Workplace Ostracism, Psychological Capital and Career Satisfaction among Professionals

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Abstract

The main determination of this study is to explore the impact of workplace ostracism and career satisfaction on psychological capital of professionals working in organizations. The sample composed of 210 professionals mainly managers working in the public sector, doctors working in hospitals and teachers working in private and public universities. The findings showed that all the professionals are affected by these variables equally and genders also have equal effects. Specifically career satisfaction has significant effect on psychological capital of professionals. Furthermore, the results of the factor analysis established the fit of the four-factor model measuring the "optimism", "hope", "resilience" and "self-efficacy" dimensions. Finally, it was dogged that the Psychological Capital Scale and career satisfaction is a consistent and effective scale.

Introduction

Researches have done on ostracism, psychological capital and satisfaction with career. Those studies explains the effects of positive psychological capital on people. This study aims to see the career satisfactions of people who are being ostracized in the workplace. This also aims to see if ostracism effects their satisfaction and the four factors of psychological capital on the psychology of professionals.

Workplace Ostracism

Being excluded from a group or community. Ostracism, also known as ostrakismos in Greek, was an exclusive Athenian custom wherein any citizen may be barred from the city-state of Athens for ten years. Ostracism was frequently employed defensively, even though some representations showed the public's outright rage at the individual. It was used to balance someone who was perceived as a threat to the state or a potential tyrant, albeit in many cases, popular opinion was a factor in the decision. The term "ostracism" is still commonly used to describe many types of social rejection.

The severity of workplace ostracism, which is described as "the degree to which a person believes that he or she is overlooked or excluded by others" can have detrimental impacts on both organization and entities (Ferris et al., 2008).

Psychological Capital

Optimism, Resilience, Self-Efficacy, and Hope are four psychological resources constructs that travel together and combine synergistically to produce diverse manifestations across time and across contexts (Luthans & Youssef- Morgan, 2017). According to the findings in the research, building PsyCap inside oneself will boost employee job performance and outcomes. A distinctive feature of psychological capital is that it is "state-like," developable, and quantifiable. According to its definition, PsyCap is the study and use of psychological capacity and positive human resource attributes that can be identified, established, and successfully managed in today's workplace for performance improvement (Luthans, 2002). Martin Seligman's positive psychology movement led to its growth. Luthans (2002) defined PsyCap as a concept that goes beyond human capital (what you know), social principal (who you know), and financial capital (how much money you have) (what you have). Both "who you are" and "who you will become" are seen in PsyCap. Four traits of this higher-level fundamental construct are hope, optimism, resilience, and self-efficacy.

The four fundamental psychological capital attributes that are necessary to create a psychological capital structure are self-efficacy, hope, optimism, and resiliency. As opposed to euphoria, which is a joyful hope that is less attached to or related to one's actual skill, usefulness is a view or believe in one's own capabilities (Luthans et al., 2010).

Career Satisfaction

Career satisfaction is a multifaceted phenomenon that can be interpreted in a variety of ways. It's the lack of discomfort, oppression, and intolerance, as well as the love of labor.

Job satisfaction is one of the most elusive notions used in the analysis of business relationships (Locke, 1976). Employee satisfaction is linked to socio-cultural, organizational, and private aspects such as pay, advancement, ownership, perks, reward and recognition, operating models, and coworkers, type of job, working environment, and social station, according to studies.

Objectives

The main focus of this study is to examine the effects and relationship of workplace ostracism, psychological capital and career satisfaction among professionals. This research

is focused on professionals working in organizations who experience these factors in their work environment. This is expected that most professionals are influenced by their work environment, exclusion by colleagues and boss. Purpose of the research is mainly to know the influence of external behaviors on the psychological capital of professionals.

Rationale

This research is conducted to make a high-quality change in the society and to know the levels of ostracism and career satisfaction in professionals working for the well fare of society. This research is performed to check how the level of these variables are effecting the work performance of professionals. Researches have been already done on these variables specifically on psychological capital, like on positive psychological capital in positive psychology to know the level of hope, optimism, resiliency and self-efficacy in the people. But those researches are limited to their time and specific population. Also, there are further researches on ostracism but this study is about workplace ostracism on professionals, how they are affected by this factor in their workplace. We will see their level of exclusion and negative effects on their work performance and mental health.

