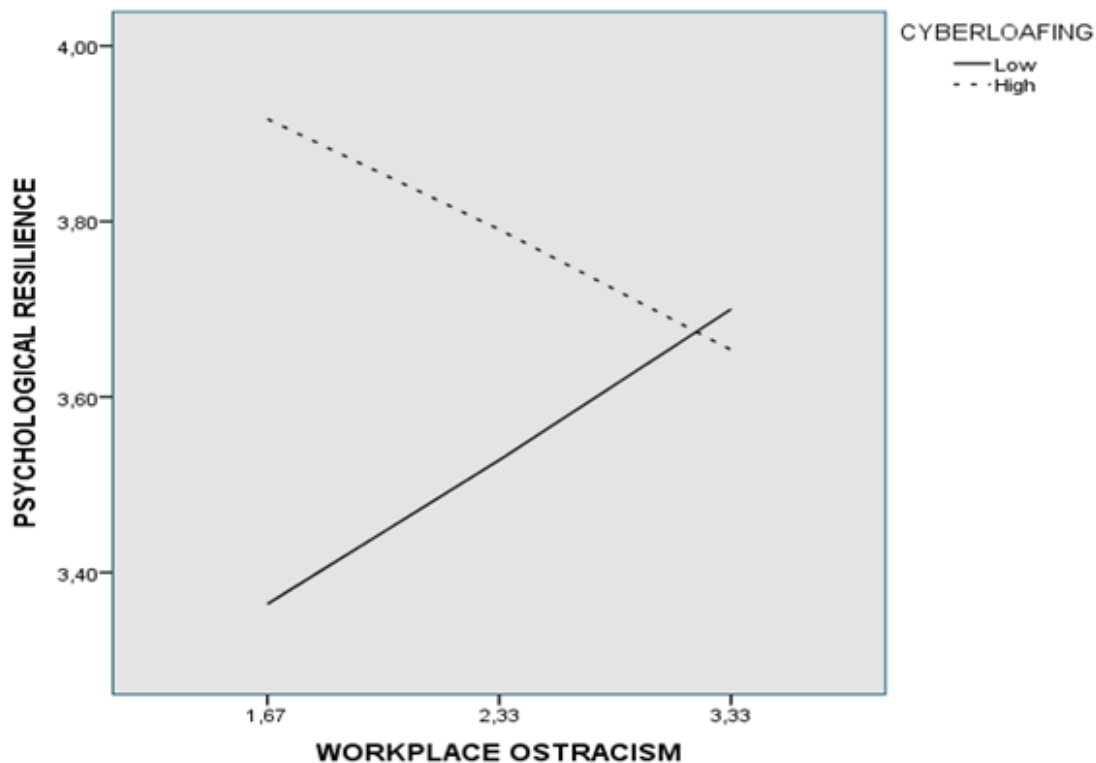


Figure 2: The Moderator Effect of Cyberloafing in the Relationship Between Workplace Ostracism and Psychological Resilience

Source: Author's own conception.

