

WORKPLACE OSTRACISM AND TURNOVER  
INTENTION AMONG EXECUTIVES IN MALAYSIA'S E-  
COMMERCE COMPANIES: PSYCHOLOGICAL  
CAPITAL AS A MODERATOR

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EXECUTIVES IN MALAYSIA'S E-COMMERCE COMPANIES:  
PSYCHOLOGICAL CAPITAL AS A MODERATOR**

By

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A dissertation submitted to the Department of Psychology and Counseling,  
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## **ABSTRACT**

### **WORKPLACE OSTRACISM AND TURNOVER INTENTION AMONG EXECUTIVES IN MALAYSIA'S E-COMMERCE COMPANIES: PSYCHOLOGICAL CAPITAL AS A MODERATOR**

**Tee Geok Hong**

High employee turnover is a significant concern for most organizations, including E-commerce companies in Malaysia. Workplace ostracism could increase turnover intention, while psychological capital can enhance employees' mental health and buffer the harmful effects of workplace ostracism on turnover intention. This study investigates the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies by considering psychological capital as a moderator. This study used a quantitative-based cross-sectional survey design. A total of 160 respondents, consisting of 52.5% female and 47.5% male executives who worked in Malaysia's E-commerce companies, with a mean age of 27.89 years old, were recruited through an unrestricted self-selected survey method with specific criteria. An online questionnaire comprising the Workplace Ostracism Scale (WOS-10), Psychological Capital Questionnaire (PCQ-24), and Turnover Intention Scale (TIS-6) was distributed to the targeted respondents via LinkedIn. The data collected was analyzed using Pearson's Product-Moment Correlation,

Hierarchical Multiple Linear Regression, and Hayes' SPSS Process Macro (Model 1). The results showed a significant positive association between workplace ostracism and turnover intention, while a significant negative association between psychological capital and turnover intention. However, psychological capital does not moderate the association between workplace ostracism and turnover intention. This study raises awareness among employers in Malaysia's E-commerce companies to take proactive action to tackle workplace ostracism. This study also highlights the importance of conducting psychological capital workshops to reduce turnover intention among executives in Malaysia's E-commerce companies.

**Keywords:** workplace ostracism, psychological capital, turnover intention, executives, E-commerce.

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TEE GEOK HONG

## APPROVAL SHEET

This dissertation/thesis entitled **“WORKPLACE OSTRACISM AND TURNOVER INTENTION AMONG EXECUTIVES IN MALAYSIA’S E-COMMERCE COMPANIES: PSYCHOLOGICAL CAPITAL AS A MODERATOR”** was prepared by TEE GEOK HONG and submitted as partial fulfillment of the requirements for the degree of Master of Psychology in Industrial and Organizational Psychology at Universiti Tunku Abdul Rahman.

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It is hereby certified that TEE GEOK HONG (ID No: 22AAM06238) has completed this dissertation entitled “Workplace Ostracism and Turnover Intention among Executives in Malaysia’s E-commerce Companies: Psychological Capital as a Moderator” under the supervision of Dr. Tan Soon Aun from the Department of Psychology and Counselling, Faculty of Arts and Social Science and Dr. Gan Su Wan from the Department of Psychology and Counselling, Faculty of Arts and Social Science.

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(TEE GEOK HONG)

## DECLARATION

I, TEE GEOK HONG, hereby declare that the dissertation is based on my original work except for citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UTAR or other institutions.



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## TABLE OF CONTENTS

	<b>Page</b>
<b>ABSTRACT</b>	<b>iii</b>
<b>ACKNOWLEDGEMENTS</b>	<b>v</b>
<b>APPROVAL SHEET</b>	<b>vi</b>
<b>SUBMISSION SHEET</b>	<b>vii</b>
<b>DECLARATION</b>	<b>viii</b>
<b>TABLE OF CONTENTS</b>	<b>ix</b>
<b>LIST OF TABLES</b>	<b>xiii</b>
<b>LIST OF FIGURES</b>	<b>xiv</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xv</b>
<b>LIST OF APPENDICES</b>	<b>xvi</b>
<b>CHAPTER</b>	
<b>1.0 INTRODUCTION</b>	<b>1</b>
1.1 Background of Study	1
1.2 Problem Statements	5
1.3 Research Questions	11
1.4 Research Objectives	11
1.5 Hypotheses	12
1.6 Significance of Study	12
1.6.1 Knowledge Contribution	12
1.6.2 Practical Contribution	15
1.7 Definitions of Terms	16
1.7.1 E-commerce Company	16
1.7.2 Executives	17
1.7.3 Turnover Intention (TI)	17
1.7.4 Workplace Ostracism (WO)	18
1.7.5 Psychological Capital (PsyCap)	18

<b>2.0</b>	<b>LITERATURE REVIEW</b>	<b>19</b>
2.1	Turnover Intention	19
2.2	Workplace Ostracism	20
2.3	Psychological Capital	24
2.4	Workplace Ostracism and Turnover Intention	27
2.5	Psychological Capital and Turnover Intention	29
2.6	Psychological Capital as a Moderator	31
2.7	Control Variables	34
	2.7.1 Age	35
	2.7.2 Gender	36
	2.7.3 Working Experience	37
	2.7.4 Working Arrangement	37
2.8	Theoretical Framework	38
2.9	Conceptual Framework	41
<b>3.0</b>	<b>METHODOLOGY</b>	<b>43</b>
3.1	Research Design	43
3.2	Sampling Methods	44
3.3	Sampling Procedures	44
	3.3.1 Location	44
	3.3.2 Population	45
3.4	Data Collection Procedure	46
	3.4.1 Ethical Consideration	46
	3.4.2 Procedures	46
3.5	Sample Size, Power, and Precision	47
	3.5.1 Pilot Study	47
	3.5.2 Actual Study	48
3.6	Instruments	48
	3.6.1 Workplace Ostracism Scale (WOS-10)	49
	3.6.2 Psychological Capital Questionnaire (PCQ-24)	50
	3.6.3 Turnover Intention Scale (TIS-6)	51
	3.6.4 Attention-checking Questions	52
3.7	Reliability Test for Pilot and Actual Study	53

3.7.1	Pilot Study	53
3.7.2	Actual Study	53
3.8	Data Analysis Plan	54
<b>4.0</b>	<b>RESULTS</b>	<b>55</b>
4.1	Data Diagnostic and Missing Data	55
4.2	Assumption of Normality	55
4.2.1	Skewness and Kurtosis	56
4.2.2	Kolmogorov-Smirnov Test (K-S Test)	56
4.2.3	Histogram	57
4.2.4	Q-Q Plots	57
4.3	Assumptions of Regression Analysis	58
4.3.1	Multicollinearity	58
4.3.2	Independence of Errors	59
4.3.3	Normality of Residual, Linearity of Residual and Homoscedasticity	59
4.3.4	Multivariate Outliers and Influential Cases	60
4.4	Descriptive Statistics	61
4.4.1	Demographic Information	61
4.5	Inferential Analysis	63
4.5.1	Association between Workplace Ostracism and Turnover Intention	63
4.5.2	Association between Psychological Capital and Turnover Intention	64
4.5.3	Psychological Capital as a Moderator	65
<b>5.0</b>	<b>DISCUSSION</b>	<b>70</b>
5.1	Discussion of Findings	70
5.1.1	Association between Workplace Ostracism and Turnover Intention	70
5.1.2	Association between Psychological Capital and Turnover Intention	73
5.1.3	Psychological Capital as a Moderator	76

5.1.4 Working Experience as a Control Variable	80
5.2 Implications	81
5.2.1 Theoretical Implication	81
5.2.2 Practical Implication	83
5.3 Limitations of the Study	86
5.4 Recommendations for Future Research	87
5.5 Conclusion	89
<b>REFERENCES</b>	<b>91</b>
<b>APPENDICES</b>	<b>120</b>

## LIST OF TABLES

<b>Table</b>		<b>Page</b>
3.1	Reliability of the Scales	54
4.1	Skewness Value and Kurtosis	56
4.2	Kolmogorov-Smirnov Test (K-S test)	57
4.3	Collinearity Statistics	58
4.4	Independence of Errors	59
4.5	Casewise Diagnostics	60
4.6	Case Summaries	60
4.7	Demographic Information of Respondents ( $n = 160$ )	62
4.8	Correlation among Variables ( $n = 160$ )	64
4.9	Results of Hierarchical Multiple Linear Regression Analysis	68
4.10	Summary of Results	69

## LIST OF FIGURES

<b>Figure</b>	<b>Page</b>
2.1 Conceptual Framework for Examining the Workplace Ostracism and Turnover Intention among Executives in Malaysia's E-commerce Companies: Psychological Capital as a Moderator	42

## LIST OF ABBREVIATIONS

COR	Conservation of Resources Theory
PsyCap	Psychological Capital
PCQ-24	Psychological Capital Questionnaire
SPSS	Statistical Package for the Social Science
SCT	Social Capital Theory
TI	Turnover Intention
TIS-6	Turnover Intention Scale
WO	Workplace Ostracism
WOS-10	Workplace Ostracism Scale

## LIST OF APPENDICES

<b>Appendix</b>	<b>Title</b>	<b>Page</b>
A	Ethical Clearance Approval	120
B	Permission from Original Authors to Use the Scales	122
C	G*Power Calculation for Actual Study Sample Size	132
D	Questionnaire	133
E	Boxplot	144
F	Histogram	145
G	Q-Q Plots	146
H	Scatterplot	147



# CHAPTER 1

## INTRODUCTION

### 1.1 Background of Study

The high employee turnover rate has been a primary challenge across almost every organization worldwide for over a decade, regardless of how big or small and the nature of the industry (Alias et al., 2018). As a developing country, Malaysia is also not exempt from confronting the severe issue of employee turnover. A high turnover significantly impacts organizations, leading to direct and indirect costs. Direct costs refer to the cost involved when the organization needs to find a suitable candidate to replace the vacant position through advertisement, recruitment, selection, and training. Meanwhile, indirect costs stem from decreased productivity and increased workloads on the existing employees, leading to a decline in their morale and willingness to remain with the organization. Also, it negatively impacts the organization's reputation, competitiveness, and profitability, ultimately hindering its long-term stability and goals (Ali et al., 2018; Al-Suraihi et al., 2021).

E-commerce in Malaysia has grown significantly in the last several years, particularly in the time of the COVID-19 pandemic when the government imposed the Movement Control Order (MCO), and restricted people from physical shopping. This situation has dramatically changed consumer behaviors, whereby people moved from physical to online shopping. Over the past few

years, Malaysia's E-commerce sector has shown a steady increase in its total revenue, nearly doubling in three years, from RM 447.8 billion in 2017 to RM 896.4 billion in 2020 (Ministry of Communications, 2023). As reported by the Department of Statistics Malaysia (DOSM), the total revenue from Malaysia's E-commerce transactions surpassed RM 1 trillion in 2021, reaching RM 1.09 trillion, a growth of 23.9% compared to RM 675.4 billion in 2019 (Digital News Asia, 2023; The Star, 2022). In the first quarter of 2023, Malaysia's E-commerce total revenue by establishment recorded a noteworthy growth of 10.4% year over year, reaching RM 291 billion (Statista Research Department, 2023). With a predicted revenue of \$11 billion in 2023, Malaysia ranked 31<sup>st</sup> in all E-commerce markets worldwide, ahead of Bangladesh (eCommerce Database, 2023). The Malaysia Digital Economy Corporation (MDEC) also forecasts the total revenue will continue to reach more than RM 1 trillion in 2023 and a target of RM 1.65 trillion by 2025 (Ministry of Communications, 2023). These statistics have proven that E-commerce companies are evolving and becoming a new trend in the future.

At the same time, this growth has created a rising demand for skilled and experienced executives who can manage the growing operations and drive business growth (Banescu et al., 2022). However, research conducted by the Corporate Executive Board (CEB) predicts a 50% likelihood of a new executive quitting the company during the first 18 months of employment (Ettore, 2020). Notably, a lack of cultural fit was the leading cause of failure in new roles, accounting for 89% of hiring failures (Hyman, 2019). In fact, executives play a crucial part in a company's success since they are responsible for developing and implementing business strategies and maintaining relationships with

external stakeholders such as investors and customers to ensure operational efficiency. From this perspective, a high turnover rate among executives can negatively affect the company's performance, productivity, and reputation, which may hinder the development and sustainability of E-commerce companies in Malaysia (Banescu et al., 2022). Considering the harmful impacts of high turnover, examining turnover intention among executives in this industry is vital.

Moreover, despite the natural human desire to acquire a sense of belonging, the demands of today's work also require employees to spend significant time interacting with their colleagues. Considering that employees spend most of their time in the workplace, the work environment, company culture, and relationships with colleagues are crucial. Therefore, the workplace is a social phenomenon that cannot be disregarded. According to Chang et al. (2019), an ideal workplace should have all employees socially engaged and working together to achieve common goals, support mutual benefit, and contribute to organizational success. Nonetheless, a barrier to achieving an ideal workplace is that some employees may be neglected or excluded by their colleagues at work, this situation is known as workplace ostracism. It is an unpleasant situation that negatively impacts the organization and its employees. A study discovered that workplace ostracism can result in greater long-term effects than workplace bullying (Gamian-Wilk & Madeja-Bien, 2018). Ostracized employees may experience psychological distress and emotional exhaustion, leading to the development of turnover intention. When turnover intention develops, employees tend to contribute less to work, which can ultimately harm organizational effectiveness. Workplace ostracism also reduces

communication and interaction among employees, preventing the ostracized employee from fulfilling their basic psychological needs at work (Ali et al., 2018). Being accepted in a group is a basic need for most people, especially Malaysians who practice collectivism and value being part of a group. Therefore, it is believed that workplace ostracism has a more significant effect and causes more pain to them. Hence, the present study examines workplace ostracism among Malaysian working adults and its association with turnover intention.

Psychological capital is an emerging concept in psychology and management in recent years (Rivaldi & Sadeli, 2020). Luthans et al. (2015) mentioned that in today's competitive business market, although traditional resources like financial capital and advanced technology are essential for a company to sustain, they are not enough to be the competitive advantage for organizational success. Instead, psychological capital, a priceless and non-substitutable resource possessed by employees, is the key for an organization to stand out. Research suggests that psychological capital can be assessed, cultivated, and managed to enhance employee performance, including improving attitude, behavior, and work-related outcomes. For instance, psychological capital has been discovered to increase work engagement and job satisfaction while reducing stress and turnover (Dhiman & Arora, 2018; Rivaldi & Sadeli, 2020). Those psychological resources (i.e., hope, self-efficacy, resilience, and optimism) could help a person buffer negative feelings and emotions during adverse events (i.e., workplace ostracism) and inhibit the development of turnover intention (Shahzad et al., 2022). This highlights the importance of psychological capital as a vital resource in today's workplace and provides new insights for researchers and practitioners in organizational

behavior and human resource management, particularly in studying employees' attitudes and behaviors (Luthans et al., 2007).

In retrospect of the points raised, the issue of high employee turnover intention and workplace ostracism deserves more attention from various parties, considering it harms organizations and employees. Meanwhile, psychological capital also appears to be a significant resource for employees in the workplace. Therefore, this study investigated the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies by involving psychological capital as a moderator.

## **1.2 Problem Statements**

Recent surveys have revealed a high turnover intention rate among employees in Malaysia. According to a 2021 Employee Movement and Retention Report by Employment Hero (2022), 61% of Malaysian employees intend to seek a new job within the following year. The Robert Walters Great Resignation Reality Check survey in 2022 also found that Malaysian employees had the highest turnover intention rate (82%) among Southeast Asia countries, followed by Singapore and Thailand at 80% (Hazim, 2022). Additionally, insights from the EY 2022 Work Reimagined Survey showed that over one-third (36%) of Malaysian respondents plan to leave their jobs in the coming 12 months for better well-being and healthy workplace culture (EY, 2022). Furthermore, the high employee turnover intention is also a concern for Malaysian employers. 87% of Malaysian employers have noticed the employee

turnover rate within their company had risen over the previous year (Hazim, 2022). The “State of Recruitment” report by Employment Hero (2023) found that 36% of employers expected to lose 21% to 50% of new employees within six months, highly likely due to the mismatch in company culture (Seraj, 2023). Digital News Asia (2023) also reported that 60% of Malaysian employers struggle to retain their talented employees, indicating a high employee turnover issue. All these statistics suggest that employee retention is not easy. The issue of turnover has been recognized as a burden for organizations, as it brings countless impacts, such as high costs, reduced productivity, and decreased profitability (Al-Suraihi et al., 2021). A report by Employment Hero (2023) indicates a growing cost of hiring, both in terms of time and money. Typically, it takes 41 days to fill a role, with 50 hours per week spent on hiring activities, while the average cost to advertise a role in Malaysia is RM 708. As a result, organizations are increasingly concerned about reducing employee turnover rates, recognizing that this issue will worsen if not properly handled. Thus, the present study focuses on turnover intention as the research area.

Besides, as for now, none of the existing research on turnover intention has been done explicitly within Malaysia’s E-commerce companies despite this field facing a high turnover issue. According to the Statista Research Department (2023), the E-commerce industry has experienced significant growth in recent years, with its contributions to Malaysia’s Gross Domestic Products (GDP) more than doubling since 2017, reaching over RM 239 billion in 2022. However, high employee turnover is widespread in various industries, including E-commerce (Pan et al., 2021). The Radford Global Technology Survey in 2020 reported that the median turnover rate is more than 20% for both

small and large E-commerce companies in 102 countries, including Malaysia (Gaertner & Holm, 2020). In a 2022 E-commerce salary survey and insights report (2022), 39% of respondents working in E-commerce companies revealed that high turnover is a critical challenge for their company, with company culture being one of the reasons behind staff turnover intention. Additionally, 79% of employees also declared that company culture is their first deciding factor when it comes to turnover intention (The 2023 E-commerce Salary Survey and Insights Report, 2023). A toxic work environment and poor communication can lead to employees feeling undervalued and disconnected from their colleagues, prompting them to seek a more positive work environment (Wang, 2020). These statistics emphasize the need to study this topic among executives in Malaysia's E-commerce companies, given that this industry experiences high staff turnover and may negatively contribute to company growth and economic growth of Malaysia.

