



NORMATIVE COMMITMENT AND CONTINUANCE COMMITMENT AMONG IT EMPLOYEES: THE ROLE OF WORKPLACE OSTRACISM

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ABSTRACT

Ostracism in the workplace is defined as being rejected or excluded by others. This study aims on analyzing effect of Workplace Ostracism on Normative Commitment and Continuance Commitment. We solicited responses from Coimbatore-based IT workers in order to test the hypothesis and the sample size for the study is 79. This study yields that Workplace Ostracism is negatively related to Normative and Continuance Commitment. This study concludes by discussing the implications of these findings for organizations.

KEY WORDS

Workplace Ostracism, Normative Commitment, Continuance Commitment.

INTRODUCTION

1.1.1 WORKPLACE OSTRACISM

Ostracism behaviors include concealing information that is important, "the silent treatment," avoiding conversations or eye contact, and "the cold shoulder." Ostracism is sometimes driven by malice, though this is not always the case. Unintentional ostracizes aren't even aware that they're doing it. They might not be aware of their affinity bias, have a communication style that is incompatible with yours, or simply have different expectations for your working relationship. Affinity bias is the tendency to be drawn to people who are similar to us.

1.1.2 NORMATIVE COMMITMENT

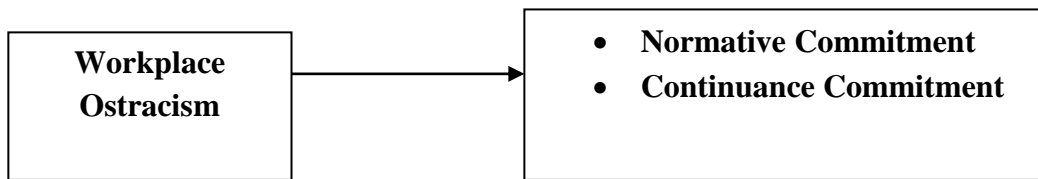
Employees' perceptions of how long they should remain at their company are referred to as Normative Commitment. Normatively committed workers typically believe they should stick with their companies. Employees who are typically loyal to their company feel guilty about the thought of quitting because they believe leaving would have terrible repercussions.

1.1.3 CONTINUANCE COMMITMENT

Employees who feel compelled to remain with their company because switching to a different one will not result in a raise in pay or better benefits is an excellent example of Continuation Commitment. Such situations can cause problems for organizations since long-term employees may lose interest in their jobs and grow disillusioned with them while being adamant about remaining with the company.

1.2 CONCEPTUAL FRAMEWORK

Figure 1.1



1.3 OBJECTIVES OF THE STUDY

- To enumerate the Impact of Workplace Ostracism on Normative Commitment.
- To identify the Impact of the Workplace Ostracism on Continuance Commitment.

1.4 METHODOLOGY

This study is conducted using convenience sampling method, participants are selected based on availability and willingness to take part. Here, non-probability sampling with a convenience sample design was utilized to select the respondent. The samples are collected from IT employees from Coimbatore. The sample size for the study is 79. The data was gathered by giving employees a questionnaire to complete. A report was generated using the information they provided. The questionnaire was adopted from Ferris et al., 2008 (Workplace Ostracism Scale) and Mowday et al., (Organizational Commitment Scale).

1.5 ANALYSIS AND INTERPRETATION

1.5.1 IMPACT OF WORKPLACE OSTRACISM ON NORMATIVE COMMITMENT

H_{01} . There is no significant Impact of Workplace Ostracism on Normative Commitment.

TABLE 1.1

ANOVA of Impact of Workplace Ostracism on Normative Organizational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202.934	1	202.934	10.394	.002 ^b
	Residual	1503.420	77	19.525		
	Total	1706.354	78			

a. Dependent Variable: Normative Commitment

b. Predictors: (Constant), Workplace Ostracism

The ANOVA test in this table shows that the significance value is 0.002 which is less than 0.05; hence the result is significant at 1% level of significance. It means there is a significant impact between dependant variable Normative Commitment and independent variable Workplace Ostracism. Therefore, the variable Workplace Ostracism phases an impact on Normative Commitment.

Table 1.2

Coefficient of impact of Workplace Ostracism on Normative Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.830	2.390		3.276	.002
	Workplace Ostracism	.123	.038	.345	3.224	.002

a. Dependent Variable: Normative Commitment

In terms of workplace ostracism, the T value is 3.224 with the significance value of 0.002, which is less than 0.05. Hence, in this study the null hypothesis is rejected and the alternative hypothesis has been accepted. Therefore, there is a significant impact of Workplace Ostracism on Normative Commitment. The standardized coefficient of Workplace Ostracism shows 3.8% variance on

the Normative Commitment. There is a significant impact of the Workplace Ostracism on Normative Commitment. Since, if Ostracism occurs at work place, it results in negative impact on Normative Commitment.

1.5.2 IMPACT OF WORKPLACE OSTRACISM ON CONTINUANCE COMMITMENT

H₀₂ - There is no significant Impact of Workplace Ostracism on Continuance Commitment.

Table 1.3

ANOVA of impact of Workplace Ostracism on Continuance Organizational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	409.696	1	409.696	21.401	.000 ^b
	Residual	1474.051	77	19.144		
	Total	1883.747	78			

a. Dependent Variable: Continuance Commitment

b. Predictors: (Constant), Workplace Ostracism

The ANOVA test in this table shows that the significance value is 0.000 which is less than 0.05; hence the result is significant at 1% level of significance. It means there is a significant impact between dependent variable and independent variable. Therefore, the variable Workplace Ostracism has an impact on Continuance Commitment.

Table 1.4

Coefficients of impact of Workplace Ostracism on Continuance Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.785	2.367		2.022	.047
	Workplace Ostracism	.174	.038	.466	4.626	.000

a. Dependent Variable: Continuance Commitment

In terms of Workplace Ostracism, the T value is 4.626 with the significance value of 0.000, which is less than 0.05. Hence, in this study the null hypothesis is rejected and the alternative hypothesis had been accepted. Therefore there is a significant impact of Workplace Ostracism on Continuance Commitment. The standard coefficient of Workplace Ostracism shows 3.8% variance on the Continuance Commitment. There is a significant impact of Workplace Ostracism on Continuance Commitment. Since, if the Ostracism occurs at work place, it results in negative impact on Continuance Commitment

CONCLUSION

This study was conducted to analyze the effect of Workplace Ostracism on Normative Commitment, Continuance Commitment. The accuracy of the statistical tools used in the study is constrained. The survey is confined to respondents from the organizations in the Coimbatore city, Tamil Nadu. When workers can identify with the organization's goals, they are more inclined to give a project their all. Instead of just completing tasks, committed employees aim to go above and beyond expectations and have a positive impact on the future of their organizations. Higher levels of employee commitment can improve organizational development. A corporation with devoted employees will find it easier to implement new strategies or rules since they typically accept the need for change. Workplace Ostracism indirectly proportionate to the commitment of the employees. Hence, It has been found that Normative Commitment, Continuance Commitment are significantly and negatively associated with Workplace Ostracism.

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