Hypotheses

1- Workplace ostracism, career satisfaction, and psychological capital are significantly correlated with one another among professionals.

2- Workplace ostracism, career satisfaction and psychological capital are significantly different among professionals.

3- Workplace ostracism, career satisfaction and psychological capital are different between genders among professionals.

4- Psychological capital depends on career satisfaction and workplace ostracism among professionals.

Literature Review

There have been few empirical research on occupational ostracism in academic contexts. According to Zimmerman et al. (2016), female professors face more workplace ostracism than male academics, and social exclusion is more common than information exclusion in academia. Through the role of threatened needs in public sector universities in Pakistan, workplace ostracism was linked to silence (Fatima et al., 2017). In public and private universities in Lahore, workplace ostracism was linked to unproductive behaviors via the mediating effect of stress and the moderating impact of psychological capital (Nasir et al., 2017). As a result, the goal of this study was to add to the current body of information about mild interpersonal mistreatments. In a collectivist cultural setting where interpersonal interaction is valued, our research gives light on the lived experiences of teaching staff facing workplace ostracism. In order to uncover the distinctive temporal and sequential nature of the impacts of workplace ostracism in the higher education sector, we used an in-depth qualitative method.

Many research have shown that workplace exclusion causes a range of psychological aversion reactions, including increased work strain, emotional tiredness, mental sadness, and reduced job satisfaction (Ferris et al., 2008). Many empirical research backed up this point of view. For instance, Wu et al. discovered that isolation at work was expressively linked to inner pressures experienced by employees, such as work stress, emotional tiredness, and despair (Wu et al., 2011), and that these constraints, which can include job satisfaction and work stress, may have a consequence on their profession, households, and health(Wu et al., 2011). Williams' model connected demand plus ostracism, coming to

realize that marginalisation would reduce the capacity required to satisfy requirements of the people and accomplish their objectives, As a result, work-related pressures and anxieties, such as work requirements and expected performance, are created (Williams & Anderson, 1991). Support from coworkers, on the other hand, constituted another type of resource loss. When a person faces ostracism at work, it can cause a cascade of emotions among coworkers. Social contact was necessary for people to express their thoughts and feelings, structures like buildings reserves, and maintain their health and wellbeing(Heaphy & Dutton, 2008). When emotional needs for communicating emotion were not met, emotional resources were depleted, resulting in emotional tiredness (Lee & Ashforth, 1996). Furthermore, research have shown that being in an exclusive atmosphere is a painful and bad experience that leads to depression (Ferris et al., 2008).

Greater studies are needed as the literature and practical value of psychological capital grows, allowing for more fine-grained knowledge accumulation and advancement. Studies could, for example, look into the essence, functions, and consequences of psychological capital in various circumstances.

In a study, Dina et al. (2015) examined the psychological capital has effect on substance misuse and mental health. Their analysis of data from 1889 US Army troops revealed that those with higher psychological capital levels prior to deployment are less likely to be identified as having mental health illnesses or substance abuse issues after deployment. Additionally, soldiers' assessments of their general health were capable of resisting the impacts of employee creativity on mental health diagnosis. In a study done in 2013 by Davood et al., meta-cognitive and psychological capital beliefs were examined between drug-dependent and non-dependent pupils. In 2013, a study was conducted on Azad university students in Tabriz, Iran. The study's sample size was set at 100 people (50 drug dependent and 50 normal subjects). The study's findings revealed that both groups have significant differences in psychological capital and met-cognitive views. Students who are addicted to drugs have reduced psychological capital and have distorted meta-cognitive ideas.

Methodology

Participant Characteristics

Professionals working in different organizations specifically managers, teachers/professors, and doctors were used to get responses about how they are affected by workplace ostracism, career satisfaction and psychological capital.

Inclusion and Exclusion Criteria

There will be managers, doctors, and teachers of both genders will be included in this research. Remote workers are excluded. Because those are not affected by ostracism at any way.