Moreover, the issue of workplace ostracism has been overlooked in organizations and received little attention from researchers in Malaysia. This lack of awareness may indicate a need to recognize the occurrence of this issue and its impacts in Malaysia's workplace context. Numerous past studies also presented alarming data highlighting workplace ostracism has become a common and severe issue within organizations (Anjum & Ming, 2018; Dhanani et al., 2021; Gamian-Wilk & Madeja-Bien, 2018; Jiang & Zhang, 2021). According to Gamian-Wilk and Madeja-Bien (2018), 13% of surveyed employees reported experiencing workplace ostracism in the past six months, where other colleagues ignored and excluded them. Another study found that among 226 surveyed workers, 66% of them experienced workplace ostracism

in the past five years. Among those being ostracized, 18% claimed that they had been transferred to an isolated workplace location, whereas 29% mentioned that their colleagues left the room when they entered (Anjum & Ming, 2018). Additionally, Dhanani et al. (2021) found that 44% of employees witnessed workplace mistreatment, while 34% were victims of workplace mistreatment. The same study also found that workplace mistreatment, including workplace ostracism, brings substantial financial costs for companies, estimated at \$691.70 billion to \$1.97 trillion per year, due to high absenteeism and turnover intention among victims, ultimately reducing the company's productivity (Dhanani et al., 2021). Despite the prevalence and impact of workplace ostracism, research on this issue in Malaysia remains limited, particularly in the context of E-commerce companies. In fact, workplace ostracism might be a significant concern in this context, as the job nature of E-commerce requires high teamwork and good relationships among colleagues, as most of the time, they need to work in cross-functional teams (Mahdikhani & Yazdani, 2020). Workplace ostracism can have detrimental effects on teamwork, productivity, and employee performance (Wijayanti, 2021). When a team member is being ostracized, he or she might struggle to complete tasks as they lack the resources needed, as a result of reduced communication and collaboration problems, leading to an intention to leave the company (Padhi, 2019; Wijayanti, 2021). Ultimately, high turnover can lead to a decline in productivity, which can be especially harmful in fast-paced E-commerce companies. Considering workplace ostracism could be a significant concern in E-commerce companies, this study intends to bridge the existing gap in knowledge by examining the association between workplace



ostracism and turnover intention among executives in Malaysia's E-commerce companies.

In past studies, workplace ostracism was discovered to be positively associated with turnover intention (Ali et al., 2018; Farasat et al., 2021; Gou et al., 2021; Koon & Tee, 2019; Lyu & Zhu, 2017; Singh & Srivastava, 2021). In contrast, psychological capital is negatively associated with turnover intention (Dhiman & Arora, 2018; Rivaldi & Sadeli, 2020; Salam, 2017; Shahzad et al., 2022). Although past studies have yielded consistent findings, none of them was conducted in the context of Malaysia's E-commerce companies, leaving the result unknown in this specific context. For instance, past studies that explored the relationship between workplace ostracism and turnover intention were conducted in India (Singh & Srivastava, 2021), Pakistan (Ali et al., 2018; Farasat et al., 2021), and China (Gou et al., 2021). The past studies that investigated the association between psychological capital and turnover intention were derived from India (Dhiman & Arora, 2018; Shahzad et al., 2022) and Thailand (Salam, 2017). Therefore, this study intends to confirm whether the results are duplicable in the context of E-commerce companies in Malaysia.

Furthermore, Malaysian employees have been found to experience mental health issues, underscoring the significance of developing their psychological capital to enhance their mental well-being and promote positive work attitudes and behaviors. According to the 2022-2023 Global Wellbeing Survey, 82% of employees in Asia are experiencing moderate to serious mental health problems. Within this context, Malaysian employees have the second-highest mental health risk profile at 42%, behind South Korea (44%) and ahead

of Japan (41%). Malaysia's Mental Health Index scored lower than the median at 59.6, indicating a mental health risk among Malaysian employees, including 45% feeling anxious, 44% feeling depressed and 40% feeling isolated at work. Additionally, a significant 62% of Malaysian employees acknowledged that their poor mental health is negatively impacting their work productivity (Sofiah, 2023). Similarly, findings from the World Health Organization's 2022 World Mental Health Report revealed that 15% of working adults suffer from mental health issues, leading to a decline in their ability to work, and ultimately, turnover intention. The report also identified organizational cultures that provoke negative events at work such as workplace mistreatment (i.e., incivility, exclusion, bullying and harassment), can negatively affect employees' mental health (World Health Organization, 2022). This highlights the need for managerial staff to prioritize mental health in the workplace and improve employees' ability to cope with workplace challenges. Meanwhile, Celik (2018) mentioned that one effective way to reduce employee turnover intention is to enhance the employees' stamina against stress, specifically by enhancing their psychological capital. Numerous studies also have proven the benefits of psychological capital in the workplace, showing that it predicts organizational commitment, organization and employee performance, job satisfaction, fosters favorable employee attitudes and behaviors and is strongly correlated with employees' psychological well-being (Luthans et al., 2015; Singh, 2020). Researchers also found that resilience as a psychological capital is a vital skill an employee should be equipped with in this 21st century. They discovered that resilient employees are more productive, with 52% reporting less burnout and 78% less likely to leave their companies (Henley Business School, 2021).

However, there are also only a few past studies (Haq, 2014; Singh & Srivastava, 2021) that explored the role of psychological capital in moderating the association between workplace ostracism and turnover intention, and none of these studies have been conducted within the Malaysian context. Hence, this indicates a need to explore the association between psychological capital and turnover intention among executives in Malaysia's E-commerce companies, as well as to investigate how psychological capital moderates the association between workplace ostracism and turnover intention.

### **1.3 Research Questions**

1. Is there any significant association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies?
2. Is there any significant association between psychological capital and turnover intention among executives in Malaysia's E-commerce companies?
3. Does psychological capital moderates the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies?

### **1.4 Research Objectives**

1. To investigate the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.

2. To investigate the association between psychological capital and turnover intention among executives in Malaysia's E-commerce companies.

3. To investigate the moderating role of psychological capital in the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.

### **1.5 Hypotheses**

H<sub>1</sub>: There is a significant positive association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.

H<sub>2</sub>: There is a significant negative association between psychological capital and turnover intention among executives in Malaysia's E-commerce companies.

H<sub>3</sub>: Psychological capital moderates the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.

### **1.6 Significance of Study**

#### ***1.6.1 Knowledge Contribution***

This study could contribute to knowledge by addressing the knowledge gap of limited research on turnover intention in E-commerce companies. While

there has been extensive research on turnover intention in various industries, such as universities (Kristanti et al., 2021; Windon et al., 2019), healthcare organizations (Owusu & Gregar, 2021), manufacturing (Ooi, 2021; Skelton et al., 2019), banking (Falahat et al., 2019), and information technology (Naidoo, 2018), there has been limited focus on E-commerce companies. This is likely because the E-commerce industry is relatively new compared to other industries and has only recently gained widespread attention. Addressing these gaps can contribute to research databases in E-commerce companies and is the novelty of this study.

Furthermore, the present study seeks to contribute to the research database on workplace ostracism and turnover intention in Malaysia's human resources and industrial and organizational psychology fields. There are vast amounts of past studies that studied turnover intention, but most of them mainly focus on examining the common predictors of turnover intention, such as pay satisfaction, job satisfaction, job stress, and workplace bullying (Arshadi & Damiri, 2013; Gebregziabher et al., 2020; Singh & Loncar, 2010). The present study examines workplace ostracism and its association with turnover intention, a relatively new area. It is crucial to examine this research area that previously had received little attention from researchers, as workplace ostracism is very influential in threatening the psychological needs of an individual, including the sense of belongingness, self-esteem, and meaning of existence. Consequently, the victims will reduce their contribution to work or even withdraw from work (Anjum & Ming, 2018). While some studies have investigated workplace ostracism in foreign countries like China (Gou et al., 2021; Li et al., 2021; Zhu & Zhang, 2021), Pakistan (Ali et al., 2018; Farasat et al., 2021; Fatima et al.,

2019), and India (Singh & Srivastava, 2021), very limited studies have been conducted in Malaysia (Koon & Tee, 2019; Ong et al., 2022). It is important to note that findings from studies conducted in foreign countries may not apply to Malaysia due to differences in cultural background and workplace practices. For example, how people interact in the workplace, the importance placed on hierarchy and authority, the level of formality or informality in communication, and so forth. Cultural backgrounds such as collectivistic and individualistic cultures might influence how an individual responds to workplace ostracism (Uskul & Over, 2017). Therefore, this study can enrich the research database on workplace ostracism and turnover intention in Malaysian workplace context, specifically among executives in Malaysia's E-commerce companies, by examining the association and extending the generalizability of findings to validate whether this association will be affected by different contexts.

On top of that, the present study also expands the research scope of turnover intention and workplace ostracism by introducing the moderating effect of psychological capital. It was found that employees with low psychological capital have a greater desire to leave the company when they experience negative events (Gupta & Shaheen, 2017; Ooh et al., 2020; Salam, 2017). This highlights the importance of psychological capital in the workplace as it influences employees' work attitudes, behavior, and overall job performance. Hence, incorporating psychological capital as a moderator can offer valuable insights into how employees react to workplace ostracism, as well as suggest interventions to reduce turnover and promote positive outcomes for both employees and organizations.

### ***1.6.2 Practical Contribution***

One of the practical contributions derived from this study is that it provides actionable insights for human resource professionals in Malaysia's E-commerce companies to improve employee retention. For those companies facing high turnover rate problems, human resource professionals can utilize the study findings to revise their employee retention and talent attraction strategy. Specifically, companies can reduce turnover rates and cultivate a more engaged and satisfied workforce by creating a healthy and positive workplace culture characterized by supportive, mutual respect and teamwork.

Additionally, the study raises awareness of workplace ostracism issues within Malaysia's E-commerce companies and urges the management team to tackle this issue and mitigate its harmful consequences proactively. This study highlights the impacts of workplace ostracism on turnover intention among working adults in Malaysia to various practitioners who play a crucial role in combating workplace ostracism and urging them to handle this issue seriously. As an illustration, human resource professionals may organize team-building activities to promote positive interactions among employees, which helps reduce workplace ostracism issues and decrease employees' turnover intention. Plus, some prevention programs are also recommended to be organized to combat workplace ostracism. The prevention program should not only focus on educating the employees on these workplace-related issues but also highlight their harmful consequences so that it can indirectly encourage the employees to combat these issues in the workplace and foster a healthier workplace culture.

Moreover, the present study provides direction to Malaysia's E-commerce companies, particularly the training and development department, for developing future training programs to reduce company turnover rates. For example, implementing training to enhance psychological capital among employees can improve their mental health and strengthen their ability to cope with unfavorable workplace situations, including workplace ostracism, which then lowers their turnover intention. This aligns with the World Health Organization's (2022) suggestion to address mental health issues among employees by enhancing their psychological capital. Numerous past studies have also highlighted the positive impacts of psychological capital on organizational outcomes (Al-Ghazali & Afsar, 2022; Estiri et al., 2016; Turliuc & Candel, 2021). Hence, this study's findings highlight the importance of psychological capital in reducing turnover intention among executives in Malaysia's E-commerce companies, encouraging organizations to conduct psychological capital interventions to enhance employees' psychological capital.

## **1.7 Definitions of Terms**

### ***1.7.1 E-commerce Company***

An E-commerce company refers to a company that buys and sells goods and services through online platforms (Cambridge Dictionary, n.d.). In the questionnaire, respondents were requested to self-report their company's



business nature, background, and size. This study particularly focused on respondents working in the E-commerce industry, employed by companies with over 200 employees, and either a branch of a multinational or locally-based company.

### ***1.7.2 Executives***

Executives are individuals who are responsible for implementing and executing strategies, plans, and policies set by top management (Mohani et al., 2021). Respondents were identified through a demographic section in the questionnaire that asked about their current job position, years of working experience in the current company and working arrangement. The present study only included respondents working in executive positions within E-commerce companies in Malaysia, have been served for more than one year in the current company, and currently working in either a fully physical or hybrid mode.

### ***1.7.3 Turnover Intention (TI)***

Turnover intention is conceptually defined as the employee's desire to leave their current job and seek a new opportunity at another organization (Alias et al., 2018). This concept was operationally assessed using the Turnover Intention Scale (TIS-6; Bothma & Roodt, 2013), with a higher score indicating a greater intention to leave the organization.

#### ***1.7.4 Workplace Ostracism (WO)***

Workplace ostracism can be conceptualized as a situation in which an individual perceives that other employees purposely exclude, avoid, or ignore them at the workplace (Preena & Janadari, 2021). Operationally, it was measured using the Workplace Ostracism Scale (WOS-10; Ferris et al., 2008), with a higher score signifying a higher level of workplace ostracism.

#### ***1.7.5 Psychological Capital (PsyCap)***

Conceptually, psychological capital is defined as an individual's positive psychological state of development marked by hope, self-efficacy, resilience, and optimism (Luthans et al., 2015). Operationally, it was measured using the Psychological Capital Questionnaire (PCQ-24; Luthans et al., 2007), with a higher score indicating a higher level of psychological capital.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Turnover Intention

Turnover intention has long been recognized as a critical managerial issue and the main challenge faced by organizations (Park & Min, 2020). Even though the word “intention” refers to the desire and inclination of an employee to leave the company, researchers claimed that this behavioral intention is a direct indicator of actual turnover (Farasat et al., 2021; Rivaldi & Sadeli, 2020). Similarly, Bothma and Roodt (2013) viewed turnover intention as a plan and the last step in the decision-making process before an employee officially quits the organization. According to them, the individual is consciously and deliberately leaving the organization. Employees who feel dissatisfied or unhappy with their current job will start to develop the thought of withdrawing from the organization. A series of withdrawal thoughts will eventually result in an actual turnover. This illustrates that turnover intention is positively associated with actual turnover (Bothma & Roodt, 2013). Several factors could lead to turnover intention, such as job stress, low organizational commitment, work-life imbalance, poor working conditions, pay dissatisfaction, and job dissatisfaction (Dhiman & Arora, 2018).

Previous studies have consistently shown that an employee’s decision to quit is costly to an organization (Ali et al., 2018; Al-Suraihi et al., 2021; Farasat

et al., 2021; Park & Min, 2020). It involves high costs and adverse outcomes for every organization, both internally and externally. Internally, it causes low productivity due to loss of organizational knowledge and talented employees (Farasat et al., 2021; Park & Min, 2020), decreases existing employees' morale to stay within the organization, and impairs organizational functioning as employees leave along with their valuable knowledge and experience gained from the organization (Ali et al., 2018). The loss of skilled employees exerts high costs on the organization, whereby they need to rehire and retrain new employees to replace them. The recruitment and training cost involved is approximately 1.5 to 2.5 times that employee's annual salary, which is very costly (Al-Suraihi et al., 2021). Externally, it also destroys the organization's reputation (Alias et al., 2018), reduces customers' loyalty (Ali et al., 2018) and results in customer dissatisfaction (Arshad & Puteh, 2015).

From this perspective, a high employee turnover rate is a concerning indicator for organizations. This issue should receive heightened attention from employers and human resource professionals to address it seriously. Since none of the past studies on this area conducted studies in E-commerce companies, it draws the researcher's interest to focus on turnover intention as a research area and conduct it among executives in Malaysia's E-commerce companies.

## **2.2 Workplace Ostracism**

Workplace ostracism is a type of workplace mistreatment that has gained attention from Western researchers in the last decades (Fatima et al., 2019; Haq,

2014; Zheng et al., 2016). This subtle form of workplace mistreatment comes with lower intensity but is equally harmful as other types of mistreatments, such as workplace bullying and harassment. Researchers also argued that workplace ostracism might happen more frequently than other types of workplace mistreatment because it is silent and hard to detect, allowing the ostracizer to avoid punishment (Chang et al., 2019). Workplace ostracism may also happen intentionally or unintentionally (Farasat et al., 2021; Takhsha et al., 2020). Intentional workplace ostracism occurs when a person purposely hurts and excludes others. For example, they purposely ignored other colleagues and left the area when they entered. On the other hand, unintentional workplace ostracism occurs when a person accidentally performs a behavior that hurts others, but they are unaware that it has resulted in social ignorance (Takhsha et al., 2020). This situation commonly happens in the workplace, such as a person may forget to include someone in the email while sending a group email or invitation (Farasat et al., 2021). Workplace ostracism can also happen in formal or informal situations. Examples of workplace ostracism in formal situations are excluding someone from a group meeting, not replying to someone's email, or ignoring their opinions at the meeting. Meanwhile, stopping talking when someone passes by, not inviting people to lunch together, ignoring someone's greetings, or speaking a language they cannot understand are examples of workplace ostracism in informal situations (Kaya et al., 2017; Zheng et al., 2016).

Several factors have been identified that can lead to workplace ostracism, including individual and organizational factors. Personal traits like high neuroticism, low agreeableness and low extraversion have been found to make

an individual more susceptible to workplace ostracism. This is because high neuroticism can lead to impulsive and aggressive behavior, making others feel devalued. Low agreeableness individuals tend to be less empathetic and more argumentative, while low extraversion may make individuals appear passive in social interactions and less able to defend themselves, making them easier to become the targets of ostracism (Keshf & Anjum, 2020; Liu et al., 2021). Additionally, individuals who deviate from group norms, such as those who speak different languages, come from different countries or belong to minority groups (e.g., people with disabilities or mental illnesses), are reported to be at risk of exclusion or rejection (Gamian & Madeja, 2018). Similarly, Liu et al. (2021) also discovered that employees who struggle to communicate in the organization's dominant language or cannot speak the same language as other coworkers may experience ostracism. Organizational factors such as work environments, organizational structure, and culture are closely linked to workplace ostracism. Non-traditional work environments, such as remote work, or working in different time zones, typically involve low psychological or task interdependence among organizational members. This physical separation can lead to reduced interactions and information sharing and increase the feeling of isolation among employees (Liu et al., 2021; Zhao et al., 2020). Meanwhile, workplace ostracism is more likely to happen in competitive organizational cultures, where employees are primarily focused on their own success and may exclude others purposefully or accidentally to obtain valuable resources. For example, one might exert influence over other colleagues by excluding them from important job-related information and using it to gain power (Gamian & Madeja, 2018).

Numerous past studies reported that workplace ostracism adversely affects the victims and the organization (Farasat et al., 2021; Jiang & Chen, 2020; Li et al., 2021; Musairah et al., 2021). It has been discovered that, whether intentionally or unintentionally, being ostracized is a painful social experience that can significantly impact the mental and physical health of the victims (Li et al., 2021). For example, victims may be aroused with negative emotions, such as sadness, anxiety, stress, depression, and anger, leading to lower psychological well-being, emotional exhaustion and sleep disturbances (Farasat et al., 2021; Jahanzeb & Fatima, 2018; Musairah et al., 2021; Singh & Srivastava, 2021). Workplace ostracism could bring more adverse psychological impacts than aggressive mistreatment, as it reduces the victim's social engagement and interaction, which are essential for maintaining psychological and physical health (Preena & Janadari, 2021). With diminished opportunities for social interaction and the development of meaningful relationships with others, victims may feel a lack of resources to handle tasks or adverse events (Haq, 2014). Ultimately, this can lead to feelings of doubt, self-blame and a perception of being unwelcome in the workplace, undermining their self-esteem and self-value (Li et al., 2021). Consequently, it negatively impacts employee attitudes and behaviors, such as decreased job satisfaction, reduced contribution to work, withdrawal from work, declined in employees' willingness to help other colleagues, or even performed counterproductive work behavior (Gamian-Wilk & Madeja-Bien, 2018; Lyu & Zhu, 2017). All these could significantly affect the organization's regular operation and eventually decrease organizational performance (Jiang & Zhang, 2021).

In contrast, several past studies also indicate that workplace ostracism might result in positive behavioral outcomes, such as induced prosocial behaviors, enhanced compliance and increased work performance and productivity (Fatima et al., 2019; Gamian-Wilk & Madeja-Bien, 2018). A Pakistan study found that ostracized teachers tend to improve their work performance and show helping attitudes, due to fear of being further ostracized and hope that doing so could increase their worth in the workplace (Fatima et al., 2019). Another study by Gamian-Wilk and Madeja-Bien (2018) reported that ostracized employees will be involved in prosocial behaviors when they perceive workplace relationships are valuable and repairable. They also exhibit acceptance-seeking behaviors by demonstrating high compliance to avoid performing any mistake or behavior that could lead to being ostracized. However, the negative outcomes of workplace ostracism still outweigh its positive outcomes. Hence, it is significant to conduct the present study to examine the effects of workplace ostracism, considering the detrimental impacts on the victims and organizational performance, particularly since this research area has been under-examined in Malaysia.