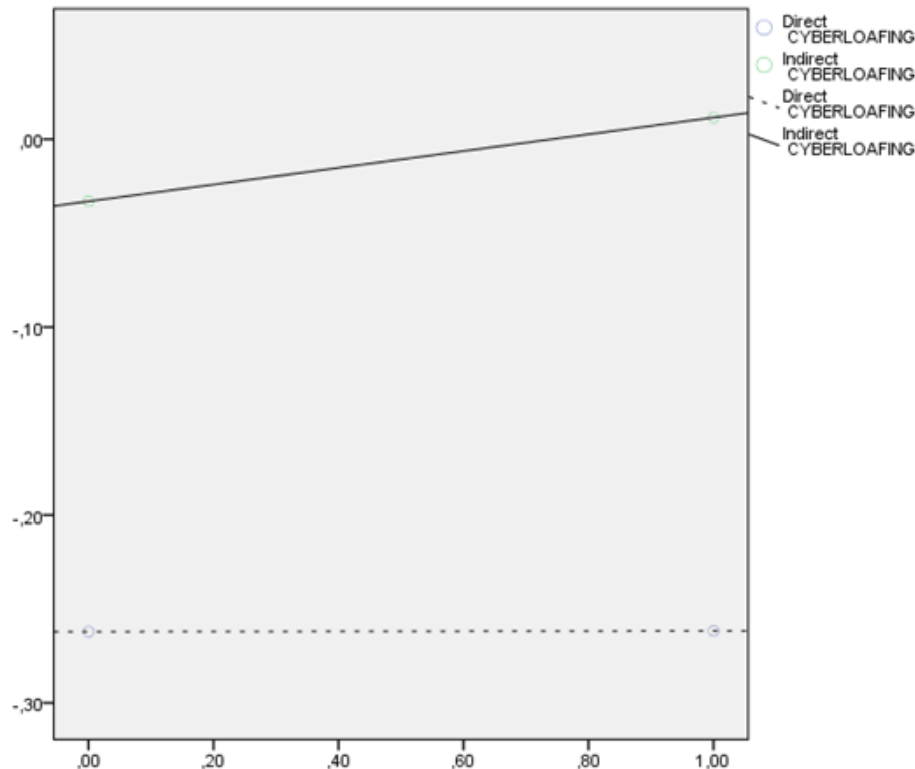


Figure 3: The Moderated-Mediation Effect of Cyber-loafing in the Relationship Between Workplace Ostracism and Employee Performance

Source: Author's own conception.

Figure 3 shows the plot of the moderated mediation effect between the variables. As the moderated mediation of cyberloafing increases, the relationship between workplace ostracism and employee performance increases.

5 Discussion

In this study, the indirect effect of workplace ostracism on employee performance through resilience and whether cyberloafing has a moderating role in this indirect relationship within the context of the moderated mediation model were examined. In this context, data were obtained from 482 employees of Erzincan Municipality by survey method and the following results were obtained within the framework of the analyzes made.

In the research, firstly, a significant and negative relationship between workplace ostracism and employee performance was determined and the H1 hypothesis was proven. Accordingly, employees who experience workplace ostracism cannot show the expected performance in their jobs because they spend their energy and time solv-

ing their interpersonal problems and cannot reach critical information about the job. This finding is consistent with previous research (Lustenberger and Jagacinsky, 2010; Haq, 2014) that empirically revealed that workplace ostracism reduces the job performance of employees.

In this study, a significant and positive relationship was found between workplace ostracism and resilience, and the H2 hypothesis was proven to be correct. In this context, it has been evaluated those employees who are exposed to workplace ostracism will develop resistance to this situation and will become psychologically stronger in the long run. In addition, a significant and positive relationship was found between resilience and employee performance, and the H3 hypothesis was proven to be correct. Accordingly, employees with high psychological resilience can be more successful in their jobs because they are more creative, adapt to changes more quickly, and have the power to cope with difficulties. This result confirmed the findings of previous studies (Siu et al., 2006; Kasparkova et al., 2018).

In the study, it was also determined that the psychological resilience variable had a mediating role in the relationship between workplace ostracism and employee per-

formance, and the H4 hypothesis was proven to be correct. In other words, the performance of the employee may be affected by the increase in the psychological resilience of the employee experiencing workplace ostracism.

On the other hand, in the study, it was noted that cyberloafing has a moderator role in the relations between workplace ostracism and resilience, and workplace ostracism and employee performance, and H5 and H6 hypotheses were proven to be correct. Accordingly, the relationship between workplace ostracism and resilience is weaker in employees with high cyberloafing behavior and stronger in employees with low cyberloafing behavior. In addition, as cyberloafing increases, the relationship between workplace ostracism and employee performance gets stronger, otherwise, the relationship weakens.

Finally, the moderated mediation model developed by Hayes was tested, in this context, it was noted that cyberloafing has a moderator role in the indirect effect of workplace ostracism on employee performance through resilience, and the H7 hypothesis was proven to be correct. In this framework, the relationship between workplace ostracism and resilience is weaker in employees with high cyberloafing behavior and higher in employees with low cyberloafing behavior.