Sampling Technique

Stratified sampling method was used to collect the data .Outdoor population were included in study.

Study Population

The population for this study was defined broadly as professional level employees working physically on regular basis in medium-sized and large corporations.

Instruments

Participant's personal information was obtained through demographic sheet: attached before the actual questionnaires including items about participant's age, gender, profession,

name of organization, monthly income, and job status. The following instrument has been used to study the variable. Professionals were asked to fill a set of items comprised of the following questionnaires :

1. Informed consent
2. Demographic sheet
3. Workplace Exclusion Scale (WES)
4. Career Satisfaction Scale (CSS)
5. Psychological Capital Questionnaire (PCQ)

Informed Consent

I am undergraduate researcher of BS Psychology at The Government Sadiq College Women University Bahawalpur. I am doing my research on "Workplace Ostracism, Psychological Capital, And Career Satisfaction Among Professionals" in the supervision of Ms Saba Shabir. I request you to participate in the study by filling questionnaire below. The following statements ask you to calculate approximately how often you have practiced each of the behaviors noted below over the previous 6 month period. Please answer each question as they narrate to your present job/position. When asked about your supervisor, please think about your immediate supervisor. Likewise, when asked about co-worker, please think about those co-workers within your immediate working environment.

Demographic Sheet

- Age
- Gender
- Profession
- Monthly income
- Job status

Workplace Exclusion Scale

The Workplace Exclusion Scale (WES) 17-things scale by Hitlan R. T., and Noel J. (2009), is a self-report measure evaluating the degree to which representatives feel barred inside their work environment. Starting examination on the WES shows satisfactory degrees of unwavering quality and legitimacy. Two common response scale formats were there to be used, score 1 to 5 (1 as never and 5 as almost always) and 1 to 7 (1 as never and 7 as more than once in a week). The item 1, 4, 6, 7, 10, and 15 were reverse scored in this exclusion scale.

Career Satisfaction Scale

To assess information exchange, skills, and work performance, a standardised questionnaire with a seven-point Likert scale served as the research instrument.

We came to the decision to use the five-item subjective career success scale created by Greenhaus et al. after a thorough examination of the research on career success (1990). One of the career literature's most popular and validated metrics is still this instrument (Ballout, 2009). Examples comprise: "I am satisfied with the success I have achieved in my career.", "I am satisfied with the progress I have made toward meeting my overall career goals". The things scoring was 1 to 5 (1 as strongly dissatisfied and 5 as strongly satisfied).

Psychological Capital Scale

As per the method used by Luthans et al. (2007), PsyCap was assessed using a 24-item scale. This measure has four components: optimism, self-efficacy, hope, and resilience. This scale also included subscales for self-efficacy (items 1-6), hope (items 7–12), resilience (items 13–18), and optimism (items 19–24). The score was 1-6. (1 as strongly disagree and 6 as strongly

agree). A number of these items were also scored in reverse, with 1 being scored as 6 and 6 as 1, and so on.

Procedure

Influence note was obtained from Department of Psychology, ensuring the researcher's institutional association with the department along with the information stating that the researcher is conducting a research for the partial fulfillment of the degree of BS in Psychology. List of targeted organizations were made to collect data. Data were composed from entity participants. Nature, principle and objective of the learning were shared with the participants for reputation construction.

This study used positivist approach and followed stratified sampling technique. Data has been collected through stratified sampling technique from professionals in different organizations. Contribution was deliberate and participants were informed about the research purpose. Data were collected randomly from doctors working in the hospitals and private sectors (clinics), from university teachers and finally from managers working in the banks. These three professions are used to collect information.

Research variable were selected on the basis of researchers interest. Permission to use the research questionnaires was taken from authors. Confidentiality was assured to all the research participants before conducting the research. Result were analyzed by using SPSS version 21 and final report is ready.