### **2.3 Psychological Capital**

The emergence of attention to employee well-being in the workplace has given rise to psychological capital. As a branch of positive psychology and a key component of positive organizational behavior (POB) in particular, this construct emphasizes the positive side of people, focusing on one's strengths as



opposed to weaknesses (Rivaldi & Sadeli, 2020). It consists of state-like personal resources like resilience, hope, self-efficacy, and optimism (Zheng et al., 2016). A person with hope believes they can find a pathway to achieve their goals, which motivates them to keep going. High self-efficacy gives individuals confidence in their capability to succeed in challenging tasks. Resilience enables a person to bounce back when encountering difficulties and grow stronger from overcoming them. Optimism allows individuals to make positive attributions about their current and future success (Luthans et al., 2015). Therefore, integrating these four resources results in forming a higher-order core construct, which has been empirically supported based on the common and distinct characteristics of the four first-order constructs (Luthans et al. 2007).

Psychological capital has been empirically studied at the organizational level and is positively associated with psychological health and outcomes. These outcomes are extremely important, especially in the workplace context. Numerous past studies have found that psychological capital is an important predictor of employees' performance, favorable attitudes, well-being, and behaviors, including organizational commitment, organizational citizenship behaviors, psychological well-being, and job satisfaction (Abbas et al., 2014; Dhiman & Arora, 2018; Kong et al., 2018; Luthans & Youssef-Morgan, 2017). Conversely, researchers also found psychological capital negatively associated with unfavorable attitudes and behaviors, such as turnover intention, job stress, and cynicism (Avey et al., 2011; Luthans & Youssef-Morgan, 2017). Similarly, the study of positive psychology has also proven that psychological capital is associated with greater mental health (Cheung et al., 2011; Younas et al., 2020). Studies conducted in the healthcare field yielded consistent findings which

support psychological capital is a positive mental resource in helping nurses combat job burnout (Ding et al., 2015); prevent new nurses from encountering negative work experiences (Laschinger & Fida, 2014); and counteract depressive symptoms (Liu et al., 2012). In contrast, poor mental health can significantly affect an employee's ability to work and productivity (Jansson & Gunnarsson, 2018). This is because employees with low psychological capital are poor at coping with negative emotions, which results in poor mental health and affects work performance (Ooh et al., 2020). Therefore, psychological capital is now recognized as one of the most effective strategies for achieving organizational goals (Salam, 2017).

Researchers argued that psychological capital can be managed effectively for performance enhancement in the workplace today (Luthans & Youssef-Morgan, 2017; Zheng et al., 2016). Employees with high psychological capital showed higher confidence in accomplishing challenging tasks, discovering multiple pathways to success, overcoming persisting difficulties, optimism towards the future, and bouncing back from adversities (Haq, 2014). As a result, this positive psychological capital contributes to improved performance, higher productivity, job satisfaction, better customer service, and greater employee retention (Çavuş & Gökçen, 2015; Luthans et al., 2004). Researchers further argued that it is possible to develop psychological capital to achieve desired attitudes, behaviors, and performance, since psychological capital contributes positively to organizational dynamics by developing a positive and supportive workplace culture (Dhima & Arora, 2018). Similarly, longitudinal and experimental studies also endorse the idea that psychological

capital is measurable, changeable, and open to development, specifically through training interventions (Avey et al., 2010; Luthans et al., 2014).

In a meta-analysis, researchers found that the relationship between psychological capital and its outcomes might not be consistent across contexts. For instance, the impact of psychological capital is greater in the study conducted in the United States than in other nations like China, India and Australia. Psychological capital also seems to have a stronger correlation with its outcomes in the service industry than in the manufacturing industry due to the service industry requires more social interactions than manufacturing which requires more technical skill (Avey et al., 2011). Nevertheless, the results obtained in the Malaysian context and the E-commerce industry remain under-examined and thus, this study seeks to address this literature gap.

#### **2.4 Workplace Ostracism and Turnover Intention**

Workplace ostracism has been identified as a factor that may affect employees' intention to leave the organization, as evidenced by the findings that workplace with ostracism issues is usually highly linked to a high turnover intention (Ali et al., 2018; Farasat et al., 2021; Gou et al., 2021; Koon & Tee, 2019; Lyu & Zhu, 2017; Singh & Srivastava, 2021). Ali et al. (2018) explained that being accepted in a group is a basic psychological need for an employee. It can trigger an intention to leave if they perceive themselves as excluded and their basic need cannot be fulfilled. Another study indicated that having a good relationship with colleagues or supervisors is an important social resource that

enables employees to cope with difficult situations at work. Without social resources, employees may experience job stress, thus leading to turnover intention (Koon & Tee, 2019).

Additionally, researchers found that turnover intention is one of the coping strategies employees use to escape from unfavorable situations, such as workplace ostracism (Bothma & Roodt, 2013). Individuals will feel a loss of resources, particularly social support and self-esteem when experiencing workplace ostracism and at this point, they have already started to develop turnover intention (Singh & Srivastava, 2021). This intention is even stronger if the attempts to repair relationships with colleagues are unsuccessful (Farasat et al., 2021). Workplace ostracism is also a source of interpersonal stress that can result in unfavorable psychological states and a significant impact on employee attitudes, including a decline in the tendency to assist other colleagues and an increase in their desire to leave their jobs (Li et al., 2021; Lyu & Zhu, 2017).

As previously discussed, workplace ostracism could bring significant consequences for individuals' psychological and work-related outcomes that should not be underestimated (Lyu & Zhu, 2017). Researchers claimed it was a painful experience to be excluded from group interactions and isolated by others at work, which can significantly affect an employee's physical and psychological well-being. The experience of workplace ostracism can result in long-term emotional injury, which is as painful as physical injury, as psychologists found that it stimulates the same brain regions as physical injury and consumes victims' emotional resources (Fiset et al., 2017; Zheng et al., 2016). It is also notable that people rejected at work typically never want to reconnect with those who rejected them and want to get away from the

environment that makes them feel excluded. Hence, victims are more likely to have the intention to leave (Chang et al., 2019; Takhska et al., 2020). In contrast, the turnover intention may be weakened if the victim can restore and strengthen their social connections with colleagues (Singh & Srivastava, 2021).

Although past studies on workplace ostracism and turnover intention have yielded consistent findings, most were conducted in other countries, which may limit their generalizability to the Malaysian context. For instance, Singh and Srivastava (2021) studied hotel staff in India, Ali et al. (2018) focused on teachers in Pakistan, Gou et al. (2021) examined public hospital nurses in China, and Farasat et al. (2021) targeted banking employees in Pakistan. Given cultural differences, it is uncertain whether the findings from other nations can be generalized to Malaysia. Since little research in Malaysia has examined this phenomenon, this study wishes to bridge this knowledge gap in response to the scholars' calls for more attention to workplace ostracism (O'Reilly et al., 2015; Wu et al., 2016), by examining the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.

## **2.5 Psychological Capital and Turnover Intention**

Numerous studies relating to turnover intention explored psychological capital, and the association between these two variables was negatively demonstrated (Dhiman & Arora, 2018; Gupta & Shaheen, 2017; Rivaldi & Sadeli, 2020; Salam, 2017; Shahzad et al., 2022). Salam (2017) involved 104 academic staff from various Thai higher educational institutes in his study and

found that high psychological capital was directly and negatively linked with lower turnover intentions, as those mental resources (hope, self-efficacy, resilience, and optimism) could increase job satisfaction and inhibit the development of turnover intention. This is aligned with research which indicates that employees with high psychological capital have positive attitudes towards the organization and high levels of job satisfaction. This also implies that people are less likely to leave their jobs if they are happy with their jobs and workplaces (Luthans et al., 2007). Shahzad et al. (2022) studied the effect of psychological capital on turnover intentions among 1,005 primary school teachers in Punjab, India. They found that the positive psychological state of teachers helps reduce negative feelings, such as fatigue, stress, emotional disorder, dissatisfaction, and so on, which reduces turnover intentions.

In addition, a study involving 222 paramedical and nursing staff working at a North India public hospital also found that high psychological capital can be a positive resource that empowers employees and protects them from negative work experiences, such as burnout and depressive symptoms, lowering their turnover intention (Dhiman & Arora, 2018). Gupta and Shaheen (2017) conducted a study among 217 service sector employees, suggesting that employees with high psychological capital are more productive, engaged, and committed to their work. They have a positive outlook on their working environment and are attached to their work until completion. These employees are satisfied with their work and optimistic about the outcomes. As a result, they are likely to exhibit fewer withdrawal behaviors, such as an inclination to change jobs, since psychological capital keeps them positive, absorbed, confident, immersed and attached to their work (Gupta & Shaheen, 2017). All

these illustrate how psychological capital positively impacts turnover plans (Celik, 2018).

However, a study discovered that psychological capital could also positively influence turnover intention. They clarified that employees with high psychological capital are typically confident and skillful, so they have more job opportunities and might seek a better work environment (Abbas et al., 2014). Hence, due to the inconsistent findings across the past studies, this study aims to discover the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.

## **2.6 Psychological Capital as a Moderator**

The present study proposes psychological capital as a potential moderator between workplace ostracism and turnover intention for a few reasons. Firstly, psychological capital is an emerging concept, and researchers highly recommend future research to explore its moderating effect on behavioral outcomes such as turnover intention (Abbas et al., 2014; Avey et al., 2011; Gupta & Shaheen, 2017; Obeng et al., 2021). Psychological capital is also often employed as a moderator in organizational literature studies, and it was found to be strongly linked with positive organizational behaviors and is an important factor that affects turnover intention. For example, it has been found to moderate the association between emotional labor, burnout, and job satisfaction among teachers in China (Cheung et al., 2011), as well as the association between employees' well-being and job performance (Singh, 2020).

In a study by Bramadewandhana and Parahyanti (2017), psychological capital was incorporated as a moderator to examine the relationship between work-family conflict and job satisfaction among working mothers in Jakarta. Further, a study conducted in the IT sector in Sri Lanka discovered that software engineers with high psychological capital could handle unpleasant workplace events, such as workplace ostracism, without engaging in deviant workplace behavior (Preena & Janadari, 2021).

Nevertheless, a limited past study examines three variables (workplace ostracism, psychological capital (moderator), and turnover intention) in a single study, especially in Malaysia's workplace context. The most relevant past study was done by Haq (2014), who conducted his study with 229 employees in Pakistan to investigate the linkage between workplace ostracism and job outcomes, with psychological capital as a moderator. The findings indicated that workplace ostracism negatively impacted job performance, job stress and turnover intention, but these effects were weaker when psychological capital was higher. According to Haq (2014), workplace ostracism is an interpersonal stressor threatening a person's social resources, such as social support and social capital. It might lead to job stress when someone finds their valuable resource substantially lost. To avoid the further loss of resources, the victim might intend to leave the company. However, psychological capital may act as a coping mechanism and buffering agent to compensate for the resource loss and lessen the harmful consequences of workplace ostracism on job outcomes, including turnover intention (Haq, 2014). This highlights the moderating role of psychological capital in this association. Likewise, other studies from Western countries claimed that improving employees' psychological capital is an



effective strategy in combating workplace ostracism, as employees with high psychological capital are better equipped to cope with workplace ostracism, resulting in fewer negative effects on job attitudes. Conversely, low psychological capital employees tend to have fewer resources to help them deal with workplace ostracism, so they are more prone to exhibit negative workplace attitudes, including increased turnover intention and decreased organizational commitment (Chaman et al., 2021; Zheng et al., 2016).

In addition, employees may feel their basic needs, such as self-esteem, belonging, and meaningful existence, are threatened when they encounter workplace ostracism. This is supported by Maslow's Hierarchy of Needs theory, whereby the third level indicates that humans have fundamental love and belongingness needs, whereas the fourth level illustrates esteem needs. These needs act as a psychological detection system that is sensitive to detect slight hints of ostracism (Taormina & Gao, 2013). Prolonged exposure to workplace ostracism can deplete the resources needed to fulfil these needs, leading many employees to leave the organization to protect themselves from further resource depletion (Li et al., 2021). Nevertheless, some victims of workplace ostracism may choose to stay at the organization if they have enough resources, such as psychological capital, to offset the loss and tackle the effects of workplace ostracism (Taormina & Gao, 2013). Psychological capital has also been found to help individuals cope with stressors, as employees with high psychological capital exhibit greater confidence and capability in utilizing various resources to handle stressful events, making them less likely to perceive workplace ostracism as threatening or harmful, and therefore reducing their intention to leave the company (Abbas et al., 2014). In light of these arguments,

psychological capital significantly moderates the effects of workplace ostracism on turnover intention in the present study.

Another study conducted in Pakistan by Abbas et al. (2014) discovered that the employees' positive thoughts would conceal negative thoughts like turnover intention in several industries. Nevertheless, the researchers could not find empirical evidence to prove this negative association. This inconsistent finding indicated that a moderating rather than a direct impact was suggested by the association between psychological capital and turnover intention (Obeng et al., 2021). Since there is a lack of empirical studies on the effects of workplace ostracism on turnover intention, particularly in Malaysia's E-commerce companies' context and the moderating effects of psychological capital, this study attempts to address this knowledge gap.

## **2.7 Control Variables**

In this study, age, gender, working experience and working arrangement were controlled. These demographic variables are commonly controlled for in turnover-related studies, as they have been shown to have a potential influence on job outcomes (Bernerth & Aguinis, 2016; Chaman et al., 2021; Zheng et al., 2016). By controlling for these demographic variables, the study can minimize their potential effects on employees' turnover intention to ensure that the outcomes are solely influenced by the variables of interest, thereby improving the internal validity of the current study (Bernerth & Aguinis, 2016).

### ***2.7.1 Age***

A few empirical research have specifically examined how age differences influence an employee's decision to stay or leave a job where younger employees exhibit a greater intent to leave than older employees (Gessess & Premanandam, 2024; Milledzi et al., 2017; Soomro, 2020). As employees progress through different career stages, their job priorities and workplace preferences also change accordingly (Soomro, 2020). Younger employees are more willing to take risks and typically have lower incomes, which drives them to actively look for better job opportunities (Gessess & Premanandam, 2024). On the other hand, older employees possess greater social capital and knowledge gained through experience, which enhances their job performance and relationships with colleagues, making them less inclined to quit their current jobs (Milledzi et al., 2017). Thus, age can significantly affect an employee's intention to leave.

Besides that, younger employees are found to be more susceptible to workplace ostracism than older employees (Ng, 2017; Peng et al., 2020; Singh et al., 2024). Older employees have gained richer experiences and developed stronger coping mechanisms, making them better equipped to handle workplace challenges and mistreatment (Peng et al., 2020; Singh et al., 2024). Their seniority and experience also make them more likely to be respected in the workplace, reducing the likelihood of becoming the target of ostracism (Ng, 2017). Conversely, younger employees might be more vulnerable and sensitive to exclusion due to inadequate work experience, so they tend to perceive

workplace ostracism more negatively, which results in an increased inclination to leave (Peng et al., 2020; Singh et al., 2024).

### **2.7.2 Gender**

Previous studies showed that female employees have greater intention of leaving their jobs compared to male employees (Akova et al., 2015; Gessess & Premanandam, 2024; Soomro, 2020). Researchers proposed that male employees are more dedicated to their organization because they typically hold a higher job position within the organization compared to female employees (Gessess & Premanandam, 2024). Whereas, females are less dedicated because they focus more on their family and prioritize their roles as a wife or mother over their work duties (Akova et al., 2015; Soomro, 2020). Hence, it is suggested that there are gender differences in turnover intention.

In addition, many of the past studies also discovered that gender plays a role in influencing the way people respond to workplace ostracism, by claiming that females might face more ostracism than males in an organizational setting (Cottingham et al., 2013; Singh et al., 2024; Zimmerman et al., 2016). This is attributed to the societal expectations of gender roles, such as women being expected to take care of the family, leading to obstacles like the “glass ceiling” that prevents women’s career advancement. This situation fosters ostracism against women, like the leadership roles and decision-making are typically dominated by men (Singh et al., 2024).

### ***2.7.3 Working Experience***

A person's turnover intention may also vary based on the number of years an individual has been employed in their current company. Turnover-related literature shows that the longer an employee's years of working experience in the current company, the lower the turnover intention (Gupta & Shaheen, 2017; Lu et al., 2016; Schubert & Andersson, 2015). New employees were found to leave more frequently than experienced employees, as they are still adjusting to the organization's culture and are still in the exploratory stage of their present career, so they are open to different possibilities available (Schubert & Andersson, 2015). Furthermore, Gupta and Shaheen (2017) found that employees with extensive experience in their current organization are more inclined to stay longer because they have fully adapted to the organizational culture and feel that they are fit for the organizational environment. Likewise, experienced employees might have accumulated more years of experience within their respective companies and, therefore, feel more committed and less likely to consider leaving. Younger employees may have lower levels of loyalty, making it easier for them to leave compared to old employees (Lu et al., 2016). Therefore, employees who have been with the organization for a longer time are anticipated to have lower levels of intention to leave.

### ***2.7.4 Working Arrangement***

Working arrangement refers to the authorized working pattern and location for employees to handle their work responsibilities, including where

and how they work. Several empirical studies on turnover intention have proven that the hybrid working arrangement is associated with a decreased inclination to leave. It was discovered that employees with hybrid work arrangements are more motivated and engaged in their work, resulting in lower intentions to change jobs compared to those without such flexibility (Kwon, 2019; Timms et al., 2015; Windia et al., 2020). Kwon's (2019) study revealed that flexible work arrangement helps retain talented employees by increasing their satisfaction in the workplace, as it allows employees to balance both their work and home responsibilities effectively, making them feel more empowered, and less stressed, which ultimately decreases their intention to leave. The hybrid working arrangement is also seen as a form of organizational support that offers employees greater flexibility and autonomy, making them feel valued and appreciated, and thereby reducing their desire to leave (Kumar et al., 2016; Vanitha & Shailashri, 2023). Therefore, working arrangements play a crucial role in determining whether the employees choose to stay or leave the organization.

## **2.8 Theoretical Framework**

This study is supported by the Conservation of Resource (COR) theory, coined by Hobfoll in 1989. COR theory emphasizes minimizing loss and maximizing gain, as well as the importance of having the resources necessary to produce positive emotions that strengthen people's mental capacities. Resources refer to a person's total capability to meet their fundamental needs, such as

physical objects (home), status (marital status and work status), personal characteristics (resilience and self-esteem), and energies (money, time, and effort). Initially, the COR theory was developed to enhance existing stress theory by explaining the motive that pushes people to protect their current resources while looking for new ones. Subsequently, it became one of the most commonly discussed resource theories and was employed to interpret and predict human behaviors, positing that a person is naturally motivated to keep, preserve, and generate necessary resources (Bon & Shire, 2022). Stress occurs when these resources are lost, threat of losing or cannot be recovered after use, results in anxiety, turnover intention, and job dissatisfaction (Singh & Srivastava, 2021).