6 Conclusion

According to the research findings, although workplace ostracism increases the long-term psychological resilience of employees, it is an undesirable situation for organizations as it triggers low performance and cyberloafing behaviors in employees. Therefore, organizations should take the necessary measures to prevent workplace ostracism. In this framework, in addition to providing training and seminars on workplace ostracism to managers and employees, seminars should be organized to improve personal development and communication skills to reduce the negative effects of workplace ostracism. In addition, to increase interpersonal interaction, formal or informal meetings and group activities should be organized, a psychologist should be present in the organization and an environment should be created where employees can freely express their ideas. Despite all these socializing practices, if there are employees who continue to engage in ostracism, deterrent measures can be implemented by penalizing these employees. In addition, if possible, the person exposed to ostracism can be transferred to another department in the organization, allowing him to work with other colleagues and supervisors.

On the other hand, with the development of smartphones, it is almost impossible to completely prevent employees from cyberloafing in the workplace. For this reason, instead of preventing actions such as sending and receiving personal e-mails and browsing news headlines

within the organization, an internet usage policy that can be implemented by all employees should be established. In addition, training and seminars should be given to managers and employees about the consequences of cyberloafing, which is especially important, and access to certain internet sites (online gambling, music downloading, game sites, etc.) should be blocked, if possible, to prevent some cyberloafing activities.

Unlike previous ones (e.g., Haq, 2018; Jiang & Chen, 2020; Singh & Srivastava, 2021), this study examined the mediating role of resilience in the relationship between workplace ostracism and employee performance. It has been observed that previous studies generally examined the moderating role of resilience in the effect of ostracism on different variables (emotional exhaustion, turnover intention, job performance, etc). Additionally, cyberloafing was included in the research model as part of the moderated mediation, allowing for the investigation of multiple interactions between the variables. Since there has not been any prior research examining these variables together within the context of mediation and moderated mediation models, it is believed that this research will serve as a valuable resource for future research.

As in any research, this study also has some limitations. First of all, the research covers only one province. In future studies, the relationships between the variables can be analyzed better with the data to be obtained from other provinces. In addition, only municipal employees constitute the participants of this study. Necessary evaluations can be made by including employees from different sectors in future studies.

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Kako izobčevanje na delovnem mestu vpliva na uspešnost zaposlenih? Mediacijska vloga psihološke odpornosti, moderirana mediacijska vloga spletnega postopanja

Ozadje in namen: Izobčenje na delovnem mestu (ostracizem) je situacija, v kateri sodelavci mestu zavračajo in ignorirajo zaposlenega. Ker gre za situacijo, ki ovira uspešno delo zaposlenih, le-ta tudi vpliva na uspešnost posameznika. V zvezi s tem v naši študiji predpostavljamo, da je psihološka odpornost pomemben mediator v tem odnosu. V našem raziskovalnem modelu smo tudi predlagali, da bo spletno postopanje vplivalo na razmerje med izobčevanjem na delovnem mestu in odpornostjo. Zato smo v tej študiji na podlagi mnenj zaposlenih predlagali, da bi imela psihološka odpornost posredniško vlogo, kibernetsko postopanje pa posreden vpliv v razmerju med izobčenostjo na delovnem mestu in uspešnostjo zaposlenih.

Zasnova/metodologija/pristop: V tem kontekstu so bili podatki pridobljeni od 482 zaposlenih v mestu Erzincan z uporabo anketne metode. Pridobljene podatke smo analizirali z uporabo modeliranja strukturnih enačb, ki smo jih uporabili za testiranje hipotez.

Rezultati: Ugotovljeno je bilo, da obstaja pomembna in pozitivna korelacija med ostracizmom na delovnem mestu in psihološko odpornostjo, pomembna in pozitivna korelacija med psihološko odpornostjo in uspešnostjo zaposlenih ter pomembna in negativna korelacija med ostracizmom na delovnem mestu in uspešnostjo zaposlenih. Poleg tega je bilo ugotovljeno, da ima ostracizem na delovnem mestu posreden učinek na uspešnost zaposlenih prek psihološke odpornosti, spletno postopanje pa ima v tem posrednem razmerju posreden vpliv.

Zaključek: Naši rezultati so pokazali pomen posredniške vloge psihološke odpornosti in moderatorske vloge spletnega postopanja v razmerju med zaznanim izobčenostjo na delovnem mestu in uspešnostjo zaposlenih.

Ključne besede: *Ostracizem na delovnem mestu, Psihološka odpornost, Uspešnost zaposlenih, Spletno postopanje, Posredniška vloga*