Results

The parent study aimed to examine relationships and effects of workplace ostracism, career satisfaction and psychological capital. Data analysis was carried out by using SPSS latest version. Initially, pearson correlation was compared to examine the relationships between variables. One-way ANOVA was used to test the differences of variables in available professionals. Then independent sample t-test was applied to test the differences in doctors, teachers and managers. Overall and separately this test was applied to check the results. Finally, multiple regression analysis was applied to examine the effects of career satisfaction and workplace ostracism on psychological capital of professionals.

Table 1:   *Descriptive Statistics and Correlation for Study Variables (N=210)*

Variable	M	SD	1	2	3	4	5	6	7
Work Place Exclusion	50.45	4.75	-						
Career Satisfaction	16.49	3.47	.09	-					
Psychological Capital	97.95	12.21	.12	0.25**	-				
Self-Efficacy	26.09	7.24	-.03	0.19**	0.67**	-			
Hope	26.35	5.19	.12	0.26**	0.69**	0.33**	-		
Resilience	18.73	4.14	.71**	0.17*	0.26**	0.05	0.19**	-	
Optimism	21.79	4.47	.17*	-0.02	0.39**	-0.16*	0.04	0.23**	-

Note. Psychological capital is strongly correlated with career satisfaction $p=0.25**$ but not with workplace ostracism $p=0.12$. Resilience and optimism the sub-scale of psychological capital is significantly correlated with workplace exclusion $p=0.71**$ and $p=0.17*$.

$*p<.05, **p<.01, ***p<.001$.

Table 2: *Means, Standard Deviations, And One-Way Analyses Of Variance in Psychological Capital, Career Satisfaction and Workplace Ostracism among Professionals*

Variable	Doctor		Teacher		Manager		$F(2,207)$	η^2	Post-hoc
	M	SD	M	SD	M	SD			
Career Satisfaction	17.10	3.53	15.53	3.54	16.85	3.15	4.29	0.04	1>2=3
Workplace Exclusion	51.30	4.03	49.13	5.49	50.9	4.39	4.29	0.04	1>2=3
Psychological Capital	96.22	12.25	98.49	15.46	99.15	7.61	1.12	0.02	1=2=3
Self efficacy	24.59	4.75	27.26	10.69	26.42	4.23	2.54	0.03	1=2=3
Hope	25.63	6.02	26.58	5.53	26.85	3.73	1.06	0.02	1=2=3
Resilience	19.30	3.65	18.03	4.65	18.86	4.02	1.72	.02	1=2=3
Optimism	22.20	2.09	21.56	7.16	21.60	2.13	0.46	.01	1=2=3

Note. These results shows that all variables are affecting equally to professionals.

Table 2 shows mean, standard deviation and F-values for workplace ostracism, career satisfaction and psychological capital across profession groups. Results indicated significance mean difference across profession groups on career satisfaction with F (2, 207) = 4.284, P < .001. Findings revealed that teachers exhibited higher level of psychological capital as compared to doctors and managers. The value was 1.11 (<.50) which indicated small effect size. The Post-Hoc Comparison indicated significance between group mean differences of each group with other two groups. These results shows that psychological capital of professionals have only 6% effects of these two variables and 96% other factors in their life affects their psychological capital.

Table 3: *Workplace Ostracism, Career Satisfaction and Psychological Capital are Different between Genders in Professionals (over all)*

Variables	Male (130)		Female (80)		$t(40)$	P	Cohen's d
	M	SD	M	SD			
Workplace Exclusion	50.93	4.27	49.67	5.38	1.89	0.07	0.26
Career Satisfaction	17.02	3.29	15.64	3.59	2.86	0.01	0.41
Psychological Capital	98.27	9.84	97.44	15.37	0.48	0.64	0.07
Self-efficacy	25.85	4.24	26.48	10.44	-0.62	0.55	0.08
Hope	26.34	4.89	26.38	5.66	-0.06	0.96	0.01
Resilience	18.89	3.92	18.47	4.49	0.73	0.47	0.11
Optimism	21.97	2.11	21.49	6.74	0.76	0.45	0.09

Note. Variables are affecting genders differently among professionals. Workplace exclusion and career satisfaction has significant difference in male and female among all professionals. This also revealed significant mean difference on workplace exclusion *t* (40) = 1.88, p < .05. Findings showed that both genders have equal effects of variables.