According to COR theory, humans always want to protect the quantity and quality of their resources and avoid any factors and situations that could result in a decline in such resources (Salam, 2017). Nevertheless, some incidents would deplete a person's resources, such as workplace ostracism in this study context, which specifically depletes the victims' social resources (Haq, 2014; Zheng et al., 2016). Social resources, including social support and group belongingness, are essential for dealing with difficult situations or solving problems (Singh & Srivastava, 2021). This depletion might diminish an employee's capacity to fulfil job-related demands and expectations (Haq, 2014). Social support from colleagues, supervisors, and clients can help employees deal with unfavorable workplace issues, like workplace ostracism. From this perspective, resources are crucial to maintaining desirable organizational outcomes, such as employee performance, while losing social resources could

increase stress and burnout, increasing an employee's intention to leave to avoid further loss of resources (Singh & Srivastava, 2021).

Similarly, Fatima et al. (2019) supported this idea by claiming that workplace ostracism will deplete one's work-related resources, such as information, advice, and support, which are vital for accomplishing job tasks and dealing with challenging work-related demands. In contrast, employees lacking psychological capital might find coping with their work routine challenging due to limited work resources. Concerning the significance of resources, the loss of resources is stressful, and individuals are inclined to seek other resources to compensate for a net loss. In the context of turnover, seeking a new job appears to be the most common and direct way of resource replacement and stopping the resource drain (Hobfoll, 1989). Therefore, it is assumed that if an employee continuously experiences workplace ostracism, it is a high possibility for them to have turnover intentions and detach themselves from the current organization as a coping mechanism to help them to escape from this unfavorable situation and prevent further loss of resources (Bothma & Roodt, 2013; Singh & Srivastava, 2021).

Nonetheless, COR theory also argues that a person can replace or minimize lost resources by acquiring new ones. The presence of other personal resources may help a person suffer less from adverse events. In the context of the association between workplace ostracism and turnover intention, psychological capital can be regarded as a resource that buffers the adverse effects of workplace ostracism on turnover intention. Specifically, it can be used by a person to compensate for the depletion of social resources stemming from workplace ostracism and alleviate its negative impacts (Zheng et al., 2016). By

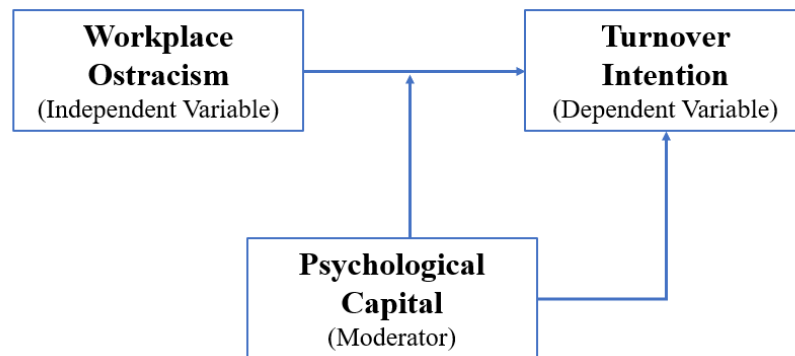


maintaining or increasing their psychological resources, ostracized employees may be better equipped to cope with the negative impacts of workplace ostracism, including being less likely to experience resource depletion and reduced turnover intention. A study found that employees with high psychological capital could recover and rebuild their resources during stressful circumstances (Singh & Srivastava, 2021). Also, researchers argued that a person with high psychological capital is more probably to perceive workplace ostracism as a challenge instead of a reason to leave, and, therefore, more likely to address it differently. From this point of view, an employee's intention to stay within the organization is influenced by their level of psychological capital (Preena & Janadari, 2021). Hence, drawing from this theory, psychological capital fulfilled the moderation criterion in the present study. It is hypothesized that there is a significant positive association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies, and this association is weaker when psychological capital is higher.

## **2.9 Conceptual Framework**

The conceptual framework for the present study, underpinned by the Conservation of Resource Theory, is illustrated in Figure 1. This study investigates the association between workplace ostracism (independent variable) and turnover intention (dependent variable) by incorporating psychological capital as a moderator. Also, it aims to examine whether there is any significant

association between psychological capital and turnover intention among executives in Malaysia's E-commerce companies.



*Figure 2.1:* Conceptual Framework for Examining the Workplace Ostracism and Turnover Intention among Executives in Malaysia's E-commerce Companies: Psychological Capital as a Moderator

## CHAPTER 3

### METHODOLOGY

#### 3.1 Research Design

The present study employed a cross-sectional quantitative research design. Quantitative research design is used to test the existing theories by examining the association among variables. In a quantitative study, researchers had greater control over the variables in a structured environment, as the data was typically collected via standardized questionnaires or experiments (Rutberg & Bouikidis, 2018). Besides, the data was collected using a survey research design using questionnaires to collect quantitative and numeric descriptions of the targeted population's attitudes, viewpoints, or trends by studying a sample of that particular population. A significant advantage of this method is that it allowed researchers to collect data from a large group of respondents with minimal effort and a cost-effective approach (Asenahabi, 2019). Moreover, a cross-sectional study was carried out to investigate the association between an outcome and exposure within a targeted population. The data was collected at a single time, and respondents were selected in accordance with the inclusion and exclusion criteria set for the study. By doing so, the researchers can generalize the analyzed results from a sample to the study population (Creswell & Creswell, 2018).

## **3.2 Sampling Methods**

The present study used a non-probability sampling method, as not every population member had an equal opportunity to participate. Specifically, an unrestricted self-selected survey sampling method with specific criteria was chosen. The researcher collected the data through an online survey method by posting the survey link on the Internet and allowing anyone interested and fulfilling the inclusion criteria set for the study to participate voluntarily (Fricker, 2012).

## **3.3 Sampling Procedures**

### ***3.3.1 Location***

The data of this study was collected via online platforms, including LinkedIn, Facebook, Instagram, and WhatsApp. An online questionnaire was created, and the survey link was shared with the target respondents. Despite the time and cost-effectiveness, this online survey method also enables the researchers to reach a large number of targeted respondents across East and West Malaysia. This is particularly beneficial for reaching working adults in states like Sabah and Sarawak, where the physical distribution of questionnaires by travelling to other states would be difficult and costly due to the physical constraints. Therefore, the online survey method was chosen as the most practical data collection method.

### ***3.3.2 Population***

The present study targeted executives in Malaysia's E-commerce companies. E-commerce, also known as electronic commerce, is characterized by buying or selling goods or services over online platforms. Generally, there are six types of E-commerce, including business-to-business (B2B), business-to-consumer (B2C), consumer-to-consumer (C2C), consumer-to-business (C2B), business-to-administration (B2A), and consumer-to-administration (C2A) (Jain et al., 2021). The targeted E-commerce companies include Shopee, Lazada, Grab, Foodpanda, Wow Shop, Zalora, Presto Mall, Carousell, and PG Mall. In addition, this study focuses on working adults in executive positions as the target population because they are directly involved in implementing company strategies and significantly influence workplace culture (Mohani et al., 2021). As such, executives are the best representatives of the company to participate in this research. Meanwhile, Gajda (2019) and Gupta and Shaheen (2017) suggested that employees typically take around one year to fully adapt to a new workplace culture. Correspondingly, the inclusion criteria for the targeted respondents for this study are those Malaysians who work as executives in Malaysia's E-commerce companies on large-scale with more than 200 employees (Alazemi & Adesta, 2018), have been served for more than one year in their current company, and are currently working in either physical or hybrid mode. Those who are non-Malaysian, non-working, working in managerial positions, working outside of E-commerce companies, serving for less than one year in their current company, or working remotely (working from home or entirely online) were excluded.

### **3.4 Data Collection Procedure**

#### ***3.4.1 Ethical Consideration***

Prior to collecting the pilot test and actual study data, the UTAR Scientific and Ethical Review Committee (UTAR SERC) approved the ethical clearance on 18 May 2023 (Re: U/SERC/125/2023) to ensure the study was carried out ethically (see Appendix A). Besides, permission to use the scales was granted by the original authors (see Appendix B), and consent was obtained from the respondents before they participated in the study. An information sheet outlining the study's background, research topic, introduction and purpose of the study, procedures, expected completion time, eligibility for participation, token of appreciation, level of risk, confidentiality and voluntary participation, and researchers' contact information was also included on the first page of the questionnaire. After that, it was followed by a personal data protection statement, and respondents were notified that involvement in the study was entirely voluntary and that they retained the freedom to withdraw at any stage.

#### ***3.4.2 Procedures***

Firstly, an online survey was created using Qualtrics, an online survey platform. After that, the researchers created an e-poster, attached the survey link, and shared it with targeted respondents. Before beginning the survey, a briefing on the study's purpose was provided. Only respondents who agreed to provide

full consent for participation proceeded to answer the questionnaire, while those who disagreed with giving consent directly ended the questionnaire. After reaching the targeted number of respondents, the data collected was analyzed using IBM SPSS Statistics 23. Additionally, the token of appreciation was transferred to the lucky winners after the data cleaning process through a lucky draw. Participants who met the criteria, answered attention-checking questions correctly and completed the survey had the chance to be one of the five lucky winners to receive RM 50 TNG e-wallet credit by participating in this lucky draw. This token of appreciation is to encourage more participation and show gratitude to participants for their time and effort.

### **3.5 Sample Size, Power, and Precision**

#### ***3.5.1 Pilot Study***

A pilot study was conducted to examine the reliability of the scales used in the present study and the practicality of the proposed research methodology and procedures when applied on a larger scale. According to Browne (1995), a sample size of 30 is suggested for a pilot study. This study involved 32 Malaysian working adults who worked as executives in Malaysia's E-commerce companies in the pilot study. The data collection was completed over two weeks, from 1 June 2023 to 16 June 2023.

### **3.5.2 Actual Study**

The actual study's data collection was started after the completion of the pilot study. G\*Power software version 3.1 was used to calculate the sample size for the actual study. The statistical test of linear multiple regression: A fixed model with R2 deviation from zero in F tests was chosen. A medium effect size of 0.15, 0.05 alpha and 0.80 power were entered to run the sample size (Cohen, 1988; Memon et al., 2020). The medium effect size was used after referring to the results from past studies (Chaman et al., 2021; Haq, 2014; Zheng et al., 2016). This study included three predictors: workplace ostracism, psychological capital and the interaction effect between workplace ostracism and psychological capital. Based on G\*Power's calculation, the minimum target sample size for the actual study is 77 (see Appendix C). However, Memon et al. (2020) suggested having at least 200 respondents as the target sample size to accommodate potential issues with incomplete data, which includes withdrawals, missing responses, and difficulties in follow-up (Naing et al., 2022). In the end, there were 206 respondents were recruited in the actual study, but only 160 remained after the data-cleaning process. The data collection lasted three months, from 29 June 2023 to 6 September 2023.

### **3.6 Instruments**

A self-report questionnaire comprised of informed consent, personal data protection statement, section A (Demographic Information), section B



(Workplace Ostracism Scale), section C (Psychological Capital Questionnaire) and section D (Turnover Intention Scale) were designed to collect the data (see Appendix D).

Section A collected respondents' demographic information, including age, gender, nationality, ethnicity, educational qualification, relationship status, employment status, current living state, company location, whether their company is a subsidiary/branch of a multinational corporation (MNC), or is it a locally based company, years of working experience in the current company, job position, working arrangement and monthly income. This demographic information could provide a picture of the background of respondents and ensure they fulfilled the inclusion criteria of the present study and facilitate the data-cleaning process. The survey as followed by sections B, C, and D comprised the three relevant scales for the present study, which are the Workplace Ostracism Scale (10 items), Psychological Capital Questionnaire (24 items), and Turnover Intention Scale (6 items), respectively. The questionnaire was prepared in English to ensure understanding by respondents of all races.

### ***3.6.1 Workplace Ostracism Scale (WOS-10)***

WOS-10 is a ten-item scale created by Ferris et al. (2008) to assess workplace ostracism. It used a seven-point Likert scale, ranging from 1 (*never*) to 7 (*always*). Questions include "Others left the area when you entered." and "Others refused to talk to you at work." There is no reverse item in this scale. Hence, the total score for workplace ostracism is computed by adding up the

score for each item, with a higher score, indicating a higher level of workplace ostracism. The Cronbach's alpha for this scale is .90 (Wu et al., 2012), which possesses both convergent and discriminant and criterion-related validities (Ferris et al., 2008). In a Malaysian study, the Cronbach alpha for WOS-10 is .93, indicating its suitability for use in Malaysia (Koon & Tee, 2020).

### ***3.6.2 Psychological Capital Questionnaire (PCQ-24)***

Besides that, the Psychological Capital Questionnaire (PCQ-24) is used to measure a person's psychological capital level (Luthans et al., 2007). This scale has 24 items, consisting of four dimensions: hope, self-efficacy, resilience, and optimism, with six items in each dimension. It employs a six-point Likert scale, ranging from 1 (*strongly disagree*) to 6 (*strongly agree*). "I feel confident presenting information to a group of colleagues.", "Right now I see myself as being pretty successful at work.", "I feel I can handle many things at a time at this job." and "In this job, things never work out the way I want them to." are some of the questions asked in this scale. The total score is counted by adding the score for four dimensions after reversing the score for reversed items (items 13, 20, and 23). A higher total score indicates a higher level of psychological capital of a person. This scale has a total reliability of .85, with Cronbach's alpha for hope (.81), self-efficacy (.83), resilience (.69), and optimism (.67). There is preliminary evidence supports the construct and discriminant validity of this scale, and its significant relations with theoretically relevant external variables (Gorgens-Ekermans & Herbert, 2013). A psychometric study conducted among

Malaysian hotel employees proved that the PCQ-24 was applicable in the Malaysian context, with Cronbach's alpha for hope (.83), self-efficacy (.87), resilience (.85), and optimism (.84) (Yan et al., 2021).

### **3.6.3 Turnover Intention Scale (TIS-6)**

Furthermore, the Turnover Intention Scale (TIS-6) was developed by Roodt (2004). It consists of six items and uses a five-point Likert scale to discover the extent to which a person intends to stay at the organization. For example, "How often have you considered leaving your job?" and "How often do you look forward to another day at work?". Various scaling was used in this scale, such as for items 1, 3, and 4 use the range of 1 (*never*) to 5 (*always*); item 2 uses the range of 1 (*very satisfying*) to 5 (*totally dissatisfying*); item 5 uses the range of 1 (*highly unlikely*) to 5 (*highly likely*), and item 6 uses the range of 1 (*always*) to 5 (*never*). This scale does not include reverse items, and the total scores were calculated by adding up the scores for all items. The minimum score is 6, whereas the maximum score is 30. A higher score indicates a higher intention to leave the organization. Cronbach's alpha for TIS-6 is .80 and this scale has been proven to distinguish between employees who left (*leavers*) and those who stayed (*stayers*) in their jobs, indicating that it has met the requirement for criterion-predictive validity. Additionally, with several other theoretical factors employed in the study, the scale found statistically significant differences between those who left and those who stayed, thereby supporting its differential validity (Bothma & Roodt, 2013). The TIS-6 was adopted in a

Malaysian study with a Cronbach's alpha of .86, suggesting this instrument is suitable for measuring turnover intention among Malaysian working adults (Orpina et al., 2022).

#### ***3.6.4 Attention-checking Questions***

Three attention-checking questions were randomly included in the survey, to check whether respondents pay attention and carefully answer the survey. This can minimize the response bias by eliminating inattentive respondents and improving the accuracy of the data. Researchers found that there is a possibility that some respondents might participate in the survey in exchange for monetary rewards or other purposes, so they tend to provide meaningless data by simply answering the survey questions without paying attention to the content of the questions (Shamon & Berning, 2020). Consequently, it significantly affects the reliability of the data, affects the accuracy of the results reported in research studies or even misleads readers' decision-making. With the help of attention-checking questions, researchers can have greater confidence in the result obtained. The attention-check questions typically have obvious correct answers, such as "We want to test your attention, so please click on the answer Agree" and "Please select "Strongly Agree" for this question". Those who choose any other options are viewed as inattentive, and their responses are filtered out (Pei et al., 2020).

### **3.7 Reliability Test for Pilot and Actual Study**

According to Ursachi et al. (2015), an instrument is considered to have acceptable internal consistency if its Cronbach's alpha ( $\alpha$ ) falls within the range of .60 to .70, while an instrument with a Cronbach's alpha ( $\alpha$ ) of .80 or greater shows good internal consistency. A reliability test was run separately for each of the three scales in both the pilot and actual study, and the results were stipulated in Table 3.1.

#### ***3.7.1 Pilot Study***

For the pilot test, the reliability for all three scales fell within the acceptable range, with WOS-10 (.85), PCQ-24 (.89) and TIS-6 (.71), indicating that may proceed to the actual study.

#### ***3.7.2 Actual Study***

The reliability results for the actual study also showed acceptable reliability. According to Table 1, WOS-10, PCQ-24, and TIS-6 have Cronbach's alpha values of .76, .93, and .81, respectively, indicating that all three scales adopted in the present study were reliable.

**Table 3.1***Reliability of the Scales*

Variables	Number of Items	Pilot Study ( <i>n</i> = 32)	Actual Study ( <i>n</i> = 160)
WOS-10	10	.85	.76
PCQ-24	24	.89	.93
TIS-6	6	.71	.81

**3.8 Data Analysis Plan**

After the completion of data collection, IBM SPSS Statistics 23 was used to analyze the data. Firstly, Pearson's Product-Moment Correlation (PPMC) was utilized to examine the strength and direction between two variables. Hence, it is suitable to be used to test hypotheses 1 and 2. Next, Hierarchical Multiple Linear Regression (HMLR) was performed to explore the association between a dependent variable (DV) and a few independent variables (IVs) as well as to examine whether after controlling for all other variables, the variables of interest account for a statistically significant amount of the variance in the DV. HMLR also allows researchers to identify the most influential variable in predicting the DV, and any potential interactions between the variables in the model. Thus, HMLR was chosen to test hypothesis 3 before moving on to moderation analysis using Hayes' SPSS Process Macro (Model 1). However, the result from HMLR demonstrated that psychological capital does not moderate the association between workplace ostracism and turnover intention, so did not proceed to the Hayes' SPSS Process Macro (Model 1).

## CHAPTER 4

### RESULTS

#### 4.1 Data Diagnostic and Missing Data

Before conducting the analyses, the data was screened and cleaned to minimize errors in the dataset that could impact the study results, and improve data quality (Christine, 2020; Pallant, 2016). During the data cleaning process, 15 incomplete responses, 11 incorrect attention-checking question responses, five missing values, and one response that did not meet the inclusion criteria were identified. Additionally, 14 cases (cases 43, 49, 63, 73, 98, 100, 117, 126, 127, 139, 145, 151, 157, and 168) were removed because they were detected to be univariate outliers using boxplot obtained from the normality test (see Appendix E). This resulted in removing 46 responses from the original dataset of 206 responses, leaving a remaining sample size of 160 for final analyses.

#### 4.2 Assumption of Normality

Normality tests, including skewness and kurtosis, Kolmogorov-Smirnov test (K-S test), histogram and Q-Q plot were conducted to assess the normality distribution for all variables in this study.

#### 4.2.1 Skewness and Kurtosis

The acceptable skewness and kurtosis values were between  $\pm 2$  and  $\pm 7$ , respectively (Bryne, 2010; Hair et al., 2010). The results, stipulated in Table 4.1, indicated that workplace ostracism, psychological capital and turnover intention had skewness values of .847, -.203 and .012, and kurtosis values of -.172, -.291, and -.235, respectively. These values fell within the acceptable range, indicating no violation of this assumption.

**Table 4.1**

*Skewness Value and Kurtosis*

	Skewness	Kurtosis
Workplace Ostracism	.847	-.172
Psychological Capital	-.203	-.291
Turnover Intention	.012	-.235

#### 4.2.2 Kolmogorov- Smirnov Test (K-S test)

According to Gupta et al. (2019), a non-significant result ( $p > .05$ ) signifies that the data is not statistically different from a normal distribution, which is considered normally distributed. As indicated in Table 4.2, psychological capital was normally distributed,  $D(160) = .049$ ,  $p = .200$ . However, workplace ostracism,  $D(160) = .159$ ,  $p < .001$ , and turnover intention,  $D(160) = .074$ ,  $p = .033$  were found to be non-normal and violated the K-S test. Hence, the normality assumption is violated for these two variables.



**Table 4.2***Kolmogorov-Smirnov Test (K-S Test)*

	Kolmogorov-Smirnov		
	Statistic	<i>df</i>	Sig.
Workplace Ostracism	.159	160	.000
Psychological Capital	.049	160	.200
Turnover Intention	.074	160	.033

#### **4.2.3 Histogram**

Histograms for psychological capital and turnover intention both showed symmetrically normal bell-shaped curves, suggesting that the data of those variables were normally distributed. Nevertheless, the histogram for workplace ostracism was positively skewed, indicating many low scores in the distribution (see Appendix F), violating the assumption.

#### **4.2.4 Q-Q Plots**

Q-Q plots for all variables showed that the observed data closely fell on the diagonal line, implying good normality and no assumption violation (see Appendix G). With three out of five normality indicators, which is more than half were satisfied, it can be claimed that the assumption of normality was not violated, and the data are normally distributed.

### 4.3 Assumptions of Regression Analysis

As Berry (1993) suggested, the present study has carried out the assumption of regression analysis before inferential analysis to ensure the regression model's generalizability.

#### 4.3.1 Multicollinearity

Multicollinearity issue happens when there are high correlations between the independent variables ( $r = .9$  and above), which could significantly impact the results (Pallant, 2016). Hair et al. (2010) stated that the assumption is not violated if the Variance Inflation Factor (VIF) is below ten and the tolerance value is above .10. In this study, the tolerance value for workplace ostracism and psychological capital was .965, while the VIF value for both was 1.037, indicating no violation of the multicollinearity assumption (see Table 4.3).

**Table 4.3**

*Collinearity Statistics*

	Collinearity Statistics	
	Tolerance	VIF
Workplace Ostracism	.965	1.037
Psychological Capital	.965	1.037

### 4.3.2 Independence of Errors

The Durbin-Watson test was conducted to determine the independence of errors, following Field's (2009) guideline, which stated that an assumption violation occurs if the Durbin-Watson's value is out of the range of one to three. By referring to Table 4.4, the Durbin-Watson value was 1.785, which falls within the acceptable range, indicating that the model does not violate this assumption.

**Table 4.4**

*Independence of Errors*

Model	Durbin-Watson
1	1.771

*Note. Dependent variable = Turnover Intention*

### 4.3.3 Normality of Residual, Linearity of Residual and Homoscedasticity

Appendix H showed a linear relationship among the residuals, the residuals were distributed randomly, and the variances among residuals were also constant. Thus, the scatterplot showed that all three assumptions had been met (Field, 2013).

#### 4.3.4 Multivariate Outliers and Influential Cases

Case number 160 was identified as a potential outlier (see Table 4.5). To determine if it should be excluded, the thresholds for identifying outliers were a Cook's distance value greater than 1 (Cook & Weisberg, 1982), greater than two times leverage's value (Hoaglin & Welsch, 1978), and the  $p$ -value of Mahalanobis distance exceeded 15 (Barnett & Lewis, 1978). Applying the formula  $(p + 1)/n$ , the leverage value was  $(2+1)/160 = .019$ . After multiplying the leverage's value two times, the centered leverage value was .038 in this study. As stipulated in Table 4.6, case number 160 was within acceptable ranges for all three methods, so it was not an outlier and was retained.

**Table 4.5**

##### *Casewise Diagnostics*

Case Number	Std. Residual	Total_TIS	Predicted Value	Residual
160	-3.017	8	18.29	-10.288

**Table 4.6**

##### *Case Summaries*

Case Number	Mahalanobis Distance	P value	Cook's Distance	Centered Leverage Value
160	2.24227	.32591	.06433	.01410

As none of the variables violated any of the regression analysis assumptions, it may proceed with the inferential analysis.

## 4.4 Descriptive Statistics

### 4.4.1 Demographic Information

Table 4.7 presents the demographic information of 160. The respondents were 22 to 50 years old ( $M = 27.89$ ,  $SD = 4.17$ ). Among the 160 respondents, 52.5% were females ( $n = 84$ ) and 47.5% were males ( $n = 76$ ). All respondents were Malaysians, with 66.9% being Chinese ( $n = 107$ ), 21.9% Malay ( $n = 35$ ) and 11.3% Indian ( $n = 18$ ). Most of the respondents (70%) hold a Bachelor's degree, followed by a Master's degree (16.2%), and SPM / Diploma / A-level / STPM / Foundation (13.8%). Additionally, the majority of the respondents worked in a branch of an MNC company (76.9%), and the rest worked in a locally based company (23.1%). 71.9% of respondents worked in a hybrid mode, while 28.1% worked fully physically. The mean working experience was 2.08 years ( $SD = 1.18$ ). The mean estimated monthly income was RM 5167.73 ( $SD = 2557.02$ ), with 49.4% falling in the M40 category, 48.8% in B40, and only 1.9% in T20.

**Table 4.7***Demographic Information of Respondents (n = 160)*

	<i>n</i>	<i>%</i>	<i>Mean</i>	<i>SD</i>
<b>Age</b>			27.89	4.17
<b>Gender</b>				
Female	84	52.5		
Male	76	47.5		
<b>Ethnicity</b>				
Malay	35	21.9		
Chinese	107	66.9		
Indian	18	11.3		
<b>Educational qualification</b>				
SPM/Diploma / A-level / STPM / Foundation	22	13.8		
Bachelor's degree	112	70.0		
Master's degree	26	16.2		
<b>Company background</b>				
A branch of a multinational corporation (MNC)	123	76.9		
A locally-based company	37	23.1		
<b>Working experience in the current company (years)</b>			2.08	1.18
<b>Working arrangement</b>				
Hybrid (mixed mode of physical and online)	115	71.9		
Fully physical	45	28.1		
<b>Monthly income (RM)</b>				
B40 (below RM 4,849 per month)	78	48.8		
M40 (between RM 4,850 to RM 10,959 per month)	79	49.4		
T20 (more than RM 10,960 per month)	3	1.9		
<b>Estimated monthly income (RM)</b>			5167.73	2557.02

*Note.* *n* = number of cases; % = percentage; *M* = mean; *SD* = standard deviation

Furthermore, the mean and standard deviation of the independent variables (workplace ostracism and psychological capital) and the dependent variable (turnover intention) were calculated with a sample size of 160 and are presented in Table 4.8.

## **4.5 Inferential Analysis**

### ***4.5.1 Association between Workplace Ostracism and Turnover Intention***

**H<sub>1</sub>: There is a significant positive association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.** The result of Pearson's Product-Moment Correlation (PPMC) demonstrated a statistically significant positive association between workplace ostracism and turnover intention,  $r(158) = .225, p = .002$  (see Table 4.8). Following Cohen's Rule of Thumb (1988), the association was weak, as the  $r$  value fell within the range of .100 to .299. Hence, it can be concluded that there was a positive and weak association between workplace ostracism and turnover intention, with higher levels of workplace ostracism associated with higher levels of turnover intention. H<sub>1</sub> was supported.

#### 4.5.2 Association between Psychological Capital and Turnover Intention

**H<sub>2</sub>: There is a significant negative association between psychological capital and turnover intention among executives in Malaysia’s E-commerce companies.** Table 4.8 indicates that there was a significant negative association between psychological capital and turnover intention, with a PPMC result of  $r(158) = -.546, p < .001$ . In addition, the result suggested this association is strong, with the  $r$  value falling within the range of .500 to 1.00 (Cohen, 1988). Hence, it can be concluded that there was a negative and strong association between psychological capital and turnover intention, with higher levels of psychological capital associated with lower levels of turnover intention. H<sub>2</sub> was supported.

**Table 4.8**

*Correlation among Variables (n = 160)*

Variables	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>	1	2	3
1. Workplace Ostracism	14.10	3.940	7	70	1		
2. Psychological Capital	109.18	14.71	24	144	-.188**	1	
3. Turnover Intention	16.91	4.091	6	30	.225**	-.546***	1

*Note.* *M* = mean; *SD* = standard deviation; Min = minimum value; Max = maximum value; \*\*  $p < .01$ ; \*\*\*  $p < .001$



### 4.5.3 Psychological Capital as a Moderator

**H<sub>3</sub>: Psychological capital moderates the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.** Hierarchical Multiple Linear Regression (HMLR) was conducted to examine the moderating role of psychological capital in the association between workplace ostracism and turnover intention. In Model 1, age, gender, working experience and working arrangement were entered as control variables due to their unique association with job outcomes proven in various studies (Bernerth & Aguinis, 2016; Chaman et al., 2021; Zheng et al., 2016). Table 4.9 shows that Model 1 was statistically insignificant, adjusted  $R^2 = .024$ ,  $F(4, 155) = 1.991$ ,  $p = .099$  and accounted for 2.4% of the variance in explaining turnover intention. All the four control variables, age ( $\beta = -.143$ ,  $p = .083$ ), gender ( $\beta = -.137$ ,  $p = .087$ ), working experience ( $\beta = .121$ ,  $p = .139$ ), and working arrangement ( $\beta = .032$ ,  $p = .684$ ), have no significant association with turnover intention.

In Model 2, workplace ostracism and psychological capital were entered to examine if they were significantly associated with turnover intention after controlling the demographic variables in Model 1. The result revealed that Model 2 was statistically significant,  $R^2 = .339$ , adjusted  $R^2 = .313$ ,  $F(6, 153) = 13.076$ ,  $p < .001$  and explained for 31.3% of the variance. The change in  $R^2$  was significant,  $\Delta R^2 = .290$ ,  $\Delta F(2, 153) = 33.572$ ,  $p < .001$ , explaining that the addition of workplace ostracism and psychological capital contributed an additional 29% of the variance. The effect size was .51, determined by applying the formula  $f^2 = R^2 / (1 - R^2)$ , indicating a large effect size (Cohen, 1988). Furthermore,

psychological capital had the strongest statistically significant negative association with turnover intention ( $\beta = -.521, p < .001$ ), while workplace ostracism had a statistically non-significant positive association with turnover intention ( $\beta = .132, p = .053$ ) (see Table 4.9). Among the control variables, only working experience had a statistically significant positive association with turnover intention ( $\beta = .145, p = .036$ ).

In Model 3, the interaction term between workplace ostracism (IV) and psychological capital (moderator) on turnover intention (DV) was added, resulting in a statistically significant model,  $F(7, 152) = 11.166, p < .001, R^2 = .340$ , adjusted  $R^2 = .309$ . The result revealed that Model 3 explained 30.9% of the variance, accounting for slightly less variance than Model 2 (adjusted  $R^2 = .313$ ). The effect size was large ( $f^2 = .52$ ) (Cohen, 1988). However, the interaction term's result was not significant ( $\beta = .172, p = .702$ ) and did not significantly improve the overall model fit from Model 2, as indicated by  $\Delta R^2 = .001, \Delta F(1, 152) = .146, p = .702$ . Specifically, when including the interaction term, the association between workplace ostracism and turnover intention becomes non-significant ( $\beta = -.032, p = .942$ ), but psychological capital is still significantly associated with turnover intention ( $\beta = -.607, p = .011$ ). Working experience remained the only control variable that had a statistically significant positive association with turnover intention ( $\beta = .144, p = .037$ ) (see Table 4.9).

Overall, the result indicated there is a significant negative association between psychological capital and turnover intention, but psychological capital does not act as a moderator in the association between workplace ostracism and

turnover intention. Hence, moderation analysis using Hayes' SPSS Process Macro (Model 1) did not proceed, and H<sub>3</sub> was not supported.

**Table 4.9***Results of Hierarchical Multiple Linear Regression Analysis*

Variable	Model 1			Model 2			Model 3		
	<i>SE</i>	$\beta$	<i>p</i>	<i>SE</i>	$\beta$	<i>p</i>	<i>SE</i>	$\beta$	<i>p</i>
Age	.081	-.143	.083	.070	-.018	.801	.070	-.017	.809
Gender (0 = Female, 1 = Male)	.647	-.137	.087	.553	-.072	.291	.557	-.074	.280
Working Experience	.281	.121	.139	.236	.145*	.036	.237	.144*	.037
Working Arrangement (0 = Hybrid, 1 = Fully Physical)	.712	.032	.684	.598	.036	.583	.600	.037	.574
Workplace Ostracism				.070	.132	.053	.449	-.032	.942
Psychological Capital				.020	-.521***	< .001	.066	-.607**	.011
Workplace Ostracism X Psychological Capital							.004	.172	.702
$R^2$	.049			.339			.340		
<i>Adj.R</i> <sup>2</sup>	.024			.313			.309		
$\Delta R^2$	.049			.290***			.001		
<i>F</i>	1.991			13.076***			11.166***		
<i>df</i>	(4, 155)			(6, 153)			(7, 152)		

*Note.* *SE* = standard error;  $\beta$  = Beta; \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

To conclude, Table 4.10 summarizes the findings of the present study, whereby H<sub>1</sub> and H<sub>2</sub> are supported, but H<sub>3</sub> is not supported.

**Table 4.10**

*Summary of Results*

Hypotheses	Decision
H <sub>1</sub> : There is a significant positive association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.	Supported
H <sub>2</sub> : There is a significant negative association between psychological capital and turnover intention among executives in Malaysia's E-commerce companies.	Supported
H <sub>3</sub> : Psychological capital moderates the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies.	Not supported

## CHAPTER 5

### DISCUSSION

#### 5.1 Discussion of Findings

##### *5.1.1 Association between Workplace Ostracism and Turnover Intention*

This study discovered that there is a significant positive association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies, indicating that executives who reported a higher level of workplace ostracism are more likely to have a greater intention to leave the organization. One possible reason for this could be the job nature of Malaysia's E-commerce companies that heavily emphasize teamwork. As found by Annie (2022), soft skills like teamwork are equally vital in E-commerce as working in this industry involves a wide range of responsibilities, creative problem-solving, cooperation with various stakeholders, and delivering value to clients. Thus, E-commerce executives must know how to collaborate with team members and other departmental colleagues to make sure whole processes are completed effectively, efficiently and at the lowest possible cost (Mahdikhani & Yazdani, 2020). Conversely, being excluded from the social group negatively impacts employees' work performance, limiting their access to essential job resources necessary for high-quality work performance and outcomes (Mahfooz et al., 2017). Job resources, such as work-related

information, and support from colleagues, are crucial in helping employees cope with job demands effectively and stay engaged in their jobs (Kaya et al., 2017). These job resources are especially important for executives who work in Malaysia's E-commerce companies, where teamwork is critical. However, ostracism at work disrupts social harmony and hinders access to these vital job resources, making ostracized employees insufficient resources to cope with job demands and unable to perform well at work. Ultimately, the imbalance between job demand and job resources will leave the victim feeling helpless and therefore trigger their desire to quit the current organization (Feng et al., 2019).

Moreover, this result is similar to findings from earlier research (Chaman et al., 2021; Ertop & Erdogan, 2023; Singh & Srivastava, 2021; Wang et al., 2023) and supported by COR theory, which contends that people are by nature motivated to maintain their current resources and obtain new ones. In this study, workplace ostracism threatens and depletes individual essential resources, including social needs, self-worth, belongingness, and self-esteem. Consequently, ostracized employees may view their jobs as resource-draining and increase their desire to leave to avoid further loss (Wang et al., 2023). At the same time, they may find new resources by seeking new job opportunities to replenish the lost resources (Yan et al., 2021). Workplace ostracism is also a painful experience that can harm employees' well-being, job satisfaction and performance, leading to negative emotions, burnout and other physiological outcomes. It was discovered that employees who feel ostracized often respond by minimizing the impacts, and intending to leave is the most common response (Ertop & Erdogan, 2023). This cognitive strategy can reduce the importance of the company to employees, making them experience less resource loss due to

workplace ostracism (Zheng et al., 2016). Turnover intention is also driven by employees' tendency to seek a more inclusive and supportive job, as workplace ostracism can be considered a breach of the psychological contract between the employees and the organization. Employees who feel undervalued or excluded are less likely to respond with loyalty and more likely to consider leaving the organization (Liu et al., 2023).

Another possible reason could be the present study's context is rooted in Malaysia's workplace culture that practices collectivism, which highly values interpersonal relationships and social harmony. In this cultural context, workplace ostracism could pose a significant threat to Malaysian employees' fundamental need for belongingness, triggering ostracized employees to develop turnover intentions. Uskul and Over (2017) revealed that cultural background influences how individuals experience and respond to workplace ostracism because the sensitivity to exclusion varies across individualistic and collectivist cultures. In collectivist cultures, individuals emphasize social relationships, collective goals, and tend to have higher social interdependence, so they will be more negatively affected by workplace ostracism. In contrast, individuals in individualistic cultures are less affected due to less reliance on social bonds and emphasis on personal goals. This finding is aligned with Xu et al. (2020), who found that workplace ostracism could be highly impactful in collectivist nations because individuals in collectivist cultures tend to emphasize building good relationships and appreciate the feeling of belonging to a group. As the present study took place in Malaysia's workplace context, which practices a collectivistic culture, creating and developing interpersonal relationships has become a fundamental need for Malaysian employees.



Unfortunately, workplace ostracism threatens these basic needs, leading them to develop turnover intention and seek a more inclusive work environment. Hence, the collectivistic culture of Malaysia could explain why Malaysian executives who experienced higher levels of workplace ostracism are more prone to exhibit a higher turnover intention.

In summary, this study has proven that workplace ostracism profoundly affects highly collectivistic and team-oriented workplaces in Malaysia's E-commerce industry. In this setting, good interpersonal relationships and communication are essential to success, the executives may experience severe negative consequences of workplace ostracism, thereby increasing the chance of turnover. Therefore, executives in Malaysia's E-commerce companies are more likely to consider turnover when encountering workplace ostracism.