Table 4: **Workplace Ostracism, Career Satisfaction and Psychological Capital are Different Between Gender in Professionals (doctor)**

Logistic parameter	Male (53)		Female (17)		$t(40)$	P	Cohen's d
	M	SD	M	SD			
WPES	50.95	4.02	52.42	3.9	-1.31	0.19	0.37
CSS	17.25	3.61	16.65	3.34	0.60	0.55	0.18
PCQ	96.09	11.76	96.59	14.07	-0.14	0.89	0.04
Selfefficacy	24.88	4.07	23.65	6.49	0.94	0.36	0.23
Hope	25.47	5.91	26.12	6.52	-0.38	0.71	0.11
Resilience	18.92	3.58	20.47	3.69	-1.54	0.13	0.43
Optimism	22.26	2.07	22.00	2.21	0.45	0.66	0.13

Note. It shows variables in doctors have no significant difference in male and female.

Table 5: *Workplace Ostracism, Career Satisfaction and Psychological Capital are Different Between Gender in Professionals (teachers)*

Logistic parameter	Male (11)		Female (59)		$t(40)$	p	Cohen's d
	M	SD	M	SD			
WPES	52.10	5.30	48.58	5.39	1.99	0.86	0.66
CSS	17.37	1.97	15.19	3.67	1.91	0.04	0.48
PCQ	102.19	10.59	97.79	16.18	0.86	0.39	0.33
Selfefficacy	27.45	3.86	27.23	11.56	0.07	0.28	11.56
Hope	27.37	5.09	26.43	5.64	0.52	0.91	0.18
Resilience	19.19	4.73	17.82	4.64	0.89	0.87	0.29
Optimism	22.46	2.17	21.39	7.74	0.46	0.37	0.19

Note. This table shows that career satisfaction has significant difference in genders of teachers only that is $p=0.04$. The rest of variables have no considerable difference in groups of teachers.

Table 6: *Regression Coefficient of Career Satisfaction and Workplace Ostracism with Psychological Capital as Dependent Variable*

Variables	Unstandardized coefficient		Standardized coefficient	F	p
	B	SE	B		
Psychological Capital (constant)	71.46	9.29	-	7.69	.000
Career Satisfaction	0.84	0.24	0.24	3.51	.001
Workplace Exclusion	0.26	0.18	0.09	1.47	.146

Note. Table shows the impact of workplace ostracism and career satisfaction on psychological capital of professionals. The $R^2 = .069$ revealed that the predictor explained 6% variance in the outcome variable with $F(2,207) = 7.726$, p<.001. The findings revealed that career satisfaction significantly predicted psychological capital ($\beta = .236$, $p<0.001$) whereas workplace ostracism has non-significant effect on psychological capital ($\beta = .098$, $p>0.05$).

Discussion

The present study was based on workplace ostracism and career satisfaction that influence on psychological capital of professionals. The present study aimed to examine the level of

career satisfaction among professionals on the base of their psychological capital. Moreover, the study meant to explore differences in the results of variables among professionals.

The results indicate that the predictions about this problem was all well and good. The results shows us that few hypothesis have been proved and results showing us that workplace ostracism and career satisfaction have equal effects on psychological capital of professionals that is about 6%, it means 94% effects are from other life events on psychological capital. Post hoc analysis tell us that psychological capital is more effected by career satisfaction as compared to workplace ostracism. So positive feelings make our mind more satisfied.

The study demonstrate a correlation between workplace ostracism, career satisfaction and psychological capital. The results shows us there is relatively considerable connection among these career contentment and psychological capital but there were few sub variables of psychological capital that shows negative and week correlation with workplace ostracism.

This analysis supports the theory that few hypotheses were proved. We first did analyses for correlation of variables then we moved to other factors. In the second ANOVA analysis, it was first done for overall population of the professionals then separately on doctors, teachers and managers. Then moving to the third analyses that was gender based, we used independent samples t-test for this. After doing on overall population, analysis was done for genders in populations separately e. g. doctors, teachers and managers. But we only get results for doctors and managers because they had considerable numbers of both genders and compared to managers there were one forth females of males. Last but not the least analysis for dependent and independent variables, for this multiple regression was applied that shows the dependent variables that was psychological capital was more dependent on career satisfaction as compared to workplace ostracism.