### ***5.1.2 Association between Psychological Capital and Turnover Intention***

This study discovered that there is a significant negative association between psychological capital and turnover intention among executives in Malaysia's E-commerce companies, revealing that executives with higher psychological capital reported a lower turnover intention. This phenomenon could be explained by psychological capital being a crucial resource for employees to survive in fast-paced and competitive E-commerce companies in Malaysia (Padhi, 2019). E-commerce is a fast-paced industry that requires employees to multi-task and stay up-to-date with rapidly changing market and customer needs. Working in such a high-pressure environment can lead to

burnout and disengagement, especially when lacking adequate support and resources. In this case, psychological capital serves a vital role in helping employees in E-commerce companies handle job demands and stay engaged with their current jobs (Obeng et al., 2021). Employees with high psychological capabilities tend to view things positively, pursue meaningful career goals, more inventive and proactive in problem-solving. This positive outlook enables them to succeed in the competitive E-commerce industry and lowers their tendency to seek other jobs. Employees with high psychological capital also have greater confidence in their ability to fulfil the job demands and expectations of the dynamic market, leading to better performance and adaptability. Due to this, they are less likely to feel overwhelmed or dissatisfied, reducing their intention to leave. Besides that, the E-commerce industry always comes with many uncertainties and challenges due to the rapidly changing market trends and customer demands. However, employees with high psychological capital can effectively handle these challenges, as they are resilient and able to bounce back from failures, diminishing the possibility of turnover. Also, psychological capital is a valuable capital for employees that includes optimism, fosters a sense of purpose about their contributions, and strengthens adaptability and creativity, which are crucial characteristics for survival in rapidly evolving E-commerce companies (Obeng et al., 2021). Hence, executives in Malaysia's E-commerce companies with higher psychological capital are less likely to have a turnover intention, as their psychological resources help them cope better with high job demands and challenges.

In addition, this finding aligns with previous research that identified psychological capital as a significant predictor of turnover intention (Dhiman &

Arora, 2018; Gupta & Shaheen, 2017; Rivaldi & Sadeli, 2020; Salam, 2017; Shahzad et al., 2022). According to COR theory, psychological capital is a crucial individual resource that helps employees adapt to workplace challenges, foster positive job attitudes and behaviors, and stay within the organization (Yan et al., 2021). Employees with high psychological capital have greater psychological resources, which equip them with higher coping ability, determination, empowerment, motivation, and actively seeking solutions in challenging situations (Shahzad et al., 2022). These psychological resources enable employees' capabilities to manage job challenges efficiently, making them more persistent in completing tasks, sustaining interest in existing jobs and reducing the likelihood of developing turnover intention as a coping mechanism (Chaman et al., 2021). Additionally, employees with high psychological capital were found to be more successful in managing adverse situations, thereby safeguarding themselves from feeling less negativity and minimizing its impacts. Researchers explained that psychological capital, particularly optimism, is crucial in lowering psychological distress; hope improves a person's capacity to deal with challenges; high levels of self-efficacy allow a person to deal with challenging circumstances more efficiently; and high resilience levels make a person emotionally stable in dealing with workplace adversity. The combined effect of these four elements of psychological capital is a significant factor in reducing employees' turnover intention (Raza et al., 2022).

In short, this study has found that there is a significant negative association between psychological capital and turnover intention. This can be explained by psychological capital being a vital resource for executives in the

fast-paced nature of E-commerce companies in Malaysia. It motivates employees to remain committed to the organization even in the face of workplace adversity, by viewing these challenging circumstances as opportunities for growth. All these positive thoughts help to eliminate negative thoughts, such as quitting the company (Obeng et al., 2021).

### ***5.1.3 Psychological Capital as a Moderator***

The result showed that psychological capital does not moderate the association between workplace ostracism and turnover intention, even after controlling for age, gender, working experience, and working arrangement. This suggests that higher levels of workplace ostracism contribute to greater turnover intention among executives in Malaysia's E-commerce companies, regardless of their level of psychological capital. In other words, ostracized executives are more likely to consider leaving their jobs, and this association remains unchanged and is not influenced by their level of psychological capital because psychological capital does not buffer or mitigate the negative effects of workplace ostracism on turnover intention. This finding could imply that, regardless the executives in the E-commerce industry possess high or low levels of psychological capital, they may still find it challenging to overcome the negative feelings of workplace ostracism, leading to an increased intention to leave the organization. Therefore, executives who perceived exclusion and avoidance from colleagues at the workplace tended to leave the current company, regardless of their psychological capital level. This finding contradicts past

studies (Abbas et al., 2014; Chaman et al., 2021; Farasat et al., 2021; Haq, 2014; Zheng et al., 2016).

The inconsistent finding in this study might be attributed to the industry chosen to be distinctive from past studies. Unlike most past studies that recruited samples from various industries in a single study, such as banks, colleges, universities, and manufacturers (Chaman et al., 2021; Haq, 2014; Zheng et al., 2016), this study solely focused on E-commerce companies in Malaysia. According to Chaudhry et al. (2016), industry types can influence an organization's workplace culture due to the differences in industry characteristics and trends. For instance, an E-commerce industry with a fast-paced and competitive nature would require productive cultures that heavily emphasize teamwork, to adapt to rapidly changing technology, consumer preferences, and market trends. Good teamwork is crucial for employees to leverage diverse skills and perspectives to respond effectively to these changes (Padhi, 2019). Thus, teamwork may be especially important and essential in E-commerce companies compared to other industries. If ostracism happens to executives who work in E-commerce companies, such as colleagues withholding essential information and excluding them from team meetings, it will cause them to lack the necessary resources to accomplish their job responsibilities effectively. Consequently, it hinders their overall job performance and personal growth (Padhi, 2019; Wijayanti, 2021). In this regard, the work culture that requires high teamwork in E-commerce companies may prompt those executives who encountered workplace ostracism to leave the organization, regardless of their level of psychological capital, as they recognize the challenges of continuing to work in the current company that requires high

teamwork. Due to this reason, psychological capital failed to function as a significant moderator in this association.

Additionally, another possible explanation is that psychological capital may not be able to alleviate the adverse impact of workplace ostracism due to the distinct nature of these two constructs. Psychological capital as a personal resource might be limited in its ability to mitigate the negative effect of workplace ostracism, which specifically diminishes social capital. Researchers discovered that although psychological and social capital share some similarities, they are still two different constructs (Celik, 2018; Hobfoll, 1989; Kahtani & Sulphrey, 2022; Slatten et al., 2019). Regarding similarity, both are valuable and essential resources that can serve as a people-based competitive advantage for the organization. They also positively impact employees' job attitudes and behaviors at the workplace, including enhanced employee performance, better employee retention, higher productivity, and other positive organizational behaviors (Kahtani & Sulphrey, 2022). However, psychological capital is considered a personal resource covering hope, self-efficacy, resilience, and optimism; whereas social capital is an organizational resource often associated with information, relationships, networks, and group membership (Slatten et al., 2019). In the context of workplace ostracism, it appears to diminish the victim's social capital. As a result, even though psychological capital is an important personal resource, it may be insufficient to offset the loss of social capital and lessen the negative impact of workplace ostracism on the desire to leave, since the distinct nature of these two constructs makes them irreplaceable by each other. This aligns with the COR theory, which highlights that employees who experience workplace ostracism often engage in self-

protective behaviors, such as withdrawing from the resource-draining situation via turnover, to safeguard their limited resources (Ayub et al., 2021).

Two of the notions mentioned above can be further supported by the Social Capital Theory (SCT) coined by Pierre Bourdieu in 1986, which claimed that social relationships are essential resources that can help a person build and accumulate social capital. According to Bourdieu, social capital refers to the total resources that members of a group have access to, simply based on their membership in a group. The size of one's network and the resources possessed by its members determine their social capital level (Bourdieu, 1986). People within the same organization are engaged in the same network that will share resources, information and support while cooperating to achieve the individuals' and organizations' goals and result in better performance. When an employee encounters ostracism at work, he or she will be excluded from the friendship and advice network, leading to a depletion of social capital, as these resources are only available for those within the network (Fatima et al., 2019). The loss of social capital can affect an employee's performance and growth in the company, which triggers turnover intention because it could make the employees challenging to continue working there, and this loss was unable to be replaced by their psychological capital (Kahtani & Sulphay, 2022; Luthans et al., 2004). From this point of view, SCT helps explain why psychological capital is not able to function as a moderator and buffer the effect of workplace ostracism on turnover intention.

Moreover, the insignificant role of psychological capital as a moderator in the association between workplace ostracism and turnover intention could also be explained statistically. The present study found that all respondents

scored a mean score of 14.10 out of 70 on the WOS-10, indicating they experience little or low workplace ostracism. On the contrary, they reported a relatively high level of psychological capital, with a mean score of 109.18 out of 144 on the PCQ-24. Due to both variables falling on extreme ends and having difficulty interacting with each other, it becomes challenging to detect significant interactions and could limit the potential for psychological capital to moderate this association (McClelland & Judd, 1993). This may explain why psychological capital did not affect the positive association between workplace ostracism and turnover intention.

To conclude, the distinct nature of psychological capital from social capital, the teamwork-oriented culture of Malaysia's E-commerce companies, the Social Capital Theory (SCT) and the notable score distribution variance between WOS-10 and PCQ-24, help to explain why psychological capital is not a significant moderator in this association. Specifically, psychological capital is a strong predictor of turnover intention, but in the presence of workplace ostracism, it fails to function as a moderator. This becomes more evident in Malaysia's E-commerce companies, where social capital holds greater importance.

#### ***5.1.4 Working Experience as a Control Variable***

The study found that working experience, which was adopted as a control variable in examining the moderating effect, has a significant positive association with turnover intention, suggesting that employees with longer



working experience at the current company are more likely to consider leaving. This is likely because employees with longer working experience might receive more job opportunities from other organizations compared to those with less experience, as experienced employees are seen as being able to perform better (Milledzi et al., 2017). Thus, the enriched skills and expertise of experienced employees make them more marketable. As a result, these employees may be more likely to consider leaving their current jobs, especially when better job opportunities approach them (Bothma & Roodt, 2013). Additionally, employees who have been working with the same company for an extended period might experience career stagnation and decreased motivation, which can lead to turnover intention. This turnover intention often arises when employees perceive there are limited chance for career growth, skill development, or lack of challenging tasks in their current organization (Dhiman & Arora, 2018; Lee et al., 2019).

## **5.2 Implications**

### ***5.2.1 Theoretical Implication***

This study brought several noteworthy theoretical implications. Firstly, this study attempted to address the knowledge gap of limited turnover intention-related research in Malaysia's E-commerce companies, as well as contribute to the research database in the human resources and industrial and organizational psychology fields in Malaysia. This study also expands the empirical knowledge

of workplace ostracism and psychological capital on their association with turnover intention in Malaysia's E-commerce context. Most past studies on workplace ostracism have been derived from foreign countries, such as India (Singh & Srivastava, 2021), Pakistan (Ali et al., 2018; Farasat et al., 2021), and China (Gou et al., 2021), so the generalizability in Malaysia is uncertain due to differences in workplace culture and practices. Thus, the present study, which adopts samples from executives in Malaysia's E-commerce companies, is believed to fill this knowledge gap and addresses the call from scholars for more focus on the issue of workplace ostracism (O'Reilly et al., 2015; Wu et al. 2016) and offers additional empirical evidence of its effects as well as the moderating effect of psychological capital on employees' attitudes, precisely their turnover intention (Abbas et al., 2014; Gupta & Shaheen, 2017).

The present study also validates the applicability of the Conservation of Resource Theory (COR) among executives in Malaysia's E-commerce companies. According to COR theory, when workplace ostracism happens and depletes employees' resources, employees are likely to develop the turnover intention to help them stop further resource loss. Meanwhile, psychological capital can serve as a buffering agent for an employee to offset the loss caused by workplace ostracism and mitigate its negative impacts, such as lower turnover intention (Luthans et al., 2015). The result partially supports this theory by revealing that workplace ostracism is positively associated while psychological capital is negatively associated. However, psychological capital does not moderate the association between workplace ostracism and turnover intention. Therefore, the present study offered a new insight as its findings contradicted those of past studies (Chaman et al., 2021; Haq, 2014; Zheng et al.,

2016). This finding might imply that other variables might be more influential than workplace ostracism or that other moderators could moderate this association. In addition, the years of working experience in the current company that served as a control variable in this study was found to have a statistically significant positive association with turnover intention. This finding is noteworthy, suggesting that future studies may explore this relationship.

### ***5.2.2 Practical Implication***

The present study contributes to several important practical implications. Firstly, human resource managers in Malaysia's E-commerce companies should consider implementing a workplace policy of zero tolerance towards workplace ostracism, since the present study found that it could lead to employees' turnover intention. To make this policy effective, managers should closely monitor the workplace culture and receive training to recognize the signs of workplace ostracism better and address it before it worsens. Workplace ostracism was also less likely to happen in a cohesive team. Thus, occasionally, team-building activities, such as team lunches and birthday celebrations or other social interaction-based events promoting employee interaction should also be conducted. Doing so could strengthen group cohesiveness and relationships among the employees, minimize the occurrence of workplace ostracism, and reduce employees' turnover intention. If workplace ostracism issues happen, counselling sessions or employee assistance programs should be provided to

educate ostracized employees on coping with it and mitigating its negative impacts.

Additionally, the study findings prove the importance of improving employees' psychological capital to reduce the turnover rate in Malaysia's E-commerce companies, which urges human resource managers to consider developing interventions or training to enhance employees' psychological capital. This could include implementing psychological capital intervention (PCI) in organizations, which has been proven to be effective in improving employees' psychological capital level and reducing turnover intention in past studies (Carter & Youssef-Morgan, 2022; Da et al., 2020; Xu et al., 2021). Despite the traditional face-to-face PCI, the intervention could also be designed in flexible and affordable methods, such as online self-learning or micro-learning methods that allow the employees to participate at their convenience and a lower cost. The content of the intervention might include self-assessment, reflection, strength identification, goal setting and visualization, mindfulness training and so forth. All these could increase or maintain the psychological resources of executives in Malaysia's E-commerce companies, by educating them on how to safeguard, maintain and assemble their resources more effectively and prevent resource loss. With this, employees are better able to handle adversity in the workplace, are more satisfied and committed to their jobs and have less intention to leave the company (Yan et al., 2021).

On top of that, the study suggests that human resource managers in E-commerce companies may consider psychological capital as an additional selection criterion when recruiting new employees. The study's findings highlighted that there is a significant negative association between

psychological capital and turnover intention, indicating that employees with higher levels of psychological capital are more capable of dealing with workplace challenges and less inclined to adopt turnover intention to escape from adversity situations. Hence, when interviewing the candidates, human resource managers may look into the candidates' psychological capital level by requesting them to take PCQ-24 developed by Luthans et al. (2014) or asking candidates about their capacity for problem-solving and stress management. Also, examine candidates' resumes for indicators of psychological capital, like leadership experience, volunteer work, or other experiences or activities that show their capacity to endure and overcome difficulties. This can help recruit the right employees with the right personal resources for the right positions, increasing the likelihood of them succeeding in challenging work situations and potentially reducing the organization's turnover rate.

Furthermore, this study recommends that organizations consider employees' years of working experience in the current company when developing employee retention strategies. Since the findings highlighted the role of working experience in its association with turnover intention, the organization may revise their human resource strategies on employee retention by tailoring them to employees' working experience. This is because employees with different years of working experience might have different needs, expectations, motivations, and ways of responding to workplace issues. For example, in terms of career development, those more experienced employees might look for leadership roles, higher rewards and recognition that aligns with their experience. In contrast, those less experienced employees might emphasize career aspirations and getting the opportunity for skill enhancement

and advancement. Hence, considering the working experience in developing employee retention strategies, can help reduce turnover rate and retain experienced and skilled employees within the organization. To conclude, this study provides insight into how to reduce employee turnover intention from a psychological perspective in the context of Malaysia's E-commerce companies.

### **5.3 Limitations of the Study**

The present study has a few limitations that should be acknowledged. The first limitation is the social desirability bias (SDB) that was raised by using the survey research design to collect self-reported data. There is a possibility that respondents do not provide honest answers, or tend to provide socially desirable responses, especially when answering socially sensitive questions. This phenomenon is known as social desirability response bias, indicating the inclination of respondents to present themselves favorably and respond in ways that conform to societal expectations, rather than revealing their true experiences and opinions (Maryon & Gordon, 2000; Mortel, 2008; Nurumov et al., 2022). For example, the respondents might feel hesitant to share their unfavorable work experiences, such as being the victim of workplace ostracism or having intentions to quit their job, owing to fear that these disclosures can be stigmatized or judged negatively. This can affect the credibility of the results obtained.

Another limitation is that the present study adopted a quantitative method, limiting in-depth exploration. The quantitative method involves using

a survey that consists of a predetermined set of variables and measures with a close-ended format. While this method allows the researchers to gather information about a specific phenomenon with a lower cost and high representativeness of the population, it is possible that the options available do not reflect how the respondents feel, which in turn may force them to select the option randomly. This method also might not be able to capture fully the respondents' feelings, experiences, behaviors, and changes in emotions, as well as oversimplifies complex phenomena as it transforms them into numerical data (Queirós et al., 2017). Thus, this method may not offer a rich context to comprehend the phenomenon under study, limiting the depth of exploration of this research topic.

Furthermore, the study's findings may have limited generalizability as they only focused on executives in Malaysia's E-commerce companies. While this uniqueness contributes to a better understanding of the impacts of workplace ostracism and psychological capital on the turnover intention of executives in Malaysia's E-commerce companies, the findings might not apply to working adults in other industries or positions. This is due to the degree of workplace ostracism, the level of psychological capital, and the reasons for turnover intention, which might vary across different industries and positions.

#### **5.4 Recommendations for Future Research**

Future research should consider incorporating Social Desirability Scales (SDS) in the questionnaire to overcome the limitation of social desirability bias

in the survey method. One recommended SDS is the short version of the Marlow-Crowne Social Desirability Scale (MCSDS) with 13-item, developed by Reynolds in 1982. Studies have shown that SDS can detect and minimize social desirability bias, improving the study's validity. Specifically, researchers may exclude or correct data that score high on the MCSDS as it implies a higher need for social approval and, thus, a higher tendency to produce socially desirable responses (Mortel, 2008). Adopting forced-choice items and removing the neutral option is also recommended to minimize social desirability bias (Nurumov et al., 2022).

Additionally, it is suggested that future research consider employing a mixed-methods approach that combines survey and interview to improve the methodological design. For instance, researchers could include open-ended questions in the survey and conduct interviews to further follow up with selected respondents to explore their viewpoints and experiences regarding workplace ostracism and turnover intention, rather than solely relying on the survey method. This approach provides a more holistic view of the findings, including insight into the underlying reasons for inconsistent results between the present and past studies. The mixed-method approach, which combines qualitative and quantitative data also enhances the credibility and reliability of results, by validating and cross-checking the findings (Dawadi et al., 2021). Therefore, a mixed-methods design that integrates two strengths while compensating for each method's weaknesses is highly recommended for enriching the study findings.

On top of that, future research that aims to study turnover intention among employees could benefit from this study by replicating it in different



contexts, industries, job positions and incorporating different variables. Researchers could recruit participants from different industries (i.e., healthcare, banking, education) and consider different job positions (i.e., managerial level). Additionally, future research could explore the conditional effect between workplace ostracism and turnover intention by examining other moderators, such as personality and job autonomy. For example, a study indicated that proactive employees seek new approaches to improve their surroundings rather than responding negatively, even in the face of situational constraints like workplace ostracism (Zhao et al., 2013). Furthermore, job autonomy has been found to give employees control over their work, including using the available resources freely without being controlled, allowing them to recover their energy resources and be less impacted by workplace ostracism (Koon & Tee, 2019). By duplicating the study in different contexts and examining various variables, a more in-depth understanding of the present research topic can be achieved, along with insights into how results may differ across different industries.