Tripathi and Pankaj (2011) conducted research into the impact of psychological capital on employee well-being and life satisfaction. The sample size for this study was 37 male employees from the insurance industry. According to the conclusions, Psychological Capital is a better interpreter of employee well-being and life satisfaction. Furthermore, Hong Kong scholar Alicia SM et al. used 19 Chinese hotel employees as samples, and found that workplace ostracism was negatively correlated with service performance, and that it influenced service performance by influencing the degree of participation in the work, and that neurotic personality traits acted as a moderator in the relationship between ostracism and work performance (Leung et al., 2011).

Davood et al. (2013) conducted a study that compared psychological capital and Meta-cognitive Beliefs in drug-addicted and non-addicted students. The study's sample size was set at 100 people (50 drug dependent and 50 normal subjects). The study's findings revealed that both groups have significant differences in psychological capital and met-cognitive views. Students who are addicted to drugs have reduced psychological capital and have distorted meta-cognitive ideas. Riolli et al. (2012) investigated the impact of psychological capital on university students' well-being. Psychological Capital was discovered to mediate the relationship between stress and psychological and physical well-being indicators. Psychological Capital also mitigated the detrimental effects of stress, reducing the link between stress and unfavorable outcomes. Locke (1976) provided a list of job aspects that have a substantial impact on employee career satisfaction. Work itself, pay, promotions, working conditions, supervision, coworkers, and a healthy working

environment are the dimensions. The type of work was determined to be the most important factor in determining career satisfaction for top managers in an Indian study by Khaleque and Chowdhury (1984). Many research have confirmed that pay/salary is vital to job happiness and also to career satisfaction.

The previous researches also shows that workplace ostracism has negative effects on psychological capital of professionals. Career satisfaction is inverse to the consequences of job that is pay, promotions, working conditions, supervision and healthy environment. In line with the hypotheses our results supports the research because the hypotheses were accepted. In the correlation variables were significantly correlated with each other. Other tests also approved that there were significant effect of one variable on the other but psychological capital was more affected by career satisfaction in the professionals.

Implications

The present study has many methodological, theoretical and practical implications. Firstly, psychological capital scale was developed to be used in the future researches to measure the level of hope, resilience, optimism and self-efficacy in organizations. The career satisfaction scale was made to check the level of satisfaction in their career, and workplace ostracism was made to know the level of negligence people receive in their office or workplace environment. Secondly, the study contributed to the professionals' state of mind in their workplace environment. Thus the workplace environments should be comfortable and customer friendly so each and every member of the organization can work smoothly and accurately. Thirdly, the study confirmed the relation of variables with each other by correlation analyses. The study also confirmed that satisfaction of career have major effects on psychological capital and exclusion from workers in your community also negatively effects the psychological capital.

Limitations and Suggestions

1- The present study was based on survey methods in which cross-sectional design was used to collect the information from universities, hospitals and banks situated in one city that was approachable in minimum time. Survey design has usually low internal validity and high external validity. In the future research, it would be more appropriate to make use of method triangulation which will be beneficial in overcoming the inbuilt limitations of the survey method.

2- The present study is limited to the faculty of universities, banks and hospitals. The results can only be generalized to teachers, doctors and managers. It cannot be generalized to other professionals, because we didn't have long time to collect data from all professionals.

3- In the present study, three variables were used to collect information from professionals. These instruments are vulnerable for social desirability, response bias or faking good. Thus instead of self-rating possibility can be more beneficial to address the problems caused by social desirability.

4- Time was short to do this research on all professionals if we have had a long time to complete this research then we would be able to generalize results on professionals.

5- The scale was developed by foreign author that was much suitable for their population, so if our authors could develop scales to be used for research then it would be much better and our results must be more accurate.

Recommendations

Further research is needed to establish a large sample size for more effective results.

Future studies should take into account for more professionals to establish more accurate results.

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