## **5.5 Conclusion**

To conclude, this study investigated the association between workplace ostracism and turnover intention among executives in Malaysia's E-commerce companies, with psychological capital as a potential moderator. This study found that executives experiencing higher levels of workplace ostracism have greater turnover intention, while those with higher psychological capital reported having a lower turnover intention. However, psychological capital was not found to be a significant moderator on the association between workplace

ostracism and turnover intention, indicating that the association between workplace ostracism and turnover intention remains substantial among executives in Malaysia's E-commerce companies regardless of their psychological capital levels. This may be due to the distinct nature of psychological capital from social capital, making them irreplaceable to each other, and the importance of teamwork in Malaysia's E-commerce companies, making it difficult for executives to stay if they are ostracized. This is supported by the Social Capital Theory, underscoring the importance of social capital in influencing employees' turnover intention.

This study aimed to address the knowledge gap of limited turnover intention-related research in Malaysia's E-commerce companies and contribute to the field of human resources and industrial and organizational psychology in Malaysia. It also validated the COR Theory among executives in Malaysia's E-commerce companies. Next, this study's findings also suggest that human resources managers should implement a zero-tolerance policy towards workplace ostracism and organize team-building activities to promote employee interaction. Additionally, they may develop interventions to enhance employees' psychological capital and incorporate psychological capital as a selection criterion when hiring new employees, which could reduce the turnover rate. Furthermore, organizations should tailor employee retention strategies based on employees' working experience.

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# APPENDIX A

## Ethical Clearance Approval



**UNIVERSITI TUNKU ABDUL RAHMAN** DU012(A)  
Wholly owned by UTAR Education Foundation Co. No. 578227-M

Re: U/SERC/125/2023

18 May 2023

Mr Tan Soon Aun  
Department of Psychology and Counselling  
Faculty of Arts and Social Science  
Universiti Tunku Abdul Rahman  
Jalan Universiti, Bandar Baru Barat  
31900 Kampar, Perak

Dear Mr Tan,

### Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your research project (Master student's project) and are pleased to inform you that your application has been approved under Expedited Review.

The details of your research project are as follows:

<b>Research Title</b>	Workplace Ostracism and Turnover Intention Among Executives in Malaysia's E-commerce Companies: Psychological Capital as a Moderator
<b>Investigator(s)</b>	Mr Tan Soon Aun Dr Gan Su Wan Tee Geok Hong (UTAR Postgraduate Student)
<b>Research Area</b>	Social Sciences
<b>Research Location</b>	Online Study
<b>No of Participants</b>	300 participants (Age: 18 - 54)
<b>Research Costs</b>	Self-funded
<b>Approval Validity</b>	18 May 2023 - 17 May 2024

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research,
- (2) Confidentiality of participants' personal data must be maintained; and
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.
- (4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

**Kampar Campus** : Jalan Universiti, Bandar Barat, 31900 Kampar, Perak Darul Ridzuan, Malaysia  
Tel: (605) 468 8888 Fax: (605) 466 1313  
**Sungai Long Campus** : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia  
Tel: (603) 9086 0288 Fax: (603) 9019 8868  
**Website**: www.utar.edu.my



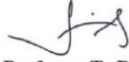


Should you collect personal data of participants in your study, please have the participants sign the attached Personal Data Protection Statement for your records.

The University wishes you all the best in your research.

Thank you.

Yours sincerely,



**Professor Ts Dr Faiz bin Abd Rahman**  
Chairman  
UTAR Scientific and Ethical Review Committee

c.c    Dean, Faculty of Arts and Social Science  
         Director, Institute of Postgraduate Studies and Research


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Tel: (603) 9086 0288 Fax: (603) 9019 8868  
**Website**: [www.utar.edu.my](http://www.utar.edu.my)



## APPENDIX B

### Permission from Original Authors to Use the Scales

#### *Turnover Intention Scale (TIS-6)*

 Gmail TEE GEOK HONG <geokhong1010@gmail.com>

---

**Request for Permission to Use TIS-6 for Research**

---

**roodtg8@gmail.com** <roodtg8@gmail.com> 19 April 2023 at 15:04  
To: TEE GEOK HONG <geokhong1010@gmail.com>

Dear Geok

You are welcome to use the TIS for your research (please accept this e-mail as the formal permission letter). For this purpose please find the TIS-15 attached for your convenience. The TIS-6 (version 4) consists of the first six items highlighted in yellow. You may use any one of these two versions. The TIS is based on the Theory of Planned Behaviour.

The only two conditions for using the TIS are that it may not be used for commercial purposes (other than for post graduate research) and second that it should be properly referenced as (Roodt, 2004) as in the article by Bothma & Roodt (2013) in the [SA Journal of Human Resource Management](#) (open access).

It is easy to score the TIS-6. Merely add the item scores to get a total score. The midpoint of the scale is 18 (3 x 6). If the total score is below 18 then it indicates a desire to stay. If the scores are above 18 it indicates a desire to leave the organisation. The minimum a person can get is 6 (6 x 1) and the maximum is 30 (5 x 6). No item scores need to be reflected (reverse scored) for the TIS-6. Please note that there are items that need to be reverse scored for the TIS-15 (indicated by an R before the item number).


It is recommended that you conduct a CFA on the item scores to assess the dimensionality of the scale. We found that respondents with a matric (grade 12) tertiary school qualification tend to understand the items better and consequently a uni-dimensional factor structure is obtained.

If you wish to translate the TIS in a local language, you are welcome to do so. It is recommended that a language expert is used in the translate - back translate method. I wish you all the best with your research!

Best regards

Gert

## *Workplace Ostracism Scale (WOS-10)*

 Gmail TEE GEOK HONG <geokhong1010@gmail.com>

---

**Request for Permission to Use WOS-10 for Research**

---

**Ferris, Lance** <ferrisd1@msu.edu> 28 April 2023 at 20:33  
To: TEE GEOK HONG <geokhong1010@gmail.com>

Hi there,

Sure, I've attached the article here, and the questionnaire is at the end of it. Only the first 10 items are used. Scoring and interpretation is easy – you just add up the scores and higher scores indicate greater ostracism.

Best,

Lance

[Quoted text hidden]

---

 **Ferris et al 2008 JAP.PDF**  
137K

## *Psychological Capital Questionnaire (PCQ-24)*

For use by TEE GEOK HONG only. Received from Mind Garden, Inc. on April 26, 2023

**Permission for TEE GEOK HONG to reproduce 1 copy  
within three years of April 26, 2023**

### **Psychological Capital Questionnaire**

**Self-Rater Form, Other Rater Form, Scoring Key**

**By Fred Luthans, Bruce J. Avolio & James B. Avey**

### **Research Permission**

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## Psychological Capital Questionnaire (PCQ)

Fred L. Luthans, Ph.D., Bruce J. Avolio, Ph.D., & James A. Avey, Ph.D.

Psychological capital (PsyCap) is a positive state-like capacity that has undergone extensive theory-building and research. In the book by Luthans, Youssef, and Avolio on *Psychological Capital* (Oxford University Press, 2007), it is defined as "an individual's positive psychological state of development and is characterized by: (1) having confidence (self efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success." Thus, the PsyCap consists of **efficacy, optimism, hope and resilience** and when combined has been shown to represent a second-order, core factor that predicts performance and satisfaction better than each of the four factors that make it up ( Luthans, Avolio, et al.,2007).

Published research on PsyCap has found that it is related to multiple performance outcomes in the workplace, lower employee absenteeism, less employee cynicism and intentions to quit, and higher job satisfaction, commitment, and organizational citizenship behaviors. Research has also found PsyCap can be enhanced by a supportive work climate. In terms of being state-like, PsyCap has been developed by short training sessions in both classroom and field settings and electronically through the internet.

The PCQ-24, a measure of PsyCap, has undergone extensive psychometric analyses and support from samples representing service, manufacturing, education, high-tech, military and cross-cultural sectors. Each of the four components in PsyCap are measured by 6 items. The resulting score represents an individual's level of positive PsyCap.

**References/Resources:**

**Books:**

Luthans, F., Avolio, B.J., & Yousseff, C. (2007). *Psychological Capital: Developing the human capital edge*. Oxford, England: Oxford University Press.

Avolio, B.J., & Luthans, F. (2006). *High impact leader: Moments matter in authentic leadership development*. NY: McGraw-Hill.

**Articles:**

Luthans, F., Avolio, B.J., Avey, J.B., & Norman, S.M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology, 60*, 541-572.

Luthans, F., Norman, S.M., Avolio, B.J., & Avey, J.B. (2008). The mediating role of psychological capital in the supportive organizational climate: Employee performance relationship. *Journal of Organizational Behavior, 29*, 219-238.

Luthans, F., & Yousseff, (2007). Emerging positive organizational behavior. *Journal of Management, 33*, 321-349.

Luthans, F., Avey, J.B., Avolio, B.J., Norman, S., Combs, G.M. (2006). Psychological capital development: A micro intervention. *Journal of Organizational Behavior, 27*, 387-393.

Luthans, F., Avey, J.B., Avolio, B.J., & Peterson, S.J. (2010). The development and resulting performance impact of positive psychological capital. *Human Resource Development Quarterly, 21*, 41-67.

Avey, J.B., Reichard, R.J., Luthans, F., & Mhatre, K.H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly, 22*, 127-152.

## Psychological Capital Questionnaire (PCQ) Other Rater Version

Name of the Person or Position being Rated: \_\_\_\_\_

Date: \_\_\_\_\_

Organization ID #: \_\_\_\_\_ Person ID #: \_\_\_\_\_

**Instructions:** Below are statements that describe how you may think about the person listed above **right now**. Use the following scale to indicate your level of agreement or disagreement with each statement.

Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6

1.	This person feels confident analyzing a long-term problem to find a solution.	1	2	3	4	5	6
2.	This person feels confident in representing his/her work area in meetings with management.	1	2	3	4	5	6
3.	This person feels confident contributing to discussions about the organization's strategy.	1	2	3	4	5	6
4.	This person feels confident helping to set targets/goals in his/her work area.	1	2	3	4	5	6
5.	This person feels confident contacting people outside the organization (e.g., suppliers, customers) to discuss problems.	1	2	3	4	5	6
6.	This person feels confident presenting information to a group of colleagues.	1	2	3	4	5	6
7.	If this person should find him/herself in a jam at work, he/she could think of many ways to get out of it.	1	2	3	4	5	6
8.	At the present time, this person is energetically pursuing his/her work goals.	1	2	3	4	5	6
9.	This person feels there are lots of ways around any problem.	1	2	3	4	5	6
10.	Right now this person sees him/herself as being pretty successful at work.	1	2	3	4	5	6
11.	This person can think of many ways to reach his/her current work goals.	1	2	3	4	5	6
12.	At this time, this person is meeting the work goals that he/she has set for him/herself.	1	2	3	4	5	6
13.	When this person has a setback at work, he/she has trouble recovering from it, moving on.	1	2	3	4	5	6
14.	This person usually manages difficulties one way or another at work.	1	2	3	4	5	6

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**Psychological Capital Questionnaire (PCQ)**  
**Other Rater Version**

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	2	3	4	5	6

15.	This person can be "on his/her own," so to speak, at work if he/she has to.	1	2	3	4	5	6
16.	This person usually takes stressful things at work in stride.	1	2	3	4	5	6
17.	This person can get through difficult times at work because he/she has experienced difficulty before.	1	2	3	4	5	6
18.	This person feels he/she can handle many things at a time at this job.	1	2	3	4	5	6
19.	When things are uncertain for this person at work, he/she usually expects the best.	1	2	3	4	5	6
20.	This person feels if something can go wrong for him/her work-wise, it will.	1	2	3	4	5	6
21.	This person always looks on the bright side of things regarding his/her job.	1	2	3	4	5	6
22.	This person is optimistic about what will happen to him/her in the future as it pertains to work.	1	2	3	4	5	6
23.	This person feels in this job, things never work out the way he/she wants them to.	1	2	3	4	5	6
24.	This person approaches this job as if "every cloud has a silver lining."	1	2	3	4	5	6



### **Psychological Capital Questionnaire (PCQ) Scoring Key**

#### **Psychological Capital (PsyCap) Questionnaire (PCQ) Scales:**

Scoring for PsyCap is just total points but it should be carefully noted that items 13, 20, and 23 are **Reverse** scored (i.e., for these items a "1" is scored as a "6" and a "6" is scored as a "1"; a 2 is a 5 and a 5 is a 2; and a 3 is a 4 and a 4 is a 3).

**Efficacy:** items 1-6, scale adapted from Parker, 1998

**Hope:** items 7-12, adapted from Snyder et al., 1996

**Resilience:** items 13-18, (13 is reverse scored), adapted from Wagnild and Young, 1993

**Optimism:** items 19-24 (20 and 23 are reverse scored), adapted from Scheier and Carver, 1985

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If your research uses an online survey platform other than the Mind Garden Transform survey system, you will need to meet Mind Garden's requirements by following the procedure described at [mindgarden.com/mind-garden-forms/58-remote-online-use-application.html](https://www.mindgarden.com/mind-garden-forms/58-remote-online-use-application.html).

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**Sample Items:**

**Self-Rater Form :**

I feel confident analyzing a long-term problem to find a solution.

If I should find myself in a jam at work, I could think of many ways to get out of it.

When I have a setback at work, I have trouble recovering from it, moving on.

**Other Rater Form:**

This person feels confident analyzing a long-term problem to find a solution.

If this person should find him/herself in a jam at work, he/she could think of many ways to get out of it.

When this person has a setback at work, he/she has trouble recovering from it, moving on.

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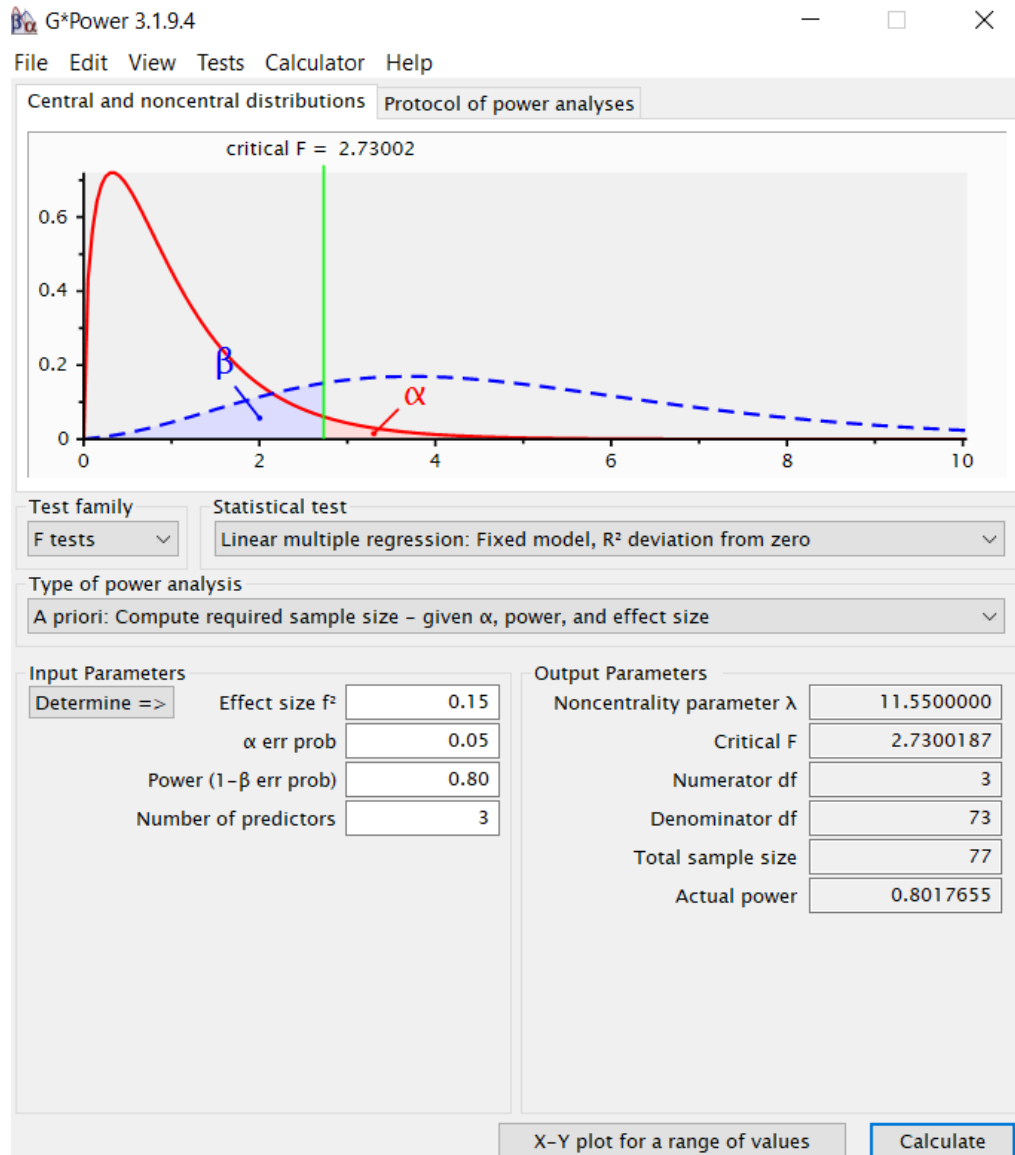
Sincerely,

Robert Most  
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## APPENDIX C

### G\*Power Calculation for Actual Study Sample Size



## APPENDIX D

### Questionnaire



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#### Informed Consent

##### Research Topic

Workplace Ostracism and Turnover Intention among Executives in Malaysia's E-commerce Companies: Psychological Capital as a Moderator.

##### Introduction and Purpose of the Study

I am a student in Master of Psychology (Industrial and Organizational Psychology) at Universiti Tunku Abdul Rahman (UTAR). I would like to invite you to participate in my research study, entitled "Workplace Ostracism and Turnover Intention among Executives in Malaysia's E-commerce Companies: Psychological Capital as a Moderator". This study is conducted to fulfil the requirement of MAPC11100 Dissertation.

##### Procedures

The survey consists of four sections: Section A (Demographic Information), Section B (Workplace Ostracism Scale), Section C (Psychological Capital Questionnaire), and Section D (Turnover Intention Scale). It will take approximately 15 to 20 minutes to complete.

##### Eligibility for Participation

You are invited to participate in our study if you fulfil the following criteria:

1. Malaysian
2. Working in an E-commerce company
3. Currently working in an executive position
4. Have served for more than one year in the current company
5. Working in physical or hybrid mode

##### Exclusion Criteria

You will be excluded from participating in our study if you do not meet the following criteria:

1. Non-Malaysian
2. Not working in an E-commerce company
3. Currently not working in an executive position
4. Served for less than one year in the current company
5. Working from home or fully online

**Token of Appreciation**

By participating in this study and fulfilling the following criteria, you get the chance to be one of the **five lucky winners** to receive **RM 50 TNG e-wallet credit**:

1. Take at least 5 minutes to complete the survey.
2. Answered all the items in the survey.
3. Answered the attention-checking items correctly.
4. Entered your information correctly (e.g., email address and contact number)

**Level of Risk**

Only minimal risk should be associated with this research. Given that personal thoughts are discussed, there may be a potential for the research to evoke emotional feelings and discomfort. This research was approved by UTAR Scientific and Ethical Review Committee (Ref no: U/SERC/125/2023).

**Confidentiality and Voluntary Participation**

This questionnaire ensures privacy by not requesting sensitive personal details, such as your name or identification card (IC). All information provided will be kept confidential and accessible only by the researchers of this study. Your response will be coded numerically for research interpretation and only be reported as group data for academic purposes. Your participation is voluntary, and you are free to withdraw from current research at any time without prejudice. We appreciate your participation in this research.

**Contact Information**

If you have any questions concerning this research, please do not hesitate to contact the researcher, Ms Tee Geok Hong, via email ([librahongtee1010@lutar.my](mailto:librahongtee1010@lutar.my)) or phone number (016-3648812).

## **Personal Data Protection Statement**

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

1. Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion. Among others it includes:

- a) Name
- b) Identity card
- c) Place of birth
- d) Address
- e) Education history
- f) Employment history
- g) Medical history
- h) Blood type
- i) Race
- j) Religion
- k) Photo
- l) Personal Information and Associated Research Data

2. The purposes for which your personal data may be used are inclusive but not limited to:

- a) For assessment of any application to UTAR
- b) For processing any benefits and services
- c) For communication purposes
- d) For advertorial and news
- e) For general administration and record purposes
- f) For enhancing the value of education
- g) For educational and related purposes consequential to UTAR
- h) For replying any responds to complaints and enquiries
- i) For the purpose of our corporate governance
- j) For the purposes of conducting research/ collaboration

3. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

4. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no

longer required.

5. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

**Consent:**

6. By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditions in the Notice and our relevant policy.

7. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to reward or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

8. This project will be supervised by Mr. Tan Soon Aun ([tansa@utar.edu.my](mailto:tansa@utar.edu.my)) and Dr. Gan Su Wan ([swgan@utar.edu.my](mailto:swgan@utar.edu.my)).

9. You may access and update your personal data by writing to us at [librahongtee1010@lutar.my](mailto:librahongtee1010@lutar.my)

**Acknowledgment of Personal Data Protection Notice**

( ) I have been notified and that I hereby understood, consented and agreed per UTAR above notice.

( ) I disagree, my personal data will not be processed.



**SECTION A: DEMOGRAPHIC INFORMATION**

*Instruction: Please fill in your details and provide the answers that best fit you. This information will be kept confidential and used for research purposes only.*

1. Age

\_\_\_\_\_

2. Gender

Male       Female

3. Nationality

Malaysian

Non-Malaysian (please specify)

\_\_\_\_\_

4. Ethnicity

Malay

Chinese

Indian

Others (please specify)

\_\_\_\_\_

5. Educational qualification (Completed / Graduated)

Primary / Secondary

SPM

Diploma / A-level / STPM / Foundation

Bachelor's degree

Master's degree

PhD

6. Relationship status

Single

Married

In a relationship

Other: Please state: \_\_\_\_\_

7. Employment status

Full time employed

Part time employed

Unemployed

Student

Other: Please state: \_\_\_\_\_

8. Current living state (e.g., Selangor)

\_\_\_\_\_

9. Company location (e.g., Kuala Lumpur)

\_\_\_\_\_

10. Is your company a subsidiary/branch of a multinational corporation (MNC) or a locally based company?

A branch of a multinational corporation (MNC)

Locally based company

11. Company size

Micro (1-4 employees)

Small (5-74 employees)

Medium (75-200 employees)

Large (more than 200 employees)

12. What is your company's nature of business?

Healthcare

E-commerce

Manufacturing

Education

Logistics

Information Technology

Food and Beverage

Banking

Other: Please state: \_\_\_\_\_

13. Years of working experience in the current company (e.g., 1 year)

\_\_\_\_\_

14. Current job position

Top-level management (CEO/COO/CFO)

Middle-level management (Manager)

Executive (Junior level/Mid-level/Senior level)

Other: Please state: \_\_\_\_\_

15. Working arrangement

Fully physical

Fully online / work from home

Hybrid (mixed mode of physical and online)

16. Your monthly income (RM)

B40 (below RM 4,849 per month)

M40 (between RM 4,850 to RM 10,959 per month)

T20 (more than RM 10,960 per month)

17. Your estimated monthly income (RM):

\_\_\_\_\_

**SECTION B: WORKPLACE OSTRACISM SCALE (WOS-10)**

*Instruction: This section aims to assess the degree to which you have experienced workplace ostracism. You may rate each item on a 5-point Likert scale, ranging from 1 (never) to 7 (always).*

1	2	3	4	5	6	7
<i>Never</i>	<i>Once in a while</i>	<i>Sometimes</i>	<i>Fairly often</i>	<i>Often</i>	<i>Constantly</i>	<i>Always</i>

**During the past 3 months...**

Statement	1 <i>Never</i>	2 <i>Once in a while</i>	3 <i>Sometimes</i>	4 <i>Fairly often</i>	5 <i>Often</i>	6 <i>Constantly</i>	7 <i>Always</i>
1. Others ignored you at work.	1	2	3	4	5	6	7
2. Others left the area when you entered.	1	2	3	4	5	6	7
3. Your greetings have gone unanswered at work.	1	2	3	4	5	6	7
4. You involuntarily sat alone in a crowded lunchroom at work.	1	2	3	4	5	6	7
5. Others avoided you at work.	1	2	3	4	5	6	7
6. You noticed others would not look at you at work.	1	2	3	4	5	6	7
7. Others at work shut you out of the conversation.	1	2	3	4	5	6	7

8. Please select "Once in a while" for this question.	1	2	3	4	5	6	7
9. Others refused to talk to you at work.	1	2	3	4	5	6	7
10. Others at work treated you as if you weren't there.	1	2	3	4	5	6	7
11. Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break.	1	2	3	4	5	6	7

**SECTION C: PSYCHOLOGICAL CAPITAL QUESTIONNAIRE (PCQ-24)**

*Instruction: Below are statements that describe how you may think about yourself **right now**. Use the following scale to indicate your level of agreement or disagreement with each statement.*

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Somewhat Disagree</i>	<i>Somewhat Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>

<b>Statement</b>	<b>1</b> <i>Strongly Disagree</i>	<b>2</b> <i>Disagree</i>	<b>3</b> <i>Somewhat Disagree</i>	<b>4</b> <i>Somewhat Agree</i>	<b>5</b> <i>Agree</i>	<b>6</b> <i>Strongly Agree</i>
<b>Self-efficacy</b>						
1. I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5	6
<b>Hope</b>						

7. If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5	6
<b>Resilience</b>						
13. When I have a setback at work, I have trouble recovering from it, and moving on.	1	2	3	4	5	6
14. Please select "Strongly Agree" for this question.	1	2	3	4	5	6

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#### **SECTION D: TURNOVER INTENTION SCALE (TIS-6)**

*Instruction: The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale provided for each question:*

**During the past 3 months...**

1. How often have you considered leaving your job?

- ( ) Never
- ( ) Rarely
- ( ) Sometimes
- ( ) Often
- ( ) Always

2. How satisfying is your job in fulfilling your personal needs?

- Very satisfying
- Satisfying
- Neither satisfying nor dissatisfying
- Dissatisfying
- Totally dissatisfying

3. We want to test your attention, so please choose on the answer "Often" for this question.

- Never
- Rarely
- Sometimes
- Often
- Always

4. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

- Never
- Rarely
- Sometimes
- Often
- Always

5. How often do you dream about getting another job that will better suit your personal needs?

- Never
- Rarely
- Sometimes
- Often
- Always

6. How likely are you to accept another job at the same compensation level should it be offered to you?

- Highly unlikely
- Unlikely
- Neutral
- Likely
- Highly likely

7. How often do you look forward to another day at work?

- Always
- Often
- Sometimes
- Rarely
- Never

**Identification for Token of Appreciation (Optional\*)**

Kindly take note that this section is optional and is only applicable to those who wish to participate in the lucky draw. We want to reassure you that any information you provide will be used solely for the purpose of transferring the TNG e-wallet credit to the winner and will be treated with utmost confidentiality. If you choose to participate in the lucky draw, kindly ensure that the personal details you provide are accurate. However, if you decide not to participate, please feel free to skip this section and don't need to provide any contact information. Your privacy and choice will be fully respected. We highly appreciate your contribution to this study.

Email address:

\_\_\_\_\_

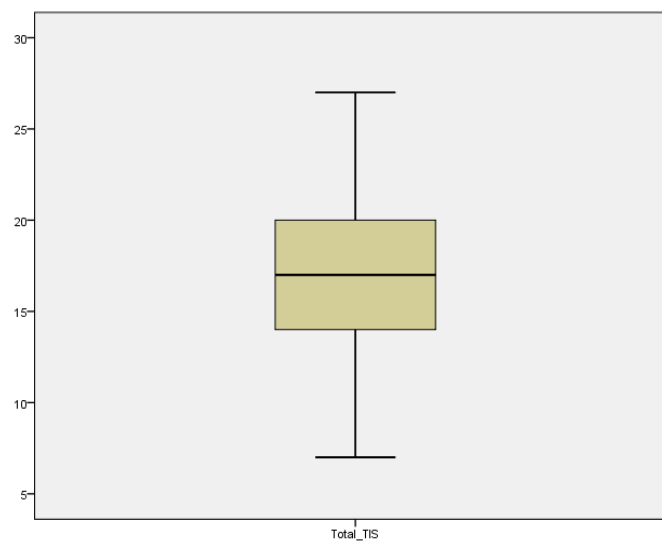
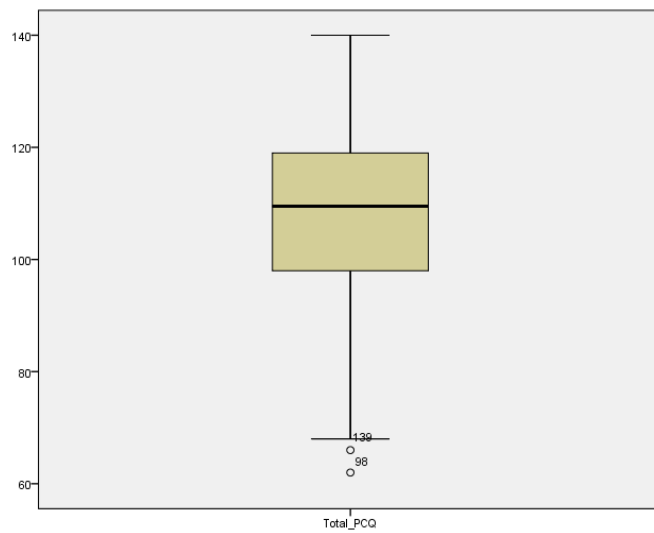
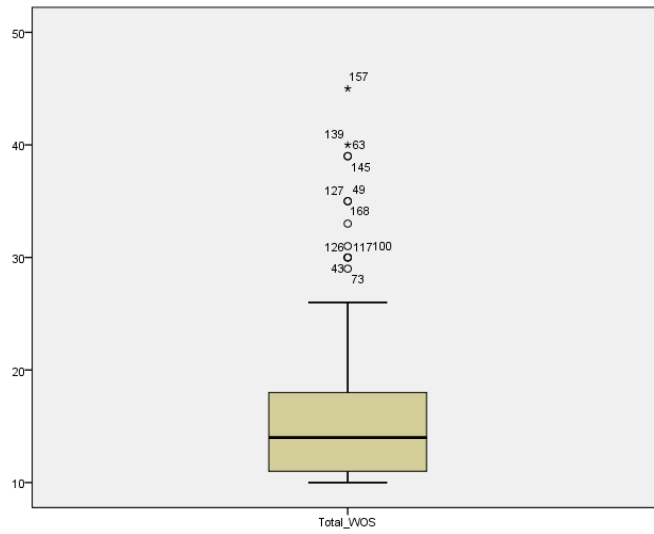
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----- End of survey. Thank you for your participation -----

# APPENDIX E

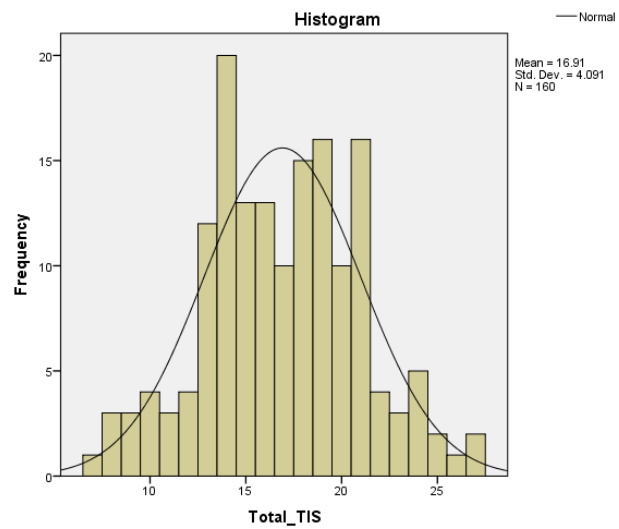
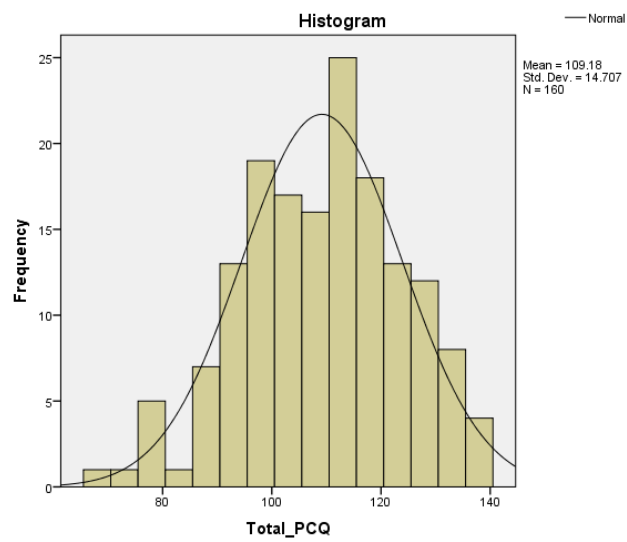
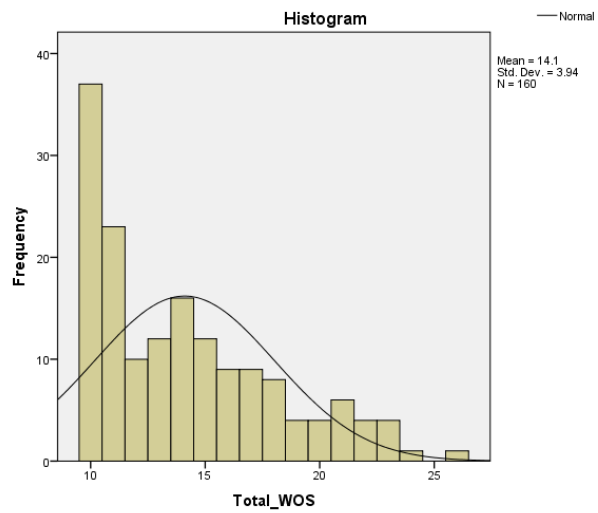
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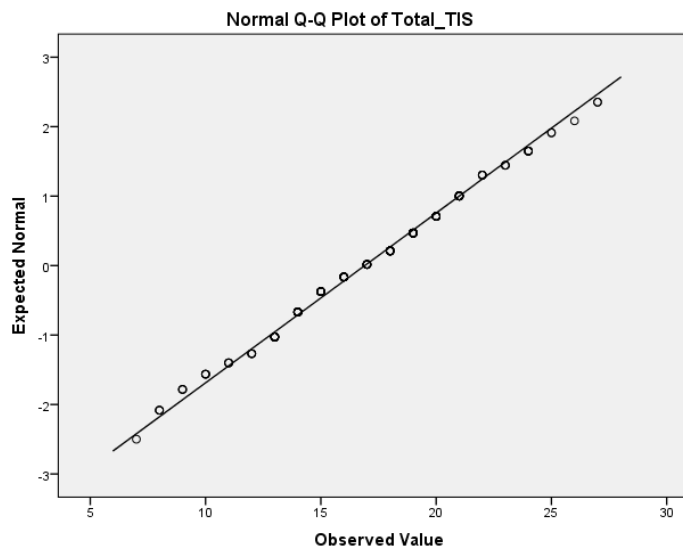
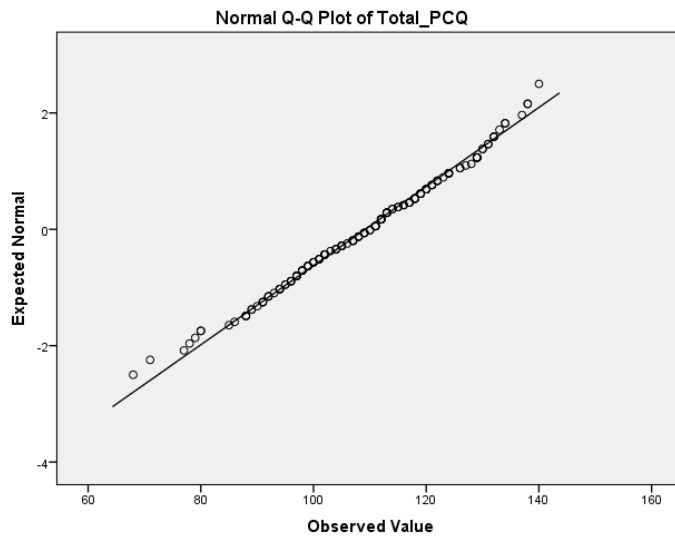
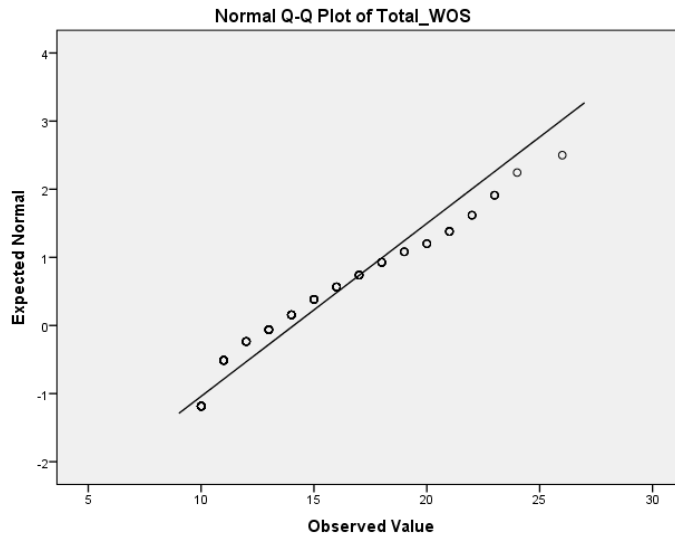
# APPENDIX F

## Histogram



# APPENDIX G

## Q-Q Plots



# APPENDIX H

## Scatterplot

